



**DISCflex™**

## Business Behaviors Report

**Jane Sample**

September 9, 2015

## Overview of DISCflex™

DISCflex™ Business Behavior Reports are one of the best (and most widely used) profiling vehicles to assess a person's overall behavioral tendencies. By completing a DISCflex™ Assessment you reveal the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance. When the distinctive elevations are charted in the context of a business atmosphere, patterns emerge displaying a comprehensive picture of a person's behavioral tendencies as a business professional. The DISCflex™ Business Behaviors Report explains how the individual DISCflex™ Factors govern the choices you make and to a large extent control your decision making processes. The four factors also have significant upon your teambuilding abilities and play a role in how you form relationships. In addition, these also influence how people perceive you, how you interact and communicate with coworkers.

## Self and 3<sup>rd</sup> Party Insight

The DISCflex™ Business Behaviors Report is based on self-perception. The questions you answered about yourself in the DISCflex™ assessment are only part of the picture you should have access to regarding your behavior. By including the option of providing third party insight (i.e. the current perceptions of co-workers, managers, coaches, and/or customers), we can provide a highly customized 360-like vehicle for your review. But remember, it is a "snapshot in time."

## Goals

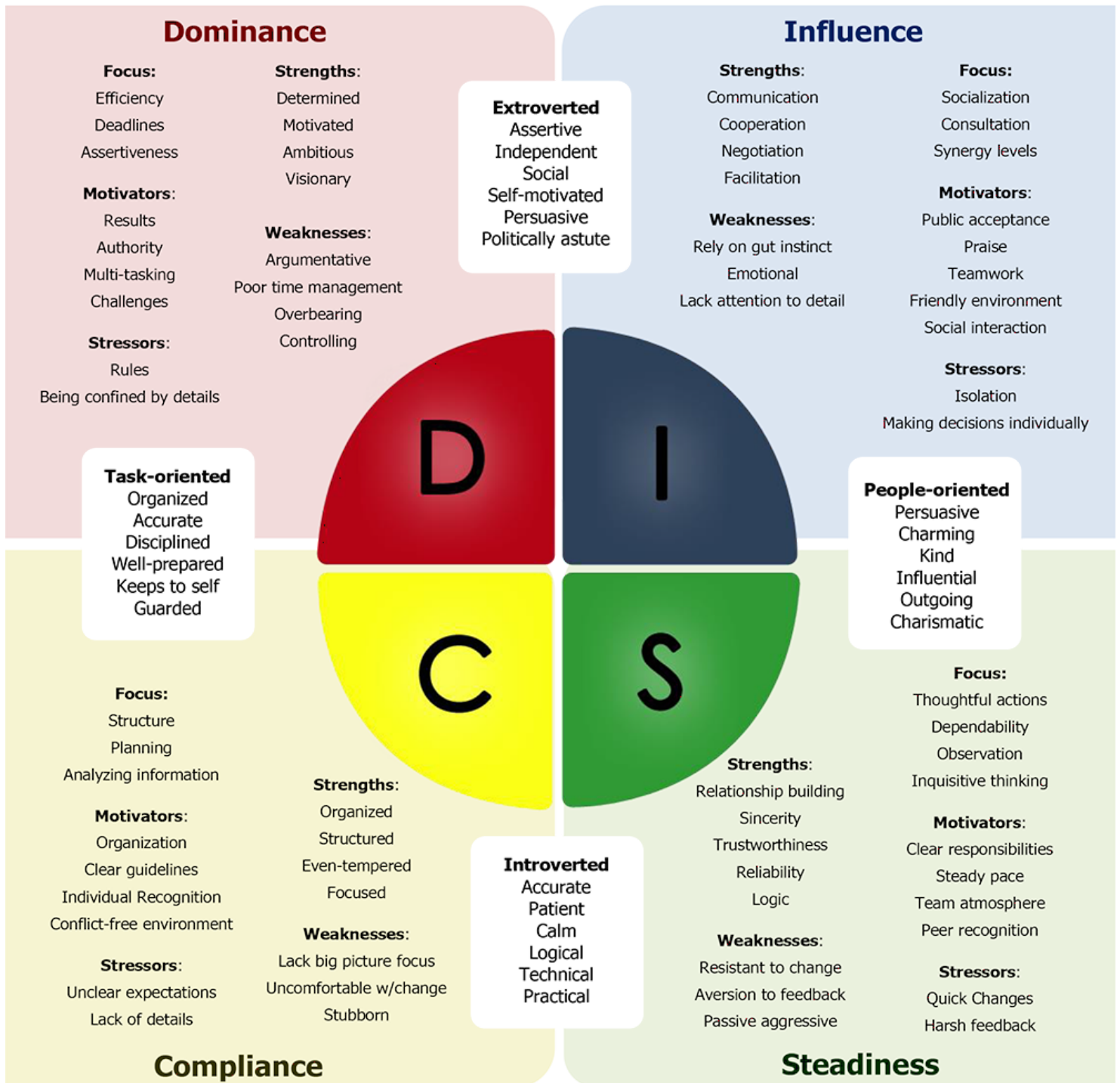
This compendium will assist you in uncovering your strengths in your business life, will provide ways to mitigate your weaknesses, and will provide valuable Coaching Advice on how best to "become a chameleon on a rainbow," being able to adapt to any professional situation. The goal is to provide you with a complete guide to understanding your behavior and your coworkers' perception of how you interact with them. The targeted eLearning will pinpoint areas where improvement can make a big difference, and the sessions will also provide tips on how to avoid the fallout of any potential weaknesses. It is a good idea therefore, after you become more knowledgeable by going through the course materials, that you should retake the assessment or, at the very least, send it out to others for subsequent third party inputs to gauge whether you have changed what you wanted to - especially through other people's perception.

