

The purpose of this guide is to provide general information on the Talent Insights® Assessment. Included in this guide is an overview of two methodologies: DISC and Motivators. The goal of the Talent Insights® Assessment is to make you aware of your strengths, utilize them both professionally and personally, and learn to appreciate others' contributions and views. With this knowledge you will: become more effective in communicating and working with others, become a high performer by capitalizing on your own assets, and learn what motivates and fulfills you.

To use this guide, you will need a copy of your Talent Insights® computerized report. If you do not have this assessment, please contact Paragon Resources at 770.319.0310 for assistance.

DISC Introduction

The DISC portion of the report helps us to describe an individual's behavioral style or how you do what you do. Unlike a personality assessment, it doesn't measure intelligence, education, or take into account any of your previous experience or training. It describes only behavior and emotions. It is also important to understand that there is no right or wrong, no good or bad, and there is no judgment in this model because it is only meant to identify a person's natural strengths.

Most people find the Talent Insights® report to be exceptionally accurate. Unlike a lot of other 4-factor model assessments where respondents are grouped into 16 or 24 generalized categories, this instrument has up to 384 distinct results that it can generate. Therefore, we find that most people feel that their report very accurately describes them. Although certain pages of the reports are generic, as in the "COMMUNICATION TIPS" section, the actual information about the person is very specific to the individual.

As you read through your report, you may come across statements that you feel are inaccurate. If that is the case, then we suggest that you ask someone who is very close to you to read through your report for some objectivity about some of those statements. They may be able to help you identify what are called blind spots. These are areas that you may not know about yourself or perceptions that others may have of you. This insight about your behavior is a critical first step to achieving your potential and improving your communication with others.

Understanding DISC

Now that you have read through your report, we will provide you additional information on each of the four DISC factors. To do this, it may be helpful for you at this point to have a visual aide that you can reference. We suggest that you open your report to the "DESCRIPTORS" page, which is typically page number 10.

On this page, you will see the four factors or behaviors: Dominance, Influencing, Steadiness, and Compliance, which creates the acronym DISC. Here, you will also see a dark line that runs across the middle of the page, separating each factor into two. This is called the energy line. Each column represents a continuum, and the energy line separates the high side and the low side of each of the factors. We consider that a person is "high" in a factor if the words highlighted are above this line and "low" in the factor if they are highlighted below. The person's intensity level on either side is measured in the amount of shading for each factor. The shaded sections of this page describe the real you – your natural behavioral style or strengths. It is important to remember that it takes all four factors blended together to describe an individual's behavioral style. While you may be very intense in either the high side or the low side of each factor, no one single factor will determine your behavioral style. All four factors contribute to define an individual's behavior.

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Pragmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Enthusiastic	Non-demonstrative	Dependent
Pioneering	Demonstrative	Passive	Cautious
Strong-Willed	Persuasive	Patient	Conventional
Forceful	Warm	Possessive	Exacting
Determined	Compromising	Predictable	Neat
Aggressive	Polished	Consistent	Systematic
Competitive	Poised	Deliberate	Diplomatic
Decisive	Optimistic	Steady	Accurate
Venturesome	Trusting	Stable	Tactful
Inquisitive	Sociable	Withdrawn	Open-Minded
Responsible	Reflective	Aloof	Balanced Judgment
Conservative	Factual	Riskless	Firm
Calculating	Calculating	Alert	Independent
Cooperative	Skeptical	Variety-Oriented	Self-Willed
Heedless	Logical	Demonstrative	Stubborn
Low-Keyed	Undemonstrative	Impatient	Obsolete
Unsure	Suspicious	Pressure-Oriented	Opinionated
Understanding	Matter-of-Fact	Eager	Unsystematic
Cautious	Inocive	Flexible	Self-Righteous
Mild	Pessimistic	Impulsive	Unimpaired
Agreeable	Moody	Hypertense	Arbitrary
Modest	Critical		Unending
Peaceful			Careless with Details
Unobtrusive			

The DISC style analysis report measures four dimensions of your behavior:

Dominance: How you respond to problems and challenges.

