



*Singapore · Hong Kong · Thailand*

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*Founded in 2005*

## Sample Report

Style: Advocate SIC

**PeopleKeys - Career Style with Power DISC**

Monday, March 22, 2021

# Introduction

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

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

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

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

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

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

***This is the D Style***

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

Some people are optimistic, friendly, and talkative.

***This is the I Style***

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

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

***This is the S Style***

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

Some people are precise, sensitive, and analytical.

***This is the C Style***

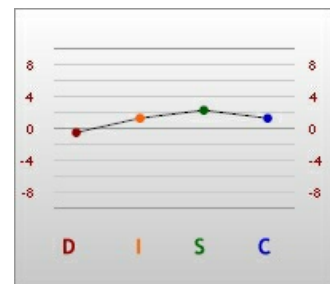
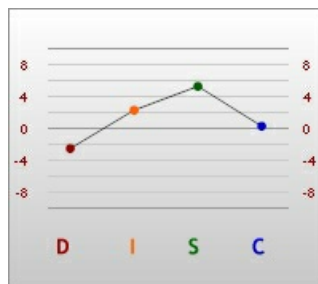


The chart below helps put the four dimensions of behavior into perspective.

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

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

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



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

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

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

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

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

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

# Description

## understanding your style

### Sample's style is identified by the keyword "Advocate".

Sample, as an Advocate style, is a steady, sociable individual who strives for positive relationships at work and at home. An Advocate can be very detail oriented when the situation requires it; but overall they tend toward individualism, independence and light attention to detail. It can be difficult to change Advocates minds once they have made a decision. They like people and tend to support the underdog. Sample may take opposing sides of a disagreement and feel frustrated if things do not go according to plan. An Advocate needs to be accepted as part of the team, and they want people to like them. Decisions are difficult for them to make unless their parameters of authority are clearly defined, and they may tend to "shoot from the hip" if forced to make a decision when they would prefer not to do so. Sample would much rather have someone else make the decision, especially if they hold that individual in high esteem and respect. Sample tends to be moderate, thorough and dependable.

Advocates do not like conflict. Rather than create conflict in a group, they will tend to let others do what they want, even if they disagree with them. Advocates do not like to confront people unless necessary. Sample can be inspiring, and may be sought out for their ability to motivate the team in tough times. Advocates have the ability to focus their attention on tasks that need to be completed, and to work them until they have been finished. They have respect for leaders and are quality and service minded. Sample is people oriented, but can be detail and task oriented as well. Sample is motivated through joint collaboration and likes to work in groups.

Advocates do not tend to be argumentative, but may hold grudges if situations are left unresolved. This tends to happen due to their fear of confrontation. Advocates may have difficulty being direct about things if there is a fear that there will be devastating effects to a relationship. Sample prefers to make decisions in a way that takes an individual's feelings into account, but will not be likely to disregard the facts when doing so. Sample is usually seen as a humble and thoughtful person.

Sample prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary, but usually prefers to wait and see if another person volunteers first. Sample is willing to follow another person's lead if they display adequate ability and if Sample has confidence in their ability.

Sample can easily find the silver lining in a difficult situation and typically enjoys the thrill of trying new things. This individual has a gift for influencing associates and is viewed as an instinctive communicator. Others find Sample easy to approach and enjoy their easy, open rapport.

A loyal friend, Sample is patient and caring when attending to the needs of others. This is usually an even-paced individual who thrives in a peaceful, harmonious environment. Sample tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

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

**Steady, reliable, loyal**  
**Relational, team and family oriented**  
**Does things right the first time**  
**Enthusiastic, optimistic, practical**

#### *General Characteristics*

**Sincere appreciation and acceptance**  
**A friendly environment**  
**Ability to have a balance between work and play**  
**Clear definition of role and expectations**

#### *Motivated By*

**Knowing what is expected**  
**Clearly defined goals and parameters**  
**Ability to work in teams and groups**  
**A forum to express ideas**

#### *My Ideal Environment*

# Workplace

## your professional style

In the workplace, the high-S style is the person you can depend upon to use common sense and follow through. S style employees are very responsible, loyal, steady, easy going and friendly. S styles find ways to balance the demands of both tasks and people. Their practical nature takes care of business without sacrificing relationships. This proficiency makes them excellent managers, directors, supervisors, and administrators of people, projects, and operations. S style personalities are abundant in every field of work because they are all-around great team-players.

