



# PeopleKeys®

The *Official* DISC™ Provider

**Jane Doe**

Style: Challenger DC

DISC Fitness Report

Wednesday, January 3, 2024

# 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***

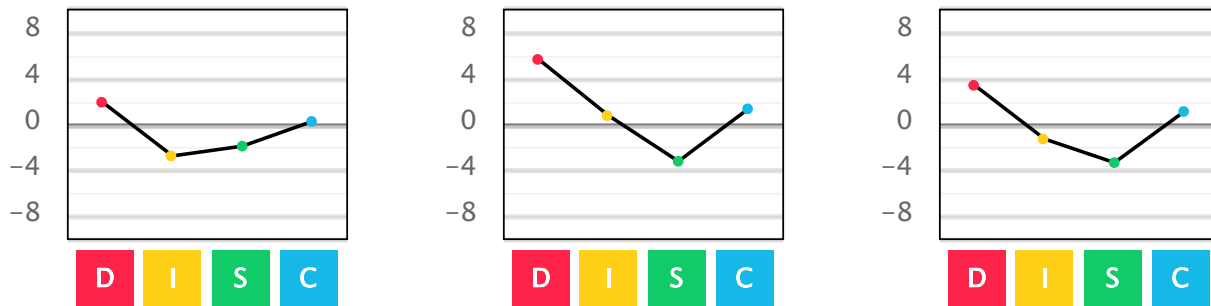


The chart below helps put the four dimensions of behavior into perspective.

	<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

### Jane's style is identified by the keyword "Challenger".

As a Challenger style, Jane is sensitive to problems, and displays a significant amount of creativity in the ability to solve them. Challengers can complete significant tasks in very little time due to their strong resolve. Jane is determined and probably has high astuteness combined with quick reactions. Challengers will examine and pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Striving for correctness, they counterbalance their drive for tangible results. Challengers can tend to be perfectionistic and can vacillate in decision making while trying to determine the "best" choice.

Challengers sometimes appear to lack social poise and may possibly even be perceived as cool and overly forthright. They prefer working alone and thrive in an environment where they can call the shots. Jane tends to be quiet and reserved when becoming involved in personal relationships and does not trust easily. A Challenger typically will have little patience for those who do not follow what is believed to be the right way, since they are so strongly motivated by a drive to excel. Challengers tend to become easily bored with routine responsibilities, needing the opportunity to work on new projects. They tend to ignore the emotional side of people in favor of focusing on the task at hand. They would benefit by considering the development of warmth in social relationships as an important task. Jane would also be well advised to give additional consideration to the value of developing a team and the increased productivity that can be derived from being a strong leader of a solid team. Jane should work to build stronger cooperation with team members and to develop a patient attitude when considering others' opinions and work styles.

Task oriented and driven by results, Jane tends not to get emotionally involved when discussing issues with people. A Challenger is creative and thinks ahead to what they will do next and how decisions may effect what happens next. Jane is inquisitive and likes to have details and facts about the unfamiliar.

Jane is motivated by the ability to lead groups and influence others such as associates, co-workers and friends. This is someone who takes the responsibility of leadership seriously, and is typically able to make important decisions without delay. Jane exudes confidence and others respond to their natural ability to be a front runner.

Although socializing is not typically a primary focus, Jane is one who can appreciate relationships and is comfortable being involved in social functions, without wanting to be the center of attention. Jane prefers to complete tasks before socializing and is more likely to feel comfortable participating in organized activities or friendly competition.

Others see Jane as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes preferring to do things outside of the team, this person tends to be individualistic. Jane may even be perceived as "restless" and tends to move quickly from one thing to the next.

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

**High ego strength**  
**Analytical, methodical**  
**Problem solver**  
**Extremely task oriented**

#### *General Characteristics*

**Work and project completion**  
**Authority to design and implement solutions**  
**Not having to needlessly socialize or play politics**  
**Being provided the necessary tools to achieve success**

#### *Motivated By*

**Being able to design and refine**  
**Challenging tasks and activities**  
**Projects that produce tangible results**  
**Recognition for their analytical abilities**

#### *My Ideal Environment*

# Introduction

## Your Fitness Style

The hardest part about getting fit is getting STARTED. The hardest part about getting results is staying MOTIVATED! Knowing your personality style can help!

