

# WORKPLACE PROFILE

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**Craig Campbell**

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**WILEY**

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

Maybe you've noticed that you relate better to colleagues who focus more on creating lively environments and relationships.

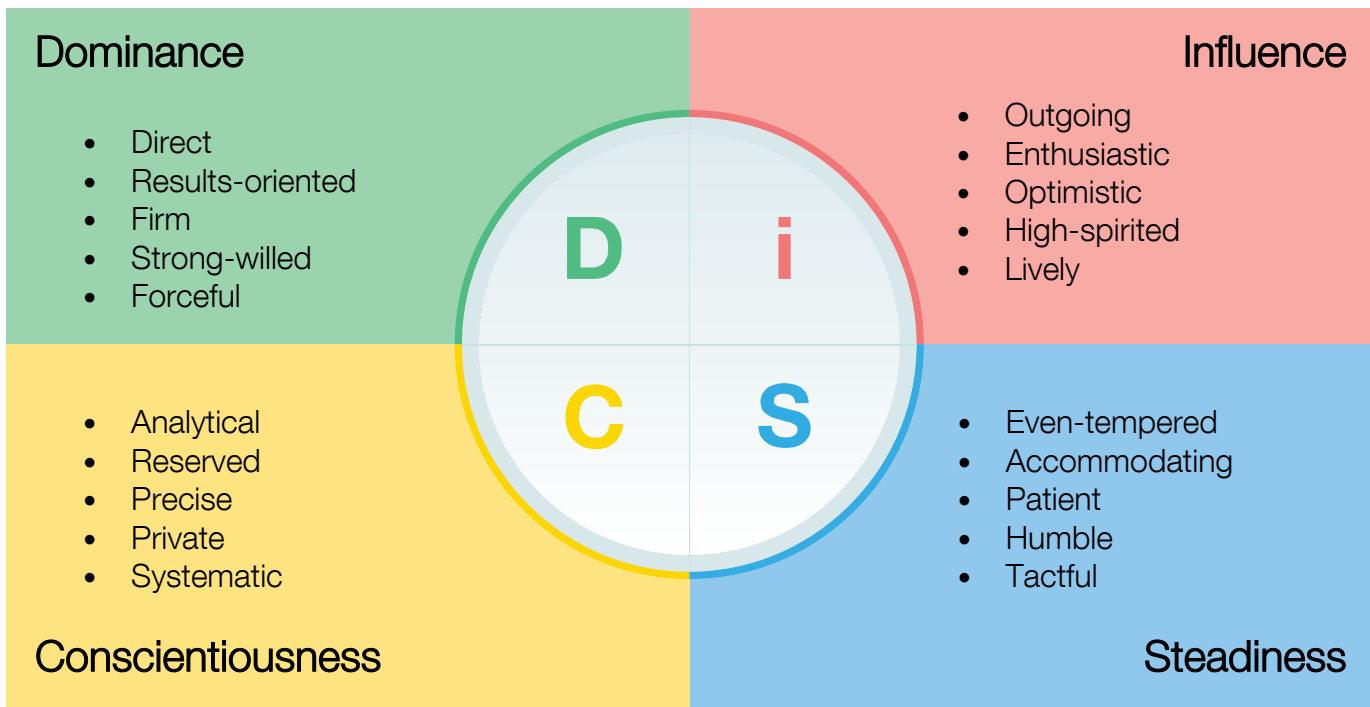
Or, maybe you're more comfortable working with those who take an optimistic, fast-paced approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more enthusiastic than analytical.

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

## Cornerstone Principles of Everything DiSC Workplace®

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



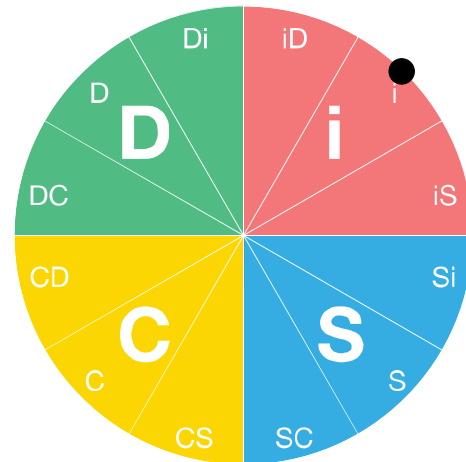
## How is this report personalized to you, Craig?

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

### Your Dot

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

Your DiSC® Style: i



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

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

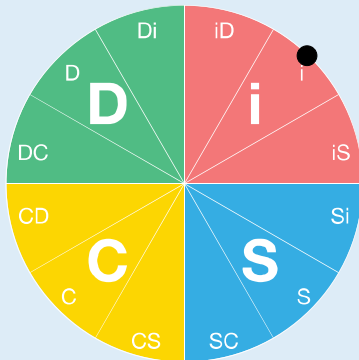
### Close to the Edge or Close to the Center?

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

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

## Your Dot Tells a Story

Your DiSC Style is: i



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

Because you're optimistic and enthusiastic, you may find it easy to get people excited about your goals and ideas. When you speak, you're likely to promote your opinions with passion and wholeheartedness. You may find that many people find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic and are trying to sell them on emotion.

