Jane Doe

Style: **Challenger DC**

DISC Sales Report

Friday, January 2, 2026

Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

  Some people are forceful, direct, and strong-willed.

  This is the D Style

- Do you have any friends who are great communicators and friendly to everyone they meet?

  Some people are optimistic, friendly, and talkative.

  This is the I Style

- Do you have any family members who are good listeners and great team players?

  Some people are steady, patient, loyal, and practical.

  This is the S Style

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

  Some people are precise, sensitive, and analytical.

  This is the C Style

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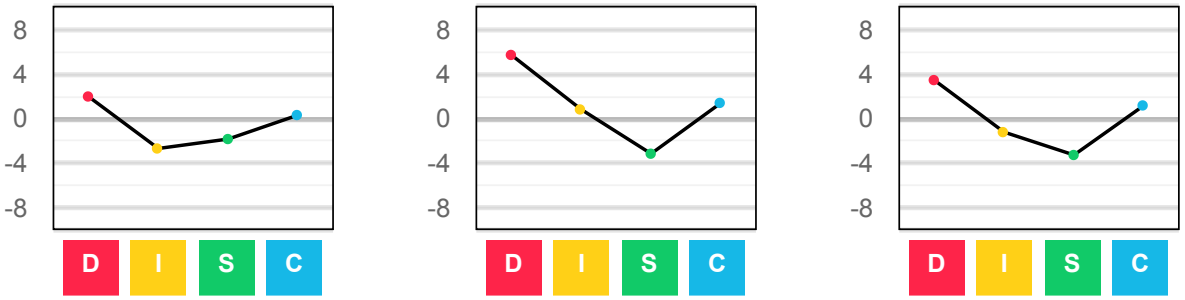
The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



DISC graph 1 represents your "public self" (the mask)

This graph reflects how you perceive the demands of your environment and your perception of how you believe others expect you to behave.

DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

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Description

understanding your style

Jane's style is identified by the keyword "Challenger".

As a Challenger style, Jane is sensitive to problems, and displays a significant amount of creativity in the ability to solve them. Challengers can complete significant tasks in very little time due to their strong resolve. Jane is determined and probably has high astuteness combined with quick reactions. Challengers will examine and pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Striving for correctness, they counterbalance their drive for tangible results. Challengers can tend to be perfectionistic and can vacillate in decision making while trying to determine the "best" choice.

Challengers sometimes appear to lack social poise and may possibly even be perceived as cool and overly forthright. They prefer working alone and thrive in an environment where they can call the shots. Jane tends to be quiet and reserved when becoming involved in personal relationships and does not trust easily. A Challenger typically will have little patience for those who do not follow what is believed to be the right way, since they are so strongly motivated by a drive to excel. Challengers tend to become easily bored with routine responsibilities, needing the opportunity to work on new projects. They tend to ignore the emotional side of people in favor of focusing on the task at hand. They would benefit by considering the development of warmness in social relationships as an important task. Jane would also be well advised to give additional consideration to the value of developing a team and the increased productivity that can be derived from being a strong leader of a solid team. Jane should work to build stronger cooperation with team members and to develop a patient attitude when considering others' opinions and work styles.

Task oriented and driven by results, Jane tends not to get emotionally involved when discussing issues with people. A Challenger is creative and thinks ahead to what they will do next and how decisions may effect what happens next. Jane is inquisitive and likes to have details and facts about the unfamiliar.

Jane is motivated by the ability to lead groups and influence others such as associates, co-workers and friends. This is someone who takes the responsibility of leadership seriously, and is typically able to make important decisions without delay. Jane exudes confidence and others respond to their natural ability to be a front runner.

Although socializing is not typically a primary focus, Jane is one who can appreciate relationships and is comfortable being involved in social functions, without wanting to be the center of attention. Jane prefers to complete tasks before socializing and is more likely to feel comfortable participating in organized activities or friendly competition.

Others see Jane as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes prefering to do things outside of the team, this person tends to be individualistic. Jane may even be perceived as "restless" and tends to move quickly from one thing to the next.

