



Classic 2.0 Plus

This Report Contains

- DiSC Classic 2
- Strategies for Creating a Positive Relationship
- Relating to People and the Environment
- Strategies for Managing
- Approach to Managing Others
- Strategies for Sales Management
- Approach to Selling

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Overview

DiSC® Classic 2.0 Plus

Welcome! You've just completed the first step of *DiSC® Classic*. You are now on your way toward increased self-awareness and personal effectiveness.

Your report is organized into four main sections:

Section I is devoted entirely to you and your unique behavioral style based on your responses to *DiSC Classic*. First you will see your DiSC Graph, the basis of your feedback. Then, in Stage 1, you will learn about your Highest DiSC Dimension and your tendencies, needs, preferred environment, and strategies for effectiveness. In Stage 2 you'll be able to explore your Intensity Index to become more aware of your potential strengths and weaknesses. Stage 3 will help you discover how your D, i, S, and C dimensions combine to form your unique Classical Profile Pattern.

Section II covers the DiSC model and descriptions of the four DiSC Dimensions with corresponding tendencies, needs, preferred environments, and effectiveness strategies for each.

Section III overviews all 15 Classical Profile Patterns.

Section IV provides the scoring and data analysis behind your report.

Section V provides optional supplemental reports.

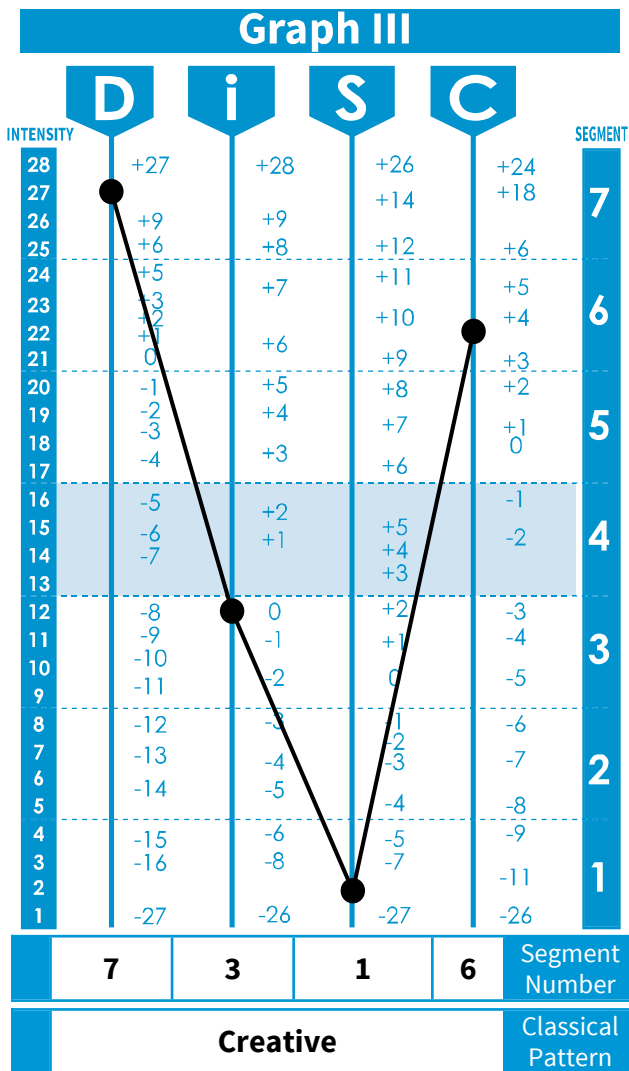
As you read your report, please keep in mind that no dimension or pattern in *DiSC Classic* is better or worse than another and there are no right or wrong answers. Rather, the report shows your unique responses to your environment. You may want to read your report through once, then use a pen or highlighter to customize the results by crossing out any statements that don't apply and highlighting all those that do.

Now, let's get started.

Your DiSC® Graph

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Below is your DiSC® Graph, which shows your scores on each of the DiSC dimensions based on your responses. Each of the following interpretation stages is based on these scores. Read on to learn about your highest DiSC dimension(s), your potential strengths and weaknesses, and your Classical Profile Pattern.



Stage I: Your Highest DiSC Dimension

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Wayne, your highest dimension(s) - based on your responses to your perceptions of the environment and the amount of control you feel you have in that environment - is Dominance (D). Read the description of Dominance and see how it fits with the way you see yourself. Then read about the other dimensions on page 14 to become familiar with them.

Dominance (D)

Wayne, you are high in the Dominance dimension. As a result, you are likely to be focused on shaping your environment by overcoming opposition to achieve results.

Those who are strong in Dominance (“high D’s”) like to take action to achieve the results they desire. They seek opportunities for advancement and individual accomplishment, and they often aspire to positions of power and authority. The main objectives for people high in Dominance are typically control and results, with the freedom to make quick decisions whenever necessary.

Troubleshooting issues and solving problems do not intimidate high D’s, even if this means questioning the status quo. People high in Dominance have no problem tackling varied activities and embracing a wide range of tasks. In fact, they work best when receiving difficult assignments or getting the occasional shock to their worldview.

To produce their highest quality work, high D’s need to identify with a group and to pace themselves. This can be challenging, though, because people high in Dominance dislike being controlled or limited by others. Bosses and co-workers can complement these individuals by helping to structure a predictable environment for themselves when needed.

Because calculating risks and employing caution are not their strong suits, those high in Dominance would be wise to surround themselves with people who have these skills. Similarly, weighing the pros and cons of a situation is probably not in their nature, as they are fond of action rather than deliberation. So help in that area would also be valuable. A person high in Dominance should verbalize reasons for conclusions whenever possible.

Often it might be difficult for high D’s to understand that they have to depend on people, but if aided by individuals who recognize the needs of others, it may become clear. Of course, it also helps if those high in Dominance just learn to relax more often.

Stage II: Your Intensity Index

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Each of us has a set of strengths that make us unique and valuable, and we like to be acknowledged for our strengths, as well as feel effective in our environment. However, any strength, when used excessively or inappropriately, can be perceived as a weakness. Read over the highlighted words in the four columns below. These are the adjectives that describe High, Medium, and Low behavior for each dimension. Then turn the page to learn more about your Intensity Index and how you can become more aware of your potential strengths and weaknesses.

D	i	S	C
28 egocentric	28 enthusiastic	28 passive	28 perfectionist
27 direct	27 gregarious	27 patient	27 accurate
26 daring	26 persuasive	26 loyal	26 fact-finder
25 domineering	25 impulsive	25 predictable	25 diplomatic
24 demanding	24 emotional	24 team-person	24 systematic
23 forceful	23 self-promoting	23 serene	23 conventional
22 risk-taker	22 trusting	22 possessive	22 courteous
21 adventuresome	21 influential	21 complacent	21 careful
20 decisive	20 pleasant	20 inactive	20 restrained
19 inquisitive	19 sociable	19 relaxed	19 high standards
18 self-assured	18 generous	18 nondemonstrative	18 analytical
17 competitive	17 poised	17 deliberate	17 sensitive
16 quick	16 charming	16 amiable	16 mature
15 self-reliant	15 confident	15 stable	15 evasive
14 calculated risk-taker	14 convincing	14 mobile	14 “own person”
13 self-critical	13 observing	13 outgoing	13 self-righteous
12 unassuming	12 discriminating	12 alert	12 opinionated
11 self-effacing	11 reflective	11 eager	11 persistent
10 realistic	10 factual	10 critical	10 independent
9 weighs pros and cons	9 logical	9 discontented	9 rigid
8 meek	8 controlled	8 fidgety	8 firm
7 conservative	7 retiring	7 impetuous	7 stubborn
6 peaceful	6 suspicious	6 restless	6 arbitrary
5 mild	5 pessimistic	5 change-oriented	5 rebellious
4 quiet	4 aloof	4 fault-finding	4 defiant
3 unsure	3 withdrawn	3 spontaneous	3 obstinate
2 dependent	2 self-conscious	2 frustrated by status quo	2 tactless
1 modest	1 reticent	1 active	1 sarcastic

Stage II: Your Intensity Index

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On the next four pages are explanations of the words that indicate your level of intensity for each DiSC® dimension.

D Dimension

People with your score on the D Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Egocentric: Heavy opposition or distracting events usually do not affect your unwavering focus on accomplishing your goals. Being self-focused can be a benefit to the team when red tape or a lack of consensus sidetracks your colleagues. Don't forget, however, that focusing too much of your attention inward can be perceived as tedious or self-absorbed.

Direct: Many people appreciate this quality because they don't have to second-guess what you say. You can also be an inspiration to others who might be reticent to share their opinions and ideas freely. However, being too blunt can be hurtful to others and counterproductive to further communications.

Daring: You usually don't limit yourself by doing things the same old way. In fact, you're not afraid to rock the boat, or even tip it, if the urge hits you. This may be an inspiration to others who may shy away from taking chances and trying new things. Don't forget, though, to keep your bravado in check so you don't act in a reckless manner that could alienate your co-workers.

Domineering: Being goal-oriented and decisive can benefit the bottom line for a team or organization. However, if you're not listening to the input of others or valuing their opinions when consensus is needed, you're likely to encounter resentment or even dissent.

Demanding: Often this means applying pressure to others to achieve desired results. This can be viewed as a strength when you are working with others toward a common goal or deadline, provided you don't disregard the feelings of others or become overbearing.

i Dimension

People with your score on the i Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Confident: Having a strong belief in your own powers to get the job done can inspire others to take risks that could lead to new levels of success. It is rewarding to work with confident people, unless their confidence becomes inflated and self-gratifying, at which point others may feel irritated or invisible.

Convincing: Others appreciate this quality because you probably come across as credible and trustworthy. It is also a plus when you can persuade others to see things your way as you work toward a common goal. Be watchful, however, not to use this trait in a manipulative or dishonest way, which could cost you your credibility or the trust of others.

Observing: Often this means that you take in as much information as possible before taking action. It is a strength when working with others because you help inform their decisions. If you rely too heavily on observing and not acting, however, it can be perceived as procrastination.

Discriminating: Ideas and plans often compete with one another, so it is good to have a distinct idea of what the desired results should be. The ability to discriminate among various proposals ensures that the best one will rise to the top. But taken too far, this trait can lead to closed-mindedness.

Reflective: You use this trait in a positive manner when you learn from previous experiences. However, when relied upon too heavily, a reflective nature leads to an inability to move forward.

Factual: Straightforward and no-nonsense are words that likely describe you. Being factual is a quality that your colleagues appreciate, especially if their ideas are sometimes lofty or unsubstantiated. This trait can be overused, though, and you run the risk of being perceived as a know-it-all or a wet blanket.

Logical: Because of your common sense and ability to reason, others may look to you to help them settle a dispute or arrive at the best solution to a problem. If logic is used all the time, however, it can limit a team that is striving toward new or unproven ways of doing something.

S Dimension

People with your score on the S Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Change-oriented: Avoiding the pitfalls of stagnation necessitates employing this skill, which keeps you always on the lookout for novel ideas and innovative solutions. But take care that you do not become so change-oriented that you dismiss the positive aspects of tradition.

Fault-finding: When you uncover errors or identify flaws that others may have missed, you are using this trait to its fullest, most positive potential. The flip side is that you run the risk of becoming nitpicky or cynical, which can keep others from sharing ideas or work with you.

