



The DISC Index

WHAT

WHY

HOW

Morten Holck

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This Innermetrix Disc Index 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.

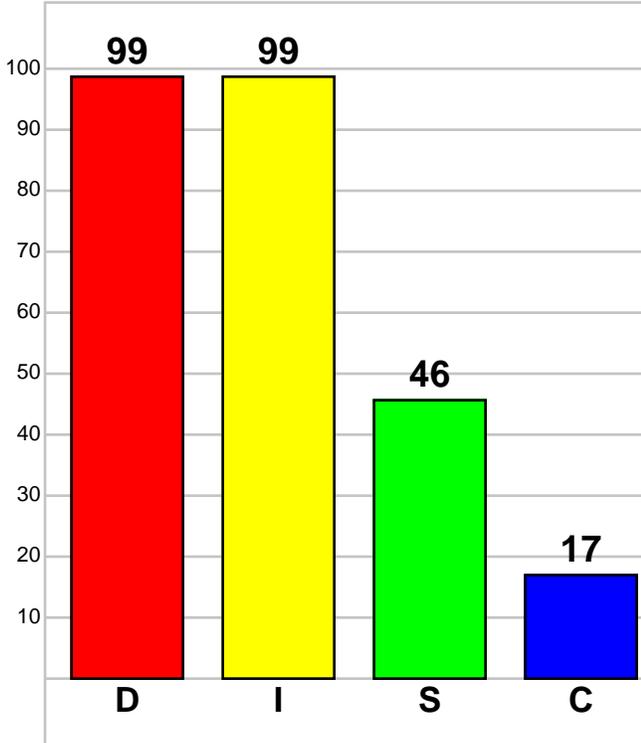
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Natural and Adaptive Styles Comparison

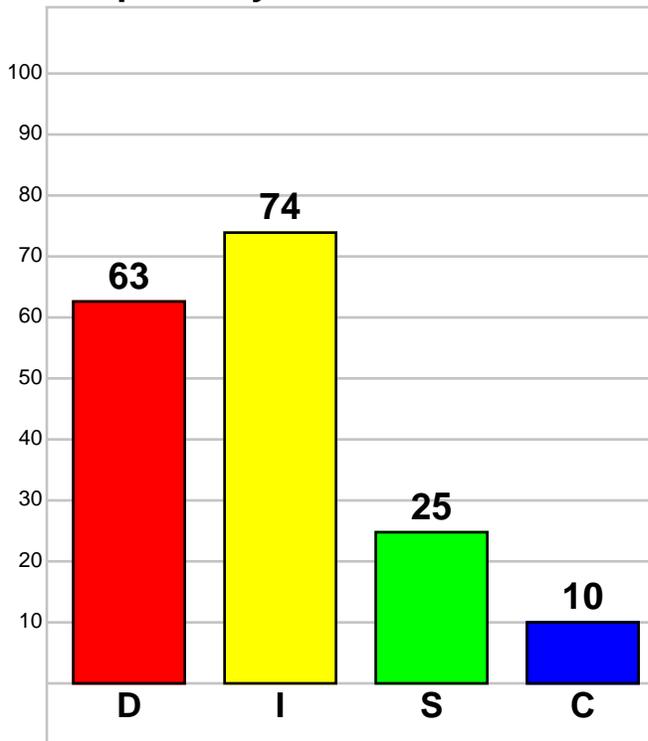
Natural Style



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 adopt to this style for too long you may become stressed and less effective.

Adaptive Style



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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 makes 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 Unobtrusive	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant
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:

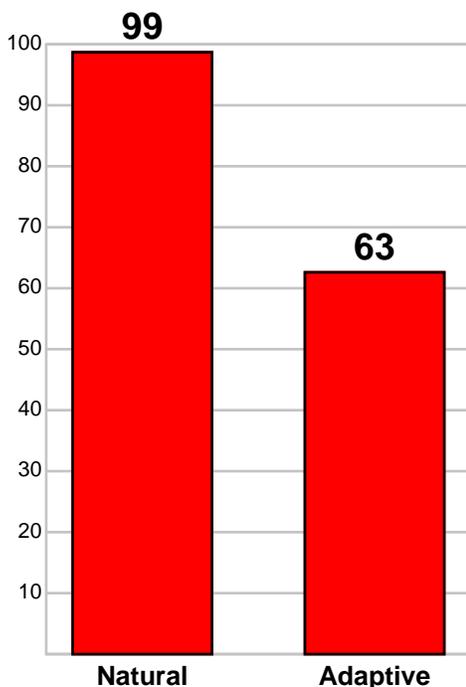
Higher D —

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.

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

- You love a good challenge, seek freedom, and look for a lot of variety.
- When stressed, you can become somewhat of a selective listener, hearing only what you want to hear.
- You are direct in your communications, no ambiguities.
- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).
- The more difficult the challenge, the more motivated you seem to become.
- You are practical - all about the business and getting results quickly without fluff or delay.

