DISCflex™

DISCflex™ Report

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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.

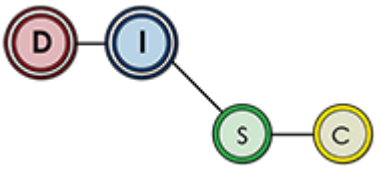
Flexing Your Behavior

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.

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Personal Results - Summary & Scores

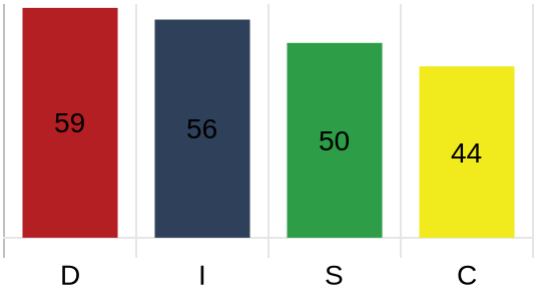


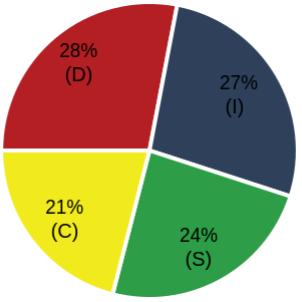
My DISCflex™ Pattern

Your behavioral style shows elevated Dominance and Influence patterns. You typically will take charge and make decisions but will do so with a people focus. People look to you for guidance, as your actions are persuasive and motivate others.

What does that mean?

You are result oriented and determined to complete your goals. Your decisions are able to persuade and motivate others. This allows you to excel in team environments as you are able to act as a leader or authoritative figure. You initiate action and are not scared of conflict as you will 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 and Influence Factors. 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.v

Strengths
Ambitious
Negotiation
Straightforward
Pioneering

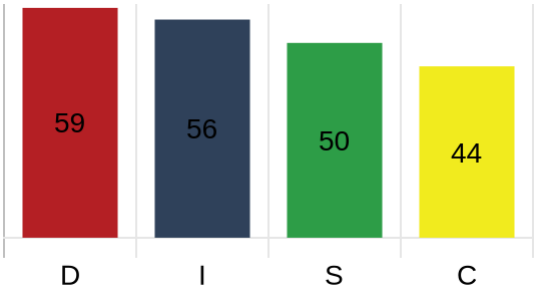
Potential Challenges
Focus
Giving up control
Want results now
Time management

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Personal Results - 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
- Social Interaction
- Control
- Working toward goals with others
- 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 causes 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
- Isolation
- Confined to structure
- Making individual decisions
- Roadblocks
- Maintaining Organization