## Make Notes and Take the Opportunity to Be Introspective

As you go through the report, you will see coaching advice and tips, bewares and warnings, to enhance your self-awareness and skills. To increase your appreciation of your impact on others, we encourage you to take ample notes about what you need to work on to become more effective at influencing others. Most important, your four DISCflex™ Factors affect how people perceive you and react to you, oftentimes making the critical difference in whether your coworkers and peers will trust you or will make the decision about whether to follow your lead. As you read, please incorporate the coaching advice into your behaviors by thinking back on prior situations and thinking about what you might do differently if a similar situation arises. This "prethinking" will help you in "rehearsing" how to change your attitude, emotional involvement, words, or actions in the future and will most certainly assist you in understanding your behavioral tendencies and strengths more clearly.

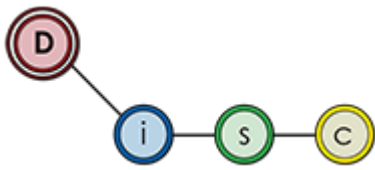
**Disclaimer:** The intent of this report is that it is not to be used for hiring decisions, nor is it appropriate for decisions regarding promotions or any other performance-based inquiries. This report can be used for professional development recommendations in tandem with our patent-pending eLearning, coaching and training solutions, as well as for Blended Learning.

# Defining DISC





	<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
<b>Strengths</b>	Determined Motivated Ambitious Visionary	Social skills Influence & communication Cooperation Negotiation & facilitation	Build strong relationships Sincerity & trustworthiness Reliable Logical	Organized & structured Even-tempered Focused Responsible
<b>Potential Weaknesses</b>	Argumentative My way or the highway Overbearing Controlling	Reliance on gut instinct Insecure Lack attention to detail May let deadlines slip	Resistant to change Dislike giving or receiving feedback Passive-aggressive Possibility to be self-absorbed	Lack big picture focus Uncomfortable with change Confined by procedures Stubborn
<b>Motivators</b>	Results Authority Multi-tasking Challenges	Acceptance & praise Peaceful & friendly environment Working with others Social situations	Clear responsibilities Steady pace Group environment Recognition	Organizational effectiveness Defined tasks/responsibilities Recognition & reassurance Conflict-free environment
<b>Stressors</b>	Inaction Rules No decisions being made Being confined by details	Isolation Lack of communication Making decisions individually	Quick changes Harsh feedback Taking sudden action Unclear communication	Insufficient planning Multi-tasking Not knowing expectations Lack of detail or information
<b>Communication Style</b>	Important information only No idle chatter Big picture focus	Discussing information Talking through options Brainstorming	Prefer meaningful communication Status updates Thoughtful dialogue	Details and logical answers Cover all possibilities Clear expectations
<b>Decision Making</b>	Quick to decide & act Comfortable with risks Decisions are based on the big picture Prefer authoritative decisions	Receive feedback from others before acting Rely on gut instinct Prefer to know how others would act Prefer consensus decisions	Prefer practical options Hesitant to act Need contingency plan Prefer ad hoc decisions	Focused on facts rather than feelings Prefers to get all the facts Prefer fact-finding over making the final decision Prefer rational decisions

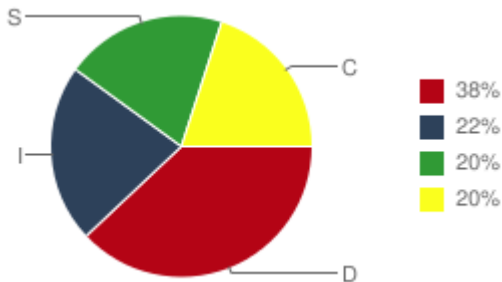
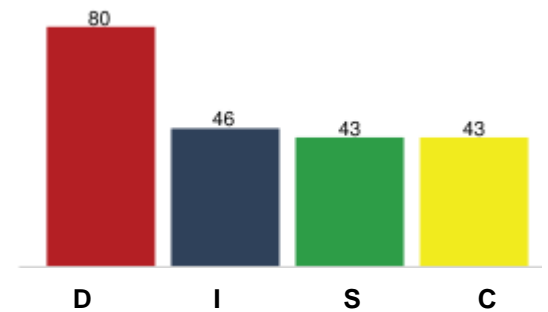


## My DISCflex™ Pattern

You have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

## What does that mean?

You love to be constantly challenged and rely on your decision making to solve problems. You are able to initiate action and lead others by taking charge. Routines bore you and you strive to accomplish your own vision. You can challenge others thoughts or ideas and are not afraid to argue your point of view.



## Compare your behaviors

Looking at the big picture, you are able to see your behavioral style is governed most by your Dominance Factor. The pie chart indicates a clearer overall picture - a snapshot - of all four factors in your behavioral pattern. When you compare and contrast the bar versus pie chart to your coworkers, you can gauge your behavioral style's strengths and weaknesses, enabling you to see what things separate your actions from others. You can use this to recognize how to incorporate behaviors in the different situations you come across in life.

### Strengths

Efficient  
Independent  
Competent  
Team player

### Potential Challenges

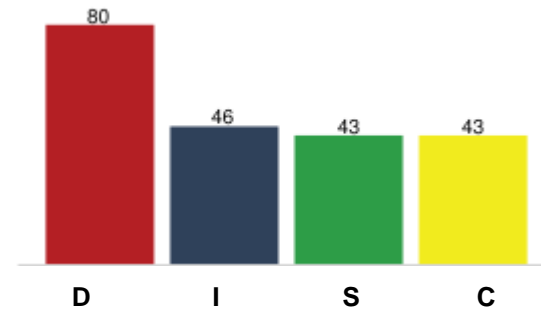
Focus  
Giving up control  
Prioritization  
Quick decision making

## Motivators

Ready to get motivated? We've highlighted some key things that get your blood pumping. You will find that some of these motivators happen on an unconscious level. Use these to explore other motivators you have within yourself and that guide you to certain decisions and actions.



