



# The DISC Map™

Your Energy Index

Navigating Performance, Getting Results.

Report For:

Sarah Sample

Sample Enterprises

President

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**MapMyStrengths.com**

121 Anywhere Street

Any City, State 12345

123.456.7890

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

## INTRODUCTION to the DISC Model

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

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

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

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

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

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

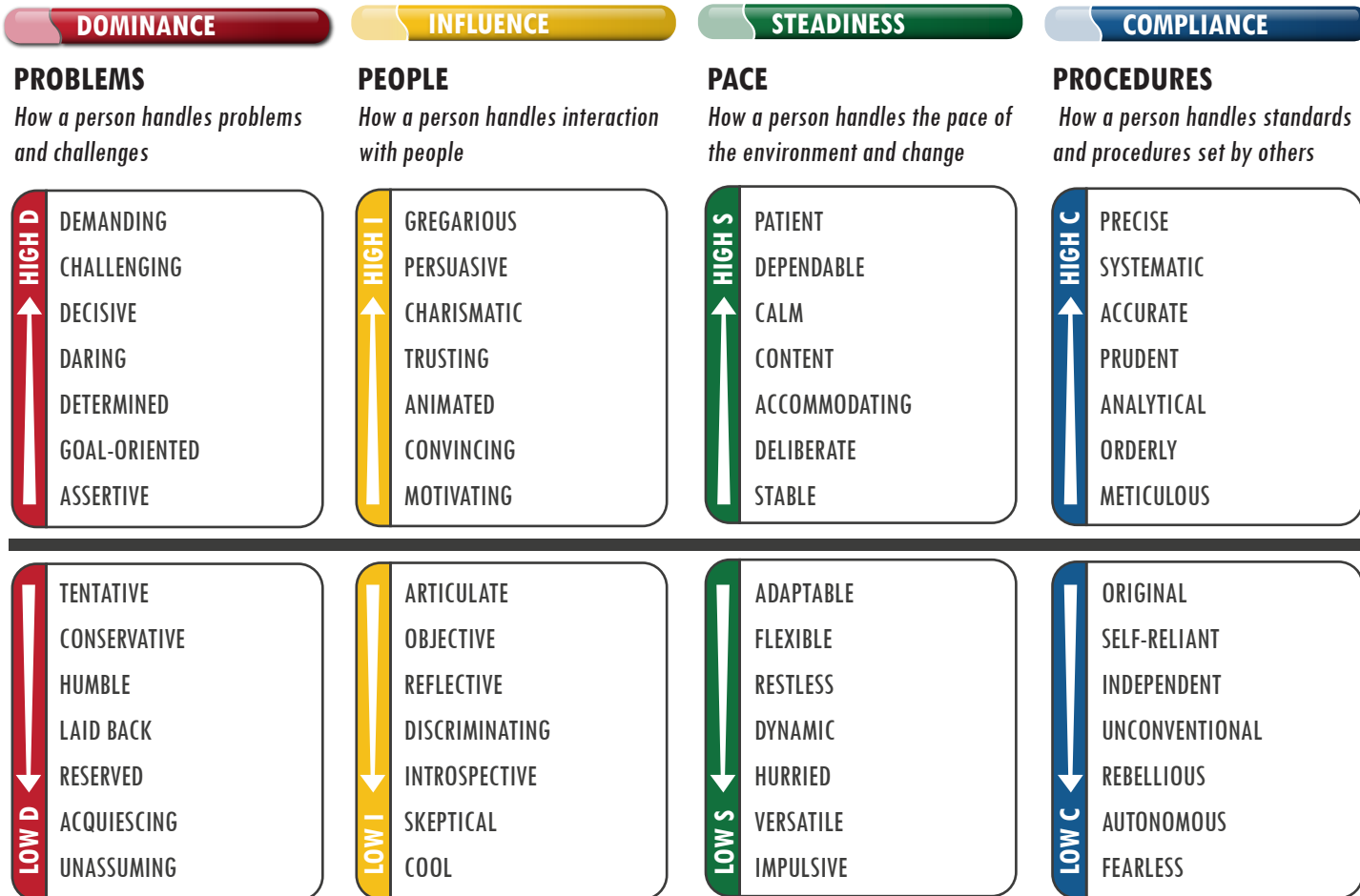
As you read this report, you may find that some statements appear to be contradictory. You cannot look at only one primary behavioral indicator in determining a person's style. You must look at all four behavioral tendencies when trying to better understand a person. Also, a person's behavioral style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

