EVERYTHING DiSC WORKPLACE®

Workplace Profile

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Introduction

WHAT IS EVERYTHING DiSC®?

Alex, 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 teamwork and providing support.

Or, maybe you're more comfortable working with those who take a more easy-going approach than those who approach every task with intensity.

Or, perhaps you relate best to people who are more diplomatic than forceful.

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

CORNERSTONE PRINCIPLES

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

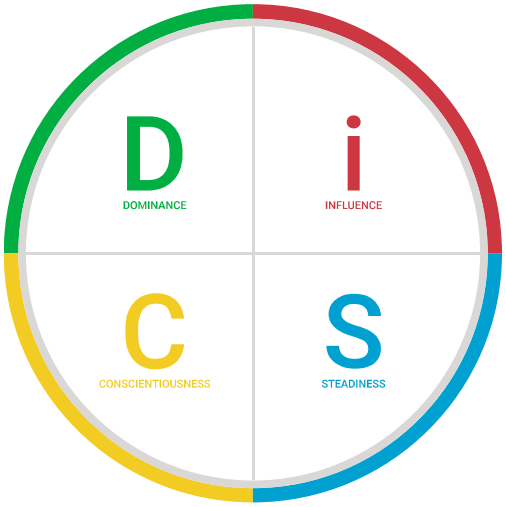
OVERVIEW OF THE DiSC MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

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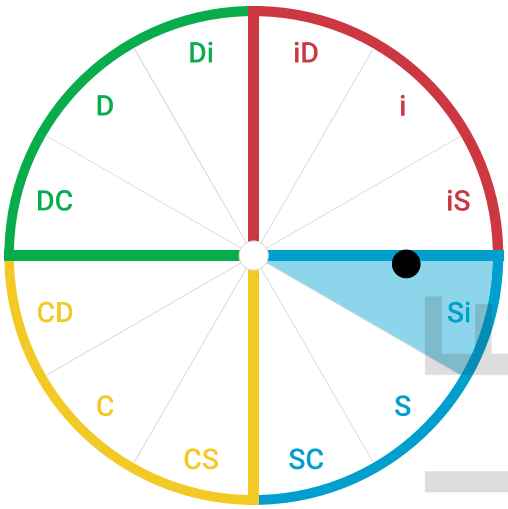
Your DiSC® Overview

YOUR DOT

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

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



Your DiSC® Style: Si

Your dot location shows your DiSC® style. **Because your dot is located in the S region but is also near the line that borders the i region, you have an Si style.**

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

CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

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WHAT'S NEXT?

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

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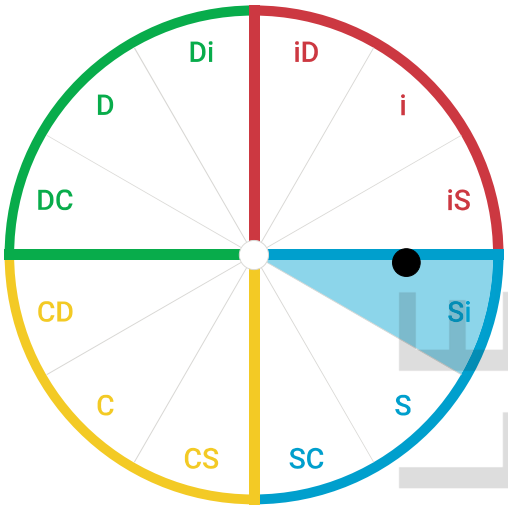
Your Si Style

YOUR DOT TELLS A STORY

Because you have an Si style, Alex, you're probably a friendly person who reaches out to others with your warmth and sincerity. You tend to be empathic, and you're likely driven by a desire to like and be liked. You're quick to offer a smile, and you make an effort to get to know people personally.



You're probably a service-oriented person who enjoys meeting the needs of other people and working quietly behind the scenes. Furthermore, you want to be helpful, so you often take extra time to listen to people's problems. However, you're usually able to balance your own needs as well when trying to accommodate others.

Most likely, you're genuinely interested in what people have to say, and you may spend more time listening than speaking. Because you want to connect, you make it clear to others that their feelings are important to you. You may even file away important details about those you work with, such as birthdays or tidbits about their families. You tend to be tactful, and you choose your words carefully to avoid any miscommunication.

Because you appreciate a calm environment, you may be uncomfortable with rapid, unpredictable change, and you probably assume that rules and traditions exist for a reason. In addition, you may sometimes hesitate to move ahead with bold plans if you're unsure that everyone is on board. However, because you're also willing to go with the flow, forceful or passionate colleagues may be able to convince you to support their more adventurous ideas.

Like others with the Si style, you seek the approval of others, and you're concerned about letting people down. As a result, you may strive to meet everyone's expectations, and you probably feel bad if you think someone is disappointed with you. At the same time, you want to know when you have done a good job, and while you probably don't seek out public recognition, you do appreciate genuine praise.