Neat and orderly, others usually see Jane as practical. This individual needs adequate information to make decisions, and will consider the pros and cons. Jane may be sensitive to criticism and will tend to internalize emotions. Jane likes to clarify expectations before undertaking new projects and will follow a logical process to gain successful results.

General Characteristics

- High ego strength
- Analytical, methodical
- Problem solver
- Extremely task oriented

Motivated By

- Work and project completion
- Authority to design and implement solutions
- Not having to needlessly socialize or play politics
- Being provided the necessary tools to achieve success

My Ideal Environment

- Being able to design and refine
- Challenging tasks and activities
- Projects that produce tangible results
- Recognition for their analytical abilities

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Sales Profile

Introduction

Research suggests that the most effective sales people are the ones who truly understand human behavior and can not only predict behavior, but can modify their own behavior to that of their buyer. Successful sales people appreciate their own strengths and limitations and quickly assess the strengths, limits, needs and preferences of their customers. In sales, information is power!

This section explains your personality style in a sales role according to the DISC Personality-Typing System. It helps you identify your own selling strengths and limits. With this information, you can capitalize on your strengths and recognize any limits hindering your success. Secondly, this report offers tips for a manager based upon your unique selling style. Lastly, this report covers ways to motivate customers based upon the preferences of their distinctive buying styles.

It's no secret that different customers with different personality styles have different "hot buttons" that will make them buy. The job of the sales person is to find that particular button and push it effectively. The psychology of selling is in understanding the customer and pinpointing his/her unique motivating factor(s); then, creating a favorable environment that will stimulate him/her to purchase.

Identifying your selling style as well as the buying styles of your prospects can become both revealing and confirming. It will show you new aspects of your communication as well as confirm facets you already knew. You'll find this information valuable in every area of your life – at work, home and in every area that you interact with others.

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Sales Profile

Your Personal Selling Style

Your Instinctive Selling Style Description

Your Style is a Challenger Style ("DC" Style)

Challengers are intense people who are sensitive to their customer"s problems and possess a knack for developing creative solutions. They can complete significant tasks in very little time due to their strong resolve and determination. Challenger styles typically have high intelligence and can develop expert aptitude with a product or service line when they choose. If there is a problem, they pursue all possible avenues for a solution and have the ability to respond quickly. They display much foresightedness in focusing on sales projects. Their drive for tangible results is counterbalanced by an equal striving for correctness and quality. They hold high standards for themselves and deliver quality products and services.

Challengers prefer working alone with few restrictions. They enjoy challenging sales environments and changing routines, but can also work well maintaining a project they have started. Challengers can be very successful as long as they view "a sales relationship" as "a task" since they are very motivated by tasks. The high standards they impose upon themselves come across in their determination to solve customer problems and deliver a superior product or service. Challengers tend to be quiet, independent, detail-oriented and will extend their trust to people who have earned their trust.

Challengers tend to respond best to facts, tangible results, direct communication and tasks completed rather than emotional appeals. They prefer that customers communicate the "bottom-line" and leave out the emotive and subjective side of the problem. Task oriented and driven by results, Challengers do not get emotionally involved when discussing issues with customers. They can see clear through to the underlying concern and will work toward a practical solution. They are creative and think ahead to what they will do next and how decisions may effect what happens next. They are inquisitive and like to have many details and facts before they take on a challenge.

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Sales Profile

Your Personal Selling Style

Your Instinctive Selling Style Description

Capitalize upon your selling strengths and minimize your selling challenges by first recognizing their potential to facilitate or hinder your sales success. Use your best selling attribute to add value to your sales team. Create a sales environment that is conducive to your strengths.

