After scoring and plotting:

1. Circle the highest plotting on Graph I.
   Your “Adapted” behavior is a high________. (D, I, S or C)

2. Circle the highest plotting on Graph II.
   Your “Natural” behavior is a high________. (D, I, S or C)

3. Turn to pages 7-8 to gain more insights on your Natural and Adapted behavior.

4. Go to page 9 and identify a graph that is most like your Graph I and Graph II.
UNDERSTANDING THE GRAPHS

Graph I
Response to the Environment
Adapted Behavior

- Graph I is generated from your “Most” responses
  Your “Most” responses illustrate the behavior you exhibit in your “focus” environment.

- Graph I is your “mask” graph
  We tend to adapt our behavior to meet the demands of our environment. Graph I represents
  the behavior you project to others. It may not be the same as your natural behavior.

- Graph I is the most changeable
  Graph I can change depending on the demands from your environment. Many times success
  can be directly related to your ability to read an environment and adapt the correct behavior to
  win.

- Graph I is your “focus” graph
  Graph I illustrates the behavior in your “focus” environment. It may change between work and
  home or can be situational. For example, meetings tend to demand certain types of behavior
  depending on your role, which may not be the same as your Basic (Natural) Style.

Graph II
Basic Style
Natural Behavior

- Graph II is generated from your “Least” responses
  When you select adjectives that are “Least” like you, the system moves you away from that
  type of behavior. For example, if you select words that describe you least, such as bold,
  daring or determined, your plot point on that factor will move down. Identifying what you are
  “least” like allows the process to determine your natural behavior.

- Graph II is your natural behavior
  When you are under pressure, your behavior will reflect your natural style because you do not
  have the energy to adapt or mask your behavior. Also, when you are totally at ease and have
  no need to adapt, others will see your natural behavior.

- Graph II is the least changeable
  Graph II will seldom change significantly because this represents the “real” you.

- Graph II can change if you experience a significant emotional event.
  A significant emotional event can cause change in Graph II. For example, divorce, death of a
  loved one or loss of employment can significantly impact a person’s emotions and change
  Graph II.
HISTORY OF THE DISC LANGUAGE

As early as 400 B.C., Hippocrates observed similarities and differences in human behavior and classified four different behaviors. In 1921, C.G. Jung spoke of four “types” oriented by four psychological functions: thinking, feeling, sensation and intuition. He then further divided the types into “introversion” and “extroversion.”

The Personal Insights Profile uses the Style Analysis Instrument which is based on the work of Dr. William Moulton Marston. Born in Cliftondale, Massachusetts, in 1893, Dr. Marston was educated at Harvard University. He received three degrees from that institution, an A.B. in 1915, a LL.B in 1918 and a Ph.D. in 1921.

Most of Dr. Marston’s adult life was spent as a teaching and consulting psychologist. Some of his assignments included lecturing at the American University, Tufts, Columbia and New York University. A prolific writer, Dr. Marston was a contributor to the American Journal of Psychology, the Encyclopedia Britannica, and the Encyclopedia of Psychology, all while authoring and/or coauthoring five books. Although still a consulting psychologist, Marston was most active in the last five years of his life as the originator, writer and producer of “Wonder Woman”, a successful comic strip which first appeared in book form. In this endeavor, he used the pen name Charles Moulton. Stricken with Poliomyelitis in 1944, Dr. Marston was partially paralyzed from that time until his death at age 53 in 1947.

In 1928 he published a book, “The Emotions of Normal People,” in which he described the theory we use today. He viewed people as behaving along two axes with their actions tending to be active or passive depending upon the individual’s perception of the environment as either antagonistic or favorable.

By playing these axes at right angles, four quadrants were formed, each circumscribing a behavioral pattern.

1. Dominance produces activity in an antagonistic environment.
2. Inducement produces activity in a favorable environment (called influence in this system).
3. Steadiness produces passivity in a favorable environment.
4. Compliance produces passivity in an antagonistic environment.

Dr. Marston believed that people tend to learn a self-concept which is basically in accord with one of the four factors. It is possible, therefore, using Marston’s theory, to apply the powers of scientific observation to behavior and to be Objective and Descriptive rather than Subjective and Judgmental.

D - Dominance - Challenge
How you respond to problems or challenges.