Committed to people and tasks, the S style is tuned into meeting the needs of others, sometimes at their own expense. They are generally humble and not uncomfortable taking a supportive role or doing tasks that D and I styles may find routine, non-challenging, or unglamorous. Basically, they make things happen for others, and in the process, often make their associates and superiors look good.

Organizations depend upon S styles everyday to maintain homeostasis, keep resources functional, and customers content. Since S styles are very level-headed, they can be counted upon to find sensible and realistic solutions. They organize well, manage daily details, and multi-task instinctively.

As managers, S styles are solid leaders, compassionate, yet committed to the task at hand. Others may know them to be the "hub" of the wheel, or the "glue" that keeps everything operating smoothly. Their leadership style is participative, modest, pragmatic, patient and consistent.

Of all DISC styles, S styles make the best team members because they are dependable and devoted. They find ways to execute tasks outlined by others and to move projects along to completion. Others feel comfortable around the approachable, warm and friendly S team member. Their great listening skills make them natural counselors, mediators and diplomats who work toward consensus. Their trustworthy character enables others to confide in them.

The high S-style is challenged by change, decisions, and aggressive personalities. They work hard to keep work routines and circumstances unchanged, stable and predictable. Therefore, they may try to sabotage anything that puts their cherished status-quo at risk. They would rather not make critical decisions if there is someone else to make them. Aggressive, fast-moving and outspoken personalities may intimidate or create stress for the S-style in the workplace.

### Supportive Workplace Style Characteristics:

1. Provides a strong sense of security and "grounding" for others
2. Practical in action and a no-nonsense communicator
3. Has trouble making decisions quickly
4. Very committed and loyal to others and to the promises they make to their team or associates
5. Extremely supportive of other associates, not afraid to take more supportive roles
6. Their compassion and their empathy for others makes them people whom others confide in
7. Humble leaders who are not high maintenance, but usually do the maintaining of others
8. Highly responsible managers who are great at multi-tasking
9. Works to keep systems and circumstances unchanged, steady and predictable
10. High need to feel appreciated and needed by others in the organization
11. Becomes overly passive with more aggressive styles
12. Under stress, can become resistant, stubborn and inflexible
13. Great listener as well as patient with frustrating issues

# Workplace

## tips for your professional style

### Tips for High S Personality Styles in the Workplace

Tips for self-growth and to enhance communication in the workplace:

High S Workplace Characteristics	Tips for self growth and to help you be better understood by co-workers of different styles
Ss don't like to move out of their "comfort" zone.	<b>The world of business and commerce necessitates a certain amount of risk taking.</b> S styles are known for their fondness of safe and secure measures, choices and environments. They want to preserve the status quo at all costs. However, most corporate and personal progress happens when someone steps out of their comfort zone and into their growth zone. <b>Try to become more forward thinking and more open to trying new things.</b>
Ss are highly responsible managers.	<b>Don't "over-manage" others.</b> Since S styles are so capable and willing to handle anything, it's easy to get caught up in "micro-managing" others. For some S styles, doing things themselves is less risky than delegating the task to others. <b>Don't be afraid to ask others to support you in your tasks. You may find or help others to be as capable as you.</b>
Ss are great at supporting others when needed.	<b>Be aware that you need to make time for yourself.</b> High S styles often sacrifice their own needs (health and well-being) because they are too busy concentrating on the needs of others. Don't allow others to take advantage of your willingness to support them and make self sacrifices. <b>Know when to say "no".</b>
Ss internalize feelings.	<b>Try to be more open and expressive with your feelings.</b> If something is bothering you, speak up about it and get it off your chest. If you don't, it may cause stress, resentment or bitterness. S styles who don't let the steam out regularly may find they blow their top like a pressure cooker.
Ss become overly passive, unreceptive or unresponsive with other more aggressive styles.	In some cases, high S styles will "shut down" rather than deal with aggressive workplace styles. For them, it is easier to give in rather than risk confrontation or security. It is good to be tolerant, but not good to be too meek or timid. <b>Learn to stand up for what you believe in and don't be intimidated by other more extroverted styles. Often their bark is worse than their bite.</b>
Ss like to find the easiest way of doing things.	Sometimes the easier way is the most practical and sensible way, other times, "easier" means cutting corners or doing as little work as possible. <b>Be careful not to sacrifice quality in an effort to find the easy way.</b>
Ss need to feel appreciated.	Many workplaces have a rewards system allowing for advancement and recognition. Just as important, high S styles need to feel appreciated, needed, and valued within the organization. <b>Don't be afraid to ask others for formal, written feedback as it is as much a motivator to the S as monetary rewards.</b>
Ss can be indecisive	Ss may be indecisive for many reasons, 1) fear that someone will be negatively effected by the decision if that were a consequence, 2) may not feel convicted enough in any one direction 3) heavily influenced by other conflicting opinions 4) will wait to see what others do first. <b>Sometimes it's good to hesitate before making a decision, other times indecision can make your decision for you.</b>
Ss can be possessive	Ss tend to cherish the things they work so hard for. They cherish their positions, their families, possessions, and their time. Sometimes they relish things to a fault and become possessive or controlling about people or things. <b>Be aware of this tendency and practice generosity and openness with the people and things you enjoy.</b>
Ss can be skeptical	S styles really need to be shown, before they believe. Their practical, realistic, non-idealistic nature makes them a bit cynical, doubtful and disbelieving. In some cases, like with a high I style; a dose of realism is good to play "devils advocate". In others, being skeptical can put a damper on enthusiasm and passion. <b>Don't let your zeal be overpowered by your skepticism. Don't let your skepticism diminish the corporate mood or corporate culture.</b>