Spontaneous: You may find that your best ideas come in a burst of inspiration and activity. In this way, you can keep things vibrant and fresh while still creating great solutions to vexing problems. However, when you have to work within a predictable routine or set system, you may find these limitations frustrating

Frustrated by status quo: Creative breakthroughs are often the result of discontent with the status quo, and you may often innovate your way around former barriers. Be careful to temper your irritation, though, if your attempts at change are thwarted. This can help you avoid a run-in with higher-ups.

Active: Meeting deadlines and finishing projects are not problems when the positive aspects of this trait are employed. But efficiency can suffer when careful thought and deliberation are neglected in favor of blind action.

C Dimension

People with your score on the C Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Diplomatic: You may often communicate well with others and favor a nonthreatening tone. This helps an organization run smoothly and creates an atmosphere of trust. The risk, however, is that you may not be straightforward enough when the situation demands it.

Systematic: Making sure that everything gets done correctly and on time is often imperative for you. This flair for organization benefits you and your colleagues. The downside is that you may allow little time for spontaneity or innovative ideas.

Conventional: By producing stable and predictable results, you may keep projects focused. Employing this quality to excess, however, may lead to uninspired or bland work.

Courteous: The words “please” and “thank you” may be instinctive to you. Because basic decency and respect go a long way, such an approach is bound to help form a satisfying environment. But be aware that too much formality may strike others as pandering or insincere flattery.

Careful: A reputation for cautious action and deep deliberation may often precede you. This skill helps prevent inaccuracies and slip-ups when quality is critical. However, keep in mind that too much wariness can produce inertia that will keep important projects from being completed.

Restrained: Holding your tongue and refraining from criticism may be your default behavior. By avoiding condemnation, you may encourage openness and innovation. Still, showing too much restraint allows tension to go unresolved between you and your colleagues.

High standards: Inferior work or half-hearted efforts often frustrate you, so you may set imposing goals for yourself and others. Such endeavors may inspire you and your colleagues to greater heights. On the other hand, holding onto unrealistically high expectations for performance can cause anxiety and animosity among team members.

Stage III: Your Classical Profile Pattern

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The way in which a person's four dimensions of Dominance, Influence, Steadiness, and Conscientiousness combine creates a profile pattern that is different for each combination. Research has discovered 15 unique patterns that most commonly occur. Additional theoretical and clinical research then helped develop descriptions for each "classical profile" pattern to help individuals understand and describe their styles.

Wayne, your Classical Profile Pattern is the Creative Pattern. Please read the description below and highlight those areas that most closely match the way you see yourself.

Creative Pattern

Wayne's Motivation

As someone with a Creative Pattern, Wayne, you tend to seek unique accomplishments and innovative solutions. On the surface, you may seem to have a contradictory nature. For example, you often display great sensitivity, but you may not hesitate to show an aggressive side to get what you want.

You may often try to dominate a situation or take control of your environment. Usually, this is not because you are on a power trip or want to boss people around. Instead, you desire an atmosphere where you can try out your creative solutions and bold ideas. For you, change is usually far from threatening. Rather, you often view it as exhilarating.

For the most part, you refrain from expressing your emotions. You may even be cool or aloof in your interactions with others. This is because you are often most concerned with concrete results and not with social decorum. In all likelihood, then, you interpret the term "perfectionist" as a high compliment.

Wayne's Work Habits

By offering progressive ideas that solve problems, you are likely to influence how organizational systems develop. Your insight and answers can sometimes be a major factor in how fast a project moves or how successful a task ultimately is. You tend to offer innovative approaches that buck the status quo, but the solutions you create or advocate are likely to be solid. You often initiate and design fresh procedures. You may believe that even if change has to be forced on an environment, it is for the best.

When confronted with a crisis or a sudden switch in plans, you often display quick thinking and an ability to react rapidly. Your ready grasp of the facts sometimes means that you make daily decisions in a blur of activity. Therefore, indecisiveness tends not to be a problem for you. However, you probably prefer to have time to explore every option before choosing the best answer. In fact, bigger decisions, such as those involving career or life plans, may elicit a heavy dose of caution from you.

Along with your talent for fast thinking, you often show great foresight. This may especially be true when you focus on the demands of a given task. When plotting your approach to a project, you often act independently. If the project turns out to be routine or unimaginative, you may quickly become bored. Furthermore, any restraints on your creativity or clamps on your schedule will likely cause you to sulk.

If you fail to reach your high goals or achieve your lofty standards, you tend to become frustrated. You may also become irked if your colleagues do not live up to the high personal standards that you often place upon them. In such cases, you may be painfully blunt or even condescending toward those you feel are slacking. Criticism is usually easy for you to deliver, as your drive for innovative solutions and perfectionism often relegates social concerns to the background.

Insights for Wayne

The freedom to explore likely means a great deal to you. So you are often on the lookout for unique concepts that will supplement your strong drive for perfection.

In your pursuit of quality, however, you may ignore interpersonal relationships. The feelings and opinions of others often do not enter into your plans. This is probably seen in your methods, which may be cold and lack attention to your colleagues' needs. You are probably not known for being a warm individual, but when pressed or stymied, you may actually become aggressive. In any case, tactful communication sometimes seems just out of your reach.

An environment to your liking will often go a long way toward making you more hospitable to your colleagues. You likely want a working situation that takes advantage of your impressive ability to plan and prioritize. Also, you may seek the authority to examine and retest solutions, whether the proposals are yours or someone else's creation.

Often, your major fear may be that you lack influence. You can alleviate this concern by accepting the limits of a project, team, or organization. Although it may be difficult, you could also benefit from recognizing your own limits as well. By acknowledging the sanctions on your creative impulses, you may find that tasks are more likely to reach satisfying conclusions.

Another way in which you can improve your work environment is by welcoming productive team cooperation. Your individualistic streak and strong desire for perfection do not have to preclude effective teamwork. You may find it helpful to realize that your ambitions are probably not in competition with your colleagues' goals.

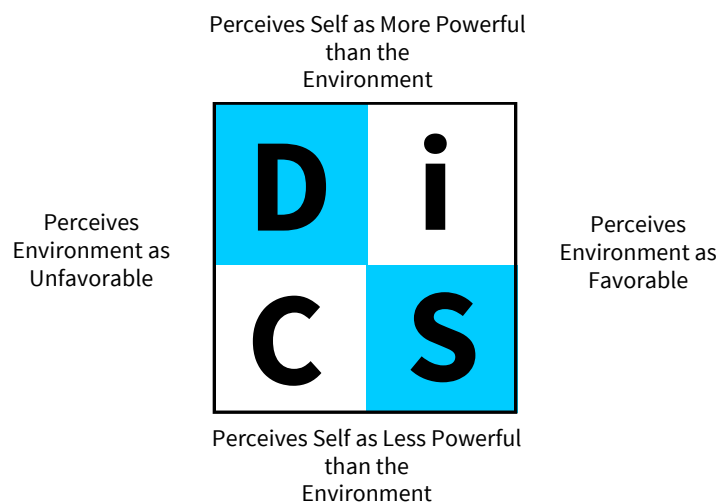
Wayne, you tend to be a driven innovator whose ability to initiate and design changes can greatly increase an organization's odds of success.

The DiSC Model

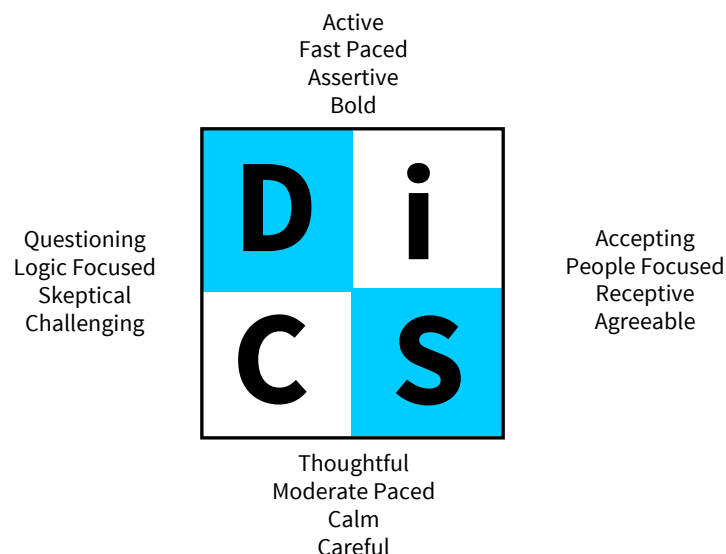
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DiSC Classic is based on a four-quadrant model that reliably describes four styles of human behavior: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Some people fall into one style, others fall into two, and some may fall into three.

How is your DiSC style different from the other DiSC styles? What do you have in common with the other DiSC styles? The DiSC model explained here will help you understand these important questions. In the square below, each DiSC style has something in common with the styles that are next to it. You can see that the C and S styles tend to perceive themselves as less powerful than their environment. That is, they may be more inclined to adapt their surroundings because they feel that they have little direct control over them. On the other hand, the D and i styles tend to perceive themselves as more powerful than their environment. That is, they may be more assertive because they feel they have more control over their surroundings. In addition, the D and C styles tend to perceive their environment as unfavorable (or unwelcoming and resistant), and the i and S styles tend to view their environment as favorable (or friendly and supportive).



The illustration below elaborates on the DiSC model. It describes the four styles in a way that is more observable and behavioral. You will notice that while the C and S styles are both thoughtful and moderate paced, the D and i styles are more active and fast paced. In addition, the D and C styles tend to be questioning and logic focused, but the i and S styles tend to be more accepting and people focused.



The table below gives an overview of all four DiSC® dimensions. Read all the dimension descriptions to better understand others who are like and unlike you.

