

THE PLATINUM RULE®

The DISC Platinum Rule®
Behavioral Style Assessment
"Custom Edition for the University of Phoenix"



Personalized Report for: STEVEN LOCHAN

Based upon The Platinum Rule®
Model of Behavioral Styles
By Dr. Tony Alessandra



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INTRODUCTION TO THE PLATINUM RULE®

“DO UNTO OTHERS AS THEY WANT DONE UNTO THEM”

Dear STEVEN,

Congratulations on completing the DISC Platinum Rule® Behavioral Style Assessment. Completing the Assessment could be one of the most important relationship building decisions you will ever make.

With your personalized and comprehensive DISC Platinum Rule® Behavioral Style Assessment, you have the tools to be successful. Your assessment will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

HOW TO USE THIS REPORT

First, read through the entire report. The first part presents your eGraph results. Right after taking your DISC Platinum Rule® Behavioral Style Assessment, you will only see your results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph. This first section of your report will also cover how to read and interpret your eGraph results. It also includes a background section on the classic Johari window concept plus a discussion of your personal “substyle” with brief descriptions of all 16 DISC substyles.

The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no ‘best’ style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are tendencies only for your style group and may or may not specifically apply to you personally.

The third part is to download the DISC eWorkbook by going to <http://www.assessments24x7.com/UOPXDISCWorkbook.pdf>. This section focuses on how to use the DISC concept with others, from how to visually and verbally identify another person’s style to how to adapt your behavior to “connect” with any of the four primary DISC styles. This last section is the all important successful application of this concept in all of your interpersonal relationships.

Study the characteristics of your style and how it relates to others. Practice ‘reading’ the signals others will send you and master it. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?



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During your 30-day observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total DISC Platinum Rule® Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

In professional and personal dealings with people, most of us experience conflicts from time to time. We may not be able to put our fingers on the cause, but something about the interaction is uncomfortable. Then too, there are those times when we first meet someone, and after several minutes feel as if we have known them for many years.

When we “click” like this with people, we often call it chemistry, or say that we get “good vibes” from that person. Our ability to develop and maintain chemistry with many different kinds of people is crucial to professional and personal success.

The Platinum Rule recognizes that people are different, that others may not wish to be treated the same way you do. Patterns that work for you may not work for them. In short, The Platinum Rule allows for individual differences and preferences, and serves as a useful guide for many relationship situations.

When your knowledge of behavioral styles is combined with the application of The Platinum Rule™, you have an invaluable tool for creating better chemistry faster, more of the time, in more of your relationships.

You're encouraged to read through the entire DISC Platinum Rule Report. Study each section to learn, practice, and reinforce your new skills.

You will learn two things:

1. Your Behavioral Style through the eyes of others
2. Your degree of self-awareness

You will know more about your self-awareness because you will be able to compare your Self-Assessment with the Assessments of your observers and see how similar they are.



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PERCEPTIONS... WHAT DO THEY MEAN?

How did your self-perception compare to the observers' perceptions? There are three possible scenarios:

1. Most saw you the same
2. Most saw you differently
3. Some saw you the same while some saw you differently

The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people:

1. Know themselves
2. Know the needs or demands of the situation or relationship
3. Adapt their behaviors to meet those needs

Our behaviors are a very important part of the communication process. Suppose you tell your child he/she is the most important thing in your life and yet you find little time to spend with him/her. Or you tell your boss that you love your job and yet you are always late.

The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been a strain.

If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain by downloading the DISC eWorkbook at <http://www.assessments24x7.com/UOPXDISCWorkbook.pdf>.

So, before diving in, let's briefly review the four DISC Primary Styles.



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BEHAVIORAL STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. The **Platinum Rule**® focuses on patterns of external, observable behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to ‘read’ people. This model is simple, practical, and easy to remember and use.

As you read the descriptions of each style below, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or at school... what style do their behavioral tendencies reflect? The following descriptions and adaptability guidelines will help you get on the same wavelength with each of the four styles.

Keep in mind that no one style is better than another. Each has its’ own strengths and weaknesses. Remember, however, strengths pushed to extremes can also become weaknesses. Here’s a quick overview of the four behavioral styles and a brief description of how extreme behaviors may be perceived by others.