Because you tend to be accepting, you may demonstrate loyalty to individual coworkers and your workplace. You're probably able to overlook people's personality quirks and weaknesses. However, you may have found that you can get yourself into trouble by trusting people who don't deserve it.

Since you enjoy being cooperative, others may see you as a valuable team player. Most likely, you believe that well-orchestrated teamwork leads to superior results. Competitive situations aren't really your style, and you probably find it a bit hard to understand people who seem most interested in individual accomplishments.

Because of your need for harmony, you're unlikely to confront others in conflict situations, and you don't respond well to aggression. In fact, you may refuse to deal with negative information even when it's important to do so, and as a result, situations may drag on without resolution. Although you tend to keep an even keel, suppressing your frustration during tense moments may prove counterproductive, causing bitterness to simmer beneath the surface. Still, you often prefer the role of peacemaker, trying to find solutions that work for everyone.

Alex, like others with the Si style, your most valuable contributions to the workplace may include your commitment to teamwork, your empathy, and your ability to connect with others. In fact, these are probably some of the qualities that others admire most about you.

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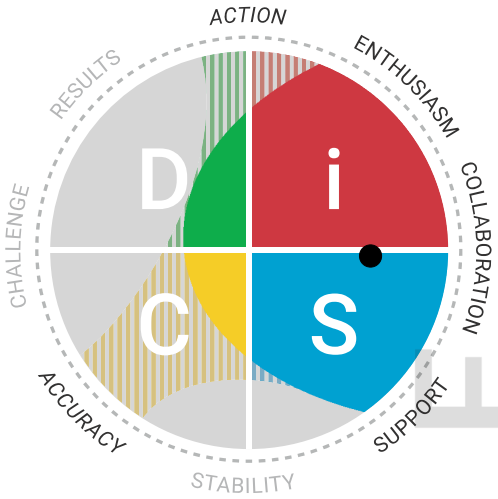
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

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

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

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



WHAT PRIORITIES SHAPE YOUR WORKPLACE EXPERIENCE?

Valuing Collaboration
Alex, because you value friendly cooperation, you find it motivating to work on a team. In fact, you probably have a knack for bringing people together and making everyone feel included. Most likely, you see the benefit in acknowledging others' opinions, and you may feel disconnected from people who prefer to work independently. You believe collaboration helps create a warm, cohesive environment.

Giving Support
People with the Si style tend to be caring and compassionate. You probably find it upsetting when others are distressed or unhappy. Most likely, you want people to find you approachable, and you're always willing to offer help or listen patiently. Because a warm, sympathetic environment is important to you, you focus on giving support whenever it's needed.

Generating Enthusiasm
Like others with the Si style, you're probably cheerful and optimistic, even when faced with adversity. You like to appear upbeat and open, and you probably want the people around you to keep a positive outlook as well. For this reason, you tend to assume the best in people instead of dwelling on their flaws. Because it's important to you to create a happy and lighthearted environment, you focus on generating enthusiasm.

Taking Action
Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for the Si style. You probably prefer to get going right away, and you may become impatient with obstacles that stand in your way. You're unlikely to be intimidated by rapid change or the need to improvise. Once you've chosen a course of action, you tend to stick to it and keep moving.

Ensuring Accuracy
You also tend to prioritize quality results and objective facts, which is a bit unexpected for someone with the Si style. Because you often focus on precision, you may be uncomfortable with vague or ambiguous ideas. Not only do you want to get things done, but you want to get them done right. As a result, you probably consider your options carefully before pursuing any course of action.

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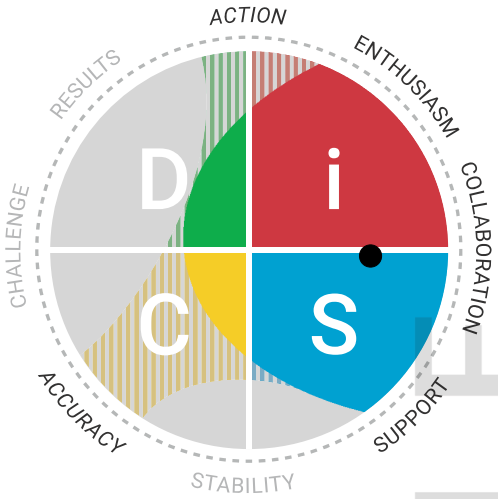
Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the Si style, you probably appreciate opportunities to get to know others on your team and work with them toward a shared goal. Most likely, you have a strong preference for supportive, trusting environments where people pay attention to each other's needs and provide encouragement. However, you may also enjoy an energetic environment that still allows you to focus on precision, and this is less typical of the Si style.