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Sub-factors Overview

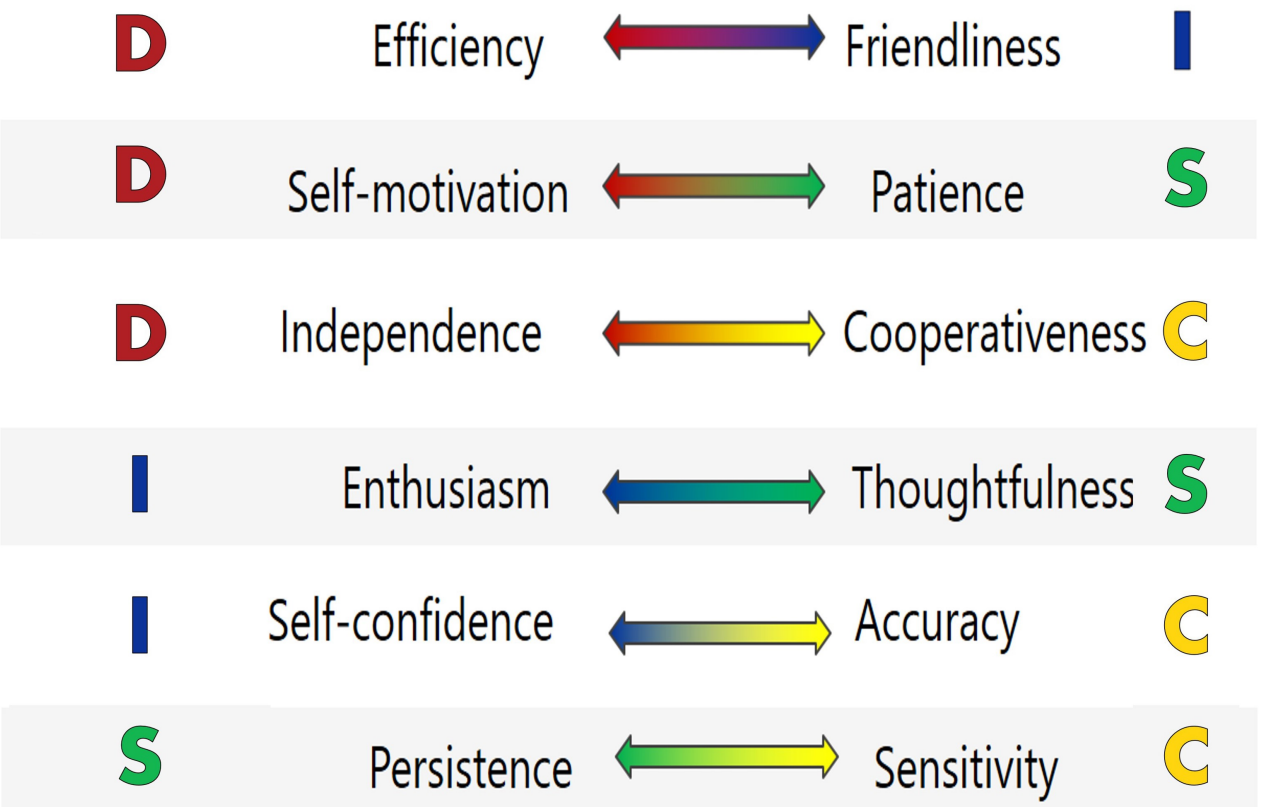
Introduction to Sub-factors

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

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-reliance

Opposing Sub-factor

Cooperativeness

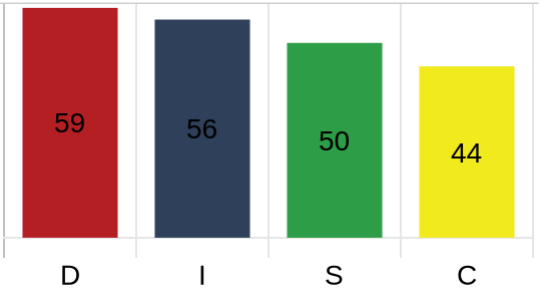


Cooperativeness is the opposing sub-factor to Independence. Working independently is good, but be sure that you are keeping the big picture goals of your team or organization in mind. "Dial-Up" your C Factor to ensure you are cooperating within established standards and with the appropriate parties.

- 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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Second Sub-factor

Driving Sub-factor

Self-confidence



With your Influence factor greater than your Compliance factor, this gives you the Sub-factor Self-confidence. You are very comfortable in your own skin. You feel at ease talking with others and you do not doubt yourself. This allows you to have a “can do” attitude.

- Poise
- Power
- Self-assurance
- Certainty
- Private
- Self-reliant

Opposing Sub-factor

Accuracy

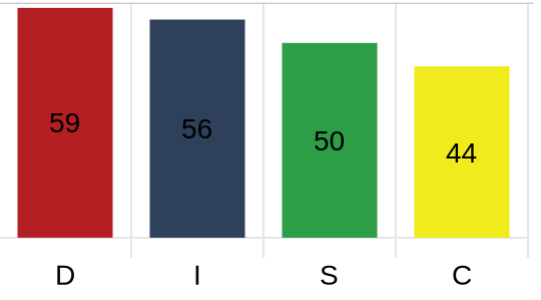


Accuracy is the opposing sub-factor to Self-Confidence. Sometimes being overly self-confident can result in big mistakes. When taking on an important task be sure to "dial up" your C Factor to the proper level to ensure you are being accurate enough for the task at hand.

- Define your standards and make sure they aren't impossible.
- Ask someone to review to make sure you aren't being a perfectionist.
- Understand who's judging you and realize their view of the standard may be different.
- Be humble. When you make mistakes it's OK to rework your efforts.
- Stay focused. Accuracy and Focus go hand-in-hand.
- Make the effort, people appreciate the attention to detail.

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

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

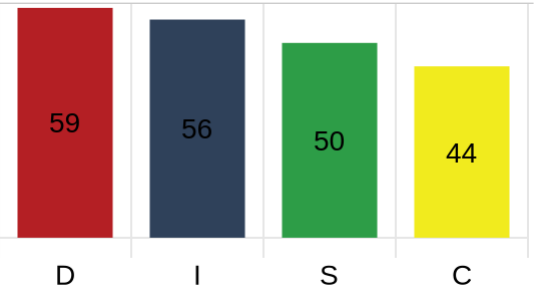


Patience is the opposing sub-factor to Self-Motivation. Sometimes it is a good idea to step back, assess the situation, and gather feedback from others before moving forward. Be sure to "Dial-Up" your S Factor in order to listen and think objectively before taking action.

- 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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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?

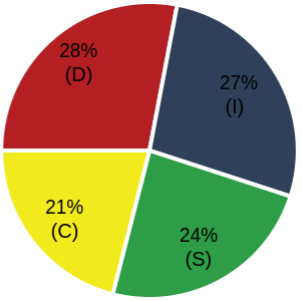
No. The feedback we gather from 3rd-Party Assessors will only affect the 3rd-Party Pages of this report. The rest of this report is based soley from your self assessment results.