Challenger Selling Strengths

- Very task-oriented, ambitious and driven by sales objectives, will strive to exceed objectives
- Motivated by challenging sales roles and sales environments
- No-nonsense, logical selling approach, they would rather "tell, not sell" the customer
- Very well prepared sales presentations and technical knowledge of products and services
- Great at finding creative solutions to customers problems, is motivated by the challenge of being able to analytically determine the best solution to the problem
- Is a big picture thinker who can also handle the details of the process

Challenger Selling Challenges

- Likes to persuade with facts and data rather than emotional appeal, which is good for some audiences, but not for others.
- Does not extend trust easily to associates or customers
- May come off as too blunt, direct or even defensive when answering questions or objections
- May be reluctant to close until the sales presentation is complete, he/she has a high need to be thorough.
- May become frustrated or impatient with customers who are too jovial, emotional, who use idol chatter or who are not taking the presentation seriously.

Challenger Best Sales Attribute

- Creative problem solver who enjoys challenging sales roles.

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Sales Profile

MANAGING DISC SELLING STYLES

Managing DISC Selling Styles Overview

Providing incentives for a sales force is one of the most difficult things a manager faces. Use this overview for developing strategies for sales people with different DISC personality styles.

Encouraging "D" Style Sales People	Encouraging "I" Style Sales People
• Present sales objectives in writing • Give opportunities to lead a sales team • Large and challenging territories • Provide opportunities to close deals • Ask for their input on "positioning" product/services • Emphasize commission over salary • Provide prospects with large upside potential • Let them help with new product launches; new markets; building market share • Stroke their ego with recognition, feature them in a newsletter • Give them personal introductions; referrals • Allow them freedom from controls • Provide support for detail work • Evaluate in terms of their results, not their processes • Take them to lunch, provide outside activities to influence • Provide sales competitions • Use travel packages as rewards • Give them problems to solve	• Be friendly, humorous and informal • Activities to socialize and network outside the workplace • Give opportunities to open doors with new accounts • Help them in serving their existing accounts • Focus on their strengths and positives when giving feedback • Emphasize commission over salary • Provide support for detail work, scheduling and time-management • Travel with the sales agent and provide constructive feedback • A changing, people-oriented environment • Use a participatory management style • Put project goals, specifics and deadlines in writing • Use public recognition, rewards, flattery, and praise • Give opportunity for public speaking or leading meetings • Opportunity to voice their opinion and express themselves • Provide outlets for fun and travel • Give them fresh, new and exciting products and services

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Sales Profile

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Encouraging "S" Style Sales People	Encouraging "C" Style Sales People
• Provide practical, reliable, people-friendly products and services to sell • Make sure they "buy-in" to strategies and plans • Show them sincere appreciation for their hard work • Recognize them for their loyalty and patience • Give them attainable sales goals • Consider them for longer sales cycles • Emphasize salary over commission • Constantly motivate and keep moving forward • Make the salesperson a part of a sales team • Help build their self esteem and confidence • Don't force them to cold call • Provide professional tools for presentations • Help them prepare their pitch in advance • Give flexibility in their schedule for family time • Make calls jointly with the sales manager often • Present criticisms and changes softly • Provide regular feedback on performance • Limit the number of aggressive people they will need to deal with	• Help them build their expertise in a key area • Keep informed with changes and policies • Show respect, give awards and titles • Emphasize salary over commission • Give advance warning of changes • Allow them to be creative • Give opportunities to develop strategies and solve problems • Provide tools for research • Supply quality products to sell • Provide quality presentation and technical aids • Reward them for their loyalty, discipline and perseverance • Allow them to service existing accounts rather than open new ones • Let them know exactly what is expected of them • Give them credit for their hard work • Allow them their own organized and private space • Give them job security • Consider them for longer sales cycles

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Sales Profile

MANAGING DISC SELLING STYLES

Tips for Motivating and Managing your Sales Force

Unfortunately, an incentive that works for one person, may not motivate another. A complimentary steak dinner wouldn't reward a vegetarian, so each person has to be motivated according to their natural preferences, strengths, needs and outlook.
To help increase productivity, fulfill and retain your sales team, try the following steps.