D DOMINANCE		i INFLUENCE	
Emphasis is on shaping the environment by overcoming opposition to accomplish results.		Emphasis is on shaping the environment by influencing or persuading others.	
DESCRIPTION This person's tendencies include • getting immediate results • causing action • accepting challenges • making quick decisions • questioning the status quo • taking authority • managing trouble • solving problems	ACTION PLAN This person needs others who • weigh pros and cons • calculate risks • use caution • structure a predictable environment • research facts • deliberate before deciding • recognize the needs of others	DESCRIPTION This person's tendencies include • contacting people • making a favorable impression • being articulate • creating a motivational environment • generating enthusiasm • entertaining people • viewing people and situations with optimism • participating in a group	ACTION PLAN This person needs others who • concentrate on the task • seek facts • speak directly • respect sincerity • develop systematic approaches • prefer to deal with things instead of people • take a logical approach • demonstrate individual follow-through
This person desires an environment that includes • power and authority • prestige and challenge • opportunities for individual accomplishments • wide scope of operations • direct answers • opportunities for advancement • freedom from controls and supervision • many new and varied activities	To be more effective, this person needs • to receive difficult assignments • to understand that they need people • to base techniques on practical experience • to receive an occasional shock • to identify with a group • to verbalize reasons for conclusions • to be aware of existing sanctions • to pace self and to relax more	This person desires an environment that includes • popularity, social recognition • public recognition of ability • freedom of expression • group activities outside of the job • democratic relationships • freedom from control and detail • opportunities to verbalize proposals • coaching and counseling • favorable working conditions	To be more effective, this person needs • to control time, if D or S is low • to make objective decisions • to use hands-on management • to be more realistic appraising others • to make priorities and deadlines • to be more firm with others, if D is low
C CONSCIENTIOUSNESS		S STEADINESS	
Emphasis is on working conscientiously within existing circumstances to ensure quality and accuracy.		Emphasis is on cooperating with others within existing circumstances to carry out the task.	
DESCRIPTION This person's tendencies include • adhering to key directives and standards • concentrating on key details • thinking analytically, weighing pros and cons • being diplomatic with people • using subtle or indirect approaches to conflict • checking for accuracy • analyzing performance critically • using a systematic approach to situations or activities	ACTION PLAN This person needs others who • delegate important tasks • make quick decisions • use policies only as guidelines • compromise with the opposition • state unpopular positions • initiate and facilitate discussions • encourage teamwork	DESCRIPTION This person's tendencies include • performing in a consistent, predictable manner • demonstrating patience • developing specialized skills • helping others • showing loyalty • being a good listener • handling excited people • creating a stable, harmonious work environment	ACTION PLAN This person needs others who • react quickly to unexpected change • stretch toward the challenges of accepted tasks • become involved in more than one thing • are self-promoting • apply pressure on others • work comfortably in an unpredictable environment • help prioritize work • are flexible in work procedures
This person desires an environment that includes • clearly defined performance expectations • values on quality and accuracy • reserved, business-like atmosphere • opportunities to demonstrate expertise • control over those factors that affect their performance • opportunity to ask "why" questions • recognition for specific skills and accomplishments	To be more effective, this person needs • to plan carefully • to know exact job descriptions and performance objectives • to schedule performance appraisals • to receive specific feedback on performance • to respect people's personal worth as much as their accomplishments • to develop tolerance for conflict	This person desires an environment that includes • maintenance of the status quo unless given reasons for change • predictable routines • credit for work accomplished • minimal work infringement on home life • sincere appreciation • identification with a group • standard operating procedures • minimal conflict	To be more effective, this person needs • to be conditioned prior to change • to validate self-worth • to know how personal effort contributes to the group effort • to have colleagues of similar competence and sincerity • to know task guidelines • to have creativity encouraged

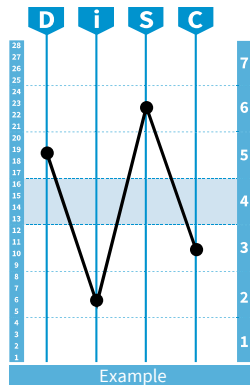
The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

On the following pages are descriptions of all 15 Classical Profile Patterns, each portraying the behavior of people with a specific blend of the four DiSC® dimensions.

Achiever Pattern



Emotions: is industrious and diligent; displays frustration

Goal: personal accomplishments, sometimes at the expense of the group's goal

Judges others by: ability to achieve concrete results

Influences others by: accountability for own work

Value to the organization: sets and completes key result areas for self

Overuses: reliance on self; absorption in the task

Under Pressure: becomes frustrated and impatient; becomes more of a "do-er" and less of a "delegator"

Fears: others with competing or inferior work standards affecting results

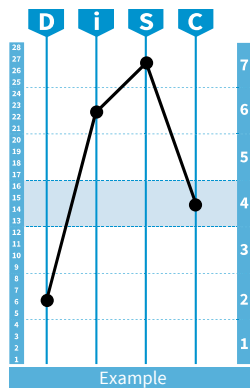
Would increase effectiveness with more: reduction of "either-or" thinking; clarity of task priority; consideration of optional approaches; willingness to compromise short-term for long-range benefits

The motivation of Achievers is largely internal and flows from deeply felt personal goals. Their commitment to their own goals precludes an automatic acceptance of the group's goals. Achievers need to see how they can blend their personal goals with the organization's goals. By retaining control over the direction of their lives, Achievers develop a strong sense of accountability.

Achievers demonstrate a keen interest in their work and an intense, continual pursuit of accomplishment. They have a high opinion of their work and under pressure may hesitate to delegate tasks. Instead, they take on the work themselves to ensure that things are done right. When they delegate, they have a tendency to take back the task if it does not go according to their expectations. Their guiding premise is, "If I succeed, I want the credit, and if I fail, I will take the blame."

An Achiever should communicate more with others to expand their thinking beyond either "I have to do it myself" or "I want all the credit." They may need assistance to find new approaches for achieving their desired results. Achievers function at peak efficiency, and they expect recognition equal to their contribution -- high wages in profit organizations and leadership positions in other groups.

Agent Pattern



Emotions: accepts affection; rejects aggression

Goal: group acceptance

Judges others by: commitment to tolerate and include everyone

Influences others by: empathy; friendship

Value to the organization: supports, harmonizes, empathizes; focuses on service

Overuses: kindness

Under Pressure: becomes persuasive, using information or key friendships if necessary

Fears: dissension; conflict

Would increase effectiveness with more: strength in the realization of who they are and what they can do; firmness and self-assertion; ability to say "no" when appropriate

Agents are attentive to both the human relations and task aspects of their work situation. Empathetic and supportive, they are good listeners and known for their willing ear. Agents make people feel wanted and needed. Because Agents respond to others' needs, people do not fear being rejected by Agents. Agents offer friendship and are willing to perform services for others.

Agents have excellent potential for effectively organizing and completing tasks. Agents naturally promote harmony and teamwork and are particularly good at doing for others what they find difficult to do for themselves.

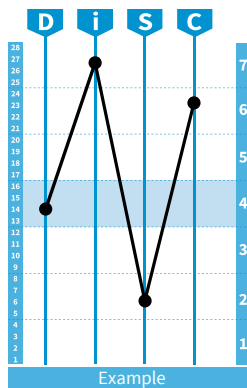
Agents fear conflict and dissension. Their supportive approach may enable others tolerate a situation, rather than encouraging them in active problem-solving. In addition, the Agent's tendency to adopt a "low" profile -- instead of having open confrontations with aggressive individuals -- may be perceived as a lack of "toughness." Although they are concerned with fitting into the group, Agents have a fair degree of independence.

The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

Appraiser Pattern



Emotions: is driven to look good

Goal: "victory" with flair

Judges others by: ability to initiate activities

Influences others by: competitive recognition

Value to the organization: accomplishes goals with the team

Overuses: authority; ingenuity

Under Pressure: becomes restless, critical, impatient

Fears: "loss" or "failure"; others' disapproval

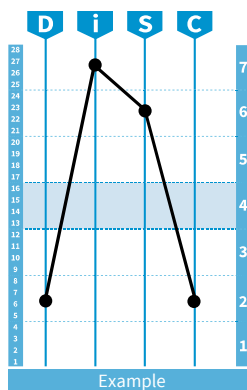
Would increase effectiveness with more: individual follow-through; empathy when showing disapproval; steadier pace

Appraisers make creative ideas serve practical purposes. They use direct methods to accomplish results. Appraisers are competitive, but other people tend to view Appraisers as assertive rather than aggressive because Appraisers are considerate of others. Instead of giving orders or commands, Appraisers involve people in the task through persuasion. They elicit the cooperation of those around them by explaining the rationale of the proposed activities.

Appraisers help others visualize the steps that are necessary to accomplish results. Appraisers usually speak from a detailed plan of action that they have developed to ensure an orderly progression toward results. In their eagerness to win, Appraisers can become impatient when their standards are not maintained or when extensive follow-through is required.

Appraisers are good critical thinkers. They are verbal in their criticisms, and their words occasionally may be caustic. Appraisers have better control of the situation if they relax and pace themselves. A helpful axiom to achieve this is, "You win some and you lose some."

Counselor Pattern



Emotions: being approachable; showing affection and understanding

Goal: friendship; happiness

Judges others by: positive acceptance of others; ability to look for the good in people

Influences others by: personal relationships; "open door" policy

Value to the organization: remaining stable and predictable; developing a wide range of friendships; listening to others' feelings

Overuses: indirect approach; tolerance

Under Pressure: becomes overly flexible and intimate; is too trusting without differentiating among people

Fears: pressuring people; being accused of causing harm

Would increase effectiveness with more: attention to realistic deadlines; initiative to complete the task

Counselors are particularly effective in solving people problems. They impress others with their warmth, empathy, and understanding. Their optimism makes it easy to look for the good in others. Counselors prefer to deal with others by building long-standing relationships. As a good listener with a willing ear for problems, a Counselor offers suggestions gently and refrains from imposing his or her ideas on others.

Counselors tend to be overly tolerant and patient with non-producers. Under pressure, they may have difficulty confronting performance problems. Counselors may be indirect when issuing orders, making demands, or disciplining others. By adopting the attitude that "people are important," Counselors may place less emphasis on task accomplishment. They sometimes require assistance to set and meet realistic deadlines.

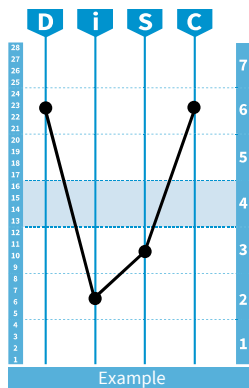
Counselors often take criticism as a personal affront, but they respond well to attention and compliments for completed assignments. When in a position of responsibility, Counselors tend to be attentive to the quality of working conditions and provide adequate recognition for members of their group.

The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

Creative Pattern



Emotions: accepts aggression; restrains expression

Goal: dominance; unique accomplishments

Judges others by: personal standards; progressive ideas for accomplishing tasks

Influences others by: ability to pace development of systems and innovative approaches

Value to the organization: initiates or designs changes

Overuses: bluntness; critical or condescending attitude

Under Pressure: becomes bored with routine work; sulks when restrained; acts independently

Fears: lack of influence; failure to achieve their standards

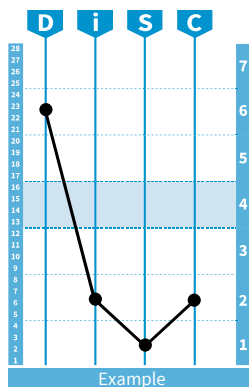
Would increase effectiveness with more: warmth; tactful communication; effective team cooperation; recognition of existing sanctions

Persons with a Creative Pattern display opposite forces in their behavior. Their desire for tangible results is counterbalanced by an equally strong drive for perfection and their aggressiveness is tempered by sensitivity. Although they think and react quickly, they are restrained by the wish to explore all possible solutions before making a decision.

Creative persons exhibit foresight when focusing on projects, and they bring about change. Since individuals with a Creative Pattern have a drive for perfection and demonstrate considerable planning ability, the changes they make are likely to be sound, but the method may lack attention to interpersonal relationships.

Creative persons want freedom to explore, and they want the authority to examine and retest findings. They can make daily decisions quickly but may be extremely cautious when making bigger decisions: "Should I take that promotion?" "Should I move to another location?" In their drive for results and perfection, Creative persons may not be concerned about social poise. As a result, they may be cool, aloof, or blunt.