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:

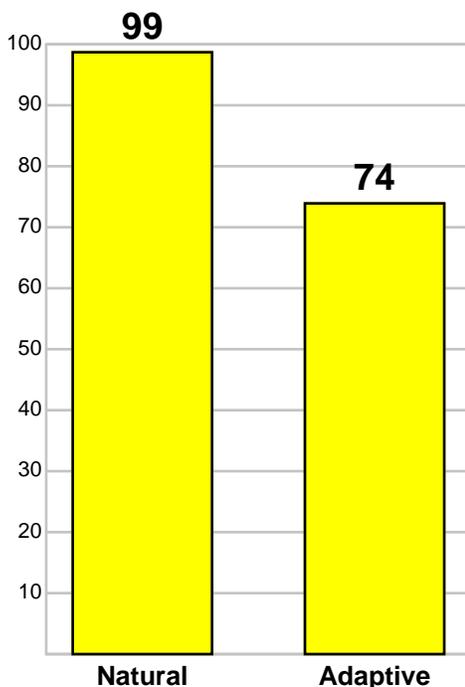
Higher I —

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.

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

- You express or talk about your emotions openly on the up-side or down-side.
- You seek freedom of speech and the ability to express ideas and opinions openly.
- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.
- You really like meeting new people and easily interact. No one is a stranger.
- You suffer from a fair amount of procrastination when it comes to tasks that require you to work with too many details all by yourself.

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:

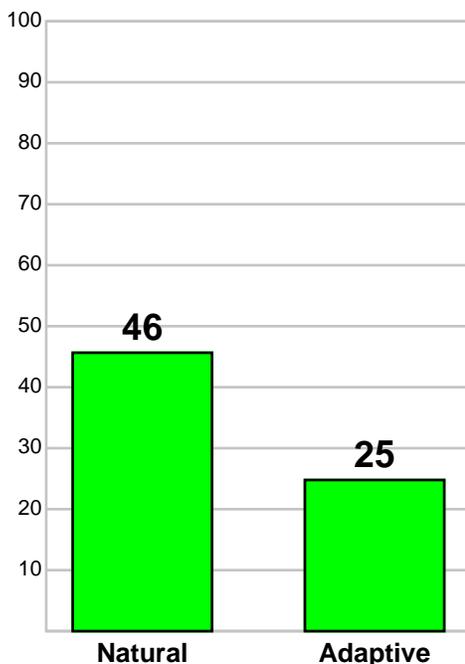
Higher S —

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.

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

- You like being mobile and on the go, but you like a home base to return to from time to time.
- You appreciate the need of others to have more freedom and less structure.
- Change is fine with you as long as it is needed.
- You are flexible enough to deal with change openly and without fear.
- You work well in a variety of environments and on a wide selection or projects or tasks.
- You are comfortable acting alone to determine the best course of action.

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:

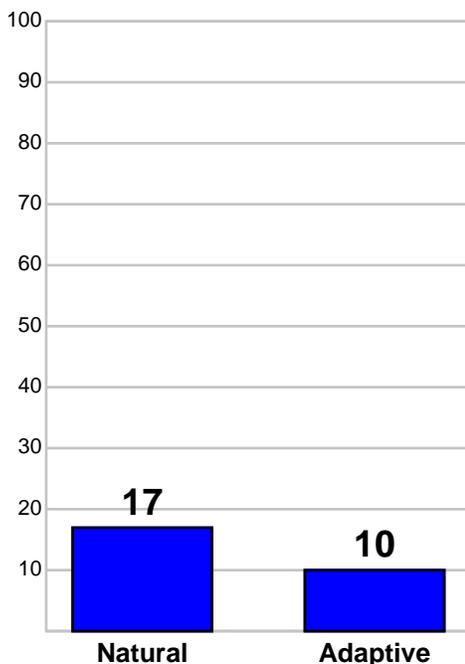
Higher C —

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.

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

- You like an environment that provides maximum independence and individual control.
- You may be perceived as a bit of a rule-breaker by some.
- You are open to creating and trying new ideas and procedures whether they're needed or not.
- To you, the "right way" to do things is the way you are doing them right now.
- You tend to have a great deal of conviction that your direction is correct. You may even become stubborn about it.
- You prefer varied activities, never a dull moment, and will stir the pot to create change.

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:

- All plotting points in the score pattern indicate a very active agent who makes things happen and doesn't wait for things to happen.
- Projects emotional strength and a leadership power in working with others.
- High level of decisiveness, coupled with high influencing skills. The Higher D and I traits are nearly tied.
- Able to think quickly on your feet.
- Poised, confident, and very articulate in front of large or small groups.
- The Lower S traits provide a high sense of urgency to get things done... now.
- Able to direct the actions of others on the team using both a charming influence and a firm delegation of tasks and responsibilities.
- Will react, adjust, and modify behavior in a variety of situations.