- Results oriented
- Enjoys a good challenge
- Being the leader
- Making individual decisions
- Being able to work at a quick pace
- Understanding



## Stressors

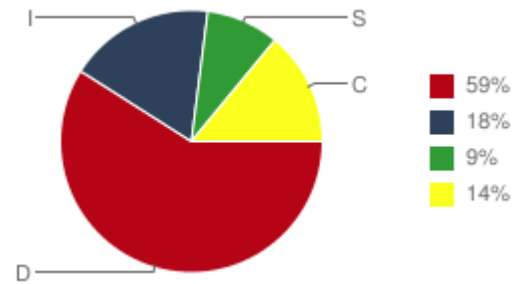
When you get angry or frustrated, it's due to one of your stressors. This list provides some of the deeper stress factors that happen in your brain and cause you to act in a negative manner. When you let your stressors get to you, always know that you are at risk of causing conflict within yourself and your relationships with others. Understanding your stressors can help you prevent this.



- Rules
- Details
- Not being in control
- Relying on others
- Results of your decisions
- Priorities

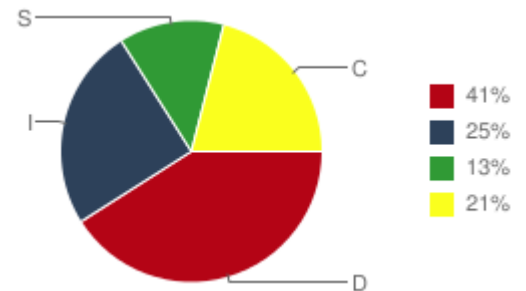
## Coworkers may see you as...

- Leader
- Ambitious
- Dictator
- Driven
- Self-Motivated
- Argumentative
- Friendly
- Pleasant
- Self-centered
- Shallow
- Disorganized
- Courageous



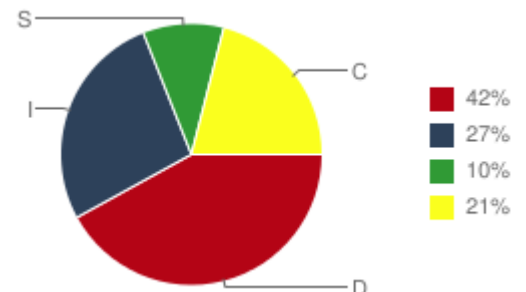
## Family may see you as...

- Leader
- Ambitious
- Dictator
- Driven
- Self-Motivated
- Argumentative
- Talkative
- Curious
- Decisive
- Attentive
- Adaptable
- Poised

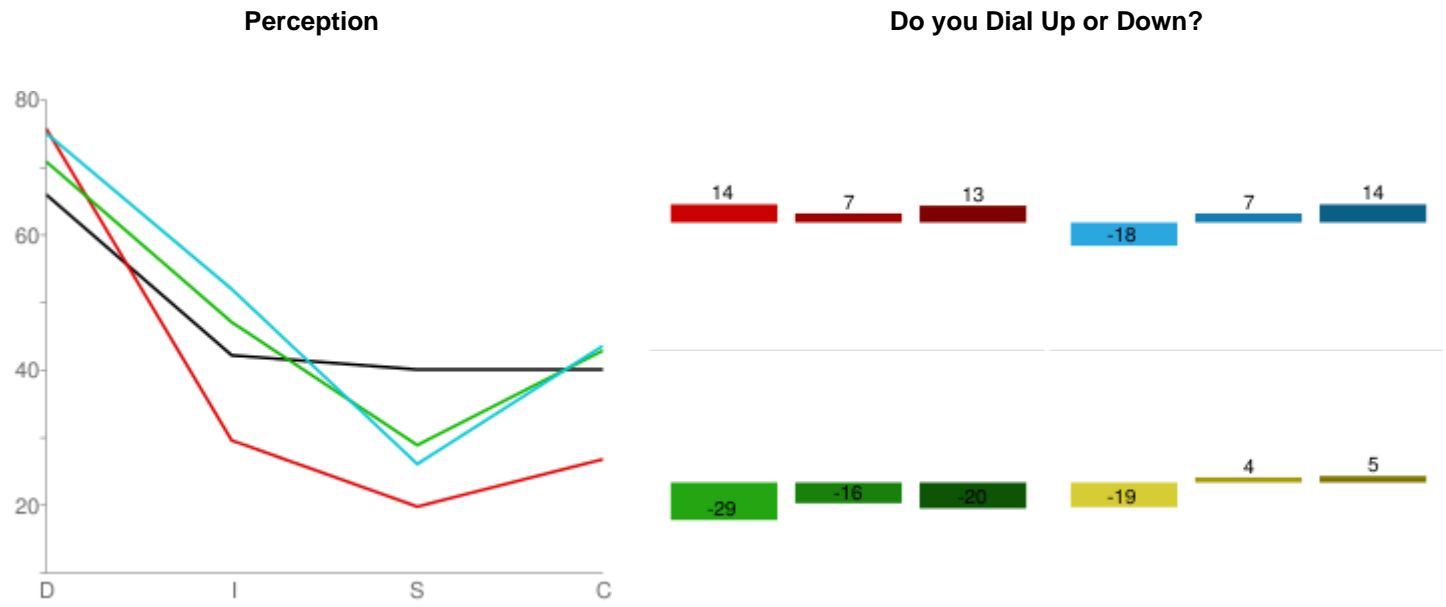


## Others may see you as...

- Leader
- Ambitious
- Dictator
- Driven
- Self-Motivated
- Argumentative
- Talkative
- Curious
- Self-centered
- Shallow
- Adaptable
- Poised

