

# Personalities @ Work

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ASSESSMENT TO ACTION.

**Susan Stamm**

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# Introduction to DiSC®

Everything DiSC Workplace® Profile

## Welcome to Everything DiSC®

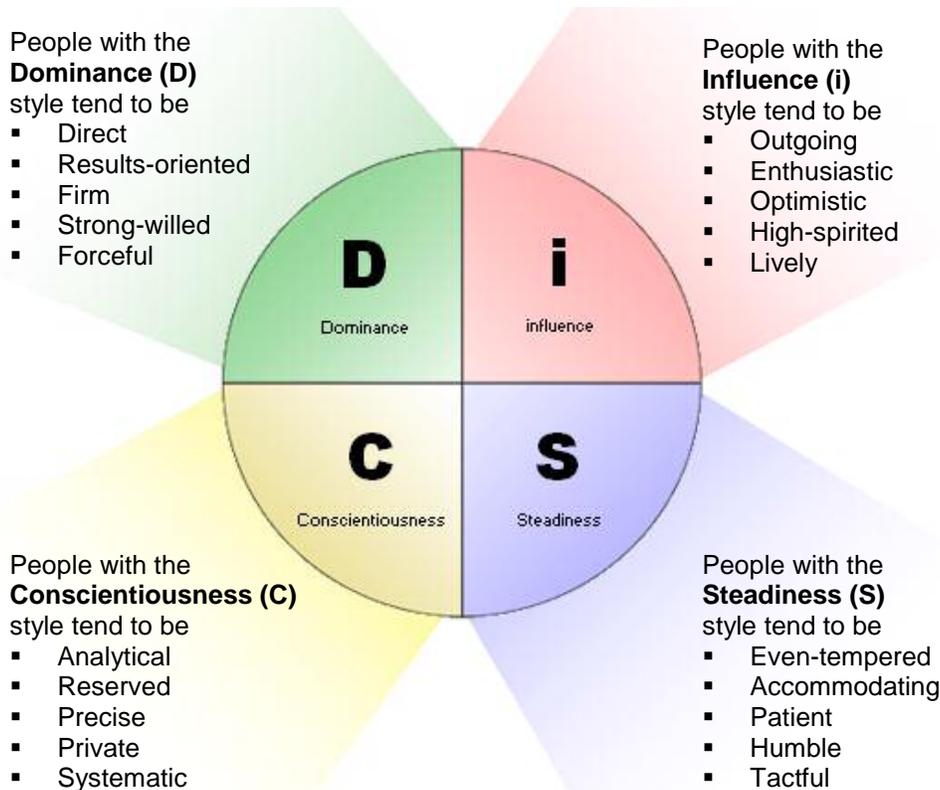
Susan, have you ever wondered why connecting with some people is easier for you than with others? Maybe you've noticed that you relate better to colleagues who focus more on accomplishing exciting goals. Or, maybe you're more comfortable working with those who take an energetic, bold approach than those who work at a steadier pace. And, perhaps you relate best to people who are more adventurous than cautious.

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

The DiSC model uses **four basic styles** to describe how people approach their work and relationships:

### Cornerstone Principles of Everything DiSC Workplace

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



## Your DiSC® Style

Everything DiSC Workplace® Profile

## Discovering Your DiSC® Style

### What Does Your Map Say about You, Susan?

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

Susan, the picture to the right shows your **Everything DiSC Workplace Map**.

**Your Style: Di**  
**Primary Style: D**  
**Secondary Style: i**

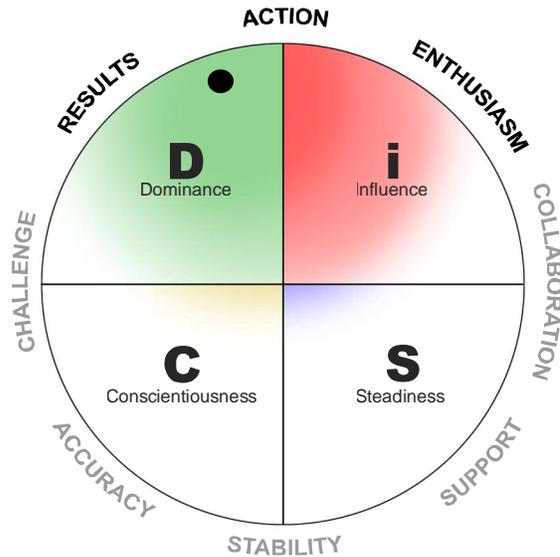
Your dot **location** shows your DiSC® style. Because your dot is in the D region, this is your **primary style**. However, your dot is located near the line dividing the D and i regions, so i is your **secondary style**, and you also have many characteristics associated with this region.

Note that the map **shading** also illustrates how inclined you are to use each style. The more of the region that is shaded, the more likely you are to show characteristics of that style.

Keep in mind that while **everyone is a blend of all four styles**, most people tend most strongly toward one or two styles.

The eight words around the map represent the **priorities** of the styles at work. When we talk about priorities, we mean the primary areas where people focus their energy. The three priorities that are closest to your dot are the top priorities of your DiSC style.

Now that you know where you fall on the Everything DiSC Map, you'll read an overview of your Di style. Then you'll learn about the workplace priorities and preferences associated with your style. In addition, you'll learn some basics about the other DiSC styles and how to use that information to connect better with others in your workplace.



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

The position of your dot shows that you are **strongly inclined** toward the Di style. Because your dot is very close to the edge of the circle, it's also quite close to the priorities of Action, Results, and Enthusiasm. Therefore, these things are probably highly important to you.

On the other hand, the priorities of Stability, Support, and Accuracy are pretty far away from your dot. So, for example, if you have to choose between taking Action or maintaining a sense of Stability, the choice will probably be clear: you'll usually choose Action because it's much closer to your dot.

## Your DiSC Style: Di

Because you have a Di style, Susan, you're probably very active and push yourself to reach ambitious goals. You like to maintain a fast pace, and you have little patience for things that stand in the way of progress. Sitting still may be agonizing for you. Since you have a strong need for variety, you're often eager to seize new opportunities, even if it means changing directions quickly.