Knowing your personality style can increase your motivation and multiply your chances of attaining your fitness goal.

### What is my Motivational Style?

Your Motivational Style is based upon your answers to the DISC Personality Style assessment. It can tell you a great deal about yourself, your personal preferences, your natural strengths, factors that may limit your success, how you achieve goals, and how you are motivated. These elements combine to give you a fitness profile that you and your trainer can use to develop a customized fitness program designed to keep you motivated and encouraged.

### What is the DISC Personality System?

- DISC is the universal language of behavior. It is one of the most highly validated and accurate tools for assessing personality style.
- The DISC assessment takes only 7 minutes to complete.
- The DISC assessment is not a test and you can not pass or fail. For best results, answer the questions quickly without lengthy analysis.
- DISC uses the interplay between four behavioral factors without minimizing the uniqueness of individuals. You will see this best on your DISC Graph.
- DISC is a great springboard to develop a personalized plan to help you get started and stay motivated.

<b>D</b>	Direct Dominant Decisive 3% of population	D – DRIVE – Measures how a person responds to challenges	Some people are assertive, direct, strong-willed and impatient... They are examples of the D Style.
<b>I</b>	Influencing Interactive Inspiring 12% of population	I – INFLUENCE – Measures how a person influences others	Some people are optimistic, friendly, talkative and charismatic... They are examples of the I Style.
<b>S</b>	Stable Steady Secure 69% of population	S – Steady – Measures the pace at which a person responds to change	Some people are steady, patient, loyal and practical... They are examples of the S Style.
<b>C</b>	Correct Cautious Conscientious 16% of population	C – COMPLIANCE – Measures how a person responds to rules and procedures	Some people are precise, sensitive, analytical, and idealistic... They are examples of the C style.

# Your Style of Motivation

## description, characteristics, and graph of your DISC style blend

The following description is true of individuals who answered the DISC assessment similar to you. Since most personalities are a blend of all four styles in varying intensities, we use the DISC graph to visualize which style dimensions are strongest and which are weakest. All behavioral dimensions that appear above the midline are strongest. Most people have more than one behavioral dimension above the midline; some have only one above the midline and these are considered "pure" behavioral styles.

### **Your Fitness Style**

Individuals who are **Challengers/ Chancellors / Attainers** exhibit an awareness of problems coupled with a creative character. Due to their strong resolve, they can complete significant tasks in very little time. Using a great deal of foresight, they examine all possible avenues when searching for a solution to a problem or focusing on a project. Equal striving for correctness counterbalances their drive for tangible results. They are perfectionistic and may vacillate in decision making. Challengers prefer working alone and resent restrictions. Searching for details and facts, especially about the unfamiliar, they sometimes ignore the emotional side of people. Their greatest fear is not being influential or of failing. They do not get personally involved, as they are very task oriented and driven mainly by results. Although they are emotionally restrained, a Challenger will speak the truth in any situation. They are willing and able to challenge the status quo when they perceive a better way. They are not typically afraid to confront even significant superiors with an issue. Challengers may be perceived as uncaring, since they focus on facts and outcomes more than feelings and relationships.

Challengers must learn to pace themselves and be cautious of working too much without time for relaxation. Since their standards are high, they have a tendency to be hard on themselves. They are excellent administrators and will find the way to get the job done.

### **Fitness strengths that you can build upon:**

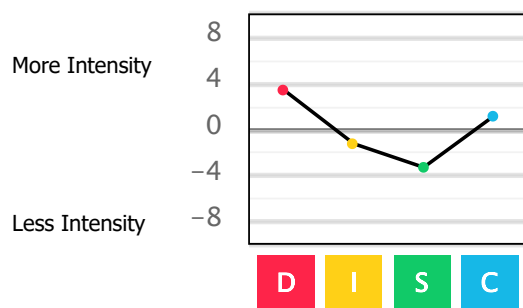
- Motivated by task completion
- Motivated by tangible results
- Logical
- Disciplined
- Precise
- Independent
- High standards
- Creative
- Strong-resolve

### **Key factor for success:**

- There's power in a checklist. Make one and cross it off!