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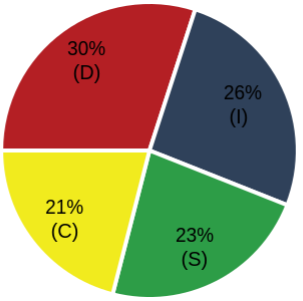
Third Party Overview

DISCflex™

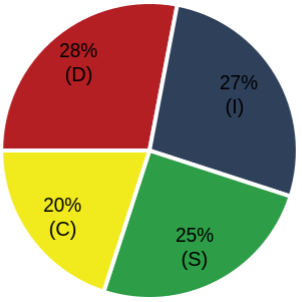
How You See Yourself



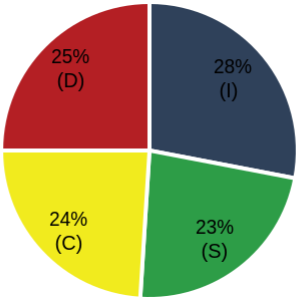
How Co-workers See You



How Family Sees You



How Friends See You



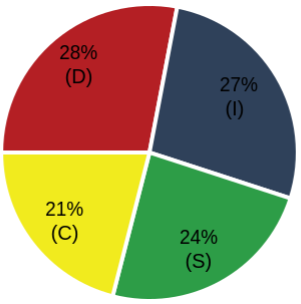
DISC Factor	Self-Perception	3rd-Party Perception		Variances
Dominance	59	Co-workers	80.5	21.5
		Family	57	-2
		Friends	50.5	-8.5
Influence	56	Co-workers	69.5	13.5
		Family	55	-1
		Friends	55.5	-0.5
Steadiness	50	Co-workers	60.5	10.5
		Family	51	1
		Friends	46.5	-3.5
Compliance	44	Co-workers	55.5	11.5
		Family	41	-3
		Friends	50.5	6.5

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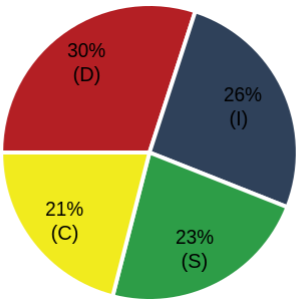
Third Party Results - Co-workers

3rd-Party Details - Co-workers

How You See Yourself



How Co-workers See You



DISC Factor	Self-Perception	Co-workers Perception	Variances
Dominance	59	80.5	21.5
Influence	56	69.5	13.5
Steadiness	50	60.5	10.5
Compliance	44	55.5	11.5

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...

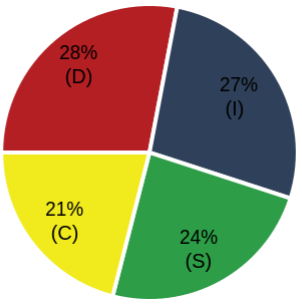
Strengths	Potential Challenges
Determined	Focus
Sociable	Giving up control
Considerate	Prioritization
Focused	Deciding too quickly

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'.

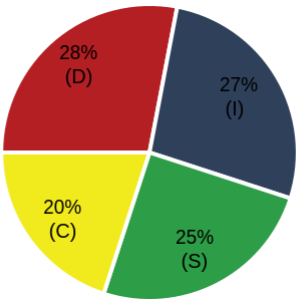
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3rd-Party Details - Family

How You See Yourself



How Family See You



DISC Factor	Self-Perception	Family Perception	Variances
Dominance	59	57	-2
Influence	56	55	-1
Steadiness	50	51	1
Compliance	44	41	-3

How Family May Describe You

Your family members have indicated that your behavioral style shows elevated Dominance, Influence and Steadiness patterns. You are highly motivated, persuasive, and determined. You are independent and love to put your ideas on the table. You build strong relationships built on trust. People look to you for innovation and direction.

How Family might describe your Strengths and Challenges…

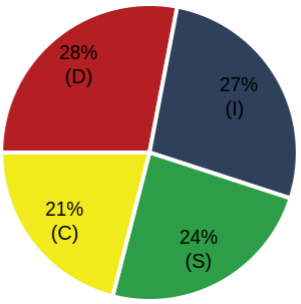
Strengths	Potential Challenges
Proactive	Don't follow directions
Sociable	Organization
Considerate	Working alone
Creative	Giving up control

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'.