Most likely, you want to have the freedom to set your own course. While you're probably quite collaborative at times, you want to reserve the right to decide how to spend your time and energy. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that get in the way of creativity and flexibility.

Because you have grand ambitions for your life, you're probably attracted to high-profile assignments that will allow you to maximize your talents. You're often happy to accept responsibility, and you probably enjoy opportunities to be in charge. While you have the ability to create forward momentum in a group, you avoid getting bogged down in the details and may prefer to delegate more in-depth responsibilities to others.

You tend to be bold and adventurous. Because you embrace the unexpected and like being spontaneous, you probably struggle with situations that require you to be more methodical or systematic. You're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. As a result, you may find your goals and decisions challenged by more analytical colleagues who stress objectivity.

Like others with your Di style, you probably make the connections you need to get results. Your persuasive powers allow you to work toward your goals by gaining the buy-in of others. Most likely, you're quite candid and self-confident, and other people may often look to you for leadership. You may have discovered that tapping into other people's ideas brings a better chance of success, so you often look for brainstorming opportunities.

When conflict arises, you probably approach it proactively in an attempt to resolve it quickly. However, when put under a great deal of pressure, you may become combative or belligerent, lashing out at others with little concern for the consequences. While unleashing your anger may seem cathartic, you may underestimate the impact that this intensity can have on others.

Because you want to be heard, you tend to become frustrated when you feel that your opinions are overlooked or marginalized. You may even run the risk of becoming too insistent if you feel your ideas aren't appreciated or accepted. You expect some public acknowledgement of your accomplishments, but you don't require a lot of gushing praise. And, because you value recognition yourself, you're often generous with your compliments to others.

Susan, all of these behaviors reflect your top priorities of Action, Results, and Enthusiasm. Like others with the Di style, your most valuable contributions to the workplace may include your high energy, your drive to achieve, and your ability to inspire others. In fact, these are probably some of the qualities that others admire most about you.

## Your Everything DiSC® Priorities

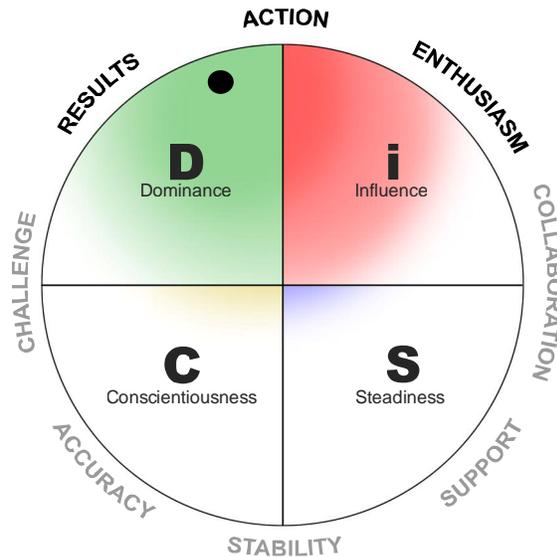
Everything DiSC Workplace® Profile

Your DiSC® style can say a great deal about what aspects of the job you see as most important, and it can influence how you interact with your colleagues.

Overall, you probably put a priority on Action, Results, and Enthusiasm. This means that you're usually excited about your ideas and driven to tackle new projects. Others might describe you as bold and passionate. Most likely, you set ambitious goals for yourself and have a way of taking command of situations.

Below is a more in-depth discussion of the priorities associated with your DiSC style.

## Discovering Your DiSC® Style



### What Priorities Shape Your Workplace Experience?

#### ► Taking Action

Susan, you probably place a very high priority on making swift, immediate progress. Like others with the Di style, you may be much more adventurous and daring than most people. As a result, you tend not to spend too much time analyzing options and reviewing details. In fact, you're more likely to hit the ground running and push others to keep up with you. For this reason, you usually make decisions quickly. However, you may overlook important specifics in your drive to move forward, and you may become impatient with rules or procedures that you feel bog you down.

#### ► Getting Results

People with your Di style often are ambitious and focus on achievement. As a result, you tend to shoot for the stars rather than settle for mild victories. You usually value innovative solutions and are willing to take risks along the way. New ideas and adventurous options energize you, and you may favor plans that yield the biggest payoff for your effort. Because you're so focused on immediate results, you may be direct or even blunt at times. For some people, your drive and intensity may be a little intimidating. When you do achieve your goals, however, you're likely to take the time to celebrate the victory with others.

#### ► Generating Enthusiasm

Like others with the Di style, you probably have a dynamic and entrepreneurial approach to your work. You're unlikely to let your energy lag, even when obstacles pile up or distractions appear. Instead, you tend to maintain an energetic, determined mindset. Your passion and self-assurance may also make you very persuasive. Consequently, you may enjoy inspiring others to see your vision as clearly as you do. Further, your strong confidence in your decisions probably creates momentum and urgency for those around you.

## Your Motivators and Stressors

Everything DiSC Workplace® Profile

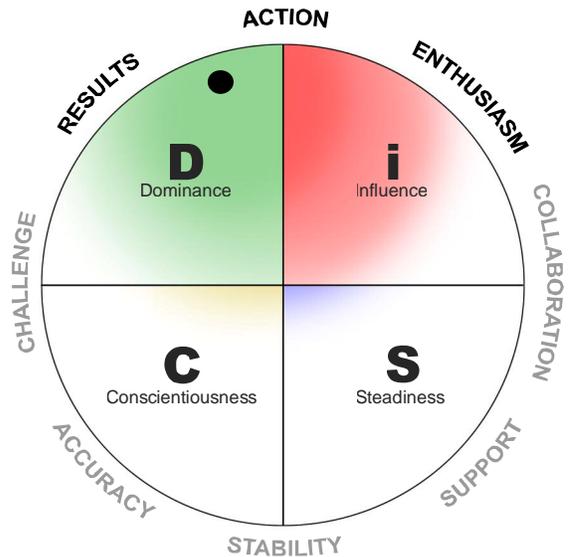
## Discovering Your DiSC® Style

### What Motivates You?

Different people find different aspects of their work motivating. Like other people with your Di style, Susan, you probably seek opportunities to achieve impressive results in a high-energy environment. Most likely, you have a bit of an entrepreneurial spirit and enjoy competitive challenges. Because you like having influence, you may be attracted to leadership roles.

