DISCflex™

Leadership

Susan Sample

September 23, 2026

INDABA

Introduction

What is a DISC Assessment?

DISCflex™ assessments are used to evaluate your overall behavioral tendencies. By completing a DISCflex™ Assessment you reveal the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance, on a scale from 0-100. Based on those DISC Factor scores, we came up with DISC Patterns to quickly identify which factor(s) you display most often. Please note: there are no right or wrong answers and there is no perfect score or pattern!

Let's quickly define what DISC stands for before we delve into the details.

Dominance is your need for **control** and your source of **ambition**.
Whenever you are feeling self-motivated, you are using your 'D' factor.

Influence is your need for **communication** and your source of **persuasion**.
Whenever you are feeling talkative, you are using your 'I' factor.

Steadiness is your need for **planning** and your source of **thoughtfulness**.
When you go out of your way to help someone, you are using your 'S' factor.

Compliance is your need for **structure** and your source of **organization**.
When you become extremely focused on completing your tasks, you are using your 'C' factor.

Goals

This report will assist you in uncovering your strengths and will provide ways to mitigate your weaknesses. The report will provide valuable Coaching Advice on how best to "become a chameleon on a rainbow," being able to adapt to any professional situation. The goal is to provide you with a complete guide to understanding your behavior. The DISC eLearning was designed to help you practically apply what you have learned. It is a good idea, therefore, after you become more knowledgeable by going through the course materials, that you should retake the assessment.

Flexing Your Behavior

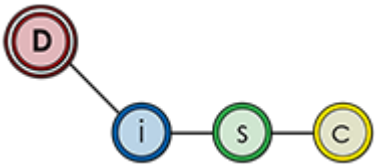
Once you have read your report and become familiar with your behavior style and how it can affect the people around you, the next step is to start flexing. Flexing refers to internally monitoring your behavior and choosing how you interact or react to situations. For example, an extrovert may need to "dial down" their Influence factor and talkative impulses during a meeting to make sure the team stays focused on the task at hand. While an introvert may need to "dial up" their Influence factor during a meeting to make certain that their views and opinions are heard and taken into account. Flexing refers to the conscious adjustment in behavior, whereas the term *morphing* refers to the change in your natural behaviors over time due to flexing.

Disclaimer: The intent of this report is that it is not to be used for hiring decisions, nor is it appropriate for decisions regarding promotions or any other performance-based inquiries. This report can be used for professional development recommendations in tandem with our patent-pending eLearning, coaching and training solutions, as well as for Blended Learning.

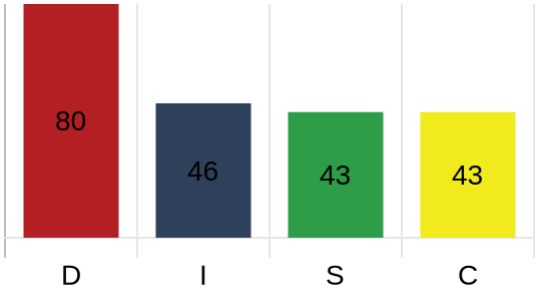
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Summary & Scores

My DISCflex™ Pattern



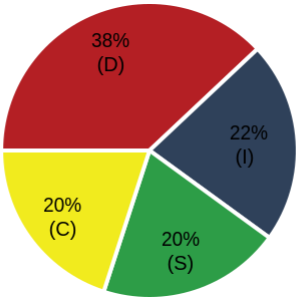
You have an elevated Dominance pattern. You are strong-willed, self-motivated, and determined by your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.



What does that mean?

You love to be constantly challenged and rely on your decision making to solve problems. You are able to initiate action and lead others by taking charge. Routines bore you and you strive to accomplish your own vision. You can challenge others thoughts or ideas and are not afraid to argue your point of view.

Compare your behaviors



Looking at the big picture, you are able to see your behavioral style is governed most by your Dominance Factor. The Pie Chart shows how each of the 4 factors make up your total behavior profile. The bigger the Pie Piece, the higher the likelihood you will display this factor's tendencies as one of your "go to behaviors". When you flex, you expand or compress a section of your Pie Chart. Logically, this will force compression or expansion of the other Pie Sections. The goal is to flex with intent based on the situation you are facing. This gives you a visual representation of how much effort it will take to expand ("Dial Up") or compress ("Dial Down") your behaviors.

Strengths
Determined
Self-governing
Straightforward
Pioneering

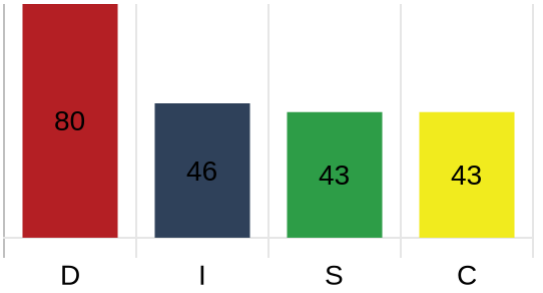
Potential Challenges
Focus
Giving up control
Prioritization
Deciding too quickly

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Motivators & Stressors

Motivators

Ready to get motivated? We've highlighted some key things that get your blood pumping. You will find that some of these motivators happen on an unconscious level. Use these to explore other motivators you have within yourself and that guide you to certain decisions and actions.





- Results
- Challenges
- Being the leader
- Making decisions
- Being able to work at a quick pace
- Multi-tasking

Stressors

When you get angry or frustrated, it's due to one of your stressors. This list provides some of the deeper stress factors that happen in your brain and cause you to act in a negative manner. When you let your stressors get to you, always know that you are at risk of causing conflict within yourself and your relationships with others. Understanding your stressors can help you prevent this.



- Rules
- Details
- Not being in control
- Relying on others
- Roadblocks
- Maintaining Organization

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Sub-factors Overview

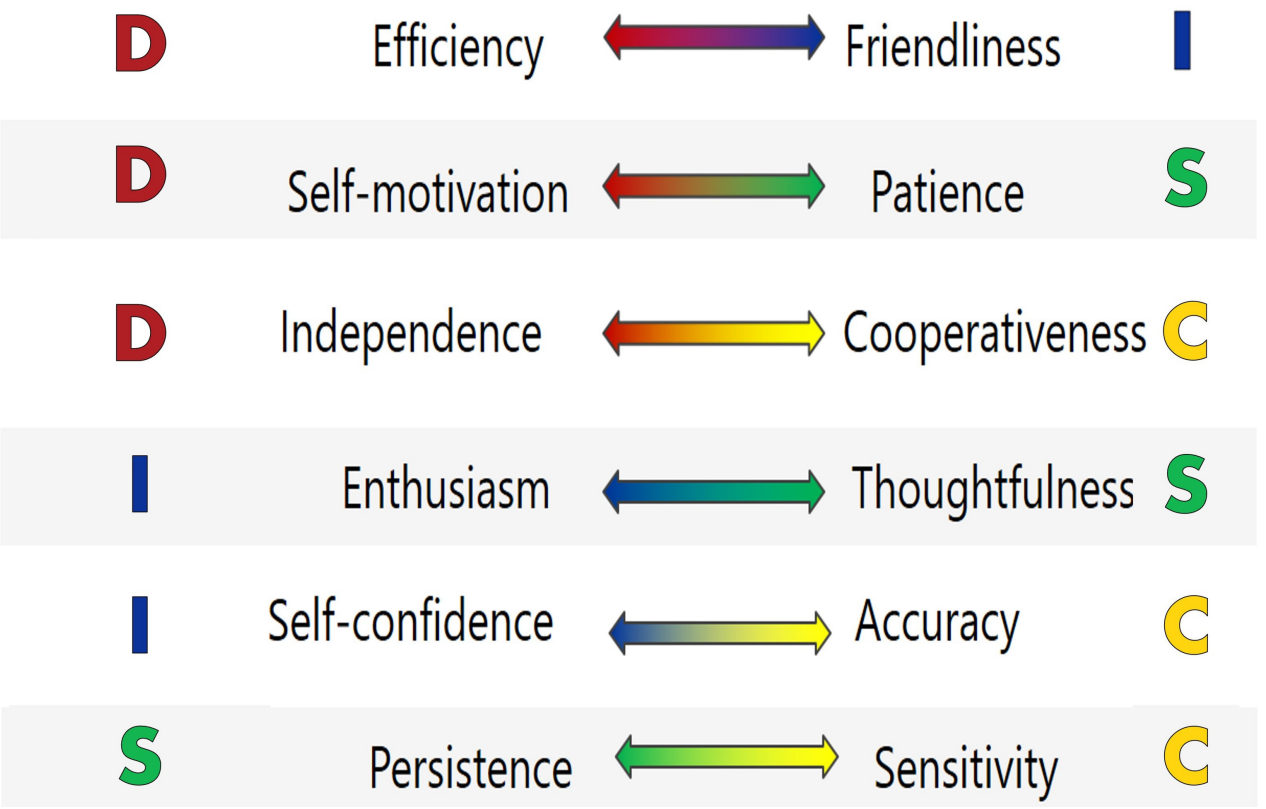
Introduction to Sub-factors

DISCflex Sub-factors™ describe the relationship between two DISC Factors. Simply put, a Sub-Factor is your natural tendency to use one DISC Factor over another. There are 12 Sub-Factors on 6 different specturms (see below). Each Sub-Factor Spectrum is made up of two strengths, one for each DISC Factor being measured. The larger the gap between your scores for the two Factors, the harder it might be for you to flex from your Driving (natural) Factor to your Opposing Factor.

Flexing your behavior to focus more on one side of the Spectrum may require you to consciously focus less on the other side. For instance, to become more *efficient*, you may have to focus on giving up some *friendliness*, and vice-versa. Your focus can (and should) change situationally, whether intentionally or unintentionally. The goal is to be aware of your natural tendencies and be able to intentionally adjust your behavior to whichever Factor would provide a more beneficial outcome.

Before looking at your results on the following pages, take a look at the 6 spectrums and figure out which end of each spectrum you lean towards most often. Circle the 3 skills that are easiest for you, and put a star next to the 3 skills you need to work on most. If you feel you can use both skills interchangeably, put a circle in the middle of the spectrum. Then see how your results compare to your assessment results on the following pages.

The 6 Sub-Factor Spectrums



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First Sub-factor

Driving Sub-factor

Self-motivation



With your Dominance factor greater than your Steadiness factor, this gives you the Sub-factor Self-motivation. You always like to be on the move and think of ways to get things done. By creating new plans and ideas, you do not need other people to tell you what to do because you are the one that looks to take action.

- Active
- Energetic
- Forceful
- Creative
- Full of life
- Lively

Opposing Sub-factor

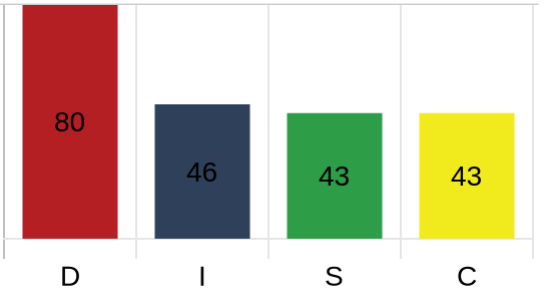
Patience



Patience is the opposing sub-factor to Self-Motivation. Sometimes it is a good idea to step back, assess the situation, and gather feedback from others before moving forward. Be sure to "Dial Up" your S Factor in order to listen and think objectively before taking action.

- Anticipate when you might become impatient. Visualize yourself as a patient person.
- Calm down and rationalize the situation, look at the big picture.
- Empathize with people around you.
- Prepare a plan for when patience is needed.
- Remember that good things take time to happen.
- Find your patience patterns and recognize your triggers.

Your Scores



Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex. The goal is to utilize the appropriate behavior depending on any given situation.

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Second Sub-factor

Driving Sub-factor

Independence



With your Dominance factor greater than your Compliance factor, this gives you the Sub-factor Independence. You take pride in being able to accomplish things on your own. You act as a visionary by being able to create your own rules and ways of doing things.

- Self-determined
- Objective
- Free
- On your own
- Private
- Self-reliant

Opposing Sub-factor

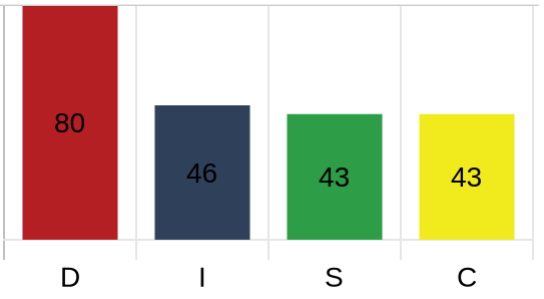
Cooperativeness



Cooperativeness is the opposing sub-factor to Independence. Working independently is good, but be sure that you are keeping the big picture goals of your team or organization in mind. "Dial Up" your C Factor to ensure you are cooperating within established standards and with the appropriate parties.

- Be positive about what you can achieve with other people.
- Be enthusiastic about working together.
- Make sure everybody understands why you're cooperating.
- Set ego aside and focus on team goals.
- Open the lines of communication and have mutual respect.
- Be accepting of others and changes that happen. Build trust by being open.

Your Scores



Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex. The goal is to utilize the appropriate behavior depending on any given situation.

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Third Sub-factor

Driving Sub-factor

Efficiency



With your Dominance factor greater than your Influence, this gives you the Sub-factor Efficiency. You are driven to accomplish your task the most effective way possible. You are able to focus on the project at hand and will not be distracted by personal aspects of a situation.