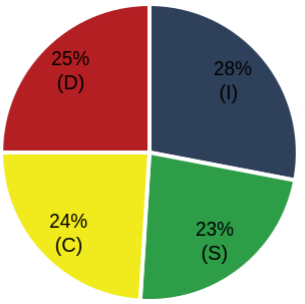
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3rd-Party Details - Friends

How You See Yourself



How Friends See You



DISC Factor	Self-Perception	Friends Perception	Variances
Dominance	59	50.5	-8.5
Influence	56	55.5	-0.5
Steadiness	50	46.5	-3.5
Compliance	44	50.5	6.5

How Friends May Describe You

Your friends have indicated that you have an elevated Influence pattern. Your actions and communication style typically captivate and connect well with others, as you are able to communicate effectively and persuasively. Your traits can be used to motivate, socialize, and negotiate.

How Friends might describe your Strengths and Challenges…

Strengths	Potential Challenges
Proactive	Working alone
Sociable	Caring what other's think
Spontaneous	Missing deadlines
Focused	Talking too much

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: 59
Influence: 56
Steadiness: 50
Compliance: 44

Governing Sub-Factors:

Independence
Self-Confidence
Self-motivation

DISCflex Pattern:

Elevated Dominance and Influence

Primary Motivational Elements:

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

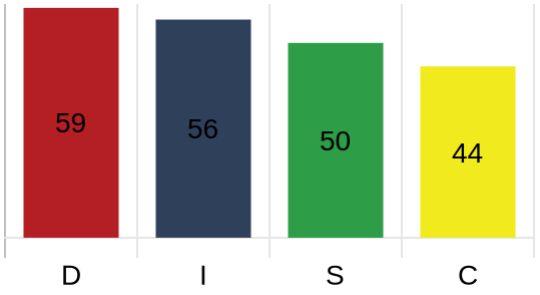
Susan, we all use each of the four factors in different ways. Based on your DISCflex scores we can make educated guesses on how you might respond in different situations and environments. Next, we will take a look at each of the Sub-Topics listed below and discuss your behavior. The information on each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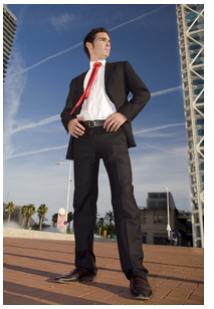
The way you prefer your environment is important to your success.

We all have certain preferences when it comes to our work environment. Remember that each person has a behavioral style that determines their preferred way to work.

Too often, we ignore the fact that other people have different preferences than we do, and we try to force everyone into our box.

What if there was a way to identify the way you prefer to work, and learn how to identify other people's work preferences? Would that help your team be more successful?

DISCflex™ helps you identify many things about your work environment that you will learn throughout the report, such as how you like to communicate, how you like to make decisions, and how you like to set goals. Notice it is all about what you like to do and not what you should be doing.



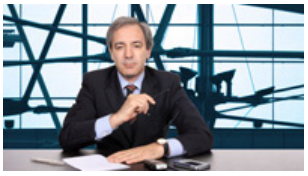
Rather than get involved on a personal level with people in the office, you tend to mind your own business and interject when issues concern you or your work. You would rather make a decision and go with it but you can be quite thoughtful when needed. Being locked into a decision is not necessary for you to take action. You don't need all the answers upfront.You have developed your own organizational style.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, try dialing up your compliance as needed.

You enjoy talking to others when working on a project.

You believe that one of the most important aspects of working with people is being able to work collaboratively together by discussing things throughout the day. Beware of interrupting other people's performance goals.

You love some competition in the workplace, and the right type of challenge will motivate you, but you don't need it to be self-motivated. You are a natural when it comes to getting things done and don't find it difficult to juggle competing demands.

Advice: Do not limit yourself to working independently if it means getting the best results. Be sure to operate as a team.



You tend to build trust and rapport with your co-workers rapidly, giving you immediate leadership currency. As a leader, you look forward to the interaction and banter that goes on within your team on a daily basis and feed off that. Your team thrives off of your energy, which helps motivate them. Be careful not to be energetic without focus.

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Once you have an understanding of your behavioral tendencies in goal setting, you can be an invaluable asset to an organization.

Knowing what your strengths are can help you articulate the vision of the business, set the direction for strategic planning, and performance objectives. Doing so will make sure that you align the organization and resources required to achieve the goals. Ultimately, by aligning appropriate behavior and goal setting, you can link goals and objectives to the performance management process.

You effectively walk that fine line between thoughtfulness, steadfastness, and 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 setting 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 goals, yet you need to balance yourself with some of the other criteria for setting and meeting goals. You should work on knowing when and how to meet each criterion.

Advice: Ultimately set behavior goals for yourself to meet the goals.

You use your many connections to help you achieve your goals.

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.



You have a healthy level of directness that allows you to set a goal and know how to see results within a deadline. Make sure you give adequate attention to the underlying details and quality of your work.

Tip: Slow down and check your work thoroughly when you feel yourself rushing.

Once you set your goals, then you get into the tricky business of implementation. Moving toward action is the next step in your playbook and you are prepared for the transition. You understand that your strategy may not include all the potential consequences, but you feel that it is strong enough to propel you into action. This can be a great motivator if harnessed correctly.

