



The DISC Map™

Your Energy Index

Navigating Performance, Getting Results.

Report For:

Jack Sanborn

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Training and Consulting Firm
Focusing on ROP...Return on People
info@ParagonResources.com
www.ParagonResources.com
770.319.0310

INTRODUCTION to the DISC Model

As human beings travel through life, they all have an internal compass that either consciously or subconsciously guides their actions based upon their unique behavioral style. The DISC Map™ is designed to assist individuals in navigating the peaks and valleys of their own decisions, feelings, and interactions with others. Research shows that highly successful people tend to have a higher level of self-awareness; with higher self-awareness, people tend to feel a greater sense of control over their lives. Self-awareness can also drive an interest in understanding others, especially people who are different from themselves. Through self-knowledge, people can engage in actions that will usually lead to more positive outcomes. Some of the questions The DISC Map™ will address are:

- From a behavioral viewpoint, how far do you usually travel between your natural and work tendencies?
- What are situations that can cause you stress or conflict?
- If you experience stress, what can you do to recharge your batteries?
- How can you more effectively interact with your co-workers, family, and/or friends?

The DISC Map™ is a representation of the research of Dr. William Moulton Marston. In 1928, Dr. Marston, a Harvard Professor, validated individual differences among people and created the concept of Dominance, Inducement, Submission, and Compliance. Each of these was tied to one of the four uniquely distinct human emotions. Subsequently, his research was presented in his book, *The Emotions of Normal People*. This internationally recognized work has served as the basis for 95% of all four-factor, behavioral model assessments in the marketplace today.

For the purposes of increased clarity of these four distinct behaviors, we have defined them as:

- **DOMINANCE:** How a person handles problems and challenges.
- **INFLUENCE:** How a person handles interaction with people.
- **STEADINESS:** How a person handles the pace of the environment and change.
- **COMPLIANCE:** How a person handles standards and procedures set by others.

These factors can range in intensity and work independently or in tandem with the other behavioral factors. No DISC behavioral characteristic is better than another. Determining which behavioral characteristic will be most effective depends on a given situation.