- Productivity
- Performance
- Effective
- Know-how
- Organized
- Competency

Opposing Sub-factor

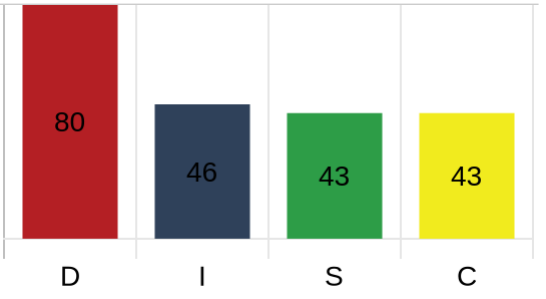
Friendliness



Friendliness is the opposing sub-factor to Efficiency. You may need to focus on building better relationships. When you are stressed and in "work mode" don't forget to be polite to those around you. "Dial Up" your I Factor to the proper level of friendliness that the situation calls for.

- Engage in conversation and listen more than you talk.
- Be positive when you talk to people.
- Invite people to spend time with you.
- Remember the Golden Rule.
- Practice humility.
- Be genuinely interested in learning from and about other people.

Your Scores



Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex. The goal is to utilize the appropriate behavior depending on any given situation.

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Third Party Introduction

Why is 3rd-Party Feedback Important?

3rd-Party Feedback is an important tool that helps you better understand your relationship with others. Seeing how other people view your behavior can help you identify "Blind-Spots" in your behavior. Your self-perception can be skewed to reflect how you *would like to believe* you act, but gathering feedback from others can confirm or contradict your self-perception. Using this infomation, you can take a step back and try to understand *why* others might see your beahviors the way they do.

How does 3rd-Party Feedback work?

Your 3rd-Party Assessors are asked to take a 22 Question Assessment about your behavior. The information on the following 3rd-Party Pages is based on the feedback provided by your assessors. If only one person completed the assessment (within each group) you will see only one person's opinion, but if two or more people have taken the 3rd-Party Assessment you will see the aggregate of their responses. The 3rd-Party Results paint a picture of how people percieve you that will get clearer with more people's feedback.

How do I invite more 3rd-Party Assessors?

You can invite additional 3rd-Party Assessors anytime by logging into your User Account and clicking the **"Invite 3rd-Party Guests"** button. Download your report again to get the latest 3rd-Party Results.

Why are there 3 different groups?

We break the feedback into 3 different groups to see how you behave in different environments. For example, some people behave very differently at work than they do at home, and that's okay. The important thing is to use this feedback to "look in the mirror" and see if other people perceive you the way you want to be perceived, and taking steps to adjust your behavior when there are discrepencies.

You will have the option to mark each assessor as a Co-worker, Family, or Friend. Be sure to classify your 3rd-Party Assessor into the correct group to get the most accurate information in your report. If a person fits into more than one group, simply select the best fit for the individual and their results will populate into that group's results.

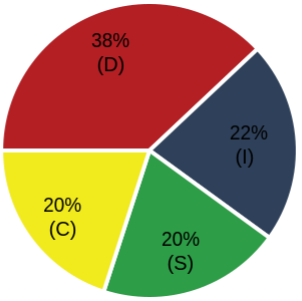
Do the 3rd-Party Assessments affect my whole DISCflex Report?

No. The feedback we gather from 3rd-Party Assessors will only affect the 3rd-Party Pages of this report. The rest of this report is based soley from your self assessment results.

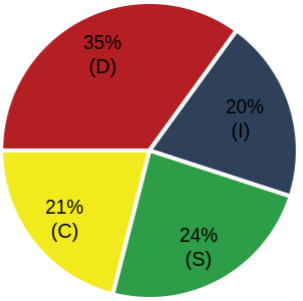
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Third Party Overview

How You See Yourself

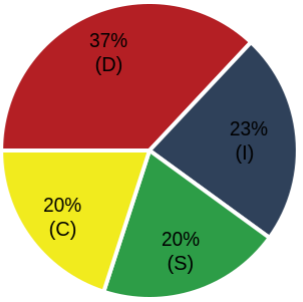


How Co-workers See You



How Family Sees You

How Friends See You



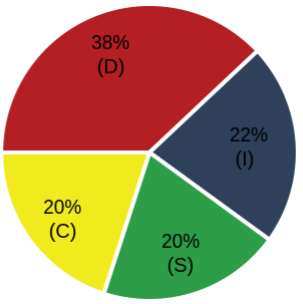
DISC Factor	Self-Perception	3rd-Party Perception		Variances
Dominance	80	Co-workers	84	4
		Family	0	0
		Friends	88	8
Influence	46	Co-workers	48	2
		Family	0	0
		Friends	56	10
Steadiness	43	Co-workers	58	15
		Family	0	0
		Friends	48	5
Compliance	43	Co-workers	50	7
		Family	0	0
		Friends	48	5

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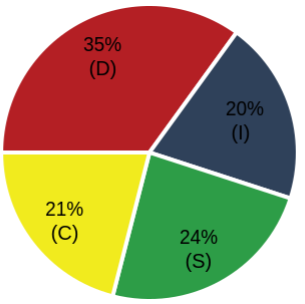
Third Party Results - Co-workers

3rd-Party Details - Co-workers

How You See Yourself



How Co-workers See You



DISC Factor	Self-Perception	Co-workers Perception	Variances
Dominance	80	84	4
Influence	46	48	2
Steadiness	43	58	15
Compliance	43	50	7

How Co-workers May Describe You

Your co-workers have indicated that you have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

How Co-workers might describe your Strengths and Challenges…

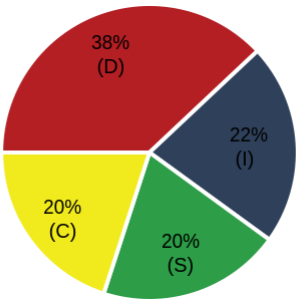
Strengths	Potential Challenges
Determined	Focus
Good Listener	Giving up control
Considerate	Prioritization
Creative	Deciding too quickly

It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback 'with a grain of salt'.

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3rd-Party Details - Family

How You See Yourself



How Family See You

DISC Factor	Self-Perception	Family Perception	Variances
Dominance	80	0	0
Influence	46	0	0
Steadiness	43	0	0
Compliance	43	0	0

How Family May Describe You

How Family might describe your Strengths and Challenges…

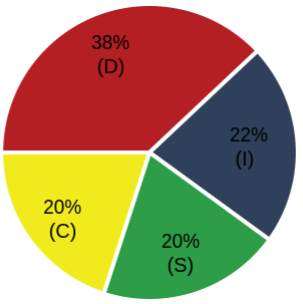
Strengths	Potential Challenges

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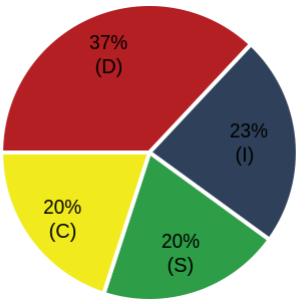
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3rd-Party Details - Friends

How You See Yourself



How Friends See You



DISC Factor	Self-Perception	Friends Perception	Variances
Dominance	80	88	8
Influence	46	56	10
Steadiness	43	48	5
Compliance	43	48	5

How Friends May Describe You

Your friends have indicated that you have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

How Friends might describe your Strengths and Challenges…

Strengths	Potential Challenges
Determined	Focus
Sociable	Giving up control
Spontaneous	Prioritization
Creative	Deciding too quickly

It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback 'with a grain of salt'.

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Introducing the DISCflex™ AI Behavioral Coach

Your DISCflex AI Coach is an interactive tool designed to help you apply the insights from this report to real-world professional and personal situations.

Think of it as a **behavioral development partner** available whenever you want to explore your results more deeply or prepare for a specific situation.

Your AI Coach can help you:

- Understand your DISCflex behavioral tendencies more clearly
- Explore how your DISC pattern influences decisions and communication
- Practice behavioral flexibility in challenging situations
- Prepare for leadership and workplace conversations
- Work more effectively with different personality styles

The AI Coach uses information from your DISCflex report — including your **DISC scores, behavioral pattern, sub-factors, and motivational elements** — to guide personalized coaching discussions.

Why Behavioral Flexibility Matters

One of the core principles of DISCflex is that **success does not come from staying locked into one behavioral style.**

High performers learn to **adjust their behavior based on the situation they face.**

For example, professionals learn when to:

- Increase **Dominance** to make **decisive decisions**
- Increase **Influence** to **Inspire** or **persuade others**
- Increase **Steadiness** to **listen carefully** and **think through options**
- Increase **Compliance** to **ensure accuracy** and **precision**

Your DISCflex AI Coach helps you develop this ability through guided questions and practical examples.

In the Next Section

The following pages explain how to begin working with your **DISCflex AI Coach** and start your first coaching session.

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DISCflex Ai Coach Instructions

Getting Started With Your DISCflex™ AI Coach

Your DISCflex AI Coach is available through a dedicated ChatGPT experience designed specifically for DISCflex behavioral coaching.

Step 1: Copy Your DISCflex Results

On the next page of this report you will see your DISCflex coaching data, including:

- Your DISC factor scores
- Your DISCflex behavioral pattern
- Your governing sub-factors
- Your primary motivational elements

Copy the entire section.

Step 2: Open the DISCflex AI Coach

Click the link on the next page to open the **DISCflex AI Coach in ChatGPT** and begin your interactive coaching session.

You may be asked to **log in to ChatGPT** to start. The DISCflex AI Coach works with both the **free and premium versions of ChatGPT**, so **no DISCflex subscription is required** to use it. You will only incur a charge if you choose to upgrade your own ChatGPT account.

Your conversation is **private and intended for your personal development**. DISCflex cannot see your chat history or the information you share within ChatGPT.

Step 3: Paste Your Results Into the AI Coach

Paste the information into the DISCflex AI Coach chat and send your message. Your AI Coach will use this information to begin personalized coaching guidance.

Ask Your AI Coach Questions Like:

- How does my DISC pattern affect my leadership style?
- When should I adjust my behavioral approach?
- How can I communicate better with different personality styles?
- What situations might create stress for me?
- How can I flex my behavior to improve results?

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DISCflex Ai Conversation Starter

Your DISCflex™ AI Coaching Data

Copy and Paste This Into Your DISCflex AI Coach

Hello DISCflex AI Coach. Here are my DISCflex results. Please interview me about my behavioral goals and let's get started.

Name: Susan

Dominance: 80
Influence: 46
Steadiness: 43
Compliance: 43

Governing Sub-Factors:

Self-motivation
Independence
Efficiency

DISCflex Pattern:

Elevated Dominance

Primary Motivational Elements:

1st	Individualism and Independence	**Passionate**
2nd	Utility and Practicality	**Passionate**
3rd	Knowledge Acquisition and Theoretical Understanding	**Situational**
4th	Traditions and Order	**Situational**
5th	Social Interactions, Interdependence, and Trust	**Indifferent**
6th	Aesthetics and Unity	**Indifferent**

Launch the DISCflex Ai Coach:

Right Click and Open In New Tab to avoid closing your report: **Open the DISCflex AI Coach**

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Overview of Sub-Topics

Report Sub-Topics

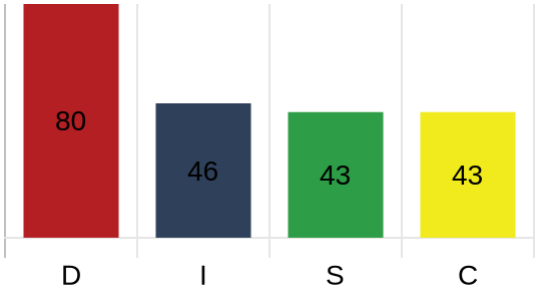
Susan, we all use each of the four factors in different ways. Based on your DISCflex scores we can make educated guesses on how you might respond in different situations and environments. Next, we will take a look at each of the Sub-Topics listed below and discuss your behavior. The information on each page is written specifically to you based on your DISCflex Scores.

These Sub-Topics are:

- Work Environment
- Goal Setting
- Interpersonal Communication
- Change
- Decision Making
- Team Interactions
- Facilitation
- Giving and Recieving Feedback
- Self-Talk
- Performance Management

Take your time reading through each, and pay special attention to the **Advice**, **Tips**, and **Warnings**.

Your Scores:



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Work Environment

This section discusses your preferences and what motivates you centered around the Work Environment.

A positive work environment is not only important for your physical, mental and emotional health, but is also important for the results that you produce through your behavior and actions. In order to be productive, your behavioral preferences should ideally align with the environmental elements of your team and organization.

Susan, your Influence score reflects that you do not usually enjoy talking to people if they are interrupting an important task that you have to get done. However, if it is important you will grant them the latitude if pressed to do so.

Warning: If this becomes a habit with a particular person, it will frustrate you and you will tend to avoid them rather than confront the issue.

You like the freedom to move between projects or shift deadlines. You also prefer to dictate your schedule and work environment.

Beware: Make sure this tendency doesn't become a habit. When working for an elevated 'C' boss, this tendency can cause conflict because an elevated 'C' manager prefers structure and order. A high 'I'-type supervisor may take offense to your freedom and independence because they look for interaction prior to changes in schedule, scope, or responsibilities. On another note, an elevated 'S' manager may resent your direct approach, which can clash with their naturally higher thoughtfulness and steady pace.

Coaching Advice: Learn to dial down your Dominance to the appropriate level, especially in team situations, or when dealing with your leader.

Rather than get involved on a personal level with people in the office, you tend to mind your own business and interject simply when issues concern you or your work or when your insight can help the team. Susan, you would rather make a decision and move forward. Spending too much time rehashing things and brainstorming is not your preference. But you can be quite thoughtful when needed. You don't need all the answers upfront to take action.

