



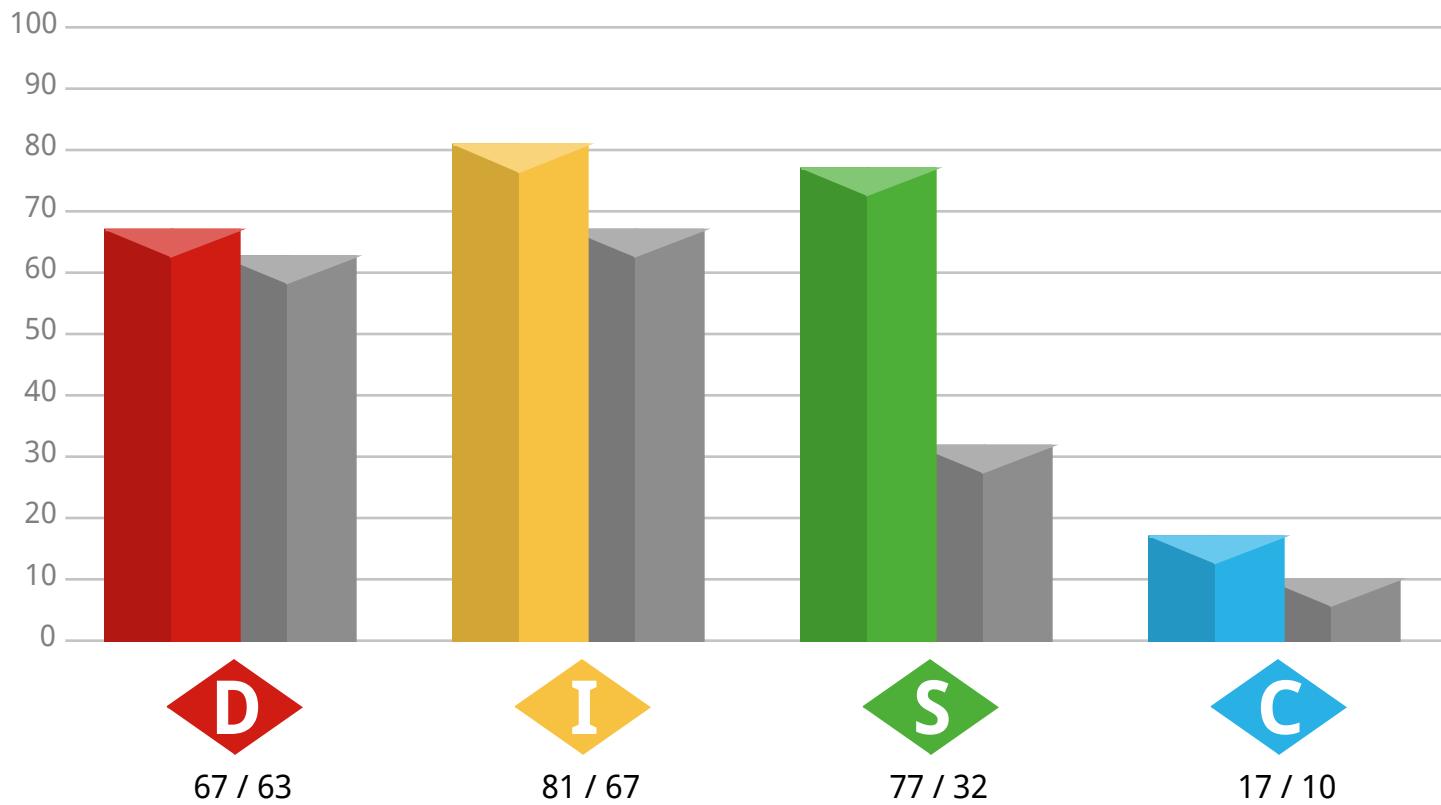
Jonathan Sanders

November 13, 2017

This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



Natural and Adaptive Styles Comparison



Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:

The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



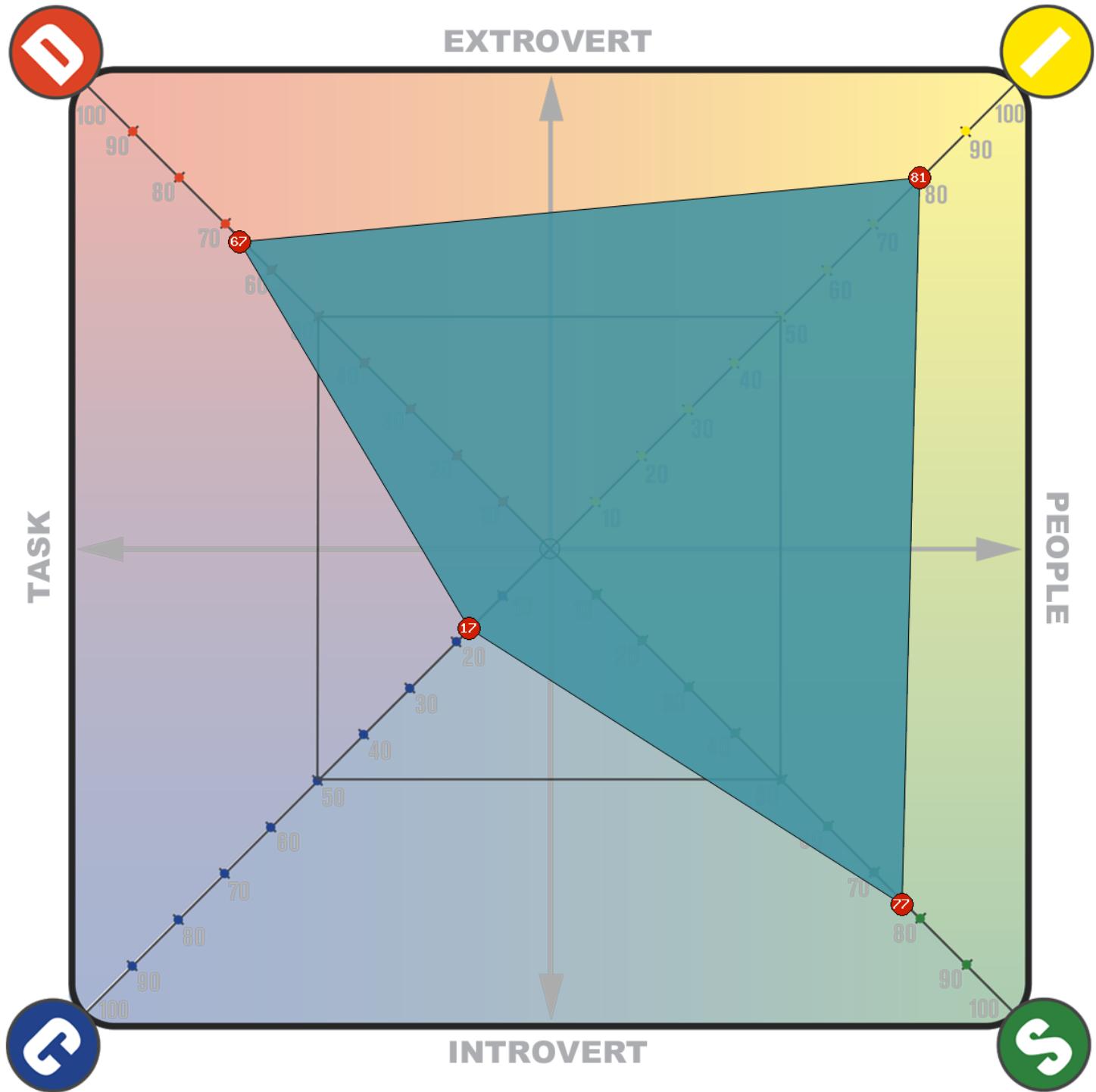
A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant
Low D	Low I	Low S	Low C

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The DISC Index | Four Components of Behavior



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Decisive

Your approach to problem-solving and obtaining results

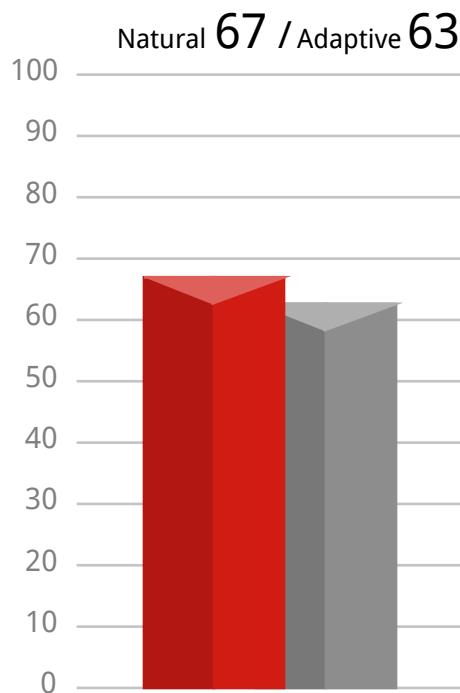
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a moderately high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- Your decision-making style is a rapid and straight-forward one.
- You can be a high risk-taker, but usually not too extreme.
- You always prefer to be in control, which can make you reluctant to delegate sufficiently.
- You tend to be very direct and forthright in communicating with others.
- You desire freedom from having to deal with detail; it restrains your effectiveness.
- You like new approaches and take an inquisitive and open attitude toward change.