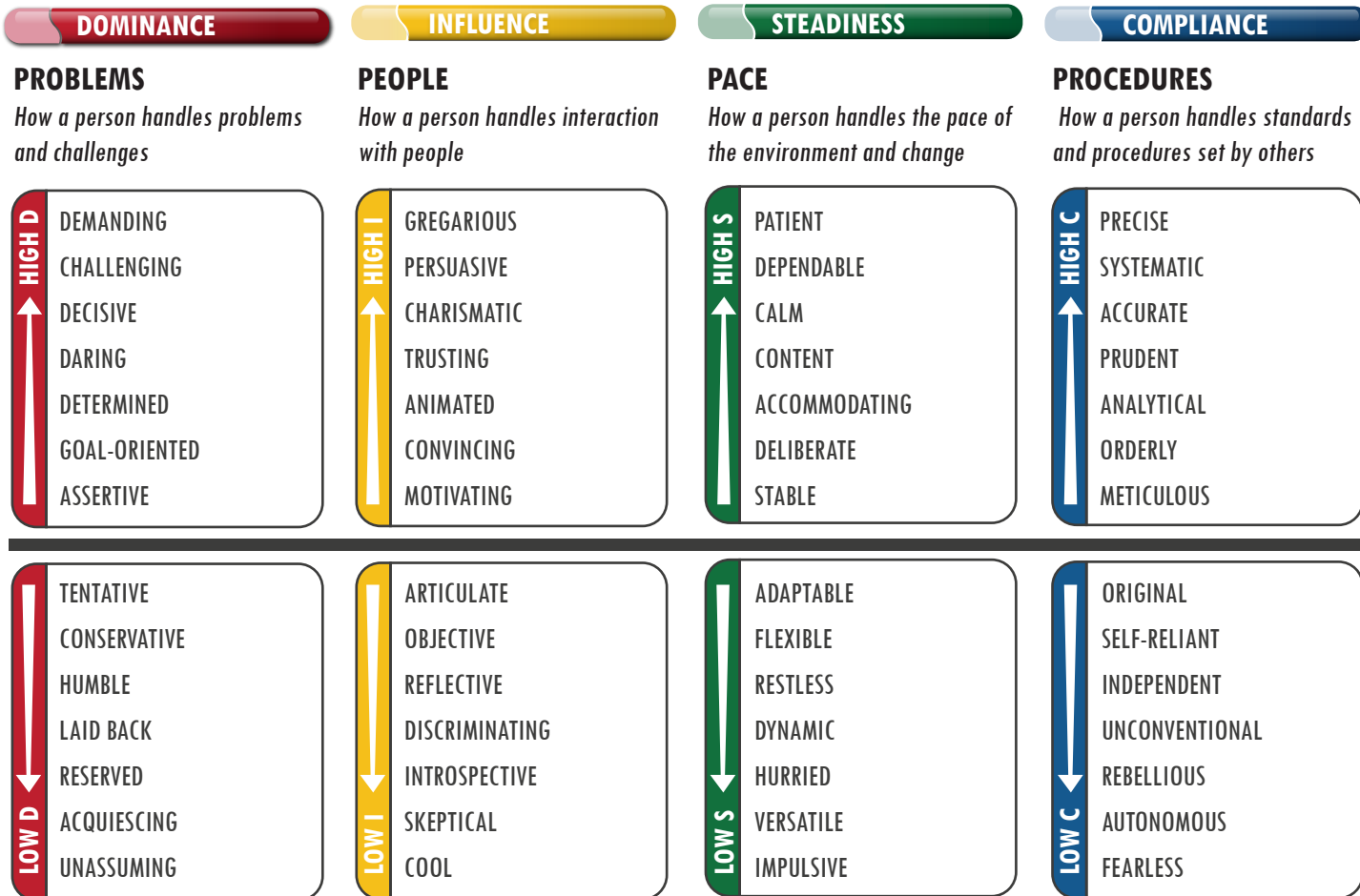
As you read this report, you may find that some statements appear to be contradictory. You cannot look at only one primary behavioral indicator in determining a person's style. You must look at all four behavioral tendencies when trying to better understand a person. Also, a person's behavioral style can be modified through conscious behavior to deal with any given situation. However, doing this does require energy and cannot be sustained for extended periods of time. One can demonstrate a particular behavior in order to be more effective, even if that is not a primary tendency. This is why it is important to fully understand this model and why it is not considered a personality assessment. An individual's personality is more complex and comprised of several components, of which behavior is only one.

This DISC Map™ is very accurate in calibrating your self-reported behaviors. However, you are the final expert on your behaviors. When you read through this report, you may want to:

- Cross out those words or sentences that you feel do not describe your behavior.
- Underline or highlight those words or sentences that best describe your behavioral strengths.
- Remember that any item that you indicate as a strength can be a limitation if it is overextended.
- Think through any contradictory text and determine how these contradictions may play out in your behavior.

DISC Dimensions

The chart below provides adjectives that describe intensity for each Behavioral Factor. The midline indicates the distinction of high and low tendencies for each. As you review your report, you will learn your unique behavioral style, which is a combination of all four behaviors. There are no good or bad behaviors, only effective or ineffective, depending on the situation.



Your Natural and Adapted DISC Graphs

We all use behaviors to get our needs met. A behavior is an action, conduct, or demeanor. A style is a distinct pattern or manner of behaving. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most natural.