A word of warning: Be careful you do not change just to change. Be certain that it is positive change that will help you in your work environment. Also, be careful not to launch too fast. Strike an appropriate sense of urgency with prudence regarding resources.

Coaching Advice: Dial up your Steadiness when you are confronted with the possibility of change, as this will help you analyze whether or not it is right for you.

You are organized in a style that works for you, even if others might think you are disorganized because you tend to follow your own systems. You are not one who can adapt to every system that requires rigorous inputting of data and/or metrics. These types of systems do not work well for your style. You tend to look at the big picture but when needed, you can focus on the details.

Caution: Be careful not to overlook details as this can cause you to inadvertently fail to meet expectations. Dial up your Compliance when attention to detail is needed.

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Goal Setting

Susan, when you have a solid understanding of your behavioral tendencies centered around Goal Setting you can be an invaluable asset to the organization.

Knowing your strengths can help you articulate the vision of the business, set direction for strategic planning, and performance objectives. Knowing how you act will help you determine how to address the gap between the current state and the desired state. Bridging this gap will help you and your organization achieve goals. In this section, we are going to talk about SMART goals. These goals are:

Specific - Make your goal as specific as possible.
Measurable - Determine how you will measure your progress.
Attainable - Ensure you have the means to achieve your goal.
Realistic - Does it make sense to work on this goal at this point in time?
Timely - Have a timeline in mind for when you would like to achieve your goal.

Susan, you effectively walk that fine line between thoughtfulness, steadfastness, and timely action. You understand that windows of opportunity are only open for so long and that any project or task can run into obstacles if you take too long to accomplish them. You tend to see the Realistic side as well as the Timely side of the SMART goals. Consider dialing up your Steadiness when you need to really think through a project at the beginning stages and then dial up your Dominance to complete the goal during the later stages.

You are able to look at the Specific and Measurable sides of your SMART goals, but be sure you balance yourself with some of the other criteria for SMART goals. You should work on knowing when and how to meet each criterion and ultimately set behavior goals for yourself to meet the SMART goals. This could mean dialing up your Dominance to be Timely and dialing up your Steadiness to be more Realistic. Knowing how and when to apply these behaviors is just as critical (maybe even more so!) as having the performance capabilities to accomplish a task.

You tend to focus on a select few peers when you are looking for information on how to achieve your SMART goals. Rarely will you ask someone from another department or an individual that you don't yet have a great relationship with. Although it is great to have a solid trust and support network, you still may need additional skills or information to find the correct results. Work on networking more around the office and approach others with questions about what they believe is attainable with regard to goal A or goal B. This will break the ice and help you form a new source of information in your workplace.

With your strong work ethic on meeting deadlines and attaining results, you consistently focus more on the Timely aspect of SMART goals. Deadlines are important to you and you will work hard until you reach the final result.

Warning: If you are pushed for time, you could be tempted to focus more on meeting the deadline than turning in the quality of work that you would otherwise. The worst thing is that you know it and it will bother you to do so, causing further stress. To avoid this, try not to become time constrained. Procrastination is something that high D's like yourself struggle with. Unless you overcome this, you will cause yourself stress.

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Goal Setting

Once you set your SMART goals, then you get into the tricky business of implementation.

You have no qualms about moving into action and typically believe in your instinct or that you thought the goals through enough to accomplish the task. This is a strength that you are able to move quickly, especially when you have to deal with obstacles. However, be careful that you are not trading swift action for a realistic and thoughtful process. Implementation is dependent on a well thought out game plan. Be wary of moving too quickly into the implementation stage.

You may have several accountability standards, whether written or in your head, that will help keep you motivated as you implement your SMART goal strategy. It may help you to bring another person on board to help hold you accountable and keep you disciplined. Often this is a great strategy for being more efficient and improving the clarity of your mind. Knowing that someone is watching over your results is a great motivator for keeping you on task. If you try to accomplish your tasks alone, beware of the pitfalls and consequences that may occur that a third party may see because they are more objective to the set goals.

You move in between the worlds of working alone and working with others. Depending on the situation, you will prefer one way over the other. When it comes to holding yourself accountable, you have the same luxury of being able to choose your preference. As long as you make sure you are meetings your metrics, Susan, you can self-manage or have a mentor, peer, or coach provide you with that mechanism. You should find out what your preference is for holding yourself accountable and then figure out if it is working. If it is, no problem, but if it isn't, then you need to revise your goal implementation strategy.

When you set a goal, visualize yourself achieving it. While you are a go-getter and you love seeing results, your big picture thinking does have some holes that need to be filled. You are able to keep up your high confidence and temper your directness, while at the same time moving swiftly to complete your goal. But you can only do this effectively by dialing up your Steadiness Factor at the beginning of the goal setting process. Thoughtfully review and interpret your results in the after action review process. You have a natural inclination to hold yourself accountable. Make sure you don't beat up on yourself too much when you don't quite hit the mark.

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Work Environment

As a leader, you prefer to keep your discussions with your team brief.

However, you can also be influential when needed. You tend to lead by example rather than words, focusing on performance rather than relationships and you keep a fairly close circle of advisors.

Beware: Susan, never underestimate the power of trust and rapport that can come from Dialing up your Influence. It is invaluable for any leader and will help to establish leadership currency with your peers.

As a leader, you will usually put together a comprehensive plan (or insist upon one being delivered to you) before attempting something new. When pushed to act without a plan, you can, although you realize that most times it suits your personality to have at least the basics locked down and planned out before you and your team continue on down the path of expending resources, time, or money. As you move up through the ranks of any organization, Susan, you will have to find a way of compensating for your lower level of Compliance Factor. Some of the things you can do is learn to dial up your Compliance Factor, or you can delegate tasks and efforts that require these traits to those more capable under your direction and guidance. Figure out what might work best for you, understanding that this area should be addressed for your professional growth.

As a leader, working with standard guidelines and rules helps you to understand what you and your team's responsibilities are; it provides focus and allows you to think outside the box. Changing is not typically your first choice of action, however, you are not opposed to it when it's needed.

As a leader, you like to focus on the big picture. Be careful not to let this affect the quality of your implementation plans. You like to be forward thinking when pursuing your goals and this is reflected in many ways. You are fine with elevating people who you believe will work hard, persevere, or are doggedly persistent. In your book, it is more than okay to give the opportunity to those who have not previously had the chance to prove themselves, yet have a certain 'spark'. You will delegate authority to these folks because you have faith in their abilities, although you might have them check in with you more frequently than they prefer. You do this because you still need control and have balanced this (hopefully!) with your penchant for risking your reputation (prudently!) on others.

Additionally, you will take the chance on hiring someone who is motivated and willing, although they might not yet have all the credentials required.

Caution: Make sure these individuals fully understand the consequences for failure to live up to your expectations! *You are a very tough task master, and those you take a risk on must understand this! You have very little tolerance for failure.* In fact, once people let you down, if you have not yet tempered the high Dominance trait of stubbornness, you will rarely give people a second chance to disappoint you. Susan, another way this self-assuredness is reflected is that you inspire your team by letting them know that you have limitless thinking - you are not bound by *'can't do's'*. You stride purposefully forward and the team has confidence in you and by association, more in themselves, too. A quality that serves you well as a leader is that 'second best' is not in your vocabulary!

Your drive to succeed is one of your greatest strengths that can be used to motivate the people around you.

Warning: Be careful that you don't alienate your co-workers by demanding too much or pushing too hard. You should temper your desire to accomplish great things with reality to ensure success.

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Goal Setting Chart

Directions: Use the chart (below) as a template for teaching yourself the thinking behind good goal-setting. When you are training yourself to set and achieve goals, think about the tried and true acronym SMART (Specific, Measurable, Attainable/Actionable, Realistic, Time). If you keep these simple SMART reminders at the top of your head when you write down your goals, you'll find that the goal setting process becomes easier.

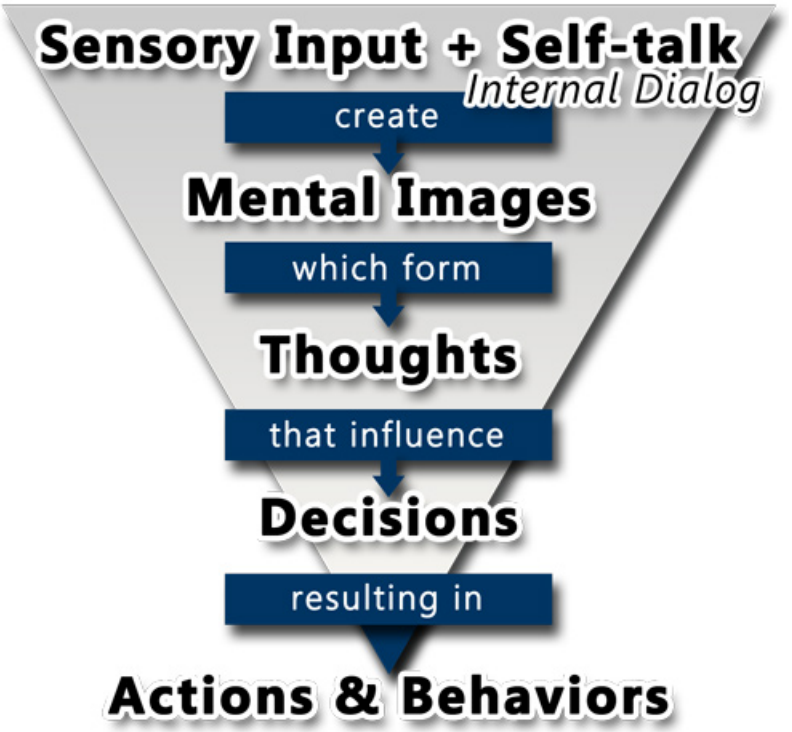
1. Write your goal in the SMART format in the 1st column. It keeps you focused on the specifics of your goals.
2. Sorting your goals into time period of when they need to be done is a critical component of wise goal-setting. In the 2nd column, rank the time-sensitiveness of each of your goals on a scale of 1-10. Use this type of thinking as a reference for your ranking: 1 will stand for Urgent, 3 for Short-Range, 6 for Middle-Range, 8 for Long-Range, and 10 for VERY Long-Range. This number will go in the Time-Sensitive column of your chart.
3. Some goals simply aren't as important as others. The less important goals can take up time that would be better spent on most important ones. That's why, in the 3rd column, you'll rank the Importance of your goal. The scale will be from 1 to 10 with 10 being Very Important and 1 being Not Important. Place this ranking in the Importance column.
4. Wrapping your head round what you should focus on is much easier if you sort your goals in a logical manner. Logically, it would be wise to sort by importance as well as time. Ideally, you want to have your urgent and most important goals on top of your Goals Setting Chart. Review your goals to ensure they are all written in SMART format (Specific, Measurable, Attainable/Actionable, Realistic, Time). In the 4th column, set a calendar date for each goal. If you have a goal that is "three weeks away", set a specific due date that lands three weeks from today. If the goal is really big, break it down into smaller steps.
5. As you accomplish your goals, or as your priorities change, re-rank and sort your goals as you see fit. Give yourself a check mark or star (in the 5th column) as you complete each goal.

Fill out the columns in the chart:

SMART GOAL	TIME-SENSITIVE (1-10)	IMPORTANCE (1-10)	DUE DATE	COMPLETED?

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Model for Actions and Behaviors



This model explains where our actions come from.

Our senses take in the world around us, causing us to create mental images. These mental images form thoughts, which influence our decisions and result in our behavior.

It can be inferred from this model that interactions with others influence our behavior. Think of your behavior as a constant reaction to the world around you. Keep this model in mind as you read through this section.

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Interpersonal Communication

Susan, in an organization, nothing is more important than effective communication. Without it how can people have an understanding of the strategy, vision and goals? How can leaders develop buy-in to support the organization's customers? How can managers provide feedback and deliver coaching? How can employees participate in open communication effective debate? A person's communication preferences are grounded in their behavior and perception. Understanding how these impact the communication loop is vital to an individual's career and professional growth.

Your Dominance Factor can cause you to be very blunt, Susan, sometimes coming across to others as inconsiderate. This happens when you think it is important to get your point across, even though you do not intend to be perceived this way.

Coaching Advice: Watch your tonality, body language, and the abruptness of your words. Temper your message with a tone of kindness. At all times be considerate in thinking about not only the message, but the delivery, too. This will go a long way in making certain that others listen to your intent as well as the words themselves. This doesn't mean that you turn into a pussy cat however. Lions and lionesses can get their message across without roaring!

You are able to build relationships with people in your workplace effectively. How large this group is depends on your affinity for working with others and the number of confidents/advisors you prefer to have. This can be different for everyone, but you are still able to have good relations with the various members of your team, regardless of how 'close' you feel to them. This allows you to be personable and not stir any negative feelings toward you. Be careful of your other factors when relating to others as this may determine where your Influence Factor needs to tune into.

You would rather advance yourself through your own work and skills than through your relationships. This does not mean you do not place importance on others in your team, but rather that you appreciate a more independent approach to sifting through information and achieving results. Although you have the ability to think things through all the way from vision and conceptualization to implementation and after action review. History has probably taught you that doing so is highly beneficial; and not doing so can get you in hot water! However, without a consistent way to remind yourself to focus on this, to slow down your desire to take action before you think things through (or do contingency planning), you will tend to do this only when you find yourself in a tight spot or when your original tactic is not working as you had anticipated for the situation.

Coaching Advice: It is absolutely imperative that you remind yourself to do so!

