



KNOWING ME

Discovery Report

for

WDS AFRICA





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What You Will Learn



When you are able to ...

- 1) Understand yourself
- 2) Understand others
- 3) Adapt your style to theirs

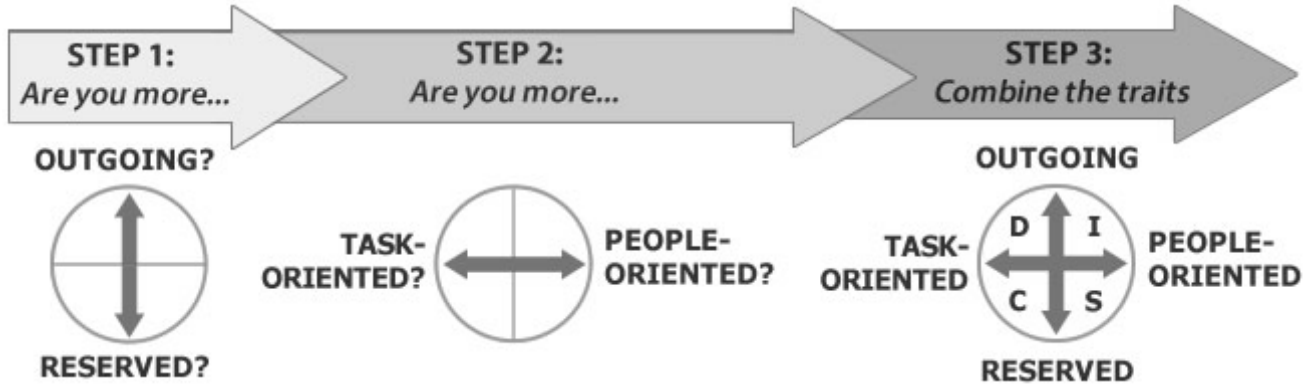
then you can experience:

Better RESULTS and more success in what you do
More FUN in life and better friendships with people
More PEACE and harmony with those you care about
Better UNDERSTANDING and less frustration when working with people

The "DISC" Model of Human Behavior



We will be using a concept called the "DISC" Model of Human Behavior in this report. Each letter (D, I, S and C) represents a main personality style. The DISC model is based on the fact that most people have predictable patterns of behavior. The first pattern reflects whether a person is more **OUTGOING** or **RESERVED**. The second pattern reflects whether a person is more **TASK-ORIENTED** or **PEOPLE-ORIENTED**. The two patterns can be visualized in two circular diagrams with opposing traits and then combined into one diagram as shown below.



The circular diagram in Step 3 has four sections like a pie. Each section is a combination of two traits that can be described by the letters D, I, S and C. The main words that we use to describe each personality style are **Dominant (D)**, **Inspiring (I)**, **Supportive (S)** and **Cautious (C)** as shown below.

Dominant

Inspiring

Cautious

Supportive



Each Person is a UNIQUE BLEND of ALL FOUR traits. Your assessment shows that your personality blend is: "**C/SD**." You will learn more about your "**C/SD**" blend in your Discovery Report.



DISC is Easy to Remember



DISC is easy to remember using letters, colors and symbols.

Symbol	Behavior	Key Words	Color Meaning	Symbol Meaning
	OUTGOING and TASK-ORIENTED	<ul style="list-style-type: none"> • Dominant • Direct • Demanding • Decisive • Determined • Doer 	<p>GREEN means GO - like a green light in traffic!</p> <p>They are always looking for a TASK to GO DO. They were born ready!</p>	<p>The EXCLAMATION POINT represents being emphatic!</p> <p>They like to face everything head-on!</p>
	OUTGOING and PEOPLE-ORIENTED	<ul style="list-style-type: none"> • Inspiring • Influencing • Impressionable • Interactive • Impressive • Involved 	<p>RED is highly VISIBLE and BRIGHT</p> <p>They are always easy to spot. The party begins when they show up!</p>	<p>The STAR symbol means they are the star of the show!</p> <p>They make life FUN and EXCITING!</p>
	RESERVED and PEOPLE-ORIENTED	<ul style="list-style-type: none"> • Supportive • Stable • Steady • Sweet • Status-quo • Shy 	<p>BLUE is PEACEFUL like a clear blue sky</p> <p>They like things to be calm, relaxed and peaceful. They are so nice!</p>	<p>The PLUS and MINUS represents being accommodating.</p> <p>Plus or minus, either way is okay. They like to please others!</p>
	RESERVED and TASK-ORIENTED	<ul style="list-style-type: none"> • Cautious • Calculating • Competent • Conscientious • Contemplative • Careful 	<p>YELLOW means CAUTION</p> <p>They like to approach TASKS CAREFULLY. They move through life one calculated step at a time.</p>	<p>The QUESTION MARK represents their inquisitive nature.</p> <p>They have lots of detailed questions, and they need to think things through!</p>



Your Personality Style Blend

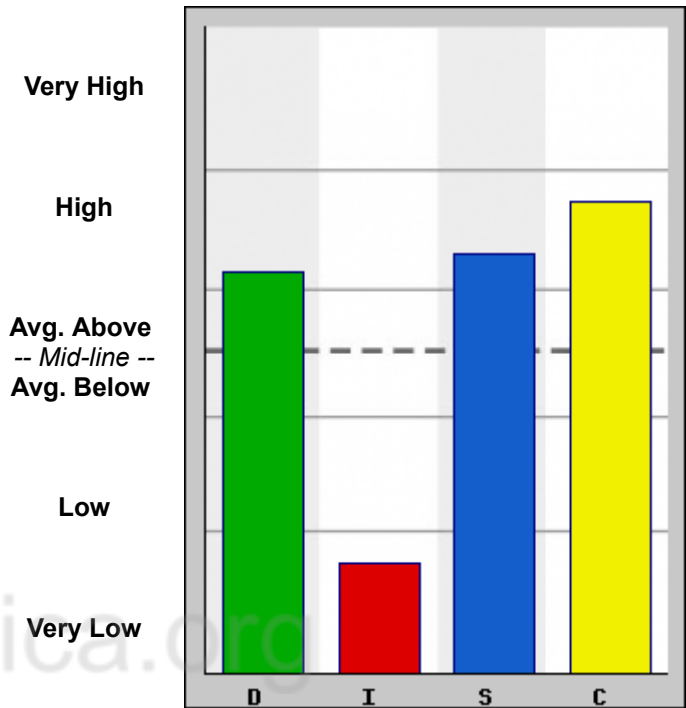


Congratulations, your personality style blend is **C/SD**. By having a CAUTIOUS / SUPPORTIVE / DOMINANT personality style, you tend to seek facts to help people solve problems in a practical way. Working on projects that require attention to detail and providing assistance to others is your strength. A graph of your personality style is shown to the right.