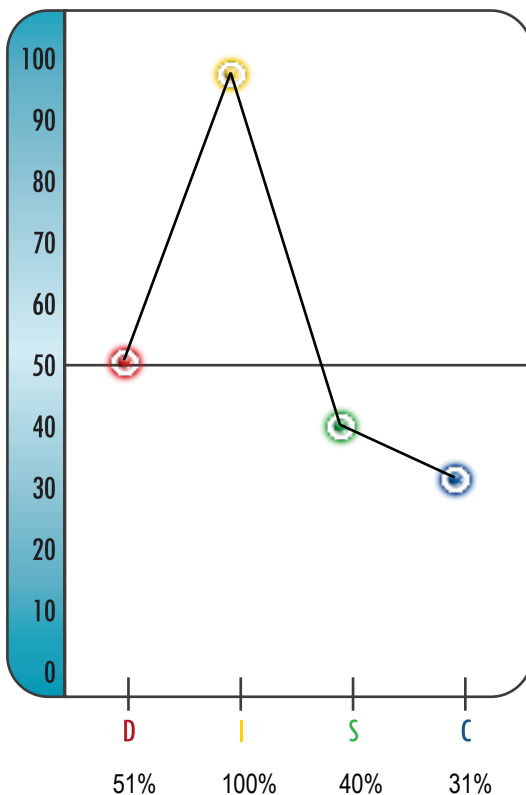
Natural

Your Natural Style is made up of the behaviors that you have an innate tendency to use. These are the behaviors that are most comfortable and spontaneous to you. Under pressure or stress, you will revert to this inherent style of behavior. Because your Natural Style takes less effort, behaving in this manner can recharge your energy and reduce your tension. Understanding your Natural Style can help you be more effective in your work and home life. Natural Style is the behavioral response most reflective of the “real person.” Over time, the Natural Style is usually very consistent and will not change significantly. Here you should also note that the behavior that is highest for you is called your core behavior. The needs of your core behavior must be met on a daily basis.

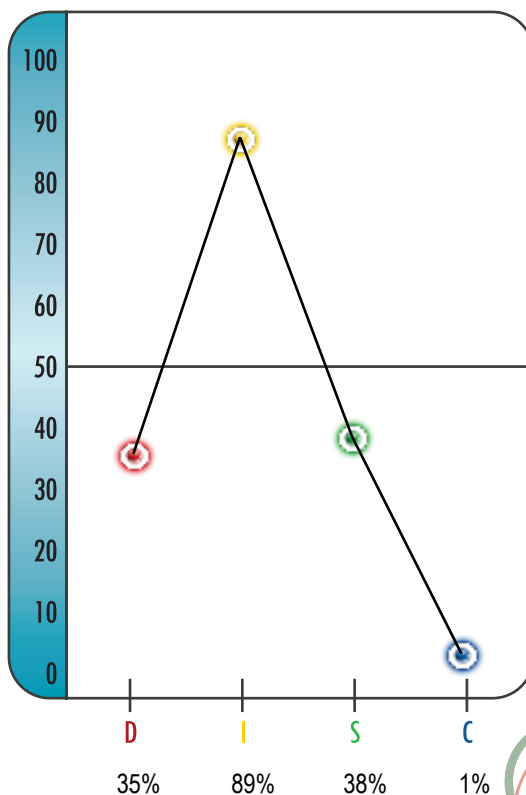
Adapted

Your Adapted Style is your behavioral response to your work environment. Adapting or “flexing” means modifying your style for a specific situation. Adapted behaviors often include the learned behaviors that you find are appropriate to accomplish your work responsibilities. To be effective, everyone needs to learn some adapting or behavioral flexibility. It is important to recognize that using behaviors that are not your most comfortable behaviors may tire you out and drain your energy. The Adapted Style graph represents the behaviors that you are using most of the time at work, which may or may not be similar to your Natural Style. This graph will help you understand any adjustments that you may perceive that you need to make in order to be successful in your work environment.