With all that said, Susan, you do not necessarily need a particular reason to communicate with another person in your work environment. Sometimes you just like chatting for fun's sake. Because you are more balanced between your task-oriented structure side of work and your people-oriented side, you find that your peers do not serve as unwelcome distractions throughout the day. In fact, you have found out that even the small, insignificant conversations can lead to better efficiency and improved team cohesion later on - well worth the benefit of making time for another co-worker. Keep up this attitude, but remember to maintain an overall structure to meet your job responsibilities.

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When it comes to listening, you see the balance between understanding the message and actually responding back to the person.

You like to give others a pat on the back for a job well done to show recognition. This is one of the techniques you use throughout the listening process when someone has a good idea. However, you have found that this does not come entirely naturally to you. In fact, because your standards are so high, periods of time go by without you giving anyone an “Atta Boy” or “Atta Girl;” then you suddenly become aware and do so.

Coaching Advice: Make this more of a habit as you rise in your career and people will appreciate it. Even more important, this will give you joy!

You usually keep your relationships strong over time through listening. You are able to analyze whether another person's message meets your value system and opinions and typically can respond to them effectively. You may have some trouble responding to superiors or those you do not know well, but with the proper practice you can share your insight and beliefs. Continue to walk the balanced path of listening and appropriate the correct factors to each stage of listening. Becoming adept at this will help you build better relationships through your listening style. This will help you advance in your career and truly impress the people around you. Remember, listening is a very rare skill!

You are willing and able to tell people what the objectives are. Remember that most people do not like to be dictated to regarding their area of expertise.

Beware: Avoid telling employees or peers precisely how to carry out their responsibilities. People need the latitude to do things their own way while at the same time understanding how you will judge their performance. This is a respectful way of working together. When you are directly responsible for a deliverable have an open dialog and agree on the parameters with those charged with delivering.

Your strength is in the response stage of listening. This is the stage where you provide feedback and input. You are able to articulate your opinions and give directives, which are valuable components of being a team leader. Just remember not to overdo it and have others see you as an authoritarian ruler who does not actually listen to others. Keep in mind what others are trying to say to you and don't overlook their ideas simply because they are not yours.

Sometimes you feel uncertain what another person is thinking. When this happens you tend to open dialogue and look for other cues to provide you with insight. You may fall more into the response side of the listening process. During talking, you will try to figure out what the other person is trying to say instead of processing it inside of your head. This can actually make for great conversation if used appropriately through the process of verbal backtracking. Oftentimes, it is not used correctly and can just seem annoying as if you are not listening to the other person. Don't let others perceive you that way as it can lead to future repercussions in job responsibilities and your overall career.

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How You Handle Change

Susan, the goal of this segment is to help you strategize, plan, and execute effectively when facing transition by understanding your behavior preferences regarding change.Change is inevitable within an organization, and therefore, employees and management must be able to consistently and swiftly move through changes while making certain the organization continues operating at an optimum level. How you behave during change is based primarily on your ability to adjust your behavior according to what the situation demands. The less time you and your organization spend on going through a turbulent change, the less the cost will be for employees and the enterprise's stakeholders.

When you face changes, rarely do you need other people to help guide you through it. You like to think it through on your own before you consider asking others about the possible benefits and consequences of the change being made. This allows you to formulate your own opinions and bring valuable input into a conversation. Just remember not to let this tendency make you hard-headed where you stop listening to other points of view. Know the facts and your beliefs and have a genuine discussion trying to find out more about the change from other people's perspectives.

After the initial annoyance of a change, you can get back on pace quickly. When you are told about a change and given time to prepare, you can handle it easily. So, knowing this, make sure you learn how to forecast and anticipate change so that you will not be caught unaware. This is especially true if you have already created your strategy and are passionate about its implementation. Any obstacle or unforeseen consequence could propel you to discount the need to change out of pure defensiveness for your vision. Be flexible while still sticking to your overall goals and objectives.

Susan, not much fazes you when it comes to change.

A word of caution: Most people don't like things to be constantly changing. What for you is stimulating and energizing, is for them draining and debilitating. Bear this in mind, especially if you are leading or setting the pace for the team.

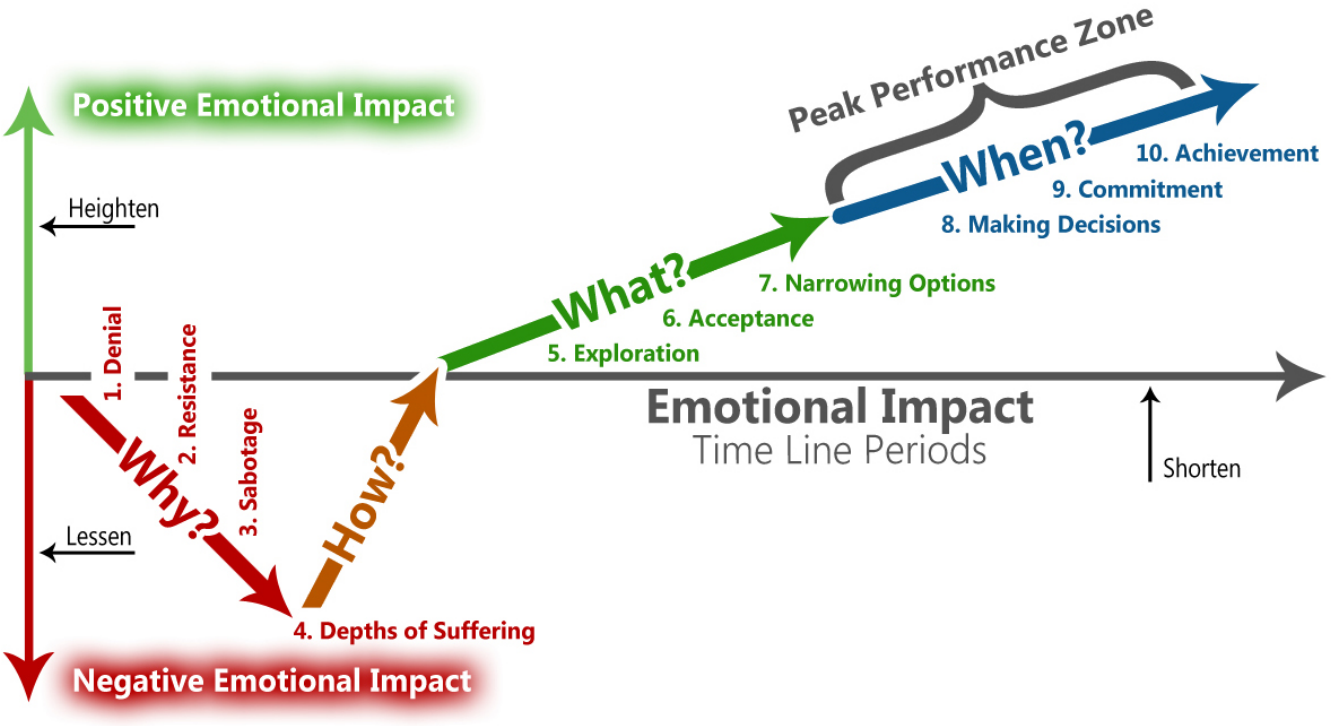
Monitor your level of patience with those who are less willing to embrace change than you are. They may be thinking things through differently, and coming to a different conclusion. Sometimes it is wise to listen to their words of caution. Curb your enthusiasm for a moment while you get their insight. Remember that they probably have the best interests of your organization at heart too. Slowing down might sometimes be the ticket to your organization's success. Other times, you might be right, and your enthusiasm is what will be the difference in getting things accomplished. We want to make sure you understand your natural tendency toward making change happen, and the risks and rewards associated with this motivation.

You have a better aptitude than most at restructuring your action plan when obstacles come sneaking up on you. You take one of two positions when obstacles come - you act quickly to mitigate the threats or you think thoughtfully about how to best deal with the situation. You may even consult others depending on your relationships in the workplace.

Coaching Advice: Continue to be flexible while sticking to an overall structure or process to more effectively accomplish your responsibilities.

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Now let's turn the page to the **Transitional Time Line**:



We each go through negative and positive phases during the change process. Your level of complaint during the negative phases depends on your level of passion. If you completely disagree with a change put in place, you will cause a stir in your team and your department. This is because you care and understand the consequences of the change on your team and the overall environment. Still, you have a natural ability to accept change and calm others down as well. Know when to use each of these skill sets and you will become a better employee for the organization as you build your management and leadership skills.

Another thing to be aware of during the negative phases is your tendency to act out or speak out publicly against what you perceive as ill-advised changes.

Caution: When you sense a change will hurt you or your team's chances of achieving your objectives, you might consider how to resist or sabotage the change without first uncovering the change's potential merits for others. This is a mistake. Keep in mind the Perceptual Prism Model when you find yourself in a defensive position.

Coaching Advice: Ask yourself: Why did management implement the change? What possible benefits could there be? Think about these questions and you will become a better team player in terms of adaptability. This will play in nicely with all of your other strengths.

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How You Handle Change

As we mentioned before, with your highly elevated Dominance score, you are more than able to handle change and an environment that doesn't change is boring to you. While this is most often a good thing, moving through change too quickly can have a blowback effect, too. Plus, when you rapid fire too much change at people or give them too many changes within a short period of time, instead of creating momentum, as a personality like yours would love, you can just as easily put an organization into a state of inertia.

Coaching Advice: To avoid this, map out the phases of change in a systematic manner with a model like the Transitional Time Line and monitor each of the stages in terms of expected results. Be prepared to alter your course of action if what you thought was going to occur doesn't actually transpire.

The Transitional Time Line is a roadmap, which means that it follows a specific structure from the negative to positive phases through to achieving successful results. Susan, your comparatively lower Compliance Factor shows that you are able to follow a set process, but it is not your main preference. You like having the ability and the authority to change course if necessary and not be held tight by hindersome procedures and restrictions. You work your best when you can adapt to new information.

Coaching Advice: Keep to an overall structure while helping yourself and your team adapt to the new change.

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Decision Making Matrix

The next few pages make references to the Decision Making Matrix (below). Use this matrix when you need help deciding which decision making method to use.

What is the time frame for the decision to be made and executed?	How significant is the decision to the bottom line?	How much expertise do you (the leader) have regarding the issue?	How much knowledge and experience do individuals in the group have?	How important is that you develop your people with this decision?	If you (the leader) made the decision alone, would the group members follow?	Decision Making Method
Urgent Short Term Immediate	High	High	High	High	Yes	Consult Individuals
					No	Consult Group
				Low		Consult Individuals
			Low	High		Authoritative (and provide coaching)
				Low		Authoritative
		Low	High	High		Consult Group
				Low		Consult Individuals
			Low			Refer to Ad Hoc Team *
	Low	High	High	High	Yes	Consult Individuals
					No	Consult Group
				Low		Consult Individuals
			Low	High		Consult Group
				Low		Authoritative
		Low	High	High		Consult Group
				Low		Consult Individuals
			Low			Refer to Ad Hoc Team *
Mid Term	High	High	High			Facilitate Group Consensus
			Low	High		Consult Group
				Low		Consult Individuals
		Low	High			Facilitate Group Consensus
			Low			Refer to Ad Hoc Team *
	Low	High	High			Facilitate Group Consensus
			Low	High	Yes	Consult Individuals
					No	Refer to Ad Hoc Team *
				Low	Yes	Authoritative
					No	Refer to Ad Hoc Team *
		Low	High			Facilitate Group Consensus
			Low			Refer to Ad Hoc Team *
Long Range	High	High	High			Facilitate Group Consensus
			Low	High		Facilitate Group Consensus
				Low	Yes	Consult Group
					No	Consult Individuals
		Low	High			Facilitate Group Consensus
			Low			Refer to Ad Hoc Team *
	Low	High	High			Facilitate Group Consensus
			Low	High	Yes	Consult Group/Refer to Ad Hoc Team
					No	Facilitate Group Consensus
				Low	Yes	Consult Individuals
					No	Refer to Ad Hoc Team *
		Low	High			Facilitate Group Consensus
			Low			Refer to Ad Hoc Team *

*Once the decision team has been supplied with adequate information from the Ad Hoc Team, their level of knowledge changes, and so do your answers to the questions proposed from the beginning.

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Decision Making

The goal of this segment is to help you develop an understanding of your Decision Making tendencies.

By recognizing how you prefer to gather information, weigh options, and come to the right decision, you can determine your strengths and weaknesses in this important area. Equally important, we are going to provide insight into some of the psychological biases that might consistently affect your decision making processes. Finally, we will explore your risk taking behavior.

You display a good balance between the facts and your gut feeling when making decisions. You start by doing research and going through self-counsel. Then you will go to others if you feel you need further insight. Bringing people into the front-end of the process can provide you with balance. Your Influence score indicates that you don't typically interact with people as the first course of action. Be warned that this can be severely detrimental in decision making. Great decisions need diversity of thought, and lacking adequate information leaves your decisions open to error.

Coaching Advice: Study how you can use your DISC Factors to make decisions. You have to strike a balance that helps you make rational decisions based on logic and your gut instinct, while at the same time allows you to solicit the input of others.

Upon reflection, you usually feel confident that you made the right decision.

You have learned that the balance between 'doing' and 'thinking' is important. Too much time in either doesn't work for you. On the whole, Susan, you have confidence in your decision making abilities. Be warned though, that just feeling confident is not enough. Perhaps in your past you remember when you made this mistake and learned from it? Coaching Advice: You should always be able to back up your optimism. Coming out of the gate overly confident or thinking that you can overcome any obstacles during the implementation is great, but you must back up your thinking with evidence-based data. You have to make certain that your decision making can withstand the rigors of a comprehensive after action review process.