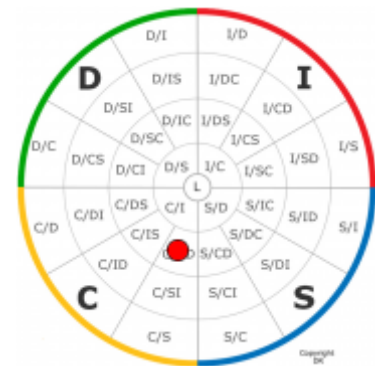
Note: This graph represents your C/SD Style Blend. Please look in the "Graphs" section of this report to see your detailed graphs along with an explanation on how to understand your graphs.

Notice that the "C" is the highest on the chart. That means that you are task-oriented. The Question Mark is your symbol. You are extremely gifted at analyzing tasks. You naturally are good at handling details and producing quality work. Next, notice that in your graph, the S and D areas are above the midline. Your S and D traits support your primary type which is C. S or D traits are usually where you go under stress. You will focus on helping others by taking action on their behalf. Observe that in your graph, the I area is below the midline. I traits are typically blind spot areas that are common with a task-oriented individual. Being aware of these traits will enable you to achieve excellence and a greater quality of life.

Personality Chart



Circle Graph for





Words that Best Describe



- Results-oriented
- Ambitious
- Pioneering
- Practical
- Logical
- Low-keyed
- Thorough
- Optimistic
- Patient
- Responsible
- Confident
- Analytical
- Gifted
- Results-oriented
- Reliable
- Accurate
- Productive
- Curious
- Calculating
- Consistent

Please keep in mind these words may describe you more or less depending on the situation. If you feel that some of the words above describe you very well, then circle them. If you feel like some of the words do not describe you well, simply cross them out. This information is usually 85-95% accurate, but you are welcome to mark it up to match your unique personality style.

This report is NOT meant to label you! It is designed to HELP you UNDERSTAND and DISCover yourself. You can enjoy your unique personality and your strengths!



Strengths



The following section describes _____ strengths based on the **C/SD** personality blend. These strengths represent qualities resulting from blending the D, I, S and C personality traits. Remember, everyone is a unique blend of all four styles. In other words, everyone has some of each of the four major personality styles.

Analytical and Practical

_____ is motivated to service others in practical ways. _____ is concerned with minimizing risks but will take action when appropriate. _____ has the ability to analyze information and work towards tangible results.

_____ is concerned with _____ has the ability to analyze

Consistent Demeanor

_____ is level-headed and stable in relationships - not prone to over-reaction or exaggeration. _____ expresses feelings in a conversational manner without too much emotion. _____ will fight for what is right when the situation calls for it.



Keys to Excellence



The following section describes _____ keys to maintain balance and excellence in life based on the dynamics of the **C/SD** personality blend. These keys are important in adapting to the needs and perspective of others. Practicing these insights will cultivate teamwork, productivity, harmony and understanding with others.

Express Your Feelings

Remember that others may not know what is going on inside of you. Expressing your feelings enables you to connect with others more effectively.

Be Enthusiastic

A person who has a reserved nature tends to hold their enthusiasm in check. Go ahead and express your enthusiasm! People are encouraged by and drawn to those who are passionate and positive.

Be a Little Spontaneous

The saying goes, "variety is the spice of life." Be a little spontaneous to allow for more fun and excitement in your life.

Be a Little Outgoing

Be a little outgoing in everyday life. Take the initiative to start conversations with others. The best way to have a great conversation is to ask others all about themselves and listen with genuine interest.



as a Team Member



You are great at working on projects that require attention to details while staying practical and solution-oriented.

Main Motivation: Cautious, practical diligence; conscientious, steady follow-through

Individual Talents and Gifts: Organizing and scheduling activities toward realistic conclusions

Value as a Team Member: Extremely comprehensive; logical and objective with sensitivity to others with whom he or she works

Ideal Environment: A practical specialty field; working in harmony with others

Key to Motivate: Limited exposure to new, untested procedures; clearly thought-out objectives; information presented in a logical order; clear reasons for doing what you are doing; to have a title or job description that explains what you are doing

Keys to Manage: While working with others: C/SD style blends need to remember that just because they "see" it does not mean that everyone else does; a work space in which they can accomplish their duties; logical answers; clear feedback that provides direction

How You Act Best Under Pressure (your perception): Factual; accurate; incisive; a good listener; correct

How Others *May* MISUNDERSTAND and MISREAD Your Actions Under Pressure (if they do not understand you): A know-it-all; superior; pessimistic; blunt; harsh; critical

Things to be aware of (possible blind spots): Feeling the freedom to express personal feelings spontaneously

Complementary Personality Styles: I, I/D, I/C, D/I, D/C



Suggestions for Working with



Based on your C/SD personality blend, others can work more effectively with you by being aware of your basic style. This section is intended for others to be able to refer to in order to work more effectively with you.

The EASIEST way to work with _____ (or anyone with the C/SD blend) is to:

Use facts and figures when making plans; quote experts in the field who can provide solid data; develop a timetable on which you both can agree for completing projects; use appropriate words that do not carry sarcastic overtones.

The LEAST EFFECTIVE way to work with _____ (or anyone with the C/SD blend) is to:

Push too hard with unrealistic deadlines; leave things open-ended that could cause misunderstanding; be shallow or superficial; talk to them in an immature manner; expect them to be overly outgoing or very friendly; put them in the spotlight.



Basic Motivational Style



The following section describes your "Basic Style" which is how you behave most naturally. Everyone has areas that he or she is strong in and areas where there could be personal growth. The following section contains insights into your basic motivation and behavior.

Your best response under pressure is to be patient with others and keep their feelings in mind. You feel least comfortable when you perceive that you may be wrong or experience a lack of peace with others. As a person having a C/SD style blend, you naturally act contemplative, assertive, yet patient. The C/SD style blend wants control, safety and high standards from others. Remember: The key to your success is to exercise being under-control by being flexible with others, especially if they make a mistake.

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Basic Style - Visual Chart

The following section shows your "Basic Style" in the form of a visual chart. The areas in **BOLD** show how you behave most naturally. The following section contains insights into your basic motivation and behavior.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Tends to act Assertive Likes Control Dislikes Losing Guard against Anger	Tends to act Persuasive Likes Approval Dislikes Rejection Guard against Placing Blame	Tends to act Patient Likes Routine Dislikes Change Guard against Nonparticipation	Tends to act Contemplative Likes Standards Dislikes Being Wrong Guard against Criticism
Low Trait Behavior	Tends to act Cooperative Likes Harmony Dislikes Confrontation Guard against Indifference	Tends to act Unemotional Likes Logic Dislikes Illogical Actions Guard against Suspicion	Tends to act Responsive Likes Variety Dislikes Status Quo Guard against Impatience	Tends to act Free Spirited Likes Non-structure Dislikes Conforming Guard against Emotion
	Dominant	Inspiring	Supportive	Cautious



Communication Style



The following section describes how you tend to communicate and interact with others. Naturally, you like to communicate in a way that is most comfortable to you. Others may or may not understand you or your motivation. This page is designed to shed light on how your personality influences the way you communicate with others. Please note that the following statements include areas for growth.

