



**DISC
INDEX**

Susie Sample

February 19, 2021

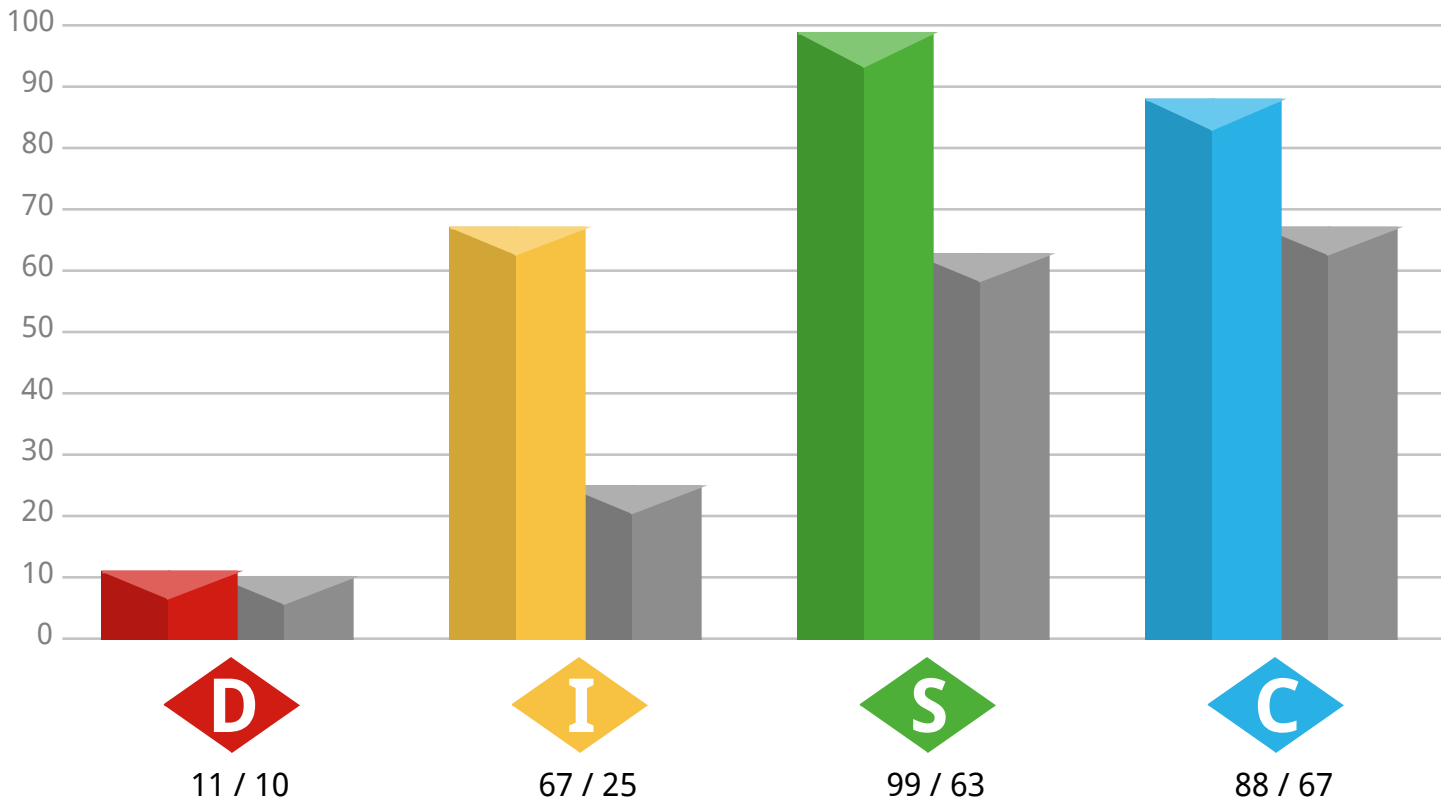
This Innermetrix Disc Index was authored by Jay Niblick, the Founder and CEO of Innermetrix. It is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



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Natural and Adaptive Styles Comparison



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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:

The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

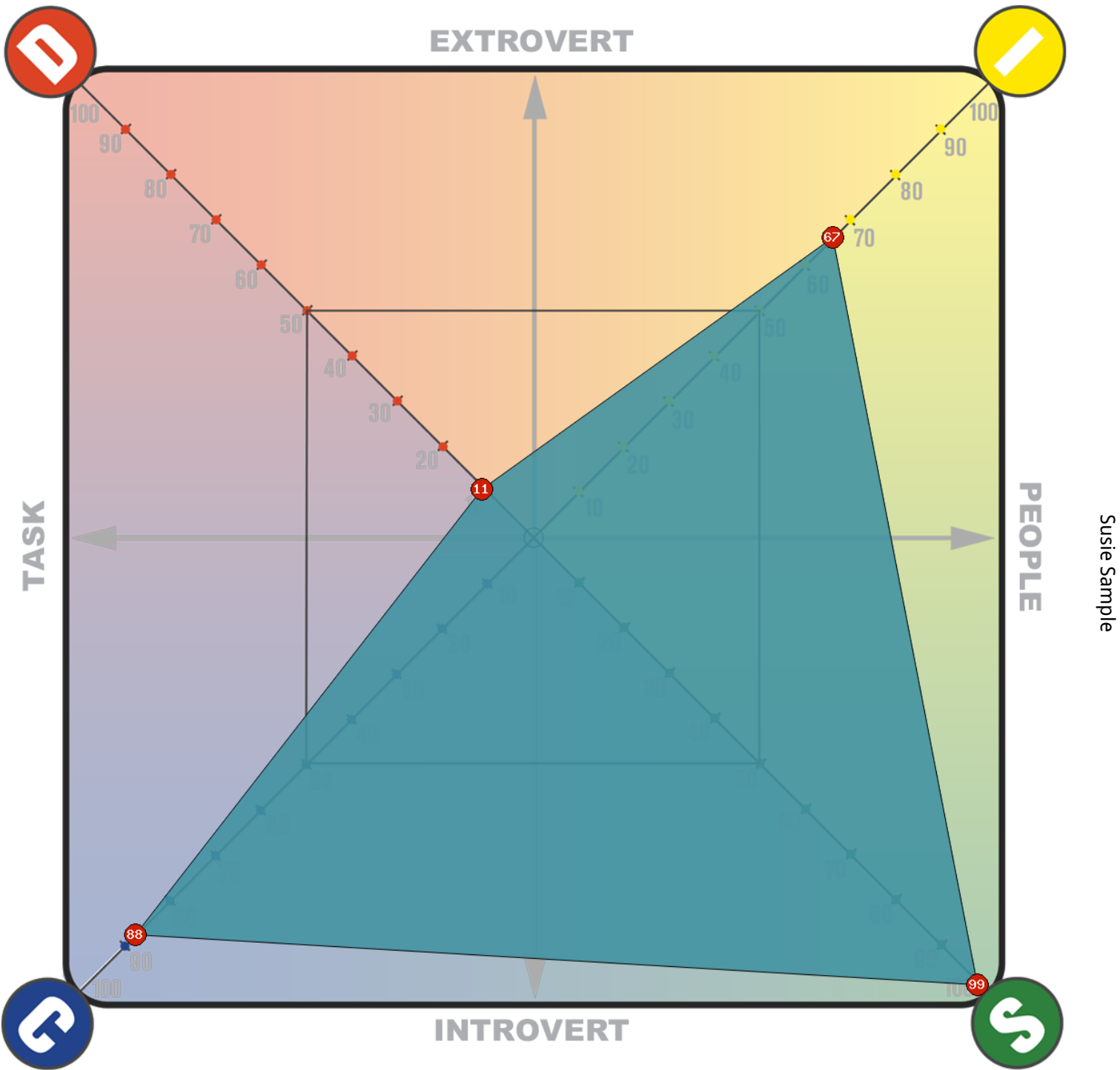
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

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Decisive

Your approach to problem-solving and obtaining results

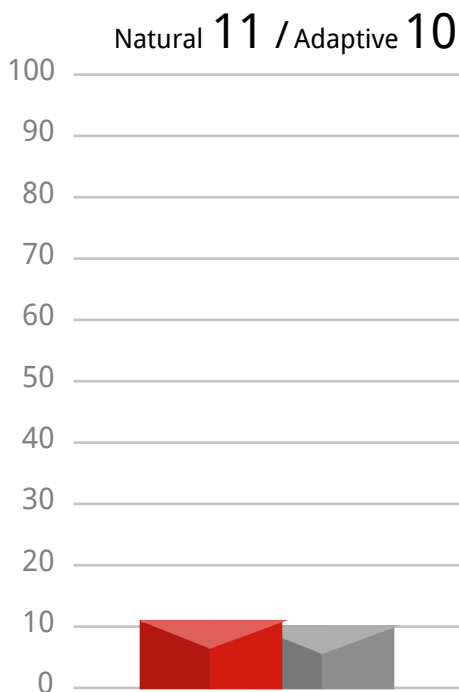
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a very low score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You tend to be peaceful and avoid confrontation whenever possible.
- You like to take a more mild-mannered and measured hand in dealing with others.
- You only want to make important decisions with a great deal of detail and awareness of outcomes and impact.
- You are considered pretty modest in your approach with others and are open to deferring to stronger opinions when they exist.
- You can be considered "quiet" in team settings or when in the midst of heated debates.
- You like specialized assignments or work.