### **Your DISC Graph**

Remember, the points above are your behavioral strengths and you should capitalize on these!



# Motivating Each Style

## The best way to stay motivated for your style

<p><b>D</b></p> <p><b>"I want to get in shape the fast way"</b></p> <p><b>"Give me a goal and action items"</b></p>	<p><b>I</b></p> <p><b>"I want get in shape the fun way"</b></p> <p><b>"Work with me to help me look better"</b></p>
<p><b>S</b></p> <p><b>"I want to get in shape the easy way"</b></p> <p><b>"Work with me to have better determination"</b></p>	<p><b>C</b></p> <p><b>"I want to get in shape the right way"</b></p> <p><b>"Give me the steps in the plan"</b></p>

### For the D

- Challenge them
- Let them compete for the goal
- Simplify the fitness plan for them
- Give them ways to see their progress tangibly
- Let them work independently
- Let them get down to business and don't waste their time with idle chatter

### For the I

- Give them short-term achievable fitness goals
- Give them regular progress checks with instructor feedback
- Simplify the fitness plan for them
- Give them the opportunity to work out with others
- Give them compliments and appreciation

### For the S

- Explain the benefits
- Give them regular reviews and feedback
- Keep them constantly motivated by reminding them of their goals
- Give them the opportunity to work out with others
- Give them a consistent place and time of day for exercise

### For the C

- Give them progress reports and measurable benchmarks
- Let them work independently
- Keep them motivated with facts and statistics about the positive effects of fitness and health
- Keep the routine logical and structured or let them develop their own routine
- Record all fitness progress and review the progress often

# DISC Sports Styles

## Sports enjoyed by each style

<b>D</b>	<p><b>"D"s like individualized competitive sports where they can challenge themselves (more aggressive energy in a competitive atmosphere)</b></p> <ul style="list-style-type: none"> <li>• Racquet sports are great for the "D" style where you can compete one on one: racquetball, squash, handball, and tennis</li> <li>• Gyms offer a great way to strength train; try their nautilus weights or free weight</li> <li>• For D's who want an adrenaline rush try parachuting, rock climbing, downhill skiing, or diving</li> <li>• D's are usually busy, but not necessarily busy exercising. So if you don't have enough time to walk each day, try "power walking" on a treadmill</li> <li>• To reduce stress from a busy, active and challenging life, try yoga and tai chi</li> </ul>
<b>I</b>	<p><b>"I"s like social activities and team sports (more aggressive energy in a social/cooperative atmosphere)</b></p> <ul style="list-style-type: none"> <li>• There are local intramurals in neighborhoods that offer such sports as baseball, softball, football, soccer, volleyball</li> <li>• Get involved in a team pick-up sport like paintball, in-line hockey or Frisbee football</li> <li>• Dance is a great way for the "I" to work out and meet new people. Salsa and swing dance lessons are offered in many cities</li> </ul>
<b>S</b>	<p><b>"S"s like ways to spend time with a friend or two doing active things (more passive energy in a social atmosphere)</b></p> <ul style="list-style-type: none"> <li>• Local gyms offer aerobics, Pilates, spinning, yoga, kickboxing, and belly dancing</li> <li>• Find a friend and go jogging, walking, in-line skating or bike riding</li> <li>• Befriend a trainer who can make you accountable while you work out</li> <li>• Paddle sports are great for socializing while getting fit: canoeing, kayaking, rowing and rafting</li> </ul>
<b>C</b>	<p><b>"C"s like independent activities that take skill and precision and that allow them to chart their progress (more passive energy in a skilled environment)</b></p> <ul style="list-style-type: none"> <li>• For charting your progress, try martial arts like karate and tae kwon do</li> <li>• For skill and precision try golf or fencing</li> <li>• For the C style who wants more, try endurance sports like cycling or running</li> <li>• Use a marathon, a martial art belt, or a golf handicap as your goal. Set a goal for yourself in the future to run a marathon. The "C" personality has the willpower, endurance, resolve and discipline to work up to that goal; but you have to start small and work up to such an event.</li> </ul>



