



Craig Stephen

July 16, 2016

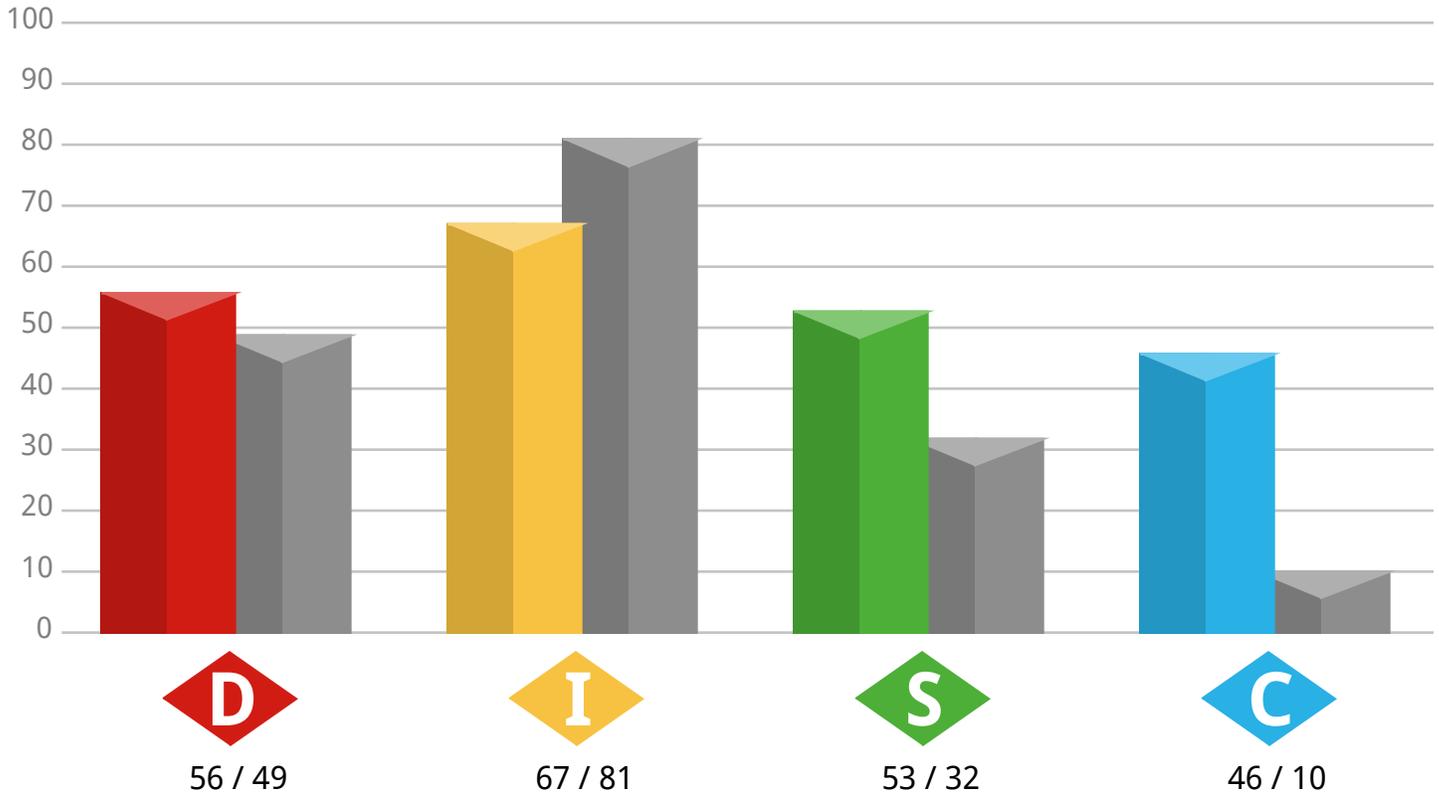
This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize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



Anthony Robbins Coaching
www.tonyrobbins.com



Natural and Adaptive Styles Comparison



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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.