I - Influence - Contacts
How you influence others to your point of view.

S - Steadiness - Consistency
How you respond to the pace of the environment.

C - Compliance - Constraints
How you respond to rules and procedures set by others.

“All people exhibit all four behavioral factors in varying degrees of intensity.” —W.M. Marston
## GENERAL CHARACTERISTICS

<table>
<thead>
<tr>
<th><strong>C</strong></th>
<th><strong>DESCRIPTIONS:</strong></th>
<th><strong>VALUE TO THE TEAM:</strong></th>
<th><strong>IDEAL ENVIRONMENT:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accurate</td>
<td>Maintains high standards</td>
<td>Where critical thinking is needed</td>
</tr>
<tr>
<td></td>
<td>Analytical</td>
<td>Conscientious and steady</td>
<td>Technical work or specialized area</td>
</tr>
<tr>
<td></td>
<td>Conscientious</td>
<td>Defines, clarifies, gets information and tests</td>
<td>Close relationship with small group</td>
</tr>
<tr>
<td></td>
<td>Courteous</td>
<td>Objective - “The anchor of reality”</td>
<td>Familiar work environment</td>
</tr>
<tr>
<td></td>
<td>Diplomatic</td>
<td>Comprehensive problem solver</td>
<td>Private office or work area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TENDENCY UNDER STRESS:</strong></th>
<th><strong>POSSIBLE LIMITATIONS:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pessimistic</td>
<td>Be defensive when criticized</td>
</tr>
<tr>
<td>Picky</td>
<td>Get bogged down in details</td>
</tr>
<tr>
<td>Fussy</td>
<td>Be overly intense for the situation</td>
</tr>
<tr>
<td>Overly Critical</td>
<td>Appear somewhat aloof and cool</td>
</tr>
</tbody>
</table>

**EMOTION OF THE HIGH C:** Fear

<table>
<thead>
<tr>
<th><strong>S</strong></th>
<th><strong>DESCRIPTIONS:</strong></th>
<th><strong>VALUE TO THE TEAM:</strong></th>
<th><strong>IDEAL ENVIRONMENT:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amiable</td>
<td>Dependable team player</td>
<td>Where critical thinking is needed</td>
</tr>
<tr>
<td></td>
<td>Friendly</td>
<td>Work for a leader and a cause</td>
<td>Technical work or specialized area</td>
</tr>
<tr>
<td></td>
<td>Good Listener</td>
<td>Patient and empathetic</td>
<td>Close relationship with small group</td>
</tr>
<tr>
<td></td>
<td>Patient</td>
<td>Logical step-wise thinker</td>
<td>Familiar work environment</td>
</tr>
<tr>
<td></td>
<td>Relaxed</td>
<td>Service-oriented</td>
<td>Private office or work area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TENDENCY UNDER STRESS:</strong></th>
<th><strong>POSSIBLE LIMITATIONS:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-demonstrative</td>
<td>Yield to avoid controversy</td>
</tr>
<tr>
<td>Unconcerned</td>
<td>Difficulty in establishing priorities</td>
</tr>
<tr>
<td>Hesitant</td>
<td>Dislike of unwarranted change</td>
</tr>
<tr>
<td>Inflexible</td>
<td>Difficulty dealing with diverse situations</td>
</tr>
</tbody>
</table>

**EMOTION OF THE HIGH S:** Unemotional
### GENERAL CHARACTERISTICS

#### D

**DESCRIPTORS:**
- Adventurous
- Competitive
- Daring
- Decisive
- Direct
- Innovative
- Persistent
- Problem Solver
- Results-oriented
- Self-starter

**VALUE TO THE TEAM:**
- Bottom line organizer
- Forward-looking
- Challenge-oriented
- Initiates activity
- Innovative

**IDEAL ENVIRONMENT:**
- Freedom from controls, supervision and details
- An innovative and futuristic-oriented environment
- Forum to express ideas and viewpoints
- Non-routine work
- Work with challenge and opportunity

**TENDENCY UNDER STRESS:**
- Demanding
- Nervy
- Aggressive
- Egotistical

**POSSIBLE LIMITATIONS:**
- Overuse of position
- Set standards too high
- Lack tact and diplomacy
- Take on too much, too soon, too fast

