



## The DISC Index

WHAT

WHY

**HOW**

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Alexander Moore

October 29, 2012

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This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.

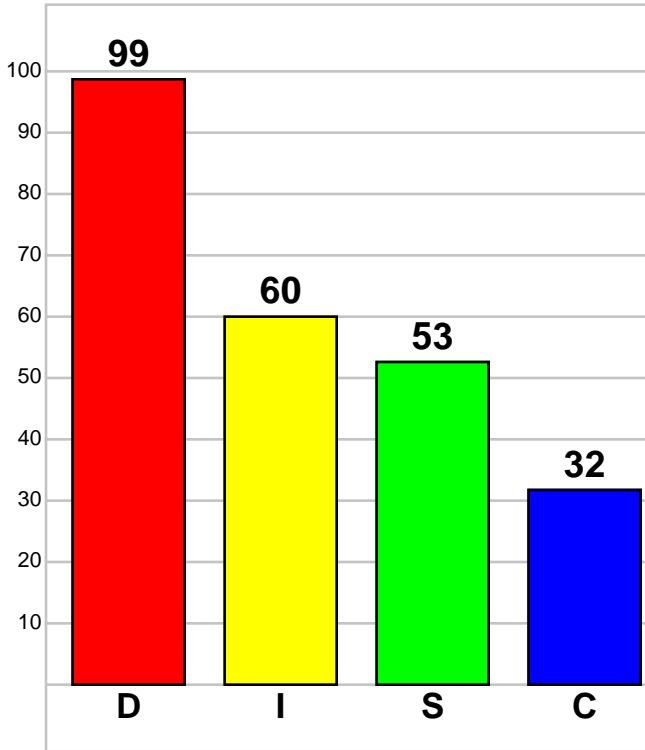
Anthony Robbins Coaching

[www.tonyrobbins.com](http://www.tonyrobbins.com)

800-455-8183

## Natural and Adaptive Styles Comparison

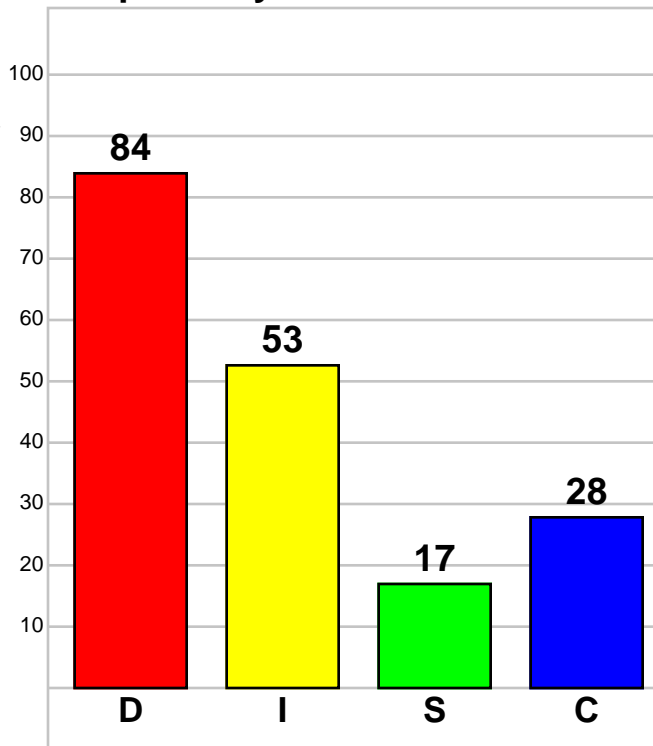
### Natural Style



**Natural Style:** The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

**Adaptive Style:** The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adopt to this style for too long you may become stressed and less effective.