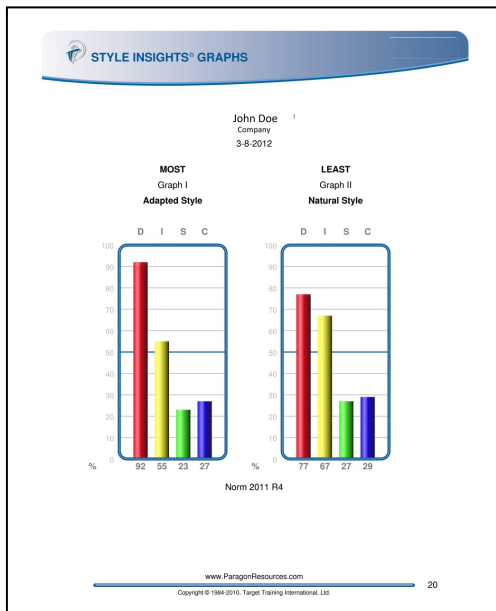
Influencing: How you interact with other people and influence others to your point of view.

Steadiness: How you handle a steady pace and environment and how you deal with change.

Compliance: How you respond to rules and procedures set by others.

The chart below provides further definition of the model. If you are HIGH in a behavior, you SEEK problems, people, a steady pace, or procedures. If you are LOW in a behavior, you AVOID them. Below are descriptions for the HIGH and LOW of each of the four behavioral factors.

		Dominance	Influencing	Steadiness	Compliance		
		PROBLEMS	PEOPLE	PACE	PROCEDURES		
SEEKS		Active and aggressive in getting results. Assertively deals with problems and challenges. Strong sense of urgency.	Enjoys interacting with people. Uses strong verbal skills to influence others. Social, outgoing, and optimistic.	Prefers a stable pace. Requires a structured, predictable environment. Needs time to develop a plan to deal with change.	Follows rules and procedures to make sure things are done correctly. Is detail-oriented, analytical, and has high quality standards.		HIGH
<div style="border: 1px solid blue; padding: 2px; display: inline-block;">E N E R G Y L I N E</div>							
AVOIDS		Deals with problems and challenges in a conservative, calculated, and organized manner. Dislikes conflict with others.	Needs privacy. Enters situations and relationships with a cautious approach. Uses facts, information, and logic.	Thrives in a fast-paced, chaotic environment. Likes variety and wants to change things. Tends to be reactive.	Wants freedom from details. Arbitrarily establishes their own rules. Likes independence and can be resourceful and unconventional.		LOW



Understanding the Style Insights Graphs

To have a better understanding of your individual results, you should review the page entitled “STYLE INSIGHTS™ GRAPHS”. On this page you will see two graphs side by side with D I S C indicated on each graph. The percentage at the bottom of the page represents your DISC behavior results, ranging from 0-100%, with 50-100% indicating a HIGH score in that behavior and 0-50% indicating a LOW score. In the DISC model, intensity is determined by how far you are plotted from the Energy Line (50%) in either the HIGH side or the LOW side of each factor. If you have any factor that is 45-55% (close to the Energy Line), you are considered NEUTRAL in that factor. Neutral results mean you may use the high or low tendencies of that behavior based on the situation. It is not a strong indicator of your behavior. The graph on the left, entitled Graph I, Adapted Style, represents how you behave at work and what you think you need to do to accomplish your job. The graph on the right, entitled Graph II, Natural Style, as described by the

shaded words on the DESCRIPTORS page, is the real you in your natural, most comfortable environment. This is also you under stress because an individual under stress does not have the energy to adapt their behavior.

When looking at these graphs, we want you to review a few items: first, looking at Graph II, your Natural Style Graph, you want to look at the percentages. Your highest percentage is your strongest behavior style and indicates you will use this style more frequently and intensely than the others. However, you are a blend of all four factors and you need to look at all factors including those on the high and low side of the Energy Line to understand your behavioral style.