Natural Style



Adapted Style



D = Dominance**How a person handles problems and challenges.**

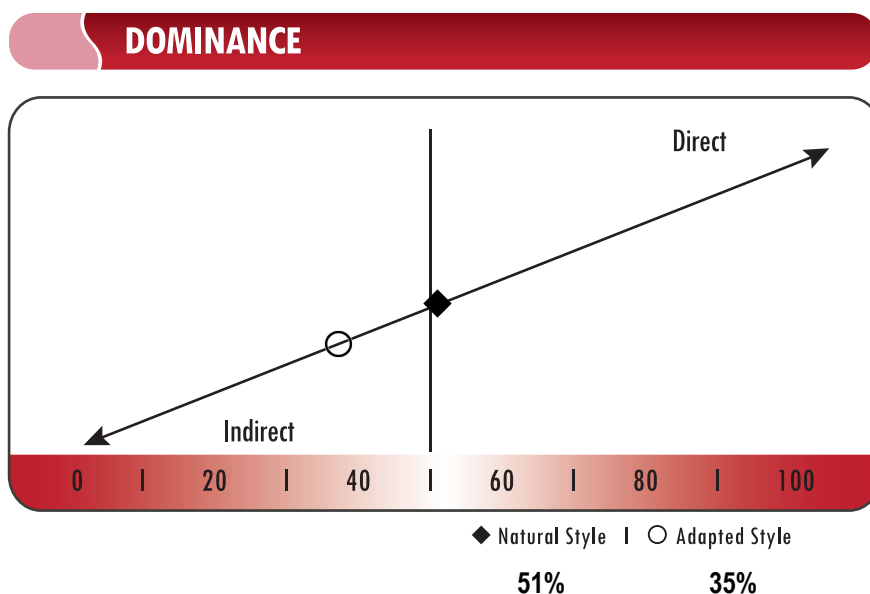
At the bottom of the page, you will see a graph representing the amount of Dominance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Dominance (51-100%)

People who score higher on the **D** behavioral characteristic tend to be decisive and act boldly. They are assertive and like to be involved in new and unusual situations. They are results-oriented and pursue competitive activities that demonstrate their ability to overcome obstacles. They are direct in their approach to dealing with problems. Those with a higher **D** are willing to make quick decisions, even with limited data. They are willing to take risks and live with the consequences of their actions.

Lower Dominance (0-49%)

People who score lower on the **D** behavioral characteristic tend to make decisions with a more deliberate and thoughtful approach, especially in new or unusual situations. When a problem is identified, they do not rush to an immediate solution. Instead, they may research the best options, put together a pro and con list, and/or ask another person for advice. With anything unknown, they tend to carefully weigh both the risks and the potential consequences before taking action.



D = Dominance**Jack's Natural Style**

Jack wants to work with a leader whom he respects and sees as bold and willing to take risks. Jack is careful to use his personal power wisely. He prefers personal power to position power. Jack wants to use available resources as he searches for practical solutions to problems. He uses his decision-making process to help others improve their problem-solving skills. He makes a concerted effort to involve others in his approach to discovering solutions to problems or issues. Jack approaches problem solving with a single-minded intensity, focusing on the immediate problem at hand. Jack can handle most situations with an easy-going approach, but when confronted, he is very capable of "standing his ground."

I = Influence

How a person handles interaction with people.