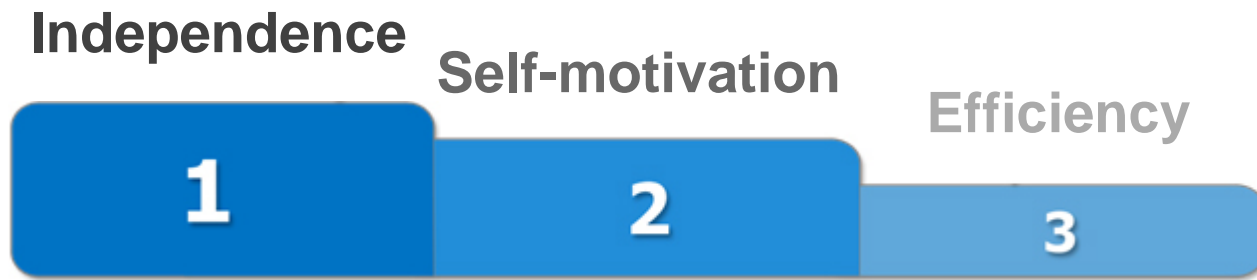


# Third Party Variances



DISC Factor	Self-Perception	Third Party Perception		Variances	% Difference
Dominance	80	Co-workers	94	14	15%
		Family	87	7	8%
		Friends	93	13	14%
Influence	46	Co-workers	28	-18	64%
		Family	53	7	13%
		Friends	60	14	23%
Steadiness	43	Co-workers	14	-29	207%
		Family	27	-16	59%
		Friends	23	-20	87%
Compliance	43	Co-workers	24	-19	79%
		Family	47	4	9%
		Friends	48	5	10%





## Independence

With your Dominance factor greater than your Compliance factor, this gives you the Sub-factor Independence. You take pride in being able to accomplish things on your own. You act as a visionary by being able to create your own rules and ways of doing things.



- Self-determined
- Objective
- Free
- On your own
- Private
- Self-reliant

## Self-motivation

With your Dominance factor greater than your Steadiness factor, this gives you the Sub-factor Self-motivation. You always like to be on the move and think of ways to get things done. By creating new plans and ideas, you do not need other people to tell you what to do because you are the one that looks to take action.



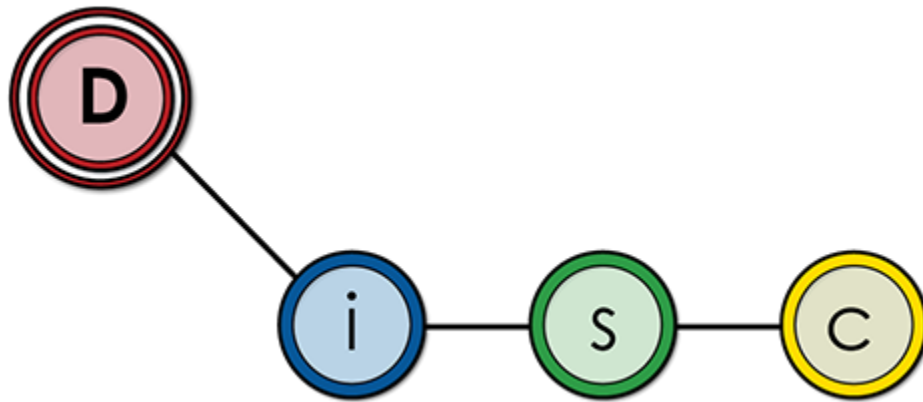
- Active
- Energetic
- Forceful
- Creative
- Full of life
- Lively

## Efficiency

With your Dominance factor greater than your Influence, this gives you the Sub-factor Efficiency. You are driven to accomplish your task the most effective way possible. You are able to focus on the project at hand and will not be distracted by personal aspects of a situation.



- Productivity
- Performance
- Effective
- Know-how
- Organized
- Competency



Jane, based on the results from your DISCflex™ Behavior Assessment, you have a high Dominance (D) behavioral style. In order to make the best use of this report's information, we suggest that you print it out and highlight any areas you find interesting. The value of this report depends entirely on your personal application of the information to your professional life.

## Let's quickly define what DISC stands for before we delve into the details.

**Dominance** is your need for control and your source of ambition.

Whenever you are feeling self-motivated, you are using your 'D' factor.

**Influence** is your need for communication and your source of persuasion.

Whenever you are feeling talkative, you are using your 'I' factor.

**Steadiness** is your need for consistency and your source of thoughtfulness.

When you go out of your way to help someone, you are using your 'S' factor.

**Compliance** is your need for structure and your source of organization.

When you become extremely focused on completing your tasks, you are using your 'C' factor.

We all use each of the four factors in different ways. Continue reading to find out how they relate to the following ten topics:

- |                                      |  |
|--------------------------------------|--|
| • <b>Work Environment</b>            | • <b>Team Interactions</b>             |
| • <b>Goal Setting</b>                | • <b>Facilitation</b>                  |
| • <b>Interpersonal Communication</b> | • <b>Receiving and Giving Feedback</b> |
| • <b>Change</b>                      | • <b>Self-talk</b>                     |
| • <b>Decision Making</b>             | • <b>Performance Management</b>        |

The following content related to the topics above will prove invaluable to your business success.