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

- Collaborating with coworkers
- Making a positive difference in people's lives
- Being complimented on a job well done
- Developing relationships with others
- Being around people who are lively and cheerful
- Getting things moving
- Initiating change
- Emphasizing accuracy and precision
- Catching errors or flaws in design

WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to value relationships and harmony, you may find it particularly difficult to work with people who are too pushy or critical. Having to fight to make your voice heard or your needs considered may drain your energy. And because conflict can make you uncomfortable, you may find it difficult to confront others with tough feedback, even when it's necessary. At the same time, unlike others with the Si style, you may become irritated if you feel people are wasting your time, and it may be stressful for you if you're not allowed to achieve the precision you value.

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

- Saying no
- Dealing with angry or argumentative people
- Giving unpleasant feedback
- Being forceful or insistent with others
- Working in a tense or chaotic environment
- Moderating your quick pace
- Working methodically toward long-term goals
- Making decisions without time for analysis
- Being wrong or unprepared

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Overview of DiSC®

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

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

Active
Fast-paced
Assertive
Dynamic
Bold

Influence

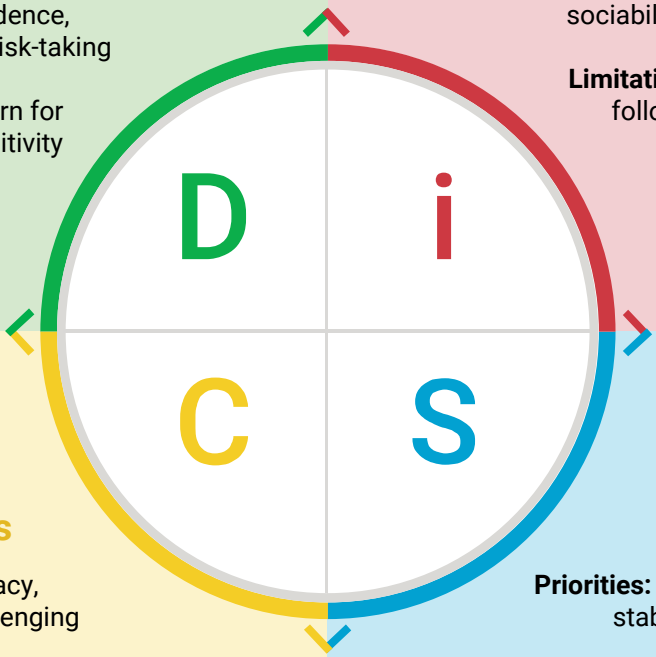
Priorities: expressing enthusiasm, taking action, encouraging collaboration

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, lack of follow-through, disorganization



Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

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
Calm
Methodical
Moderate-paced
Careful

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

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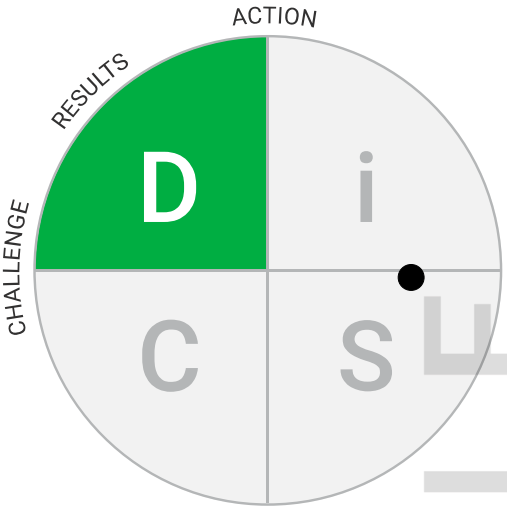
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

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, but you probably find her direct, businesslike approach to be overly aggressive. Also, because you tend to be friendly and supportive, you may have trouble relating to her competitive drive for results.



Unlike others with the Si style, you share her priority of action, so you may welcome her desire to move quickly. To you, this colleague seems to thrive on rapid progress, driving toward bold and dramatic change, and you're usually comfortable with this kind of fast-paced and dynamic work environment. Still, because you value people's feelings and want to accommodate everyone's needs, you may wonder why she seems to push her ideas through without considering how they affect other people.

Furthermore, since you do your best to stay focused on the positive, you may not relate to her skeptical and questioning nature very well. She may not seem as interested in teamwork as you are, and you might wonder why she seems to prefer to challenge ideas rather than collaborate with people.

To you, people with the D style may seem:

- **Blunt**
- **Forceful**
- **Demanding**
- **Dominant**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results
People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. You may find their competiveness difficult to relate to, but they're naturally determined to push to succeed.

Action
In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also like to move quickly, you probably have little trouble relating to their bold style.

Challenge
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you prefer to cultivate friendly relationships with others, you may have trouble relating to their sometimes challenging approach.