You like to know the reasons behind decisions before agreeing to them. But, even when you know that thoughtfulness and taking the time to make decisions is vital, you will tend to rush through, preferring to let another (stronger or more comfortable) factor guide you. For instance, you might use your Dominance and leap into action, let your Influence govern by talking things through, or use Compliance to follow guidelines.

Coaching Advice: Make sure you make decisions based on the known variables. If you are not able to sufficiently dial up your Steadiness Factor, look to others for help with the details or contingency plans. To keep your team out of trouble, be certain that enough thought has gone into the process before implementation.

Susan, you make decisions quickly and confidently.

Strength: This skill set is a great strength and others typically look to you for guidance when tough decisions have to be made. You tend to look at the big picture when making decisions or that you are not overly optimistic in gauging your chances of success. Be careful that you don't overlook details that can be vital to the success of your decisions.

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Decision Making

Now let's explore how biases affect decision making.

You typically do a good job balancing your bias during the decision making process. It is easy for you to use the Actor-Observer bias, in which you make decisions based on your current feelings, because of your mid range Influence level. Though you may feel the need to make an emotional decision, you will typically check yourself and make sure your decision is logical as well. Coaching Advice: Using the Perceptual Prism and Decision Making Matrix will keep you grounded and help you make the best decision possible for any situation you find yourself in.

Your ability to balance fact-finding and decision making helps you when it comes to a bias used in decision making called Anchoring. Anchoring happens when a person puts too much emphasis on one piece of information or a small subset of data. Your equilibrium between understanding the details and seeing the big picture helps keep you from using this bias. A word of warning though: Your balance in decision making can be a blessing or a curse. You may be susceptible to going too far either way when making a decision, so be prepared to regulate yourself and make sure you are not focusing too much on either the little details, or the big picture. Keep a healthy balance between the two and this will continue to help your decision making process.

During the decision making process, make sure you are aware of biases. In particular, you need to be mindful of the Confirmation Bias. This is when a person (or a team) wants a specific outcome and looks for ways to substantiate their decision.

Coaching Advice: Train yourself to slow down during brainstorming. Just when you think you are finished, take a few extra moments to come up with a couple more options. In this way, you will alleviate the chances that you aren't taking a shortcut on Steadiness traits.

When it comes to decision making biases be careful that you don't try to portray your position or view in the best possible light. You should temper your innate overly optimistic bent toward realism. It's okay to be confident and look through rose-colored glasses, as long as this trait is balanced with being able to take off those glasses. This is called the Framing Bias and is used to influence people towards your position. Confident, optimistic people like you tend to stick to a positive achievement oriented frame no matter the opinion of other people. Not finishing, not being successful is not an option in your world! This confidence can serve you well, but make sure that you are not conveniently overlooking points that do not align with your influencing goals.

Coaching Advice: Use the 3rd Person Perceptual Position to help you make decisions from a neutral and objective position.

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Decision Making

Risk is an important element of decision making. You don't mind taking risks and will occasionally look for confirmation from the majority. With that said, you also are capable of taking calculated risks on your own. You have a solid understanding of the concept of risk vs. reward and how the higher the personal consequences, the less risk people are typically willing to take.

You like to take the occasional risk since you have a good deal of optimism. This serves you well but as a word of warning be careful how much you solely rely on your gut when making decisions. It is important to make calculated risks that were determined by understanding all of the different scenarios and details involved. Only then can you take the right calculated risk during the decision making process.

You are not averse to risk taking, because you do not fear failure.

This trait holds many back - but not you! Although you do like some understanding of the different aspects of the situation, you won't hold yourself back from taking a chance. You can step back and detach yourself from worst case scenarios.

Susan, you ideally like to make decisions based on weighing risks and rewards. However, even when faced with the unknown you are able to come to a satisfactory conclusion about which direction to go in. Uncertainty does not phase you or stop forward momentum. You consider the outcome of your decisions, but only think about it briefly before launching into action. You have an innate ability to recover from miscalculations or missteps by driving a project home despite having to deal with things that others may find daunting.

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Teambuilding

Susan, in this segment, we look at your predilection in the area of teambuilding, team interactions, and teamwork.

By exploring your behavioral inclinations, you can effectively develop an understanding of the proper procedure for conducting team projects and meetings. You can think about your efforts as a team leader and team player with a goal of making the best use of your natural talents. As you can easily appreciate, team morale and cohesiveness depend on people's behavior.

Susan, you are open to new ideas and can fit them into your plans if they are a good addition. You are able to analyze the input from your team without closing off the current status quo to changes. This is beneficial as a leader so long as you do not wait to hear everyone's input before making a final decision. You have to know where to draw the line depending on the RA² parameters for the given task or project.

You enjoy leading teams when you work with people you like, but Susan, you also want to have time to yourself as well to get tasks completed. Sometimes leading others seems to drain you. You find that a good way of recharging is to take a break from interactions and do something that doesn't require communication for a while. This will help you regain your energy for the next meeting with your team. It's important to understand your level of extroversion in this field because it will determine the amount of stress you can handle. Slowly work your way up to handling people (especially those you don't particularly care for) better and with more friendliness and respect.

Susan, one of your strongest qualities as a leader is that while you are able to listen to your employees, you are also able to lead them into action. The problem you typically have is knowing exactly when to implement these skills.

Coaching Advice: Reflect on past projects and teams when you had to make these decisions. This reflection will give you insight.

Others typically follow your lead and look to you for ideas. They will come to you when they need a problem solved because they know that you are able to move forward, even during tough times. However you must remember: Elevated 'D' behavior has a need to direct goal-setting from beginning to end. While this is important for a leader to do, please make sure you don't go overboard in your direction. As an example, you might be insistent on talking about precisely how you are going to accomplish your objectives. Then, if you think people might not 'get it', you might add more by explaining precisely what the results are going to look like. If you are interrupted during this process, you can't just let it go. You either pick up right where you left off, or start right back at the beginning just to make certain your listeners are on the same page. You don't stop until you think others fully comprehend what you are communicating.

Coaching Advice: Make certain that you listen to yourself when you talk about your goals and plans. You might find that you are telling too much, explaining too much, or not being flexible enough in how you want your goals carried out. Even worse, you might end up repeating yourself and annoying people. Not great leadership qualities at all!

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Your approach toward teamwork does not focus on creating a structure that everyone must stick to.

You tend to be more flexible and allow other people to change the flow of discourse or priorities. With that said, you still need to have an internal structure and knowledge of what your responsibilities are if you are to work effectively. If a leader does not provide you with this information, you tend to focus on your own priority list.

You worry more about carrying out your responsibilities than interacting with others.

In fact, you find that other people sometimes delay your results because they want to talk about irrelevant matters. While this is a good trait for efficiency, remember not to break team morale by being perceived as too unfriendly.

When projects need to get completed, you tend to focus on the goals of the project over the goals of individual members.

You want to ensure that the responsibility is completed rather than pandering to each person's individual preferences and feelings.

Let's circle back to your potentially compulsive behavior regarding your goals and discuss it in the context of you being a team member, rather than being in the leadership role.

Talking too much about the details of goals is highly undesirable in a team member role - unless these affect your direct areas of responsibility. This is the responsibility of the team leader and people typically resent members who usurp this authority. Your teammates might think that you are power grabbing or stepping on their turf if you are overly directive or verbal in telling people what to do or how to do it.

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Teambuilding

The **Team Commitment Contract** activity will help you build trust and leadership currency with your team. All you have to do is define what a few components mean for you and your team.

Team Commitment Contract

Define the following terms for you and your team.

• Physiological Safety

• Psychological Safety

• Support

• Education (Growth & Learning)

• Fun (Enjoyment & Satisfaction)

How will this help you?

Take the following questions into consideration when deciding how you would like to use this contract.

• What does the contract mean to your team?

• How would the Team Commitment Contract be demonstrated?

• How would an ideal Team Commitment Contract assist you and your team?

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Feedback and Coaching

This section focuses on the feedback process.

You will always be on one side of the spectrum - either **giving** or **receiving** feedback. Both of these areas require your DISCflex™ Factors to be more neutral.

Giving feedback follows a process of motivating yourself to give someone feedback, thinking through what you are going to say, looking through the perceptual prism of how the other person will perceive the feedback, and finally sticking to the structure of the feedback process.

Receiving feedback is another process in itself. This requires you to remain neutral as you receive the feedback. After you receive it, think about the good intentions of the person who gave it to you, think through why they gave it to you and what it means, create a structure based on the new expectations from the feedback, and finally motivate yourself to accomplish these new goals. If you can properly follow the feedback process for giving and receiving feedback, your rank in your organization will inevitably rise.

Let's start with your Steadiness Factor.

Susan, you sometimes hesitate to provide feedback - especially to co-workers that you don't have a close relationship with. It goes with the territory! To be an effective leader, you must improve upon this skill. Sometimes, when you give feedback, you will be viewed as the bad guy. You probably won't be able to change that if someone has a poor attitude. Fortunately, most of the time, people will take feedback in the spirit it was meant to be given in, **if you deliver it properly.**

Coaching Advice: Follow the feedback process and over time, you will become more adept at delivering constructive advice. Tweak your Steadiness Factor to the right level so that you are not holding yourself back, while still giving ample thought to the feedback you will provide. This might take a bit of time to master because your Steadiness Factor is relatively low, but you can do it if you stick with it.

The next problem most people encounter when delivering feedback is their level of kindness and friendliness.

Your grasp of what needs to be said typically will triumph over your need for others' approval. This allows you to be effective when delivering feedback because you can remain neutral and still not forge enemies. One problem you may encounter is looking through the perceptual prism when giving feedback. Make sure that you are not only looking at a situation from your perspective as this can cause you to miss important facts or causes of the actual problem.

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Your Elevated Dominance score truly influences how you provide feedback. Once you decide to provide feedback, you are direct, to the point, and tend to move through the feedback process quickly. While this is a great strength to be able to lay down the facts and what needs to be done, remember that you are dealing with humans and emotions, too. You have to also build the motivation of the other person to take in and use the information, while providing them with feedback. Take a step back before you deliver the feedback and look through the other person's perceptual prism to garner some insight into how the other person may respond to and act upon your feedback.

Always remember to look back to the feedback process when you need guidance, Susan. You have a habit of straying from a set structure unless you consciously make an effort to be organized and prepared. This is critical when you are delivering feedback. You must plan your statements ahead of time and think about where the situation will structurally go depending on the other individual's response. Having this planned out ahead of time will allow you to be quicker on your feet during the feedback delivery. Work on the planning stages as you search for the minor contingencies that could affect the outcome. Remember, you want the other individual to learn from your feedback, not become defensive and hostile because of it!

Now that we have discovered how we deliver feedback during the feedback process, let's look at how we receive feedback. Receiving feedback can be much harder than delivering feedback because our ego often gets in the way. After all, getting feedback means that someone judged our performance, and found it lacking in one way or another. No one wants to hear that we are not living up to expectations! Susan, you tend to show a good balance between your empathetic nature (understanding that someone is trying to help you) and your tendency toward stubbornness (being unwilling to take in criticism). Depending on your mood, however, you may sway one way or the other. Let's look at how this might play out for you: When you are criticized on something that you really care about - even if the criticism is constructive or warranted - and know you are good at, you might even become upset and frustrated at the person delivering the feedback (even if you don't show it on the outside!). Next time this happens, try to be objective. Listen carefully to the feedback. Then perhaps make the decision to implement some of the suggestions into your work life, even if just for a week. Test new methods to see what really does work the best to improve your performance capabilities. Just remember that most people won't give you feedback at all unless they care about you, want you to grow, or are trying to protect your interests.

Your interest in other people's advice goes as far as your respect of them. Depending on how far your empathetic nature stretches with relation to your Steadiness Factor, you will be either curt or courteous about receiving feedback. Your Influence Factor will control this reaction because of the mood you will be in going into the feedback process with a particular person. This mood affects your outlook and essentially how you (behaviorally) will receive the feedback.

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Remember: Sometimes feedback is best from several different vantage points.

Get a holistic view whenever you can - especially on anything important. Now we get to the really interesting part of your ability to receive feedback. Unless you learn to temper your highly elevated Dominance Factor, you will likely find others labeling you as defensive or argumentative when receiving feedback. Even if you are simply viewed as defensive, you run the risk of cementing this perception into the minds of your fellow co-workers.

Coaching Advice: Remember that the other person is trying to help you become better at meeting your responsibilities. View feedback as a precious gift. Mind your self-talk and your temper. That person may just provide you with great insight and wisdom if you take the time to listen objectively. **Try this:** Dial down your Dominance to effectively receive feedback. Then motivate yourself to completely exceed expectations by using that feedback to better yourself.

The feedback process is critical to your success in the professional world.

You have a tendency to become disorganized in your mind if you don't force yourself to stop for a second and put together a structure. When receiving feedback, have a proper place in your plan to store it and even write it down if you need to remember it. This will help you when you are setting your performance goals and wondering how you can build your role as an expert or leader. Continue to use a reliable structure to keep yourself from falling into a position where you are receiving negative feedback. Remember, you want to receive positive feedback!

Use the chart below to answer questions whenever you are coaching someone through the feedback process.

Element	Coachee's View	Coach's View
Feedback Goal		
What is the purpose of feedback?		
Why is this issue being raised? Why is this feedback being delivered? *Is the feedback for knowledge transfer, behavior modification, modeling and enhancing a skill set?*		
Analysis phase: *(Present State vs. Desired State)* 1. Where are we today? 2. Where do we want to be when the goal is met?		
Safety		
How will I ensure psychological safety between us? *Confidentiality, trust, sensitivity between power levels, miscommunication, gender issues, retaliation for poor performance, etc.*		
What guidelines need to be addressed for physical safety?		