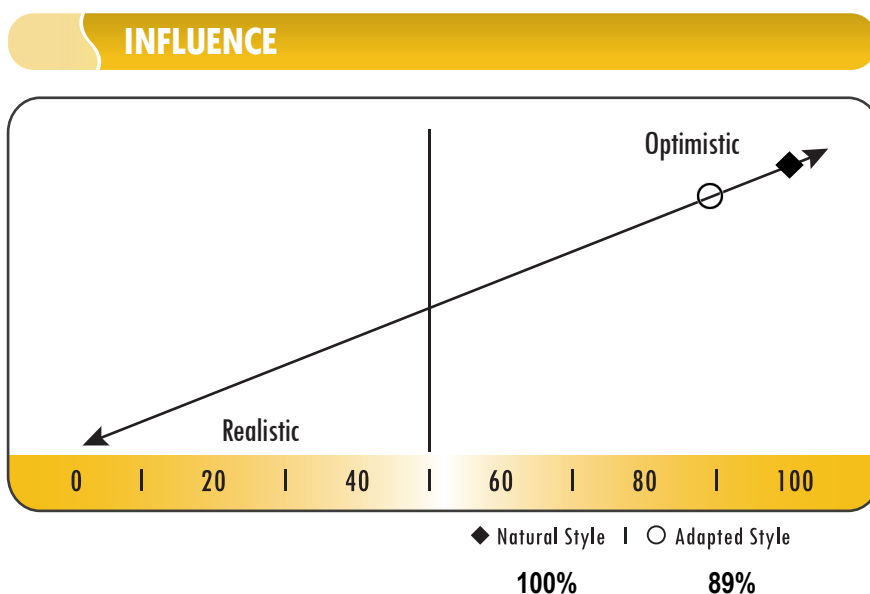
At the bottom of the page, you will see a graph representing the amount of Influence behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Influence (51-100%)

People who score higher on the I behavioral characteristic tend to be extroverted, talkative, and socially confident individuals. They like to meet new people and often initiate conversations. They tend to be optimistic, animated, and open, even with strangers. Higher I individuals are often trusting of others and look to have fun in most situations. They are usually good at convincing others to do what they want. Many may be seen as upbeat and excitable.

Lower Influence (0-49%)

People who score lower on the I behavioral characteristic tend to prefer less chit-chat and minimal interactions with others. They prefer to meet people on a more limited basis or for a defined purpose. They interact with friends and close associates with ease, but may appear more reticent with strangers or new people. The lower the Influence, the less trusting they will be of others and the more likely they will be to take a more serious approach. Those with a lower I may be seen as more reflective and less excitable.



I = Influence**Jack's Natural Style**

When Jack makes a presentation, you can expect it to be an emotional, compelling call to action. Being people oriented, he eventually gets to the purpose of the meeting, but wants to have time to talk about other exciting non-business interests. He attempts to stand out in some way, so that others will recognize him as unique. He likes to be seen as charismatic and influential when working with others. He uses his popularity and charm to stimulate and motivate others to take action. People with Jack's style can be impulsive, leading to acting first and thinking about the outcome later. He often must fix a problem that he actually created. When attending long meetings, he can seem bored by it all. This is obvious by his constant movement in his chair, playing with a pencil or gazing at the ceiling. Individuals with Jack's style are easy to read because he can be seen changing facial expressions and body language often. Jack can often be heard saying, "All work and no play makes a dull day" or "If it isn't fun, why are we doing it?" Jack likes to be with friends and wants them to support him and his goals rather than competing with him. Solitary tasks, projects or jobs are put off by Jack until the last minute. He often has trouble establishing a routine or working on projects he feels are boring. He attempts to assemble or use a product without reading the instructions. If he can't get it assembled, rather than reading the instructions, he asks someone to show him how to assemble or use it properly. Others could take advantage of him because of his high level of trust. He often starts talking or taking action before thinking things through carefully. Jack finds it easy to meet others. To him, a stranger is just a friend he hasn't met yet.

S = Steadiness

How a person handles the pace of the environment and change.