When communicating, you tend to be very expressive, and you may dial up your volume and gestures to get people's attention. Compared to most people, you have a stronger urge to process your feelings by verbalizing them. Because you're so open, you may often share personal information with little prompting, even with people you've just met. At times, your talkative nature may cause you to monopolize conversations, particularly with those who are more soft-spoken.

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

Like others with the i style, you may tie your self-worth closely to your social circle. You strive to make favorable impressions whenever possible, and you're comfortable being the center of attention. In fact, you're probably a gifted storyteller who can entertain others in a colorful, engaging way. While you may enjoy being the life of the party, others may be put off by your need for the limelight.

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

In conflict, you may be inclined to brush any unpleasantness under the rug for as long as possible. However, if your anger, frustration, or hurt reaches a breaking point, you may lash out emotionally or say things you later regret. While such venting may feel therapeutic, you may not realize that emotions of this magnitude can make other people extremely uncomfortable.

Because you tend to get bored with routine, you like to have a variety of tasks on your plate. While your quick pace and tendency to change directions may seem erratic to some people, you have a strong ability to initiate action and make gut-instinct decisions. Although you're often excited to start a new project, you may sometimes dive in without adequate planning or resources. Because you're probably confident in your ability to improvise, you may prefer a more free-flowing approach.

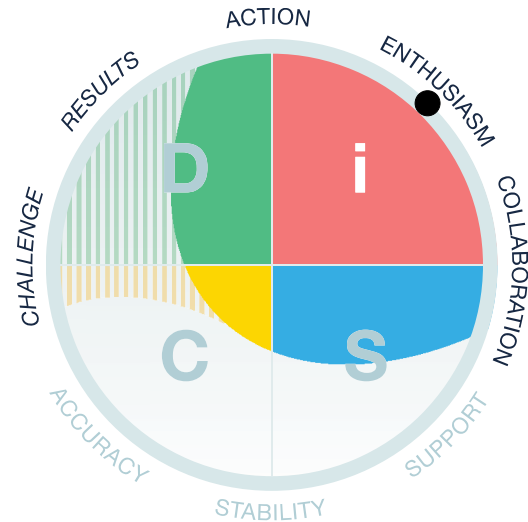
Craig, like others with the i style, your most valuable contributions to the workplace may include your ability to generate excitement, your high energy, and your desire to bring people together. In fact, these are probably some of the qualities that others admire most about you.

## Your Shading Expands the Story

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

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

Typically, people with the i style have shading that touches Enthusiasm, Action, and Collaboration. Your shading stretches to include Results and Challenge, which isn't characteristic of the i style.



## What Priorities Shape Your Workplace Experience?

### ► Generating Enthusiasm

Craig, you like to maintain a positive, upbeat attitude. Most likely, you assume the best in people and look at the bright side of any given situation. Furthermore, your energy fuels your exuberance, and you're usually open and expressive with your opinions and emotions. Because you like to encourage team spirit, you focus on generating enthusiasm.

### ► Taking Action

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

### ► Valuing Collaboration

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

### ► Getting Results

Furthermore, you seem to be highly focused on results, which is not typical of the i style. Whether it's achieving your goals or simply reaching the next milestone, you tend to prioritize getting things done. As a result, you keep striving until you reach your objectives, regardless of the obstacles in your way. Ultimately, you probably make it clear that you're determined to succeed.

### ► Offering Challenge

Although it's somewhat unusual for someone with the i style, you're probably willing to ask questions and challenge assumptions when presented with new ideas. You place a high value on competency, and when you spot a flaw, you're likely to speak up about it. Furthermore, if you encounter methods that you think lack common sense or a logical basis, you probably make others aware of your discomfort.

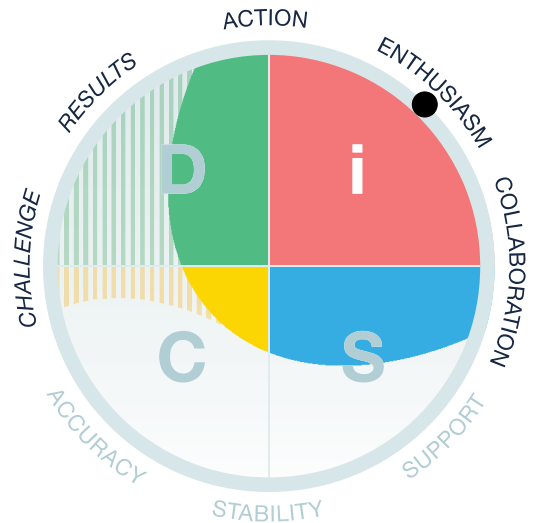
## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the *i* style, you probably appreciate opportunities to work with passionate people toward a common goal. Most likely, you enjoy working in high-energy environments where everyone can express themselves. Because you like to be on the go, you may seek opportunities to meet new people and work on a variety of tasks. However, you may also appreciate an environment where you can question assumptions and make efficient progress toward bottom-line results, and this is less typical of the *i* style.