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

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

## DISC Dimensions

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



## Your Natural and Adapted DISC Graphs

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

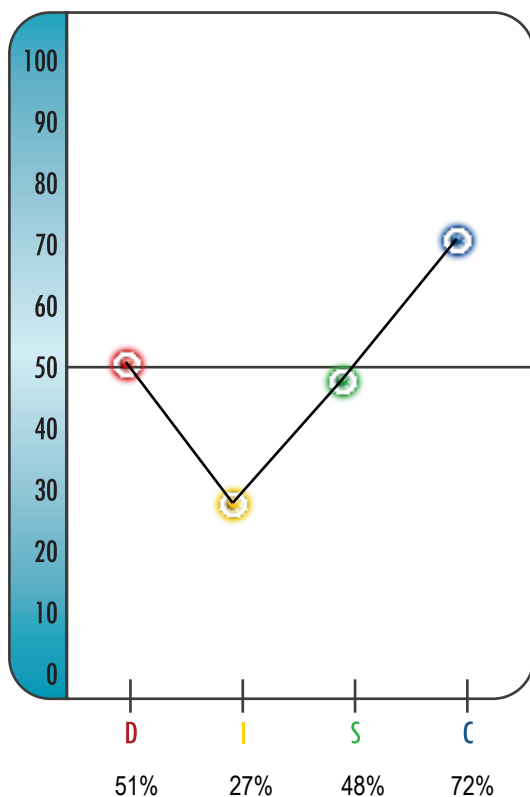
### Natural

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

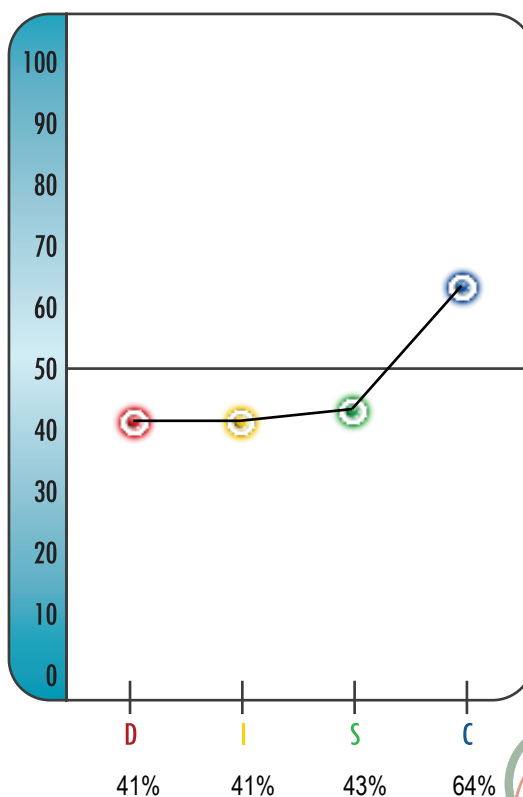
### Adapted

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

Natural Style



Adapted Style



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

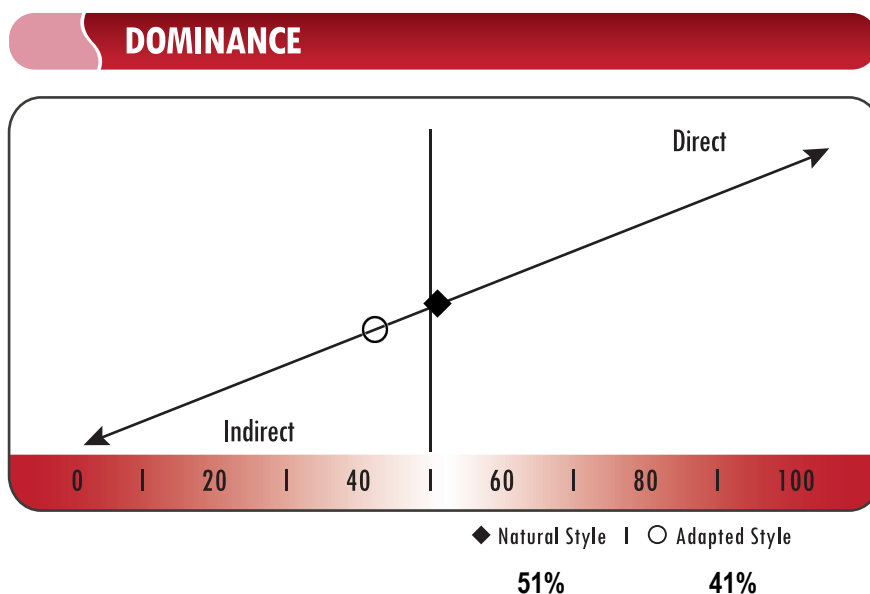
At the bottom of the page, you will see a graph representing the amount of Dominance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics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

**Higher Dominance (51-100%)**

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

**Lower Dominance (0-49%)**

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



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