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Here are the four DISC Platinum Rule primary behavioral styles:

The Dominance Style (D Style): The Dominance Styles are driven by two governing needs: the need to control and the need to achieve.

The D Styles are goal-oriented go-getters who are most comfortable when they are in charge of people and situations. They want to accomplish many things now, so they focus on no-nonsense approaches to bottom-line results.

The Dominance Styles seek expedience and are not afraid to bend the rules. They figure it is easier to beg forgiveness than to ask permission.

The D Styles accept challenges, take authority, and plunge headfirst into solving problems. They take charge in a crisis. They are fast-paced, task-oriented, and work quickly and impressively by themselves, which means they become annoyed with delays. They are willing to challenge outdated thinking and ideas.

The Interactive Style (I Style): The Interactive Styles are friendly, enthusiastic "party-animals" who like to be where the action is. They thrive on the admiration, acknowledgment, and compliments that come with being in the limelight.

The I Styles just want to have fun. They are more relationship-oriented than task-oriented. They would rather "schmooze" with clients over lunch than work in the office.

The Interactive Style's strengths are enthusiasm, charm, persuasiveness, and warmth. They are gifted in people skills and communication skills with individuals as well as groups. They are great influencers. They are idea-people and dreamers who excel at getting others excited about their vision. They are optimists with an abundance of charisma.

These qualities help them influence people and build alliances to accomplish their goals.



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The Steadiness Style (S Style): The Steadiness Styles are warm, supportive, and nurturing individuals. They are the most people-oriented of the four styles.

The S Styles are excellent listeners, devoted friends, and loyal employees. Their relaxed disposition makes them approachable and warm. They develop strong networks of people who are willing to be mutually supportive and reliable.

The S Styles are excellent team players. The Steadiness Styles are risk-averse. In fact, they may tolerate unpleasant environments rather than risk change. They like the status quo and become distressed when disruptions are severe.

When the Steadiness Styles are faced with change, they need to think it through, plan, and accept it into their world. The Steadiness Styles, more than the other behavioral types, strive to maintain personal composure, stability, and balance.

In the office, the Steadiness Styles are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through. Steadiness Styles go along with others even when they do not agree because they do not want to rock the boat.

The Steadiness Styles are slow decision-makers because of their need for security, their need to avoid risk, and their desire to include others in the decision-making process.

The Cautious Style (C Style): The Cautious Styles are analytical, persistent, systematic people who enjoy problem solving. They are detail-oriented, which makes them more concerned with content than style.

The C Styles are task-oriented people who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions and may become uncomfortable around people who are very out-going, e.g., the Interactive Styles.

In the office, the Cautious Styles work at a slow pace, allowing them to double-check their work. They tend to see the serious, complex side of situations, but their intelligence and ability to see different points of view endow them with quick and unique senses of humor.

The Cautious Styles have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism – taken to an extreme – can cause “paralysis by over-analysis.” The C Styles are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action.

The Cautious Styles become irritated by surprises and glitches, hence their cautious decision-making. The C Styles are also skeptical, so they like to see promises in writing.

The Cautious Styles’ strengths include an eye for detail and accuracy, dependability, independence, persistence, follow-through, and organization. They are good listeners and ask a lot of questions; however, they run the risk of missing the forest for the trees.



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We generally develop our behavioral style in our childhood. It is the result of some possible genetic predisposition and our early life experiences. Everyone has a primary style that we tend to use most of the time. Although each of us has his or her own primary style, only a small percentage of the total population can be understood clearly by just these four primary styles. Each primary style also contains four substyles. We all use some of the behaviors of the other styles in our daily work, social, or family lives to some greater or lesser degree.

ADAPTABILITY

This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it ‘social intelligence.’

There’s been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. It’s essential that we become aware of our natural tendencies – and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas don’t change, but you can change the way you present those ideas. And the best part of it is – people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!

A study was done at the famous Bell Labs think tank near Princeton, New Jersey. They surveyed teams of electrical engineers. They were asked to name the most valued and productive engineers on the teams. Surprisingly, those who were named were not the people with the highest IQs, or the highest academic credentials or the best scores on achievement tests. The most valued team members were the people whose social intelligence, or adaptability, was highest.

HERE IS THE VALUE OF ADAPTABILITY...