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

### MOTIVATORS

- Meeting new people
- Being the center of attention
- Inspiring others to do their best
- Initiating colorful projects
- Being around people who are lively and charismatic
- Achieving immediate results
- Working toward challenging goals
- Asking meaningful questions
- Bringing inefficiencies to attention



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

## What Is Stressful for You?

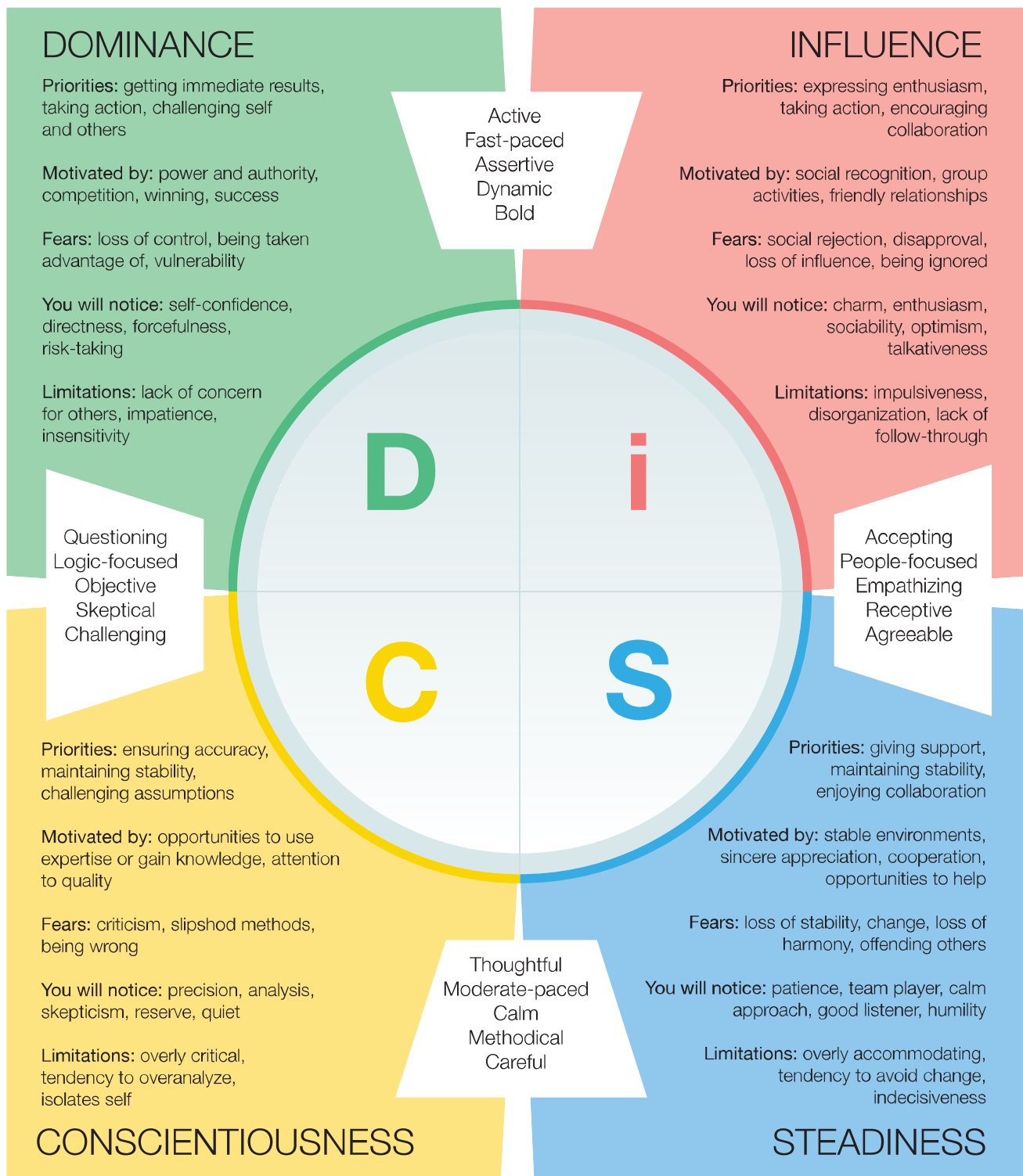
Then there are those aspects of your work that are stressful for you. Because you tend to be active and lively, you may find routine work to be very draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, environments that are dull or don't allow you to express yourself may also sap your energy. At the same time, unlike others with the *i* style, you may become distressed if you're forced to accept things at face value or if your push for results is compromised by other people's hesitancy.

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

### STRESSORS

- Giving people unpleasant feedback
- Being forceful or insistent with others
- Being isolated for long periods
- Working steadily toward long-term goals
- Being in a dull or unsocial environment
- Facing the possibility of failure
- Being forced to give up on your ideas
- Dealing with people who don't meet your standards
- Having to keep your opinions to yourself

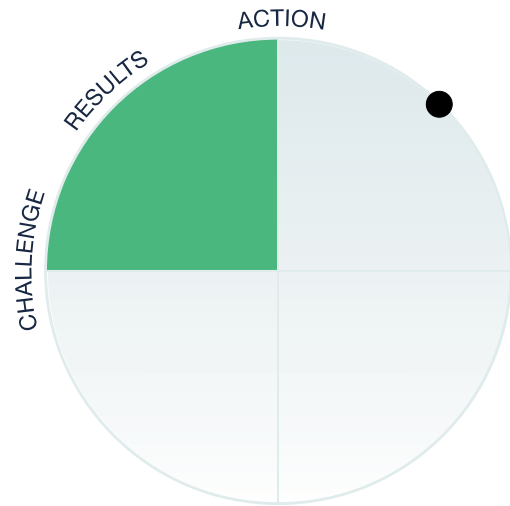
The graphic below provides a snapshot of the four basic DiSC® styles.