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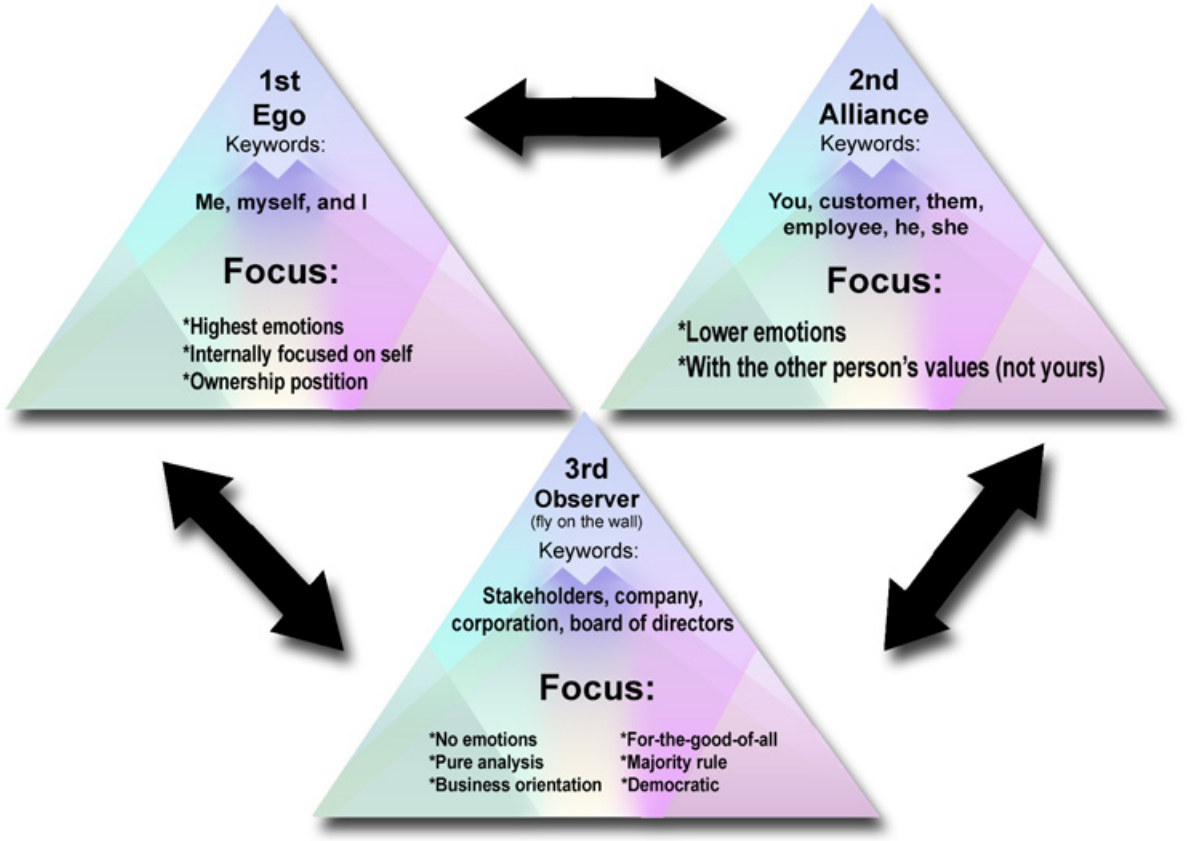
Feedback and Coaching

Answer the questions in the chart below. If you choose to print this report, use the extra space to write notes.

Measures & Metrics		
How will we measure ultimate success of the feedback?		
Measure of success (transfer of knowledge, skills, behavior patterns, etc.)		
How will we benchmark progress? Specifically what measurement will be used?		
How often should we benchmark progress?		
What are the ways we can move forward from feedback?		
What will occur when expectations are not met after being directed by? • From the coach's standpoint • From the coachee's view		
What are some of the circumstances that might occur that would stop the feedback process?		
Time		
What time parameters are expected for delivering feedback?		
Time element – we should agree to a timeline for growth that we both understand is achievable.		

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Perceptual Prisms Model



This model explains how to try to understand a situation from someone else's point of view.

When you take the role of facilitator, you must attempt to always keep an objective view of the project or meeting. Try to consider all points of view when deciding how to proceed. The three different prisms are as follows:

1st Person: **Ego** This is your personal perception. You look through this prism most often, and your emotions are tied closely to it. This prism shows you how different decisions and actions affect you personally.

2nd Person: **Alliance** This prism represents how different decisions and actions affect someone other than you who is involved in the situation.

3rd Person: **Observer** This prism represents the perception of someone who is not directly affected by the decision or action in question. This is also called the "fly on the wall" position.

You must take each of the three perceptual prisms into consideration whenever you play the role of facilitator.

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Facilitation

Susan, this section deals with your behavior as it relates to participating in and facilitating meetings. Your behavioral style will ultimately affect your propensity to work with a team or move toward your own vision. It will also affect how you lead a team through meetings. What you need to know is when it is appropriate to use each DISCflex™ Factor through the meeting process and how they can help you get more out of any meeting.

Participating in meetings comes rather easily for you.

You have a natural understanding of when you should speak up and when you should stay quiet. You are politically adept and respectful. When issues hit close to home though, you don't hesitate long in voicing your opinion. Your balanced approach to meetings is an excellent quality to have and helps your team immensely. When there is conflict you may tend to stay quiet but you also understand that conflict is a natural part of teams. It can be worked out through clear communication.

Word of warning: Be careful that you aren't too eager for change unless it is warranted. Change is needed in all aspects of business but only if it is positive change that will lead to greater productivity and efficiency.

You will take charge of a group if nobody else steps up. Inefficiency and wasting time in meetings is what you seek to avoid. It drives you crazy if people talk without making a decision, or fail to put together a plan. When this happens, you'll take the reins. You must make certain to take over gracefully - in a thoughtful way. Perhaps because you know that you have a great deal to contribute as the leader, or you can put the plan on paper, or maneuver through the policies to get the job done. Or, you can see a path forward in a manner that gets things accomplished quickly - or because you realize that the team's main problems stem from poor communication. You tend to have a good balance between following rules and procedures, and being able to get things done in a timely fashion. This helps you in meetings - you are able to adapt depending on what is needed at that given time.

Coaching Advice: Understand the needs of the team in the current situation and make a decision based on that. Dialing up or dialing down your Compliance to appropriate levels will help you keep this balance.

You are typically willing to speak out in meetings, even to peers or superiors (hopefully when appropriate!). Letting people know your opinion comes naturally to you, especially on subjects that directly affect your work.

Word of warning: Don't let your personal need to express your thoughts and opinions supersede what is best for the meeting. There are times when you will need to be quiet and listen, just like there will be times when you need to speak up. Learn to dial down your Dominance to appropriate levels when participating in meetings.

You prefer to keep your emotions in check during meetings, but when the situation arises can be fairly charismatic and energetic. You like it when meetings stick to the agenda but can be flexible when obstacles keep this from happening. Your input is typically logical and you usually think about what you say before you say it. You enjoy meetings because it gives you the opportunity to interact with others but you sometimes feel drained afterwards.

Word of advice: Be careful that you don't become too unemotional during meetings as this can alienate you from your other team members. Dial up your Influence to help you be more friendly and enthusiastic.

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Facilitation

When facilitating meetings, you strike a good balance between talking and listening.

You know when it is important to come to a conclusion swiftly and when you can take your time and receive input from members of the team. Susan, be careful that you don't fall into the trap of listening for too long. Not providing your team with explicit direction in a timely fashion is not appropriate. It wastes precious time on irrelevant communication and frustrates people. If you feel this happening, take charge, set communication and time-constraining boundaries, and provide direction.

As a facilitator you don't always feel the need to stick strictly to an agenda and you enjoy being flexible. Rolling with the punches is not difficult for you when facilitating a meeting and while this can help in certain situations, it can also lead to unfocused discussions and wasted time. Learn to dial up your Compliance when facilitating to make sure your team is sticking to clear boundaries and the meetings agenda.

Typically, you are the facilitator in a meeting or on a team because of your naturally highly elevated Dominance Factor.

You like to be in control so you can adjust rules and regulations in your favor. Your facilitation style is very direct and straight to the point. You like to see results and will not tolerate excuses from team members that try to shirk responsibilities or procrastinate. You like to keep your meetings brief, straight to the point, and goal oriented.

Beware: Do not neglect the role that policy and procedures play in making a meeting run smoothly. Dialing down your Dominance will help with this.

You have a good balance as a facilitator because you typically interact well with others and stay organized at the same time. You contemplative and like your team to check itself regularly to make sure they are on the right path. Be careful that you don't become so cool and calculating that you overlook the importance of making your team members feel comfortable and how, when they do, it breeds a culture of growth and clear communication. Dial up your Influence to the appropriate level to achieve this.

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Self-Talk

Self-talk is the cornerstone of your success.

How you speak to yourself inside your head will determine if you pursue a positive or negative course regarding a certain issue. To remain in the positive, you need to know how your behavioral style affects your thought process. Then you will understand exactly how to change limiting self-talk or enhance your internal voice and make it work even better for you.

Susan, your firm reliance on forward thinking will consistently sway your self-talk to the positive.

Even when you are in doubt, your natural tendency is to let your instincts guide you toward confidence rather than anxiety. This is useful in continuing to improve your self-talk when you take on new responsibilities or do things you are not familiar with. Your internal voice insists on telling you to put your best foot forward. This is why people refer to you as a go-getter. You instinctively understand how to influence your subconscious to work for you rather than against you.

With your medium Influence Factor, your self-talk needs to break the tolerance and acceptance phase.

Oftentimes you will think to yourself that your self-talk doesn't need to change and that it won't have any real effect on your life. The moment you become complacent is the moment you lose the drive to achieve more success in your life.

Now let's look at an important determinant of your self-talk: the Steadiness Factor.

With your Steadiness, your self-talk tends to be more tilted to the positive than most people. The reason for this is because you are able to take input in from the business world around you; selectively choosing which factors will help you achieve your goals. This innate selectivity and ability to filter means that more positive input will be incorporated into your self-talk. You are able to move away from the 'garbage in, garbage out' mentality of negative self-talk and work on finding solutions. Coaching Advice: The judgment calls you make throughout each day emanates from your self-talk. Your internal dialogue controls your decision making and ultimately, this affects your behavior.

Although you do not overly value structure and organization, you do like it as a component of your life. This is especially important when you truly care about something, such as your major job responsibilities. You tend to be more organized when you are being held accountable for a specific task. Your self-talk can help you translate your ability to be structured to your minor job functions. These will typically help you advance your career as people see you excelling even in areas where you are not being tracked. That is the secret of how some people seem to get ahead while others are left behind. You have this natural ability to develop your professional skills further.

Coaching Advice: Act on this strength now!

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Warning: Because of your Elevated Dominance, if you become overly stressed or frustrated, your self-talk may actually hurt you.

It will fuel your stress and might cause you to tilt toward the negative. Some of the things it might think about doing are to: jump straight to action without adequate planning, rush to judgment, look for the bad in others and in situations, or steam ahead without consulting others.

Coaching Advice: Remember to use that same positive self-talk when you are in a stressed state as when you are in a relaxed state.

Keep in mind that the enemy of 'great' is 'good.' If something is good enough, you will lose the willpower to push further. Monitor your self-talk when you recognize yourself in this area and contribute action-oriented thoughts to your subconscious to propel you to greater heights.

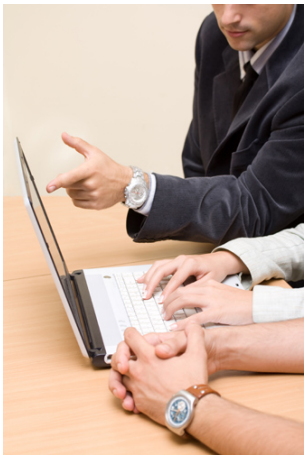
Your self-talk is driven by your ability to be persistent. Especially in the workplace, being adept at this will help you complete projects and impress your superiors.

Coaching Advice: Practice working with your self-talk to tell yourself how persistent you are. Flood your mind with images of times when you persistently went after a goal and succeeded. Continuing this weekly will guide your subconscious in transforming your self-talk. This will help you achieve more and ultimately make you gain a reputation of being a reliable and productive member of any team.

Avoid telling yourself that you cannot do something. Sometimes you get thrown into this pattern, especially when a situation did not go the way you planned. Keep in mind that you can only learn by trying and failing. Thomas Edison said that he found 999 ways NOT to build a light bulb instead of saying that he couldn't make it. You must adopt this mindset, especially during those crucial moments when your self-talk is the most vulnerable. Whenever you feel yourself slipping into a negative emotion, make that an anchor for you to focus on your self-talk. Remember, your self-talk guides you through life. Make sure that you are consciously guiding your self-talk.

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Performance Management



What is performance management?

According to the United States Office of Personnel Management, **performance management** is "the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals."

Proper performance management can be tricky, because it involves balancing countless variables. For example, employees thrive in a comfortable environment, but if it is **too** comfortable, they may produce sub-par work. This report aims to help you improve your performance management skills.

Let's take a look at some of your current tendencies:

You don't feel a strong need to interact with your team or with other people in your organization to accomplish your job responsibilities.

With that said, you are able to adapt to various circumstances with great ease, especially when obstacles are placed in front of you. This will be a required quality as you manage others. If moving up the career ladder is one of your goals, this is a skill that you need to continue to develop.