**EMOTION OF THE HIGH D:**
- Anger

---

#### I

**DESCRIPTORS:**
- Charming
- Confident
- Convincing
- Enthusiastic
- Inspiring
- Optimistic
- Persuasive
- Popular
- Sociable
- Trusting

**VALUE TO THE TEAM:**
- Optimism and enthusiasm
- Creative problem solving
- Motivates others toward goals
- Team player
- Negotiates conflicts

**IDEAL ENVIRONMENT:**
- High degree of people contact
- Freedom from control and detail
- Freedom from movement
- Forum for ideas to be heard
- Democratic supervisor with whom he can associate

**TENDENCY UNDER STRESS:**
- Self-promoting
- Overly optimistic
- Gabby
- Unrealistic

**POSSIBLE LIMITATIONS:**
- Inattentive to details
- Be unrealistic in appraising people
- Trust people indiscriminately
- Situational listener

**EMOTION OF THE HIGH I:**
- Optimism
This page identifies the most common (DISC) graphs. First locate the Graph that is most similar to your Graph I, then repeat for graph II. My Graph I is most like ________. My Graph II is most like ________.

Pages 11-18 will provide more information to help you further understand your Adapted and Natural style.
The Success Insights Wheel was developed to give you a visual representation of your Natural and Adapted Styles. Refer to page 9 to identify which section of the wheel represents your Graph I and which section of the wheel represents your Graph II. Draw an asterisk (*) in the correct section from your Graph I. Draw a circle (○) in the section that represents your Graph II.

**WORK ENVIRONMENT**

If your job could talk, what would it say? Based on the descriptors around the wheel, place a (J) in the section of the wheel that best describes your job. How does it compare with your Graph I and Graph II locations?
### KEY STRENGTHS
- Ability to do tough assignments right the first time
- Alert and sensitive to errors where precision and accuracy are required
- Professional and disciplined in their approach as it relates to an area of their expertise
- Organization skills, wise use of time

### IMPROVE EFFECTIVENESS BY
- Being less of a perfectionist
- Going "by the book" less often
- More enthusiasm, less reliance on data

### KEY STRENGTHS
- Ability to set and accomplish high standards of conduct and work
- Alert and sensitive to problems, rules, errors and procedures
- Ability to make tough decisions without letting emotions interfere
- Ability to understand and preserve the need for quality systems

### IMPROVE EFFECTIVENESS BY
- Stating true feelings on issues
- Less concern that change may damage relationships or quality
- More confidence, interdependency

### KEY STRENGTHS
- Ability to do quality work while exploring new ways to increase quantity
- Ability to make tough decisions, using insight and facts, while remaining unemotional
- Ability to push hard to discover correct acceptable solutions to problems
- Expects and challenges team to higher performance standards

### IMPROVE EFFECTIVENESS BY
- Being sensitive to the feelings of others
- Being less blunt and direct
- Showing more sincerity

### TENDENCIES
- **Goal:** Accuracy and quality
- **Judges others by:** Correct results, proof and facts presented
- **Influences others by:** Use of data and exactness
- **Value to the organization:** High standards for self and subordinates, well-disciplined
- **Overuses:** Rules and regulations
- **When under stress:** Becomes overly critical of self and others
- **Fears:** High-risk decisions

### TENDENCIES
- **Goal:** Security and neatness
- **Judges others by:** Precise standards
- **Influences others by:** Dependability, attention to detail
- **Value to the organization:** Conscientiousness, maintains standards
- **Overuses:** Dependency on standard operating procedure
- **When under stress:** Becomes introverted, obstinate
- **Fears:** Antagonism

### TENDENCIES
- **Goal:** Designing systems
- **Judges others by:** Their own high standards
- **Influences others by:** Setting a pace in developing systems
- **Value to the organization:** Precise, conscientious worker
- **Overuses:** Facts and figures
- **When under stress:** Takes on too much
- **Fears:** Disorganization

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**Analyzer #7**

**Coordinator #21**

**Implementor #24**

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**DISC**

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**HIGH C BEHAVIORAL GRAPHS**
KEY STRENGTHS
- A promoter of quality systems
- A good sense of urgency balanced with maintaining high standards
- Organized, even in relationships. Appreciates company of people with similar ideas, likes being organized and quality-conscious
- Sensitive to change in the social and work environment