Imagine that you regularly interact with someone who has a D style and shares your focus on results, a characteristic that's not as typical for someone with the i style. She's well-respected by the organization as a go-getter who delivers on her promises, and you may appreciate it when she makes bold suggestions for new directions. However, you may sometimes find her direct, forceful approach to be overly aggressive.

Like you, this colleague prefers an exciting, action-oriented work environment, and you probably welcome her desire to move swiftly. However, she often seems intense and demanding, and because you're optimistic and people-focused, you may wonder why she tries to push her ideas through without reaching out to others.

Furthermore, you share her tendency to challenge ideas, an uncommon trait for someone with the i style. However, while you identify with her tendency to ask a lot of questions, you may find her blunt approach to be a bit impersonal, and you probably wish she would share your commitment to teamwork.



To you, people with the D style may seem:

- ✓ Driven
- ✓ Blunt
- ✓ Outspoken
- ✓ Forceful

## What Is the Motivation for Their Behavior?

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

### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you're also quite determined, you may relate well to their goal-oriented nature.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Their bold style may be easy for you to relate to since you also prefer to maintain an energetic pace.

### Challenge

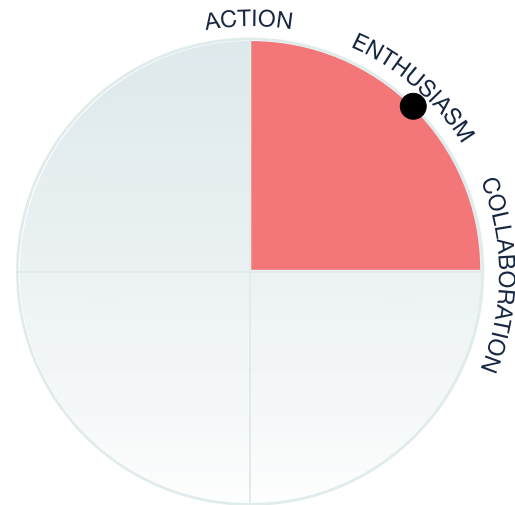
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you also tend to challenge the status quo, you may find yourself butting heads with them at times.



Now, imagine that you work with someone who also has an i style and shares your priority of enthusiasm. He seems to know everyone on a first-name basis and always has the latest scoop. Since you can identify with his positive outlook and lively approach, you probably appreciate his excitement for new ideas.

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

Since you both value collaboration and teamwork, you may be eager to work together on projects. Each of you enjoys the social aspects of work, and you probably appreciate his fun, outgoing nature. However, since you both tend to seek the spotlight, the two of you may compete for attention at times.



*Like you, people with the i style may seem:*

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

## What Is the Motivation for Their Behavior?

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

### Enthusiasm

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

### Action

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

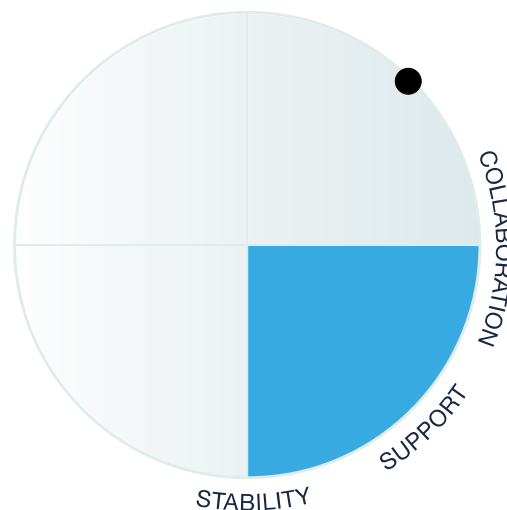
### Collaboration

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

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems kind and supportive, and whenever you ask him a question, he's always patient and happy to help. However, while he always seems warm and sincere, you may think that he focuses too much energy on supporting others rather than on energizing the team.

He is well-liked by everyone and can always be counted on to perform his job consistently. In fact, around the office he's often referred to as a "rock." But because you tend to be spontaneous and adventurous, there may be times when you think he's too cautious and tentative.

You both value relationships and team spirit, so you probably appreciate his ability to keep the group together. Still, while you probably enjoy being the center of attention, he tends to keep a low profile and seems embarrassed when someone showers him with praise. In response to the enthusiastic recognition that you like to give, he tends to say, "It's really not a big deal."



<i>To you, people with the S style may seem:</i>	✓	Soft-spoken
	✓	Careful
	✓	Patient
	✓	Modest

## What Is the Motivation for Their Behavior?

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

### Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. You probably find it easy to relate to their laidback, friendly approach, although you may be more expressive and open than they are.

### Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you probably embrace spontaneity and new ideas, you may find it difficult to understand their more cautious approach.