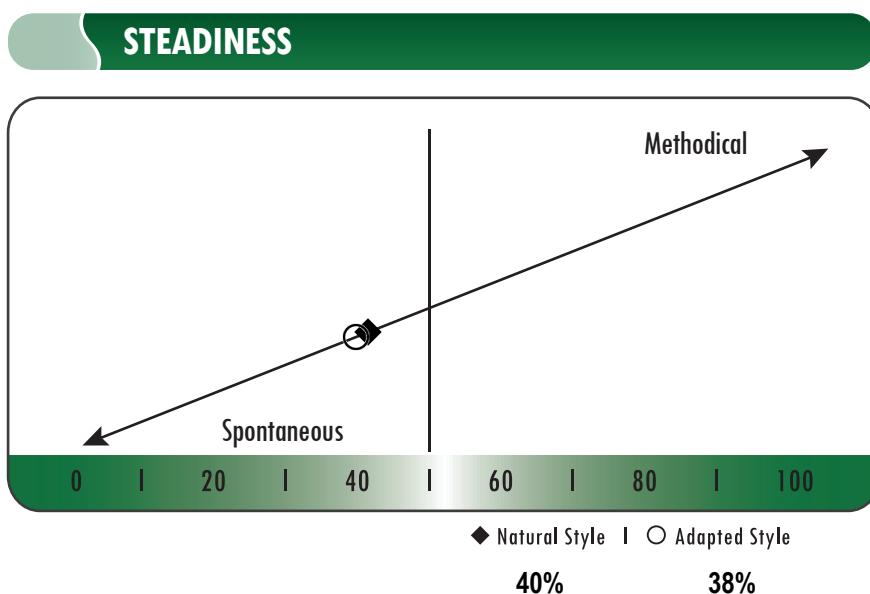
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Higher Steadiness (51-100%)

People who score higher on the **S** behavioral characteristic prefer to work at a manageable pace with an easygoing approach. They tend to work well in a team setting because they prefer to be in the company of others and contribute their efforts to an organization as a whole. They may have a long tenure at a position or with a company. They prefer to have time to adjust to change. Many prefer routines that provide a sense of security. They are often seen as patient, good listeners, organized, and valuable mentors.

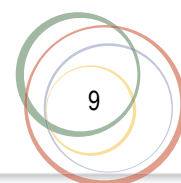
Lower Steadiness (0-49%)

People who score lower on the **S** behavioral characteristic tend to prefer varied, non-routine activities. They tend to become bored and restless with repetitive work. They enjoy a fast-paced environment where they can multi-task, easily move from one project to another, and plan as they go. They embrace change and respond quickly to situations. The lower the **S**, the more emotion they will demonstrate. People with a lower **S** may be seen as active, impulsive, and hyper.



S = Steadiness**Jack's Natural Style**

Jack expects members of his team to have comparable skills when filling in for each other. When searching for solutions to problems, Jack wants to double-check the opinion of others, and he compliments them when their conclusions are verified. He can display "righteous" anger when he feels that others aren't working as hard as he or may have already given up. Jack's flexibility lends itself to excitement because his approach is often unique. The dust barely settles on one idea or project before he is contemplating the next. New projects are started and dropped as he pursues the latest great idea. Jack sees variety as the spice of life. He wants to be on the move, with the ability to shake things up. He likes to have a lot of activity with multiple projects going on at the same time. Jack can often be heard saying, "Make something happen." He can become upset when he must come to a standstill and let others catch-up. Jack makes an effort to let others be aware of his need to express his personal freedom. His point of view is that each person is responsible for finding and expressing his idea of personal freedom.



C = Compliance

How a person handles standards and procedures set by others.

At the bottom of the page, you will see a graph representing the amount of Compliance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

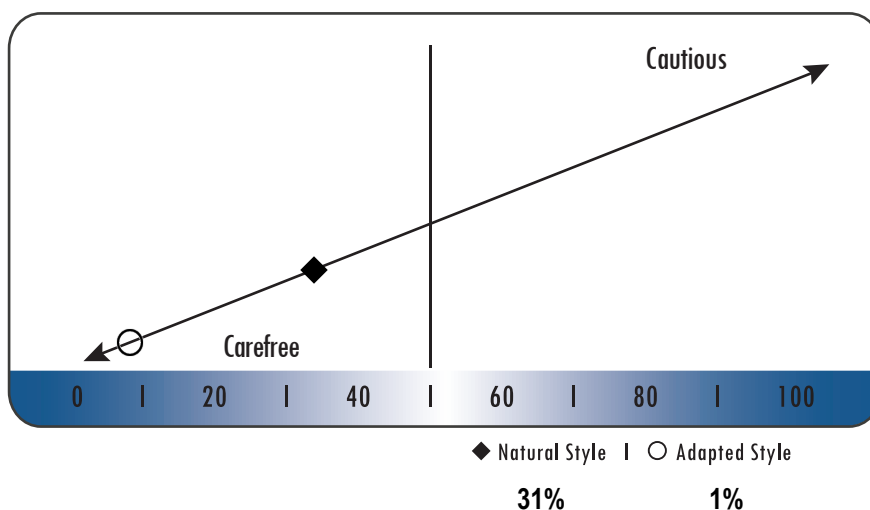
Higher Compliance (51-100%)