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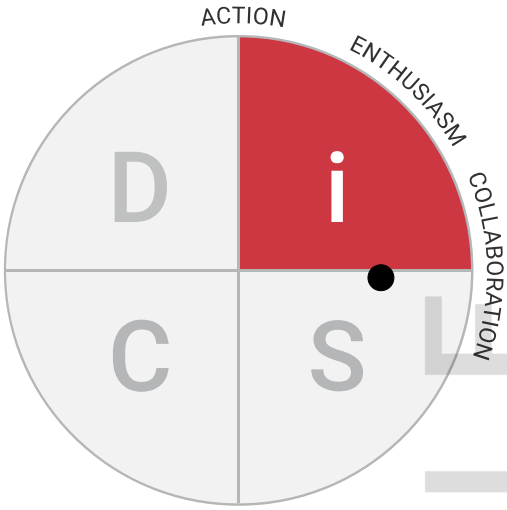
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

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

Unlike others with the Si style, you share his priority of action, and you don't mind when he initiates rapid change. Most likely, you are able to keep up with his energetic approach, and you probably admire his spontaneity. However, while you both prefer a quick pace, he's probably a bit more impulsive than you are, so at times you may have trouble keeping up as he moves from idea to idea.

Since you both value collaboration and teamwork, you're probably happy to work together on projects. To you, he seems comfortable in the spotlight, and because you also enjoy the social aspects of work, you may appreciate his fun, outgoing nature. However, at times, you may wonder how he gets any work done with all that socializing and joke telling.



To you, people with the i style may seem:

- **Impulsive**
- **Fun-loving**
- **Encouraging**
- **Open**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm
People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. You probably appreciate their warmth and optimism, but you may have difficulty matching their energetic and high-spirited approach.

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

Collaboration
Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. While you share their interest in teamwork, you're probably not as comfortable as they are taking the lead in group settings.

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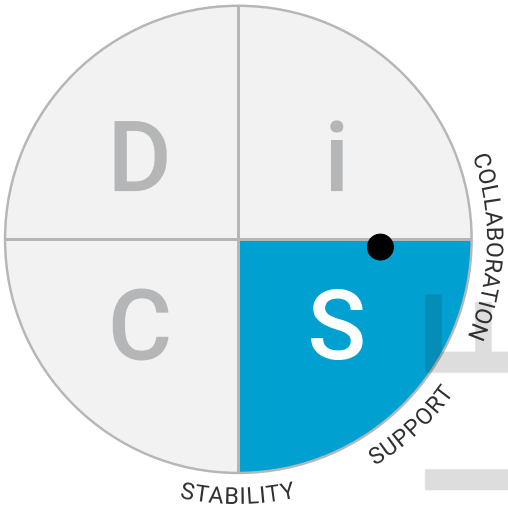
The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone who has an S style and shares your desire to support the needs of others. To you, he seems accepting and easygoing, and you're never afraid to ask him a question because he's always patient and happy to help. You probably appreciate that he isn't worried about who gets the credit, and you may look forward to working with him on projects.

He is well-liked by everyone and can always be counted on to perform his job consistently. In fact, around the office he's often referred to as a "rock." However, because you don't always want to be the one who grabs the reins, you may sometimes wish he'd step up and take action more quickly.

Because you share his interest in getting everyone involved, you probably appreciate his team-player attitude and concern for others. However, he tends to keep a somewhat lower profile than you, and when someone showers him with praise, he probably seems embarrassed. In response to this kind of recognition, he tends to say, "It's really not a big deal."



To you, people with the S style may seem:

- **Caring**
- **Considerate**
- **Gentle**
- **Understanding**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

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

Stability
In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. While you probably acknowledge the importance of assessing risks, you may be slightly more willing than they are to try new approaches.

Collaboration
Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Because you share this focus on friendly teamwork, the two of you may work together to maintain an open, receptive atmosphere.

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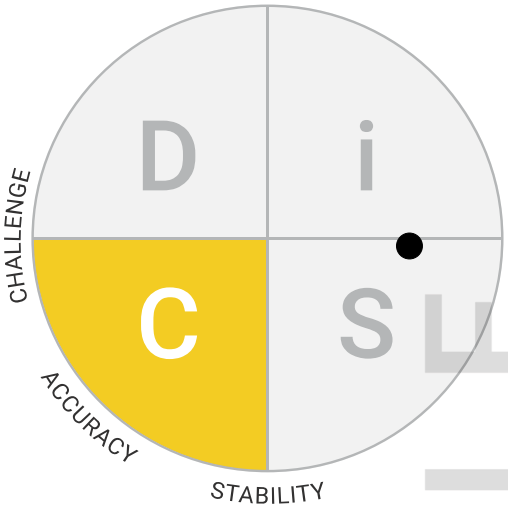
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy, an unexpected characteristic for someone with the Si style. Because she's so focused on precision and quality, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied, and you probably respect her dedication to getting things done right. Still, she's not highly sociable, and you may have trouble relating to her reserved approach.