Sarah only follows a leader she holds in high regard and displays bold leadership. Sarah uses her personal power wisely in her working relationships with others. In fact, she prefers using personal power rather than position power to get the job accomplished through others. Sarah likes to use the information and materials at hand while looking for reasonable solutions to issues and problems. She wants to help others enhance their problem-solving skills and decision-making abilities. She likes to work with others in a search for workable solutions to problems or issues. Sarah will display a can-do attitude in her efforts to solve a problem or issue. Sarah's approach to problems or issues is to use available resources to research and arrive at workable solutions. She is uncomfortable having to take big risks, but she is open to small amounts of risk if there is thoughtful plan. Sarah can handle most situations with an easy-going approach, but when confronted, she is very capable of "standing her ground."

## I = Influence

### How a person handles interaction with people.

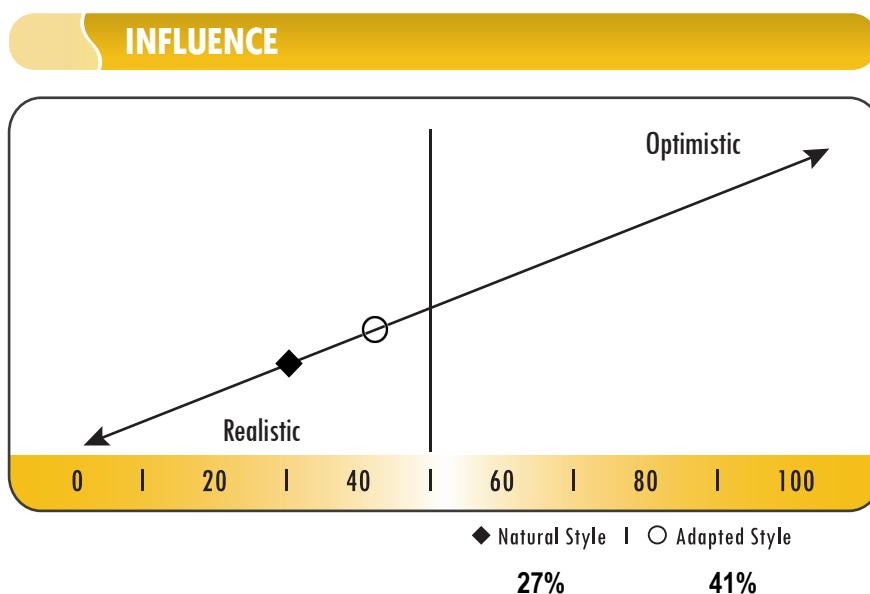
At the bottom of the page, you will see a graph representing the amount of Influence behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics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