### Adaptive Style



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## About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

## This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life

## The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

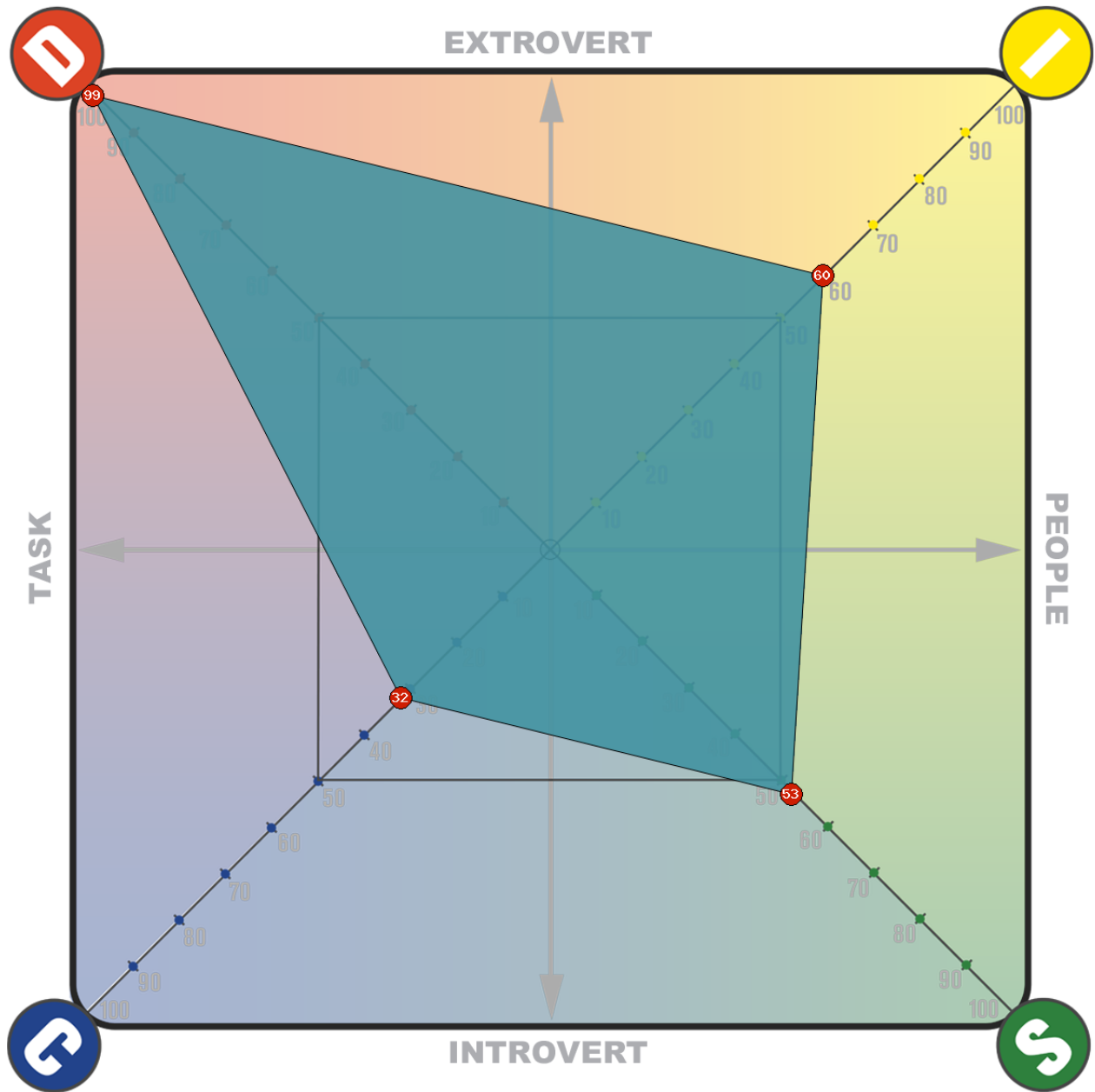
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
<b>Problems:</b> How you tend to approach problems and makes decisions	<b>People:</b> How you tend to interact with others and share opinions	<b>Pace:</b> How you tend to pace things in your environment	<b>Procedures:</b> Your preference for established protocol/ standards
<b>High D</b>	<b>High I</b>	<b>High S</b>	<b>High C</b>
<b>Demanding</b> Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable <b>Unobtrusive</b>	<b>Gregarious</b> Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn <b>Aloof</b>	<b>Patient</b> Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous <b>Impetuous</b>	<b>Cautious</b> Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless <b>Defiant</b>
<b>Low D</b>	<b>Low I</b>	<b>Low S</b>	<b>Low C</b>