IMPROVE EFFECTIVENESS BY
- Being more accepting of others’ ideas and beliefs
- Setting realistic goals
- Not being overly sensitive to other people’s comments

TENDENCIES
- Goal: Diplomatic
- Judges others by: Who they know, prestige and accomplishments
- Influences others by: Strategy in good relations
- Value to the organization: Creates a good working environment
- Overuses: Tactfulness
- When under stress: Becomes too suave
- Fears: Having to trade quality for good relationships

KEY STRENGTHS
- Willing to adapt and be an integral part of the team—unless adapting lowers quality
- Ability to see both the good and the bad in any situation
- Ability to get results through people and complete tasks with high standards
- Places a high priority on conserving resources

IMPROVE EFFECTIVENESS BY
- Being realistic when appraising people
- Making quicker decisions even when more data relating to quality is needed
- Respecting others’ efforts and valuing team members

TENDENCIES
- Goal: Technical ability
- Judges others by: Their skills and expertise
- Influences others by: Being levelheaded
- Value to the organization: Combined task and people skills
- Overuses: High standards
- When under stress: Becomes uneasy, unpleasant
- Fears: Lack of recognition

KEY STRENGTHS
- Ability to fight hard for results and/or procedures to ensure quality and correctness
- Ability to ask the right questions to uncover hidden facts
- Avoids favoritism when evaluating personnel
- Will combine analytical and intuitive skills when dealing with complex issues

IMPROVE EFFECTIVENESS BY
- Being less analytical in trying to achieve correctness
- Not hiding emotion and expressing more thoughts to others
- Sharing information, team cooperation

TENDENCIES
- Goal: Problem solver
- Judges others by: Their use of data
- Influences others by: Facts and figures
- Value to the organization: Independently accepts analytically challenging assignments
- Overuses: Perfectionism
- When under stress: Becomes blunt
- Fears: People contact, high risks and lack of privacy

**HIGH D BEHAVIORAL GRAPHS**

### KEY STRENGTHS
- Ability to tackle tough problems dealing with many issues
- Forward-looking, aggressive and competitive
- Ability to work in an environment that has variety and change
- Initiates activity and sets a pace to achieve desired results

**IMPROVE EFFECTIVENESS BY**
- Being less intense, opinionated and blunt
- Not coercing others who may not be as committed to a project as they are
- Patience, concern for people, humility

### TENDENCIES
- Goal: Dominance and independence
- Judges others by: Their ability for getting the task done quickly
- Influences others by: Force of character, persistence
- Value to the organization: Show ‘em attitude
- Overuses: Challenge and contest
- When under stress: Becomes quiet and analytical
- Fears: Losing control

### KEY STRENGTHS
- Results-oriented with a sense of urgency to accomplish goals and meet deadlines
- Decisive and aggressive when presented with challenges
- Initiates activity through other people to get desired results
- Extroverted and actively seeks relationships with a variety of people

**IMPROVE EFFECTIVENESS BY**
- Becoming less irritated if deadlines are delayed or missed
- Not taking on too many responsibilities at one time, more consistency
- More follow-through, directness, lower expectations

### KEY STRENGTHS
- Sets high standards for self and others, expecting performance and teamwork
- Aware and sensitive to the cost of errors and mistakes
- Structured in use of time
- Systematically solves problems without letting emotions influence decisions

**IMPROVE EFFECTIVENESS BY**
- More warmth and appreciation of other team members
- Being more consistent with decisions—quantity versus quality issues
- Not being so blunt and critical of people who do not meet their standards

### TENDENCIES
- Goal: Aggressive and confident to win
- Judges others by: Ability to communicate and to think
- Influences others by: Friendliness and desire for results
- Value to the organization: Good planner, problem solver and resourceful
- Overuses: Position and their way
- When under stress: Becomes restless, impatient and insensitive
- Fears: Losing and failing

### KEY STRENGTHS
- Sets high standards for self and others, expecting performance and teamwork
- Aware and sensitive to the cost of errors and mistakes
- Structured in use of time
- Systematically solves problems without letting emotions influence decisions

**IMPROVE EFFECTIVENESS BY**
- More warmth and appreciation of other team members
- Being more consistent with decisions—quantity versus quality issues
- Not being so blunt and critical of people who do not meet their standards