Developer Pattern



Emotions: is concerned with meeting personal needs

Goal: new opportunities

Judges others by: ability to meet the Developer's standards

Influences others by: pursuit of solutions for problems; projection of personal sense of power

Value to the organization: avoids "passing the buck"; seeks new or innovative problem-solving methods

Overuses: control over people and situations to accomplish his or her own results

Under Pressure: works alone to complete tasks; is belligerent if individualism is threatened or challenging opportunities disappear

Fears: boredom; loss of control

Would increase effectiveness with more: patience, empathy; participation and collaboration with others; follow-through and attention to quality control

Developers tend to be strong-willed individuals, continually seeking new horizons. As self-reliant, independent thinkers, they prefer to find their own solutions. Relatively free of the constraining influence of the group, Developers are able to bypass convention and often create innovative solutions.

While they most often use direct, forceful behavior, Developers can also shrewdly manipulate people and situations. When required to participate with others in situations that limit their individualism, Developers are apt to become belligerent. They are persistent when pursuing the results they desire and will do whatever is necessary to overcome obstacles to success. In addition, they have high expectations of others and can be critical when their standards are not met.

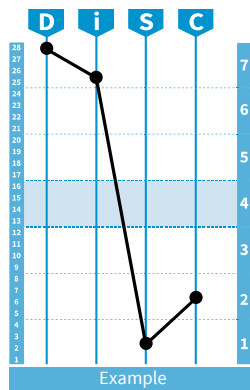
Developers are most interested in achieving their own goals. Opportunities for advancement and challenge are important to them. By focusing on results, they may lack empathy or seem uncaring by dismissing others' concerns.

The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

Inspirational Pattern



Emotions: accepts aggression; downplays need for affection

Goal: control of their environment or audience

Judges others by: projection of personal strength, character, and social power

Influences others by: charm, direction, intimidation; use of rewards

Value to the organization: acts as a "people mover"; initiates, demands, compliments, disciplines

Overuses: attitude that "the ends justify the means"

Under Pressure: becomes manipulative, quarrelsome, or belligerent

Fears: weak behavior; loss of social status

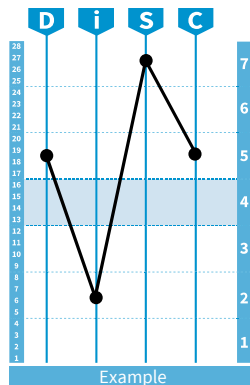
Would increase effectiveness with more: genuine sensitivity; willingness to help others succeed in their own personal development

Persons with the Inspirational Pattern consciously attempt to modify the thoughts and actions of others. They want to control their environment. They are astute at identifying and manipulating an individual's existing motives in order to direct that person's behavior toward a predetermined end.

Inspirational persons are clear about the results they want, but they do not always immediately verbalize them. They introduce the results they want only after they have primed the other person, offering friendship to those who desire acceptance, authority to those who seek power, and security to those who want a predictable environment.

Inspirational persons can be charming in their interactions. They are persuasive when obtaining assistance for repetitive and time-consuming details. People often experience a conflicting sensation by feeling drawn to Inspirational people and yet being curiously distanced. Others may feel "used" by Inspirational persons' manipulation powers. While they sometimes inspire fear in others and override their decisions, Inspirational persons are generally well-liked by co-workers because they use their considerable verbal skills to persuade others whenever possible. Inspirational persons clearly prefer to accomplish goals through cooperation and persuasion, not domination.

Investigator Pattern



Emotions: is dispassionate; demonstrates self-discipline

Goal: power through formal roles and positions of authority

Judges others by: use of factual information

Influences others by: determination, tenacity

Value to the organization: offers comprehensive follow-through; works determinedly on tasks individually or in a small group

Overuses: bluntness; suspicion of others

Under Pressure: tends to internalize conflict; holds on to grudges

Fears: involvement with the masses; responsibility to sell abstract ideas

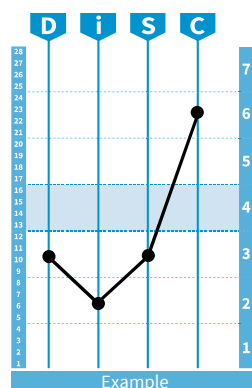
Would increase effectiveness with more: flexibility; acceptance of others; personal involvement with others

Objective and analytical, Investigators are dispassionate "anchors of reality." Generally undemonstrative, they calmly and steadily pursue an independent path toward a fixed goal. Investigators are successful at many things, not because of versatility but due to their dogged determination to follow through. They seek a clear purpose or goal from which they can develop an orderly plan and organize their actions. Once a project has begun, Investigators fight tenaciously to achieve their objectives. Intervention is sometimes necessary to change their direction. As a result, they can be perceived as stubborn and opinionated.

Investigators do well with challenging technical assignments in which they can use actual data to interpret the information and draw conclusions. They respond to logic rather than emotion. When selling or marketing an idea, they are most successful with a concrete product.

Investigators are not especially interested in pleasing people and prefer to work alone. They can be perceived as cold, blunt, and tactless. Because they value their own thinking ability, Investigators evaluate others by how they use facts and logic. To increase their effectiveness in personal interactions, they need to develop a greater understanding of other people, especially others' emotions.

Objective Thinker Pattern



Emotions: rejects interpersonal aggression

Goal: correctness

Judges others by: ability to think logically

Influences others by: use of facts, data, and logical arguments

Value to the organization: defines and clarifies; obtains, evaluates, and tests information

Overuses: analysis

Under Pressure: becomes worrisome

Fears: irrational acts; ridicule

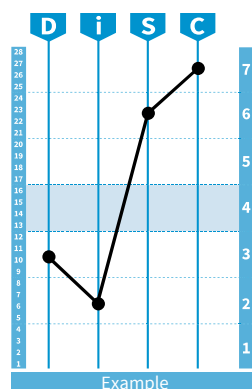
Would increase effectiveness with more: self-disclosure; public discussion of their insights and opinions

Objective Thinkers tend to have highly developed critical thinking abilities. They emphasize the importance of facts when drawing conclusions and planning actions, and they seek correctness and accuracy in everything they do. To manage their work activities effectively, Objective Thinkers often combine intuitive information with the facts they have gathered. When they are in doubt about a course of action, they avoid public failure by preparing meticulously. For example, Objective Thinkers will master a new skill privately before they use it in a group activity.

Objective Thinkers prefer to work with people who, like themselves, are interested in maintaining a peaceful work environment. Considered shy by some, they may be reticent in expressing their feelings. They are particularly uncomfortable with aggressive people. Despite being mild-mannered, Objective Thinkers have a strong need to control their environment. They tend to exert this control indirectly by requiring others to adhere to rules and standards.

Objective Thinkers are concerned with the "right" answer and may have trouble making decisions in ambiguous situations. With their tendency to worry, they may get bogged down in "analysis paralysis." When they make a mistake, Objective Thinkers often hesitate to acknowledge it. Instead, they immerse themselves in a search for information that supports their position.

Perfectionist Pattern



Emotions: displays competence; is restrained and cautious

Goal: stability; predictable accomplishments

Judges others by: precise standards

Influences others by: attention to detail; accuracy

Value to the organization: is conscientious; maintains standards; controls quality

Overuses: procedures and "fail-safe" controls; overdependence on people, products, and processes that have worked in the past

Under Pressure: becomes tactful and diplomatic

Fears: antagonism

Would increase effectiveness with more: role flexibility; independence and interdependence; belief in self-worth

Perfectionists are systematic, precise thinkers and workers who follow procedure in both their personal and work lives. Extremely conscientious, they are diligent in work that requires attention to detail and accuracy. Because they desire stable conditions and predictable activities, Perfectionists are most comfortable in a clearly defined work environment. They want specifics on work expectations, time requirements, and evaluation procedures.

Perfectionists may bog down in the details of the decision-making process. They can make major decisions but may be criticized for the amount of time they take to gather and analyze information. Although they like to hear the opinions of their managers, Perfectionists take risks when they have facts that they can interpret and use to draw conclusions.

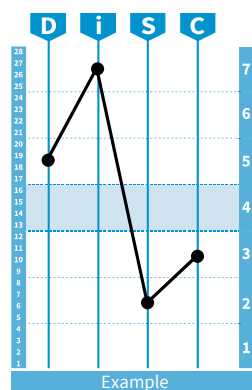
Perfectionists evaluate themselves and others by precise standards for achieving concrete results while adhering to standard operating procedures. This conscientious attention to standards and quality is valuable to the organization. Perfectionists may define their worth too much by what they do and not by who they are as people. As a result, they tend to react to personal compliments by thinking, "What does this person want?" By accepting sincere compliments, Perfectionists can increase their self-confidence.

The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

Persuader Pattern



Emotions: trusts others; is enthusiastic

Goal: authority and prestige; status symbols

Judges others by: ability to verbalize; flexibility

Influences others by: friendly, open manner; verbal adeptness

Value to the organization: sells and closes; delegates responsibility; is poised and confident

Overuses: enthusiasm; selling ability; optimism

Under Pressure: becomes indecisive and is easily persuaded; becomes organized to look good

Fears: fixed environment; complex relationships

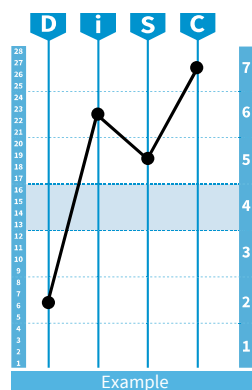
Would increase effectiveness with more: challenging assignments; attention to task-directed service and key details; objective data analysis

Persuaders work with people, striving to be friendly while pushing forward their own objectives. Outgoing and interested in people, Persuaders have the ability to gain the respect and confidence of various types of people. Persuaders can impress their thoughts on others, drawing people to them and retaining them as clients or friends. This ability is particularly helpful when Persuaders sell themselves or their ideas to win positions of authority.

The most favorable environment for Persuaders includes working with people, receiving challenging assignments, and experiencing a variety of work activities that require mobility. They seek work assignments that will give them the opportunity to look good. As a result of their natural positive outlook, Persuaders may be too optimistic about a project's results and others' potential. Persuaders also tend to overestimate their ability to change the behavior of others.

While Persuaders desire freedom from routine and regimentation, they do need to receive analytical data on a systematic basis. Once alerted to the importance of the "little things," Persuaders can use the information to balance their enthusiasm with a realistic assessment of the situation.

Practitioner Pattern



Emotions: wants to keep up with others in effort and technical performance

Goal: personal growth

Judges others by: self-discipline; position and promotions

Influences others by: confidence in their ability to master new skills; development of "proper" procedures and actions

Value to the organization: is skilled in technical and people problem-solving; displays proficiency and specialization

Overuses: overattention to personal objectives; unrealistic expectations of others

Under Pressure: becomes restrained; is sensitive to criticism

Fears: predictability; no recognition as an "expert"

Would increase effectiveness with more: genuine collaboration for common benefit; delegation of key tasks to appropriate individuals

Practitioners value proficiency in specialized areas. Spurred by a desire to be "good at something," they carefully monitor their own work performance. Although their aim is to be "the" expert in an area, Practitioners frequently give the impression that they know something about everything. This image is particularly strong when they verbalize their knowledge on a variety of subjects.

As Practitioners interact with others, they project a relaxed, diplomatic, and easygoing style. This congenial attitude may change quickly in their own work area when they become intensely focused in order to meet high standards for performance. Because they value self-discipline, Practitioners evaluate others on the basis of their ability to focus on daily performance. They have high expectations of themselves and others, and they tend to verbalize their disappointment.