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

- Initiating change
- Having authority
- Achieving immediate results
- Keeping things moving
- Promoting innovation
- Working toward challenging goals
- Taking risks
- Creating enthusiasm for ideas
- Persuading others



### What is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to move quickly and tackle ambitious projects, you may become annoyed by people, procedures, or meetings that you feel waste your time. You may find it frustrating if your innovative plans get bogged down in details or other people's hesitancy. In addition, you may get tense if your autonomy is limited or if you feel powerless.

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

- Following strict rules or protocols
- Having your ideas or authority challenged
- Slowing down your pace for others' benefit
- Sustaining interest in routine projects
- Having little independence or control
- Partnering with cautious or indecisive people
- Undertaking detailed analyses
- Working steadily toward long-term goals
- Being forced to give up on bold ideas

# Overview of the DiSC® Styles

Everything DiSC Workplace® Profile

## Discovering Your DiSC® Style

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

### D: Dominance

**Priorities:** getting immediate results, taking action, challenging self and others

**Motivated by:** power and authority, competition, winning, success

**Fears:** loss of control, being taken advantage of, vulnerability

**You will notice:** self-confidence, directness, forcefulness, risk-taking

**Limitations:** lack of concern for others, impatience, insensitivity

Questioning  
Logic-Focused  
Objective  
Skeptical  
Challenging

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

### i: Influence

**Priorities:** expressing enthusiasm, taking action, encouraging collaboration

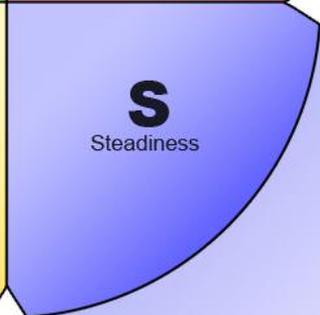
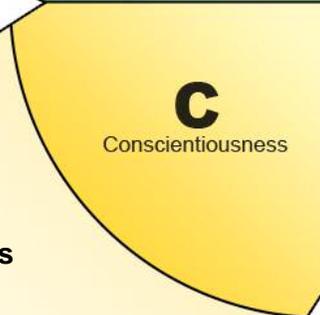
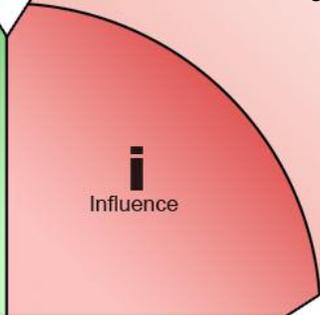
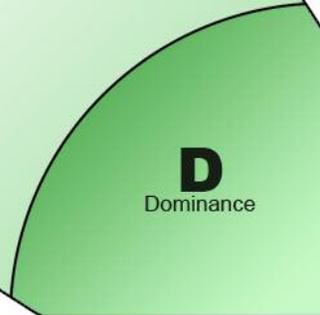
**Motivated by:** social recognition, group activities, friendly relationships

**Fears:** social rejection, disapproval, loss of influence, being ignored

**You will notice:** charm, enthusiasm, sociability, optimism, talkativeness

**Limitations:** impulsiveness, disorganization, lack of follow-through

Accepting  
People-focused  
Empathizing  
Receptive  
Agreeable



### C: Conscientiousness

**Priorities:** ensuring accuracy, maintaining stability, challenging assumptions

**Motivated by:** opportunities to use expertise or gain knowledge, attention to quality

**Fears:** criticism, slipshod methods, being wrong

**You will notice:** precision, analysis, skepticism, reserve, quiet

**Limitations:** overly critical, tendency to overanalyze, isolates self

Thoughtful  
Moderate-Paced  
Calm  
Methodical  
Careful

### S: Steadiness

**Priorities:** giving support, maintaining stability, enjoying collaboration

**Motivated by:** stable environments, sincere appreciation, cooperation, opportunities to help

**Fears:** loss of stability, change, loss of harmony, offending others

**You will notice:** patience, team player, calm approach, good listener, humility

**Limitations:** overly accommodating, tendency to avoid change, indecisiveness

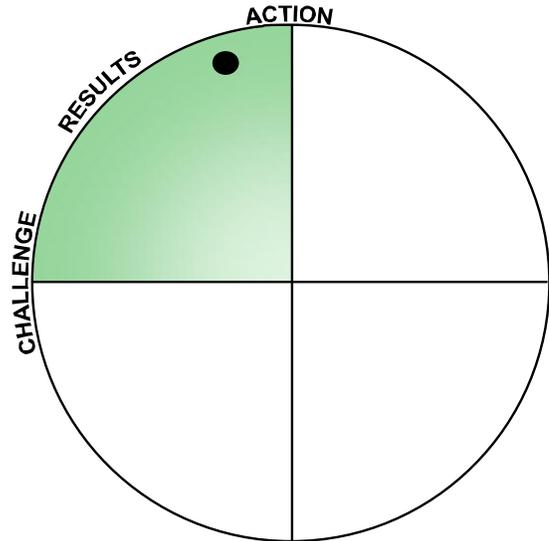
## Understanding How Your Di Style Reacts to the D Style

Everything DiSC Workplace® Profile

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, and though you may be slightly less intense, you probably have no trouble relating to her direct, businesslike approach.

To you, this colleague often seems ambitious, strong-willed, and eager to achieve top results. Because you value action and respect people who are driven, you probably appreciate that she sets lofty goals and goes after them. And since you also prefer a dynamic, challenging work environment, you're probably comfortable with her intensity and forcefulness.

However, you may find that she seems to be a bit more skeptical and questioning than you are. Likewise, she may seem more controlling, and you may think she's slightly less interested in inspiring others to accomplish goals.



## Understanding Other Styles

Compared to your Di style, Susan, people with the D style may seem:

- Driven
- Forceful
- Outspoken
- Strong-willed

### What Makes People Like This Tick?

As you can see from the map, they share your priorities of Results and Action. However, they prioritize Challenge rather than the Enthusiasm that you find important.

#### Results

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you share their driven nature, you can probably relate to their competitiveness.