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Interpersonal Communication

In an organization, nothing is more important than effective communication. 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.

Relationships with others do not prevent you from completing your tasks.

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. You need to work on slowing down your desire to take action before you think things through.



You are able to motivate people to work harder or come up with solutions. You prefer to communicate and interact with others on a humanistic level that makes people feel they are important to you. You ask for their opinions and you listen to their stories, all the while gathering information about them for future conversations. You are great at remembering the little things that are important to folks.



You are very direct when you communicate with others.

Remember when you disagree with coworkers not to push the topic too hard if the other person isn't quite on the same page and definitely don't get frustrated. Your dominance may stir those emotions in you Susan, but just remember the times when you've been on the other side and didn't quite understand what someone else was trying to say.

You do not necessarily need a particular reason to communicate with another person in your work environment. 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.

You are able to understand and relate to your coworkers.



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 doesn't come entirely naturally to you. Make this more of a habit as you rise in your career, as people will appreciate it.

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People need to know they will be heard and listened to.

With your keen relationship skills and innate ability to understand people, you will make sure that no one gets left behind, that no one thinks they won't be heard. You are of the mindset that the worst thing that can happen in any organization is for people to remain silent when they fully realize that things are going wrong. You will be the mechanism to make sure this doesn't happen.

You enjoy learning about changes before they happen.

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. 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.





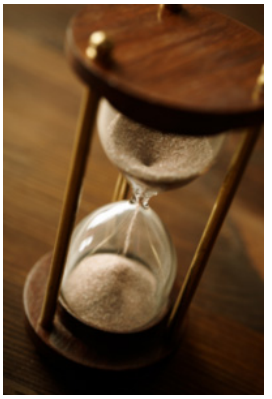
When change is inevitable, you move swiftly and adapt quickly.

You won't just make changes for the sake of dispelling your boredom. You will tend to have a balanced look at implementing changes and will focus on the impact the turbulence of making those changes will have in terms of the overall cost/benefit. You are able to prudently balance risk and reward, change and stability.

You are able to adapt and change when faced with obstacles.

You have a better aptitude than most at restructuring your action plan when faced with adversity. 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.

We each go through negative and positive psychological phases during the change process. During the negative phases, your friends in the workplace usually know of your discontent when a change takes place that you don't agree with.



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Decision-making preferences are based on your behavioral preferences.

The goal of this segment is to help you develop an understanding of your decision-making tendencies. This section will help you identify how to make the best decisions possible.

By recognizing how you prefer to gather information, weigh options, and come to a decision, you can determine your strengths and weaknesses. Equally important, we are going to provide insight into some of the psychological biases that might consistently affect your decision-making ability.

You like getting input from others before making a final decision.



Not doing so can make you anxious. While asking for assistance when you are unsure of the path to take is often a prudent course, be warned that in using this method all the time, you run the risk of appearing like a follower rather than a leader.

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, you have confidence in your decision-making abilities.

When forced to use your Steadiness Factor, you like to know the reasons behind decisions before agreeing to them. 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 factor guide you.

If you can't get input, you will work diligently to get ever-increasing levels of authority so that you can control the outcomes better.

Beware: Some people may view this as power grabbing, while others may think that you are the type of person who operates with a hidden agenda.



Your emotions and feelings dictate how you make decisions.

You have a tendency to make decisions based on emotions. How you feel about a decision will typically dictate your course of action. Make sure you take your time to understand all of the viewpoints.

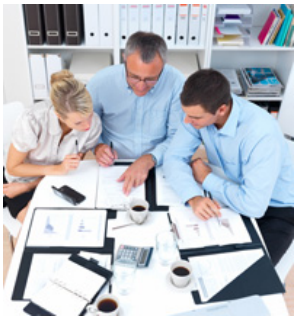
Your ability to balance fact-finding and decision making helps you to understand the details and see the big picture helps keep you from using the anchoring bias.

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By exploring your behavioral inclinations, you can effectively develop skills to conduct team projects and meetings.



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 a great ability to negotiate in a team setting.

When negotiating priorities, resources, etc., you can come out as a shining star if given the opportunity. You are able to facilitate discussions with your team members as well as the opposing side as you work toward decisions. You need to watch out for your Influence Factor, however, if you are trying to use your positional power to get your point across. Instead, use your natural skill of building relationships to gain personal power and help develop deeper relationships with your team members.

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 is knowing when to implement these skills.

Think through your actions before moving the team forward.

Reflect on past projects when you had to make decisions that required you to act fast. This reflection will give you insight into future decisions that can likely save you time, resources, and energy.

One important thing to understand about yourself: You might feel a certain compulsion to be both direct and directive when talking about team goals. This can be highly desirable, but it can go too far sometimes and be called micro-management.