1. Profile all sales people to identify their DISC style
2. Use DISC to uncover what motivates each of them
3. Build sales teams of complimentary styles
4. Remember, money is not the only motivator

Use the following tips to create the best, most productive environment for your team member:

Best Ways to Motivate the Challenger Style

- Provide a private office or work space; Challengers tend to be more private people.
- Offer non-routine sales environments that provide a challenge
- Give them opportunities to advance their career, gain leadership or credibility
- Don't limit the Challenger style with restrictions, they can be intense and ambitious, provide an environment that they can flourish within
- Allow the Challenger to excel by becoming an expert in an area they choose; Challengers have a knack for becoming experts in their fields

Best Ways to Manage the Challenger Style

- Respect personal space and sometimes quiet demeanor
- Provide ample information, comparisons, research etc. on product, service specifics; they tend to be skeptical as well as information hungry
- Provide lots of feedback on their performance, evaluate both their results and their processes, since they like to concentrate on both.
- Don't leave things open to interpretation; Challengers tend to be literal thinkers; they would rather not read into things but be told directly and bluntly.
- Don't ramble on or use too much idle chatter, provide the bottom line and get to the point.

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Sales Profile

INCREASING SALES WITH CUSTOMERS

Recognizing Your Customer's Buying Style

Before you can modify your selling style to your customer's buying style, you must first observe your buyer. To do so, take note of the following: the questions they ask, their pace, directness, openness, body language, pictures in their office, style of dress, are they formal or casual?

If your customer...

- is fast-paced; to-the-point; decisive
- is competitive; individualistic
- has a high ego strength; confident
- is disinterested in "how" the job is done
- likes change and taking risks

Your customer is a "D" Style

- Extroverted + Direct = The D Style
- The higher the D, the more the need for dominance

They buy products based upon...

expediency, expert reviews, superior quality and their ability to get results

If your customer...

- is responsive; charismatic; animated
- is spontaneous; optimistic
- enjoys small talk
- talks about their feelings and other people
- emphasizes fun and stories

Your customer is an "I" Style

- Extroverted + Friendly = The I Style
- The higher the I, the more the need for interacting

They buy products based upon...

impulse, aesthetics, word of mouth, and their ability to give prestige

If your customer...

- is less responsive and expressive
- emphasizes facts and details; compares data
- seems reserved, cautious and controlled
- likes to work independently
- is very task oriented and quality oriented

Your customer is a "C" Style

- Introverted + Analytical = The C Style
- The higher the C, the more the need for compliance

They buy products based upon...

proven ability, product warrantees, comparisons and information available

If your customer...

- is friendly; relaxed; agreeable
- is cooperative; enjoys working in teams
- resists change and taking risks
- asks more questions, makes less statements
- is interested in "how" the job is done

Your customer is an "S" Style

- Introverted + Cooperative = The S Style
- The higher the S, the more the need for security

They buy products based upon...

practicality, simplicity and their ability to make the user more secure

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Sales Profile

INCREASING SALES WITH CUSTOMERS

Ways to Improve Sales with each Customer

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by acclimating your style to theirs.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to D-style customers

They want: "Tangible results"
Stressors: "Being taken advantage of; Loss of control; Losing to the competition"
Adapt your style using: a "Bottom line" selling strategy

- Do be brief, direct and to the point
- Do stay business like
- Do concentrate on the "results" or the "benefits" of the product or service
- Do be decisive and unwavering when explaining important points
- Do be confident: don't be intimidated
- Do disagree or agree with the facts, not the person
- Do allow them to win and /or be correct (in the end, you will win too)
- Do move faster than normal
- Don't over-promise
- Don't joke around too much (unless they are joking too)
- Make sure you provide yes or no answers, not maybe answers
- Don't try to "trick" with gimmicks or misleading claims; D styles hate to feel they have been taken advantage of

Selling to I-style customers

They want: "An enjoyable experience"
Stressors: "Rejection; Loss of social acceptance; Too much detail work"
Adapt your style using: a "Conversational" selling strategy