### TENDENCIES
- Goal: Dominance and pioneering
- Judges others by: Their own standards, progressive ideas
- Influences others by: Competition and unique challenges
- Value to the organization: Initiate change on their own
- Overuses: Bluntness, overly critical
- When under stress: Driving and demanding
- Fears: Not being influential
HIGH D BEHAVIORAL GRAPHS

KEY STRENGTHS
- Ability to come up with new ideas and follow it through to completion
- Appreciates others who are team players
- Ability to see the “big picture” along with the small details
- Determination and persistence

IMPROVE EFFECTIVENESS BY
- Not being overly focused on one issue and missing other opportunities
- Being less concerned with personal standards
- Checking priorities with others

KEY STRENGTHS
- Direct and independent
- High personal goals that usually surpass the goals of others
- Ability to be self-sufficient, challenging yourself when others fail to provide support
- Faces obstacles and competition with optimism

IMPROVE EFFECTIVENESS BY
- Not displaying too much independence at inappropriate times
- Being more careful with details
- Using patience, planned approaches to solutions, delegation

KEY STRENGTHS
- Ability to express ideas without getting emotionally attached
- Single-minded concentration on goals and vital issues
- Careful scrutinizing of others who may impact your performance
- Ability to explain technical data clearly and translate theory into workable solutions

IMPROVE EFFECTIVENESS BY
- Sharing knowledge, thoughts and emotions with others
- Not hesitating to act under heavy pressure
- Developing more people skills and verbalization

TENDENCIES
- Goal: Determined
- Judges others by: Amount of work completed
- Influences others by: Tenacity and persistence
- Value to the organization: Results-oriented with a sense of consistency
- Overuses: Reliance on self
- When under stress: Stubborn, quiet and non-demonstrative
- Fears: Involvement with too many people

TENDENCIES
- Goal: Aggressively works through people to achieve results
- Judges others by: Expectations and likability
- Influences others by: Persuasiveness
- Value to the organization: Innovation and determination
- Overuses: Old ways, strong will
- When under stress: Impatient, driving, unstructured
- Fears: Not achieving desired goals

TENDENCIES
- Goal: Self-sufficient
- Judges others by: Comprehension and power of reasoning
- Influences others by: Rational, indirect manner
- Value to the organization: Self-starter, goal-oriented
- Overuses: Self-reliance
- When under stress: Ambivalent and pessimistic
- Fears: Deadlines without time for quality assurances

### High i Behavioral Graphs

#### Promoter #3
- **Goal:** Obliging and accommodating
- **Judges others by:** Their warmth
- **Influences others by:** Friendliness and interpersonal skills
- **Value to the organization:** Communicates the “big dream,” ability to bring a team together
- **Overuses:** Dependency on others and optimism
- **When under stress:** Emotional, too trusting
- **Fears:** Not being liked enough

#### Persuader #13
- **Goal:** Maintain friendships
- **Judges others by:** Influential contacts, commitment
- **Influences others by:** Inspiration and charisma
- **Value to the organization:** Stable, dependable, wide range of friendships
- **Overuses:** Enthusiasm
- **When under stress:** Overly verbal
- **Fears:** Failure

#### Relater #16
- **Goal:** Maintain long-term friendships
- **Judges others by:** Their loyalty to the relationship
- **Influences others by:** Personal relationships, setting a good example
- **Value to the organization:** Good listener, patient with others
- **Overuses:** Tolerance
- **When under stress:** A grudge-holder, uneasy under stressful situations
- **Fears:** Confrontation

#### Key Strengths
- Very optimistic with a positive sense of humor
- Places focus on people and high trust in relationships
- Develops friendships quickly, enjoy networking
- Uses a consensus approach to decision-making

#### Improve Effectiveness By
- Keeping sight of career goals
- Being less concerned with the feelings of others
- Being organized and having a realistic attitude

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**HIGH I BEHAVIORAL GRAPHS**

**KEY STRENGTHS**
- Ability to handle difficult situations tactfully, sensitive to the needs of people
- Ability to create a pleasant, comfortable atmosphere
- Ability to promote ideas effectively
- Prefers a fast-paced environment

**IMPROVE EFFECTIVENESS BY**
- Being less analytical
- Communicating less information when selling products or ideas
- Being more assertive