People who score higher on the **C** behavioral characteristic tend to be concerned about doing tasks and projects correctly. They focus on using established standards and procedures. They tend to plan ahead, know the rules, and minimize potential errors. They prefer to have time to think before taking action. They tend to be careful of key details and may ask probing questions. Most respect quality control measures and expect others to do the same. Many may be seen by others as discerning or critical.

Lower Compliance (0-49%)

People who score lower on the **C** behavioral characteristic tend to work in a more unrestricted manner without regard to standard operating procedures or protocol. They tend to look at the end results and use rules as guidelines that can be altered to fit their needs. They may not be energized by dealing with details or analyzing data. Those with the lower **C** usually are arbitrary in their approach to dealing with tasks. Many are seen by others as being self-reliant or unconventional.

COMPLIANCE



C = Compliance**Jack's Natural Style**

People who are slow to adapt to new ideas, and procedures are often challenged and criticized by Jack. He often has to justify his chosen course of action. Jack is an advocate of individualism and investigates any potential opportunity or possibility. He often feels that rules or procedures do not consider his need for a more unstructured environment. Jack prefers an environment that allows him the opportunity to think "outside the box." Jack does not hesitate to let others know what must be done or how they should do it. He is not be afraid to make decisions that are without precedent and assumes authority when he feels it is necessary. He often states, "Don't judge me on how I got the job done, but look at the results I delivered." He is not hampered by traditional methods, standard operating procedures, or regulations in his quest for carrying out his assignment. He is often fearless in his desire to try the untried, to test the untested. Jack's philosophy may well be, "If it has not been tried yet, now is the time."

Communication Builders and Barriers

Communication is the cornerstone of building relationships. Communicating with Jack will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with him will provide an opportunity to improve interactions, reinforce relationships, promote credibility, and gain increased productivity.

When communicating with Jack:

- Negotiate commitment on a person-to-person basis.
- Present the plan as a personal challenge.
- Conclude all visits by reinforcing his personal goals.
- Be warm and friendly.
- Change your body language when talking with him.
- Acknowledge his personal feelings.
- Pick up the pace of your communication.
- Be prepared to ask and answer questions.
- Conclude all meetings with optimism.
- Be aware he may not be listening all the time.
- Confirm that your message was understood.
- Provide actual priorities for him.

It is also important to recognize those things that can close the door of communication. When communicating with Jack, make an effort to reduce or eliminate the barriers listed below to minimize the stress and frustration often created when communicating with a person of his behavioral style.