## The way you prefer your environment is important to your success.

We all have certain preferences when it comes to our work environment. Remember that each person has a behavioral style that determines their preferred way to work.



Too often, we ignore the fact that other people have different preferences than we do, and we try to force everyone into our box.

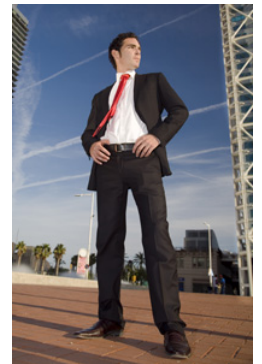
*What if there was a way to identify the way you prefer to work, and learn how to identify other people's work preferences? Would that help your team be more successful?*

DISCflex™ helps you identify many things about your work environment that you will learn throughout the report, such as how you like to communicate, how you like to make decisions, and how you like to set goals. Notice it is all about what you like to do and not what you should be doing.

## You become frustrated if you are interrupted while working on a project.

However, if it is important you will grant them the latitude if pressed to do so. If this becomes a habit with a particular person, it will frustrate you and you will tend to avoid them rather than confront the issue.

You like the freedom to move between projects or shift deadlines. You also prefer to dictate your schedule and work environment. Make sure this tendency doesn't become a habit. When working for an elevated C boss, this tendency can cause conflict because an elevated C manager prefers structure and order.



**Warning:** A high I-type supervisor may take offense to your freedom and independence because they look for interaction prior to changes in schedule, scope, or responsibilities.

Rather than get involved on a personal level with people in the office, you tend to mind your own business and interject when it is you or your work. You would rather make a decision and go with it but you can be quite thoughtful when needed. Being locked in is not necessary for you to take action. You don't need all the answers upfront.

## You have developed your own organizational style.

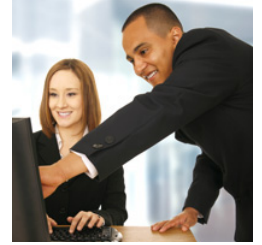
You are not one who can adapt to every system that requires rigorous inputting of data and/or metrics. These types of systems work well for your style, try dialing up your compliance as needed.



As a leader, you prefer to keep your discussions with your team brief, though you can also be influential when needed. You tend to lead by example rather than words, focusing on performance rather than relationships and you keep a fairly close circle of advisors. Never underestimate the power of trust and rapport that can come from Dialing up your Influence.

## Once you have an understanding of your behavioral tendencies in goal setting, you can be an invaluable asset to an organization.

Knowing what your strengths are can help you articulate the vision of the business, set direction for strategic planning, and performance objectives. While doing so will make sure that you align the organization and resources required to achieve the goals. Ultimately, by aligning appropriate behavior and goal setting you can link goals and objectives to the performance management process.



## You effectively walk that fine line between thoughtfulness, steadfastness, and action.

You understand that windows of opportunity are only open for so long and that any project or task can run into obstacles if you take too long to accomplish them. You tend to see the Realistic side as well as the Timely side of the SMART goals. Consider dialing up your Steadiness when you need to really think through a project at the beginning stages and then dial up your Dominance to complete the goal during the later stages.

You are able to look at the Specific and Measurable sides of your SMART goals, yet you to balance yourself with some of the other criteria for SMART goals. You should work on knowing when and how to meet each criterion.

**Advice:** Ultimately set behavior goals for yourself to meet the SMART goals.

## You only work with a select group when gathering info for your goals.

Work on networking more around the office and approach others with questions about what they believe is attainable with regard to goals. This will break the ice and help you form a new source of information in your workplace.

With your strong work ethic on meeting deadlines and attaining results, you consistently focus more on the Timely aspect of SMART goals. Deadlines are important to you and you will work hard until you reach the final result.



**Warning:** You could be tempted to focus more on meeting the deadline than turning in the quality of work that you would otherwise.

Once you set your SMART goals, then you get into the tricky business of implementation. Moving toward action is the next step in your playbook and you are prepared for the transition. You understand that your strategy may not include all the potential consequences, but you feel that it is strong enough to propel you into action. This can be a great motivator if harnessed correctly.

In an organization, nothing is more important than effective communication. A person's communication preferences are grounded in their behavior and perception. Understanding how these impact the communication loop is vital to an individual's career and professional growth.

## **Relationships with others do not prevent you from completing your tasks.**

You would rather advance yourself through your own work and skills than through your relationships. This does not mean you do not place importance on others in your team, but rather that you appreciate a more independent approach to sifting through information and achieving results. You need to work on slowing down your desire to take action before you think things through.

You are able to build relationships with people in your workplace effectively. How large this group is depends on your affinity for working with others and the number of advisors you prefer to have. This can be different for everyone, but you are still able to have good relations with the various members of your team, regardless of how "close" you feel to them. This allows you to be personable and not stir any negative feelings toward you.



## **You can be very blunt, Jane, sometimes coming across to others as inconsiderate.**

This happens when you think it is important to get your point across, even though you do not intend to be perceived this way. At all times be considerate in thinking about not only the message, but the delivery, too. This will go a long way in making certain that others listen to your intent as well as the words themselves.

You do not necessarily need a particular reason to communicate with another person in your work environment. Because you are more balanced between your task-oriented structure side of work and your people-oriented side, you find that your peers do not serve as unwelcome distractions throughout the day.