# Communicating

## with the Advocate style

### Remember, an Advocate may want:

- Social acceptance in a friendly and non-critical environment, clear definition of what is expected, people to talk to, positive working conditions, recognition for abilities, clearly defined parameters in which to lead or direct others

### Greatest fear:

- Criticism, loss of security

### When communicating with Sample, an Advocate, DO:

- Build a favorable, friendly environment; allow for social activities
- Give opportunity for them to verbalize about ideas, people and their intuition
- Give adequate information for informed decisions
- Share testimonials from others relating to proposed ideas
- Develop a team atmosphere and participative relationship
- Create incentives for their quality work

### When communicating with Sample, an Advocate, DO NOT:

- Be overly aggressive
- Make them harshly discipline peers
- Threaten their sense of security
- Be overly critical

### While analyzing information, Sample, an Advocate may:

- Take extra time making sure they make the right choice
- Need more details and information
- Want to know exactly what the expected goals and results are
- Be creative in developing a process

### Motivational Characteristics

- **Motivating Goals:** Acceptance from others, quality results
- **Evaluates Others by:** Loyalty, tolerance, inclusion
- **Influences Others by:** By offering understanding, friendship
- **Value to Team:** Supports, empathizes, is service oriented
- **Overuses:** Kindness
- **Reaction to Pressure:** Becomes persuasive through key relationships or information
- **Greatest Fears:** Dissension, conflict
- **Areas for Improvement:** Develop strength in self awareness, firmness, and self assertion



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Advocate style

### Value to the group:

- Steady, hard worker, analytical
- Motivates others to achieve by aiding and assisting
- Good leader if parameters are clearly defined
- Very relational and approachable

### Advocates possess these positive characteristics in groups:

- Strong commitment
- Participative managers who influence and inspire
- Good team player
- High quality of work
- Very relational
- Create an atmosphere of well being
- Enthusiastic
- Provide direction and leadership
- Express ideas well
- Work well with other people
- Good at developing an efficient process
- Have a positive attitude
- Good sense of humor
- Accepting of others

### Personal growth areas for Advocates:

- Be open and participative
- Believe in yourself and your leadership abilities
- Delegate more
- Do not take criticism personally
- Stand up to those with more dominant personalities when necessary
- May be overly protective of relationships



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

- Lee Iacocca



# Communication Tips

## relating to others

**Your S, I, and C plotted above the midline, your style is identified by the keyword "Advocate".**

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

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

- **WEIGHS PROS & CONS** Considers both sides of an issue
- **UNOBTRUSIVE** Does not force oneself upon others without invitation
- **CONSERVATIVE** Tending to preserve established traditions
- **PEACEFUL** Not quarrelsome; calm, quiet

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

- **GENEROUS** Willing to give or share; unselfish; bountiful
- **POISED** Balanced; stable; having ease and dignity of manner
- **CHARMING** Attractive; fascinating; delightful
- **CONFIDENT** Sure of oneself; feeling certain; bold

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

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals that one is obligated to defend
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys being part of a group, working toward a common goal

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

- **ANALYTICAL** Dissecting a whole into its parts to discover their nature
- **SENSITIVE** Easily hurt; highly responsive intellectually and emotionally
- **MATURE** Fully grown, developed, experienced



The only way to change is by changing your understanding.