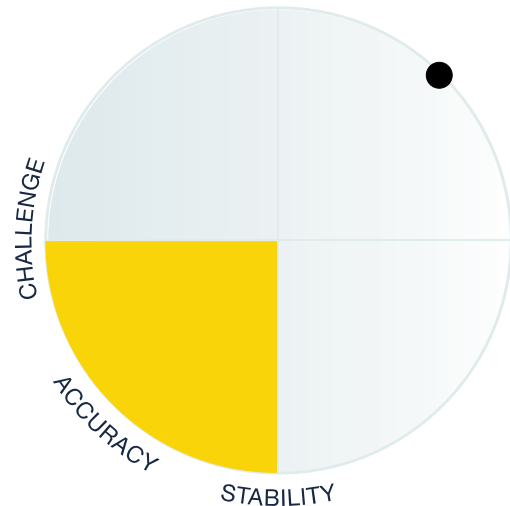
### Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. You probably share their focus on teamwork, and although you're more likely to take the lead in group settings, you may work with them to establish an accepting and open environment.

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have trouble relating to her private nature and systematic approach. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. This probably seems unsociable and perfectionistic to you.

To you, this colleague often seems overly detached and serious. She wants a stable environment where she can ensure reliable outcomes. You tend to be more adventurous than she is, and her careful, systematic approach may seem like a roadblock to the energetic pace that you prefer.

While it's unusual for someone with the i style, you share her tendency to challenge ideas. Because you both tend to ask a lot of probing questions, you may occasionally butt heads if you have a difference of opinions. Still, you probably do appreciate that she tends to pull her own weight and follow through on commitments.



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

## What Is the Motivation for Their Behavior?

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

### Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. Since you tend to value intuition and enthusiasm, you may find it hard to relate to their detached, logical approach.

### Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to respond quickly and energetically to new ideas, you may become frustrated with their cautious approach and moderate pace.

### Challenge

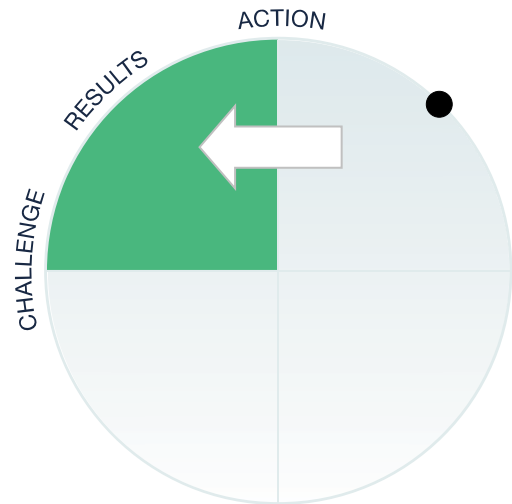
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. While you share their tendency to challenge assumptions, you may sometimes think their skepticism could harm team unity.

## When Trying to Connect

Craig, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're willing to be straightforward to get things done, and you share their priority on results, which is uncommon for someone with an i style. But even though you may share the same goal, you're more likely to spend time building friendly relationships. As a result, they may become frustrated with your socializing, and you may sometimes take their frankness personally.

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

- Minimize the small talk and dig right into business.
- Avoid taking it personally when they ignore your efforts to be friendly.
- Show them how your people-focused approach can bring the bottom-line results you both seek.



## When Problems Need to be Solved

Compared to people with the D style, you're equally likely to make quick decisions and keep things moving. Because you both appreciate rapid solutions, you probably agree to act immediately when solving problems. However, you're much less likely to choose aggressive or unpopular approaches, and they may see you as overly concerned with what other people think. In addition, your shared desire for fast answers can cause you to overlook potential complications.

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

- Avoid emphasizing other people's feelings at the expense of finding workable answers.
- Refrain from suggesting unrealistically positive scenarios.
- Take time to consider whether your speedy decisions might cause more problems in the future.

## When Things Get Tense

While it isn't typical of someone with the i style, you share your "D" coworkers' tendency to challenge ideas, so you both probably address conflicts directly. However, when they confront you, you may lash out and say things that are difficult to take back. As a result, disagreements between the two of you may become heated, and you may find it difficult to move past your emotional response to seek a resolution.

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

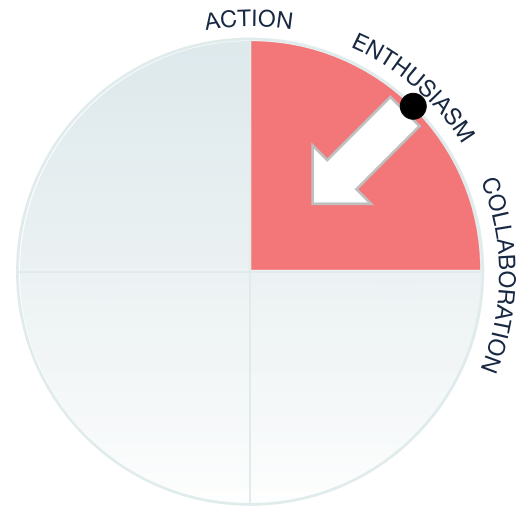
- Avoid interpreting their directness as a personal attack.
- State your points objectively rather than lashing out emotionally.
- Don't allow your challenging approach to escalate the conflict.