You rely more on other variables than keeping yourself to a specific structure. You find that flexibility in this regard allows you to better combat those obstacles you face.

You have an inborn talent for getting things accomplished. You leap to action faster than most, and you are quite exceptional at meeting deadlines.

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Performance Management Tips

1. **Keep a stronger structure around your responsibilities.**You should track your tasks with appropriate metrics and authority guidelines that you obtain from your superiors. This way you will be able to exceed expectations.
2. **You should make more of an effort to interact with your team.**If you are only known for delegating tasks, you lose the potential of gaining personal power and making your team more effective.
3. **You need to determine what the appropriate 'start and stop points' are for both thought and action.**Think about these questions consciously, as a process for each situation:• When is action appropriate?
   • When is thinking and planning appropriate?Being able to flex seamlessly between thought and action will help you flex your behavior to a greater extent.
4. **Continue to have the tough conversations and hold others accountable, but to do so in a way that motivates rather than aggravates.**You need to be careful in the way you present feedback in order to keep your leadership currency high.

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Performance Management Action Steps

1. **Start by learning how to dial down your Dominance Factor to a level more compatible with leading rather than directing or controlling.** Focusing on this will teach you how to lower your assertiveness and action-orientation so that you can excel in your responsibilities that require planning, teamwork, and a slower pace than perhaps suits your independent style.
2. **Diagnose when to take a people-oriented approach versus a task-oriented approach.** As a leader, you must be able to delineate this and form constructive guidelines to help move your team forward and across the finish line.
3. **You need to understand how your more adaptable pace affects your leadership qualities.** Try to keep with projects and meet responsibilities so that you are seen as more dependable. Track yourself as you try to build this trait and you will see bigger and better responsibilities handed to you.
4. **Match your expectations with measurements of how to achieve them.** This requires setting specific measurement goals and holding yourself to quality standards. Dialing up your Compliance will help you reach this valuable leadership quality.

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RA² Interface Alignment

Name, Position or Project Title:

Responsibility	Responsible Party	Person Accountable to	Accountability	Authority Parameters	Due Date	Project Lead	Communicate & Inform

The RA² Interface is a tool that you can use to improve your performance management skills. These charts help you document **who** is responsible for doing **what**, **when** it must be completed, and **how much** authority they have.

This method may help improve communication between manager and employee. When the employee completes their RA² document, the manager may review it to ensure that they are both on the same page.

You can use this document to outline the tasks for each **person**, **project**, or **position**. Remember to title each document to avoid confusion, especially if you have several similar projects going on at the same time.

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Motivators & Inspirational Forces

Susan, you are motivated and inspired by how your DISCflex™ Factors play out.

Below is a list of what generally tends to propel you to take action, sustains your motivation, or inspires you to go the extra mile in a sales environment. This segment will help you better understand your underlying motivational factors.

You are motivated and inspired by:

New and uncharted projects that no one else has thought of before

You love innovation. When given the choice between rigorous criteria and room to find your own way to do things, you will almost always choose the latter.

Being in control of situations - both professionally and personally

When you are in control of events, schedules, planning, and running things, you are fueled to get things done. Your motivation level is very high when you are in control.

Being thought of by others as an authority figure or as a figure of respect

You like when others genuinely respect you. You strive to be the person that others follow, and you have no problem voicing your opinion when you think something must be said.

The chance to develop ideas into workable project plans

Brainstorming is not enough for you. You have a natural inclination to start putting things into a workable plan.

Decision making power in work responsibilities

You are **much** more motivated when you have the final say for the decisions that are made in a group and individual decisions that affect you.

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Primary Motivational Elements

The six Primary Motivational Elements determine how your DISC scores affect your behavior.

Our behaviors to a large extent are formed by weighing and ranking what we value. Your unique core values (and there are many of these that are important!), combined with your behavioral preferences, will indeed play a large part in your self-talk, personal awareness, and internal thinking, as well as in your decision making and actions. The theory: That which you value will motivate you.

Primary Motivational Elements:

1. Utility and Practicality
2. Theoretical Understanding and Knowledge Acquisition
3. Traditions and Order
4. Social Interactions, Interdependence, and Trust
5. Individualism and Independence
6. Aesthetic and Unity

Your ranking is described as being:

Passionate: Fanatical, Fervent, or Enthusiastic
Compelling: Obligated by conscience or having self-inducement to make some effort
Situational: Decide to take action based on the situation or based upon the unique goal, this can be changeable, when discharging duties on a situational basis the person tends not to do so fervently or in an overly emotionally or invested manner
Indifferent: Having no preference one way or another

Six Motivational Elements Defined

Utility and Practicality

When people value utility, they judge value by how useful they evaluate it in their own way according to what they deem is important at that particular moment. Utility might be measured by how suitable something is in the achievement of a goal or in terms of functional application. Usefulness might be viewed in terms of how beneficial or advantageous the entity or assignment is. People who deem that utility is important to them typically prefer function over form (but this doesn't mean that this entirely discounts form!). To people with a high level of Utility and Practicality, they believe that something must exist for a reason; not just for show. They judge quality in terms of functionality, practical application, working effectiveness and convenience, and/or operational efficacy. *"If it works just fine, it really doesn't matter how it looks."* Whenever an individual is assessing Utility and Practicality, they must view through the lens of providing some form of return on the investment of time, resources, money, or effort. As you can imagine, the economical element of Utility and Practicality is of great consequence for this judgment.

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Theoretical Understanding and Knowledge Acquisition

In the context of Primary Motivational Elements, this category focuses on the amount of knowledge or expertise a person thinks they have to have in order to effectively discharge their duties. Most don't like to be ignorant or uninformed, but the level of understanding is a determinant of motivation. If the individual requires a high level of this element they will seek to become experts and maven. It determines the degree of comprehension you need about how things fit together. A high desire for Theoretical Understanding determines the awareness one has about their current level of comfortableness about the information they need to become successful. This determines how much understanding a person requires. Also, the know-how, expertise, skill, facts, data, or analysis an individual feels comfortable with before they are motivated to take action. Everyone has unique requirements in this area.

Traditions and Order

When we define the Primary Motivational Elements of Traditions and Order we discuss things like the level of acquiescence or agreement among individuals. This element centers on societal norms and cultural observance. It determines the degree of submission an individual will have as it relates to their willingness to submit, yield to, or comply with the expectations of an organization or team.

Social Interactions, Interdependence, and Trust

People with a strong sense of community are passionate in this Primary Motivational Element. Like 'get-together' work environments and working on teams. They enjoy discussions regarding work efforts, and insist on sharing communication and information. They like teamwork, seek common understanding, are personable, and must have a certain amount of 'comfortableness' with people. Trust and being a team member/player is important to them.

Individualism and Independence

For this Primary Motivational Element, the words original, distinctive, unique, individuality and self-government spring to mind. People with a high level of Individualism prefer to keep things impersonal. They command an elevated level of objectivity, neutrality, impartiality, and autonomy. Independence is critical to this type of person. These individuals don't easily subject to other people's domination and place a high value on self-determination and self-reliance. They work well free from the constraints of micromanagement; nor will they (as leaders) micromanage. In some instances, they are eccentric and shun the constraints of conventionality.

Aesthetics and Unity

People who value aesthetics and harmony judge practicality in terms of 'marrying substance and form'. Something can be the most functional invention ever created but if it doesn't have form and beauty in its utility it will not be as valued. To best understand this, think about a plastic spoon versus an exquisite silver spoon crafted by an artisan. Both can be used to ladle food onto a plate; but the person who places a high value on aesthetics will deem the finely crafted spoon as exceedingly more pleasing. Therefore this type of person would be less likely to ever use (and be satisfied with using) a plastic spoon if they know that there are more agreeable spoons available. They believe that Aesthetics and Unity must both be present – to coexist to create an overall harmony.

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Primary Motivational Elements

Now, Susan, let's discuss precisely how these six values-based preferences and thinking patterns might affect your behavioral choices.

Your Ranking:

1st	Individualism and Independence	**Passionate**
2nd	Utility and Practicality	**Passionate**
3rd	Knowledge Acquisition and Theoretical Understanding	**Situational**
4th	Traditions and Order	**Situational**
5th	Social Interactions, Interdependence, and Trust	**Indifferent**
6th	Aesthetics and Unity	**Indifferent**

In your case, Susan, it is your Dominance Factor that presides. Your strong Dominance Factor provides the momentum that drives your value-based decision making. Putting together workable project plans truly motivates you! You love seeing things get done and place a high value on accomplishing your goals. Passionate is a good word to describe this.

1: Individualism and Independence: **Passionate**

To be stimulated to take action, you relish the ability to work alone on tasks according to your own expectations. Susan, you also like to be in charge. You are results driven and time sensitive. You love a challenge. New and uncharted projects that no one else has thought of before excite you. We rank you as Passionate in this category.

2: Utility and Practicality: **Passionate**

Susan, your strong sense of purpose and drive come across as focused and determined because of the powerful influence of your Dominance Factor. The opportunity to develop ideas into workable project plans truly motivates you! You love seeing things get done and place a high value on accomplishing your goals. Passionate is a good word to describe this.

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3: Knowledge Acquisition and Theoretical Understanding: **Situational**

Being in control of situations (both professionally and personally) is important to you. For people like you, with an elevated Dominance Factor, it is important to acquire enough information to successfully accomplish your goals. However, Susan, it is not in your nature to stop moving forward just because you don't have all the relevant information. Because of this your desire for knowledge and theoretical understanding will be Situational. You tend not to be patient – rather choosing to spring into action. You have probably found that while this gets things accomplished, it can also get you into hot water! A more behaviorally astute individual understands how important it is to have a solid grasp and theoretical understanding of what they are charged to do. As a person's elevated Dominance Factor behavioral style matures, their level of theoretical acquisition – their desire to learn more and plan more before launching – increases appropriately according to their level of responsibility and is increasingly aligned (applicably and relevantly) to the task at hand. It is definitely your nature to view this category as Situational.

4: Traditions and Order: **Situational**

Being thought of by others as an authority figure or as a figure of respect is important to you, but in this category of Traditions and Order, you are Situational. However, this is tempered with one caveat: You don't like to disappoint those you respect. Susan, you insist on decision making power commensurate with your work responsibilities. If you don't have this, your Dominance Factor will insist on getting it. You like new challenges and being able to solve problems in highly stressful situations. Make sure that you don't remain in firefighting mode as a habit!

5: Social Interactions, Interdependence, and Trust: **Indifferent**

In order to be at your most productive and motivated, you prefer determining what the realistic constraints and timelines are for all of the people involved. However, you are not fixated on social interactions. You like having the ability to delegate tasks to others, but it is not required that you work in a team environment. Having a linear timeline with focus points on a project is most important to you. Susan, you believe that the correct process can hold people accountable and therefore trust, while important, is not a necessity to get the job done. A lack of trust won't stop you from having internal motivation. In this regard for the category of Social Interactions, Interdependence, and Trust, your ranking is Indifferent.

6: Aesthetics and Unity: **Indifferent**

When working on long term projects or in a stable team environment, you require high levels of accountability and results orientation between team members. Susan, you undoubtedly have high standards in work efforts. You value getting the job done above harmony or orderliness, attractiveness or desirability. You are Indifferent about this.

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Susan's Leadership Improvement Action Plan

Now that you have gained significant insight into your behavioral style, it's time to create a Leadership Improvement Action Plan. This process will help you significantly improve your leadership skills. By following the steps you set in your Leadership Improvement Action Plan, you will gain competence and mastery in adapting your behavior to each situation you face in the Leadership Process. Most importantly, you can learn the skills for situational adapting – like a chameleon on a rainbow – without changing your core values or natural behavioral tendencies.

The first step is to identify some people who can provide feedback on their perception of your behaviors in a leadership context. Getting third-party perceptions is a critical component in professional development – especially in the area of a person's impression of how you compose yourself during all aspects of Leadership. The feedback you receive may highlight perceptual gaps in areas like influencing skills, communication, or understanding the appropriate behaviors to employ. The feedback may also provide validation for you, providing a check and balance that what you perceive about yourself is actually the same as what others perceive. Most important, the data will quantify the differences (if any) between your self-perception and the third-party perceptions.

Use the space below to describe 10 steps you can take to improve your leadership strategy:

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

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Leadership Improvement Action Plan II

You should take a few minutes to identify some of your perceived strengths and weaknesses in order to successfully apply the behavioral components to your life.

My top 5 **perceived strengths** and how I use them to lead:

1.
2.
3.
4.
5.

My top 5 **perceived weaknesses** and how I use them to lead:

1.
2.
3.
4.
5.

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Leadership Improvement Action Plan III

As you move toward enhancing your leadership skills, determine what you want to adjust situationally for various clients, and think about any skills that you want to become engrained as habits. Forming new habits and getting rid of old behaviors is called long-term behavioral morphing. With both situational flexing and long-term behavioral morphing, you will need to study each of the DISCflex™ Factors and Sub-factors. Each DISCflex™ Factor and Sub-factor will provide you with specific tools, knowledge, instructions, and activities that will help you determine precisely how to dial-up and dial-down each one.

Most people find that all four of the primary DISCflex™ Factors and all twelve of the DISCflex™ Sub-factors are useful in their lives as they help them achieve different types of goals. Others find that a few of the DISCflex™ Sub-factors aren't entirely necessary to their life goals at the moment and instead they focus on the factors and sub-factors that pertain the most to their life.

Take the time right now to describe 5 goals you want to achieve:

1.
2.
3.
4.
5.