It can’t be overstated. It’s a linchpin of **The Platinum Rule®** and the key to building successful relationships of all kinds. Adaptable people realize there is a difference between their self (who they are) and their behavior (how they choose to act). Adaptable people consciously decide whether and how to respond to a person, a situation, or an event.



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Less adaptable people, on the other hand, respond in a more habitual manner, regardless of whether the response is likely to be appropriate or effective. But even if you are a person who's been wedded to your own ways of thinking and doing for a very long time, there is hope.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.

Whether someone is male or female, young or old, part of a Western culture or some other, our behavioral style is often evident. Let's face it, we may all be created equal, but we surely do not all act the same. And we don't all want to be treated the same. What may be a good response or reaction toward one person may be all wrong for the very next.

Now, it's true, we don't always act the same. You might behave differently with your best friend than with your boss. You don't act at a cocktail party as you do at church. While your style may have its own particular twist, like a song that's interpreted differently by various artists, it's still clearly one of the four basic styles. You're constantly sending out signals revealing that style, through the words you choose, body language, the speed and rhythm of your speech, how you dress, how your space is organized, how fast you walk.

Imagine the benefits of understanding how to treat people the way they want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in ...**platinum!**

THE ULTIMATE GOAL OF THE PLATINUM RULE...

is personal chemistry and productive relationships. You do not have to change your personality. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

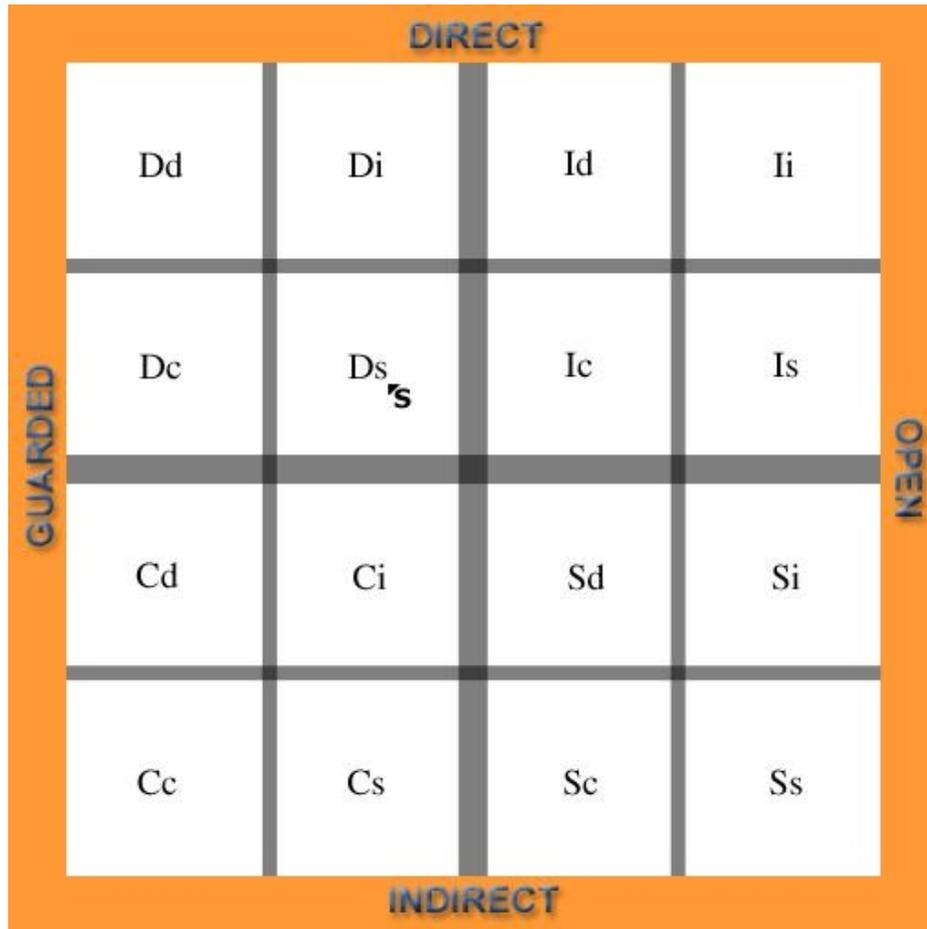
These are powerful life-skills that will serve you well in all your relationships: business, friends, school, spouse, and children. Improved relationships create infinite possibilities.