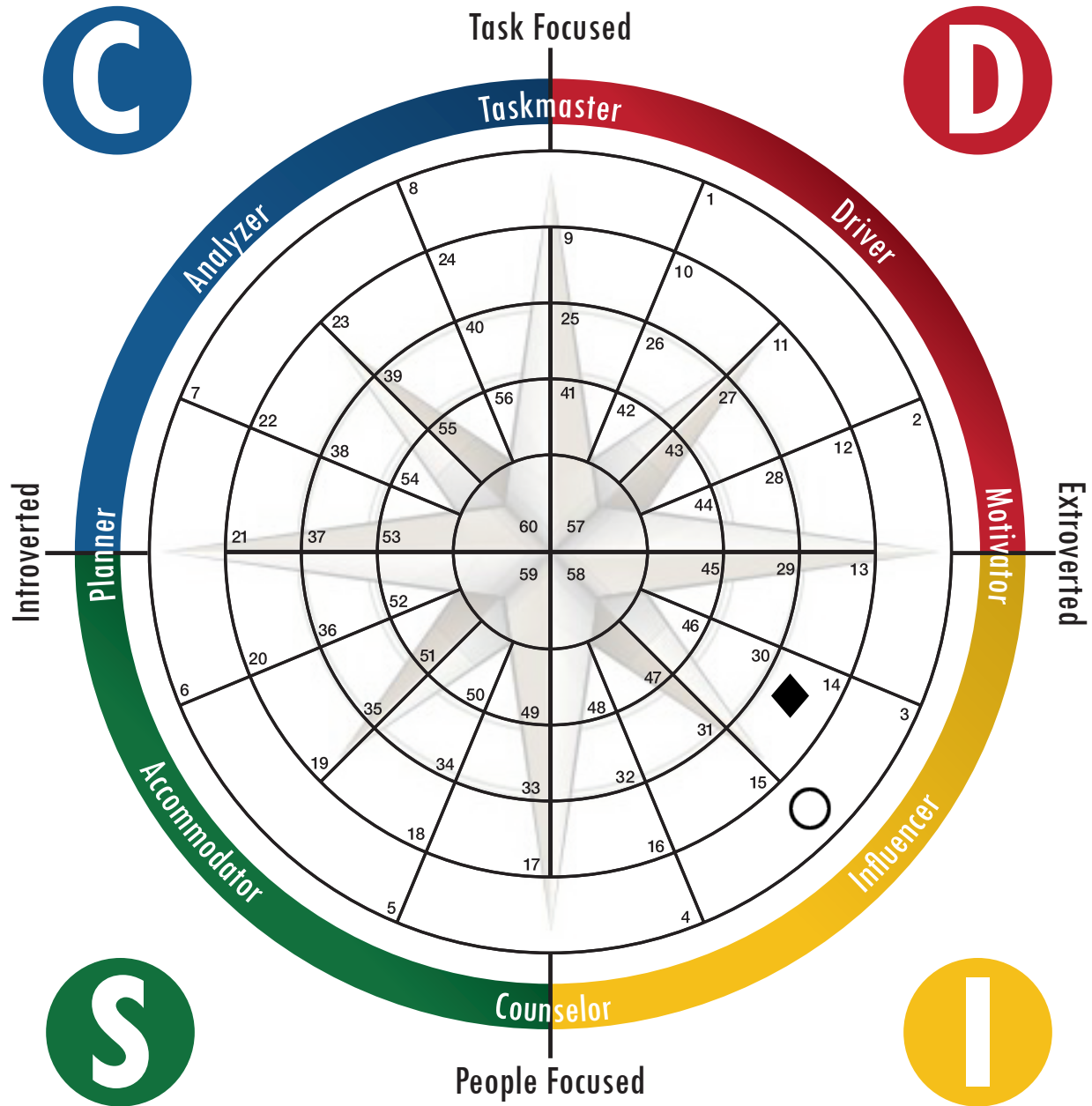
When communicating with Jack, don't:

- Distract him from getting the job done.
- Dwell on the theoretical or historical aspects of a problem.
- Have the decision already made.
- Be put off by his flair for the dramatic or occasional exaggeration.
- Let his lack of focus affect other team members.
- Dream with him; remain practical.
- Expect him to be intimidated by your authority.
- Get upset when he pushes his personal agenda.
- Be put off by his lack of diplomacy and tact.
- Spend so much time with the details that you don't get your ideas across.
- Allow him to lose focus when talking about a particular issue.
- Forget to follow-up with him.

Jack Sanborn

12/25/2014

How far do you travel?



◆ Natural Style ○ Adapted Style
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