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Susan’s Self-Improvement Action Plan

As you continue to set and reach your goals, you will want to continually track how you believe your skills are improving. Remember that you need to separate this into two sections: Situational Behavioral Flexing and Long-term Behavioral Morphing.

Situational Behavioral Flexing

You will need to learn to dial each sub-factor up and down depending on the situation you are in. Different sub-factors may be necessary in different situations. Use your best judgment. Trial and error will greatly help you learn which sub-factors are necessary in which specific situations in your life.

Long-term Behavioral Morphing

Once you master the art of situational behavioral flexing, you will be able to incorporate those behaviors into your natural tendencies, if you so choose. Long-term behavioral morphing allows you to change the overall behavior patterns in your life.

What characteristics or behaviors would you like to improve in yourself?

Now, click the "Invite Others" button on your DISCflex™ dashboard.

Enter the names and email addresses of your coworkers, manager or coach, family members, and friends - and perhaps a few trusted customers - and they will receive an email asking them to take a DISCflex™ Questionnaire about you.

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Recommended eLearning

Suggestions	Training Recommendations
Try to be more attentive to other people's ideas before voicing your own. This session will help you see everyone's ideas before making your own assertions. You will be able to give more thought to others.	**Change** The Perceptual Prism
Make certain that you make more time to reach consensus driven decisions. This session will show the importance of consensus decisions as well as when to use them.	**Decision Making** Consensus Decisions
You should learn the escalation of emotions and how your mood can affect your decisions and your life. This session will teach you how to handle your emotions and make them work for you rather than against you.	**Life Skills** Feelings and Emotions
Learn different managerial control factors to improve your strengths for all four of your primary factors rather than just the Dominance Factor. Use this session to learn some different techniques to benchmark results and other managerial factors.	**RA^2 Interface Alignment** Managerial Control Factors
Periodically review your decision making biases to ensure that you provide a check and balance to your dominance-bent tendencies. Look at all of the biases and recognize which ones you display. Check to see if your biases are positive or negative and then determine how to balance them.	**Decision Making** Cognitive Biases Introduction
Make certain you check your facts and get to the appropriate root cause before making or pronouncing judgment. Use this session to understand how to find out the root cause of problems and get the right facts.	**21 Laws of Influence for Sales** The Law of Satisfaction and Standards
Check your decision making processes and make certain that your 'gut instinct' is firmly rooted in a rational decision making process. This session covers the beginning of the rational decision making process, which explains how to effectively make rational decisions.	**Decision Making** Identify the Problem
View things from other people's perspectives and show that you truly are thoughtful and appreciate the opinions, feelings and desires of others. Use the perceptual prism model to gain awareness of how other people feel.	**21 Laws of Influence for Sales** The Law of Perception

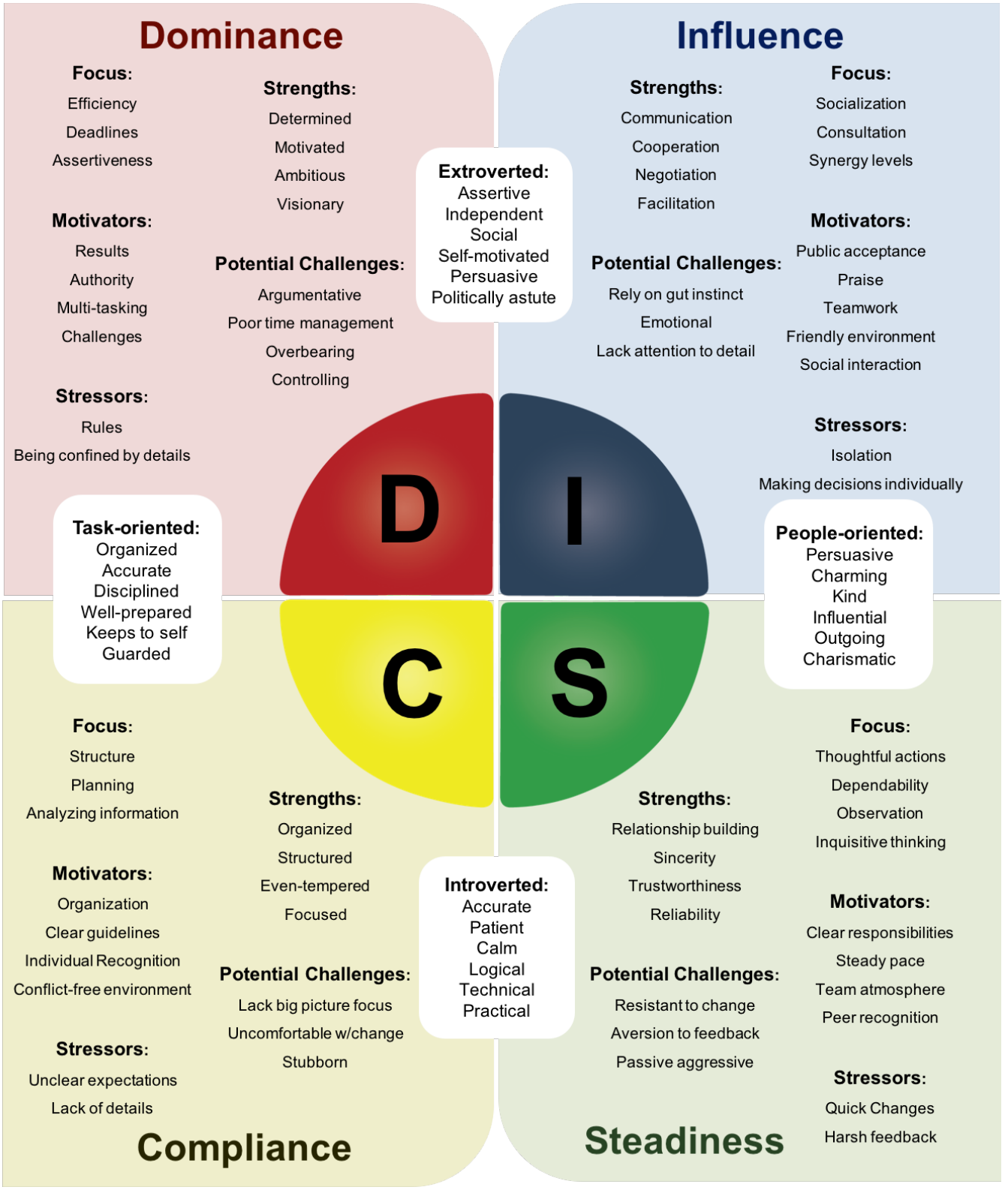
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Recommended eLearning

Suggestions	Training Recommendations
Target more energy (than you are comfortable with) into building trust and strong open relationships and friendships. Use this session to move yourself towards building rapport and stronger relationships.	**21 Laws of Influence for Sales** The Law of Similarity and Attraction
Your attitude affects every aspect of your life. Whether your current attitude is positive or negative, you always have an opportunity to improve it. This session will teach you how to view your attitude and what you can do to change it.	**Life Skills** Attitude
In order to get along with others in life, you have to believe they are acting with Noble Intent. This session will show you how to receive feedback from others and realize they are trying to help you improve your skills.	**Feedback and Coaching** Receiving Feedback, Noble Intent, and Coaching
Being able to identify what other people want and need during a conversation is essential to your life. Use this session to begin truly listening to others instead of just hearing their words. People reveal much more than we think during conversations.	**Life Skills** Reading People and Active Listening
Learn group dynamics and why choosing cognitively diverse teams is important. Dial down your own independence and learn how others can improve a team setting.	**Facilitation** Factors that Impact How a Group Functions
Understand the phases of team development and what you can do to foster greater efficiency and cooperativeness between team members. You will learn Forming, Storming, Norming, and Performing to enhance teams.	**Teambuilding** Phases of Team Development
Absolutes are usually associated with an elevated Dominance Factor. You need to understand the difference between absolutes and generalities. Learn the benefits and consequences of using both absolutes and generalities.	**Influence and Communication** Absolutes and Generalities

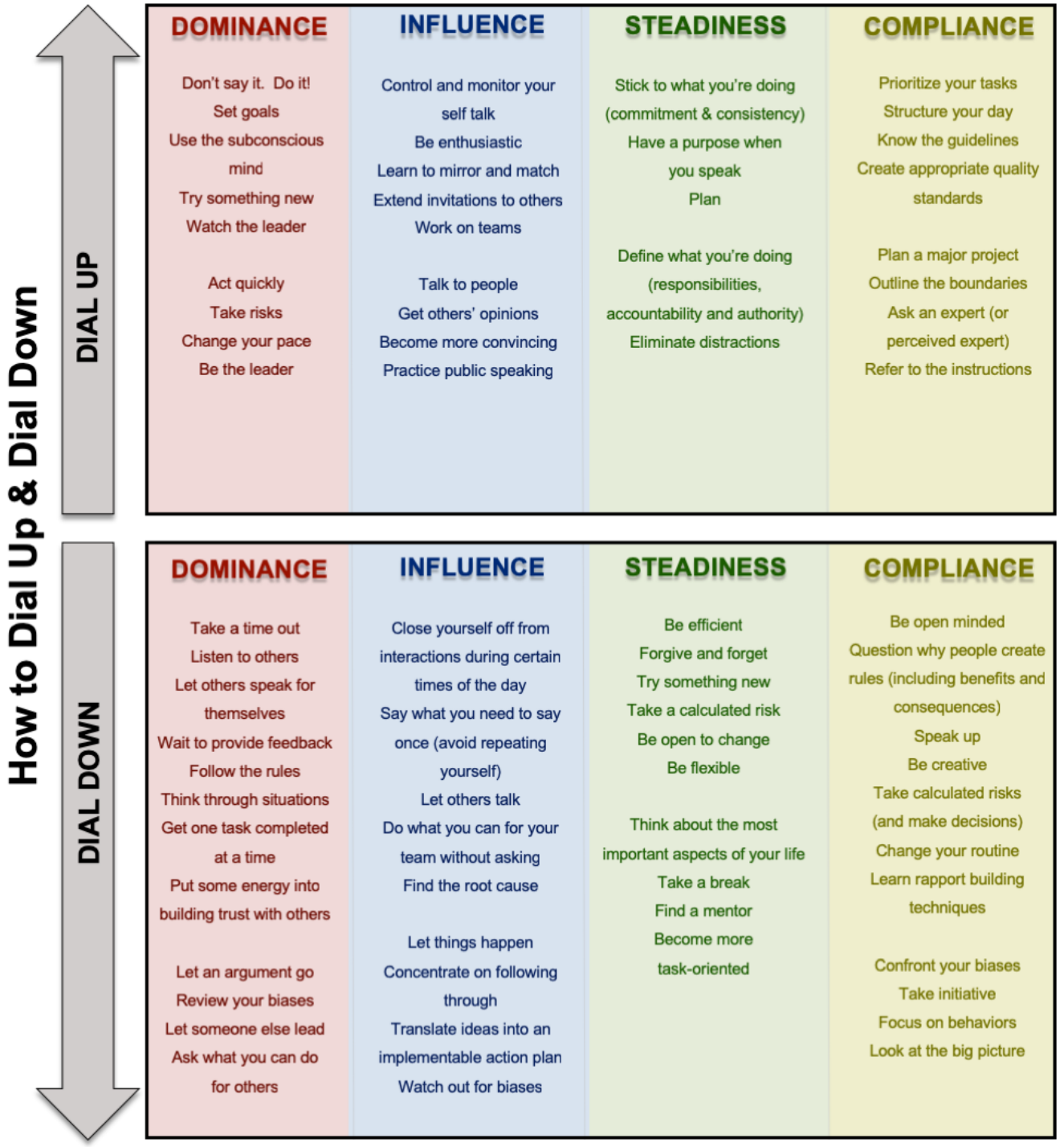
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Defining DISC Quick Reference



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Dialing DISC Quick Reference



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DISCflex™ Quick Reference

	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
Strengths	Determined Motivated Ambitious Visionary	Social Skills Influence & communication Cooperation Negotiation & facilitation	Build strong relationships Sincerity & trustworthiness Reliable Logical	Organized & structured Even-tempered Focused Responsible
Potential Weaknesses	Argumentative My way or the highway Overbearing Controlling	Reliance on gut instinct Insecure Lack attention to detail May let deadlines slip	Resistant to change Dislike giving or receiving feedback Passive-aggressive Possibility to be self-absorbed	Lack big picture focus Uncomfortable with change Confined by procedures Stubborn
Motivators	Results Authority Multi-tasking Challenges	Acceptance & praise Peaceful & friendly environment Working with others Social situations	Clear responsibilities Steady pace Group environment Recognition	Organizational effectiveness Defined tasks/responsibilities Recognition & reassurance Conflict-free environment
Stressors	Inaction Rules No decisions being made Being confined by details	Isolation Lack of communication Making decisions individually	Quick changes Harsh feedback Taking sudden action Unclear communication	Insufficient planning Multi-tasking Not knowing expectations Lack of detail or information
Communication Style	Important information only No idle chatter Big picture focus	Discussing information Talking through options Brainstorming	Prefer meaningful communication Status updates Thoughtful dialogue	Details and logical answers Cover all possibilities Clear expectations
Decision Making	Quick to decide & act Comfortable with risks Decisions are based on the big picture Prefer authoritative decisions	Receive feedback from others before acting Rely on gut instinct Prefer to know how others would act Prefer consensus decisions	Prefer practical options Hesitant to act Need contingency plan Prefer ad hoc decisions	Focused on facts rather than feelings Prefers to get all the facts Prefer fact-finding over making the final decision Prefer rational decisions

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