You typically are motivated by facts, affirmation, structure and challenges. Remember: The key to you being valued and respected is to have under-control actions. Be forgiving with others' shortcomings. This can be accomplished by being more friendly. By having a C/SD style blend, you communicate naturally in a systematic, friendly and sometimes forceful manner. Others may perceive you as being critical, pushy and even aloof with others. By having a C/SD style blend, you naturally prefer an environment that is detail and goal-oriented, yet you like to have the opportunity to be supportive with others.

Communication Tip: Communicate effectively and act intelligently by adapting your words and actions to the personality style of others.



Communication Style Chart

The following section shows your "Communication" in the form of a visual chart. The areas in **BOLD** show how you communicate most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Ideal Environment: Results-oriented Motivated by: Challenges Communication Style: Forceful Possible Perception: Pushy	Ideal Environment: People-oriented Motivated by: Positive Feedback Communication Style: Informal Possible Perception: Talkative	Ideal Environment: Support-oriented Motivated by: Affirmation Communication Style: Friendly Possible Perception: Weak	Ideal Environment: Detail-oriented Motivated by: Structure Communication Style: Systematic Possible Perception: Critical
Low Trait Behavior	Ideal Environment: Team-oriented Motivated by: Cooperation Communication Style: Cooperative Possible Perception: Indecisive	Ideal Environment: Detached Motivated by: Logical Order Communication Style: Logical Possible Perception: Aloof	Ideal Environment: Flexible Motivated by: Action Communication Style: Responsive Possible Perception: Impatient	Ideal Environment: Personalized Motivated by: Independence Communication Style: Free-spirited Possible Perception: Unorthodox
	Dominant	Inspiring	Supportive	Cautious



Priorities and Decision Style for



The following section describes your decision-making style and what tends to be important to you. Your personality style influences how you make decisions based on your priorities. These insights reflect your most natural behavior when faced with choices.

You typically will make a decision based on facts in order to uphold principles and solve problems while seeking peace and maintain the status quo with others. When making a decision, the C/SD style blend tends to focus on rules to accomplish the goal and implement what is acceptable. By having a C/SD style blend, your basic priorities in decision-making are procedures to accomplish excellence and exercise power with predictability and peace with others. Remember: The key to your success is to have under-control actions. Focus on recognizing the need for being flexible with others.

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Understanding your decision-making style can help you become more successful in balancing the issues involved in a situation while interacting with the people who are affected by your decisions.



Priorities and Decision Style Chart

The following section shows your "Priorities and Decision-Making Style" in the form of a visual chart. The areas in **BOLD** show how you tend to process decisions most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Your priority is Power to act So you Decide In order to Solve Problems Because you Focus on The Goal	Your priority is People Involvement So you Interact In order to Persuade Others Because you Focus on The Popular	Your priority is Predictability So you Seek Stability In order to Keep Status-Quo Because you Focus on The Accepted	Your priority is Procedure So you Seek Facts In order to Uphold Principles Because you Focus on The Rules
Low Trait Behavior	Your priority is Yielding to Power So you Participate In order to Be a Team Player Because you Focus on The Team	Your priority is less People Involvement So you Isolate In order to Be Self-Persuaded Because you Focus on The Logic	Your priority is Not Predictability So you are Spontaneous In order to Promote Change Because you Focus on The Innovation	Your priority is Not Procedure So you Explore Feelings In order to Be Expressive Because you Focus on Your Feelings
	Dominant	Inspiring	Supportive	Cautious



Professional Growth Insights for



The following section offers insights about how your personality style blend may influence your professional life. In order to be the best YOU possible, it is important to maximize your strengths while, at the same time, minimizing your weaknesses.

This feedback is primarily based on your strongest traits. Consider this section with a mindset of leveraging your strengths in order to bring about the best results possible.

- The key to an effective, successful career has to do with developing by learning and growing. You will develop more by committing to ongoing training and development and learning from others.
- By paying close attention to financial matters, you will gain the ability to have even more structure in life, so that you can effectively accomplish more with your career.
- One way to boost your value to others is to be flexible. Learn how to design in flexibility. Make your plans adaptable.
- The C/SD style blend desires to provide value and accomplish tasks. Your career will benefit from your natural tendency toward efficiency and effectiveness.
- In developing your career, you will experience others that are uncommitted to what you do and to other areas of life. Keep in mind not everyone has a desire to learn and grow. If they are not committed, do not take it personally.
- Begin working with leaders based on their personality style. Adapt your style. See things from their perspective.
- It is uncommon for those with a C/SD blend to be very expressive with their feelings. Set yourself apart in your profession by sharpening your ability to convey how you feel.
- Building relationships and using your natural ability to solve problems and accomplish tasks will allow you to be more successful long-term. Discover ways to interact with people, and learn how to relax.
- Being focused and learning from the advice and direction from successful leaders are the keys to your development both personally and professionally.
- Building an effective career is about working smarter not just harder. Make sure to develop ways to connect with others. This is an important principle in life and work.



Long-term Development Insights for



The following section offers insights about how your personality style blend may influence your professional life in a long-term manner. The focus here is to provide input to you which will not only help you be more successful now, but may also help you to compensate in areas that might otherwise hold you back from achieving your full potential. This feedback is designed to make you more aware of areas that are related to your less-predominant traits. Consider this section with the mindset that learning to adapt your behavior in these areas will result in maximizing your success.

- Life is about balance. Convince yourself that you will create balance in life by learning to relax verses focusing on tasks. Remember you are a human being not a human doing.
- Remember to motivate and influence others based on their personality style. What appeals to you may not appeal to someone else.
- Commit to taking time to enjoy life. When you schedule down time, you are able to think and analyze more effectively. This will lead to better decisions.
- Important: Most people buy into people not programs or systems or products. Stay focused on people not just getting things done.
- A key principle in relating with others: people want to know how much you care, before how much you know. Remember this in building relationships and growing professionally.
- In developing by learning and growing, it is important to let your strengths carry you, and let your weaknesses concern you.
- The way to have greater purpose is to develop ways to support others. When you stretch, you grow. By focusing on the needs of others, you will gain substantial benefits both personally and professionally.
- A secret key to your success is focusing more on relating with others. By building a relationship, you build a stronger work environment
- Be careful about giving too much detail and information. Convince yourself of the importance of adapting to others. Too much information to some individuals is confusing.