- Do have fun, and joke if you think it's appropriate
- Do tell them the benefits that will make them look good
- Do give them recognition and appreciation
- Do listen to their stories
- Do provide real life examples to illustrate complex concepts
- Do provide follow up and be accountable to your words
- Do let them know you understand their feelings and ideas
- Do allow them to talk, but keep the focus
- Do introduce them to other members of your team if relevant
- Do give them the opportunity to speak with your customers who have had a good experience
- Don't give them too many product details
- Do give them literature and details in writing

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Sales Profile

INCREASING SALES WITH CUSTOMERS

Ways to Improve Sales with each Customer

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by acclimating your style to theirs.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to S-style customers

They want: "Security and Practicality"
Stressors: "Loss of security; Loss of personal relationships; Confrontation"
Adapt your style using: a "Personal" selling strategy

- Do show sincere interest in them as a person
- Do be friendly, personal and trustworthy
- Do give them the facts relevant to their job
- Do provide the assurances they need, concentrate on guarantees or return on investment
- Do be yourself, S styles can be astute judges of character
- Do close when you feel you have their trust
- Do give them real-life examples or stories to assure them
- Do ask questions and allow them to do most of the talking
- Do introduce them to customer and service specialists so that they will know they will feel assured
- Do provide follow up: be accountable to your words
- Don't be aggressive or fast paced, slow down your pace and humble yourself

Selling to C-style customers

They want: "Facts and Credibility"
Stressors: "Criticism; Incomplete tasks; Pressure to choose; Emotional displays"
Adapt your style using: an "Evidence and Confirmation" selling strategy

- Do allow them to ask questions
- Do be accurate with your responses
- Do provide the pros and cons to convince them
- Do focus on step-by-step explanations
- Do answer questions with facts and as many details as you have
- Do give them proof of your statements
- Do be direct and friendly; but minimize the small talk
- Do give them plenty of time and space
- Do follow through on details
- Do work toward earning their trust over time by keeping your word
- Don't pressure them to make decisions on the spot
- Don't get in their personal space or ask personal questions unless they choose to volunteer that information

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Sales Profile

INCREASING SALES WITH CUSTOMERS

Increasing Sales with Specific Customers

Instructions: Fill in the work sheet to help you better relate to (and better sell to) customers who you already know.

- Column 1: Write the customer's last name or corporate name here.
- Column 2: Refer to Part 3 to help you guess the style of your customer based upon what you know about the customer. Use 1, 2, or 3 DISC letters to describe their style.
- Column 3: Refer to the suggestions in Part 3 for tips that would help you form an action plan for success with that style.

CUSTOMER NAME	STYLE GUESSTIMATE (DISC)	ACTION PLAN
1.		
2.		
3.		
4.		
5.		
6.		
7.		

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Communicating
with the Challenger style

Remember, a Challenger may want:

- Authority, assignments promoting growth, "bottom line" approach, opportunities for advancement, ability to work alone

Greatest fear:

- Others criticizing and taking advantage of them

When communicating with Jane, a Challenger, DO:

- Be brief, direct, and to the point
- Ask "what" and "why" questions
- Focus on business; focus on results
- Suggest ways to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches; recognize their quality work
- Agree with facts and ideas rather than a person when in agreement

When communicating with Jane, a Challenger, DO NOT:

- Ramble, repeat yourself
- Focus on problems
- Try to be too sociable early in the relationship
- Make sweeping generalizations or make statements without support

While analyzing information Jane, a Challenger, may:

- Want to do it alone without consulting others
- Neglect the human factor; make decisions based on facts
- Overlook others' opinions
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** Dominance, discovering unique solutions
- **Evaluates Others by:** Self-imposed standards, expression or progressive ideas
- **Influences Others by:** Competition, setting a place in developing systems
- **Value to Team:** Initiates change and improvements, challenges complacency
- **Overuses:** Bluntness and criticism
- **Reaction to Pressure:** Sulks, becomes bored with routine, dictatorial, compassionless
- **Greatest Fears:** Not being influential; failure
- **Areas for Improvement:** Show warmth; become more verbal and team oriented; use the "sell not tell" approach

Communicating
with the Challenger style

Knowledge comes, but wisdom lingers.