Remember, at the introduction to your DISC Platinum Rule™ Behavioral Style Self-Assessment Report, I reminded you that you can't expect to change a lifetime's habit patterns overnight. But you can begin to change, if you are committed. Your investment of time and resources into this assessment shows that you are on the right track.



EGRAPH RESULTS

for STEVEN LOCHAN



SYMBOL	DESCRIPTION
◻ _S	Self-assessment
■	Observers who know you in this setting: School Associate
◻ _A	Average of Observers in this setting: School Associate (will only display if more than 3 observers)
▲	Observers who know you in this setting: Business Associate
◻ _B	Average of Observers in this setting: Business Associate (will only display if more than 3 observers)



HOW TO READ AND INTERPRET YOUR eGRAPH

Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring with The DISC Platinum Rule Behavioral Style Assessment are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure here.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the 30 day Observer period, it may change from time to time. At the end of the 30 days, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

INTERPRETING YOUR eGRAPH

Research indicates that the people who are closest to you – either in a school or business setting- are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, first we will look at the plots of observers who know you in a business setting and ask some questions to help you interpret the results. Then we will look at the plots of those who responded as they know you in a school setting. Finally, we will look at the combination eGraph.



INTERPRETING OBSERVER RESPONSES

School Associate

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from School Associate observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly direct behaviors (Above: Dominance Style and Interactive Style) or mostly indirect behaviors (Below: Steadiness Style and Cautious Style)?
5. Choose one situation or relationship to vary the level of directness to more closely match the situation or the other person's needs in a School Associate setting and record what you varied and the response you got.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly open behaviors (Right: Interactive Style and Steadiness Style) or mostly guarded behaviors (Left: Dominance Style and Cautious Style)?
7. Choose one situation or relationship to vary the level of openness to more closely match the situation or the other person's needs in a School Associate setting and record what you varied and the response you got.
8. Choose one School Associate relationship you would like to improve. Determine the other person's style. Choose one simple thing you can modify in your behavior to elicit a different, more positive response.



INTERPRETING OBSERVER RESPONSES

Business Associate

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Business Associate observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. 1. Do most of your plots fall above or below the center horizontal line indicating that you use mostly direct behaviors (Above: Dominance Style and Interactive Style) or mostly indirect behaviors (Below: Steadiness Style and Cautious Style)?
5. Choose one situation or relationship to vary the level of directness to more closely match the situation or the other person's needs in a Business Associate setting and record what you varied and the response you got.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly open behaviors (Right: Interactive Style and Steadiness Style) or mostly guarded behaviors (Left: Dominance Style and Cautious Style)?
7. Choose one situation or relationship to vary the level of openness to more closely match the situation or the other person's needs in a Business Associate setting and record what you varied and the response you got.
8. Choose one Business Associate relationship you would like to improve. Determine the other person's style. Choose one simple thing you can modify in your behavior to elicit a different, more positive response.



INTERPRETING THE ENTIRE COMPOSITE EGRAPH

Let's take a look at your composite eGraph representing School Associate and Business Associate observer responses. Refer to a copy of your eGraph on page 8.

1. Were you surprised by the results? If so, how?

2. Are the School Associate and Business Associate observer responses similar or different? What does this mean to you?

3. Were the observer responses similar or different from your self-assessment? What does this mean to you?



A SNAPSHOT OF YOUR SUBSTYLE

The Producer (Ds)

You are predominantly a *Dominance Style*.

We break each main Style down into four Substyles. Yours is the **Ds**, which we like to call **The Producer**. **The Producer** is LESS guarded and LESS direct than most other Dominance styles. Below is a snapshot of **The Producer** Substyle... as such, it's a closer look at *you!*

The primary goal that motivates you is accomplishing bigger and better goals according to an internal timetable.

You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

YOUR TENDENCIES INCLUDE

- Disliking being told what to do, or when or how to do something
- Being reluctant to change what you think or how you feel
- Delegating tasks only if absolutely necessary
- Acting competitively, especially when pushing yourself to new levels or in new directions
- Making sure that production is completed on schedule
- Depending on plans for action and follow-up routines
- Becoming tenacious and focused when under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You're so highly focused that you can benefit by broadening your perspective. Learn to be effective outside your comfort zone by considering different points of view and other ways to achieve goals. Because you're often too "either-or" in your decision-making, practicing flexibility would help you solve problems more creatively.