**TENDENCIES**
- **Goal:** Approval and acceptance
- Judges others by: Their ability to read verbal and nonverbal cues
- Influences others by: Poise and confidence
- Value to the organization: Relieves tension and promotes people and projects
- Overuses: Control of conversation
- When under stress: Verbal, caustic with others
- Fears: Loss of uniqueness

**KEY STRENGTHS**
- Ability to be adaptable in many situations
- An optimistic, sociable and cooperative team player
- Will attempt to bring the team together in a well-organized manner
- Patience to listen to what others are saying

**IMPROVE EFFECTIVENESS BY**
- Being less accommodating of others
- More consistent display of assertiveness
- More directness and better time management

**TENDENCIES**
- **Goal:** Systematic results through others
- Judges others by: Their ability to communicate and to think
- Influences others by: Diplomacy
- Value to the organization: Careful and personable
- Overuses: Position and their standards
- When under stress: Possessive and overly sensitive
- Fears: Not being part of the team

**KEY STRENGTHS**
- Ability to be persuasive, assertive and steady
- Ability to be independent when the need arises
- Ability to create and promote an idea
- Ability to present ideas in a positive and somewhat direct manner

**IMPROVE EFFECTIVENESS BY**
- Being less opinionated
- Gathering enough information before acting
- More attention to details, organization

**TENDENCIES**
- **Goal:** Sociable and convincing
- Judges others by: Their dedication and tenacity
- Influences others by: Taking responsibility
- Value to the organization: Enthusiasm and directness with new ideas and opinions
- Overuses: Ambitiousness
- When under stress: Superficial
- Fears: Not being seen as a team player
### High S Behavioral Graphs

#### Supporter #5
- **Goal:** Dependability and stable
- **Judges others by:** Their consistency
- **Influences others by:** A congenial disposition, serving others
- **Value to the organization:** Stabilizes the environment in a friendly manner
- **Overuses:** Composure
- **When under stress:** Non-expressive
- **Fears:** Not being appreciated, and the unknown

#### Coordinator #20
- **Goal:** Achieve high standards set for self
- **Judges others by:** Use of knowledge
- **Influences others by:** Ability to follow through
- **Value to the organization:** Adding focus and logic to existing needs
- **Overuses:** Resistance to change
- **When under stress:** Becomes determined, stubborn
- **Fears:** Not meeting specific requirements

#### Relater #17
- **Goal:** Acceptance
- **Judges others by:** Loyalty, sincerity, dependability
- **Influences others by:** Offering understanding, friendship
- **Value to the organization:** Supports, harmonizes and offers stability under pressure
- **Overuses:** Kindness, compassion
- **When under stress:** Withdrawn
- **Fears:** Dissension, conflict, being disliked

#### Key Strengths
- **Supporter #5:** Ability to present self in a calm and controlled manner, using the ability to concentrate as a means to listen and learn
- **Coordinator #20:** Ability to begin a project and follow through to completion
- **Relater #17:** Good listening skills with the ability to empathize with people

#### Improve Effectiveness by
- **Supporter #5:** Projecting a sense of urgency when the need arises
- **Coordinator #20:** Learning to be self-promoting
- **Relater #17:** Being assertive and decisive

#### DISC
- **Supporter #5:** D
- **Coordinator #20:** I
- **Relater #17:** C

---

### HIGH S BEHAVIORAL GRAPHS

<table>
<thead>
<tr>
<th>TENDENCIES</th>
<th>KEY STRENGTHS</th>
<th>IMPROVE EFFECTIVENESS BY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> Personal achievement</td>
<td>- Ability to take a problem and follow through to successful completion</td>
<td>- Demonstrating less passive behavior, even if it affects their security</td>
</tr>
<tr>
<td><strong>Judges others by:</strong> Their accomplishments and successes</td>
<td>- Persistent, determined, tenacious and logical in the pursuit of results</td>
<td>- Using new and creative thinking when problem solving</td>
</tr>
<tr>
<td><strong>Influences others by:</strong> Perseverance</td>
<td>- Excels at maintaining relationships both on and off the job</td>
<td>- Not resisting new situations that may be out of their comfort zone</td>
</tr>
<tr>
<td><strong>Value to the organization:</strong> Works independently and likes challenge</td>
<td>- Team player who will display leadership skills and stand up aggressively for what they believe in</td>
<td></td>
</tr>
<tr>
<td><strong>Overuses:</strong> Bluntness</td>
<td><strong>Fears:</strong> Not attaining desired results</td>
<td><strong>When under stress:</strong> Obstinate, inflexible, relentless</td>
</tr>
</tbody>
</table>