#### Action

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also tend to create momentum, their bold style probably resonates with you.

#### Challenge

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you probably prefer to strike more of a balance when considering new ideas, you may become frustrated by their challenging approach.

## Understanding How Your Di Style Reacts to the i Style

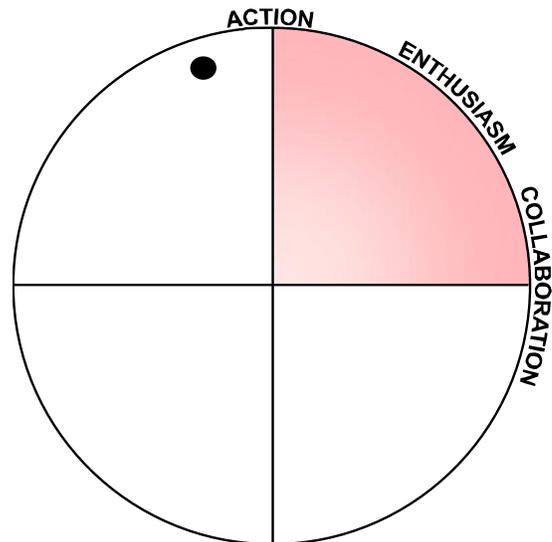
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Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. While you can probably relate to his positive outlook and his enthusiasm, you may find him to be a bit too optimistic at times. And though you also enjoy the social aspects of the job, you may think he takes things too far sometimes.

Because you tend to embrace change, you probably admire his spontaneity and flexibility, though the two of you may find it hard to spend a lot of time on routine tasks. And although you both like keeping busy, you may find his approach to be less results-oriented than yours.

Since you tend to enjoy building and leveraging relationships, you may appreciate his collaborative nature, though you're probably more interested than he is in controlling how things get done. And, while you both like coming up with exciting ideas, you're probably more driven to implement them. To you, he may seem overly concerned with being in the spotlight at times.

## Understanding Other Styles



Compared to your Di style, Susan, people with the i style may seem:

- Naïve
- Optimistic
- Adventurous
- Talkative

### What Makes People Like This Tick?

As you can see from the map, they share your priorities of Enthusiasm and Action. However, they prioritize Collaboration rather than the Results that you find important.

#### Enthusiasm

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may find their focus on creating a lively atmosphere overlooks the need for concrete results.

#### Action

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Because you also tend to move swiftly once you have made up your mind, you may relate well to their spontaneous approach.

#### Collaboration

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may find their group focus to be too limiting, since it could hinder the pursuit of your individual goals.

## Understanding How Your Di Style Reacts to the S Style

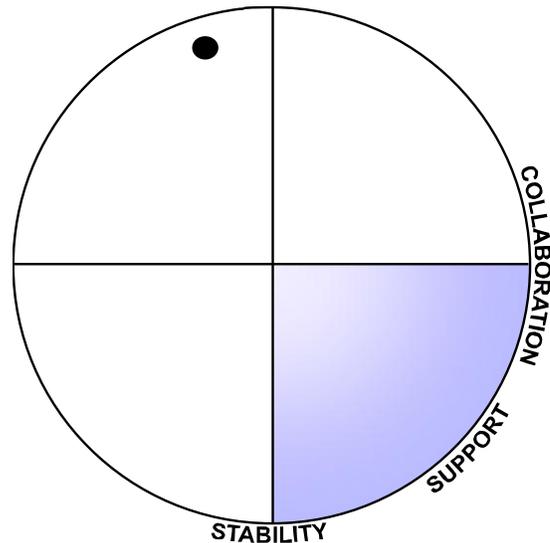
Everything DiSC Workplace® Profile

Now, let's imagine that you regularly interact with someone with an S style. He is well-liked by everyone and can always be counted on to perform his job consistently. But while he's certainly a "rock" around the office, he's not likely to push others to succeed or shake things up with bold ideas, like you tend to do.

To you, this colleague seems humble and supportive. Whenever you ask him a question, he's always patient and happy to help. Still, because you tend to act boldly and make decisions confidently, you may find him to be too cautious and indecisive at times. And although he always seems to be agreeable and cooperative, he probably doesn't share the sense of urgency that you find critical to getting results.

While you probably like to have a strong presence in the workplace, he tends to keep a low profile and gets embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "I'm just doing my job." However, because you recognize the value of workplace relationships, you probably appreciate his team-player attitude and concern for others.

## Understanding Other Styles



Compared to your Di style, Susan, people with the S style may seem:

- Soft-spoken
- Indecisive
- Unassertive
- Accommodating

### What Makes People Like This Tick?

As you can see from the map, they prioritize Support, Stability, and Collaboration. Since they highly value these priorities, they may lose sight of the priorities that you tend to focus on—Action, Results, and Enthusiasm.

#### Support

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. Because you tend to strive for quick results, you may view their easygoing approach as too soft-hearted and unwilling to push people.

#### Stability

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you're probably willing to gamble on bold ideas, you may find it hard to relate to their caution and avoidance of change.

#### Collaboration

Furthermore, people with the S style also prioritize Collaboration. Since they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. While you probably acknowledge the importance of gaining other perspectives, your desire for individual accomplishment may make it somewhat hard for you to relate to their focus on friendly teamwork.

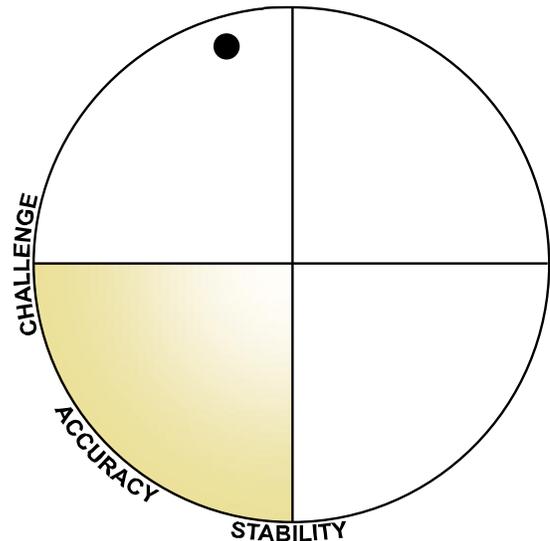
## Understanding How Your Di Style Reacts to the C Style

Everything DiSC Workplace® Profile

Imagine that you regularly interact with someone with a C style. She's not someone you would call a social butterfly, but you can probably relate to her desire to work independently. Because she wants quality and accuracy, she tends to hole up in her office for long periods of time, checking her work two or three times before being satisfied, which may seem perfectionistic to you.