With People:

Show confidence in others by delegating and giving people tasks that will be fulfilling for them. You also can benefit by creating more free time and space in your life as well as generally appreciating and tolerating differences among people.

PERSONAL EMPOWERMENT POINTERS

- Ask others to share their ideas on how to accomplish tasks and on how to satisfy their expectations and yours.
- When making or implementing decisions, check with at least three to five other knowledgeable people to see if there's a consensus. If you don't find a pattern, widen the search.
- Be more genuinely open with others by revealing your real feelings and addressing theirs.



DESCRIPTIONS OF THE 16 SUBSTYLES

SUBSTYLES OF DOMINANCE STYLES

The goal that motivates **The Director** (or **Dd**) is new opportunities. You are less concerned about what other people think than many other styles; therefore, you are willing to speak your mind and to take more risks. You often question authority and prefer to arrive at your own conclusions based on the facts at hand. Rather than deal with limitations such as the status quo, you tend to ignore them or deal with them and their consequences later, if at all.

The goal that motivates **The Adventurer** (or **Di**) is dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results-oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favorably about yourself. You do not mind confrontation and are willing to challenge others.

The goal that motivates **The Producer** (or **Ds**) is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

The goal that motivates **The Pioneer** (or **Dc**) is being in a position to direct and redirect task accomplishments. You tend to focus more on the future than on either the present or the past. You are driven by a quest for unique accomplishments and you avoid boredom. Although you are cautious and calculating, your ability to think quickly enables you to act quickly when the situation requires it. As an agent of change, you do not like to leave things as you found them.

SUBSTYLES OF INTERACTIVE STYLES

The goal that motivates **The Socializer** (or **li**) is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.

The goal that motivates **The Helper** (or **ls**) is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

The goal that motivates **The Impresser** (or **lc**) is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

The goal that motivates **The Enthusiast** (or **ld**) is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh.



DESCRIPTIONS OF THE 16 SUBSTYLES

SUBSTYLES OF STEADINESS STYLES

The goal that motivates **The Relater** (or **Ss**) is personal stability. Any change or risk that might jeopardize relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and non-competitive.

The goal that motivates **The Specialist** (or **Sc**) is to specialize: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists complement you; you each take on the tasks that the other dislikes.

The goal that motivates **The Go-Getter** (or **Sd**) is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates **The Harmonizer** (or **Si**) is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.

SUBSTYLES OF CAUTIOUS STYLES

The goal that motivates **The Thinker** (or **Cc**) is the desire to be correct. Your life style reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious thinker, you are more inclined to identify a spectrum of interests and behaviors than people of other types. With a natural talent for methodical and deliberate decision making, you emphasize precise understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates **The Master-Minder** (or **Cd**) is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea-generator and developer, you have little interest in dealing with implementation details.

The goal that motivates **The Assessor** (or **Ci**) is accomplishing goals with excellence. As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of "Assessor" is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree

The goal that motivates **The Perfecter** (or **Cs**) is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organizations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement.



PART II - AN OVERVIEW OF YOUR PRIMARY BEHAVIORAL STYLE

Dominance styles are fast-paced and goal-focused. They are also guarded and direct. They exhibit firmness in their relationships with others, are oriented toward productivity and goals, and are concerned with bottom line results.

Dominance styles accept challenges, take authority, and go head first into solving problems. They tend to exhibit great administrative and operational skills and work quickly and impressively by themselves. They tend to come on cool, independent and competitive with others, especially in a business environment. Dominance styles try to shape their environment to overcome obstacles en route to their accomplishments. They demand maximum freedom to manage themselves and others, and use their leadership skills to become a winner.

Closely allied to their positive traits are the negative ones of stubbornness, impatience and toughness. Dominance styles tend to take control of other people and can have a low tolerance for the feelings, attitudes and inadequacies of co-workers and subordinates. They like to move at a fast pace and are impatient with delays. It is not unusual for a Dominance style to call someone on the phone and, without saying hello, launch right into conversation, "You've got to be kidding; the shipment from Hong Kong will kill us... by the way, this is Jack." When other people cannot keep up with their speed, Dominance styles may view them as incompetent.