## When Trying to Connect

Because people with the i style like high-energy environments where they can collaborate on exciting projects, Craig, they may share your frequently lively approach. You also have an i style, so discussions between you may be friendly and sociable, but you may stray off topic. Furthermore, the two of you may skip important details in your eagerness to move quickly.

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

- Join them in looking for fun, collaborative projects.
- Enjoy the social aspects of your work, but keep each other focused on the task at hand when necessary.
- Work together to make sure that you're considering both the big picture and the details.



## When Problems Need to be Solved

People who share your i style rely heavily on intuition, and they like to dive in and move quickly when confronting a problem. You both tend to move rapidly toward a solution, and you may agree on the need to face tough situations with an optimistic attitude. However, in your mutual enthusiasm to find an answer, the two of you may overlook important details or make unrealistic assumptions that rely on best-case scenarios.

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

- Capitalize on your shared energy, but take time to consider pros and cons.
- Share your exciting ideas with them.
- Balance your spontaneous approach with a clear look at your solution's potential consequences.

## When Things Get Tense

Because people who share your i style want to maintain friendly relationships, you're both likely to initially gloss over differences in conflict situations. However, self-expression is probably very important to the two of you, and you each may eventually insist on being heard, even if it means lashing out. As a result, you may say harsh things to one another that are difficult to take back. Furthermore, you may lose focus on the issue at hand and bring up other areas of discontent.

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

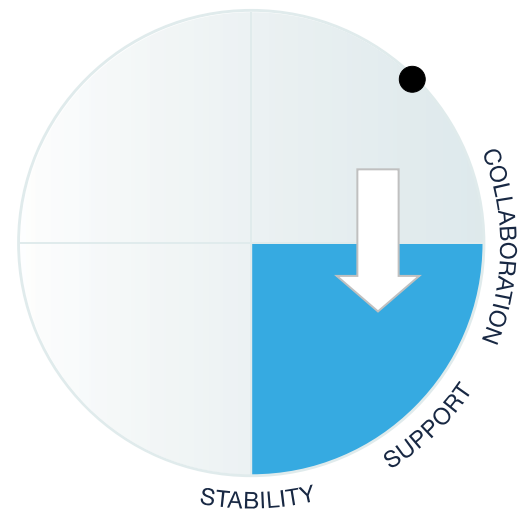
- Avoid personal attacks and stick to the topic at hand.
- Express a desire to work through the conflict quickly but thoroughly.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

## When Trying to Connect

People with the S style value cooperation and friendly interaction, Craig, and this might affect the way you relate to one another. Like them, you also prioritize collaboration and getting everyone involved. However, you tend to be much more expressive than they are, and you may end up inadvertently monopolizing conversations with them. And, while they probably appreciate your cheerful, spirited approach, your high energy may be a little overwhelming for them at times.

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

- Use your upbeat approach to encourage them to share their ideas.
- Avoid pushing them beyond their comfort zone toward your adventurous plans.
- Work collaboratively with them, but avoid overwhelming them with your energy and chattiness.



## When Problems Need to be Solved

Compared to people with the S style, you're probably more inclined to make spontaneous decisions when it comes to solving problems. While they value stability and predictability, you're more likely to be open to exciting, untested solutions. In fact, you're probably quite willing to change course rapidly and to act based on your gut instinct, which may seem impulsive or risky to them. At the same time, their more cautious approach may seem indecisive to you.

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

- Keep in mind that their more cautious approach may be a good counterbalance for your spontaneity.
- Encourage them to share their concerns about risky options since they can be hesitant to speak up.
- Weigh the evidence carefully before jumping on new ideas.

## When Things Get Tense

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You both tend to dislike confronting conflict head-on, so you may sometimes gloss over disagreements with your "S" coworkers. At the same time, they're more likely to hide their true feelings to restore harmony quickly, while you may lash out when pushed. When this happens, you may cause them to shut down even further.

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

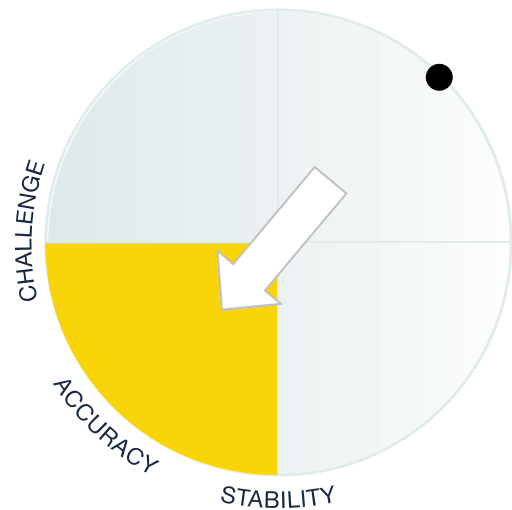
- Express your concern for their feelings, and show a desire to work through the conflict quickly and calmly.
- Address the situation directly right from the start rather than masking your differences.
- Follow up to make sure the issue is resolved.

## When Trying to Connect

Craig, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They may sometimes think your friendliness infringes on their personal space and interrupts their work. In addition, your enthusiastic acceptance of new people and ideas, which is typical of your i style, may be at odds with their more cautious, analytical approach, and they may be uncomfortable with your spontaneity.