To you, this colleague often seems too conventional and systematic. While you're often bold and adventurous, she seems to overanalyze big decisions. You may see her tendency to calculate risks as a barrier to quick forward momentum.

Still, because you like to blaze your own trail, you can probably relate to her independent streak, even if she seems overly detached at times. You probably also appreciate that when she does commit to something, she will follow through.



## Understanding Other Styles

Compared to your Di style, Susan, people with the C style may seem:

- Precise
- Analytical
- Private
- Methodical

### What Makes People Like This Tick?

As you can see from the map, they prioritize Accuracy, Stability, and Challenge. Since they highly value these priorities, they may lose sight of the priorities that you tend to focus on—Action, Results, and Enthusiasm.

#### Accuracy

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to respond to bold ideas that have an impact on the bottom line, you may grow weary with their orderly, systematic approach.

#### Stability

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to push for bold ideas and immediate results, you may grow frustrated with their cautious approach.

#### Challenge

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more interested in making forward progress, you may find their skeptical approach to be cumbersome.

## Strategies to Increase Your Effectiveness with the D Style

Everything DiSC Workplace® Profile

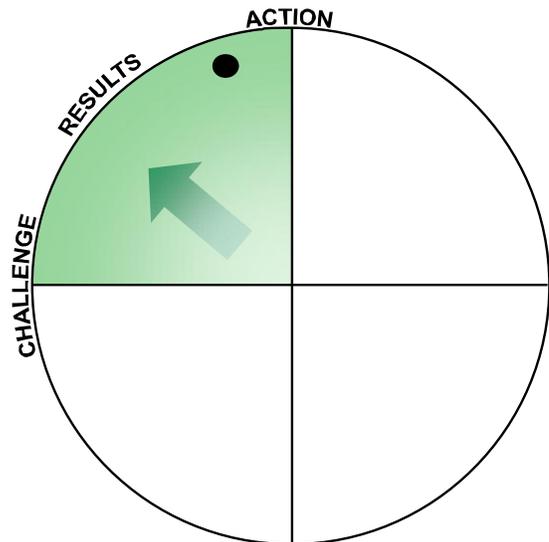
## Building More Effective Relationships

### When Trying to Connect

Susan, people with the D style like to get right to the point, and they're probably straightforward and even blunt at times. Because you have a Di style, you also tend to be outspoken, so the two of you may end up talking over each other to make sure your opinions are heard. You may each push for your own solutions, and as a result, neither of you may listen to what the other has to say.

Therefore, if you want to connect effectively with people who have the D Style, consider the following strategies:

- Take the time to listen to their opinions and acknowledge their points
- Avoid monopolizing the conversation
- Let them present their case without interruption before taking the opportunity to present yours



### When Problems Need to Be Solved

Compared to people with the D style, you're equally likely to make quick, firm decisions and to be strong-willed. Because you tend to share their eagerness to implement bold ideas and reach swift conclusions, you may agree on the need for immediate action when solving problems. However, because of your passion and their insistence, the two of you may get locked in a power struggle.

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

- Don't become so outspoken about your solutions that you dismiss the merit of their ideas
- Remember that the goal is to solve problems together, not to win as an individual
- Remember that compromise is sometimes necessary to ensure a timely solution

### When Things Get Tense

Because you and your "D" coworkers may be very direct and outspoken in conflict, neither of you is likely to gloss over differences. You probably share their tendency to become competitive, creating win-lose scenarios in which compromise is seen as a sign of weakness. As a result, disagreements between the two of you may become heated, and you both may fail to back down enough to bring about a resolution.

Therefore, when working through conflict with people who have the D style, consider the following strategies:

- Focus on resolving the conflict rather than winning the argument
- Resist the urge to escalate the conflict
- Focus on stating your points objectively without getting into power struggles

## Strategies to Increase Your Effectiveness with the i Style

Everything DiSC Workplace® Profile

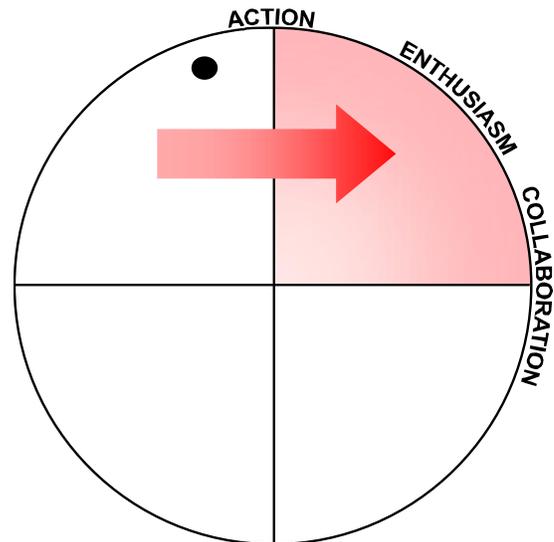
## Building More Effective Relationships

### When Trying to Connect

Because people with the i style like high-energy environments where they can collaborate on fun or exciting projects, Susan, they may be somewhat more interested than you are in making personal connections. Although you probably share their enthusiasm for ideas, you may focus more on the bottom line, which is typical of your Di style. As a result, your sometimes frank manner may come across as insensitive to them.

Therefore, if you want to connect effectively with people who have the i style, consider the following strategies:

- Show them that you share their enthusiasm
- Find ways to recognize them so they feel well-liked and appreciated
- Avoid pressuring them to put success above personal connections



### When Problems Need to Be Solved

People with the i style like to dive in and move quickly when confronting a problem, so your fast pace and tendency to maintain an optimistic attitude will likely resonate with them. However, they may believe that you're too quick to overrule their ideas in favor of your own solutions. In turn, you may believe that they aren't as determined as you are to make decisions that affect the bottom line.