- Alfred Lord Tennyson

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Communicating

with the Challenger style

Value to the group:

- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently

Challengers possess these positive characteristics in groups:

- Instinctive leaders
- Autocratic managers who are great in crisis
- Self reliant
- Self disciplined
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- "Walks the walk" by providing a good example
- Willing to speak out
- Combines experience with practical knowledge
- Welcome challenges without fear
- Function well with heavy work loads

Personal growth areas for Challengers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less domineering and more friendly and approachable
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships; show your support for other team members
- Take time to explain the "whys" of your statements and proposals

Communicating
with the Challenger style

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

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Communication Tips

relating to others

Your D and C plotted above the midline, your style is identified by the keyword "Challenger".
This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:

- ***FORCEFUL*** Full of force; powerful; vigorous
- ***RISK TAKER*** Willing to take chances
- ***ADVENTURESOME*** Exciting or dangerous undertaking
- ***DECISIVE*** Settles a dispute, question, etc
- ***INQUISITIVE*** Inclined to ask many questions; curious

I -- Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:

- ***WITHDRAWN*** Retreating within oneself; shy; reserved; abstract
- ***RETICENT*** Silent or uncommunicative; disinclined to speak; reserved

S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:

- ***RESTLESS*** Inability to rest or relax; uneasy; not quiet
- ***CHANGE-ORIENTED*** Desire to alter; likes variety
- ***SPONTANEOUS*** Acting in accordance with a natural feeling without constraint
- ***ACTIVE*** Characterized by much action or emotion; busy; quick

C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:

- ***CONVENTIONAL*** Sanctioned by, or following custom of usage
- ***COURTEOUS*** Polite and gracious
- ***CONSCIENTIOUS*** Scrupulous; painstaking effort to achieve correctness
- ***HIGH STANDARDS*** Holds to a strong values system

Communication Tips
relating to others

The only way to change is by changing your understanding.

- Anthony De Mello

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Communication Tips

how you communicate with others

How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirmation for what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while other ones are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

Your style is predominately a "D" style, which means that you prefer receiving information telling you RESULTS. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and we need to work as a team.

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

This next section is particularly useful for a dominant "D" style as you may have the tendency to be more aggressive in your communication than what others would like.

The Compatibility of Your Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.

Communicating
with others

Speech is the mirror of the soul; as a man speaks, so is he.

- Publilius Syros

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Communication Tips

compatibility of your behavioral style

How the "D" Can Enhance Interaction with Each Style

D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

D with I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

D with S

You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

D with C

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.

Enhance
Communication

Communication works for those who work at it.

- John Powell

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Communication

worksheet

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?

How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?

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Detailed Keyword Analysis: Your Personal Image

When completing your profile, you answered the questions according to a particular setting, for example 'Home' or 'Work'. This is because people tend to display different aspects of their personality in different settings. You are typically not the same at work as you are at home or in a social setting. A significant benefit of this report is its ability to measure how others will tend to perceive you and your behavior in various settings.

In the setting for which you answered the questions, others will tend to perceive you as having certain characteristics. Their perception of these characteristics will change depending on the amount of pressure you experience in any given situation. This is an area where each individual tends to have significant “blind spots”. We often don't realize how we're perceived by others when we are under pressure.

The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

The DISC descriptive keywords generated from an analysis of each graph have been divided into two lists. The first list, generated from Graph 2, is under the heading “How I Respond to Pressure”. It shows your typical response to pressure. The second list, generated from Graph 3, is under the heading “How I See Myself”. Unless your two graphs are completely different, you should expect to see some repetition of items in each list. However, you should be aware that the dominant traits are listed first; therefore the placement of each keyword demonstrates its significance. You should particularly note keywords that are repeated in both lists. Notice whether repeated keywords moved higher or lower from list to list.