- Anthony De Mello

# Communication Tips

## how you communicate with others

### How You Communicate with Others

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

**Your style is predominately an "S" style**, which means that you prefer receiving information that allows you to feel part of a team. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result.

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

This next section is particularly useful for a dominant "S" style as you may have the tendency to not voice your opinions as much as others around you, while at the same time others will value the input you have.

### The Compatibility of Your Behavioral Style

The "S" and the "D" will work well together as the "S" will provide support the "D" needs and will help to keep the environment at a level they both can freely work together. The "S" may wish the "D" style would slow down the pace and be more people oriented when it comes to personal relationships.

The "S" and the "I" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

Two "S" styles work well together and also get along well in personal relationships as they both strive to work together as a team and provide a very sincere and meaningful relationship.

The "S" and the "C" complement each other and work well together, as each style prefers to work at a pace that provides for accuracy. Also, both styles like to work on something together until completion, while the "I" and the "D" has a tendency to multitask rather than focus on one area until completion.



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

- Publilius Syros

# Communication Tips

## compatibility of your behavioral style

### How the "S" Can Enhance Interaction with Each Style

#### S with D

You will tend to view a high D as argumentative, dictatorial, arrogant, domineering, nervous and hasty. You will likely resent them giving you orders, and be intimidated by their dictatorial approach. Although you will not get angry, you will be sorely tempted to get even. When confronted by the D, you will tend to withdraw and slow down the action.

**Relationship Tip:** It is imperative that you establish direct communication, and learn to deal with issues in a straightforward manner. Develop the ability to negotiate goals and commitments with them on an equal basis. The D will respect your desire to be direct, and it will enhance communication.

#### S with I

You will tend to view a high I as egotistical, superficial, overly optimistic, glib, too self-assured and inattentive. On the surface, the relationship will look good, but internally you'll find yourself attempting to slow down the I's pace; even though you'll avoid confronting them.

**Relationship Tip:** Be friendly, they are more sincere than they seem be. Be complimentary and listen to their ideas. They will appreciate it if you recognize and discuss their accomplishments.

#### S with S

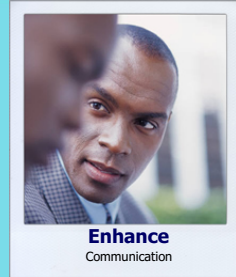
You will view another S as dependable, self-controlled, patient, kind, accommodating and attentive. You will enjoy supporting each other, but little will be accomplished in the process. Each of you will avoid confrontation; and if you disagree, you won't do so openly. To accomplish results, you'll likely need some external means of setting goals.

**Relationship Tip:** Move towards goals at a steady pace. Express sincere appreciation for one another. You will enjoy the long lasting friendships you establish with another S and find them rewarding.

#### S with C

S's tend to view high C's as overly dependent, evasive, defensive, too focused on the details, too cautious and overly compliant. You'll be similar in that neither of you will want to hurry, nor will you desire to take charge and make a decision. However you may translate the C's coolness as rejection. Your tendency will be wanting to build a relationship too soon for them.

**Relationship Tip:** Move at a slower pace than you think you should; use the patience that epitomizes your personality. When presenting facts in a discussion, do so in a clear and organized manner. Be prepared for discussion, but expect the C to express doubts and put off a decision until they have considered the matter fully; so provide time for them to give full consideration to the ideas you present.



Communication works  
for those who work at  
it.

- John Powell

## worksheet

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### Communication Tips Worksheet

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

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

#### D Changes:

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

#### I Changes:

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

#### S Changes:

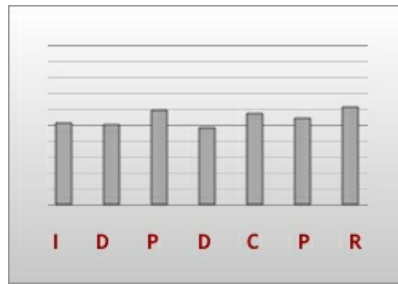
Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict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

#### C Changes:

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

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

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



## INFLUENCING -

**Above Average:** You are always considered when a leader is needed. You have great strengths, and know that you possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

## DIRECTING -

**Above Average:** Quality work and meeting tight deadlines are only two of your strengths others see. You may appear a bit task-oriented at times, but your attention to detail and your inner drive allow others to respect you and see the great value you add to the team. Take time to let others get to know you. They like you for a person as well as what you do for them.