Their motto might be: "I want it done right and I want it done now!" or "I want it done yesterday!" Dominance styles get things done and make things happen. They are like jugglers who like to do many things at the same time. They start juggling three things at once and when they feel comfortable with those three things, they pick up a fourth. They keep adding more until the pressure builds to the point where they let everything drop, then immediately start the whole process over again. Their theme seems to be, "Notice my accomplishments." Their high achievement motivation gives them a tendency toward workaholism.

Their primary strengths are their ability to get things done and their leadership and decision-making abilities. Their weaknesses tend to be inflexibility, impatience, poor listening habits and failure to take time to "smell the flowers." In fact, Dominance styles may be so competitive, when they do finally go out to "smell the flowers," they return and say to others, "I smelled 12 today. How many did you smell?"

Their ideal occupation might be a president or CEO, an entrepreneur, owner of their own company, an executive or manager, a general contractor, politician, police officer or military officer. In a business environment, Dominance styles like others to be decisive, efficient, receptive and intelligent. In a social environment, Dominance styles want others to be quick, assertive and witty.

Their desk will be busy with paperwork, projects, and materials separated into piles. The office is decorated to suggest power. Dominance styles are formal and keep their distance physically and psychologically.

Their office may be arranged so that seating is formal; that is, face-to-face with a big power desk separating them from their visitors. Dominance styles do not appreciate people talking three inches from their nose, so becoming your friend is not a prerequisite to doing business with you.

To achieve more balance, Dominance styles need to practice active listening, pace themselves to project a more relaxed image, and develop patience, humility and sensitivity. They need to show a concern for others, use more caution, verbalize the reasons for their conclusions and participate more as team players.



PART II - AN OVERVIEW OF YOUR PRIMARY BEHAVIORAL STYLE

DOMINANCE STYLES' MOTIVATORS

Situations in which Dominance styles can flex their personal power may charge them up. They like to be in charge. They probably are driven to be the "top-dog" and may measure their sense of personal worth by the magnitude of their accomplishments.

Dominance styles may project an "I can do it myself and don't need anyone else" attitude. They tend to view life as a battlefield in which the "survival of the fittest" rules. Sometimes Dominance styles may take what they need or want rather than wait for others to provide for them. They generally prefer situations in which they can act independently and explore their interests on their own terms. Their theme song could well be, "I Did It My Way" sung, of course, by Frank Sinatra.

Dominance styles, like people of all behavior patterns, have a unique source of apprehension that may not be obvious to observers. Their greatest fear tends to be loss of control or the inability to exert it. They may suspect that others will take advantage of them or interfere with their desired results. Therefore, Dominance styles may be guarded around people who threaten their need for control. They naturally avoid appearing to be an "easy mark" or a "soft touch." Instead, Dominance styles generally project a tough, thick-skinned image. When pushed, Dominance styles may react aggressively.

Dominance styles may be pioneers who like to venture into newer and bigger ventures. They are more risk-oriented than most. Their ability to focus and muster incredible self-discipline may make Dominance styles innovative entrepreneurs. They are persistent, strong-willed individuals who may become even more tenacious and over-powering when faced with obstacles that block their way. They have a practical, bottom-line approach that focuses on efficiency and decisiveness. They tend to be deductive decision-makers who focus first on the big picture, then turn to the key details required for implementation.

Dominance styles tend to be take-charge people who are highly competitive. They often project an air of confidence that may provide people with encouragement and faith. Their vision, ability to make things happen, and possible charisma make Dominance styles ideal leaders.

DOMINANCE STYLES' GROWTH OPPORTUNITIES

When Dominance styles become distressed, they may stop listening and become dictatorial. This over-reaction reveals their tendency to take control by forcing action. Other people may view this behavior as impatience.

Dominance styles may try to influence people and organizations through their personal power, rather than with a more systematic and orderly approach to task-management or business development. They do not like routines and generally resent being bogged down by details. Therefore, Dominance styles tend to be excellent delegators. Sometimes, however, they may over-delegate to people. This can lead to performance difficulties.