Your approach toward teamwork is not about creating a structure that everyone has to 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. Write that priority list down somewhere, even if you are going to change it later!

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Facilitation

Facilitation is a process of how to properly conduct meetings in order to get the most effective results. Learning this skill set will make you an invaluable member of any team or organization.



You will confront people's ideas when necessary.

Part of that is because you like to figure out how your decision will affect the people around you. This is an excellent quality to have and your friends and family members would most likely describe you as being pretty thoughtful. But be careful, because thinking too much about everything can drive you crazy, which is something you might have already noticed.

You will take charge of a group if nobody steps up. You will do this in a thoughtful way because you know that you have a great deal to contribute to the group. You may also do this in a manner that gets things accomplished quickly. You have a good balance between following the procedure and moving things along.



You make sure you are heard and people listen to your ideas.

You feel a strong need to express your opinion and you resent not being given an opportunity to. You enjoy challenges during meetings and you are ready to meet them head-on and successfully master them. Conflict does not bother you and you feel that competition is good.

You like to be the center of attention at times and this is true during meetings. You feel energized by the interaction you get in meetings and are quick to provide your input. You like meetings that are upbeat and will typically lose interest when topics drag on for a while. When contributing your opinions, you will sometimes do so without thinking things through.

You strike a good balance between talking and listening during meetings.

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. This is especially important as thinking about your resources to help your team use the best possible decision-making method. While you do take time to listen to the input from your team members, be careful that you don't fall into the trap of listening far too long that you miss a window of opportunity. Combine this section with the Decision-Making section to really improve your skill sets.



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You tend to only give feedback to people close to you.

To be effective, you must improve upon this skill. Sometimes, when you give feedback, you will indeed be viewed as the bad guy. And 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.

You may worry your feedback may ruin your relationships.

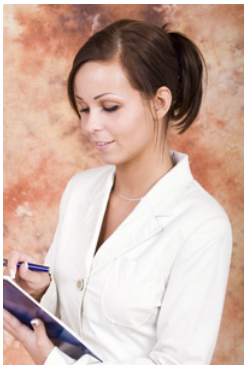
You are great at building relationships. You don't like making enemies in the workplace if you don't have to. If you deliver feedback but haven't fully practiced dialing down your Influence, you could be tempted to hold back from providing critical feedback for an individual because you feel reluctant (perhaps being afraid to negatively affect your rapport with that person.



It is very easy for you to be able to give feedback to others.

Your style is generally effective with motivated employees, but you may encounter problems with your apathetic co-workers. You must find out what their motivations are and find some way to deliver your feedback effectively. If you fail to find a source of motivation, the apathetic employee stands a good chance of ruining a project or team environment. This can cause greatly reduced team cohesiveness and lead to conflict and bickering between co-workers.

You must make a conscious effort to stay organized.



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.

You tend to show a good balance between your empathetic nature and your tendency toward stubbornness. Depending on your mood, however, you may sway one way or the other. When you are criticized for something that you really care about, and you know you are good at, you might even become upset and frustrated.

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Your self-talk affects how you go about your day.

We all talk to ourselves, give ourselves motivation, criticize our actions, and even sometimes yell at ourselves. How you speak to yourself will determine how much success you achieve in your life.

Too often, we ignore or contradict our self-talk, leading us to act with what we called cognitive dissonance.

What if there was a way to identify the way you talk to yourself, change your thought process to be more positive, and learn to listen to your positive self-talk? Would you be ok with more success in your life?

Self-talk is about transitioning from the negative to the positive. When you start talking to yourself with positive language, you will find that goals become easier to accomplish and the people in your life have more respect for you. Now, let's explore your self-talk.

Your determination and self-confidence are evident in your self-talk.

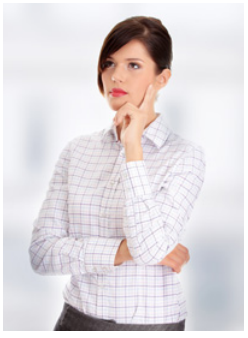


You sustain your high level of self-motivation and drive through your self-talk. Positively reaffirming yourself for your actions and beliefs is essential to moving forward. Without your level of confidence, you would become stuck and indecisive.

You walk a fine line between internal and external reinforcement. This means that you recognize internally when you do a good job and can feel great about that. The more you practice building your self-confidence from within, the more external motivation you will find coming your way.

Advice: It is great that others can help you feel good about your work and encourage you to do more. Just remember that others can't always be there for you.

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.

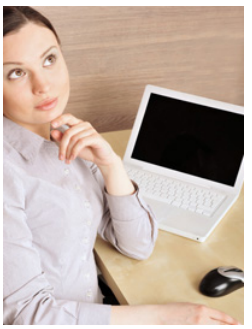


You do not overly value structure and organization.

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.