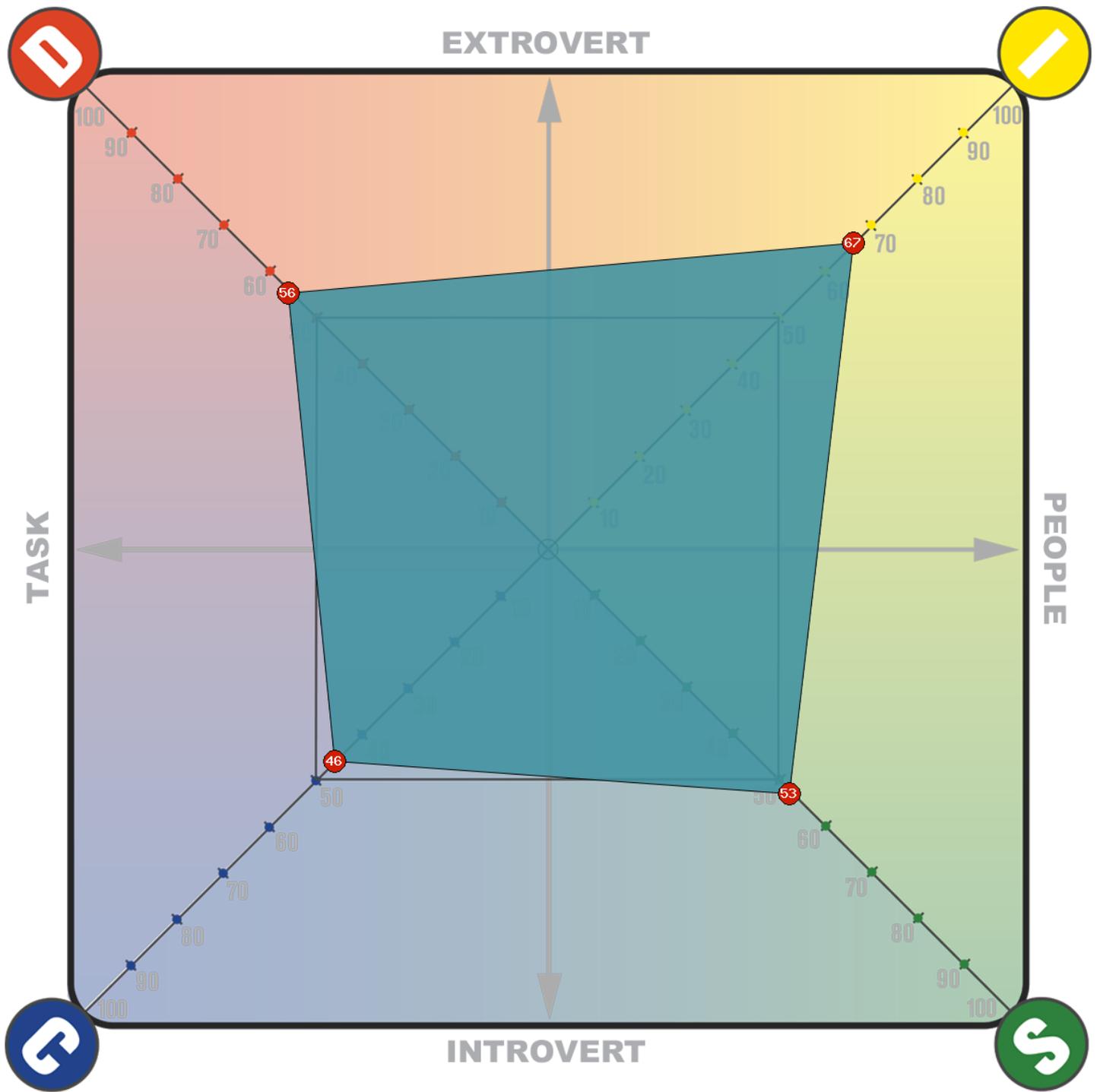
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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 makes 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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Decisive

Your approach to problem-solving and obtaining results

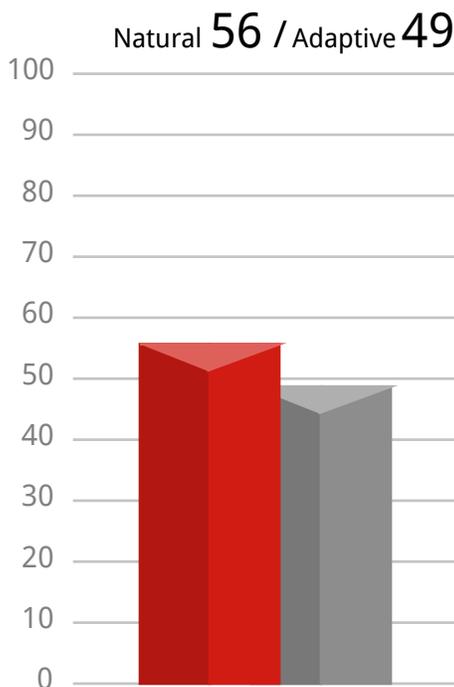
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are pretty competitive in the things you do on both the personal and professional side.
- You are comfortable pushing the envelope when it comes to what authority you do possess if it gets results.
- You are likely the one to initiate action before others.
- You can miss smaller but important details because you were moving too fast or focused too much on the big picture.
- You can be sufficiently assertive without being pushy or nervy.
- Your patience is likely not great and you can become impatient when things don't happen quickly enough for you.