Interactive

Your approach to interacting with people and display of emotions.

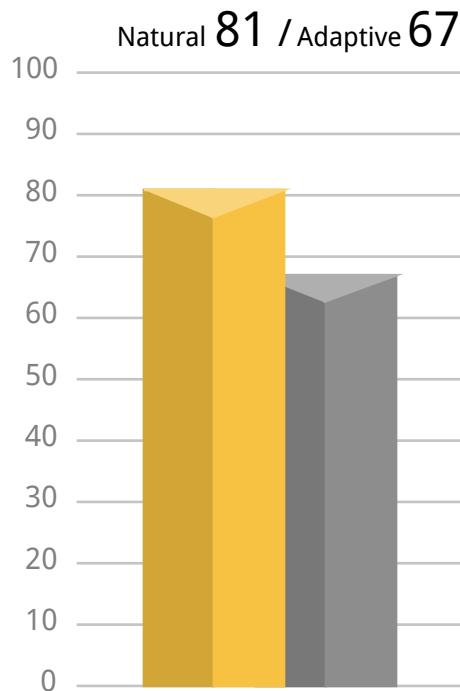
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a very high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You can be extremely persuasive.
- You are very enthusiastic in working with others.
- You suffer from a fair amount of procrastination when it comes to tasks that require you to work with too many details all by yourself.
- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.
- You have a very high trust level for others, but this could actually result in you being "burned."
- You are gregarious and outgoing with most everyone you meet.



Stabilizing

Your approach to the pace of the work environment

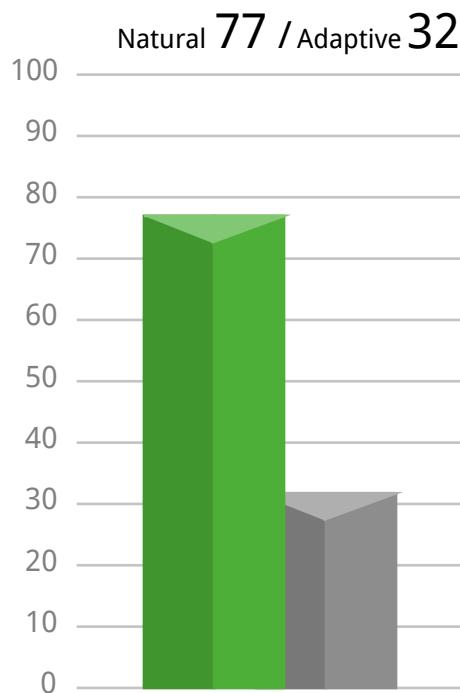
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a moderately high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You always present a more relaxed and open approach to your work and how fast you must get it done.
- You can be an excellent calming influence on people who are upset.
- Increasing your sense of urgency could benefit your performance in many instances.
- You're a very good team player.
- You blend well with others and get along with a wide variety of others.
- You bring a high sense of loyalty to the rules and regulations that govern projects, people, and processes.



Cautious

Your approach to standards, procedures, and expectations.

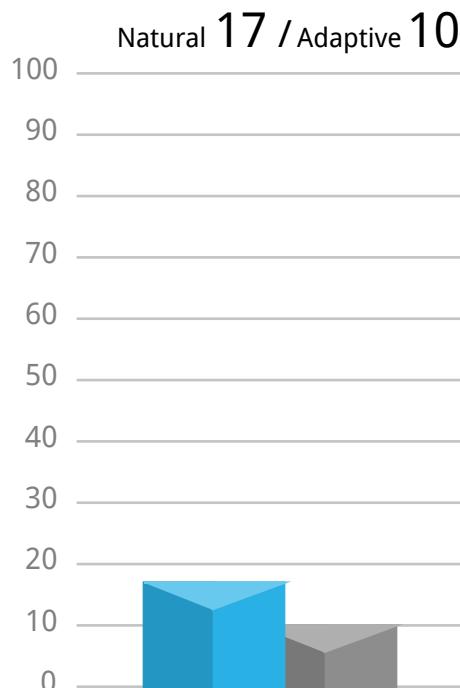
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a very low score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You prefer varied activities, never a dull moment, and will stir the pot to create change.
- You tend to operate independently from the established rules and procedures.
- You tend to have a great deal of conviction that your direction is correct. You may even become stubborn about it.
- You like an environment that provides maximum independence and individual control.
- You have a strong dislike for too many details, or minutia.
- To you, rules are guidelines and may be bent or changed when needed in order to meet practical needs.