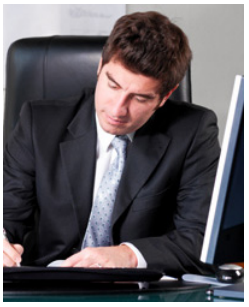
Your self-talk drives your actions, so be sure to keep it positive. Negative self-talk breeds more negative self-talk and might throw you out of your natural action-oriented state. Turn your negative self-talk around before it gets in your way.

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Performance management requires you to align your future goals with a structured game plan.

By assigning responsibilities, accountability metrics, and authority parameters, you will set yourself and your team up for success, rather than planning for failure. Let's examine how your behavioral style handles performance management.



You like brainstorming and putting things on the table.

In general terms, you prefer having peers and superiors interacting and talking things out, brainstorming and putting things on the table. You have seen many great ideas come out of the brainstorming process and you look to capitalize on that with your goals.

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 your goal, this is a skill you need to develop.

Advice: Work on goals that help you manage yourself, others, and the organization.

This often requires going into your thoughtful 'S' mode or logical 'C' mode to figure out why you should focus on certain goals. This is especially important for your performance goals.

Organize yourself to prevent mental overload.



Remember that structure and organization are important as you take on more responsibilities. Organizing your goals, and therefore your mind will help you remain as stress-free as possible as you complete your responsibilities.

You are more than able to set direction, vision, or purpose for a team. Laser-like focus is a highly desirable attitude, but make sure that you are also giving enough structure to work on goals.

Tip: Take a half-hour to brainstorm ways to improve how you can provide structure.

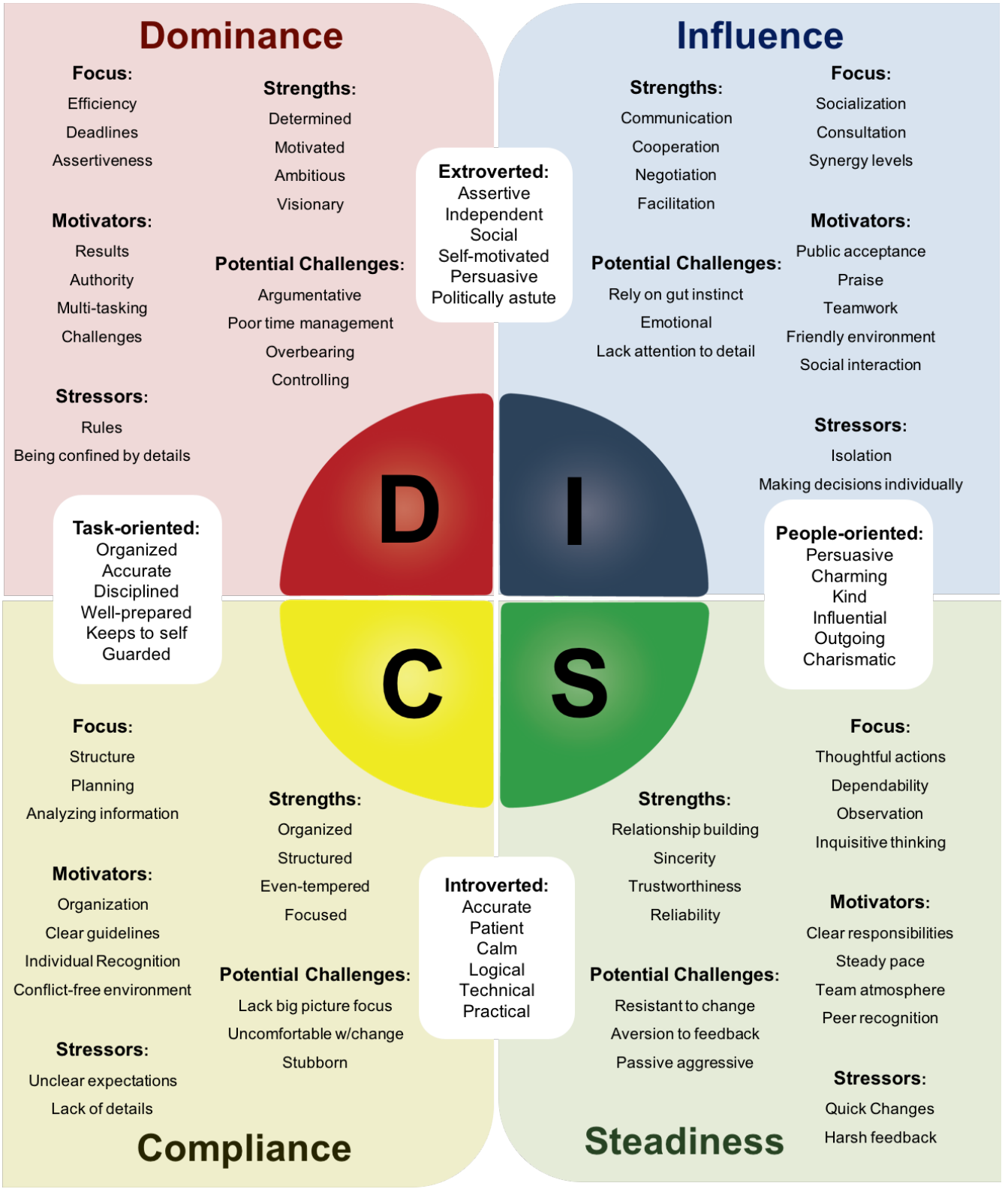
You are sometimes unsure when you should be thinking or acting.