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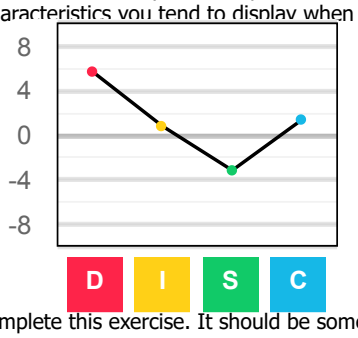
Keyword Exercise Part 1

HOW I RESPOND TO PRESSURE

The following descriptive keywords were generated from an analysis of Graph 2. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to display when you are responding to pressure.



Instructions: Please ask someone to help you complete this exercise. It should be someone who knows you well in the particular setting for which you answered the questions on your profile. Ask him/her to check the boxes next to the keywords that he/she perceives describe you during a time when you were under significant pressure. Please ask him/her to leave blank keywords that do not describe you during a pressure-filled time. Consider the impact these characteristics may have on your relationships. These may be areas for you to consider as being significant to your self-image.

- [ ] DOMINEERING Imposing one's own opinion & wishes
- [ ] FORCEFUL Full of force; powerful; vigorous
- [ ] URGENT Requests boldly
- [ ] ANALYTICAL Dissecting a whole into its parts to discover their nature
- [ ] MATURE Fully grown, developed
- [ ] SENSITIVE Easily hurt; highly responsive intellectually and emotionally
- [ ] CONFIDENT Sure of oneself; feeling certain; bold
- [ ] GENEROUS Willing to give or share; unselfish; bountiful
- [ ] POISED Balanced; stable; having ease and dignity of manner
- [ ] CRITICAL Tending to examine details; characterized by careful analysis
- [ ] RESTLESS Inability to rest or relax; uneasy; not quiet
- [ ] SPONTANEOUS Acting suddenly with little analytical thought

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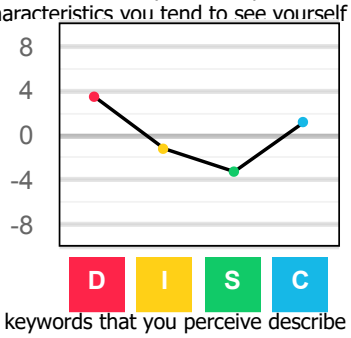
Keyword Exercise Part 2

HOW I TEND TO SEE MYSELF

The following descriptive keywords were generated from an analysis of Graph 3. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to see yourself displaying (your self-image).



Instructions: Please check the boxes next to the keywords that you perceive describe you in general. Please leave blank keywords that do not describe your everyday characteristics. Consider the impact these characteristics may have on your relationships. Are there any keywords that come up in both part one and part two of this exercise? If so, these may be areas for you to consider as being significant to your self-image.

- [ ] ADVENTURESOME Exciting undertakings, Willing to take chances
- [ ] DECISIVE Settles a dispute, question, etc
- [ ] INQUISITIVE Inclined to ask many questions; curious
- [ ] ANALYTICAL Dissecting a whole into its parts to discover their nature
- [ ] MATURE Fully grown, developed
- [ ] SENSITIVE Easily hurt; highly responsive intellectually and emotionally
- [ ] CONVINCING Persuading by argument of evidence
- [ ] DISCERNING Able to make or see fine distinctions
- [ ] OBSERVING Perceptive; watches over and guards
- [ ] CRITICAL Tending to examine details; characterized by careful analysis
- [ ] RESTLESS Inability to rest or relax; uneasy; not quiet
- [ ] SPONTANEOUS Acting suddenly with little analytical thought