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

- Skip the small talk and keep the discussion focused on the task at hand.
- Let them set the pace rather than expecting them to reciprocate your lively approach.
- Stick to the facts rather than trying to use enthusiasm to influence them.



## When Problems Need to be Solved

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before making a decision, while you’re more inclined to trust your gut instinct and change course rapidly. As a result, you may become frustrated when they second-guess your plans during the problem-solving process. In turn, they may see your enthusiastic push for exciting options as careless or sloppy.

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

- Reinforce the need for urgency if they appear bogged down, but remember that their careful analysis may lead to new opportunities.
- Back up your arguments with hard data rather than energy and enthusiasm.
- Strike a balance between your more optimistic approach and their more skeptical one.

## When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on the facts. Although it’s unusual for someone with the i style, you share their priority on challenge, so you both may approach conflict in a similarly questioning way. However, when forced into confrontation, you may become emotional or lash out. Since they prefer a more detached approach, your expressiveness may cause them to withdraw.

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

- Don’t insist on an immediate resolution, since they may need time to process the situation.
- Avoid emotional displays, since this makes them uncomfortable and more likely to retreat.
- Be aware that your shared tendency to challenge ideas may instigate logic battles between you.

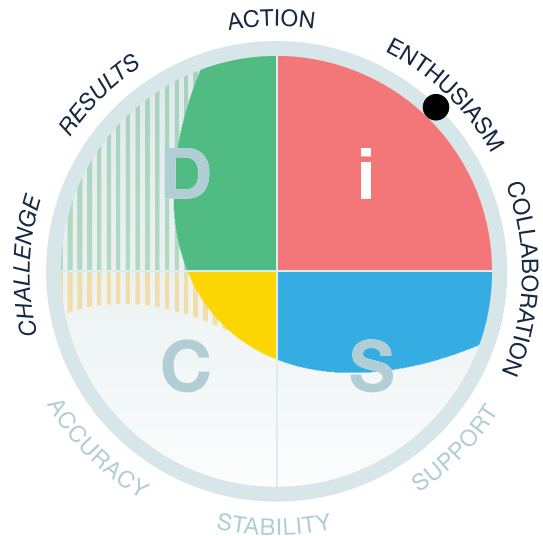
# SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

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

## 1 Take Care to Get Things Right the First Time

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.



## 2 Give Others Time to Process Your Message

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

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

## 3 Avoid Monopolizing Conversations

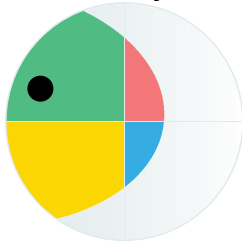
Because you enjoy sharing your opinions and ideas, you may have a tendency to drown out those who are less outgoing. At times, you may even cut people off in your excitement to build on their ideas. So, while you like to connect with people, you can also alienate them if you don't listen attentively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

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



# PERSONALIZED STYLE INDEX: THE D STYLES

## DC Style



Challenge  
Results  
Accuracy

**Goals:** Independence, personal accomplishment

**Judges others by:** Competence, common sense

**Influences others by:** High standards, determination

**Overuses:** Bluntness; sarcastic or condescending attitude

**Under pressure:** Becomes overly critical

**Fears:** Failure to achieve their standards

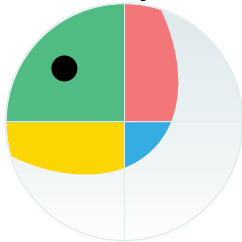
**Would increase effectiveness through:** Warmth, tactful communication

Craig, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. This may be easy for you to relate to since you aren't afraid to challenge opinions and ask questions.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You also tend to be driven, so you can probably relate to their desire for results.

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

## D Style



Results  
Action  
Challenge

**Goals:** Bottom-line results, victory

**Judges others by:** Ability to achieve results

**Influences others by:** Assertiveness, insistence, competition

**Overuses:** The need to win, resulting in win/lose situations

**Under pressure:** Becomes impatient and demanding

**Fears:** Being taken advantage of, appearing weak

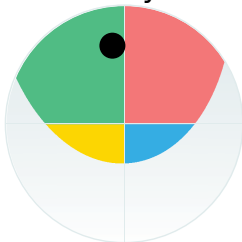
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you're also quite determined, you may relate well to their goal-oriented nature.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Their bold style may be easy for you to relate to since you also prefer to maintain an energetic pace.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you also tend to challenge the status quo, you may find yourself butting heads with them at times.

## Di Style



Action  
Results  
Enthusiasm

**Goals:** Quick action, new opportunities

**Judges others by:** Confidence, influence

**Influences others by:** Charm, bold action

**Overuses:** Impatience, egotism, manipulation

**Under pressure:** Becomes aggressive, overpowers others

**Fears:** Loss of power

**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

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

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. Because you are also results-oriented, you may respect their drive to succeed.