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

- Use your shared energy to help build momentum
- Share your own adventurous ideas with them
- Avoid letting your confidence in your own ideas keep you from hearing theirs

### When Things Get Tense

Because people with the i style want to maintain friendly relationships, they're more likely to initially gloss over differences, while you tend to be more outspoken and willing to address issues head-on. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means becoming emotional and lashing out. Since you're not afraid to argue passionately for your position, the two of you may escalate the situation.

Therefore, when working through conflict with people who have the i style, consider the following strategies:

- Remember that your outspokenness could be interpreted as a personal attack, and they may have trouble letting things go
- Be straightforward, but balance your directness with warmth and empathy
- Avoid becoming overly competitive or purposefully escalating the argument

## Strategies to Increase Your Effectiveness with the S Style

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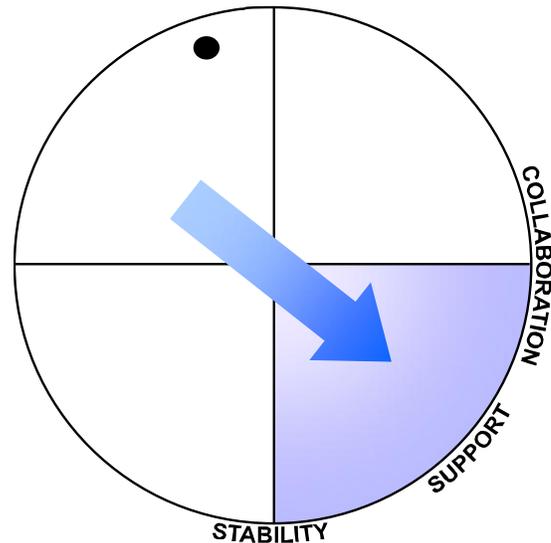
## Building More Effective Relationships

### When Trying to Connect

Because you tend to be more outgoing and bold than people with the S style, Susan, you're probably more comfortable speaking up and taking chances. In fact, since they're often content to let others do most of the talking, the vigorous and strong-willed approach typical of your Di style may overwhelm them or prevent them from speaking up.

Therefore, if you want to connect effectively with people who have the S style, consider the following strategies:

- Avoid coming across as too rash or impatient
- Show genuine concern for their feelings, and encourage them to let you know when something is bothering them
- Be proactive in seeking their ideas and opinions



### When Problems Need to Be Solved

Compared to people with the S style, you're probably more driven to make swift decisions. While they're likely to avoid rapid, dramatic change, you tend to be open to bold solutions. As a result, their more cautious approach may seem indecisive to you, while your willingness to change course rapidly may seem hasty or risky to them.

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

- Show respect for their need to adjust to change, and keep in mind that they may enjoy making decisions collaboratively
- Strike a balance between your more daring approach and their more cautious one
- Suggest a decision-making timeline that will lead to a reasonably prompt outcome

### When Things Get Tense

Because you tend to be more outspoken in conflict situations than your "S" coworkers are, you may overpower them with your arguments. While you may think you have convinced them, your dominant approach may have simply caused them to give in to avoid a prolonged disagreement. As a result, you may have undermined their trust in you and allowed their buried resentment to build.

Therefore, when working through conflict with people who have the S style, consider the following strategies:

- Take a more patient and diplomatic approach to uncover their true feelings
- Don't interpret their silence as a resolution to conflict, as they may be burying their feelings and allowing bitterness to build
- Follow up to make sure the issue is truly resolved

## Strategies to Increase Your Effectiveness with the C Style

Everything DiSC Workplace® Profile

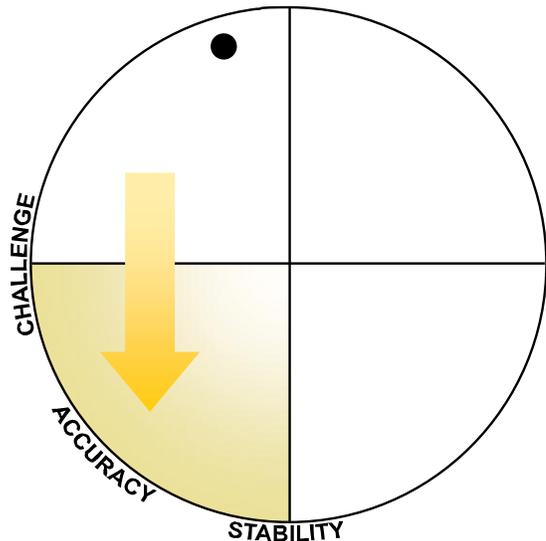
## Building More Effective Relationships

### When Trying to Connect

Susan, because people with the C style would often rather focus on facts than feelings, your tendency to concentrate on the task at hand may appeal to them. However, they like to have time to carefully analyze new ideas, so they may find it hard to relate to some characteristics of your Di style, including your desire to take immediate action on daring plans.

Therefore, if you want to connect effectively with people who have the C style, consider the following strategies:

- Avoid pressuring them for immediate action
- Give them time to analyze their options
- Stick to the facts rather than trying to use persuasion to influence them



### When Problems Need to be Solved

Your “C” coworkers want to thoroughly consider all the potential problems before choosing a solution, while you’re more willing to take risks for a potentially big pay-off. As a result, you may become frustrated when they second-guess plans during the problem-solving process. In turn, they may see your push for quick decisions as reckless.

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

- Respect their need to analyze all the options, and remember that this consideration may sometimes lead to higher-impact solutions
- Show that you appreciate their need for logic by backing up your arguments with evidence
- Strike a balance between your fast-paced style and their caution, and avoid pushing for quick decisions unless necessary

### When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually want to avoid direct aggression and focus on the facts. On the other hand, you may become aggressive or competitive during a confrontation. Since they prefer more time to process and consider the situation objectively, they may withdraw or become defensive in response to your sometimes outspoken approach.