## PROCESSING -

**Well Developed:** You like to be "hands on" and are great at following through and finishing strong. Others rely on you to make a system really work the way it was intended. You may have a hard time delegating at times, but you are willing to delegate when a project is larger than you can handle. Others see you as loyal and caring and a real team player.

## DETAILING -

**Good:** Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

## CREATING -

**Well Developed:** You are very unique in that you have the combination of tremendous people skills and orientation to detail. You can articulate well in many different areas. You use your communication skills to make sure that each area of a project will get done in the proper order and manner. High-quality work is a standard you maintain in all you do.

## PERSISTING -

**Above Average:** Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

## RELATING -

**Well Developed:** You are a naturally friendly and caring individual who is very approachable. Others feel very comfortable coming to you and you make friends very easily. You are frequently called on when there is a need to network with others to get a project done.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

# Career Match

## Best Match

Based upon the scores of your DISC assessment, the following careers/occupations would most likely be of significant interest to you. Naturally, you would have to consider education and training, and possibly, licensing requirements for each position. This is a guide to help you think about the possibilities of careers which you may find fulfilling. Remember, any style *can do* any occupation, however, some styles seem to *naturally enjoy* a particular job more.

### S Style

Occupation/Career

**Occupations enjoyed by your style** - For more information on job codes please go to [onetonline.org](http://onetonline.org).

Administration 11-3011.00	Lab technician
Advertising account executive 41-3011.00	Librarian 25-4021.00
Art director 27-1011.00	Loan counselor 13-2071.01
Art gallery curator 25-4012.00	Manager 11-1021.00
Audio engineer 27-4014.00	Medical service fields 11-9111.00
Audiologist 29-1181.00	Mental health counselor
Business operations manager 11-1021.00	Music producer 27-2041.00
Buyer, purchaser 13-1023.00	Network administrator 15-1142.00
Chef, culinary artist 35-1011.00	Nurse 29-1141.00
Child care specialist 21-1021.00	Nurse anesthetist 29-1151.00
Clergy 21-2011.00	Nurse midwife 29-1161.00
Coach 27-2022.00	Nurse practitioner 29-1171.00
Consulting for hospitality industries	Pharmacist 29-1051.00
Counselor 21-1019.00	Occupational therapist 29-1122.00
Customer service representative 43-4051.00	Pediatrician 29-1065.00
Craftsman 27-1012.00	Physical therapist 29-1123.00
Criminal justice agent 33-3021.03	Physicians assistant 29-1071.00
Database administrator 43-9021.00	Physician, doctor 29-1069.00
Data processing specialist 43-9021.00	Pilot 53-2012.00
Dental hygienist 29-2021.00	Police officer 33-3051.01
Dentist 29-1021.00	Psychologist 19-3039.00
Desktop publisher 43-9031.00	Psychiatrist 29-1066.00
Dietitian 29-1031.00	Preschool teacher 25-2011.00
Diplomat	Private investigator, detective 33-9021.00
Driver 53-3031.00	Professor 25-1199.00
Educational, vocational and school counselors 21-1012.00	Public relations specialist 27-3031.00
Education administrators 11-9033.00	Radiologist 29-1069.10
Electrician 47-2111.00	Real estate agent 41-9022.00
Entrepreneur	Researcher 13-1161.00
Event planner 13-1121.00	Restaurant, resort, hotel management 11-1021.00
Fashion designer 27-1022.00	School administration 11-9032.00
Financial planner 13-2052.00	School principal 11-9032.00
Flight attendant 53-2031.00	School teacher 25-3099.00
Fund raising 13-1131.00	Secretary, executive assistant 43-6011.00
Funeral director 39-4031.00	Social worker 21-1029.00
Government agency specialist	Special events planner 13-1121.00
Healthcare administration	Speech pathologist 29-1127.00
Health service manager 11-9111.00	Sommelier 35-9099.00
Homemaker	Teacher, primary, secondary, special ed 11-9039.00
Home care aide 39-9021.00	Technical writer 27-3042.00
Human resource director 11-3121.00	Veterinarian, vet tech 29-1131.00
Information systems manager	Wellness, nutritionist consultant 29-1031.00
Instructors in variety of areas	Writer, editor 27-3041.00
Insurance broker 41-3021.00	
Interior decorator	
Job analyst	