**KEY STRENGTHS**
- Ability to be supportive, friendly and optimistic in any relationship
- Sociable with the ability to enjoy the uniqueness of each human being
- Ability to use balanced judgment bringing stability to the entire team
- Good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced

**IMPROVE EFFECTIVENESS BY**
- Staying focused on roles and expectations to be effective
- Having a sense of urgency
- Sincere appreciation of shortcut methods

---

### SUPPORTER #59

**TENDENCIES**
- **Goal:** Status quo
- **Judges others by:** Friendship
- **Influences others by:** Consistency of performance, accommodation
- **Value to the organization:** Planner, consistency, maintains pace
- **Overuses:** Modesty, conservatism
- **Fears:** Conflict, losing face

**IMPROVE EFFECTIVENESS BY**
- Prioritizing daily activities
- More weighing of pros and cons
- Being more firm and consistent in their convictions

---

### SUPPORTER #35

**TENDENCIES**
- **Goal:** Success through consistency
- **Judges others by:** Loyal friendships
- **Influences others by:** Persuasive people skills
- **Value to the organization:** Solves problems creatively and innovatively works through people
- **Overuses:** Intensity
- **Fears:** Not being supported by the team and change

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### SUPPORTER #50

**TENDENCIES**
- **Goal:** Personal achievement
- **Judges others by:** Their accomplishments and successes
- **Influences others by:** Perseverance
- **Value to the organization:** Works independently and likes challenge
- **Overuses:** Bluntness
- **Fears:** Not attaining desired results
- **When under stress:** Obstinate, inflexible, relentless

**IMPROVE EFFECTIVENESS BY**
- Demonstrating less passive behavior, even if it affects their security
- Using new and creative thinking when problem solving
- Not resisting new situations that may be out of their comfort zone

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### KEY STRENGTHS

- Ability to take a problem and follow through to successful completion
- Persistent, determined, tenacious and logical in the pursuit of results
- Excels at maintaining relationships both on and off the job
- Team player who will display leadership skills and stand up aggressively for what they believe in

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**DISC**

- **Supporter #59**
- **Supporter #35**
- **Supporter #50**

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**DISC**

- **Supporter #59**
- **Supporter #35**
- **Supporter #50**

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THE SUCCESS INSIGHTS WHEEL™

Precise
Accurate
Quality-Oriented
Critical Listener
Attention to Detail

Creative
Task-Oriented
Cool/Aloof
Analytical
Vacillating

Competitive
Confrontational
Direct
Results-Oriented
Change Agent

Logical
Product-Oriented
Slow to Change
Self-Disciplined
Pessimistic

Accommodating
Non-Confrontational
Persistent
Adaptable
Steady

Good Supporter
Team Player
Persistent
Cooperative
Sensitive to Others

Persuasive
Process-Oriented
Quick to Change
Independent
Optimistic

Trusting
Contactable
Persuasive
Talkative
Self-Confident

Words That Don’t Work

Clever
Educated Guess
Experimental

Feelings
Perception
Your Opinion

Frequent Stoppage
Follow Directions
In My Opinion

New
Revolutionary
Cutting Edge

Standardized
Structured
Uniform

Substantial Change
Innovative
Play to Win

Theoretical
Sophisticated
Requires Study

Complex
Abstract
Override the People
FIRST IMPRESSIONS/SOCIAL INTERACTION

HOW YOUR STYLE MAY INITIALLY REACT WITH VARIOUS STYLES
KEYS TO ADAPTING COMMUNICATION

COMMUNICATING WITH THE HIGH C

- Prepare your case in advance.  
  **Don’t be disorganized or messy.**
- Approach them in a straightforward, direct way.  
  **Don’t be casual, informal or personal.**
- Use a thoughtful approach. Build credibility by looking at all sides of each issue.  
  **Don’t force a quick decision.**
- Present specifics, and do what you say you can do.  
  **Don’t be vague about expectations or fail to follow through.**
- Draw up an “Action Plan” with scheduled dates and milestones.  
  **Don’t over promise as to results, be conservative.**
- Take your time, but be persistent.  
  **Don’t be abrupt and rapid.**
- If you disagree, prove it with data, facts or testimonials from respected people.  
  **Don’t appeal to opinion or feelings as evidence.**
- Provide them with the information and the time they need to make a decision.  
  **Don’t use closes, use incentives to get the decision.**
- Allow them their space.  
  **Don’t touch them.**