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- When pressured, you may become more persuadable and less firm in opinions.
- You show a high trust level in working with others.
- Able to maintain a positive public image through a variety of assignments.
- You have the ability to influence others by your enthusiasm and openness to alternatives.
- You seek freedom from routine, control, and minutia.
- You persuade others by your personal and friendly approach.
- You may evaluate others by their ability to express themselves verbally and fluently.
- Will seek assignments with high people contact, and an image of authority or knowledge in an area.



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- When pressured on the job, you may become more persuadable and less firm in opinions.
- You want to be seen as one who has a high trust level in working with others.
- Able to maintain a positive public image through a variety of assignments.
- You want to be seen as able to influence others by your enthusiasm and openness to alternatives.
- You tend to seek freedom from routine, control, and minutia, and try to enlist the help of others on those details.
- You persuade stakeholders by your personal and friendly approach.
- Evaluates others on the job by their ability to express themselves verbally and fluently.
- On the job, will seek assignments with high people contact, and an image of authority or knowledge in an area.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Management that judges you for the end result, not your methods of achieving it.
- Opportunities for involvement with a wide scope of people.
- Greater control over emotions.
- An environment where you are free to offer advice and obtain advice from others.
- Masking some emotions at times, and not to be so demonstrable with emotions.
- An environment where you can talk about projects and issues openly with peers and managers.
- Freedom from routine and repetitive activities.
- Realizing that some people don't like overly expressive or physical body language.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- To be free from supervision of your activity, and constraints on your ideas.
- Recognition for your contributions to the success of a project.
- Interesting activities outside of the work environment. Some peers with similar scores like to be involved in volunteer and community activities.
- Authority equal to your responsibility.
- An environment offering mobility around the office or around the country.
- Social recognition of leadership or communication ability.
- Opportunity to learn, grow, and advance at a rapid pace.
- A strong, visible group or organization with which to identify.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- You have the rare ability to fit into a great many cultures or environments.
- Potential to be an engaging presenter.
- You are very much at ease in making presentations to large or small groups.
- You handle objections, questions, and pressure with poise and confidence.
- You score like those known to be 'movers and shakers' in the workplace.
- Able to delegate responsibility to others in an enthusiastic and personable way.
- You have the ability to think quickly on your feet.
- Able to react and adapt quickly to change in projects or activities.



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Wide scope of involvement with a variety of people.
- Authority equal to your responsibility.
- Opportunity to be heard on a variety of issues.
- New and varied activities; a change-oriented workplace culture.
- Opportunity to try new ideas.
- Opportunities to learn, grow, and advance rapidly.
- Ability to see rapid results from your efforts.
- Challenging assignments.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Sometimes inattentive to details, and may need support in this area.
- May sometimes overuse the enthusiastic attitude to the point of becoming obtrusive.
- May have difficulty disciplining others, or bearing bad news.
- May be somewhat disorganized behind the scenes, but the public presence will maintain an orderly image.
- Could be more effective with large groups by being a bit more firm in delegating and setting deadlines.
- May sometimes be a selective listener, hearing only what you want to hear.
- May oversell your own ideas at times.
- The high trust level may be extended to some others with fewer scruples, and you may get 'burned' in the process.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Presents in a decisive, friendly, and authoritative manner.
- Leads group by inspiring each to be the best.
- Enriches the content with stories and experiences.
- Believes that knowledge gives the participants abilities to solve new problems.
- Likes to have an active learning environment.
- Structures the events for engagement and efficiency in achieving goals and skills.
- Interactive orientation to preparing participants for skills they will need.

How you prefer to receive knowledge or learn:

- Likes spontaneity, flexibility, and variety in the learning environment.
- Prefers learning in groups, but will also work independently.
- Develops own learning strategies.
- Integrates experiences with practical applications and ideas.
- Wants to know how the learning will apply in real-time situations.
- Needs "what to do and when to do it" for optimal time and process management.
- Responds to extrinsic motivation such as praise and encouragement.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others **SHOULD** do to be better understood by you (Do's) and the second list is of things others **SHOULD NOT** do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Jonathan:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Be specific about what needs to be done and who is going to do it.
- Provide testimonials from people seen as important and prominent.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Use the words of the discussion to direct you back to the topic or issue at hand.
- Provide options for others to express their opinions and make some of the decisions.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.

Things to avoid to effectively communicate with Jonathan:

- Don't 'dream' too much or you'll lose time.
- Don't legislate or dictate goals or activities.
- Avoid wild speculations without factual support.
- Avoid being impersonal or judgmental.
- Don't make decisions for anyone.
- Don't leave decisions hanging in the air. Be certain all decision points have reached closure and action-plans are the result.
- Avoid getting bogged down in facts, figures, or abstractions.



The DISC Index | Relevance Section

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?

**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



The DISC Index | Relevance Section

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)