# Career Match

## Close Match

Based upon the scores of your DISC assessment, the following careers/occupations would most likely be of significant interest to you. Naturally, you would have to consider education and training, and possibly, licensing requirements for each position. This is a guide to help you think about the possibilities of careers which you may find fulfilling. Remember, any style *can do* any occupation, however, some styles seem to *naturally enjoy* a particular job more.

### I Style

Occupation/Career

**Occupations enjoyed by your style** - For more information on job codes please go to [onetonline.org](http://onetonline.org).

Actor 27-2011.00	IT recruiter
Administrator 11-3011.00	Journalist
Advertising agent 41-3011.00	Legal arbitrator, mediator, conciliator
Arbitrator 23-1022.00	Marketing manager 11-2021.00
Artist 27-1013.00	Medical and health services manager 11-9111.00
Attorney, lawyer 23-1011.00	Model 41-9012.00
Auctioneer	Nurse 29-1141.00
Broadcaster	Paralegal 23-2011.00
Coach 27-2022.00	Peace corps worker, volunteer
Comedian 27-2011.00	Pediatric nurse, school nurse
Court reporter 23-2091.00	Pharmaceutical sales 41-4011.00
Computer consultant 15-1121.00	Professor, postsecondary education 11-9033.00
Cosmetologist 39-5012.00	Public relations specialist 27-3031.00
Disk jockey 27-3011.00	Public speaker 27-3031.00
Entertainer 27-2099.00	Real estate sales 41-9022.00
Entrepreneur	Reporter 27-3022.00
Fashion designer 27-1022.00	Sales engineer 41-9031.00
Flight attendant 53-2031.00	Sales person 41-3099.00
Government lobbyist, legislator	Software applications developer 15-1132.00
Guide for tours and resorts 39-7011.00	Teacher: primary, secondary 11-9039.00
Help desk, technical support analyst	Telephone marketing and sales 41-9041.00
Host, hostess 35-9031.00	Training and development 13-1151.00
Hotel, restaurant manager	Travel agent 41-3041.00
Human resources specialist 13-1071.00	Webmaster, web developer 15-1134.00
Instructor, trainer in education or business	Wedding consultant 13-1121.00
Insurance agent 41-3021.00	Writer, editor 27-3041.00
Interior decorator 27-3091.00	
Interpreter, translator 27-3091.00	

# Detailed Keyword Analysis: Your Personal Image

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

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

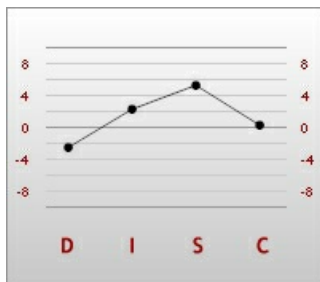
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

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

## Keyword Exercise Part 1

### HOW I RESPOND TO PRESSURE

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



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

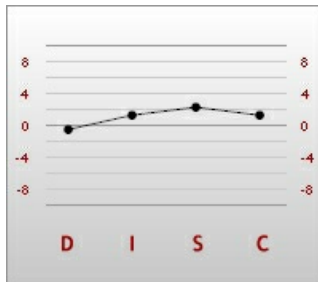
- PREDICTABLE Behavior, actions, and reactions can be easily foretold
- SERENE Undisturbed; calm; tranquil; quiet
- TEAM-PERSON Enjoys being part of a group working together toward a common goal
  
- AFFABLE Easy to approach and talk to; pleasant & polite
- SOCIABLE Enjoying the company of others; friendly; agreeable; informal
- TRUSTING Firm belief in honesty, integrity, faith
  
- ANALYTICAL Dissecting a whole into its parts to discover their nature
- MATURE Fully grown, developed
- SENSITIVE Easily hurt; highly responsive intellectually and emotionally
  
- REALISTIC Tending to face facts; practical rather than visionary
- UNOBTRUSIVE Doesn't force oneself upon others without invitation
- WEIGHS PROS & CONS Consider both sides of an issue