Interactive

Your approach to interacting with people and display of emotions.

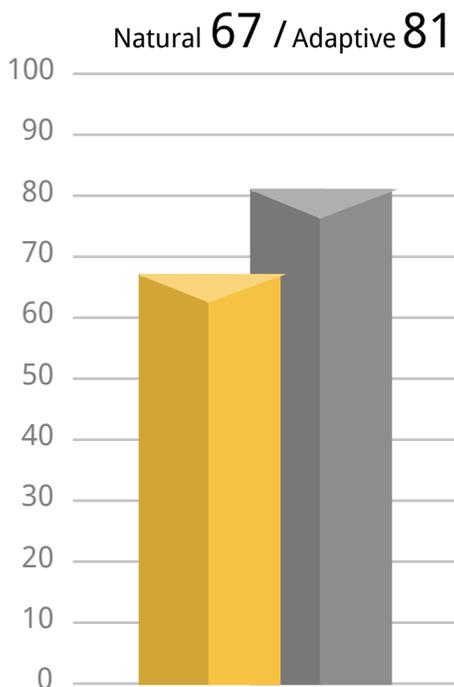
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You tend to naturally trust others and their ideas.
- Sometimes you can express your opinion too much.
- You make an effective coach or counselor for others on the team.
- You bring a definite optimistic attitude to projects and tasks.
- You are influential and talkative.
- You can be pretty disorganized and lack great attention to detail.



Stabilizing

Your approach to the pace of the work environment

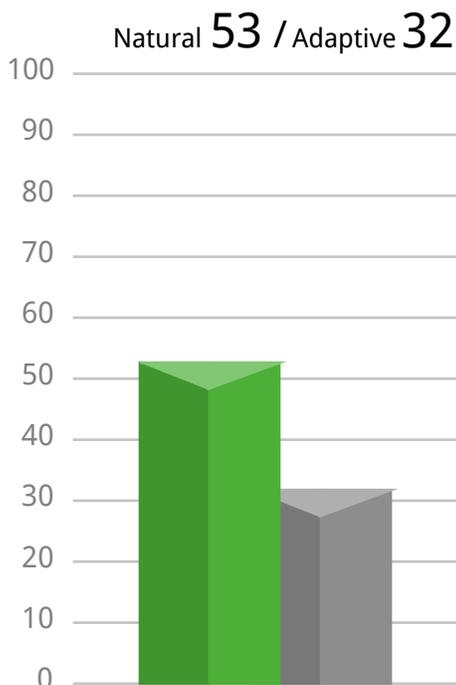
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You serve to stabilize others on a team who are perhaps too maverick.
- You don't like rocking the boat unless you absolutely have to.
- You can accept change, but you require a good argument for it first.
- You tend to be a calming influence on those with whom you work.
- You prefer setting minimum levels of consistency and stability or control.
- You bring a high degree of self-control to work. You steadily move towards the completion of a task.



Cautious

Your approach to standards, procedures, and expectations.

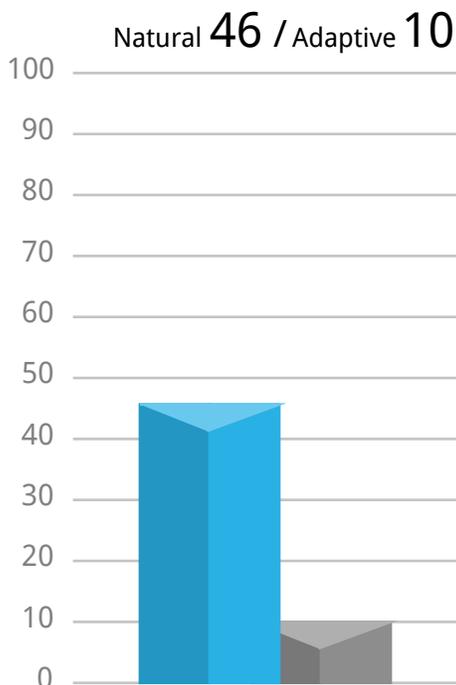
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are flexible enough to work with or without a lot of structure or order.
- You like taking your own way to the results.
- To you, the end usually justifies the means.
- To you, rules are guidelines, not concrete.
- You prefer to act as your "own person" rather than follow the norm.
- You are practical and realistic.