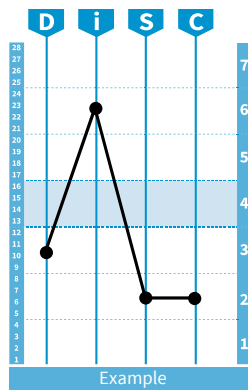
While they naturally concentrate on developing an organized approach to work and increasing their own skills, Practitioners also need to help others build skills. In addition, they need to increase their appreciation of those who contribute to the work effort even though they may not use the Practitioner's preferred methods.

The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

Promoter Pattern



Emotions: is willing to accept others

Goal: approval, popularity

Judges others by: verbal skills

Influences others by: praise, opportunities, favors

Value to the organization: relieves tension; promotes projects and people, including him or herself

Overuses: praise, optimism

Under Pressure: becomes careless and sentimental; is disorganized

Fears: loss of social acceptance and self-worth

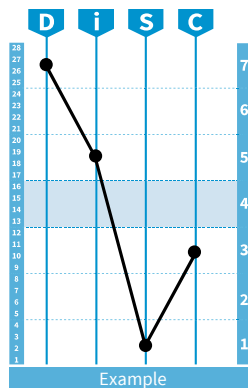
Would increase effectiveness with more: control of time; objectivity; sense of urgency; emotional control; follow-through on promises, tasks

Promoters have an extensive network of contacts. They are usually gregarious and socially adept, and they develop friendships easily. They rarely antagonize others intentionally. Promoters seek favorable social environments where they can develop and maintain their contacts. Verbally skilled, they promote their own ideas and create enthusiasm for others' projects. With their wide range of contacts, Promoters have access to the people who can help them.

Since Promoters prefer to participate and interact with others in activities, they may be less interested in task accomplishment. They may continue to seek out any situation that involves meeting people and socializing, even though their job requires attention to more solitary activities. They thrive on meetings, committees, and conferences.

Usually optimistic, Promoters tend to overestimate the ability of others. They often leap to favorable conclusions without considering all the facts. Promoters will learn to be objective and emphasize results with coaching and direction. Time management may present challenges for Promoters. By setting a time limit on conversation and discussion, they can remind themselves of the urgency of "closing" and accomplishing the task.

Result-Oriented Pattern



Emotions: verbalizes ego strength; displays rugged individualism

Goal: dominance and independence

Judges others by: ability to accomplish the task quickly

Influences others by: force of character; persistence

Value to the organization: persistence; doggedness

Overuses: impatience; win-lose competition

Under Pressure: becomes critical and fault-finding; resists participating with a team; may overstep boundaries

Fears: others will take advantage of them; slowness, especially in task activities; being a pushover

Would increase effectiveness with more: verbalization of their reasoning; consideration of other views and ideas about goals and problem solutions; genuine concern for others; patience and humility

Result-Oriented people display self-confidence, which some may interpret as arrogance. They actively seek opportunities that test and develop their abilities to accomplish results. Result-Oriented persons like difficult tasks, competitive situations, unique assignments, and "important" positions. They undertake responsibilities with an air of self-importance and display self-satisfaction once they have finished.

Result-Oriented people tend to avoid constraining factors, such as direct controls, time-consuming details, and routine work. Because they are forceful and direct, they may have difficulties with others. Result-Oriented people prize their independence and may become restless when involved with group activities or committee work. Although Result-Oriented people generally prefer to work alone, they may persuade others to support their efforts, especially when completing routine activities.

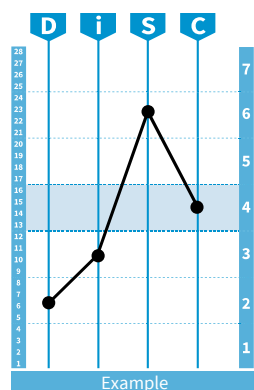
Result-Oriented people are quick-thinkers, and they are impatient and fault-finding with those who are not. They evaluate others on their ability to get results. Result-Oriented people are determined and persistent even in the face of antagonism. They take command of the situation when necessary, whether or not they are in charge. In their uncompromising drive for results, they may appear blunt and uncaring.

The Classical Profile Patterns

DiSC® Classic 2.0 Plus

Section III

Specialist Pattern



Emotions: is calculatingly moderate; accommodates others

Goal: maintenance of the status quo; controlled environment

Judges others by: friendship standards; competence

Influences others by: consistent performance; accommodation of others

Value to the organization: plans short term; is predictable, consistent; maintains steady pace

Overuses: modesty; low risk-taking; passive resistance to innovation

Under Pressure: becomes adaptable to those in authority and thinks with the group

Fears: change, disorganization

Would increase effectiveness with more: public discussion of their ideas; self-confidence based on feedback; shortcut methods

Specialists "wear well" with others. With their moderate, controlled stance and modest demeanor, they are able to work well with a number of behavioral styles. Specialists are considerate, patient, and always willing to help those they consider friends. They build close relationships with a relatively small group of associates in the work environment.

Their efforts are directed toward retaining familiar and predictable patterns. Most effective in specialized areas, Specialists plan their work along directed channels and achieve a remarkably consistent performance. Appreciation from others helps to maintain that level of consistency.

Specialists are slow to adapt to change. Prior conditioning gives them time to change their procedures while maintaining a consistent level of performance. Specialists may also require help when starting new projects and in developing shortcut methods to meet deadlines. Finished projects are often put aside for further revisions. Specialists should consider throwing away old files that have outlived their usefulness.

Scoring and Data Analysis

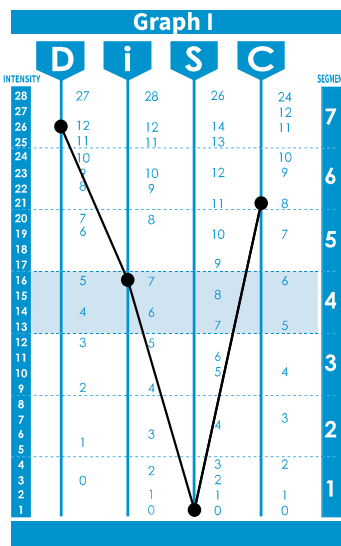
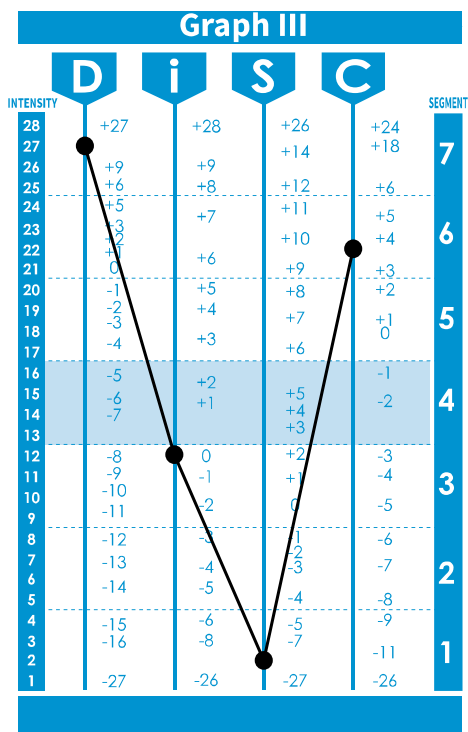
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Section IV

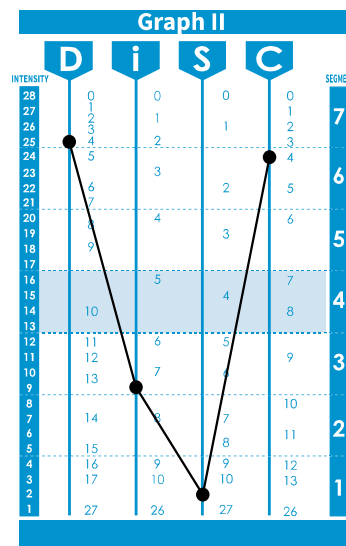
Here is a summary that shows how your personal report was generated. Graph III is the result of combining your "Most" choices with your "Least" choices and is used to determine your highest DiSC dimension, your Intensity Index scores, and your Classical Profile Pattern. If you would like more information about how your personal report was built, please talk to your facilitator.

Name: Wayne Prevett

Date: 3/30/2020



These are your "Most" responses for each of the four scales



These are your "Least" responses for each of the four scales

		D	I	S	C	N
Tally Box	Most	13	7	0	8	0
	Least	3	7	13	4	1
	Difference	10	0	-13	4	

SUMMARY OF INTERPRETATION

Highest DiSC Dimension(s): Dominance (D)

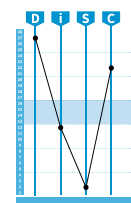
Classical Pattern: Creative Pattern

Segment Numbers: 7316

Strategies for Creating a Positive Relationship

DiSC® Classic 2 Plus

All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Wayne's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key behavioral area, you can develop an effective plan for creating a positive relationship with Wayne.



Creative

NOTE: The combination of behavioral tendencies that make up Wayne's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Creating a Positive Climate for Wayne

- Provide choices for activities, letting him make the decision
- Allow him to direct the efforts of others
- Accept his need to compete and win
- Give your undivided attention to his interests
- Direct more attention to getting results than discussing emotions
- Accept his need for variety and change
- Let him set the pace for activities
- Create opportunities for him to demonstrate his expertise
- Validate his efforts at achieving results that meet his standards
- Provide situations where his logical and systematic efforts will contribute to long-term success
- Accept that he may be reluctant to express his feelings
- Provide him opportunities for private time
- Accept that he may be quiet and observant in social situations
- Provide opportunities for him to talk knowledgeably with others about a specific subject
- Accept his need to be "right" and his distress at mistakes, especially his own

How to Communicate with Wayne

- Wayne tends to prefer direct, to the point communications without a lot of time spent on social chatter
- Be prepared to Listen to his ideas before moving on to other topics
- Tends to practice selective perception, only hearing and/or remembering that with which he agrees
- Consider checking at end of discussion to make sure everything was heard, and stored in memory, by asking him to repeat what he heard
- Wayne tends to prefer communication to be somewhat formal in new situations, avoiding personal references and discussions
- He tends to be matter-of-fact, preferring a logical presentation of information rather than emotional expressions

How to Communicate with Wayne (Continued)

- He may have difficulty storing information that conflicts with his perception of how things should be
- Check for points of disagreement or misunderstanding
- He may aggressively question the information presented in an effort to reconcile conflicting sources of information
- Respond to the questions with specific information in a nondefensive manner
- Wayne tends to prefer to have time to process new information before responding

How to Compliment Wayne

- Use brief, direct factual statements
- Focus on his achievements, and his demonstrated leadership abilities
- Acknowledge his ability to take charge of a difficult situation
- Compliment his ability to take risks, to set precedents
- Recognize the unique or innovative nature of his thoughts, ideas and/or actions
- Acknowledge his ability to get the maximum results with the minimum investment of time and effort
- Use concise, accurate, specific statements, preferably in private
- Compliment his competence in a specific skill area
- Praise his continued commitment to meeting high standards
- Compliment his tactful, discrete or subtle approach to difficult situations
- Acknowledge his ability to remain calm and detached in emotionally charged situations
- Recognize the value of his insightful thinking in complex situations
- Validate his use of logic in handling problems