Therefore, when working through conflict with people who have the C style, consider the following strategies:

- Tone down your sometimes forceful tendencies in favor of a calm, logical approach
- Give them space to process the situation before confronting the issues
- Don’t insist on an immediate resolution, but rather state your position objectively and allow them time to present their side

## Summary: Building More Effective Relationships

Everything DiSC Workplace® Profile

Susan, because of your Di style, there are probably certain aspects of relationships that come very naturally to you. But for this same reason, other aspects may be quite a bit less natural. Given everything you've learned, what follows are some ideas that might help you work more effectively with all the people in your workplace.

### Give others a chance to share their ideas

Like other people with the Di style, you tend to be outspoken and confident, and you may dominate conversations and fail to give others the opportunity to speak up. Keep in mind that some of the people you work with may be intimidated by your demeanor, and, as a result, you may miss out on their valuable insights.

- Ask those who tend to be more soft-spoken to share their opinions
- Listen actively and acknowledge everyone's contributions, even if you disagree

### Be aware that others aren't as comfortable taking risks

Because you're probably willing to take a chance on bold new ideas, you may find risky experiments to be exhilarating. Keep in mind that many people that you work with may prefer routine, familiarity, and stability. Try to understand that while others may not share your affinity for adventure, their caution may be a useful counterbalance to your more daring approach.

- Avoid pushing bold ideas on others too quickly
- Give people time to weigh the pros and cons of directions that may be less conventional

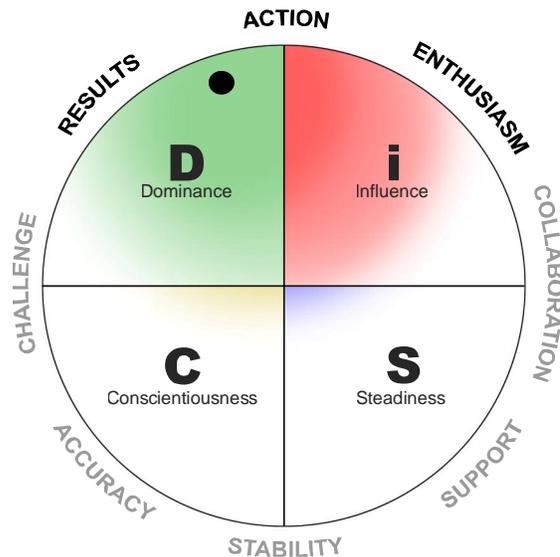
### Be aware that your intensity and passion might shut others down

Since you tend to be quite outspoken, you may overshadow others who tend to be less expressive. Rather than try to compete with you for attention, they may withdraw and fail to share their ideas. Continue to bring your energy to the table, but remember to rein it in a bit if people seem to respond with silence or greater restraint.

- Remember that while others may not be as vocal, they do have valuable opinions to share
- Step back to let others lead discussions from time to time

To connect better with a specific person, check out the Personalized **Style Index**. If you know his or her DiSC style, the Style Index will give you some insight into what makes this person tick. The index also helps explain the differences between your styles and priorities.

## Building More Effective Relationships

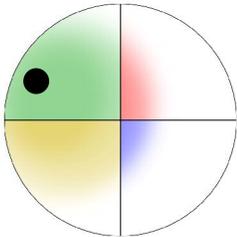


# How Your Di Style Relates to the D Styles

Everything DiSC Workplace® Profile

## Personalized Style Index

### DC Style



**Challenge  
Results  
Accuracy**

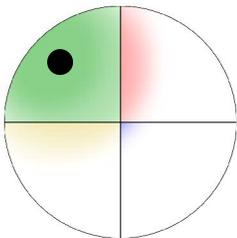
**Goals:** Independence, personal accomplishment  
**Judges others by:** Competence, common sense  
**Influences others by:** High standards, determination  
**Overuses:** Bluntness, sarcastic or condescending attitude  
**Under pressure:** Becomes overly critical  
**Fears:** Failure to achieve their standards  
**Would increase effectiveness through:** Warmth, tactful communication

Susan, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. Since you tend to focus more on achieving your goals quickly, you may become impatient with their persistent questions.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. While you may use a bit more charm and persuasiveness, you can likely relate to their drive to succeed.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you tend to focus more on accomplishing goals quickly, you may not relate well to their sometimes systematic approach.

### D Style



**Results  
Action  
Challenge**

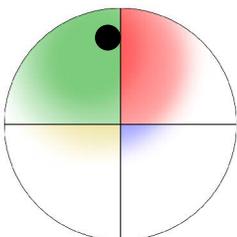
**Goals:** Bottom-line results, victory  
**Judges other by:** Ability to achieve results  
**Influences others by:** Assertiveness, insistence, competition  
**Overuses:** The need to win, resulting in win/lose situations  
**Under pressure:** Becomes impatient and demanding  
**Fears:** Being taken advantage of, appearing weak  
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you share their driven nature, you can probably relate to their competitiveness.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also tend to create momentum, their bold style probably resonates with you.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you probably prefer to strike more of a balance when considering new ideas, you may become frustrated by their challenging approach.

### Di Style



**Action  
Results  
Enthusiasm**

**Goals:** Quick action, new opportunities  
**Judges other by:** Confidence, influence  
**Influences others by:** Charm, bold action  
**Overuses:** Impatience, egotism, manipulation  
**Under pressure:** Becomes aggressive, overpowers others  
**Fears:** Loss of power  
**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you share these qualities with them, you may enjoy the high energy they bring to your workplace.

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

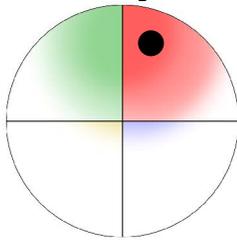
Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. Because you share these qualities, you can probably appreciate their desire to gain authority by positively influencing others.

# How Your Di Style Relates to the i Styles

Everything DiSC Workplace® Profile

## Personalized Style Index

### iD Style



**Action  
Enthusiasm  
Results**

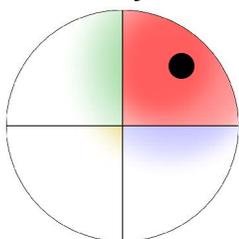
**Goals:** Exciting breakthroughs  
**Judges others by:** Ability to think creatively, charisma  
**Influences others by:** Boldness, passion  
**Overuses:** Impulsiveness, outspokenness  
**Under pressure:** Becomes impulsive, lashes out at others  
**Fears:** Fixed environments, loss of approval or attention  
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

Susan, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you also prefer to act boldly and decisively, you may appreciate their tendency to create momentum.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. Although you may relate to their enthusiastic approach, you may be slightly more bottom-line focused in your quest for success.