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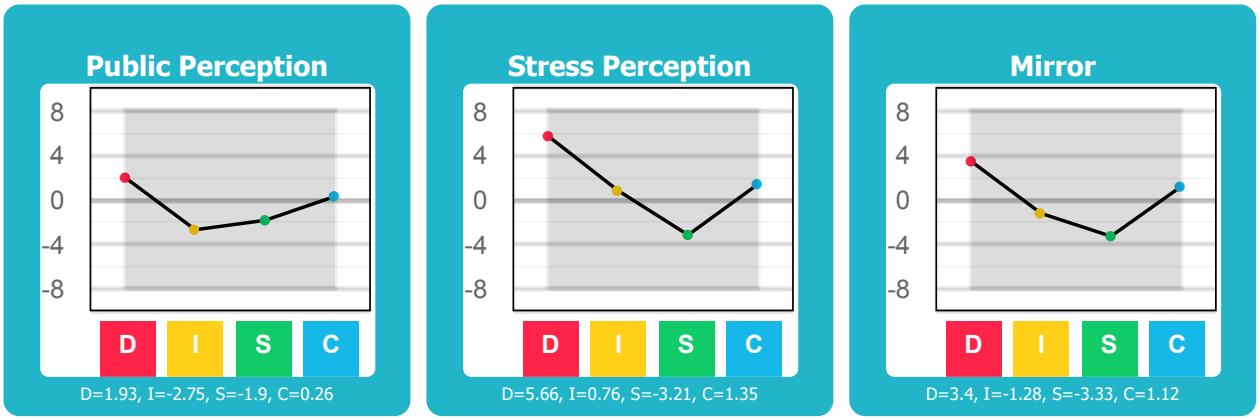
Scoring Data

graph page

Personality Style Graphs



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Graphs Explanation Page

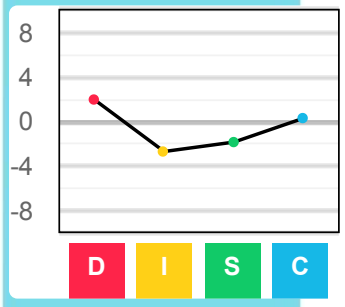
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 -
Mask, Public Self

Behavior Expected By Others

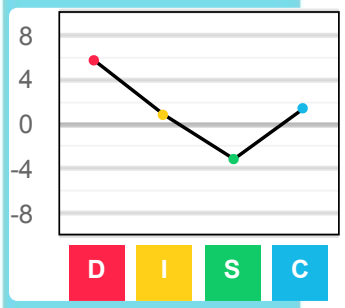
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.



Graph 2 -
Core, Private Self

Instinctive Response To Pressure

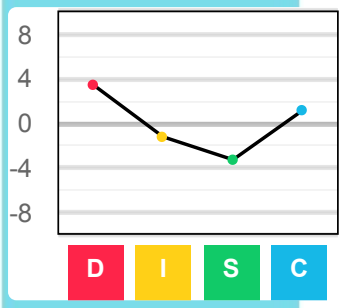
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3. Graph 2 is generated by the "Least" choices on The Personality System, and has the lowest potential for change.



Graph 3 -
Mirror, Perceived Self

Self Image, Self Identity

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment. Graph 3 is generated by the difference between Graph 1 and Graph 2.



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Graphs Explanation Page

Continued

Different Graphs Indicate Change or Transition

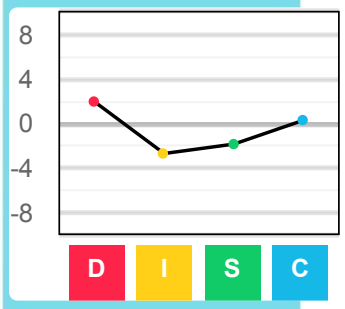
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.

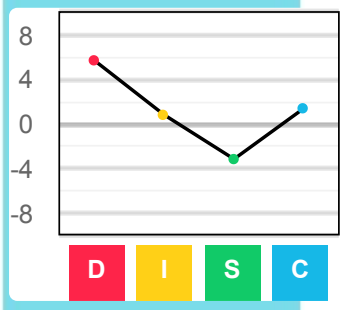
Similar Graphs Indicate Few Demands For Change

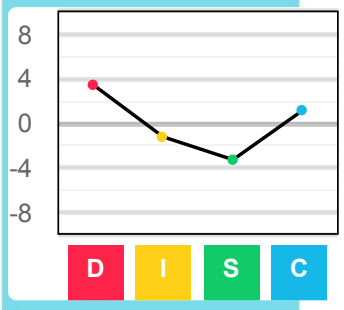
An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.

Your keyword style of Challenger DC(DC) and the contents of this report are derived from Graph 3.







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