## **You are able to understand and relate to your coworkers.**

When it comes to listening, you see the balance between understanding the message and actually responding back to the person. You like to give others a pat on the back for a job well done to show recognition. This is one of the techniques you use throughout the listening process when someone has a good idea. However, you have found that this doesn't come entirely naturally to you. Make this more of a habit as you rise in your career, as people will appreciate it.







## **You rarely need help from other people when facing change.**

You like to think it through on your own before you consider asking others about the possible benefits and consequences of the change being made. This allows you to formulate your own opinions and bring valuable input into a conversation. Just remember not to let this tendency make you hard-headed where you stop listening to other points of view.

## **You enjoy learning about changes before they happen.**

When you are told about a change and given time to prepare, you can handle it easily. So, knowing this, make sure you learn how to forecast and anticipate change so that you will not be caught unaware. Any obstacle or unforeseen consequence could propel you to discount the need to change out of pure defensiveness for your vision. Be flexible while still sticking to your overall goals and objectives.



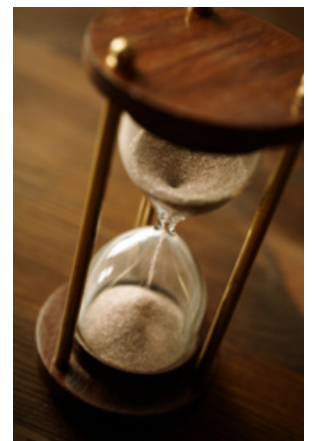
## **Not much fazes you when it comes to change.**

If you have a set plan already in motion, you will be reluctant to latch onto any change that does not help you meet your goals. Your mind is built around a process-oriented nature, so it is critical for you to analyze and interpret how the change will affect your process for working.

## **You are able to adapt and change when faced with obstacles.**

You have a better aptitude than most at restructuring your action plan when faced with adversity. You take one of two positions when obstacles come - you act quickly to mitigate the threats or you think thoughtfully about how to best deal with the situation.

Now let's turn the page to the Transitional Time Line. Your superiors look at you as someone that can influence the rest of the staff. Advice: Build your management and communication abilities by influencing people to move forward through all the phases of the transition.





## Decision making preferences are based on your behavioral preferences.

The goal of this segment is to help you develop an understanding of your decision making tendencies. This section will help you identify how to make the best decisions possible.

By recognizing how you prefer to gather information, weigh options, and come to a decision, you can determine your strengths and weaknesses. Equally important, we are going to provide insight into some of the psychological biases that might consistently affect your decision making ability.

## You will go to others if you feel you need insight on making a decision.

As reflected from your medium range Influence Factor, you display a good balance between the facts and your gut feeling when making decisions. You start by doing research and going through self-counsel.

Upon reflection, you usually feel confident that you made the right decision. You have learned that the balance between 'doing' and 'thinking' is important. Too much time in either doesn't work for you. On the whole, you have confidence in your decision making abilities.

When forced to use your Steadiness Factor, you like to know the reasons behind decisions before agreeing to them. Even when you know that thoughtfulness and taking the time to make decisions is vital, you will tend to rush through, preferring to let another factor guide you.

This skill set is a great strength and others typically look to you for guidance when tough decisions have to be made. You tend to look at the big picture when making decisions or that you are not overly optimistic in gauging your chances of success.



## You consider others opinions before making a decision.

Though you may feel the need to make an emotional decision, you will typically check yourself and make sure your decision is logical as well.

**Advice:** Using the Perceptual Prism and Decision Making Matrix will keep you grounded and help you make the best decision possible for any situation you find yourself in.

Your ability to balance fact-finding and decision making helps you to understand the details and see the big picture helps keep you from using the anchoring bias.

## **By exploring your behavioral inclinations, you can effectively develop skills to conduct team projects and meetings.**

You are open to new ideas and can fit them into your plans if they are a good addition. You are able to analyze the input from your team without closing off the current status quo to changes. This is beneficial as a leader so long as you do not wait to hear everyone's input before making a final decision.



## **You enjoy leading teams of people that are like you.**

While you don't mind leading teams, you also want to have time to yourself as well to get tasks completed. Sometimes leading others seems to drain you. You find that a good way of recharging is to take a break from interactions and do something that doesn't require communication for a while. This will help you regain your energy for the next meeting with your team. Still, you will need to slowly work your way up to handling people with a higher degree of friendliness, and less like an efficient machine.

**Reminder:** It's important to understand your level of extroversion and the stress caused by it.

One of your strongest qualities as a leader is that while you are able to listen to your employees, you are also able to lead them into action. The problem is knowing when to implement these skills.



## **Think through your actions before moving the team forward.**

Reflect on past projects when you had to make decisions that required you to act fast. This reflection will give you insight into future decisions that can likely save you time, resources, and energy.

Others typically follow your lead and look to you for ideas. They will come to you when they need a problem solved because they know that you are always able to help them move forward, even during tough times.

**Tip:** Don't repeat your goals or plans multiple times. Repetition can be annoying!

## **Your approach toward teamwork is not about creating a structure that everyone has to stick to.**

You tend to be more flexible and allow other people to change the flow of discourse or priorities. With that said, you still need to have an internal structure and knowledge of what your responsibilities are if you are to work effectively. Write that priority list down somewhere, even if you are going to change it later!



*"Coming together is a beginning; keeping together is progress; working together is success."*  
—Henry Ford

Facilitation is a process of how to properly conduct meetings in order to get the most effective results. Learning this skill set will make you an invaluable member of any team or organization.

## **You will confront people's ideas when necessary.**

Part of that is because you like to figure out how your decision will affect the people around you. This is an excellent quality to have and your friends and family members would most likely describe you as being pretty thoughtful. But be careful, because thinking too much about everything can drive you crazy, which is something you might have already noticed.