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## Decisive

### Your approach to problem-solving and obtaining results

The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

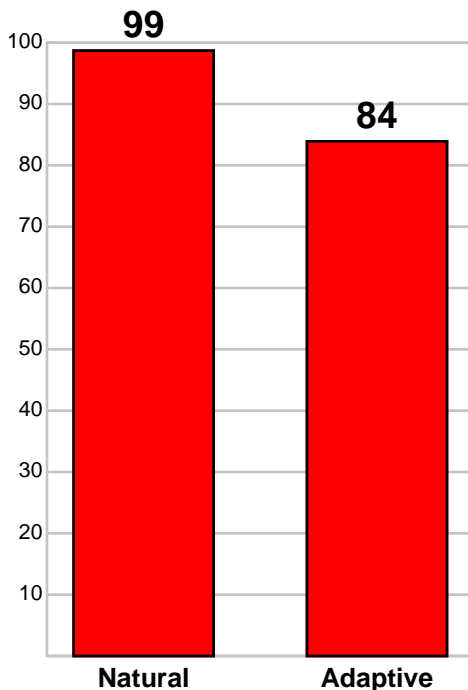
#### Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

#### Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.

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

- You are practical - all about the business and getting results quickly without fluff or delay.
- You are direct in your communications, no ambiguities.
- Your approach tends to be forceful and very direct.
- You are a great source of innovation and new solutions, even if radical sometimes.
- Sometimes you become argumentative, even when you don't mean to be or notice that you are.
- You migrate towards difficult assignments and opportunity for advancement.

## Interactive

### Your approach to interacting with people and display of emotions.

The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

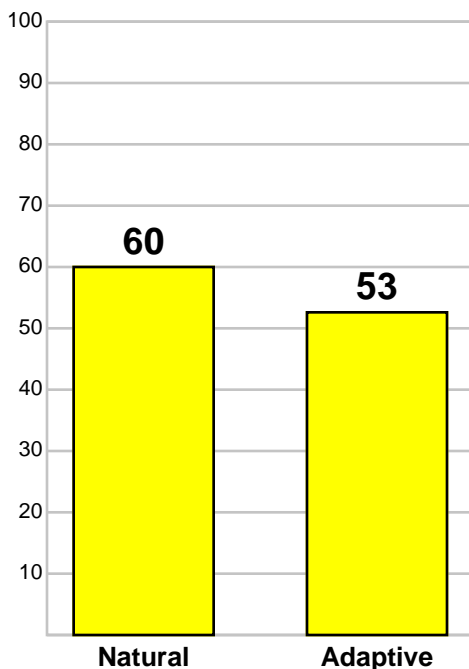
#### Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

#### Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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

- You can be an effective coach or counselor for others.
- You tend to be generous with your time in helping others.
- People may find you charming to meet and to converse with on a variety of topics.
- You may sometimes promise a bit more than you can deliver because of your natural optimism.
- You like a flexible environment that allows for creativity.
- You like democratic not dictatorial relationships on the job.



## Stabilizing

### Your approach to the pace of the work environment

The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

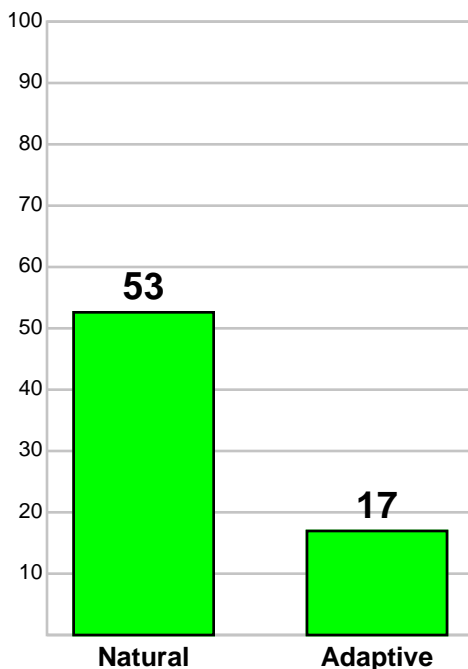
#### Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

#### Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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

- You believe rules exist for a reason.
- You are generally known as steadfast and dependable.
- You are consistent and predictable over the long haul, even in the midst of change.
- If insufficient structure and order exist, you will create it.
- You bring a high degree of self-control to work. You steadily move towards the completion of a task.
- You think it is important to follow established procedures and processes.