# DISC Fitness Style Tips

Ways your style can help or hinder your fitness efforts

## For High "D" Styles

Style Characteristic	How it can hinder or help your efforts	Tips for maximizing or minimizing that characteristic
Often in a rush; on the go; busy people	<b>Hinder</b> by buying fast food	<b>Don't buy fast food that is deep fried.</b> Choose prepared subs, salads, sandwiches or soups. Many of these are available as fast food take outs when you are on the go.
Unconcerned with details	<b>Hinder</b> by not reading labels on food for fat content and calories	<b>Choose a diet plan that has a point system or hire a dietician or personal trainer if possible to manage the process.</b> Some diet plans have weekly menus of all your meals. Some exercise routines lay out your weekly regimen for you. Just remember to keep it simple. You will be more productive if you are not bogged down in the details.
Big picture thinker; goal oriented	<b>Help</b> if you use your ability to be goal oriented	<b>List your goals and keep them in places you visit often</b> like your screensaver, your day planner or PDA, by your nightstand or on your refrigerator. You are driven by the goals you set for yourself.
Competitive	<b>Help</b> by making the goal into a contest	<b>Ask others to join you in a contest of "The Biggest Loser".</b> Record your weight loss or clothing size loss for a specific amount of time. Involve business associates, family members, roommates or neighbors.
Enjoys new challenges, and changing challenges	<b>Help</b> if you rotate your goals and exercise environments so you don't get bored	<b>Since your style can get bored by routines, try changing your exercise environment.</b> Rotate activities like biking, kick boxing, walking, spinning, yoga, swimming, dance, weight training and rollerblading. Or, simply change your biking or walking route.
Desires tangible results	<b>Help</b> - seeing results will be your biggest motivator	<b>The first three weeks of your new fitness routine are the most critical. If you can see tangible results in the first 21 days, you will be more motivated to push ahead.</b> Tangible doesn't have to be seeing weight loss. Sometimes, it is just feeling the burn, being firmer, or buttoning pants that were formerly tight.
Determined; tenacious	<b>Help</b> because this will contribute to your success more than anything.	<b>Of all the styles, high "D"s are the most driven and tenacious in goal attainment. Remember that you naturally have the willpower to succeed if you really want to succeed.</b> Ask yourself, "How much do you really want this?" If it is a priority to you, you will make it happen!

# DISC Fitness Style Tips

Ways your style can help or hinder your fitness efforts

## For High "I" Styles

Style Characteristic	How it can hinder or help your efforts	Tips for maximizing or minimizing that characteristic
Loves to socialize	<b>Hinder</b> because eating often goes along with socializing	<b>Put more thought into the restaurants you choose and the food and drinks you order.</b> Try splitting entrees. Drink coffee instead of eating dessert. Just hang out with people who are on the same diet as you.
Good influencer	<b>Help</b> if you use your influence to convince someone else to keep you on track	<b>Influence one person or many people (how high is your I?) to hold you accountable to your goals,</b> to warn you about having a second helping or keep you from making excuses. This could be a friend, spouse, family member or work associate.
People-oriented	<b>Help</b> if you go to a busy spot to exercise where you can make new friends, network, and meet interesting people	<b>A busy gym, park or instructor led class is a perfect motivator for your style</b> since you are outgoing and enjoy meeting new people who have at least one thing in common with you – the desire to be active. Be careful, don't make socializing your MAIN reason for exercising.
Initial enthusiasm may fade, you are easily sidetracked	<b>Hinder</b> if you begin enthusiastically and later lose your excitement or get sidetracked	Be aware that your style wants to go where the excitement is and wants to have fun all the while. Sometimes a daily program may become routine or boring for you. <b>Become inspired and enthused daily with pictures of how you want to look or inspirational quotes</b> (found in this profile). Whatever you do, stay focused and committed to the end.
Over commits time, spreads themselves too thin	<b>Hinder</b> if you say yes to everyone and everything, you won't have enough time for yourself.	<b>Practice saying "no" to some things.</b> Your style would like to be all things to all people and has a desire to please everyone. Try reducing your daily commitments by one or two if possible to make time for you.
Not detail oriented	<b>Hinder</b> if you don't keep track of your progress, you won't be motivated	<b>Choose a simple fitness routine,</b> one that is easy to plan and measure your progress. If it is too complex or time consuming, you will quit. For complex fitness routines, have a trainer or instructor handle the details and progress for you, if that is available.
Optimistic to idealistic outlook	<b>Help or hinder</b> depending upon how high your "I" is.	<b>Be optimistic about your ability to achieve what you want, but also be REALISTIC.</b> Know that your goal is going to take hard work, time and may not always be fun. If you set your sights too high or compare yourself with more aggressive styles, you may become discouraged.