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. Because you share their drive and ambition, you may relate to their tendency to push for bold outcomes.

### i Style



**Enthusiasm  
Action  
Collaboration**

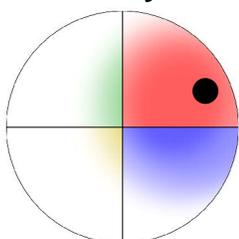
**Goals:** Popularity, approval, excitement  
**Judges other by:** Openness, social skills, enthusiasm  
**Influences others by:** Charm, optimism, energy  
**Overuses:** Optimism, praise  
**Under pressure:** Becomes disorganized, gets overly expressive  
**Fears:** Rejection, not being heard  
**Would increase effectiveness through:** Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may find their focus on creating a lively atmosphere overlooks the need for concrete results.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Because you also tend to move swiftly once you have made up your mind, you may relate well to their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may find their group focus to be too limiting, since it could hinder the pursuit of your individual goals.

### iS Style



**Collaboration  
Enthusiasm  
Support**

**Goals:** Friendship  
**Judges other by:** Ability to see good in others, warmth  
**Influences others by:** Agreeableness, empathy  
**Overuses:** Patience with others, indirect approaches  
**Under pressure:** Takes criticism personally, avoids conflict  
**Fears:** Pressuring others, being disliked  
**Would increase effectiveness through:** Acknowledging others' flaws, confronting problems

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Although you may understand their desire to work with others, you're usually more comfortable than they are moving ahead independently.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Although you're often equally upbeat, you may not relate to their happy-go-lucky approach when bottom-line results are in question.

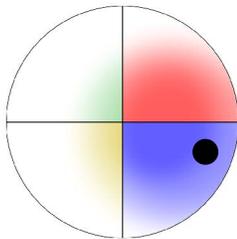
Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Because you tend to be more outspoken and bottom-line oriented, you may see their helpful, accepting approach as overly lenient or indulgent.

# How Your Di Style Relates to the S Styles

Everything DiSC Workplace® Profile

## Personalized Style Index

### Si Style



**Collaboration  
Support  
Enthusiasm**

**Goals:** Acceptance, close relationships

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

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

**Overuses:** Kindness, personal connections

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

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

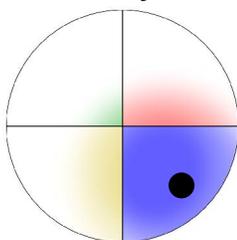
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

Susan, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you tend to set lofty personal goals, you may find their team-centric approach somewhat limiting.

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. Although you usually acknowledge the importance of good relationships, their strong emphasis on uncritical acceptance may seem counterproductive to you at times.

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they’re encouraging of other people’s ideas. While you also tend to take an upbeat approach, you probably focus your energy on bottom-line results more than on the friendly relationships that they value.

### S Style



**Support  
Stability  
Collaboration**

**Goals:** Harmony, stability

**Judges other by:** Dependability, sincerity

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

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

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

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

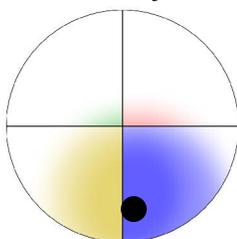
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Because you tend to strive for quick results, you may view their easygoing approach as too soft-hearted and unwilling to push people.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you’re probably willing to gamble on bold ideas, you may find it hard to relate to their caution and avoidance of change.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. While you probably acknowledge the importance of gaining other perspectives, your desire for individual accomplishment may make it somewhat hard for you to relate to their focus on friendly teamwork.

### SC Style



**Stability  
Support  
Accuracy**

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

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

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

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

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

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

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

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

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. Because you tend to be outspoken about your own opinions and wishes, you may find it hard to relate to their willingness to bend to meet other people’s needs.

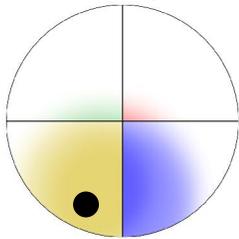
Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. Because you’re more likely to press ahead quickly to achieve immediate results, their desire to check and double-check may frustrate you at times.

# How Your Di Style Relates to the C Styles

Everything DiSC Workplace® Profile

## Personalized Style Index

### CS Style



**Stability  
Accuracy  
Support**

**Goals:** Stability, reliable outcomes

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

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

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

**Under pressure:** Withdraws, gets bogged down

**Fears:** Emotionally charged situations, ambiguity

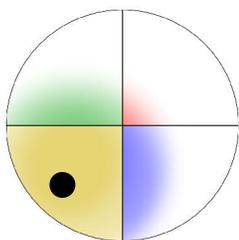
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

Susan, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you're probably more adventurous and fast paced, you may find their cautious approach too hesitant to allow for innovative breakthroughs.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you probably focus on making immediate and decisive progress, you may find it hard to relate to their careful, methodical approach.

Furthermore, those with the CS style also value Support, and they're usually willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. Because you tend to be more concerned with bold results than with keeping everyone happy, you may find it difficult to relate to their accommodating approach.

### C Style



**Accuracy  
Stability  
Challenge**

**Goals:** Accuracy, objective processes

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

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

**Overuses:** Analysis, restraint

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

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

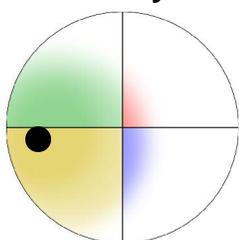
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to respond to bold ideas that have an impact on the bottom line, you may grow weary with their orderly, systematic approach.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to push for bold ideas and immediate results, you may grow frustrated with their cautious approach.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more interested in making forward progress, you may find their skeptical approach to be cumbersome.

### CD Style



**Challenge  
Accuracy  
Results**

**Goals:** Efficient results, rational decisions

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

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

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. Because you tend to value bold action, you may find their questioning approach to be a barrier to forward progress.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you're probably more concerned with speed than precision, you may find their approach to be overly analytical at times.

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