COMMUNICATING WITH THE HIGH D

- Be clear, specific and to the point.  
  **Don’t ramble on, or waste their time.**
- Stick to business.  
  **Don’t try to build personal relationships, or chitchat.**
- Come prepared with all requirements, objectives and support material in a well-organized package.  
  **Don’t forget or lose things, be unprepared or disorganized.**
- Present the facts logically; plan your presentation efficiently.  
  **Don’t leave loopholes or cloudy issues if you don’t want to be zapped!**
- Ask specific (preferably What?) questions.  
  **Don’t ask rhetorical questions, or useless ones.**
- Provide alternatives and choices for making their decisions.  
  **Don’t come with the decision made, or make it for them.**
- Provide facts and figures about probability of success or the effectiveness of options.  
  **Don’t speculate wildly or offer guarantees and assurances where there is a risk in meeting them.**
- If you disagree, take issue with the facts.  
  **Don’t take issue with the High D personally.**
- Provide a win/win opportunity.  
  **Don’t force a High D into a losing situation.**

COMMUNICATING WITH THE HIGH S

- Start with personal comments. Break the ice.  
  **Don’t rush headlong into business or the agenda.**
- Show sincere interest in them as people.  
  **Don’t stick coldly or harshly to business.**
- Patiently draw out their personal goals and ideas. Listen and be responsive.  
  **Don’t force a quick response to your objectives.**
- Present your case logically, softly, non-threateningly.  
  **Don’t threaten with positional power, or be demanding.**
- Ask specific (preferably How?) questions.  
  **Don’t interrupt as they speak. Listen carefully.**
- Move casually, informally.  
  **Don’t be abrupt and rapid.**
- If you disagree, prove it with data, facts or testimonials from respected people.  
  **Don’t mistake their willingness to go along for satisfaction.**
- Provide personal assurances and guarantees.  
  **Don’t promise something you can’t deliver.**
- If a decision is required of them, allow them time to think.  
  **Don’t force a quick decision, provide information.**

COMMUNICATING WITH THE HIGH I

- Plan interaction that supports their dreams and intentions.  
  **Don’t legislate or muffle.**
- Allow time for relating and socializing.  
  **Don’t be curt, cold or tight-lipped.**
- Talk to people about their goals.  
  **Don’t drive to facts, figures and alternatives.**
- Focus on people and action items. Put details in writing.  
  **Don’t leave decisions up in the air.**
- Ask for their opinion.  
  **Don’t be impersonal or task-oriented.**
- Provide ideas for implementing action.  
  **Don’t waste time in “dreaming.”**
- Use enough time to be stimulating, fun, fast moving.  
  **Don’t cut the meeting short or be too businesslike.**
- Provide testimonials from people they see as important or prominent.  
  **Don’t talk down to them.**
- Offer special, immediate and extra incentives for their willingness to take risks.  
  **Don’t take too much time. Get to action items.**
By recognizing others' behavioral styles and adapting to the styles, you will be able to increase your understanding, appreciation and communication with them, leading to more productive relationships. This exercise will assist you in knowing how to adapt.

1. List four people, in Column A, with whom you interact on a regular basis.

2. Which descriptors on the Success Insights Wheel on the top of Page 19 best describe each person? List those descriptors in Column B. Determine which section of the wheel best describes each person and write their initials or name in that section on Page 19.

3. In Column C, for each person, list words that DON’T work from the bottom section of Page 19.

4. The Success Insights Wheel has four major quadrants (D, I, S and C). In Column D, list the quadrant in which you have plotted each person.

5. Based on each person’s quadrant, turn to Page 20 and 21 and list, in Column E, at least three ways you can communicate more effectively with them.

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<thead>
<tr>
<th>A</th>
<th>B</th>
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<tr>
<td>Names</td>
<td>Descriptors</td>
<td>Words That DON’T Work</td>
<td>D, I</td>
<td>S, C</td>
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