## Keyword Exercise Part 2

### HOW I TEND TO SEE MYSELF

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



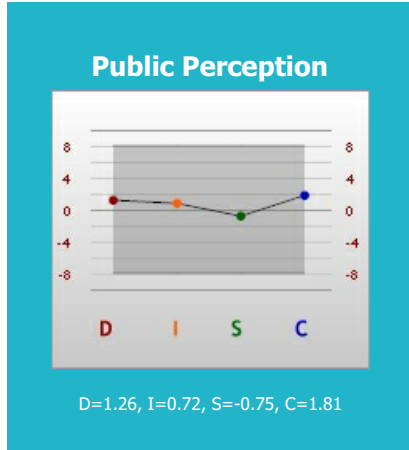
**Instructions:** Please check the boxes next to the keywords that you perceive describe you in general. Please leave blank keywords that do not describe your everyday characteristics. Consider the impact these characteristics may have on your relationships. Are there any keywords that come up in both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

- COMPLACENT Self-satisfied; not desiring significant change
- POSSESSIVE Feeling of ownership; desire for possessions
- RELAXED Made looser, or less firm and tense
  
- CONFIDENT Sure of oneself; feeling certain; bold
- GENEROUS Willing to give or share; unselfish; bountiful
- POISED Balanced; stable; having ease and dignity of manner
  
- ANALYTICAL Dissecting a whole into its parts to discover their nature
- MATURE Fully grown, developed
- SENSITIVE Easily hurt; highly responsive intellectually and emotionally
  
- CALCULATED RISK-TAKER Action determined by reasoning the risk
- SELF-EFFACING Making oneself inconspicuous
- UNASSUMING Not pretentious or forward; modest; retiring

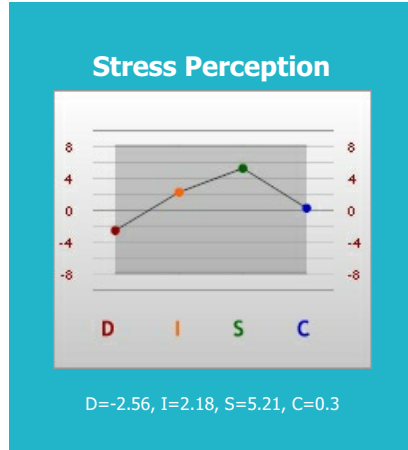
# Scoring Data

## graph page

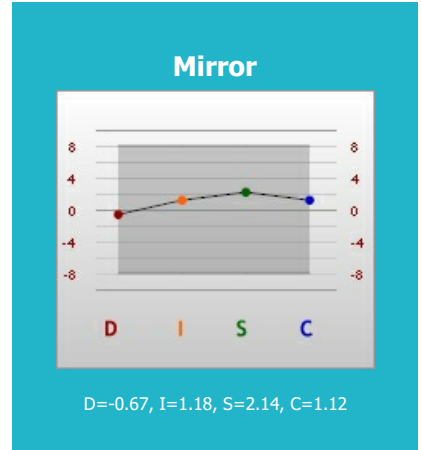
### Personality Style Graphs



**Raw Scores** D=8, I=4, S=4, C=5



**Raw Scores** D=9, I=3, S=2, C=6



**Raw Scores** D=-1, I=1, S=2, C=-1

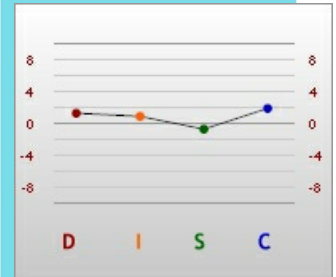
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

**These three graphs or snapshots are defined in detail below.**

## Graph 1 - Mask, Public Self

### *Behavior Expected By Others*

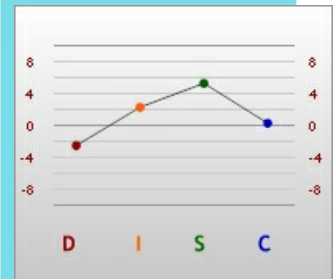
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a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



## Graph 2 - Core, Private Self

### *Instinctive Response To Pressure*

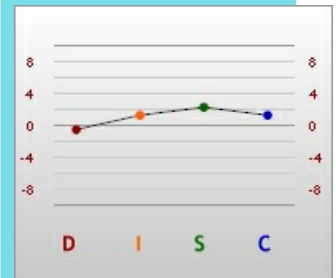
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's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