Think about these questions consciously – as a process – for each situation: When is action appropriate? When is thinking and planning appropriate? Being able to move seamlessly between thought and action will help you flex your behavior to a greater extent.

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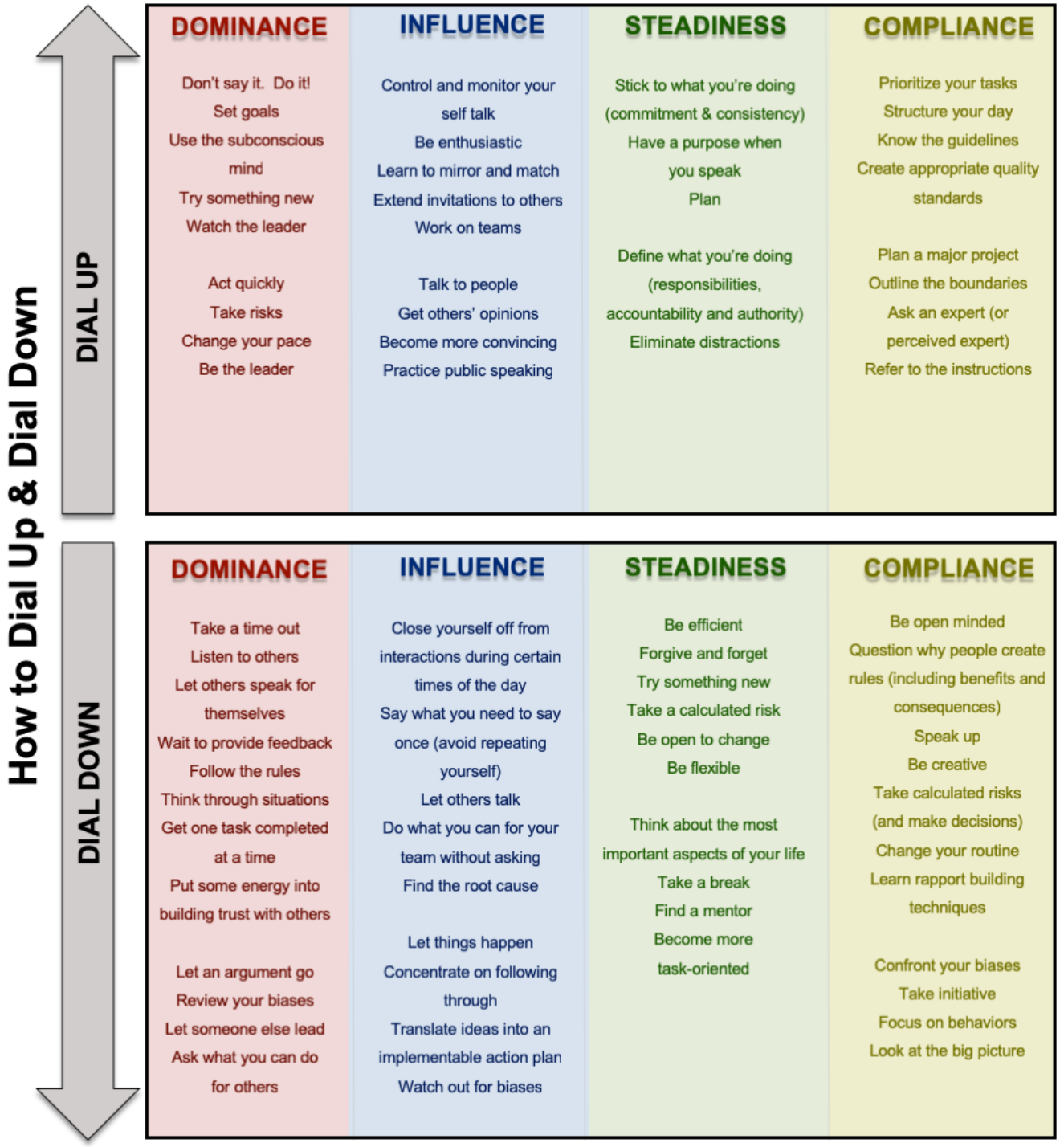
Defining DISC Quick Reference

DISCflex™



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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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