High and Low Traits

HIGH TYPE Most Predominant	DOMINANT Comfortable working in charge	INSPIRING Comfortable working with people	SUPPORTIVE Comfortable working in a routine	CAUTIOUS Comfortable working in a defined system
Very High Segment	dominant driving demanding ambitious directing pioneering	inspiring political persuasive magnetic stimulating impulsive	supportive passive predictable loyal steady patient	cautious perfectionist precise exacting accurate theoretical
High Segment	forceful adventuresome risk-taker challenging decisive determined	trusting enthusiastic expressive polished generous poised	faithful enduring persistent cooperative kind relaxed	thorough contemplative conscientious proper diplomatic tactful
Average Segment	competitive convincing self-composed	charming sociable hopeful	amiable reliable stable	polite inquisitive sensitive
----- midline -----				
Average Segment	self-effacing hesitant evaluates risks	open-minded retiring assessing	mobile approachable alert	self-affirmed instinctive self-convinced
Low Segment	conserving unassuming realistic willing modest peace-keeping	reflective skeptical factual nonemotional suspicious aloof	available eager responsive tense flexible impatient	opinionated independent willful unconventional emotional free-spirited
Very Low Segment	team player avoids confrontation humble dependent self-denying participating	analytical withdrawn detached probng logical listening	testing changeable energetic reactionary dynamic spontaneous	uninhibited obstinate fearless defiant extremist self-expressive
LOW TYPE Least Predominant	DOMINANT Comfortable working on a team	INSPIRING Comfortable working alone	SUPPORTIVE Comfortable working spontaneously	CAUTIOUS Comfortable working instinctively



Communication and Presentation Tips



The Main Thing to Remember:

because your primary style is **C**
Please remember to:

express care for people in your communication.

Your Keys to Success:

when you are communicating with others, it is important to remember the other person may have a different personality style than you do. Consider your possible blind spots, and remember the following when you present:

- 1) **Do not get caught up in too much detail.**
- 2) **Keep in mind the person vs. the process.**
- 3) **Remember to smile, and be cordial.**

Next, let's see how to relate to the 4 basic personality styles ...



Communication with a D-Style Person



with someone who is primarily D (dominant)

because your primary style is **C**,

Please remember the following when communicating with a **D-style** person:

- 1) **Emphasize the goal and solution.**
- 2) **Get to the result first, then the details later.**
- 3) **Be efficient in your use of time.**

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INSIGHT: Be confident and sure of yourself. Your friend may be forceful. Show strength. Be direct. Emphasize results.



Communication with an I-Style Person



with someone who is primarily I (inspirational)

because your primary style is **C**,

Please remember the following when communicating with an **I-style** person:

- 1) **Emphasize how much you recognize and admire him or her.**
- 2) **Consider dreaming using stories about his or her future success.**
- 3) **Be willing to listen to him or her when he or she gets sidetracked. Remember their focus is on people and image vs. too much detail.**

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INSIGHT: Be enthusiastic and complimentary. Your friend will talk and exaggerate a lot. Listen and don't try to control the conversation or prove your point.



Communication with an S-Style Person



with someone who is primarily S (supportive)

because your primary style is **C**,

Please remember the following when communicating with an **S-style** person:

- 1) **Emphasize teamwork.**
- 2) **Help him or her understand the value of your service.**
- 3) **Be warm and calming.**

INSIGHT: Be sensitive. Let your friend share his or her feelings. Don't interrupt. Let your friend finish talking before your talk.



Communication with a C-Style Person



with someone who is primarily C (cautious)

because your primary style is **C**,

Please remember the following when communicating with a **C-style** person:

- 1) **Emphasize the quality and excellence in your service.**
- 2) **Look at major concepts and specific issues.**
- 3) **Be logical and agreeable.**

INSIGHT: Be factual and make sure of your facts. Ask for suggestions. Be open and respectful. Give details concerning problems. Be precise and methodical.



Leadership Insights to the D-Style



How to relate best to someone who is primarily Dominant:

They want to know:	WHAT
If they are interested, they will:	CHALLENGE YOU
They want you to:	BE DIRECT
Because they will:	DECIDE QUICKLY

They want to be in control, and they will only decide about a matter if they can see how it relates to their goals. Their main motivation will probably be to solve some sort of problem or achieve something. Leadership with this personality style is primarily about presenting solutions that are relevant to them.

Phrases to use: (encourage their eagerness to lead)

You are in charge.
I have confidence in you.
You have complete authority to make it happen.
I'll give you whatever resources you need to meet the goal.
I know that, if anyone can handle this situation, it's you.
What do you need to move ahead?
What would you like to do next?
Your leadership in this matter is critical.
See what solutions you can come up with, and go with whatever you think is best.

In Summary:

Their issue is POWER. They will DECIDE in order to SOLVE PROBLEMS, because their focus is THE GOAL.

Note: Review the page on Communication with a D-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.



Leadership Insights to the I-Style



How to relate best to someone who is primarily Inspirational:

They want to know:	WHO
If they are interested, they will:	TELL YOU HOW THEY FEEL
They want you to:	BE EXCITED
Because they will:	DECIDE EMOTIONALLY

Their priority of people means that they want to feel good about you and the people you are associated with. Be excited with them. Talk energetically with them about other people, interesting stories and fun things to do. Leadership of this personality style is primarily about moving enthusiastically with them toward short-term goals that involve dynamic interaction with people.

Phrases to use: (encourage their energy with people)

Who can we get together to work on this project?
Who would you like to have on your team?
We are looking for someone with energy and enthusiasm like you!
How soon can you pull together a meeting with everyone?
Can you help me with some ideas to get this started?
I'm so excited that we get to work together!
You add so much fun to everything!
What would be a good way to reward ourselves when we reach our first goal?
Thank you for your positive attitude and outlook!

In Summary:

Their issue is PEOPLE. They will INTERACT in order to PERSUADE OTHERS, because their focus is THE POPULAR.

Note: Review the page on Communication with an I-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.



Leadership Insights to the S-Style



How to relate best to someone who is primarily Supportive:

They want to know:	HOW
If they are interested, they will:	TAKE THEIR TIME
They want you to:	BE SINCERE
Because they will:	DECIDE SLOWLY

They want predictability, and they will need a friendly, comfortable environment to be in. Give them reassurance that what you are suggesting will be a good experience for them and others. They do not want to venture out of their comfort zone, so don't push or force anything. Leadership of this style is about being sincere and giving gentle encouragement to take small steps in a safe direction.

Phrases to use: (remember to be sincere, patient and supportive)

Thank you so much for helping me on this.
How about if we just take a small step and try this approach to see how it works?
Your contribution is so important. Everyone appreciates your input.
It's ok to make a choice; we can always change our approach later on if we need to.
Let's work on this together, and we can help each other.
Someone will be there to personally guide you through the process.
You can handle this - I have confidence in you. You can do it.
That seems to be a very safe and sensible approach.
Do you mind if we try it out?

In Summary:

Their issue is PREDICTABILITY. They will SEEK A STABLE ROUTINE in order to MAINTAIN STATUS QUO, because their focus is THE ACCEPTED.

Note: Review the page on Communication with an S-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.



Leadership Insights to the C-Style



How to relate best to someone who is primarily Cautious:

They want to know:	WHY
If they are interested, they will:	ASK QUESTIONS
They want you to:	BE CREDIBLE
Because they will:	DECIDE CAREFULLY

Their priority for procedure and logic means that they will need good reasons why going in a particular direction makes sense. This personality style naturally asks questions as a way of thinking things through. Their areas of interest or focus may be very specific, so be patient as you answer questions. Leadership of this personality style is about being logical and providing enough time and information for them to think through options.