## Graph 3 - Mirror, Perceived Self

### *Self Image, Self Identity*

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



## Continued

### Different Graphs Indicate Change or Transition

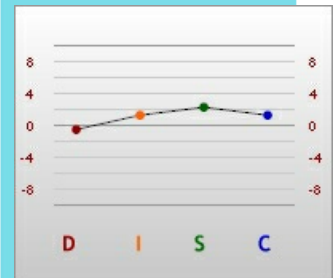
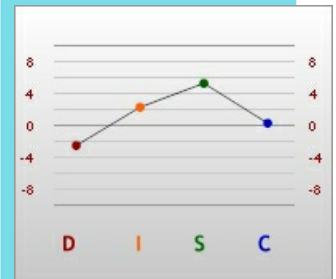
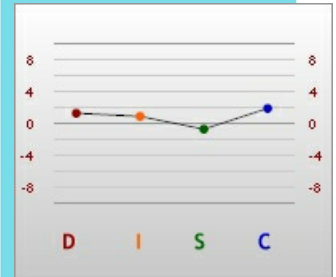
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph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

### Similar Graphs Indicate Few Demands For Change

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

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

**Your keyword style of Advocate SIC(SIC) and the contents of this report are derived from Graph 3.**



# Action Plan

## Improving Your Interpersonal Skills

### Sample's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

### Instructions:

**Step 1:** The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes (+) or No (-) beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

Competent and steady	<input type="checkbox"/> <input type="checkbox"/>	Not goal oriented	<input type="checkbox"/> <input type="checkbox"/>
Peaceful and diplomatic	<input type="checkbox"/> <input type="checkbox"/>	Needs additional self motivation	<input type="checkbox"/> <input type="checkbox"/>
Good administrative ability	<input type="checkbox"/> <input type="checkbox"/>	Difficulty starting tasks	<input type="checkbox"/> <input type="checkbox"/>
Avoids conflicts/confrontation	<input type="checkbox"/> <input type="checkbox"/>	Sometimes careless or inefficient	<input type="checkbox"/> <input type="checkbox"/>
Good under pressure	<input type="checkbox"/> <input type="checkbox"/>	Finds the easy way	<input type="checkbox"/> <input type="checkbox"/>
Punctual and schedule aware	<input type="checkbox"/> <input type="checkbox"/>	Overlooks people and feelings	<input type="checkbox"/> <input type="checkbox"/>
High standards/perfectionist	<input type="checkbox"/> <input type="checkbox"/>	Persistent and thorough	<input type="checkbox"/> <input type="checkbox"/>
Hesitant to start projects	<input type="checkbox"/> <input type="checkbox"/>	Orderly and organized	<input type="checkbox"/> <input type="checkbox"/>
Excessive planning time	<input type="checkbox"/> <input type="checkbox"/>	Economical/efficient	<input type="checkbox"/> <input type="checkbox"/>
Prefers analysis to work	<input type="checkbox"/> <input type="checkbox"/>	Outgoing and personable	<input type="checkbox"/> <input type="checkbox"/>



A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi

# Action Plan

## Continued

**Step 2:** Now, select the three items that would benefit the most from focused attention. Discuss and determine specific outcomes and a reasonable time frame for their achievement. Write the details in the spaces provided, along with notes helpful to achieving specific outcomes. Set a date 60-90 days from now for a discussion with your contact to review your progress. The person who works with you on this is important to your growth and should help you stay accountable to your plan.

1. The first item upon which I will focus:

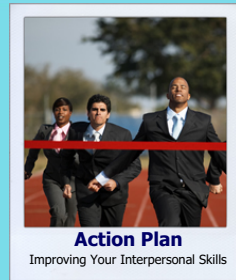
- Review Date:
  
  
  
  
- Specific actions I will take on this item in the next 60 to 90 days:
  
  
  
  
- Specifics to address

2. The second item upon which I will focus:

- Review Date:
  
  
  
  
- Specific actions I will take on this item in the next 60 to 90 days:
  
  
  
  
- Specifics to address

3. The third item upon which I will focus:

- Review Date:
  
  
  
  
- Specific actions I will take on this item in the next 60 to 90 days:
  
  
  
  
- Specifics to address



We continue to shape our personality all our life. If we know ourself perfectly, we should die.

- Albert Camus