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:

- You appreciate others who show a high degree of flexibility and spontaneity with organizational projects.
- Can move the team or organization toward your own goals with great skill.
- When pressured on the job, you may become more persuadable and less firm in opinions.
- Motivated to bring a high sense of enthusiasm to projects and ideas.
- Able to maintain a positive public image through a variety of assignments.
- May fear limitations or restrictions on your flexibility or spontaneity.
- You show a high interest level in working with others, and you make friends easily on and off the job.
- Able to handle assignments of authority with confidence and obtains the respect of others in the organization.

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:

- Freedom from repetitive tasks, routine, or details.
- Watching how you express strong emotions.
- Opportunity for rapid learning, a broad scope of responsibilities and advancement.
- Opportunities for involvement with a wide variety of people both internal and external.
- Resisting, a little, your tendency to exceed your limits of authority, or work outside the established policies or rules.
- Greater focus on the immediate work tasks and less on socializing at times.
- Being a little more aware of your impact on other people, especially in pressure situations.
- Remembering that not everyone shares your high sense of urgency.

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:

- Power, authority, and control to make decisions to achieve successful results.
- Social recognition for success on a project or achieving a goal.
- Opportunity for advancement and career expansion.
- The organization to use your skills to lead, persuade, and delegate responsibility.
- A democratic environment with a free exchange of ideas.
- To be free from supervision of your activity, and constraints on your ideas.
- Freedom of speech and people to listen.
- A variety of activities involving people, both on the job and off.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. 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:

- Able to set high goals, then works hard with people to achieve those goals.
- Able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- Response pattern indicates a strong tendency to work toward making things happen rather than waiting for things to happen.
- Initiates new ideas and promotes them by energizing others.
- Works in an assertive and aggressive manner for the goals, the team, and the organization at large.
- Able to juggle many projects and activities simultaneously and have a keen awareness of the status of each.
- Very skilled at verbal expression. Can deliver the same message using a persuasive style or an authoritative style with equal confidence.
- Excellent in presentations to large or small groups. You bring a poised, confident, and engaging message to any audience.

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:

- Freedom from controls, details, and minutia.
- Freedom of speech and self-expression.
- Wide scope of involvement with a variety of people.
- Ability to see rapid results from your efforts.
- Challenging assignments.
- Public recognition of accomplishments.
- Flexible environment, able to support changes and spontaneity.
- Opportunity to be heard on a variety of issues.

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:

- Be somewhat intimidating to others due to your aggressiveness and dominance.
- Lose interest in the project or initiative once the challenge is gone and it has become more of a routine.
- Not be sensitive enough to others needs.
- Sometimes overuse an "ends justify the means" perspective.
- Become impatient, especially with slower-moving or slower-thinking people.
- Lack some follow-through with details or loose ends.
- Set expectations for yourself and others that are overly ambitious or unrealistic.
- Easily become restless and impatient with overly complex processes or slow-moving work.

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 being taught and learning.

How you prefer to share knowledge or teach:

- You connect learning to your own examples, self.
- You are quick to anger and respond when frustrated by those you're teaching.
- You can expect others to be responsible for their own learning and professional development.
- You are more likely to instruct, then facilitate learning.
- You tend to expect those you teach to move as quickly as you do, and not get stuck in any minutia.
- You can intimidate those you teach, or come across too forcefully.
- You don't like to teach on the same topic too much.

How you prefer to receive knowledge or learn:

- Like factual data and hands-on experiences.
- Prefer learning with groups, but can work independently when necessary.
- Prefer the concrete rather than the abstract.
- Seek practicality and results.
- Like self-discovery and trial and error methods occasionally.
- Want to know how the learning will apply in real-time situations.
- Respond to extrinsic motivation such as praise and encouragement.

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 Morten:

- Provide options for you to express your opinions and make some of the decisions.
- Motivate and persuade by referring to objectives and expected results.
- Ask 'what' oriented questions that close the issue or topics.
- Be clear in your explanations.
- Be certain to emphasize next action-steps.
- When disagreeing, take issue with the methods or procedures, not with the person.
- Join in with some name-dropping, talk positively about people and their goals.

Things to avoid to effectively communicate with Morten:

- Don't make decisions for anyone.
- Don't be short-tempered, cold, or tight-lipped.
- Avoid making guarantees and assurances when there is a risk in meeting them.
- Don't forget or lose things necessary for the meeting or project.
- Don't 'dream' too much with the team or you'll lose time.
- When disagreeing, don't let it reflect on anyone personally.
- Avoid getting bogged down in facts, figures, or abstractions.

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)

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