Phrases to use: (provide information, build credibility, be patient)

Our research shows that this is a good option.
What is the best option in your opinion?
What other information can I provide to help you?
What factors are most important to you right now?
You have done excellent work so far.
How can we apply what you have learned?
What do you see as the next step that needs to be taken?
How much time do you think you will need to think this over?
What are you most concerned about at this point?

In Summary:

Their issue is PROCEDURE. They will SEEK FACTS in order to UPHOLD PRINCIPLES, because their focus is THE RULES.

Note: Review the page on Communication with a C-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.







What to Emphasize with Each Style

With DOMINANT (D) Style People Emphasize:	With INSPIRING (I) Style People Emphasize:
<ul style="list-style-type: none"> • Results • Opportunities • Solutions • Goals • Plans • Wise use of time • Leadership role • Authority • Their bold nature • Bottom line • Ownership • Efficiency 	<ul style="list-style-type: none"> • Fun • Enjoyment • Recognition • Dreams • People • Lifestyle • Energy • Enthusiasm • Their outgoing nature • Expectations • Stories • Success
With CAUTIOUS (C) Style People Emphasize:	With SUPPORTIVE (S) Style People Emphasize:
<ul style="list-style-type: none"> • Quality • Value • Logic • Principles • Honesty • Integrity • Consistency • Validation • Their inquisitive nature • Details • Loyalty • Correctness 	<ul style="list-style-type: none"> • Support • Reliability • Teamwork • Service • Peace • Family • Steadiness • Relationships • Their cooperative nature • Understanding • Security • Friendships
<p>Remember: Emphasize what others are interested in!</p>	

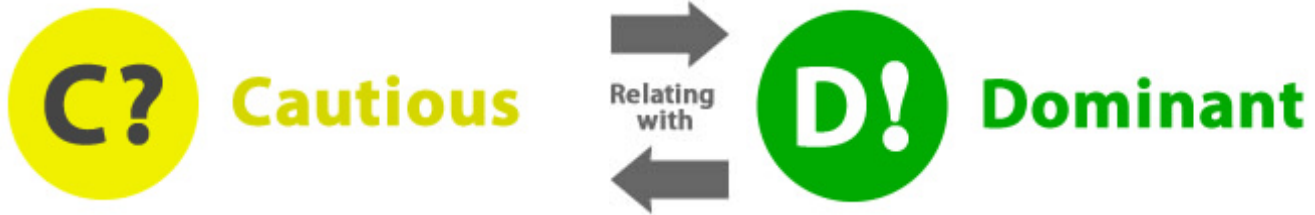
3 Special Tips to Remember



If Your Style is	Remember
	<ul style="list-style-type: none"> • Don't push • Give people time to process and think • Use softer tones
	<ul style="list-style-type: none"> • Be organized • Stay focused • Be credible
	<ul style="list-style-type: none"> • Be confident • Remember that challenges are okay • Don't be controlled by FEAR (False Evidence Appearing Real)
	<ul style="list-style-type: none"> • Don't overdo details • Remember the person, not the task • Smile more and lighten up a little



Relationship Insights for the Dominant D-Style



Because your primary style is C ...

Remember the following when working with a **Dominant D-Style** person:

STRENGTHS you share:

Both of you share a similar bent toward accomplishing tasks. As long as you share the same goals, you can be very effective as a team.

STRUGGLES you may face:

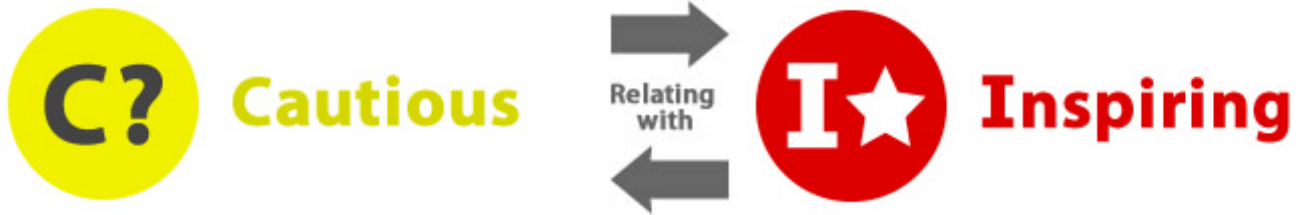
You may have conflict if you take different approaches to accomplishing a task. You want things done "right," and this person is focused on getting things done quickly. "Right" to the D-type is seldom complicated in his or her mind. They may think that you are over-analyzing things, while you may think that he or she is being too hasty.

STRATEGIES for relating and conflict resolution:

Accept the fact that the D-type person needs to have some control and the ability to take some action. Allow this person to take some risks. Do not criticize or expect perfection. Instead, be willing to recognize and affirm this D-type person's accomplishments. Try to see his or her perspective rather than arguing your point.



Relationship Insights for the Inspiring I-Style



Because your primary style is C ...

Remember the following when working with an **Inspiring I-Style** person:

STRENGTHS you share:

Your strengths balance each other out. You need the other person's freshness and fun, and the other person needs your discipline and logic.

STRUGGLES you may face:

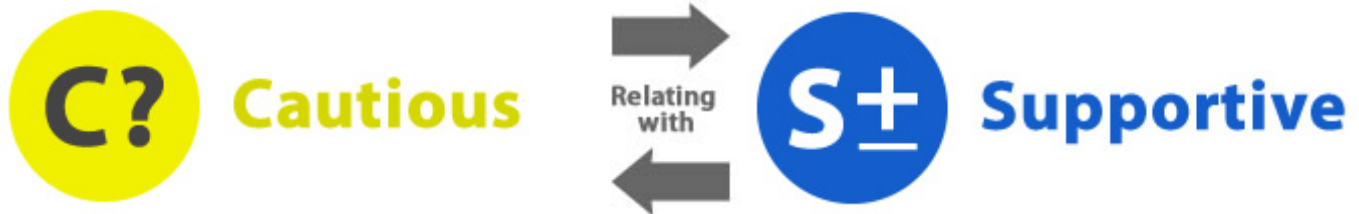
Because you are opposites in personality, you may have a hard time understanding each other. You may not relate to this person's talkative, outgoing nature, and he or she may not relate to your analytical, cautious nature. Your standards may be too high for this person. You may naturally withhold the praise that this person thrives on.

STRATEGIES for relating and conflict resolution:

You must modify your expectations of this person. Realize that this person will never have the attention to detail that you do. Look for this person's strengths, and be generous with recognition and approval. Give your undivided attention. Listen enthusiastically to his or her stories. Most of all, do not push for perfection, or this person may become discouraged or disillusioned and quit.



Relationship Insights for the Supportive S-Style



Because your primary style is C ...

Remember the following when working with a **Supportive S-Style** person:

STRENGTHS you share:

Both of you like to take things slowly. You both enjoy a low-key relationship that is free from conflict.