#### Higher Influence (51-100%)

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

#### Lower Influence (0-49%)

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



### **Sarah's Natural Style**

When others get too critical of her or her actions, she tunes out emotionally and wants time to be alone. When looking for a solution to problems or issues she needs time to think and consider all available resources and options. She is careful and cautious when expressing her thoughts, ideas, and solutions. Sarah responds negatively to others who cannot support their doubts about her abilities with facts. She approaches problems and issues by thinking them through in a logical manner. Sarah must understand the background of a course of action before she can commit to it. When others ask her to do something, they should be certain to take the necessary time to explain the logical progression that led to the present course of action. During meetings ask her to review what has been done previously and what she has discovered prior to the meeting. Sarah wants to be certain that others understand the basis of how past decisions have been made.



**S = Steadiness****How a person handles the pace of the environment and change.**

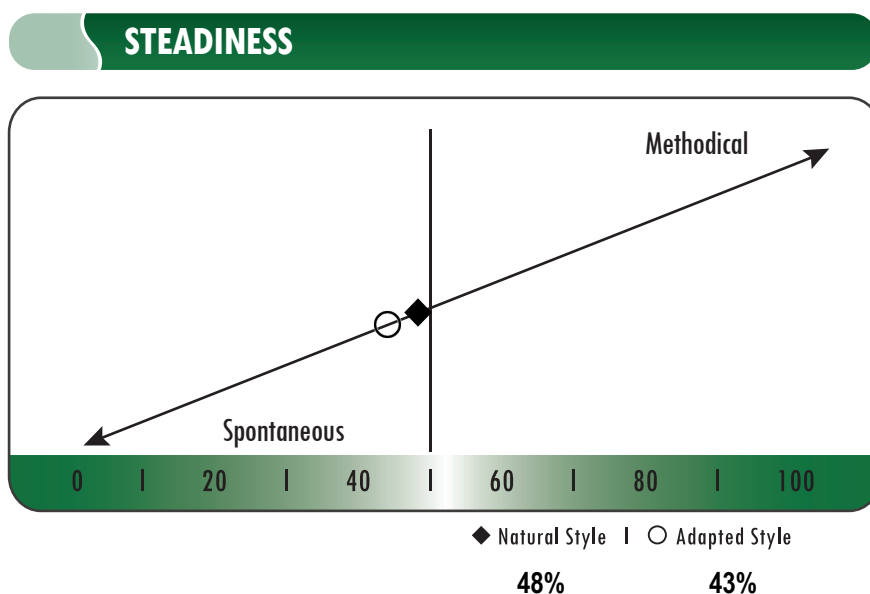
At the bottom of the page, you will see a graph representing the amount of Steadiness behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics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

**Higher Steadiness (51-100%)**

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

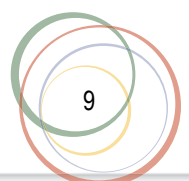
**Lower Steadiness (0-49%)**

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



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

Sarah wants her role and responsibility for the work group, team, and organization clearly understood. When a project or job is done well, she shares the credit with her fellow workers. Sarah works at a rapid pace and maintain the pace when her personal efforts are recognized and rewarded. For Sarah, an incentive for a job well done is be reflected in the form of higher compensation or additional benefits. She works hard to minimize her mistakes and rarely makes a big error. She typically looks back on a situation or problem, reflecting on how it could have happened, rather than considering what must be done to resolve the problem. Sarah is a loyal and dedicated member of the team when she feels others are understanding, honest and sincere. She is supportive of a leader she sees as capable and who does not give others special treatment. She is seen as a supportive team member who is always willing to help those she considers friends. Sarah wants to have a personal relationship with a small group of associates.