Dominance styles can increase their effectiveness with people by reigning in their need to control. Self-control will help Dominance styles appear strong, sensible, and reasonable rather than demanding, argumentative, or stubborn. Their tendency to talk tough and be very direct can intimidate people and shut down communications and cooperation. In addition, their lack of tolerance for inefficiency and low performance can be counter-productive. They need to realize that performance is improved by providing positive redirection and support for everyone's efforts and progressive improvements.

Dominance styles may be natural commanders; however, they need to develop the attitudes and behaviors that will help them become effective coaches and counselors. For example, they may not like to take the time to explain how something is done or to listen to people's feelings and problems. This is a personal "blind spot" that needs more attention and flexibility. Much of the self-limiting elements in their make-up involve their over-emphasis on the external world. They need to pay more attention to their inner world. This will increase their awareness and commitment to their purpose or mission in life and clarify what they truly value.



A SUMMARY OF THE DOMINANCE STYLE

IN A NUTSHELL:

- Dominance styles are fast-paced and goal-focused
- They styles are decisive in their actions and decisions
- They styles like control, dislike inaction
- They styles prefer maximum freedom to manage themselves and others
- They styles are cool, independent, and competitive
- They styles have a low tolerance for feelings, attitudes, and advice of others
- They styles work quickly and impressively alone
- They styles take initiative
- They styles have good administrative skills

STRENGTHS:	High energy Leadership Administration Juggling
WEAKNESSES:	Impatience Insensitive to others May take yourself too seriously Poor listener
PACE:	Fast/Decisive
GOALS:	Productivity Results Control
FEARS:	Being hustled Losing control Being "soft"
MOTIVATORS:	Winning Challenges New opportunities
IRRITATIONS:	Indecision Inefficiency
UNDER STRESS:	Become dictatorial
DECISIONS ARE:	Decisive
FOCUS:	Goals
WORKPLACE:	Efficient Busy
GAINS SECURITY THROUGH:	Control Leadership



ON THE JOB

THE DOMINANCE STYLE'S TYPICAL BUSINESS CHARACTERISTICS

- Prefer time frames
- Seek personal control
- Get to the point
- Strive to feel important and be noteworthy in their job
- Demonstrate persistence and single-mindedness to reach a goal
- Express high ego strength
- Prefer to downplay feelings and relationships
- Focus on task actions that lead to achieving tangible outcomes
- Implement changes in the workplace
- Tend to freely delegate duties, enabling them to take on more projects

THE DOMINANCE STYLE'S PREFERRED BUSINESS SITUATIONS

- Like to call the shots and tell others what to do
- Like challenging workloads which fuel their energy levels
- Tend to personally oversee, or at least know about, their employees' or co-workers' business activities
- Like to say what is on their mind without being concerned about hurting anybody's feelings
- Enjoy taking risks and being involved in changes
- Prefer to interpret the *rules* and answer only to themselves
- Interested in the answers to *what* questions, not *how* ones
- Like to see a logical road toward increasing and ongoing advancement, since *bigger is better*

SUGGESTIONS FOR DOMINANCE STYLES TO BE MORE EFFECTIVE AT WORK

- Take time to negotiate and clarify time frames with associates in order to avoid misunderstanding and disappointment
- Recognize and acknowledge the feelings of others... remember that many people are unable to check their feelings and personal problems at the door when they enter the workplace
- Accept the fact that you will not prevail on every issue that comes up... choose your battles wisely and, when appropriate, concede graciously
- Acknowledge that your success is often dependent upon the work of others... be sure to acknowledge their contributions and thank them frequently
- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way



BEHAVIOR AND NEEDS UNDER STRESS

Under stress, Dominance styles have a tendency to dictate.

An example of a typical response to a stressful situation from Dominance styles might be:
“If you can’t stand the heat, get out of the kitchen.”