STRUGGLES you may face:

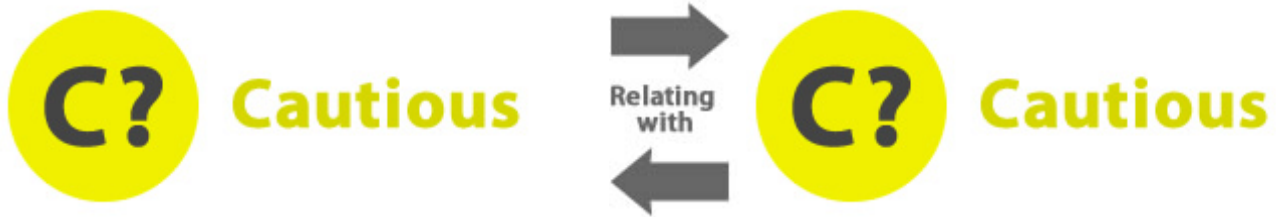
You may become frustrated when this person does not appear to think things through the way you do or share your enthusiasm for key details. This person is feelings-oriented, so you may come across as cold and impersonal.

STRATEGIES for relating and conflict resolution:

Be aware of your focus on doing tasks correctly versus this person's focus on peace and security in relationships. Be more warm and personal with this person. Be careful not to criticize. Rather, show sincere appreciation for any effort that the other person makes. Do not set your standards too high, or this person may feel inadequate or simply give up.



Relationship Insights for the Cautious C-Style



Because your primary style is C ...

Remember the following when working with a **Cautious C-Style** person:

STRENGTHS you share:

Both of you like to work hard on projects and focus on details and quality. You both tend to be serious and factual in your conversations.

STRUGGLES you may face:

There can be trouble when both of you disagree on what is "right." One of you is "right," but the other one is "more right!" Both of you can quickly shut down and withdraw. Both of you tend to wage a war of indirect communication.

STRATEGIES for relating and conflict resolution:

Be open and flexible when this person suggests a different way of doing something. Be very careful with any criticism, because you know that criticism of your own work is one of your own greatest fears. Do not set your standards so high that the other person feels he or she may not be able to reach them. Be specific with words of encouragement. Tell this person exactly what he or she did correctly and why you liked it.



D Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Outspoken	Rude
Assertive	Cruel
Productive	Inconsiderate
Straight-forward	Detached
Goal-oriented	Impatient
Confident	Conceited
Competitive	Ruthless
Bold	Arrogant
Deliberate	Dictatorial

Insights into the "D" Personality Style:

"High D" personality styles are often misunderstood. A high D who is able to adapt to the pace of others and communicate on a personal level is much more likely to maintain good relationships (which ultimately leads to more productivity). They can be intense. They tend to know 2 speeds in life - zero and full throttle. Those who work with the high D can remember not to take everything personally. While high D personality styles can be seen as being all about "getting-it-done," it is important to remember that they also have feelings and personal needs. They can be very caring, but the way they express their feelings tends to be by doing something for the ones they care for. Show the high D some respect, pick up the pace a little, and you'll make a hard-working, loyal friend!

I Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Friendly	Weak-willed
Carefree	Undisciplined
Optimistic	Unrealistic
Persuasive	Manipulative
Free-spirit	Impulsive
Imaginative	Day-dreamer
Outgoing	Overactive
Communicative	Self-promoter
Relational	Shallow

Insights into the "I" Personality Style:

"High I" personality styles are the easiest to spot. They are expressive, interactive and engaging. They feel and outwardly express a wide range of emotions. Be open to "experience" being with them. Their world is more dramatic, their colors more intense, and they look at life through "positively enhanced" glasses. A high I who is able to adapt their behavior to be more serious when necessary will be well received and well liked. Give the high I the freedom to express themselves and try things out. They do life interactively, so engage with them, lighten up and enjoy the ride!

S Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Reliable	Dependent
Listener	Fearful
Conservative	Resists Change
Quiet	Unemotional
Helpful	Push-over
Peaceful	Passive
Cooperative	Indecisive
Loyal	Possessive
Softhearted	Enabling

Insights into the "S" Personality Style:

"High S" personality styles tend to be very quiet, softspoken and non-assuming. Their more gentle approach can be soothing. The high S who can look at challenges in life objectively and make difficult decisions will be more able to adapt to the inevitable challenges that occur in life. S personality styles can be easy to overlook. You can hurt their feelings and never know it. They add a measure of harmony that helps to maintain a peaceful environment. Turn your intensity level down a notch when you are around a high S. Relax, have a seat and visit with them to see how they are doing.

C Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Observant	Intrusive
Questioning	Prying
Cautious	Distrustful
Efficient	Fixated
Orderly	Compulsive
Consistent	Rigid
Private	Unsociable
Excellent	Perfectionist
Reserved	Emotionless

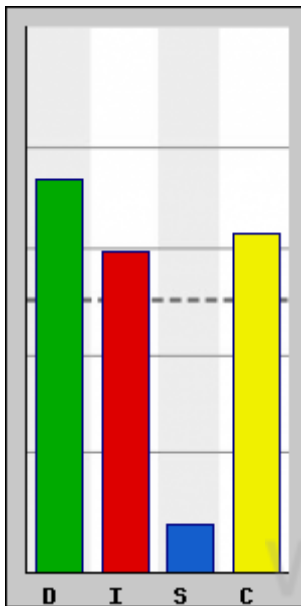
Insights into the "C" Personality Style:

"High C" personality styles tend to be more solitary. While high C's are reserved, they tend to act with purpose and focus when they reach a decision. In that way, a high C can come across as a high D (dominant, determined, doer) at times. A high C who can adapt their approach to life by seeing it through the eyes of other people can experience much more connection with others. Feelings are shared by high Cs only after trust is established, and that tends to take a long time. Be consistent with a high C. Getting into their personal space takes time. High C's have feelings like anyone else, but it tends to be harder to express them.

Graphs for

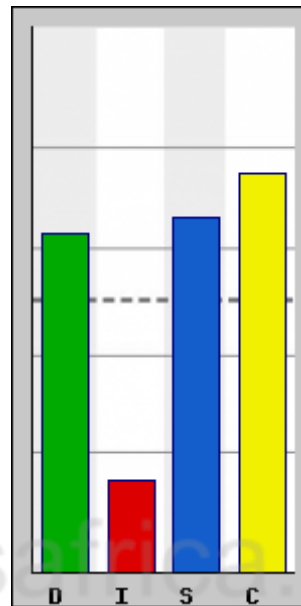


**Environment Graph
(How People See You)**



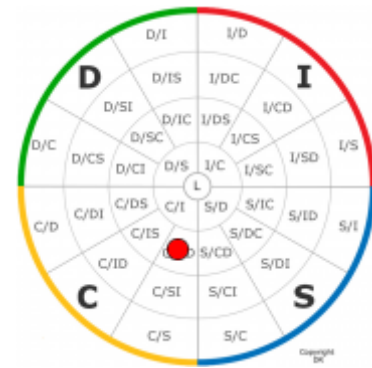
72 59 9 62

**Basic Graph
(The Real You)**



62 17 65 73

**Circle Graph
(Basic at-a-glance)**



Blend = C/SD

Overview of Your Graphs

The bar graphs above show levels for your D, I, S and C personality traits. The higher the level of the trait, the stronger it is. The graph on the left is called **Your Environment Graph** which shows how people see you. It shows how you tend to act with other people in your environment. The graph in the center is called **Your Basic Graph**. This graph reflects how you see yourself. It shows how you are most comfortable acting (the real you). **Your Basic Graph in the center was used to determine your personality blend as being C/SD.** The graph on the right is called your **Circle Graph** and is an at-a-glance view of your Basic Graph. Keep in mind that **behavior in your environment is often different than your real personality preferences.** This report can give you insights into the dynamics of your personality style. You may exhibit very different personality traits in different situations. That is normal. **As you learn to see the patterns in your behavior, you will be able to interact more effectively with others.**