## C = Compliance

### How a person handles standards and procedures set by others.

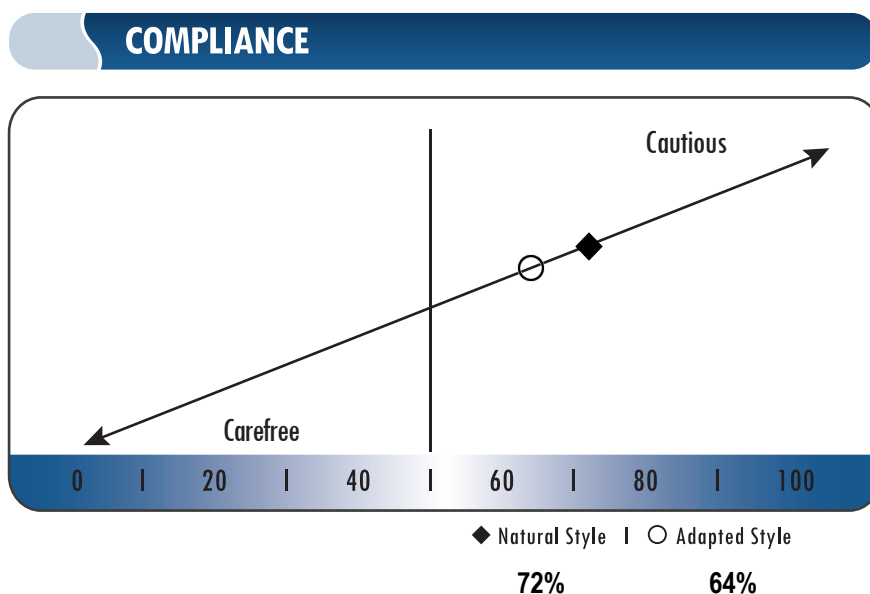
At the bottom of the page, you will see a graph representing the amount of Compliance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics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

#### Higher Compliance (51-100%)

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

#### Lower Compliance (0-49%)

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



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

Sarah tends to set deliberately high standards for herself and others. To ensure the quality of a job or project, she focuses on the details and the "little things" that may impact producing good work. Sarah often values the need to follow rules, procedures, and guidelines above the needs of others. She has a strong work ethic, and she can make less ambitious people uncomfortable. When she must deal with a difficult situation, she responds in a tactful manner to avoid conflict. She may inhibit communication with others because she guards information. Sarah's approach to solving problems is to use the art of reasoning. She prefers to research the problem, look at the problem logically and implement a well thought out plan. She considers refusing to give her backing for a project or idea if she believes it has been ill-considered.

## Communication Builders and Barriers

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

### When communicating with Sarah:

- Schedule all time frames used in the process.
- Provide evidence that is substantial and practical.
- Make changes in the plan sparingly.
- Support the results she has achieved.
- Negotiate commitment on a person-to-person basis.
- Be prepared to decide quickly.
- Provide suggestions and instructions on how the job or project can be accomplished.
- Provide evidence from experts.
- Reduce uncertainty and the potential for risk.
- Provide details and directions in writing.
- Be brief and precise.
- Present the reasons for and the reasons against an idea, project or decision.