To you, this colleague often seems impersonal and serious. She wants a stable environment where she can ensure reliable outcomes, and she is not as interested as you are in making sure everyone is included. As a result, her self-contained approach may seem cold to you.

Furthermore, while you're likely to be easygoing and agreeable, she doesn't hesitate to ask a lot of skeptical questions. You may think that her tendency to challenge other people's opinions is unfriendly. And because she seems so questioning and impersonal, you may find it a bit uncomfortable to collaborate with her. Still, you can trust that when she commits to something, she will follow through.

To you, people with the C style may seem:

- Private
- Methodical
- Skeptical
- Precise

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

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

Stability
In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to strike a balance between speed and caution, you may understand their preference to avoid rushing into things.

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 tend to take a more accepting approach, you may find it hard to relate to their skepticism, which seems likely to harm team unity.

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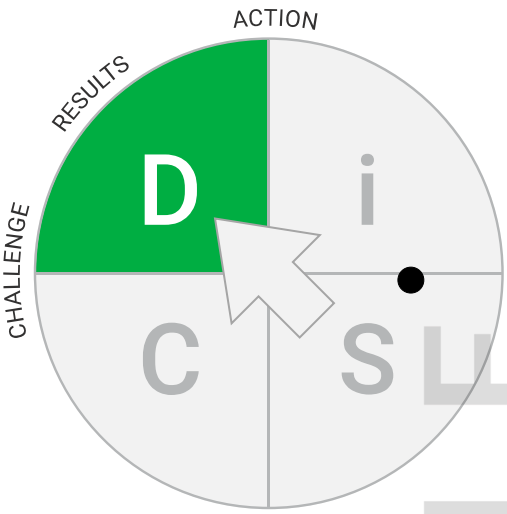
Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE

Alex, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're probably willing to be blunt in the interest of making rapid progress. You're more likely to be tactful and agreeable, and you may prioritize collaboration over the bottom-line results they want. As a result, you may be intimidated by their frank approach, while they may become frustrated if you focus more on including everyone than on getting things done.



Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Move quickly to focus the discussion on the topic at hand.
- Try not to take their frank approach personally.
- When appropriate, talk to them about the benefits of including others' ideas, but focus on bottom-line results.

WHEN PROBLEMS NEED TO BE SOLVED

People with the D style make quick, firm decisions in order to make progress and keep moving. Unlike others with the Si style, you also prioritize action, so you can identify with their desire to solve problems rapidly. However, you also seek team harmony, and they may become frustrated if your collaborative approach seems to stall out the process. In turn, you may see their focus on immediate answers over people's needs as shortsighted, but you may hesitate to speak up when faced with their forceful presence.

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

- Balance your emphasis on other people's feelings with finding workable answers.
- Show them how considering a plan's effect on other people can bring better results.
- Speak up to make sure you have a voice in the solution and emphasize your shared to desire to act quickly.

WHEN THINGS GET TENSE

Because you prioritize harmonious relationships, you're less likely than your "D" coworkers to challenge ideas and address issues directly. They can become competitive in conflict, and they may even become argumentative at times. On the other hand, you tend to keep a low profile, and when confronted, you may simply give in to keep the peace. As a result, they may assume that an issue is resolved when you still have bitterness or hurt feelings simmering beneath the surface.

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

- Be aware that hiding your true opinions could be more harmful in the long run than speaking candidly.
- Avoid giving in just to restore harmony.
- Speak up to make sure that your needs are considered.

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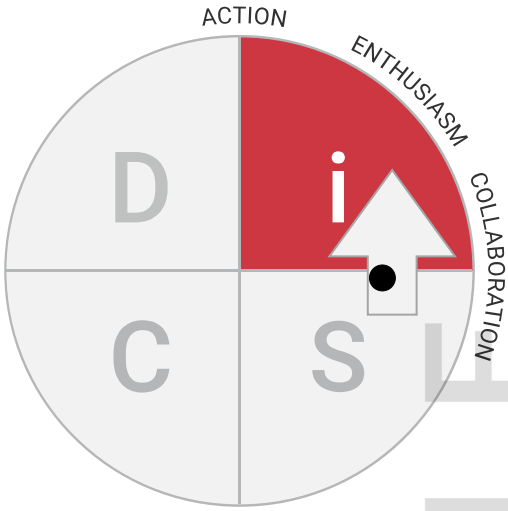
Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE



Because people with the i style are extremely outgoing, Alex, they prioritize working collaboratively like you do. However, they may be more sociable and adventurous than you are, and you may pull back a bit if you feel overwhelmed by their energy. And, while they're probably eager to embrace exciting changes, you tend to hold off if you think their ideas could have negative consequences for other people on the team.

Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Let them know that you appreciate teamwork as much as they do.
- Speak up when you're concerned about how plans affect other people.
- Recognize the value of their enthusiasm and high energy.

WHEN PROBLEMS NEED TO BE SOLVED

People with the i style like to dive right in and move quickly, and unlike others with the Si style, you also prioritize action and want to progress rapidly toward a solution. Your "i" coworkers also rely heavily on intuition, and you both tend to be optimistic when confronting a problem. For this reason, you may occasionally gloss over potential issues or make unrealistic assumptions that rely on best-case scenarios.

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

- Temper your shared optimism by considering all potential issues.
- Show them that you're open to creative solutions.
- Capitalize on your shared energy, but avoid going along with their ideas just to make them happy.

WHEN THINGS GET TENSE

Because people with the i style want to maintain friendly relationships, they share your tendency to initially gloss over differences. However, they're so focused on being heard that they're more likely to become emotional and lash out when confronted. Since you probably take a more diplomatic approach, you may simply give in to avoid negative feelings. As a result, you may fail to resolve the conflict and allow your resentment to build beneath the surface.

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

- Acknowledge the importance of everyone's feelings, but don't sidestep the issues.
- Avoid concealing your own needs, as this can cause your resentment to emerge later.
- Let them know that working through the disagreement will help you maintain a good relationship down the road.

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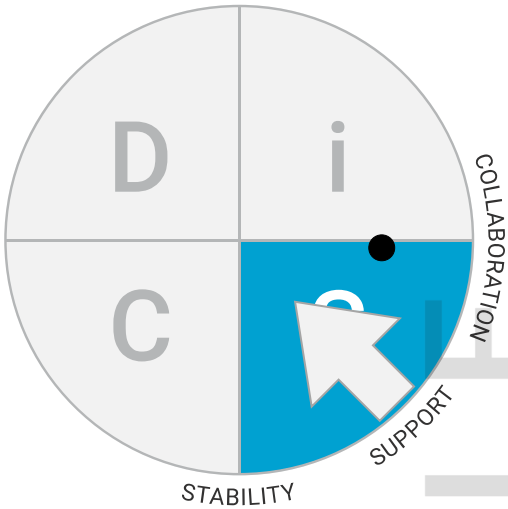
Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE

People with the S style value cooperation and friendly interaction, Alex, and this might affect the way you relate to one another. Like them, you prioritize collaboration and seek group harmony. However, the two of you may be so considerate that neither of you speaks up about your own needs. In addition, since they share your easygoing, accepting approach, you both may overlook challenges that are holding you back.



Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Share what you're really thinking and let them know that you genuinely want to hear their opinions.
- Encourage each other to stretch outside of your comfort zones and take on new challenges.
- Work collaboratively with them, but don't let your shared trust allow you to overlook potential problems.

WHEN PROBLEMS NEED TO BE SOLVED

While you may not be quite as cautious as people with the S style are, you're almost as likely as they are to avoid quick decisions when it comes to solving problems. This is probably especially true when you're contemplating rapid change that might affect people around you. As a result, situations may go on for too long without resolution. In addition, since neither of you is prone to considering bold options, you may wind up choosing predictable or tired solutions.

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

- Agree on a reasonable decision-making timeline to avoid putting off difficult decisions.
- Acknowledge the risks, but remember that daring ideas sometimes lead to better results.
- Avoid joining them in excessive concern over how the decision will affect other people.

WHEN THINGS GET TENSE

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You're both reluctant to cause distress, so you may neglect to address problems head-on. While open conflict between the two of you is probably rare, your shared desire to regain harmony and keep everyone happy may cause you to sweep problems under the rug, which can cause bad feelings to intensify.

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

- Voice your opinions directly rather than tiptoeing around issues.
- Show a desire to protect the relationship while also resolving the conflict quickly but thoroughly.
- Encourage them to speak up, as they may mask their true opinions.

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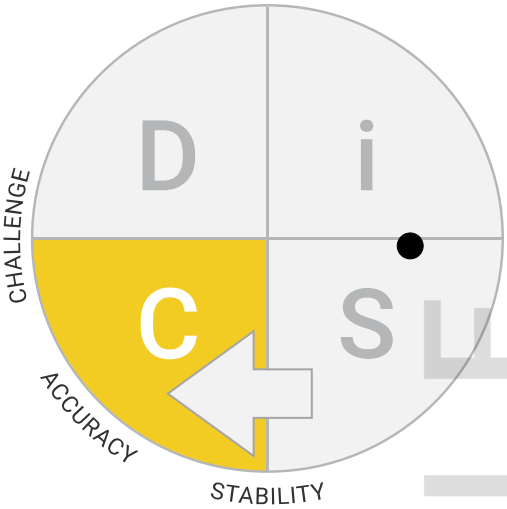
Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE

Alex, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. While it's unexpected for someone with the Si style, you share their priority on accuracy, and they probably appreciate your focus on precision. However, because they tend to be reserved and skeptical, they may see your trusting, open nature as naïve or counterproductive, while you may find their questioning nature to be a bit cold.



Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Avoid asking them personal questions, and don't take their detachment personally.
- Respect their preference to work independently.
- Highlight your shared desire for accuracy by focusing on the facts.

WHEN PROBLEMS NEED TO BE SOLVED

When it comes to solving problems, your "C" coworkers want to thoroughly consider all the consequences before making a decision. Because you're probably concerned about how plans might affect other people, you may postpone decisions until you're sure everyone buys in. As a result, the two of you may get bogged down in the problem-solving process. At the same time, you may see their skepticism as rather cold, and they may find you too willing to dismiss the facts to keep people happy.

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

- Consider looking to external systems or people to provide the urgency needed for the two of you to finalize plans.
- Avoid getting so caught up in keeping everyone happy that you discount more pragmatic ideas.
- Back up your ideas with evidence.

WHEN THINGS GET TENSE

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. If emotions run high, however, they're likely to withdraw. Because you prefer to avoid confrontations and may even give in or neglect to assert your own needs, the two of you may allow the conflict to simmer beneath the surface.

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

- Address the issues rather than hoping the conflict will work itself out.
- State your position objectively and give them time to present their side.
- Keep in mind that they may become uncomfortable or retreat in the face of emotional displays.

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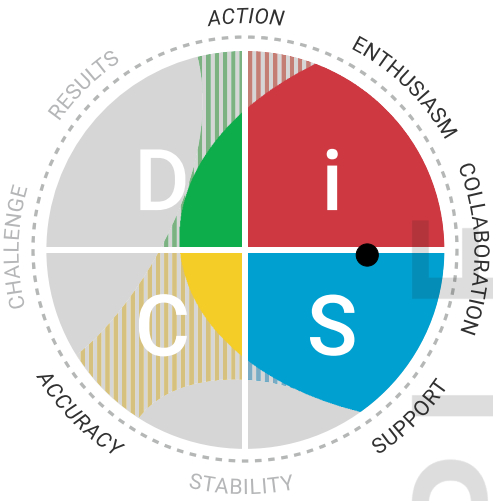
Taking Action

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

1 ACKNOWLEDGE PROBLEMS RATHER THAN GLOSSING THEM OVER

You probably prefer to keep an upbeat attitude and look at the bright side of things. But because you tend to skim over problems rather than facing them head-on, you may allow small issues to become more serious than they need to be. Remember that responding quickly with a direct approach can help prevent unpleasant consequences.



- Confront potential issues with others right away so they don't turn into even bigger problems.
- Work to strike a balance between being optimistic and being realistic.

2 FOCUS ON FOLLOW-THROUGH

Because you tend to be optimistic and agreeable, you may commit to more tasks than you have the time to complete. When you aren't realistic about what you're capable of, you may end up making promises that you can't keep, and this can have a negative impact on workplace relationships. Remember that people will appreciate your efforts to set realistic expectations, even if you have to tell them "no" at times.

- Set reasonable goals that you'll be able to deliver on.
- Remind yourself that others will have to carry your weight if you bite off more than you can chew.

3 BE FIRM AND STAND YOUR GROUND

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.

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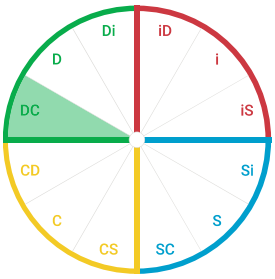
Personalized Index: D Styles

DC STYLE



Challenge
Results
Accuracy

Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

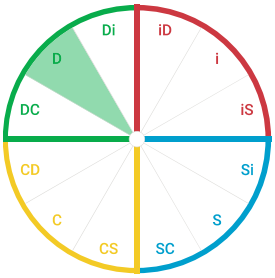
Would increase effectiveness through: Warmth, tactful communication

Alex, 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. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You may have trouble relating to what you see as an excessive drive for results.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

D STYLE



Results
Action
Challenge

Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

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

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

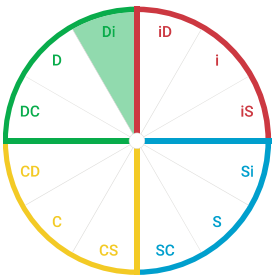
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. You may find their competiveness difficult to relate to, but they're naturally determined to push to succeed.

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 like to move quickly, you probably have little trouble relating to their bold style.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you prefer to cultivate friendly relationships with others, you may have trouble relating to their sometimes challenging approach.

Di STYLE



Action
Results
Enthusiasm

Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

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

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

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. You may think they are too focused on results.