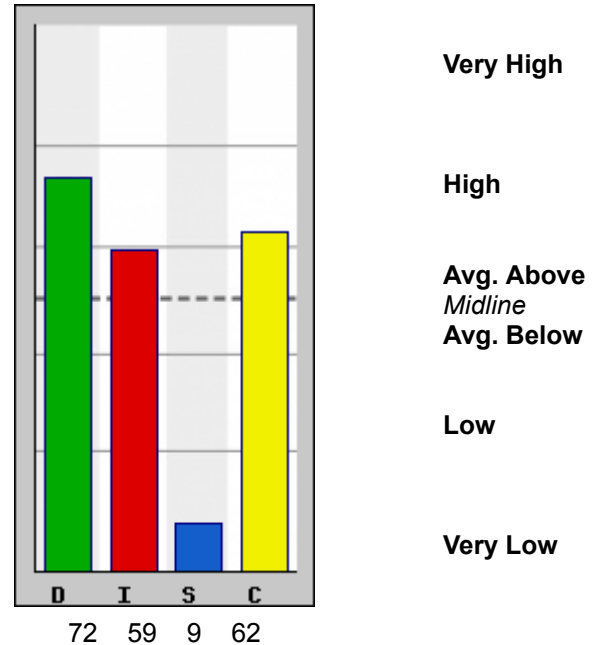


Understanding Your Environment Graph

Your Environment Graph shows the way you have learned to function in your environment in order to achieve success. Your environment's requirements and expectations influence why you choose to act the way you do. The way you adapt to your environment can change depending on what you are going through in your life, changing role requirements, or major life-changing events. So, depending on the situation, you may respond with different personality traits to a greater or lesser extent. Therefore, your Environment Graph can vary some over time (months or years).

Your **Environment Graph** is based on answers you selected in the MOST category in the assessment (characteristics MOST like you). Your MOST choices are influenced by your environment. A simple illustration will explain why the Environment Graph comes from your MOST choices. What do you MOST want for dinner tonight? Pizza? Steak? A seafood salad? Your MOST choice for dinner is influenced by your environment. You might order pizza if you are in a hurry. You might choose steak to celebrate a special event. You might choose the seafood salad if you are on a diet. You make similar decisions in your behavior. You may need to be very decisive at work, so your Dominant (D) traits may score higher than they otherwise might in a more relaxed situation. Likewise, if your work requires you to be very exact and careful every day, then you would expect your Cautious (C) traits to score a little higher than they might otherwise. The more "MOST" choices you made for a given DISC type in your assessment, the higher your plotting point for that given DISC type would be in the graph.

Your Environment Graph
(How People See You)





Understanding Your Real Personality Graph

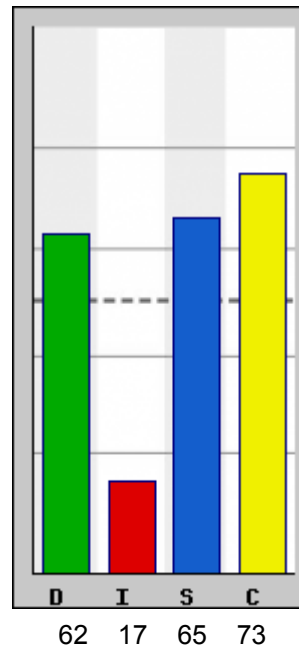
Your **Basic Graph** shows your natural behavior. It shows how you are "wired" to behave when you are totally at ease. It is also the behavior you will gravitate to when you are under pressure, because it is the response that comes easiest to you. Your personality is built into who you are. You were designed a certain way from birth, before any outside influences occurred. Your natural personality traits vary less over time, because they are not significantly influenced by your environment.

Your **Basic Graph** is based on the choices you made in the LEAST category in the assessment (characteristics that were LEAST like you). Each time you made a LEAST choice for a given DISC type in your assessment, you indicated that you were least like that trait and the lower your plotting point for that trait would be. Do you remember our dinner illustration from the previous page? What if you were given the dinner choices of pizza, steak, or a seafood salad, but you hated seafood? Chances are good that you would choose seafood as your LEAST desirable choice. You probably would not change that choice, no matter where you were. You are usually very consistent in the things you do not like. Likewise, you are usually consistent in staying away from behaviors that are LEAST comfortable to you when you have a choice.

How many different graphs are there?

Some people associate DISC with only 4 personality styles. However, you are a BLEND of ALL 4 personality traits that each have their own levels. The personality assessment can yield over 39,000 possible graph combinations. The validity of these reports in a statistical study showed about eighty five to ninety percent accuracy rate. For a more in-depth discussion of DISC, or to understand your graphs more completely, please refer to the books **Positive Personality Profiles** and **Who Do You Think You Are, Anyway?** by Robert A. Rohm, Ph.D.

Your Basic Graph
(The Real You)



Very High

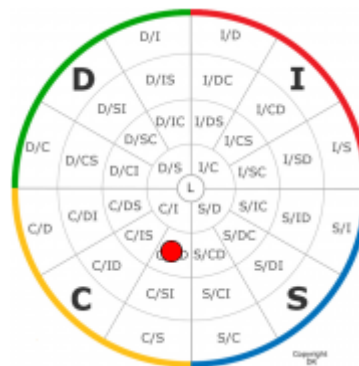
High

Avg. Above
Midline
Avg. Below

Low

Very Low

Your Circle Graph
(At-a-glance view of your Basic Graph)

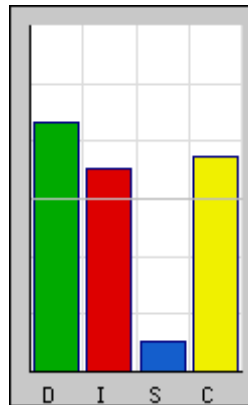


Stress Potential Analysis for

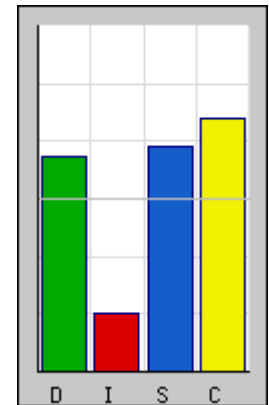


The two graphs shown on the right show levels for your D, I, S and C personality traits in your **Environment Graph** and your **Basic Graph**. Different levels for the same trait in each of the two graphs shown can indicate that the way you behave in your environment is different than your natural behavioral preferences. If the differences are great, then your environment may be "out of your comfort zone" and create a level of stress. You may not perceive your environment as stressful, but you may find that you are drained of energy when you adapt to your environment. For example a very task-oriented person may feel quite challenged speaking with people all day long. Likewise, a very people-oriented person may feel drained after working alone all day on something tedious.