## Cautious

### Your approach to standards, procedures, and expectations.

The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

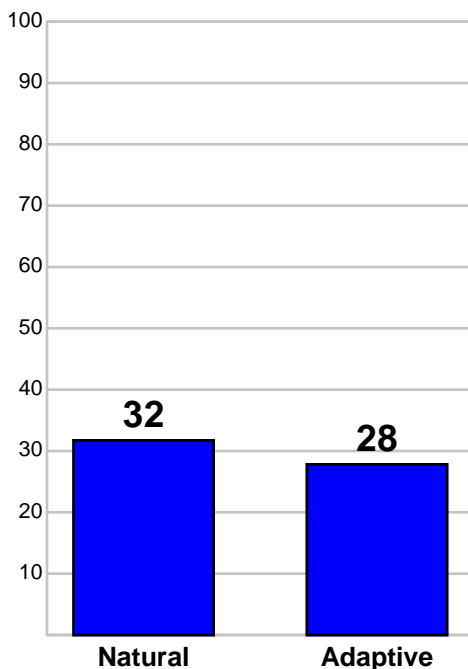
#### Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

#### Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

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

- You prefer to be encouraged to create and try new ideas and procedures.
- You can develop a variety of strategies and procedures as situations demand.
- You are more bottom-line oriented (e.g., "Let's get the job done now").
- Your opinions tend to be quite firm when it comes to breaking with convention to answer the needs of the situation.
- You want little, if any, "routine" work.
- You like an environment that provides independence from direct control.

## **Natural Style Pattern:**

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- Brings a very high sense of urgency to projects and tasks. Gets things done... now.
- Is seen by others as a mover & shaker and one who loves to compete with the best.
- A hard-driver, even in the face of opposition.
- Usually looks on the positive side, emphasizing strengths and successes while minimizing limitations.
- The High D traits along with the Low S and Low C traits allow decisions to be made quickly and easily.
- When the climate is favorable, the High I nature allows for optimism and a friendly affect. When the climate becomes antagonistic, the High D nature presents a tough and determined response.
- Self-confident in actively seeking challenging projects.
- Able to see the big picture and communicate it clearly to others.

## **Adaptive Style Pattern:**

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Wants to bring a very high sense of urgency to projects and tasks. Gets things done... now.
- Is seen by others as a mover & shaker who jumps in to compete with the best.
- Is usually a hard-driver, even in the face of opposition. This is common among those with the High D preferences.
- Is perceived as one who is a very resourceful person: well-networked, and influential.
- Has a high expectation for others to keep up and maintain a rapid pace.
- When the climate is favorable, the High I nature allows for optimism and a friendly affect. When the climate becomes antagonistic, the High D nature presents a tough and determined response.
- Wants to be seen by others as flexible, versatile, and one who acts positively in all environments.
- Wants to achieve tangible, measurable, real-time results.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Softening your approach with more introverted people.
- Watching how much you challenge others as many may see it as an ego drive, not a bottom-line approach.
- Being aware that your level of aggressiveness and tenacity may be off putting to others.
- Learning to follow as well as you might lead.
- Being around others who share your high level of urgency.
- Trying not to over-react.
- Having support staff to handle the detail work.
- Reducing your competitive edge when dealing with others who aren't as competitive as you.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- New challenges to address.
- A forum in which to offer his ideas and solutions.
- To be able to control his own career destiny, and make the necessary choices and decisions to make it happen.
- Needs as much freedom as possible in order to be most effective in carrying out a project or assignment.
- An environment with little or no routine work.
- An environment that provides rapid advancement to positions of higher responsibility.
- Works best with a superior who is competent, optimistic, has a high sense of urgency, and is willing to delegate authority.
- An environment with new problems to solve and new goals to achieve.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Shows the rare ability to concentrate on ideas, issues, and people and relate them instantly to the big picture.
- Ready to take the credit or the blame for the results.
- Maintains optimism for himself and others, even in the long haul on a project.
- Cooperative team player or leader who respects organizational policies and protocol.
- Brings a high sense of urgency for results and will put pressure on himself and others to reach a successful solution while maintaining an optimistic attitude.
- Able to multi-task in a variety of areas, maintaining control over many projects simultaneously.
- Able to direct and motivate others while still being sensitive to their needs and concerns.
- Has the ability to be both firm and friendly as the situation demands.