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

### When communicating with Sarah, don't:

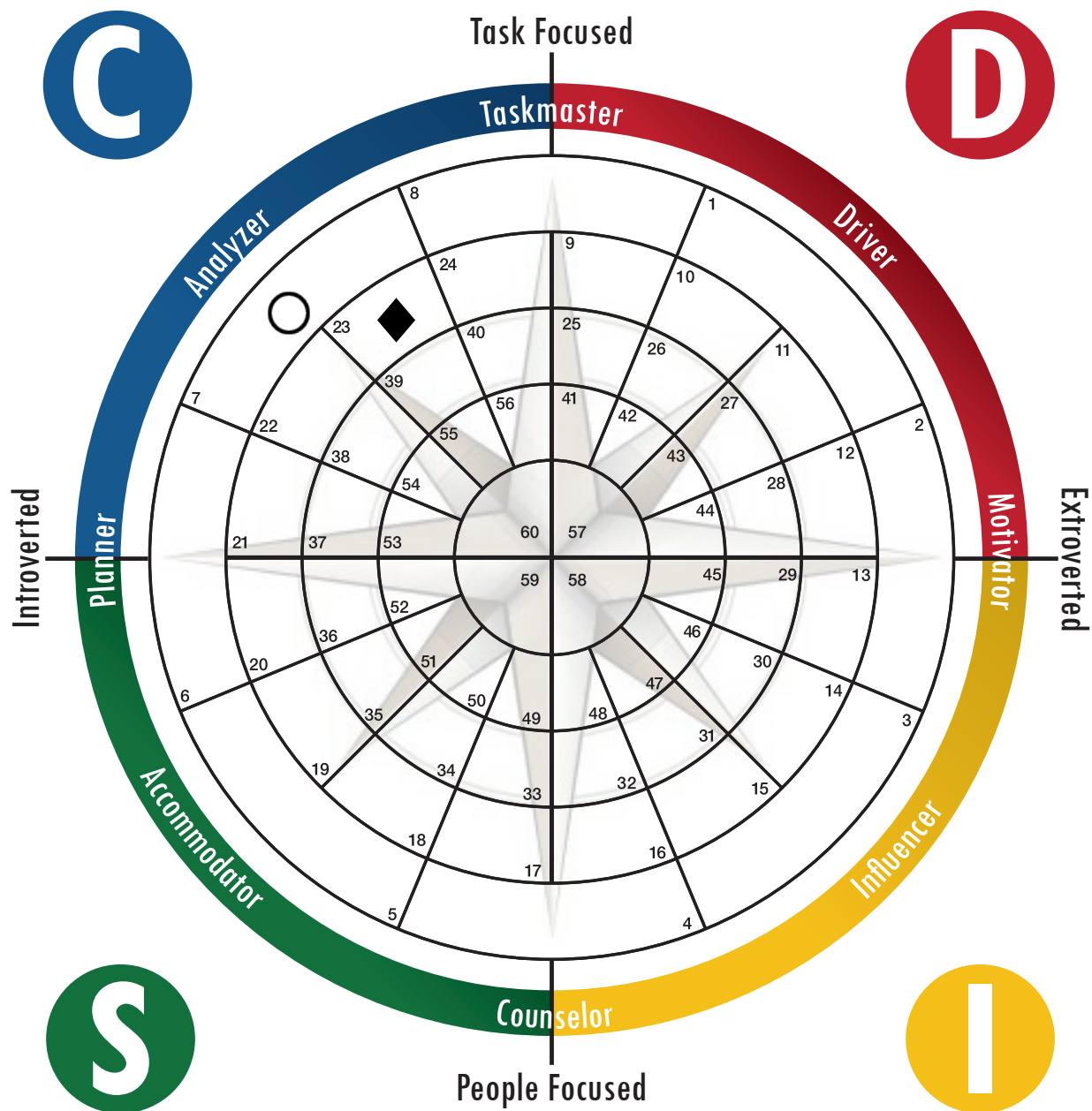
- Be indecisive about what you expect.
- Use someone's opinion as evidence.
- Make emotional statements about her trust or teamwork.
- Exceed your allotted time or use the scheduled time with her inefficiently.
- Gloss over problems.
- Be casual about expected deadlines.
- Talk too much or over control the conversation.
- Exaggerate your ability to help.
- Fail to clarify her role or responsibility.
- End your meeting or phone call without asking if she has any questions.
- Fail to provide the information she needs to make a decision.
- Be indirect with explanations and procedures.

**Sarah Sample**

Sample Enterprises

4/13/2014

How far do you travel?



◆ Natural Style    ○ Adapted Style  
 23                    7