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

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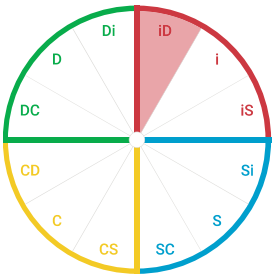
Personalized Index: i Styles

iD STYLE



Action Enthusiasm Results

Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

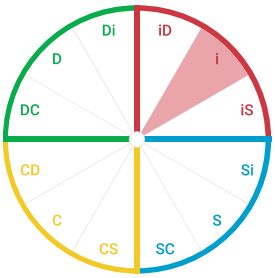
Would increase effectiveness through: Focusing on the details, patience, listening to others

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

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

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. To you, it may seem that their quest for results overlooks other important factors.

i STYLE



Enthusiasm Action Collaboration

Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

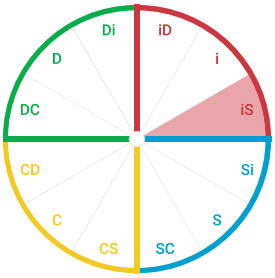
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. You probably appreciate their warmth and optimism, but you may have difficulty matching their energetic and high-spirited approach.

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

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. While you share their interest in teamwork, you're probably not as comfortable as they are taking the lead in group settings.

iS STYLE



Collaboration Enthusiasm Support

Goals: Friendship

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

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

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

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

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

Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

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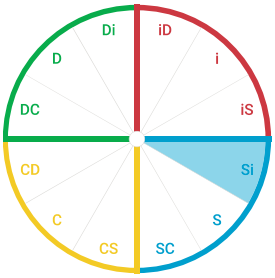
Personalized Index: S Styles

Si STYLE



Collaboration
Support
Enthusiasm

Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

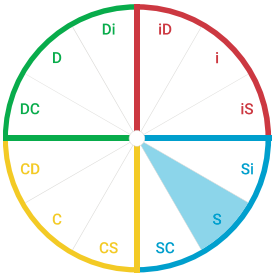
Would increase effectiveness through: Saying "no" if necessary, addressing issues

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

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they're often willing to set aside their own opinions and needs to help others. Since you probably share their interest in people's feelings, you may find it easy to relate to their tendency to look out for others.

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

S STYLE



Support
Stability
Collaboration

Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

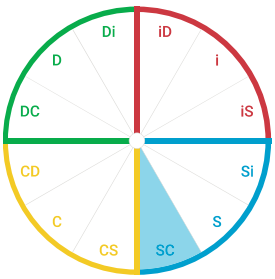
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. You probably find it easy to relate to their laidback, helpful approach, and you're likely to join them in maintaining a friendly, open environment.

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. While you probably acknowledge the importance of assessing risks, you may be slightly more willing than they are to try new approaches.

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. Because you share this focus on friendly teamwork, the two of you may work together to maintain an open, receptive atmosphere.

SC STYLE



Stability
Support
Accuracy

Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

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

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they're usually patient and diplomatic, and they aren't likely to become overly emotional when pushed. Because you share a willingness to help others, you probably find it easy to relate to their patient, obliging approach.

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You probably relate well to their interest in producing solid, error-free work.

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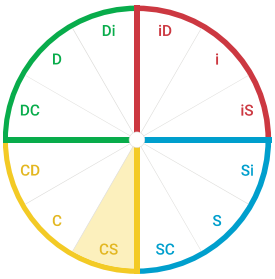
Personalized Index: C Styles

CS STYLE



Stability
Accuracy
Support

Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

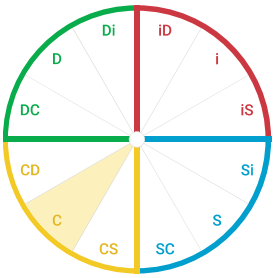
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

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

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you share their tendency to value accurate outcomes, you may appreciate 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 share their obliging approach, both of you may fail to assert your own needs to avoid rocking the boat.

C STYLE



Accuracy
Stability
Challenge

Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

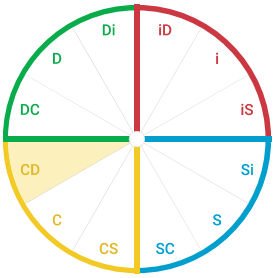
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Although you share their emphasis on creating sound solutions, you may find it hard to relate to their detached 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 strike a balance between speed and caution, you may understand their preference to avoid rushing into things.

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 tend to take a more accepting approach, you may find it hard to relate to their skepticism, which seems likely to harm team unity.

CD STYLE



Challenge
Accuracy
Results

Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

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

Fears: Failure, lack of control

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

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You tend to be more accepting, so you may find it hard to relate to their critical, questioning approach.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

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. Their determination to get results may seem stubborn or impatient to you at times.

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