# DISC Fitness Style Tips

Ways your style can help or hinder your fitness efforts

## For High "S" Styles

Style Characteristic	How it can hinder or help your efforts	Tips for maximizing or minimizing that characteristic
Patient and steady	<b>Help</b> because this can be your biggest asset	You will need every ounce of your patience to achieve the results you desire. You are a realist and a person who knows about hard work and sacrifice. <b>Remember that you do have what it takes to make your dream a reality.</b>
Wants what is familiar	<b>Help</b> if you keep an old picture of you when you were more fit, it may motivate you	<b>If you have any photos of a slimmer, healthier, more physically fit, or happier you, post them</b> on your refrigerator, daily planner, PDA, by your night-stand, or on your computer screensaver. If you truly value and cherish your health, it will motivate you.
Enjoys being part of a team environment	<b>Help</b> by working out with people who have similar goals	Your style is a true team player. <b>Find others who struggle with the same issues as you and ask them to join you in reaching your goal.</b> Make it a group effort. For the "S" a group has stronger drive, support, and accountability than does an individual alone.
Laid-back and easy going	<b>Hinder</b> since some fitness goals will require passion, aggressiveness and intensity	<b>There are some goals where a modicum of energy will suffice, but fitness goals are usually ones that will require a true passion.</b> If you approach fitness casually, you will receive casual results.
Realistic and Practical	<b>Hinder</b> if your objectives are unrealistic or can't be achieved in a practical way, you won't be motivated to try	<b>Choose goals and objectives that are achievable, not unrealistic.</b> If the goal is too aggressive, or does not have manageable steps or stages, it probably won't ever be attempted.
Resists change	<b>Help</b> if you keep your diet and exercise routine consistent.	<b>Choose a routine and place that is consistent and unchanging from day to day.</b> Work your plan each day at the same time. Pick only one diet system or one exercise style or routine. Pick one place that you feel relaxed and comfortable in. When you are there, you will be naturally motivated and stimulated simply by the repetition of the setting and your past experiences.
Appreciates recognition of a job well done	<b>Help</b> if you establish your own system of recognizing your accomplishments.	You may motivate yourself by rewarding and recognizing your own fitness achievements. <b>Create a goal plan and once you have reached each bench-mark, buy yourself something new.</b> Commit yourself to your rewards, but make sure they don't involve desserts!

# DISC Fitness Style Tips

Ways your style can help or hinder your fitness efforts

## For High "C" Styles

Style Characteristic	How it can hinder or help your efforts	Tips for maximizing or minimizing that characteristic
Process-oriented	<b>Help</b> if you think about the steps rather than the big picture, it may seem more manageable.	You should capitalize on your ability to develop processes to accomplish your goals. <b>You can create a step-by-step plan with benchmarks, timelines and action items.</b> Just don't spend too much time on developing the process that you never get to the action items!
Enjoys taking time and doing things thoroughly	<b>Hinder</b> because you give so much time to all the endeavors in your life, you may not have enough time for diet and exercise	It may be easy to make excuses that you don't have the time to exercise or concentrate on your fitness life. <b>In order to create the extra time, you may need to concentrate on limiting your time spent in other areas.</b> Have a "just do it" mentality about your fitness life and go for the gusto.
Desires more mentally stimulating tasks	<b>Hinder</b> if you don't consider your diet and exercise mentally challenging, it may not be worth your time.	Your high "C" style enjoys mental stimulation, but not all physical activities stimulate the mind. <b>Choose more mentally challenging activities that will increase knowledge as well as fitness levels.</b> Such activities may include martial arts or yoga. You may even choose to walk on a treadmill while reading or listening to an MP3 player while jogging.
Is highly task oriented	<b>Help</b> by focusing on the task at hand, this will be your biggest asset to your fitness success	<b>A high "C" style is motivated by the task at hand.</b> If the task was to build a birdhouse, the C would begin methodically and work consistently until it was finished. Use this, your greatest asset, to approach your fitness routine. Have fun with it --design and develop a routine around the fitness tasks that will get you to your goal. Focus on the task at hand until it is done, and then begin the next task on your list.
Desires follow through in all tasks	<b>Help</b> by choosing a fitness routine that has a clear beginning, middle and an end with specific and measurable benchmarks.	<b>You will need to be able to end one fitness task before you begin another. Don't try an aggressive approach that combines elements from many routines.</b> Since you are a logical thinker, you will be more motivated by a logical and coherent plan. It is important that you concentrate upon one goal at a time and be able to see and measure your progress after each task is finished.
Perfectionistic	<b>Hinder</b> , if your high standards keep you from your goal	<b>Don't let your high standards delay your progress or become an excuse for your lack of progress.</b> If your standards for fitness are not met, you may never begin. Remember that there is never enough time or you may never have enough energy for fitness. At some point you have to "just do it" and realize that the conditions for fitness are always going to be less than perfect, but that should not deter you.