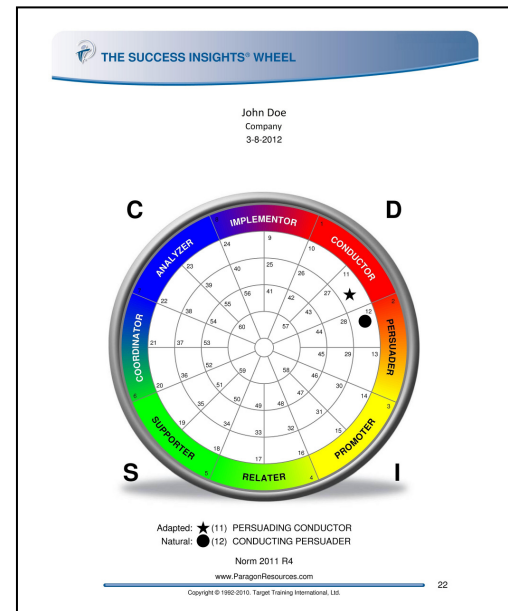
Next, you want to look at Graph I, your Adapted Style Graph. Ideally, your two graphs should be similar in shape. The factors that are high on the right should be high on the left, and those that are low on the right should be low on the left. This generally indicates one of two things: that there is a good fit for you and your job or that you do not adapt your behavior style at all, indicating neither success nor failure in your job match. If you do see differences, note the degree of the difference. If it is more than 30-40 points or crosses the Energy Line, you are considerably changing your behavior to do your job responsibilities or deal with your work environment which could include dealing with your peers, management, or physical surroundings. The more you are adapting your behavior, the more energy you are wasting being somebody different than who you are. This can lead to productivity issues, frustration, job dissatisfaction, stress, or illness. Your job and your workplace should be utilizing the strengths indicated in your Natural Style graph, as this is the behavior that energizes you. If you are unable to identify ways to deal with or eliminate the differences, seek individual consultation from a Certified Professional Behavioral and Motivators Analyst.

Finally, it is important to note that the behavior indicated on your Natural Style Graph usually is the behavioral style you will have for life. If you take the questionnaire today and take it again next year, you may see slight variations of the same graph for your Natural Style. If you have a significant emotional event, for example, marriage, a new baby, illness, divorce, death in the family, etc., your Natural Style may change substantially due to your reaction to this event. Depending on the intensity of the event, these changes may be short term or permanent. The Adapted Style Graph, on the other hand, is controlled by your work environment and job needs, so if anything there changes, the Adapted Style Graph will reflect the different behavioral requirements.

Understanding The Success Insights® Wheel

The Success Insights® Wheel page is another visual representation of the Natural and Adapted Style Insights Graphs. The wheel is composed of 60 of the most common graphs sorted into eight categories. You will notice the placement of each of the behavioral factors – D upper right, I lower right, S lower left, and C upper left. Next, you will notice a CIRCLE ● plotted for your Natural Style and a STAR ★ plotted for your Adapted Style. As with the Style Insights Graphs page, you will want to see these plotted as close to one another as possible, which generally indicates that you are utilizing your strengths with your job or there is no need for adapting.

Individuals plotted closer to the center indicate less intensity in the behavior and the ability to more easily adapt to others. The further from the center of the wheel plotted, the more intense you are in a particular factor. This would also mean it requires more energy for you to adapt to other styles, especially the style directly across from you on the wheel. For example, Conductors possess behavior that is directly opposite the behavior of Supporters. Understanding how your style relates to others is critical for successful communication. In order for you to communicate effectively, you must communicate to the other person in their style, not your own. To improve your communication, refer to “COMMUNICATION TIPS” in your report and be sure to share the pages titled “CHECKLIST FOR COMMUNICATING” and “DON'TS OF COMMUNICATING” with those with whom you work closely. You can also split the wheel in half by drawing a vertical line down the middle of it. People on the left are more INTROVERTED and METHODICAL, and people on the right are more EXTROVERTED and FAST-PACED. Lastly, splitting the wheel in half horizontally, you have people on the top who are TASK-focused and people on the bottom who are PEOPLE- focused.



Workplace Motivators™ Introduction

Knowing someone’s behavioral style is knowing only one facet of a person – HOW they do what they do. Understanding WHY a person does what they do provides additional, valuable insight. The Workplace Motivators™ portion of the report provides awareness of how you value things in the world and what drives your life, actions, and decisions. It helps you understand what fulfills you and makes you happy. As with the DISC report, there are no right or wrong answers to this assessment; there is no judgment. This assessment does not measure your moral values; it simply defines what motivates you and what you are passionate about.