UNDER STRESS DOMINANCE STYLES MAY APPEAR:

- Restless
- Critical
- Blunt
- Intrusive
- Uncooperative
- Irritable
- Aggressive
- Pushy

UNDER STRESS DOMINANCE STYLES NEED:

- Control of the situation and yourself
- Tangible evidence of progress
- A fast pace for moving toward goals
- Accomplishments



HOW TO REDUCE CONFLICT

DOMINANCE STYLES' TYPICAL BEHAVIOR IN CONFLICT

- Dominance styles are quite comfortable with conflict, aggression and anger. Many times they may not realize the impact their behavior has on others. In other instances, however, they may consciously choose anger and aggression as a tactical weapon. In any case, they are likely to increase the level of aggression.
- Their anger is directed at the situation and the lack of desired results, not at anyone, personally. However, their outbursts and behaviors may appear to be a personal attack. They tend to react quickly and often may fail to choose their words appropriately.
- Dominance styles generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Since Dominance styles tend to focus on their own results, they may tend to become autocratic in order to get their way.
- Their passion to win may result in win/lose situations, making it difficult for others to work with them.

STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with their desired results.
- Dominance styles need to take time to express their ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying their message up front will result in more efficient operations later.
- Avoid creating controversy or “stirring up the pot” just to keep things interesting. This may increase their own energy for the task; however it is likely to have a serious negative effect on many others.
- Dominance styles need to include all the people involved with a project in their decision-making process. Ask for their input on a regular basis and take it into consideration. Dominance styles can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Be sure to share the reasoning behind decisions. Failure to do so makes them seem arbitrary. When using someone’s suggestion, acknowledge that person.



ACTION PLANS...

Behavioral adaptability is the key to success with different styles. It can be defined as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship. It involves making adjustments to your methods of communicating and behaving based on the particular needs of the relationship at a particular time. Adaptable people make the choice to go beyond their own comfort zone so others also feel more comfortable.

On the next few pages are action plans to give Dominance Styles suggestions on how to adapt their behavior, as well as ideas for others to help them be more adaptable. It will give them clues to understand the Dominance style's behavioral tendencies.

To make the most effective use of these assessments and action plans, have all those you interact with complete an observer response form on how they see you, as well as an assessment on themselves. Then set aside some time to discuss strategies you each can use in adapting your behaviors to create greater ease and less conflict in the relationships.

Dominance Style...	Dealing With Dominance Styles...
- Are concerned with being #1	- Show them how to win, new opportunities
- Think logically	- Display reasoning
- Want facts and highlights	- Provide concise data
- Strive for results	- Agree on goals and boundaries, then support or get out of their way
- Like personal choices	- Allow them to "do their thing," within limits
- Like changes	- Vary routines
- Prefer to delegate	- Look for opportunities to modify their workload focus
- Want others to notice accomplishments	- Compliment them on what they have done
- Need to be in charge	- Let them take the lead but give them parameters
- Have a tendency towards conflict	- If necessary, argue with conviction



ACTION PLAN ON THE JOB

For Dominance Styles:

- Allow others to do things without excessive or untimely interference
- Participate in the group without expecting always to be in command
- Modify the tendency to give orders to others
- Enlist others' input and support through participative, collaborative actions
- Give others credit when they deserve it
- Praise people for jobs well done
- Let colleagues and employees know that you realize it's only natural that you and others will make mistakes
- Give some authority along with the responsibility when delegating

For Others Working with Dominance styles:

- Support their goals and objectives, when possible
- Keep the relationship businesslike
- Use facts – not personal feelings – if you disagree
- Be precise and well organized
- Provide alternative actions with brief supporting analysis
- Get to the point quickly
- Stress competitive results and growth opportunities

NOTE: To be more effective, have other people you work with take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying working relationships.



DISC PLATINUM RULE RESOURCES & REFERENCES

FREE RESOURCES

The DISC eWorkbook - Discover which style seeks power and which one wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. Use the DISC eWorkbook to put yourself and your projects in the best position to win.

Download at <http://www.assessments24x7.com/UOPXDISCWorkbook.pdf>

The PeopleSmart in Business eBook - Discover who seeks recognition and who wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. You'll be able to reach the unreachable. When a job needs to be done, pick the right person for the job. And put yourself and your projects in the best position to win.

Download at <http://www.assessments24x7.com/PSEBook.pdf>

DISC Relationship Strategies 68min YouTube Video

http://www.youtube.com/watch?v=E4NzSq_tOpl

ADDITIONAL DISC RESOURCES

- DISC Online Virtual Training System - <http://www.drtonyvirtualtraining.com>
- Other DISC Products - <http://www.alessandra.com/tadisc.asp>

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