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- A climate that supports innovative ideas for success in the future.
- Wide bandwidth of operation and influence.
- Non-routine assignments.
- Short cut methods, and reduction of potential bottlenecks.
- An environment with a high degree of people contacts, and problems to solve.
- Social recognition for accomplishments.
- Challenges in building new territory or networks of people.
- Freedom from details.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- May become defensive and blame other areas of the organization for inefficiencies or miscommunications.
- Sometimes decisions might be made without consulting others, and without sharing information after the decision is made.
- The high sense of urgency coupled with the high ego and optimism, may lead to overstepping authority and responsibility.
- May oversell others on the goals and the ability to achieve them.
- Tends to be a selective listener, hearing only what he wants to hear.
- May become impatient if not getting appropriate attention and recognition from others.
- May be so focused on the big picture as to ignore some important details.
- Could get more accomplished through people by using a greater amount of patience with individuals and teams.

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and being taught and learning.

## **How you prefer to share knowledge or teach:**

- Bottom-line orientation to preparing participants for skills they will need.
- Structures the events for efficiency in achieving goals and skills.
- Evaluations based on certifying that participants have certain skills.
- Believes that knowledge gives the participants abilities to solve new problems.
- Structures events to inspire participants to act on their ideas and visions.
- Evaluations based on maximizing the participants' process and success.
- Knowledge gives the participants the ability to maximize their potential and share with others.

## **How you prefer to receive knowledge or learn:**

- Prefers learning in groups.
- Structures own learning.
- Self-defined goals.
- Needs "what to do and when to do it" for optimal time and process management.
- Interacts frequently with others.
- Develops own learning strategies.
- Needs structure from the facilitator.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

### **Things to do to effectively communicate with Alexander:**

- Plan some extra time in your schedule for talking, relating, and socializing, but let him take the lead, and don't be surprised if the socializing ends abruptly.
- Provide options for Alexander to express his opinions and make some of the decisions.
- Be prepared to handle some objections.
- Provide testimonials from people he sees as important and prominent.
- Put the details in writing, but don't plan on discussing them too much.
- Motivate and persuade Alexander by referring to objectives and expected results.
- Provide immediate incentives for his willingness to help on the project. Ask for his opinions.

### **Things to avoid to effectively communicate with Alexander:**

- When disagreeing, don't let it reflect on him personally.
- Avoid wild speculations without factual support.
- Avoid leaving loopholes or vague issues hanging in the air.
- Don't talk down to him.
- Don't direct or order.
- Don't come in with a ready-made decision, unless you are ready to discuss a variety of options and accept changes.
- Don't 'dream' too much with him or you'll lose time.

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

**Decisiveness:**

How is your 'D' score relevant to your life?

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**Interacting:**

How is your 'I' score relevant to your life?

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**Stabilizing:**

How is your 'S' score relevant to your life?

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**Cautiousness:**

How is your 'C' score relevant to your life?

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**Overall Natural Style:**

What is one way in which your natural style relates to your life?

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**Overall Adaptive Style:**

What is one way in which your adaptive style relates to your life?

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**Strength-based insights:**

What specific strengths do you think connect to your success more than any other?

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**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

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**Ideal Job Climate:**

How well does your current climate fit your behavioral style?

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**Effectiveness:**

What is one way in which you could become more effective?

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**Motivation:**

How can you stay more motivated?

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**Improvement:**

What is something you learned that you can use to improve your performance?

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**Training/Learning:**

What did you learn that could help you instruct others better, or learn more effectively?

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Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

**Supporting Success:**

Overall, how can your unique behavioral style support your success? (cite specific examples)

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**Limiting Success:**

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

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