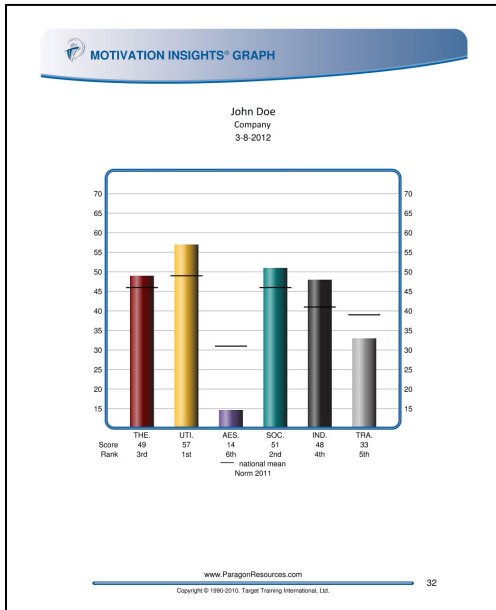
Motivators are based on theory regarding your beliefs, values, and attitudes. Every day you are faced with situations that call for thought, opinion, decision, and action. How you react to these situations is developed by your life experiences.

Experiences → Beliefs → Values (what you value) → Attitudes

For example, when you were a kid you probably had your first experience with a dog. The dog could have been friendly and licked your face, which made you laugh, or it could have been a dog that scared you by barking and growling. That experience was either positive or negative for you. At that time you determined that ALL dogs are good or bad. As you had more experiences with different types of dogs, you may determine that some breeds are good while others are bad. As the experiences continue, you define how you value dogs in the world and what your attitude towards them is.

If you understand what people believe in and value in life, you can understand what motivates them at work. If your career is an extension of who you are, you will be motivated to get up in the morning and go to work

because the environment fits your needs and encourages you to achieve your potential. This model categorizes six universal attitudes to help you better understand your view of the world and what work environment you need to feel productive in.



Understanding Workplace Motivators™

This section of the report assesses your attitude towards six different value clusters – Theoretical, Utilitarian, Aesthetic, Social, Individualistic, and Traditional. For your results, please refer to the page near the end of your report titled MOTIVATION INSIGHTS™ GRAPH. Looking at this page, you will see the six attitudes ranked 1st through 6th. This hierarchy of attitudes determines their importance to you. The first two rankings are essential for your happiness and should be fulfilled in your personal life and work. These two attitudes move you to action and give you purpose and direction in life. With your 3rd and 4th attitudes, you sometimes feel good about the value and sometimes not. In some situations it may be important to you, whereas in others you may feel neutral or negative about the attitude or find it unimportant. Lastly, 5th and 6th indicate that you are indifferent or negative towards the value itself and or towards people who hold this value as important.

Because values lie deep in us and are not easily recognized without knowing a person for a long period of time or through extensive discussion, using this assessment is invaluable in improving your relationships with others. Knowing this information about yourself and others helps you identify why you “click” with some people and feel compatibility with them, versus other people who may “rub you the wrong way” and you may have conflict with. Appreciating other people’s differences will help you have more productive relationships with people.

The six attitudes are:

Theoretical: An interest in the discovery of knowledge and an appetite for learning.

Utilitarian: An interest in utility in money, time, and resources, and a need for a return on investment.

Aesthetic: An interest in form, balance, and harmony.

Social: An interest in helping others and eliminating pain.

Individualistic: An interest in exerting power and influence.

Traditional: An interest in following a specific system for living.