You will take charge of a group if nobody steps up. You will do this in a thoughtful way because you know that you have a great deal to contribute to the group. You may also do this in a manner that gets things accomplished quickly. You have a good balance between following procedure and moving things along.



## **Letting people know your opinion comes naturally to you.**

You are typically willing to speak out in meetings, even to peers or superiors (hopefully when appropriate!). A word of warning: There are times when you will need to be quiet and listen, just like there will be times when you need to speak up. Learn which is which. .

You prefer to keep your emotions in check during meetings, but when the situation arises you can be fairly charismatic and energetic. You like it when meetings stick to the agenda. Your input is typically logical and you usually think about what you say before you say it. You enjoy meetings because it gives you the opportunity to interact with others.



## **You strike a good balance between talking and listening during meetings.**

You know when it is important to come to a conclusion swiftly and when you can take your time and receive input from members of the team. This is especially important as you use tools like the Decision Making Matrix to help your team use the best possible decision making method, such as a group consensus, individual consultation, or bringing in an ad hoc team. While you do take time to listen to the input from your team members, be careful that you don't fall into the trap of listening far too long that you miss a window of opportunity. Combine this section with the Decision Making section to really improve your skill sets.





# Receiving and Giving Feedback

*"If you don't like something, change it. If you can't change it, change your attitude."  
—Maya Angelou*



## **You tend to only give feedback to people close to you.**

To be effective, you must improve upon this skill. Sometimes, when you give feedback, you will indeed be viewed as the bad guy. And you probably won't be able to change that if someone has a poor attitude! Fortunately, most of the time people will take feedback in the spirit it was meant to be given in, if you deliver it properly.

## **You understand what to say when giving feedback.**

Your grasp of what needs to be said typically will triumph over your need for others' approval. This allows you to be effective when delivering feedback because you can remain neutral and still not forge enemies. Make sure that you are not only looking at a situation from your perspective as this can cause you to miss important facts or causes of the actual problem.



## **You are direct and tend to move through the feedback process quickly.**

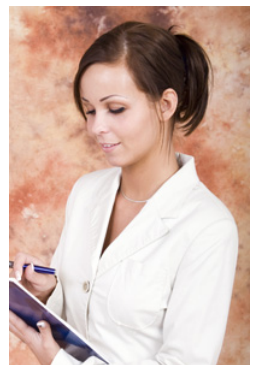


While this is a great strength to be able to lay down the facts and what needs to be done, remember that you are dealing with feelings and emotions, too. You have to also build the motivation of the other person and use the information, while providing them with feedback. Before you deliver the feedback look through the other person's perceptual prism to garner some insight into how the other person may respond to and act upon your feedback.

## **You must make a conscious effort to stay organized.**

This is critical when you are delivering feedback. You must plan your statements ahead of time and think about where the situation will structurally go depending on the other individual's response. Having this planned out ahead of time will allow you to be quicker on your feet during the feedback delivery.

You tend to show good balance between your empathetic nature and your tendency toward stubbornness. Depending on your mood, however, you may sway one way or the other. When you are criticized on something that you really care about, and you know you are good at, you might even become upset and frustrated.







## Your self-talk affects how you go about your work day.

We all talk to ourselves, give ourselves motivation, criticize our actions, and even sometimes yell at ourselves. How you speak to yourself will determine how much success you achieve in your life.

Too often, we ignore or contradict our self-talk, leading us to act with what we called cognitive dissonance.

*What if there was a way to identify the way you talk to yourself, change your thought process to be more positive, and learn to listen to your positive self-talk? Would you be ok with more success in your life?*

Self-talk is about transitioning from the negative to the positive. When you start talking to yourself with positive language, you will find that goals become easier to accomplish and the people in your life have more respect for you. Now, let's explore your self-talk.

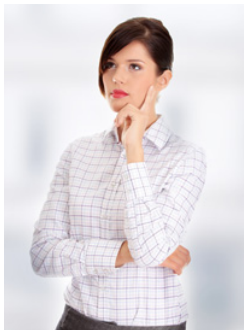
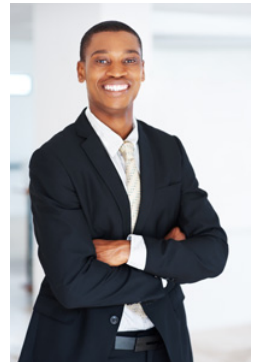
## Your forward thinking will sway your self-talk positively.

This is useful in continuing to improve your self-talk when you take on new responsibilities or do things you are not familiar with. Your internal voice insists on telling you to put your best foot forward. This is why people refer to you as a go-getter.

With your medium Influence Factor, your self-talk needs to break the tolerance and acceptance phase. Oftentimes you will think to yourself that your self-talk doesn't need to change and that it won't have any real effect on your life.

**Advice:** The moment you become complacent is the moment you lose the drive to achieve more success in your life.

Your self-talk tends to be more tilted to the positive than most people. The reason for this is because you are able to take input in from the business world around you; selectively choosing which factors will help you achieve your goals. This innate selectivity and ability to filter means that more positive input will be incorporated into your self-talk.



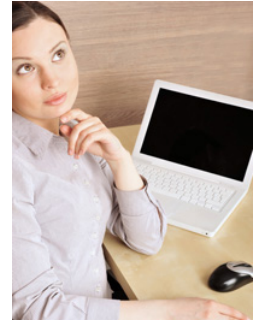
## You do not overly value structure and organization.

You tend to be more organized when you are being held accountable for a specific task. Your self-talk can help you translate your ability to be structured to your minor job functions.