Environment Graph



Basic Graph



Very High





High

Avg. Above
-- midline --
Avg. Below

Low







Very Low

Stress Potential Levels:

Area	Stress Potential	Stress Category	Observation
D Traits		low	You tend to slightly raise your D-style personality traits in your environment. You are very comfortable in your D-traits in your environment.
I Traits		medium-high	You tend to raise your I-style personality traits in your environment quite a bit. Your environment requires you to be more social and outgoing, therefore you raise your level of interaction with people.
S Traits		high	You tend to greatly lower your S-style personality traits in your environment. Your environment does not require you to exhibit as much of your natural S-traits, instead it requires you to be exert yourself in a more direct and energetic way.
C Traits		low	You tend to slightly lower your C-style personality traits in your environment. You are very comfortable in your C-traits in your environment.

Reading Others - What to Observe

Use the chart below to help you quickly identify a person's primary personality style.

Observation		D	I	S	C
	Likes to do things	The FAST way	The FUN way	The TRADITIONAL way	The PROPER way
	Personal Decor	Large desk, awards, useful accessories	Flashy, trendy, with fun pictures	Family pictures, personal mementos	Aesthetically pleasing, unique, functional
	Body Language	Big gestures, leans forward, advancing	Expressive, friendly posture, amusing	Gentle gestures, reassuring	Unemotional, controlled gestures, assessing
	Speech Pattern	Directive tones, abrupt, interrupting, intentional	Talkative, varied tones, personal, easily distracted	Conversational, warm tones, friendly, prefers listening	Clarifying, monotone, logical, focused, questioning
	Processes by asking	What?	Who?	How?	Why?
	Personal Strength	Firm	Fun	Friendly	Factual



Success in Sales



Understanding and Persuading Clients	
Dominant "D" Clients	Inspiring "I" Clients
<p>Expect them to:</p> <ul style="list-style-type: none"> • Be direct and to-the-point • Want to do things their way • Be deliberate and focused • Decide quickly and be in a hurry • Be a little confrontational • Have strong opinions <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being responsive & solution-oriented • Giving them choices • Not pushing • Being confident 	<p>Expect them to:</p> <ul style="list-style-type: none"> • Be enthusiastic • Be talkative and interactive • Be impulsive • Be interested and upbeat • Decide emotionally • Not be detail-oriented <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being positive and energetic • Using testimonials and references • Staying in regular contact with them • Giving them recognition and credit
Cautious "C" Clients	Supportive "S" Clients
<p>Expect them to:</p> <ul style="list-style-type: none"> • Be unemotional • Be logical • Be focused on specific questions • Make decisions carefully • Ask questions <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being credible • Demonstrating value • Providing quality answers • Being patient and consistent 	<p>Expect them to:</p> <ul style="list-style-type: none"> • Be friendly and agreeable • Procrastinate • Be concerned about changes • Decide slowly • Be uncomfortable under pressure <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being sincere • Being patient and caring • Being a friend • Offering personal help



Appendix

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Review of DISC Traits



Outgoing



Style: DOMINANT, Determined
Main Features: Good problem solver; risk taker; strong ego; self-starter; goal oriented
Value to Group: Good motivator; good at organizing events; high value on time; results-oriented
Danger Zones: Argumentative; does not like routine; oversteps authority at times; can be pushy
Greatest Fear: Someone taking advantage of them

Style: INSPIRING, Influencing
Main Features: Outgoing; talkative; enthusiastic; impulsive; persuasive; optimistic
Value to Group: Good encourager; good sense of humor; peacemaker; creative problem solver
Danger Zones: Inattentive to detail; prefers popularity to doing right; "convenient" listener; disorganized
Greatest Fear: Rejection; loss of social approval

Task-Oriented

People-Oriented

Style: CAUTIOUS, Correct
Main Features: Thinks things through; accurate; high standards; careful; systematic; precise
Value to Group: Good organizer; follows directions; even-tempered; clarifies situation well
Danger Zones: Finds fault easily; so focused on detail may miss big picture; too critical
Greatest Fear: Criticism of their work and effort

Style: SUPPORTIVE, Steady
Main Features: Warm; friendly; understanding; patient; easygoing; good follow-through
Value to Group: Good listener; team player; loyal; reliable; dependable; works well under authority
Danger Zones: Resistant to change; "stuffs it" inside; difficult establishing priorities; sometimes oversensitive
Greatest Fear: Loss of security and stability



Reserved





Personal Review for

Date: _____

Review your Discovery Report and write the answers in the following worksheet in your own words.

My Personality Blend is: (page 6) _____

My Strengths are: (page 8)

One Key to Balance and Excellence that will help me is: (page 9)

Something important that I learned about how I work on a team is: (page 10)

Something important that I learned about my communication style is: (pages 14-15)

Something important that I learned about my priorities and decision style is: (pages 16-17)

Something I can remember when communicating with others is: (page 21)

Something important that I need to remember daily: (page 31)



Terms for 'Guard Against' Responses



The following words are used to describe behaviors that all personality styles should guard against (see the Basic Style Chart on page 20). Brief periods of quick reactions or out-of-control behavior are normal when a person is in a fearful situation; however, it is important to RESPOND instead of REACTING to situations. Responding allows a person to be in-control (exercise self-control). Fears may be a cause for concern, but they should not control a person.

Anger - A secondary response when you have experienced hurt or fear. Rather than getting angry, ask yourself who hurt you or what are you fearful of at the present moment. Dealing with your hurt or fear can help calm your anger.

Blame - Avoiding taking responsibility; a person can blame people or circumstances.

Nonparticipation - Not engaging, no response, minimal interaction.

Criticism - Not understanding the need to set realistic expectations of themselves and others.

Indifference - No emotion, a person just doesn't care; no importance or value one way or the other; disinterested; unconcerned.

Suspicion - Thinking that the other person has an ulterior motive or is not sincere.

Impatience - Feeling a strong need for some type of action or result.

Emotion - Personal feelings. High C styles (cautious, calculating) may allow reason (intellect, logic) to so rule over emotion that emotion is given no value at all. Low C styles may allow emotion to rule over reason so much that they are not rational.



More Resources Available



Dear

We hope that you have enjoyed reading your **Discovery Report**.

Please contact us if we can be of assistance.

Thank you.

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Beyond Careers

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