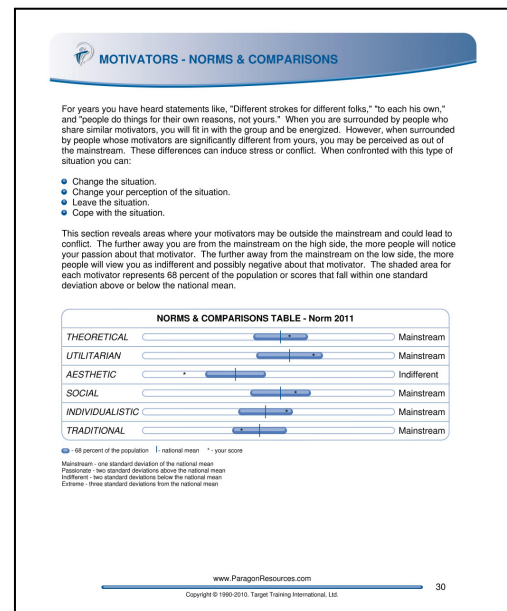
The chart on the following page provides further definition of this methodology.

<p>THEORETICAL Goal: Truth and knowledge Interests: continuing education, training, lifelong learning, research and analysis</p>
<p>UTILITARIAN Goal: Utility and what is useful Interests: Practicality, efficiency, conservation</p>
<p>AESTHETIC Goal: Experience, impressions, and expressions Interests: Personal growth, nature, fine arts, self-help, creativity</p>
<p>SOCIAL Goal: Elimination of pain and conflict Interests: Helping others, championing worthy causes, charities, community activities</p>
<p>INDIVIDUALISTIC Goal: Assertion of self in victorious causes Interests: Leadership roles, strategizing, authority</p>
<p>TRADITIONAL Goal: Search for the highest value or purpose in life Interests: Religion, principled-living, upholding traditions</p>

Understanding Norms & Comparisons

Refer to the MOTIVATORS – NORMS & COMPARISONS page of your report. This page explains the intensity of your scores in relationship to the U.S. Working Population National Mean. The blue shaded areas represent the general population’s view in each of the six attitudes. The median line indicates the Mean of each value and the asterisk represents your score. Referring to the legend for the table, if your score, the asterisk, falls in the blue shaded area this indicates that you are in the Mainstream – most others you meet will share your view on this value. What you want to pay particular attention to is if any of your scores fall outside the shaded area. This would indicate a degree of intensity in the value, either negatively or positively. If you have Passionate, Indifferent, or Extreme indicated for any value, your views about that value will be quite noticeable by others through your conversations and actions. How you display this intensity depends on your behavioral style.

For example, if you are a Passionate Theoretical who has a High Influencing style, you will be very interested in meeting people and asking them several why and how questions on any subject. You will probably be very open in sharing your knowledge with others. On the other hand, if you are a High Compliance person with a Passionate Theoretical, you will gather many facts and figures through research and reading and will only share your knowledge with those that have earned your trust. If you scored Indifferent for any factor you have a negative view on that attitude and will generally have difficulty understanding individuals who are motivated by





A Quick Guide to Understanding Your Talent Insights® Assessment

this value. Lastly, it is possible for you to have a positive Extreme or negative Extreme result. In either case, your score is three standard deviations from the National Mean. This would indicate that your view in that attitude is exceptionally intense and you will have very strong feelings (negatively or positively) towards this subject matter.

The results of this report can change throughout your life. If you have a significant emotional event in your life or you fulfill a value so much that it now is not important to you, you may become motivated by one of the other values. For example, overcoming a life threatening illness may make you want to help others who are stricken with the same illness when you have never had an interest before in donating your time to a cause. A college graduate with big school loans may look for the job that has the highest salary so he or she can pay back the loans. After that is accomplished, this same person may suddenly switch jobs and pursue a job in their interest in the arts. These general examples of sudden changes of views are not common but are possible. Since what motivates you can change based on your current interests and situations, it is highly suggested to regularly visit this report. Often when individuals are not happy with life, it is because one or both of their top two values is not being fulfilled.

Conclusion

The goal of all organizations, businesses, and interactions should be to assist each person in the achievement of their maximum potential which always begins with the understanding of the real self. This understanding of the real self places the tools in the hand of the individual to enable them to alter their environment and work towards their ideal self. Focused action on achieving the ideal takes the person past their goal to the achievement of their highest potential.

Additional Resources

To maximize your understanding of the Talent Insights® Assessment and fully utilize its value in your personal and professional development, please consult with a Certified Professional Behavioral and Motivators Analyst. Additional tools and resources can also be found in our Library on our web site at www.ParagonResources.com.

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