How to Provide Feedback to Wayne

- Focus discussion on obstacles to achieving results and how he can eliminate them
- Discuss desired changes in his behavior in terms of potential impact on results
- Describe current negative consequences from his behavior and request solutions
- Keep feedback factual, neutral and nonjudgemental
- Reduce his defensiveness by focusing solely on actions and consequences
- Disengage from right/wrong debates
- Keep discussion focused on actions, rather than motives or intentions
- Take time to reduce his potential defensiveness by acknowledging his areas of competence
- List specific behaviors and the consequences of those behaviors
- Keep the discussion factual, accurate, logical, and impersonal
- Specify needed change, explaining why the change is necessary
- Solicit his thoughts about the solution
- Provide him an opportunity to think about the situation before responding

How to Provide Feedback to Wayne (Continued)

- Let him develop a strategy for change before committing to a specific course of action
- Disengage from right/wrong discussions
- Get a clear commitment from him for specific actions within a defined time frame, with a date for a follow-up discussion

How to deal with Wayne in Conflict

- Wayne may tend to take a direct, aggressive approach, resulting in an "I win, you lose" outcome
- Acknowledge his logic or reasoning by saying "I can see your point" or "I can see the logic in your thinking"
- After acknowledging his thinking, calmly restate your point
- Disengage from right/wrong debates by acknowledging the differences between the two of you, without judgement
- Accept that the only workable, win/win solution may be to agree to disagree
- Counter blaming statements by refocusing on the issue and what corrective action is going to be taken
- Resist any impulse to retaliate with blaming, attacking or sarcastic comments
- Reduce your defensiveness when attacked and acknowledge any error on your part
- Use open-ended questions (how, what, where, when, who) to define the real issues in the situation
- Ask him what it is that he really wants as an outcome
- Call a time-out if emotions escalate to high levels of aggression or hostility, scheduling a time to continue the discussion
- Conclude the discussion with a summary of what each person has committed to do to resolve the conflict
- Wayne initially may withdraw from open conflict, but he can become aggressive
- State the issue calmly, logically, factually, citing specific behavior or situations
- Reduce his defensiveness by acknowledging his thoughts, without reacting defensively, by saying "I can see your point"
- Listen to his thoughts, then re-direct the discussion to the current issue
- Minimize time spent discussing all the factors contributing to the issue in the past by focusing on what is going to be done right now to resolve the conflict
- Counter statements of blame or attack by acknowledging that you heard what he said, and, without discussing it, move back to the issue under discussion
- Counter critical statements about your behavior by acknowledging that your behavior may have been less than perfect, without becoming defensive
- Ask what he needs to resolve this conflict on a win/win basis
- Acknowledge his need to take some time to think about the situation before he can respond
- Affirm that your intent is to resolve the conflict, not to criticize or attack him personally
- Counter his tendency to use passive resistance as a form of indirect aggression by asking him to state specifically what he intends to do and when
- Establish clearly what you both understand to be the next step in this situation

How to deal with Wayne in Conflict (Continued)

- Affirm that you value his thoughtful, insightful approach to the situation and his desire to resolve the issue on a reasonable, equitable basis
- Respond to his need to think about the situation and to process the issues by scheduling a time in the near future where you would be willing to review the situation more formally, with more depth, allowing him time to prepare his thoughts

How to deal with Wayne's Problem-solving Style

- Wayne tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- He may need to be directed toward considering the long term consequences of the decision
- He may need coaching in handling complex problems due to his natural tendency to over-simplify in a rush for immediate results
- Wayne tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- He may need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- He tends to want to find a perfect solution
- He may need help in developing a workable solution rather than a perfect solution

How to Deal with Wayne's Decision-making Style

- Wayne tends to be a quick decision-maker
- He may need to be encouraged to take enough time to gather sufficient information and consider possible consequences before making decisions
- Point out the benefits of taking more time in terms of improved results
- Wayne tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- He may want more time to gather information
- Discuss what are appropriate amounts of time to spend in analysis
- Assist in setting a time limit for a decision
- Wayne can get bogged down in "what-if" concerns
- He may need reassurances on what the personal consequences of being wrong will be

Strategies for Positive Relationships Worksheet

DiSC® Classic 2 Plus

After reviewing the information contained in the section on Strategies for Creating a Positive Relationship with Wayne, select the most effective strategies based on the specific needs of the environment. Using your knowledge of the environment and your direct experience with Wayne's behavior, select those action strategies most likely to produce the results desired. It may be helpful to use the Start, Stop, Continue formula in developing strategies. To relate to Wayne effectively, what behaviors do you need to START using more often, STOP using so much of, and CONTINUE using as much as you are using?

1. What action strategies would be most effective for creating a positive climate for Wayne?

2. What strategies would be effective and appropriate for communicating with Wayne in this environment?

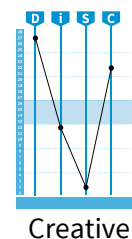
3. When complimenting Wayne, what strategies will you need to use?

4. When providing feedback to Wayne, what would be the most effective approach?

Relating to People and Environment

DiSC® Classic 2 Plus

This section describes how Wayne may tend to relate to other people and his environment based on his natural behavioral tendencies. Some of these behaviors may have been modified or eliminated by Wayne due to his life experiences and his values system. Therefore, some items may represent only potential behaviors. Additionally, some of the behaviors may appear to be conflicting because of the range of responses possible for Wayne, given the nature of his behavioral style. Review, discuss, and revise the list as appropriate.



NOTE: The combination of behavioral tendencies that make up Wayne's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

How Wayne Tends to Communicate

- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- Tends to tell others what to do, without being asked to do so
- May be so direct and forceful in communicating that others have difficulty asking questions, clarifying understanding, or pointing out problems
- May be perceived by others as blunt, cold, or uncaring because of his brief communication style
- May have difficulty expressing positive emotions, even though he feels them
- Tends to assume that others know how he feels, especially if he told them once in the past
- May be more comfortable in expressing his feelings through actions, assuming that others can decode the message
- Tends to be comfortable in expressing anger, sometimes using anger when sadness, hurt or fear would be a more accurate expression of his true feelings
- Tends to be impatient, have difficulty listening to long narratives, preferring people to "get to the point"
- Tends to be a selective listener, hearing and storing information as it fits his perception
- Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally"
- May tend to undervalue the importance of frequent, quality communication in maintaining work relationships
- Tends to be reserved, precise and detached when communicating with people he does not know well
- Tends to use logic and data to persuade others rather than using emotional appeals
- Tends to use formal, written communication, documenting discussions in situations where there has been misunderstanding or conflict
- Prefers a reserved, impersonal, business-like approach in communications when dealing with people other than close co-workers
- May be perceived by others as cold, detached and uninvolved due to his lack of verbal or non-verbal expression
- Tends to be uncomfortable with other people's emotional displays, preferring to remain detached and restrained in expression
- May be more comfortable expressing negative emotions (such as anger, displeasure, disappointment, criticism) rather than positive emotions

How Wayne Tends to Communicate (Continued)

- Tends to be uncomfortable verbally expressing positive emotions, such as joy, affection, happiness
- May prefer to write a note or letter to more completely express his sentiments
- Tends to be slow to trust, or to reveal personal information until the other person has proven their worthiness
- Prefers to have one or two close, long-term friends as confidants
- Can be quite verbal and expressive with close friends
- Tends to be sarcastic in his expressions, using a sometimes scathingly dry wit
- May enjoy engaging in verbal repartee in situations where he is comfortable

How Wayne Tends to Make Decisions

- Tends to be quick, decisive, independent and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May tend to take higher risks than are comfortable for others, believing that the potential for big payoffs justify the risk
- May fail to consider long-term consequences and fail to think through all the factors in complex situations
- Tends to be a careful decision-maker, gathering information and assessing possible risk before making decisions
- May want to defer risky decisions to others or at least get an expert opinion
- May get stuck in information-gathering and analysis due to his fear of making the wrong decision
- May get paralyzed by "what if" scenarios
- May experience high levels of regret and self-criticism over past decisions
- Tends to review past experiences to find a more perfect, fail-proof process for making decisions

How Wayne Tends to Manage Time

- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or move at the same fast pace
- Tends to be impatient with others who desire a more leisurely pace
- Follows a systematic approach, taking pride in finding unique, efficient techniques that produce high quality results
- May be critical of others who do not use a systematic approach
- Tends to have high standards and may spend more time gathering information and perfecting results than is justified
- May have difficulty managing time because of his perfectionism

How Wayne Tends to Manage Time (Continued)

- May have difficulty delegating to others because no one else can meet his standards
- May need to develop new standards for his performance that are more appropriate to current conditions and the demands on his time

How Wayne Tends to Solve Problems

- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions
- Tends to use an analytical approach to solving problems, considering many variables in developing the solution
- May be very effective in solving complex problems but may spend too much time analyzing simple problems
- Tends to use information systems to anticipate problems
- Tends to want the perfect solution and may lose sight of other realities such as deadlines

How Wayne Tends to Handle Stress

- Tends to seek out demanding, challenging, fast-paced environments and may not notice the negative impact on his health or relationships
- Tends to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance on his part
- May be so strongly driven to achieve results that he fails to set realistic limits for himself
- May need to work on letting go of the need to control his environment and other peoples' actions in order to reduce his stress
- May have difficulty taking adequate time to recover from illness or injury due to a self-imposed sense of urgency
- May choose a high level of variety and change, finding predictable routines more stressful than change
- Experiences moderate to high levels of stress as a result of trying to meet his own standards
- Tends to be driven to achieve perfection, resulting in a chronic state of frustration with himself and others
- Tends to be worried about adequately preparing for the future, spending time thinking through contingency plans
- Tends to perceive the world as a somewhat hostile environment, requiring vigilance on his part to ensure that things go "right"
- Needs private time to relax and process his thoughts and feelings about the events in his life
- May become hostile and critical when overloaded, being driven by an inner inability to rest until everything is done "right"
- May have difficulty shutting down his internal critic in order to get some rest

Relating to People and Environment Worksheet

DiSC® Classic 2 Plus

After reviewing this section, evaluate the appropriateness and effectiveness of these behaviors based on the needs of the current environment. Use your knowledge of the situation and your direct experience with Wayne's behavior to develop strategies for reinforcing those behaviors that are most effective and modifying those that are least effective. It may be helpful to use a simple formula of Start, Stop and Continue. Identify what behaviors Wayne needs to START using more of, STOP using so much of, and CONTINUE using to be effective in this environment.

1. What would be the most effective behaviors for Wayne to use in communicating with others in this environment? (start, stop, continue)

2. Given the specific nature of this work environment, what DECISION-MAKING behaviors would be most effective for Wayne to use? (start, stop, continue)

3. What time management behaviors would be most effective for Wayne to use in this environment? (start, stop, continue)

4. What problem-solving behaviors would be most effective for Wayne to use in this environment? (start, stop, continue)

Relating to People and Environment Worksheet

DiSC® Classic 2 Plus

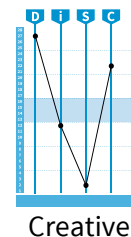
5. What strategies for handling stress would be most effective for Wayne to use in this environment? (start, stop, continue)

Strategies for Managing

DiSC® Classic 2 Plus

Section V

All people are not the same. A management strategy that is very effective with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very time-consuming and expensive both in the dollar cost as well as the emotional cost. This section provides a starting point for developing strategies based on Wayne's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Wayne.