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:

- Shows the rare ability to be a calming influence on angry people, because of active listening and high degree of patience and optimism.
- Listens carefully to alternatives before making a judgment.
- Prefers to establish relationships for the team or organization that are based on long-standing contacts, rather than brief superficial communications.
- Tends to have a 'long fuse' and is not easily angered while on the job, although may take some of the anger and vent it at home.
- An excellent, empathic listening style.
- Tends not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- Persuades others not with hype, but rather with warmth, sincerity, and understanding.
- May be sought out by others in the organization to assist with a personal or team problem.



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:

- You are motivated by promoting ideas and generating enthusiasm in others.
- Known as one with a remarkable ability to shift the mood from serious to lighthearted smoothly and easily.
- You show motivation for a strong determination towards own agenda, and will work to motivate others to that position.
- You tend to be very extraverted and if in the midst of a mundane project, you may use creativity or spontaneity to make the activity more exciting.
- You want to be known as very people oriented. You like people, and want to be liked in return.
- You tend to have a moderate to higher sense of urgency, and you may become easily bored by mundane or routine projects.
- May want to seek specialized assignments that can capitalize on your social and motivational skills.
- You usually show a positive sense of humor, and can sometimes relieve a tense moment by a subtle comment, quick wit, or verbal quip.



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:

- Setting more ambitious deadlines, pushing the limits a little more.
- Working in an environment with little hostility and conflict.
- Being more direct when communicating.
- Avoiding heavy detail work.
- Working in a favorable climate without high pressure or chaos.
- Delegating better.
- Stay positive and optimistic under high pressure moments.
- Learning to say "no" more often to avoid spreading yourself too thin.



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:

- Awards to confirm ability, skill, or achievements.
- An environment offering mobility around the office or around the country.
- Public recognition of accomplishments and meeting of goals.
- A system of support to assist with the details and follow-through.
- Social recognition for success on a project or achieving a goal.
- Assignments that allow for a variety of people-contacts.
- Acceptance as an important member of a group or team.
- 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:

- Works hard for the team objectives and goals.
- Able to negotiate conflicts into win-win situations.
- The high optimism helps motivate the team toward its goals.
- Demonstrates an appropriate combination of people-orientation plus listening ability and may serve as a sought-after coach or counselor to peers within the organization.
- Able to build positive relationships with internal and external stakeholders.
- Brings a positive sense of humor, and not at the expense of others.
- Able to reach goals by working with and supporting the efforts of others on the team.
- Brings a high 'sincerity-factor' to the team climate.



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:

- Public recognition for accomplishments.
- Variety in the work tasks and multiple projects.
- Freedom to move around, either in the office or around the country.
- Activities to get and maintain attention of others.
- Freedom of speech and expression.
- Building a network of people and contacts with groups.
- Projects needing you to motivate and persuade people.
- A non-hostile working environment.



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:

- Be overly tolerant with individuals who are unproductive.
- Be slow to make decisions due to a need to consider the people-side of all issues.
- Lack a high sense of urgency, especially when under pressure.
- Hold a bit of a grudge toward those who offer criticism.
- Hesitate to correct or discipline those who need it for fear of offending someone.
- Take constructive criticism too personally.
- Need some coaching in time management and in setting deadlines that are more ambitious.
- Show less emphasis on productivity and more emphasis on the people-side of a project.



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:

- Evaluations based on maximizing the participants' process and success.
- Shows authority by demonstrating trust and participation with the group.
- Wants to know performance outcomes, objectives, etc. and communicates these to the participants.
- Brings imagination and ideas to the training event.
- Structures events to inspire participants to act on their ideas and visions.
- Prefers explicit instructions and measurement criteria to be established with the participants.
- Sincere participation with others as a co-learner or co-facilitator.

How you prefer to receive knowledge or learn:

- Interacts frequently with others.
- Prefers explicit instructions and measurement criteria.
- Sincere participation with others. Wants to learn and help others learn as well.
- Shows commitment, and wants to be personally involved in learning.
- Prefers learning in groups.
- Shows patience with tedious, technical, and specialty tasks. Does independent practice as well as working with others.
- Wants to know performance outcomes, objectives, etc.



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 Craig:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Be casual and informal with gestures and body language.
- Be candid, open, and patient.
- Outline individual tasks and responsibilities in writing.
- Plan to talk about things that support dreams and goals.
- Find some areas of common interest and involvement.
- Present your ideas and opinions in a non-threatening way.

Things to avoid to effectively communicate with Craig:

- Don't be short-tempered, cold, or tight-lipped.
- Don't be rude, abrupt in your delivery.
- Don't threaten with position or power.
- Don't offer assurances and guarantees you can't fulfill.
- Don't legislate or issue edicts.
- Don't be domineering or demanding.
- Don't manipulate or bully into agreeing.



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?



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)