**Warning:** Because of your Elevated Dominance, if you become overly stressed or frustrated, your self-talk may actually hurt you. It will fuel your stress and might cause you to tilt toward the negative. Remember to use that same positive self-talk when you are in a stressed state as when you are in a relaxed state.

## Performance management requires you to align your future goals with a structured game plan.

One of the best tools to use for performance management is the RA<sup>2</sup> Interface Document. By assigning responsibilities, accountability metrics, and authority parameters, you will set yourself and your team up for success, rather than planning for failure. Let's examine how your behavioral style handles performance management.



## You prefer discussing job responsibilities with your superiors.

You like to brainstorm and put things on the table, as long as it doesn't take forever. You have seen amazing ideas come out of the brainstorming process.

You are able to adapt to various circumstances with great ease, especially when obstacles are placed in front of you. This will be a required quality as you manage others. If moving up the career ladder is your goal, this is a skill you need to develop.

**Advice:** Work on goals that help you manage yourself, others, and the organization.

This often requires going into your thoughtful 'S' mode or logical 'C' mode to figure out why you should focus on certain goals. This is especially important for your performance goals.

## Organize yourself to prevent mental overload.

Remember that structure and organization are important as you take on more responsibilities. Organizing your goals, and therefore your mind, will help you remain as stress-free as possible as you complete your responsibilities.

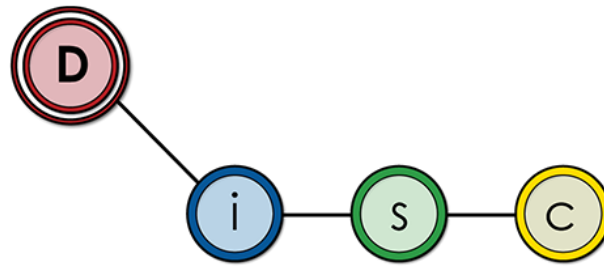
You have an inborn talent for getting things accomplished. You leap to action faster than most and you are quite exceptional at meeting deadlines. This can really help you reach your goals.

**Tip:** Think about what you would like to accomplish if you had enough resources.



## You are sometimes unsure when you should be thinking or acting.

Think about these questions consciously – as a process – for each situation: When is action appropriate? When is thinking and planning appropriate? Being able to move seamlessly between thought and action will help you flex your behavior to a greater extent.



## Areas for Potential Improvement for the Dominance Profile

Suggestions	Training Recommendations
Try to be more attentive to other people's ideas before voicing your own. This session will help you see everyone's ideas before making your own assertions. You will be able to give more thought to others.	<b>Change</b> The Perceptual Prism
Make certain that you make more time to reach consensus driven decisions. This session will show the importance of consensus decisions as well as when to use them.	<b>Decision Making</b> Consensus Decisions
You should learn the escalation of emotions and how your mood can affect your decisions and your life. This session will teach you how to handle your emotions and make them work for you rather than against you.	<b>Life Skills</b> Feelings and Emotions
Learn different managerial control factors to improve your strengths for all four of your primary factors rather than just the Dominance Factor. Use this session to learn some different techniques to benchmark results and other managerial factors.	<b>RA<sup>2</sup> Interface Alignment</b> Managerial Control Factors
Periodically review your decision making biases to ensure that you provide a check and balance to your dominance-bent tendencies. Look at all of the biases and recognize which ones you display. Check to see if your biases are positive or negative and then determine how to balance them.	<b>Decision Making</b> Cognitive Biases Introduction
Make certain you check your facts and get to the appropriate root cause before making or pronouncing judgment. Use this session to understand how to find out the root cause of problems and get the right facts.	<b>21 Laws of Influence for Sales</b> The Law of Satisfaction and Standards
Check your decision making processes and make certain that your 'gut instinct' is firmly rooted in a rational decision making process. This session covers the beginning of the rational decision making process, which explains how to effectively make rational decisions.	<b>Decision Making</b> Identify the Problem
View things from other people's perspectives and show that you truly are thoughtful and appreciate the opinions, feelings and desires of others. Use the perceptual prism model to gain awareness of how other people feel.	<b>21 Laws of Influence for Sales</b> The Law of Perception

Suggestions	Training Recommendations
Target more energy (than you are comfortable with) into building trust and strong open relationships and friendships. Use this session to move yourself towards building rapport and stronger relationships.	<b>21 Laws of Influence for Sales</b> The Law of Similarity and Attraction
Your attitude affects every aspect of your life. Whether your current attitude is positive or negative, you always have an opportunity to improve it. This session will teach you how to view your attitude and what you can do to change it.	<b>Life Skills</b> Attitude
In order to get along with others in life, you have to believe they are acting with Noble Intent. This session will show you how to receive feedback from others and realize they are trying to help you improve your skills.	<b>Feedback and Coaching</b> Receiving Feedback, Noble Intent, and Coaching
Being able to identify what other people want and need during a conversation is essential to your life. Use this session to begin truly listening to others instead of just hearing their words. People reveal much more than we think during conversations.	<b>Life Skills</b> Reading People and Active Listening
Learn group dynamics and why choosing cognitively diverse teams is important. Dial down your own independence and learn how others can improve a team setting.	<b>Facilitation</b> Factors that Impact How a Group Functions
Understand the phases of team development and what you can do to foster greater efficiency and cooperativeness between team members. You will learn Forming, Storming, Norming, and Performing to enhance teams.	<b>Teambuilding</b> Phases of Team Development
Absolutes are usually associated with an elevated Dominance Factor. You need to understand the difference between absolutes and generalities. Learn the benefits and consequences of using both absolutes and generalities.	<b>Influence and Communication</b> Absolutes and Generalities