NOTE: The combination of behavioral tendencies that make up Wayne's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Developing

- Make him productive quickly
- Show him the simplest, quickest, most practical way to get results
- Emphasize the key details necessary to get results
- Define clearly the limits of his authority
- Demonstrate in a logical manner, explaining the rationale for each procedure
- Check for understanding at key points
- Provide time to process the information and practice skill on his own
- Be available to respond to questions and to provide additional explanations
- Define time limits for developing adequate skill, rather than perfect mastery

Motivating

- Provide opportunities to work independently
- Allow him to direct the efforts of others
- Offer options for achieving goals
- Provide challenges, opportunities to "win"
- Create opportunities for him to demonstrate his expertise
- Support his efforts at creating quality results
- Provide situations where logical and systematic efforts will contribute to long-term success

Complimenting

- Use brief, direct statements, focusing on achievements, results, and leadership abilities
- Use concise, accurate, specific statements (preferably in private) about his competence, use of logic, efficiency, and precision

Counseling

- Focus on obstacles to achieving results and how to eliminate them
- Present needed changes in terms of impact on results and consequences
- Request solutions from him
- Take time to reduce potential defensiveness by acknowledging areas of competence
- Specify needed change, explaining why the change is necessary and solicit his thoughts about the solution
- Provide him with the opportunity to think about the situation and develop a strategy before committing to a specific course of action

Problem-Solving

- Tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- May need to be directed toward considering the long-term consequences
- May need coaching in handling complex problems due to a natural tendency to over-simplify in a rush for immediate results
- Tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- May need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- Tends to want to find a perfect solution
- May need help in developing a functional solution, rather than a perfect solution

Delegating

- Tell him what result you need and by when; let him determine how to get it done
- Specify clearly the limits of authority and available resources, allowing autonomy within those limits
- Provide logical, accurate, precise descriptions of performance expectations, including standards for quality
- Explain why the assignment is being done and how it is necessary to the overall operation
- Provide opportunities to discuss alternate ways of completing the assignment, determining what resources are available

Correcting

- Be firm and direct, specifying the desired result as well as current level of performance
- Direct the discussion to what he is going to do to eliminate the gap in performance
- Define time limits for improvements and state consequences clearly
- Tends to become defensive when his performance is criticized
- Stick to a specific, factual discussion of what the current results are and what performance is necessary
- Allow time for him to create and report a plan for improving his performance

Correcting (Continued)

- Close discussion by clarifying and getting agreement on what the improvement will be and by when
- Set a date for formally reviewing progress

Decision-Making

- Tends to be a quick decision-maker
- May need coaching on taking time to gather sufficient information and considering possible consequences before making decisions
- Point out benefits in taking more time in terms of improved results
- Tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- May want time to gather information
- Discuss appropriate amount of time to spend in analysis; set time for decision
- Can get bogged down in "what-if" concerns
- May need reassurances of what the personal consequences of being wrong will be

Communicating

- Prefers direct, to the point, communications without a lot of time spent on social chatter
- Be prepared to listen to his ideas before moving on to other topics
- State areas of shared agreement before moving into other areas of less agreement
- Tends to practice selective perception, only hearing and/or remembering that with which he agrees
- Check at end of discussion to make sure everything was heard and stored in memory by asking him to summarize and restate
- Tends to prefer communication to be formal and business-like, avoiding personal references and discussions
- State purpose for the communication up front, covering the topics in a logical, systematic manner
- May have difficulty storing information that conflicts with his perception of how things should be
- Check for points of disagreement or misunderstanding
- May aggressively question the information
- Respond to the questions with specific information in a non-defensive manner
- Tends to prefer to have time to process the information before responding
- Set time to meet and finalize the discussion

Management Action Strategy Worksheet

DiSC® Classic 2 Plus

After reviewing the information contained in the section on Strategies for Managing Wayne, select the most effective strategies based on the specific needs of the work environment. Using your knowledge of the work environment and your direct experience with Wayne's behavior, select those management action strategies most likely to produce the performance results desired. It may be helpful to use the Start, Stop, Continue formula in developing strategies. To manage Wayne effectively, what behaviors do you need to START using more often, STOP using so much of, and CONTINUE using as much as you are using?

1. What action strategies would be most effective for DEVELOPING Wayne based on his current level of skill and the needs of the environment?

2. What strategies would be effective and appropriate for MOTIVATING Wayne in this work environment?

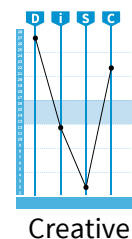
3. When COMPLIMENTING Wayne, what strategies will you need to use?

4. When COUNSELING Wayne, what would be the most effective approach?

Approach to Managing Others

DiSC® Classic 2 Plus

This section describes how Wayne may tend to manage based on his natural behavioral tendencies. Some of these key management behaviors may have been modified due to life experience and Wayne's values system and, therefore, represent only potential behaviors. Some of the behaviors may appear contradictory as they represent the different behavioral tendencies that comprise Wayne's style. Review and discuss the list, determining which behaviors are most effective in this management environment.



NOTE: The combination of behavioral tendencies that make up Wayne's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Communicating

- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- May be perceived as blunt, cold, or uncaring
- Tends to be systematic in his communications, using logic and data to persuade
- Tends to use formal, written communication, documenting discussions
- Prefers a reserved, impersonal, business-like approach in oral communications
- Tends to avoid discussion of personal information or socializing in the work environment
- May be perceived by others as cold, detached, and uninvolved

Delegating

- Tends to delegate to others the responsibility for follow-through on details
- May be so non-specific and results-oriented in assigning tasks that others have difficulty finding out how to do it
- May have difficulty delegating authority to go with the responsibility because he wants to maintain control
- Tends to give specific, detailed instructions for assignments
- May do important work himself so that he can be sure that it will be done correctly
- May have difficulty finding people who meet his standards
- Tends to monitor progress and results closely so that others may feel under inspection constantly
- Prefers working with people who share high standards and commitment to quality performance

Directing People

- Tends to tell people what to do in a forceful, direct manner
- Likes to control the results
- May be so direct and forceful that people have difficulty asking questions, clarifying understanding, and pointing out potential problems

Directing People (Continued)

- Tends to be impersonal, precise, and factual in directing people, by focusing on what needs to be done how, why, by whom, and when
- May prefer to give assignments in written, formal communications, requesting specific feedback in response
- Tends to control the work produced in the environment, checking on quality by frequently questioning people
- May have difficulty with people who resist close supervision

Developing People

- Tends to put people to work right away believing that "hands-on" involvement on the job is the best way to learn
- Prefers self-initiating, self-directed learners and tends to be impatient with having to provide instruction
- Values practical experience highly
- Tends to prefer a systematic, comprehensive approach to training, with competency requirements specified and assessed
- Sets high standards for performance and may become critical, impatient, and demanding
- Tends to provide resources for on-going training and skill development

Decision-Making

- Tends to be quick, decisive, independent, and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May fail to consider long-term consequences and fail to include all factors in complex situations
- Tends to be a careful decision-maker, gathering information and assessing possible risks before making decisions
- May want to defer risky decisions to higher levels of authority or at least get approval

Managing Time

- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or work at the same fast pace
- Follows a systematic approach, taking pride in finding unique, efficient techniques that produce high quality results
- May be critical of others who do not use a systematic approach
- Tends to have high standards and may spend more time gathering information and perfecting results than is justified

Approach to Managing Others

DiSC® Classic 2 Plus

Problem-Solving

- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions
- Tends to use an analytical approach to solving problems, considering many variables in developing the solution
- May be very effective in solving complex problems but may spend too much time analyzing simple problems
- Tends to use information systems to anticipate problems
- Tends to want the perfect solution and may lose sight of other realities such as deadlines

Motivating Others

- Tends to create competitive challenges
- Sets short-term goals and recognizes achievement of results
- Provides specific information on what is expected and specific feedback on performance, stating the logical benefits of working for this organization
- States factually why the person is of value to the organization

Management Style Worksheet

DiSC® Classic 2 Plus

After reviewing the section on How Wayne Tends to Manage, evaluate the appropriateness and effectiveness of his natural management style based on the needs of the current work environment. Use your knowledge of the specific needs of the work environment and your direct experience with Wayne's management behaviors to develop strategies for reinforcing those behaviors that are most effective and modifying those that are least effective. It may be helpful to use a simple formula of Start, Stop and Continue. For each management category, what behaviors does Wayne need to START using more of, STOP using so much of, and CONTINUE using to be effective as a manager in this work environment?

1. What would be the most effective behaviors for Wayne to use in COMMUNICATING with others in this work environment? (start, stop, continue)

2. What behaviors would be most effective for Wayne when DELEGATING to others in this work environment? (start, stop, continue)

3. What behaviors would be most effective for Wayne to use when DIRECTING others in this environment? (start, stop, continue)

4. What behaviors would be most effective for Wayne to use for DEVELOPING people in this work environment? (start, stop, continue)

Management Style Worksheet

DiSC® Classic 2 Plus

5. Given the specific nature of this work environment, what DECISION-MAKING behaviors would be most effective for Wayne to use? (start, stop, continue)

6. What TIME MANAGEMENT behaviors would be most effective for Wayne to use in this work environment? (start, stop, continue)

7. What PROBLEM-SOLVING behaviors would be most effective for Wayne to use in this work environment? (start, stop, continue)

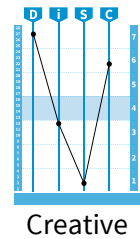
8. What strategies for MOTIVATING OTHERS would be most effective for Wayne to use in this environment? (start, stop, continue)

Strategies for Sales Management

DiSC® Classic 2 Plus

Section V

All people are not the same. A management strategy that is very effective with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly both in lost time and lost sales. This section provides a starting point for developing sales management strategies based on Wayne's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Wayne in his specific sales environment.