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Interactive

Your approach to interacting with people and display of emotions

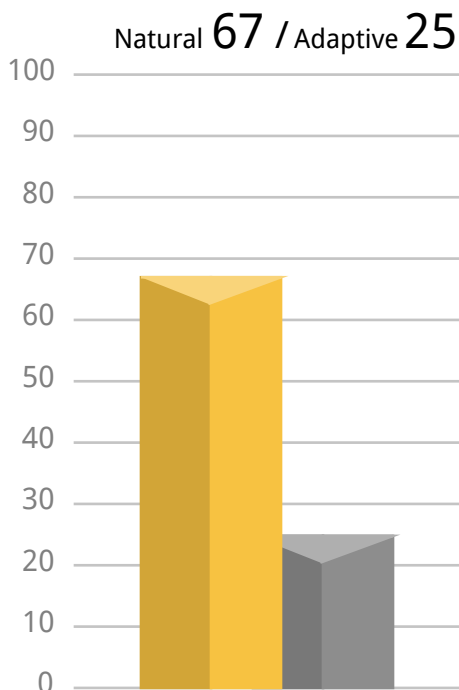
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a moderately high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are influential and talkative.
- You are affable and friendly when meeting new people.
- You like to have an open-door policy with both peers and supervisors.
- You prefer to deal with people and get results with and through them rather than by yourself.
- You are sociable and outgoing with others.
- You strongly prefer a democratic and not dictatorial professional environment or relationships.



Stabilizing

Your approach to the pace of the work environment

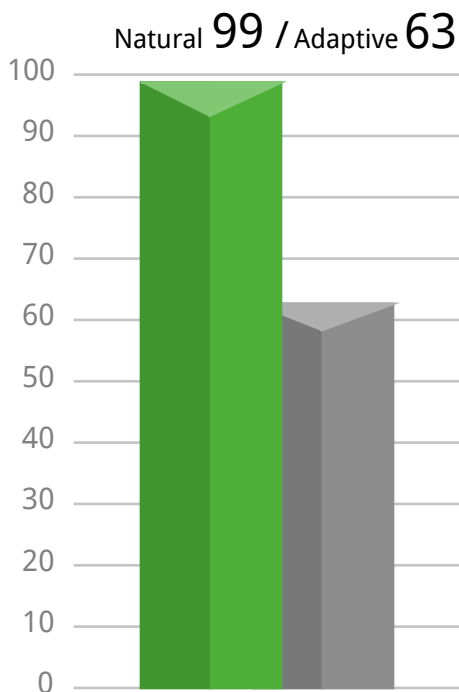
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a very high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You possess an amazing ability to calm those people who are upset.
- You are very loyal when it comes to existing operating procedures.
- You prefer an environment that allows for lots of consistency, dependability and structure.
- Increasing your sense of urgency could benefit your performance significantly.
- You are an excellent team player.
- You can be quite resistant to change.

Susie Sample



Cautious

Your approach to standards, procedures, and expectations

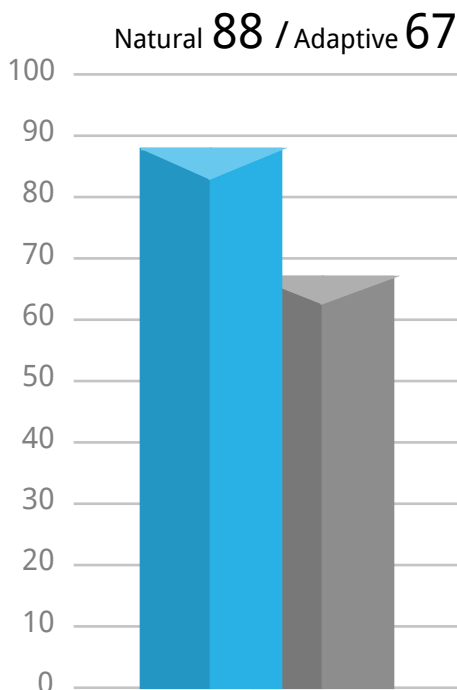
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a very high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You have a strong preference for adhering to established rules, regulations and protocols that have been proven to work.
- You are a bottom-line oriented person who dislikes fluff and just wants the facts and data.
- You can express your disagreement in a passive-aggressive way.
- You tend to approach new ideas and directions with skepticism and caution.
- "Rules are made to be followed."
- When you present your argument you do so logically not emotionally.