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

# PERSONALIZED STYLE INDEX: THE i STYLES

## iD Style



Action  
Enthusiasm  
Results

**Goals:** Exciting breakthroughs

**Judges others by:** Ability to think creatively, charisma

**Influences others by:** Boldness, passion

**Overuses:** Impulsiveness, outspokenness

**Under pressure:** Becomes impulsive, lashes out at others

**Fears:** Fixed environments, loss of approval or attention

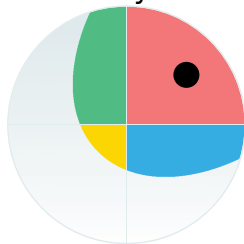
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

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

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

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.

## i Style



Enthusiasm  
Action  
Collaboration

**Goals:** Popularity, approval, excitement

**Judges others by:** Openness, social skills, enthusiasm

**Influences others by:** Charm, optimism, energy

**Overuses:** Optimism, praise

**Under pressure:** Becomes disorganized, gets overly expressive

**Fears:** Rejection, not being heard

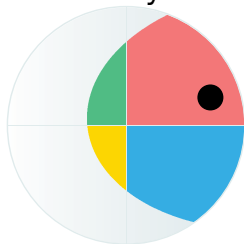
**Would increase effectiveness through:** Being more objective, following through on tasks

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

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

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

## iS Style



Collaboration  
Enthusiasm  
Support

**Goals:** Friendship

**Judges others by:** Ability to see good in others, warmth

**Influences others by:** Agreeableness, empathy

**Overuses:** Patience with others, indirect approaches

**Under pressure:** Takes criticism personally, avoids conflict

**Fears:** Pressuring others, being disliked

**Would increase effectiveness through:** Acknowledging others' flaws, confronting problems

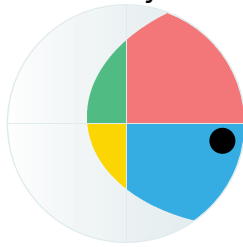
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you share their desire to work with others, you may be just as eager as they are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

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

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

# PERSONALIZED STYLE INDEX: THE S STYLES

## Si Style



Collaboration  
Support  
Enthusiasm

**Goals:** Acceptance, close relationships

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

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

**Overuses:** Kindness, personal connections

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

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

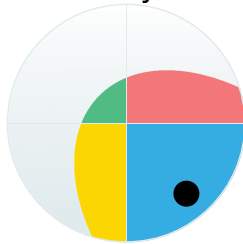
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

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

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

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

## S Style



Support  
Stability  
Collaboration

**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

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

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

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

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

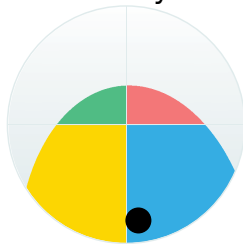
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. You probably find it easy to relate to their laidback, friendly approach, although you may be more expressive and open than they are.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you probably embrace spontaneity and new ideas, you may find it difficult to understand their more cautious approach.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. You probably share their focus on teamwork, and although you’re more likely to take the lead in group settings, you may work with them to establish an accepting and open environment.

## SC Style



Stability  
Support  
Accuracy

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

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

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

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

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

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

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

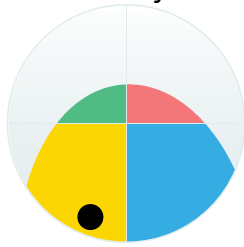
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you’re probably willing to take risks, you may find it hard to relate to their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

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

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

# PERSONALIZED STYLE INDEX: THE C STYLES

## CS Style



Stability  
Accuracy  
Support

**Goals:** Stability, reliable outcomes

**Judges others by:** Precise standards, orderly methods

**Influences others by:** Practicality, attention to detail

**Overuses:** Traditional methods, sense of caution

**Under pressure:** Withdraws, becomes hesitant

**Fears:** Emotionally charged situations, ambiguity

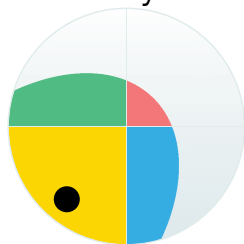
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

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

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

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

## C Style



Accuracy  
Stability  
Challenge

**Goals:** Accuracy, objective processes

**Judges others by:** Expertise, systematic processes

**Influences others by:** Logic, exacting standards

**Overuses:** Analysis, restraint

**Under pressure:** Overwhelms others with logic, becomes rigid

**Fears:** Being wrong, strong displays of emotion

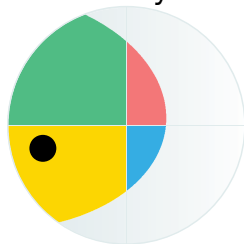
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to value intuition and enthusiasm, you may find it hard to relate to their detached, logical approach.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to respond quickly and energetically to new ideas, you may become frustrated with their cautious approach and moderate pace.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. While you share their tendency to challenge assumptions, you may sometimes think their skepticism could harm team unity.

## CD Style



Challenge  
Accuracy  
Results

**Goals:** Efficient results, rational decisions

**Judges others by:** Competence, use of logic

**Influences others by:** Strict standards, resolute approach

**Overuses:** Bluntness, critical attitude

**Under pressure:** Ignores people's feelings, moves ahead independently

**Fears:** Failure, lack of control

**Would increase effectiveness through:** Cooperation, paying attention to others' needs

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You share their tendency to question new ideas, so you may find it easy to relate to their challenging approach.

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

Furthermore, those with the CD style also value Results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.