NOTE: The combination of behavioral tendencies that make up Wayne's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Developing

- Help him become productive as quickly as possible
- Show him the simplest, quickest, most practical way to get results and meet his sales goals
- Emphasize primarily the key details which will be necessary to get sales results
- Define clearly the limits of his authority and the resources available to him for achieving sales results
- Demonstrate the behaviors desired in a logical manner, explaining the rationale for each procedure
- Check for his understanding at key points by asking him to describe his understanding of what is required
- Provide him the time to process the information and practice the necessary skills on his own
- Be available to respond to questions and to provide additional explanations
- Define time limits for him to develop adequate skill rather than perfect mastery

Motivating

- Provide opportunities for him to work independently
- Allow him to direct the efforts of others for achieving significant results
- Offer him flexible options for achieving results
- Provide him challenges and opportunities to "win"
- Create opportunities for him to demonstrate his expertise in product knowledge or selling techniques
- Recognize his efforts in creating high quality results for his customers
- Provide situations where his logical and systematic efforts will contribute to the long-term success of the organization
- Solicit his thoughts and ideas about what can be done to improve sales and service quality

Giving Recognition

- Use brief, direct statements focusing on his achievements, results and demonstrated ability to be a leader in his field
- Acknowledge his ability to handle difficult customer situations successfully
- Recognize the unique or innovative nature of his thoughts, ideas and/or actions
- Use concise, accurate, specific statements (preferably in private) about his competence
- Acknowledge how his use of logic, efficiency and attention to quality have contributed to success with his customers
- Compliment his tactful, discrete or subtle approach to handling difficult situations with customers
- Recognize his ability to remain calm and detached in emotionally charged situations

Coaching/Counseling

- Focus discussion on obstacles to achieving sales results and how he can eliminate them
- Discuss desired changes in his behavior in terms of potential positive impact on sales results
- Reduce his defensiveness by requesting solutions from him
- Be firm and direct, specifying the desired result as well as describing the current level of sales performance
- Direct the discussion to what he is going to do to eliminate the gap in performance
- Define the time limits for improvements and state the consequences clearly
- Take time to reduce his potential defensiveness by acknowledging areas of his competence in selling, handling customers or product knowledge
- Specify the needed change, explaining why the change is necessary
- Clarify the expectations for performance, establishing a specific, agreed upon, measurable, standard for sales results
- Keep the discussion factual, logical, accurate, and impersonal
- Provide him an opportunity to think about the situation before he has to respond with a plan of action
- Get a clear commitment from him for specific actions within a defined time frame
- Set a date for formally reviewing his progress in improving his performance

Communicating

- Prefers direct, to-the-point communications without a lot of time spent on social chatter
- Be prepared to listen to his ideas before moving on to other topics
- Tends to practice selective perception and/or hearing, remembering only that with which he agrees
- Check at end of discussion to make sure everything was heard and stored in memory by asking him to summarize and restate
- Tends to prefer communication which is formal and business-like, avoiding personal references and discussions
- State purpose for the communication up front, covering the topics in a logical, systematic manner

Communicating (Continued)

- May have difficulty storing information that conflicts with his perception of how things should be
- Check for points of disagreement or misunderstanding by asking for specific feedback from him
- May aggressively question the information when it conflicts with other information that he has about the situation
- Respond to his questions with specific information in a nondefensive manner
- Tends to prefer to have time to process the information before responding
- Set time for him to check back with any questions or concerns he may have

Problem-Solving

- Tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- May need to be directed toward considering the long term, negative consequences of some solutions
- May need coaching in handling complex problems due to his natural tendency to over-simplify in a rush for short-term results
- May need to consider that his haste for immediate results may have a negative impact on the overall sales effort
- Tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- May need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- Tends to want to find a perfect solution
- May need help in developing a workable solution rather than a perfect solution

Delegating

- Tell him what result you need and by when: Let him determine how to get it done
- Specify clearly the limits of his authority and the resources available to him allowing autonomy within those limits
- Provide a logical, accurate, precise description of sales performance expectations, including standards for quality in sales and service
- Explain why the assignment is being done and how it is necessary to the overall operation
- Provide opportunity to discuss alternate ways of completing the assignment, determining what resources are available

Decision-Making

- Tends to be a quick decision-maker
- May need coaching on taking time to gather sufficient information and considering possible consequences before making decisions
- Point out benefits to him in taking more time in terms of improved sales results
- Tends to approach decision-making in an analytical manner, calculating risks and potential payoffs

Decision-Making (Continued)

- May want time to gather more information
- Discuss appropriate amounts of time to spend in analysis; set time for decision
- Can get bogged down in "what-if" concerns
- May need reassurances on what the personal consequences of being wrong will be

Sales Management Action Strategy Worksheet

DiSC® Classic 2 Plus

After reviewing the information contained in the section on Strategies for Managing Wayne, select the most effective strategies based on the specific needs of the sales environment. Using your knowledge of the sales environment and your direct experience with Wayne's behavior, select those management action strategies most likely to produce the performance results desired. It may be helpful to use the Start, Stop, Continue formula in developing strategies. To manage Wayne effectively, what behaviors do you need to START using more often, STOP using so much of, and CONTINUE using as much as you are using?

1. What action strategies would be most effective for DEVELOPING Wayne based on his current level of skill and the needs of the environment?

2. What strategies would be effective and appropriate for MOTIVATING Wayne in this sales environment?

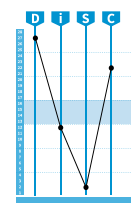
3. When GIVING Wayne RECOGNITION, what strategies will you need to use?

4. When COACHING and COUNSELING Wayne, what would be the most effective approaches?

Approach to Selling

DiSC® Classic 2 Plus

This section describes how Wayne would tend to approach the various stages of the selling process based on his natural style. By understanding Wayne's natural approach to sales, it can be determined which of his natural behaviors are most effective in certain selling situations with specific customer styles. It can also be determined where additional training or coaching may be helpful in increasing Wayne's effectiveness in selling situations where his natural style may not be as effective. As some of these behaviors may already have been modified, review and revise this section as necessary.



Creative

NOTE: The combination of behavioral tendencies that make up Wayne's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Planning

- Tends to prefer to spend more time getting results than in planning
- Tends to focus on the big picture, letting the details take care of themselves
- Tends to focus on the goal or bottom-line result and may not prepare a step-by-step plan for achieving the goal
- May oversimplify complex situations or underestimate the potential obstacles and be surprised by buyer resistance
- His natural approach to planning may be most effective with customers who are impatient, results-oriented, and more interested in "what" than "how"
- His natural style may need modification to prepare for customers who need a more methodical, step-by-step explanation, with more detailed information provided
- Tends to plan strategically, assessing many possible scenarios, developing contingency plans for each possible outcome
- Prefers to gather information in advance, preparing support materials for all possible requests
- May have difficulty planning for situations where there is insufficient information about the customer, or where he feels inadequately prepared in product knowledge
- His natural approach to planning works most effectively with customers who make buying decisions based on logic and well-documented information on product performance
- His natural style may need modification to be effective with customers who tend to make buying decisions based on a "gut-feel" or interpersonal interactions, or in sales situations that change rapidly, requiring quick responses without time for planning

Opening the Call

- Tends to be direct and results-oriented, getting immediately to the point of the call
- Tends to avoid social chatter, considering it a waste of time, and moves right to business
- His natural approach to opening the call tends to be most effective with customers who are impatient and results-oriented
- His natural style may require modification to be effective with customers who prefer to spend more time interacting and building a relationship before moving to business
- Tends to use a reserved, business-like approach to opening the call
- Tends to prefer minimal socializing, approaching the purpose of the call with a subtle yet direct style

Opening the Call (Continued)

- His natural approach to opening the call tends to be most effective with customers who are reserved and prefer a factual approach with minimal time spent on social interaction
- His natural style may require modification to be effective with customers who prefer an enthusiastic or interactive approach

Interviewing

- Tends to interview in a direct, aggressive manner, identifying the customer's goals quickly
- Tends to ask "what" questions, focusing on desired results
- His natural approach to interviewing works most effectively with customers who prefer directness; however, the customer may want more control over the interviewing process
- His natural style may require modification with customers who prefer a slower, more indirect approach, or with customers who become defensive in response to his aggressive approach
- Tends to use a reserved, low-key, logical approach to interviewing
- Tends to probe subtly for underlying motivations to determine "why" the customer does things
- His natural approach to interviewing is most effective with customers who prefer a more indirect, factual approach
- His natural style may require modification to be more effective with customers who prefer a more enthusiastic approach with more personal involvement

Presenting

- Tends to be concise, focusing on results
- May tend to announce conclusions, rather than explaining his reasoning process
- His natural approach to presenting works most effectively with customers who are interested primarily in results, requiring little or no details in the presentation
- His natural style may need modification to be effective with customers who require a more methodical approach and a more detailed explanation
- Tends to present in a reserved, analytical manner focusing on product quality
- May provide more information than the customer desires in an attempt to be complete and accurate in his presentation
- His natural approach to presenting tends to be most effective with customers who prefer a presentation which provides them with information they can assess to determine the performance of the product or service
- His natural style may require some modification to be effective with customers who tend to make decisions based on a "gut-feel" rather than on analysis of product information, or with customers who desire a brief presentation, focusing only on bottom-line results

Responding to Concerns

- Tends to respond to concerns directly
- Tends to focus on the goal or the result to be achieved, rather than on the concern
- May not listen fully to the concern, or minimize its importance to the customer
- His natural approach for responding to concerns tends to be most effective with customers who share a similar blunt, direct approach to concerns

Responding to Concerns (Continued)

- His natural style may need to be modified to be effective with customers who either require more emotional reassurance or a detailed explanation in response to their concern
- Tends to respond to concerns by gathering more information from the customer, probing to find the real, unstated concern
- Tends to respond with a systematic explanation logically addresses, how the concern will be resolved
- His natural approach for responding to customer concerns is most effective with customers who want responses that make sense and address the real issues
- His natural style may need modification to be effective with customers who prefer a more personal, supportive or optimistic response

Gaining Commitment

- Tends to move quickly and directly to gaining a commitment from a customer
- May aggressively pursue a commitment, considering "No" a temporary obstacle
- His natural approach to gaining commitment tends to be most effective with customers who are results-oriented and make quick decisions, as long as the customer does not become defensive as a result of experiencing loss of control of the buying decision
- His natural style may require modification to be effective with customers who prefer to take time to gather and review information and who resist making a decision before they have had time to analyze
- Tends to move toward gaining commitment systematically, subtly leading the customer to the logical conclusion that it would make sense to buy his product or service
- May tend to expect that after presenting all the benefits of the product or service, the customer would logically make the decision to buy
- May experience frustration with the customer's indecision after he has presented all the obvious reasons to buy
- His natural approach to gaining commitment tends to be most effective with customers who make decisions based on logical analysis of product benefits
- His natural style may require modification to be effective with customers who are indecisive or who want emotional reassurance rather than logic

Servicing

- Tends to follow-up by efficiently checking on results
- May tend to be more interested in getting new sales than servicing existing customers
- His natural approach to servicing tends to be most effective with customers requiring minimal follow-up, as long as they are getting results
- His natural style may require modification with customers who prefer routine contact and follow-up
- Tends to use a formal follow-up procedure to ensure the quality of product or service performance
- Tends to use a reserved, analytical approach, focusing more on product performance or quality issues than on building the customer relationship through social interaction
- His natural approach to servicing tends to be most effective with customers who are primarily interested in a systematic follow-up to ensure consistent product performance
- His natural style may require modification to be effective with customers who prefer customer support through personal involvement or enthusiastic socializing

Sales Management Style Worksheet

DiSC® Classic 2 Plus

After reviewing the section on Wayne's natural approach to the selling process, evaluate the effectiveness of his natural selling style based on the needs of the current sales environment. Use your knowledge of the specific needs of the sales environment and your direct experience with Wayne's selling style to develop strategies for reinforcing those behaviors that are most effective and modifying those that are least effective. For each selling strategy category, it may be helpful to determine what behaviors Wayne needs to START using more of, STOP using so much of, and CONTINUE using to be an effective salesperson in this environment.

1. What would be the most effective use of Wayne's natural approach to planning in this sales environment? (start, stop, continue)

2. What would be the most effective approach to Wayne's natural style for opening the call? (start, stop, continue)

3. What would be the most effective use of Wayne's natural approach to presenting? (start, stop, continue)

4. When responding to the buyer's concerns, what would be the most effective use of Wayne's natural style? (start, stop, continue)