# Action Plan

## action items and goal setting for your style

Please fill in the blanks and think critically about how you can use your style to stay motivated and set realistic goals.

<b>My personality is primarily... D, I, S, or C</b>	<b>My top fitness goal?</b>	<b>What is the biggest hindrance to reaching my goal?</b>
Example: I am a primary "I-S" Style	Example: To lose 3 inches around my waist	Example: I often have drinks with friends after work

<b>Which personality strengths would help me reach my goal?</b>	<b>What will I do differently tomorrow?</b>	<b>I want to make this change in what time frame and with what initiative?</b>
Example: 1) am optimistic 2) can inspire others and therefore inspire myself 3) I work best with others 4) I need to keep my goals and plan simple	Example: 1) Join a gym 2) Ask one of my happy hour friends to join with me 3) Drink and eat less socially	Example: In 3 months with targeted training weight training at the gym

# Communicating

## with the Challenger style

### Remember, a Challenger may want:

- Authority, assignments promoting growth, "bottom line" approach, opportunities for advancement, ability to work alone

### Greatest fear:

- Others criticizing and taking advantage of them

### When communicating with Jane, a Challenger, DO:

- Be brief, direct, and to the point
- Ask "what" and "why" questions
- Focus on business; focus on results
- Suggest ways to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches; recognize their quality work
- Agree with facts and ideas rather than a person when in agreement

### When communicating with Jane, a Challenger, DO NOT:

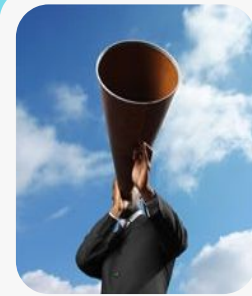
- Ramble, repeat yourself
- Focus on problems
- Try to be too sociable early in the relationship
- Make sweeping generalizations or make statements without support

### While analyzing information Jane, a Challenger, may:

- Want to do it alone without consulting others
- Neglect the human factor; make decisions based on facts
- Overlook others' opinions
- Offer innovative and progressive systems and ideas

### Motivational Characteristics

- **Motivating Goals:** Dominance, discovering unique solutions
- **Evaluates Others by:** Self-imposed standards, expression or progressive ideas
- **Influences Others by:** Competition, setting a place in developing systems
- **Value to Team:** Initiates change and improvements, challenges complacency
- **Overuses:** Bluntness and criticism
- **Reaction to Pressure:** Sulks, becomes bored with routine, dictatorial, compassionless
- **Greatest Fears:** Not being influential; failure
- **Areas for Improvement:** Show warmth; become more verbal and team oriented; use the "sell not tell" approach



**Communicating**  
with the Challenger style

Knowledge comes,  
but wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Challenger style

### Value to the group:

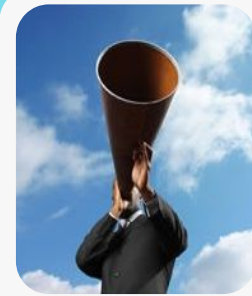
- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently

### Challengers possess these positive characteristics in groups:

- Instinctive leaders
- Autocratic managers who are great in crisis
- Self reliant
- Self disciplined
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- "Walks the walk" by providing a good example
- Willing to speak out
- Combines experience with practical knowledge
- Welcome challenges without fear
- Function well with heavy work loads

### Personal growth areas for Challengers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less domineering and more friendly and approachable
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships; show your support for other team members
- Take time to explain the "whys" of your statements and proposals



**Communicating**  
with the Challenger style

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 D and C plotted above the midline, your style is identified by the keyword "Challenger".**

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:**

- **FORCEFUL** Full of force; powerful; vigorous
- **RISK TAKER** Willing to take chances
- **ADVENTURESOME** Exciting or dangerous undertaking
- **DECISIVE** Settles a dispute, question, etc
- **INQUISITIVE** Inclined to ask many questions; curious

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

- **WITHDRAWN** Retreating within oneself; shy; reserved; abstract
- **RETICENT** Silent or uncommunicative; disinclined to speak; reserved

**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:**

- **RESTLESS** Inability to rest or relax; uneasy; not quiet
- **CHANGE-ORIENTED** Desire to alter; likes variety
- **SPONTANEOUS** Acting in accordance with a natural feeling without constraint
- **ACTIVE** Characterized by much action or emotion; busy; quick

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

- **CONVENTIONAL** Sanctioned by, or following custom of usage
- **COURTEOUS** Polite and gracious
- **CONSCIENTIOUS** Scrupulous; painstaking effort to achieve correctness
- **HIGH STANDARDS** Holds to a strong values system



**Communication Tips**  
relating to others

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 a "D" style**, which means that you prefer receiving information telling you RESULTS. 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, or how they are a part of the solution and we need to work as a team.

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 "D" style as you may have the tendency to be more aggressive in your communication than what others would like.

### The Compatibility of Your Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.



**Communicating**  
with others

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 "D" Can Enhance Interaction with Each Style

#### D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

#### D with I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

#### D with S

You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

#### D with C

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.



**Enhance**  
Communication

Communication works  
for those who work at  
it.

- John Powell

# Communication

## worksheet

### 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?***

# Action Plan

## Improving Your Interpersonal Skills

### Jane'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.

Organizes well	<input type="checkbox"/> Y <input type="checkbox"/> N	Goal oriented	<input type="checkbox"/> Y <input type="checkbox"/> N
Low tolerance for error	<input type="checkbox"/> Y <input type="checkbox"/> N	Sees the big picture	<input type="checkbox"/> Y <input type="checkbox"/> N
Does not care for details	<input type="checkbox"/> Y <input type="checkbox"/> N	Seeks practical solutions	<input type="checkbox"/> Y <input type="checkbox"/> N
Rash decision maker	<input type="checkbox"/> Y <input type="checkbox"/> N	Moves quickly to action	<input type="checkbox"/> Y <input type="checkbox"/> N
Stimulates activity	<input type="checkbox"/> Y <input type="checkbox"/> N	Consumed by the task / job	<input type="checkbox"/> Y <input type="checkbox"/> N
Punctual and aware of schedule	<input type="checkbox"/> Y <input type="checkbox"/> N	Overlooks people and feelings	<input type="checkbox"/> Y <input type="checkbox"/> N
High standards, perfectionist	<input type="checkbox"/> Y <input type="checkbox"/> N	Persistent and thorough	<input type="checkbox"/> Y <input type="checkbox"/> N
Orderly and organized	<input type="checkbox"/> Y <input type="checkbox"/> N	Excessive planning time	<input type="checkbox"/> Y <input type="checkbox"/> N
Prefers analysis to work	<input type="checkbox"/> Y <input type="checkbox"/> N	Sees the problems/finds solutions	<input type="checkbox"/> Y <input type="checkbox"/> N
Creative and resourceful	<input type="checkbox"/> Y <input type="checkbox"/> N	Excessively difficult to please	<input type="checkbox"/> Y <input type="checkbox"/> N



**Action Plan**  
Improving Your Interpersonal Skills

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



**Action Plan**  
Improving Your Interpersonal Skills

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

- Albert Camus