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- You demonstrate a high degree of competence in your area of expertise.
- Will be verbal if workload or areas of responsibility need partial delegation to other professionals on the team, otherwise, tendency may be to stay focused on the tasks at hand.
- May become verbally disappointed when standards aren't met, or when the team project becomes delayed.
- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- You score like those who desire to become the best they can, or an expert, in a specific area.
- You place high expectations on yourself and others, and are able to help coach others into a stronger quality orientation.
- Response pattern indicates that you have the ability to be a strong achiever in technical performance and expertise within the organization.
- Tend to be optimistic and demonstrate high personal standards and set high goals for yourself.



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Brings a high degree of competence in product and process knowledge. Others on the team may seek you out to answer a detailed question for them.
- You bring a very high level of conscientiousness and follow-through in working on detailed projects and complex assignments.
- On work related projects you tend to be restrained and reticent in showing emotions, and may not be extremely verbal at a team meeting, unless asked for input or if the topic is one of high importance to you.
- You set high performance standards for yourself and others, and expect all to meet those standards.
- You keep a careful eye on the organizational clock and maintain a keen awareness of time-lines for systems and projects.
- You appreciate an occasional word of reassurance from their supervisor or board, as long as it is sincere input.
- Evaluates others on the job by their own use of procedures, standards, and quality action.
- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Clear and specific job descriptions, and role responsibilities.
- A democratic environment in which you can influence and offer direction.
- Having an efficient system in place to handle routine work more effectively.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- An increased sense of urgency to get things done... now.
- An environment with minimal sudden changes and crises.
- Greater participation in team efforts and activities.
- Increased authority to delegate routine tasks and procedures.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Security in knowing that the products and services are of highest quality.
- Sufficient time to consider all options before making a final decision.
- Established procedures on which a base of successful processes can be built.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Detailed examples and specific information about suggested changes to be made in processes that may have an impact on quality.
- An environment with minimal interpersonal conflict and hostility.
- A home life that is supportive of the work demands.
- Sincerity from peers and colleagues.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Very proficient in your area of expertise.
- Solves problems with people in mind.
- Shows remarkable consistency in project ability. Leading by demonstrating and mentoring. No inconsistencies, no sudden changes.
- Decisions are based on factual data.
- Brings a positive sense of humor.
- Maintains a stable and predictable pace to complete a complex or specialized project, and demonstrates a tireless work ethic to get the project finished.
- Remains objective in emotional situations.
- Precise in the things you offer to a complex process or solution.



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Established practices, procedures and protocols.
- A work environment that sincerely cares for the people in it.
- Time to reflect and think about pros and cons to solutions.
- Activities that can be monitored from beginning to end.
- Clear areas of responsibility with minimal ambiguities.
- Complete information, details, and examples with no gaps or surprises.
- Quality standards in which to support and maintain.
- Projects completed the 'right way' the first time, to avoid problems later on.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- Become overly sensitive to criticism.
- Set unreasonable expectations of the capability or capacity of others on the team.
- Become indecisive in times of significant change or pressure.
- Struggle with meeting deadlines due to your desire for completeness or perfection.
- Trust people a bit too much, and may get burned in the process.
- Take criticism personally, even though it was directed at a work process.
- Resist changes and have a lower sense of urgency.
- Hold a bit of a grudge.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Structures events to inspire participants to act on their own ideas and visions.
- Knowledge gives the participants the ability to maximize their potential and share with others.
- Leads the group by encouraging cooperation.
- Helps group create new concepts and models of ideas.
- Enriches the content with stories and experiences.
- Brings imagination and ideas to the training event.
- Very accurate in presenting information.

How you prefer to receive knowledge or learn:

- More accepting of a more impersonal training or learning venue than others.
- High expectations of performance.
- Prefers explicit instructions and measurement criteria.
- Likes self-discovery and trial and error methods occasionally.
- Wants to know what the experts think about the topic area or subject.
- Wants to know performance outcomes, objectives, etc.
- Shows commitment, and wants to be personally involved in learning.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Susie:

- Be certain to remember to provide specific action steps and details for all involved.
- Offer input on how to make the ideas become reality.
- Do your homework, because others will have already done their share of it.
- If you disagree with the direction, make an organized presentation of your position.
- Provide testimonials from people seen as important and prominent.
- If you say you're going to do something, do it.
- List pros and cons to suggestions you make.

Things to avoid to effectively communicate with Susie:

- Don't rush the issues or the decision-making process.
- Don't fail to follow through. If you say you're going to do something, do it.
- Don't be domineering or demanding.
- Don't leave decisions hanging in the air. Be certain all decision-points have reached closure and action-plans are the result.
- Don't leave things up in the air, or to work out by chance.
- Don't threaten with position or power.
- Don't be rude, abrupt, or too fast-paced in your delivery.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

Susie Sample