DISC Map™
Your Energy Index
Navigating Performance, Getting Results.

Report For:
Sally Sample
New Frontier Services Inc
Completed: 6/12/2025

PARAGON
— RESOURCES —

As human beings travel through life, they all have an internal compass that either consciously or subconsciously guides their actions based upon their unique behavioral style. The DISC Map™ is designed to assist individuals in navigating the peaks and valleys of their own decisions, feelings, and interactions with others. Research shows that highly successful people tend to have a higher level of self-awareness; with higher self-awareness, people tend to feel a greater sense of control over their lives. Self-awareness can also drive an interest in understanding others, especially people who are different from themselves. Through self-knowledge, people can engage in actions that will usually lead to more positive outcomes. Some of the questions The DISC Map™ will address are:

- From a behavioral viewpoint, how far do you usually travel between your natural and work tendencies?

- What are situations that can cause you stress or conflict?

- If you experience stress, what can you do to recharge your batteries?

- How can you more effectively interact with your co-workers, family, and/or friends?

The DISC Map™ is a representation of the research of Dr. William Moulton Marston. In 1928, Dr. Marston, a Harvard Professor, validated individual differences among people and created the concept of Dominance, Inducement, Submission, and Compliance. Each of these was tied to one of the four uniquely distinct human emotions.   Subsequently, his research was presented in his book, *The Emotions of Normal People*. This internationally recognized work has served as the basis for 95% of all four-factor, behavioral model assessments in the marketplace today.

For the purposes of increased clarity of these four distinct behaviors, we have defined them as:

- **DOMINANCE**: How a person handles problems and challenges.
- **INFLUENCE**: How a person handles interaction with people.
- **STEADINESS**: How a person handles the pace of the environment and change.
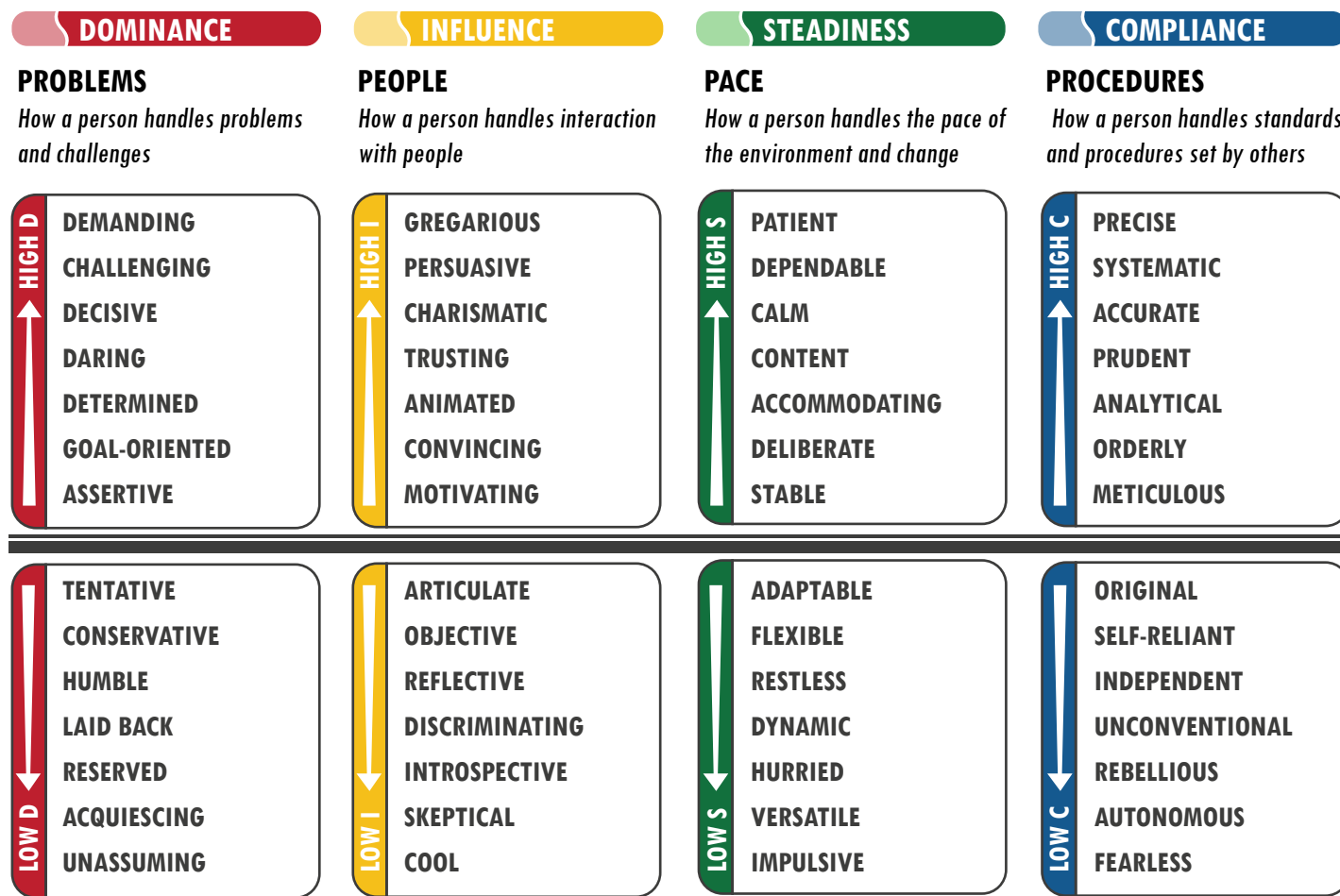- **COMPLIANCE**: How a person handles standards and procedures set by others.

These factors can range in intensity and work independently or in tandem with the other behavioral factors. No DISC behavioral characteristic is better than another. Determining which behavioral characteristic will be most effective depends on a given situation.

As you read this report, you may find that some statements appear to be contradictory. You cannot look at only one primary behavioral indicator in determining a person's style. You must look at all four behavioral tendencies when trying to better understand a person. Also, a person's behavioral style can be modified through conscious behavior to deal with any given situation. However, doing this does require energy and cannot be sustained for extended periods of time. One can demonstrate a particular behavior in order to be more effective, even if that is not a primary tendency. This is why it is important to fully understand this model and why it is not considered a personality assessment. An individual's personality is more complex and comprised of several components, of which behavior is only one.

This DISC Map™ is very accurate in calibrating your self-reported behaviors. However, you are the final expert on your behaviors. When you read through this report, you may want to:

- Cross out those words or sentences that you feel do not describe your behavior.
- Underline or highlight those words or sentences that best describe your behavioral strengths.
- Remember that any item that you indicate as a strength can be a limitation if it is overextended.
- Think through any contradictory text and determine how these contradictions may play out in your behavior.

The chart below provides adjectives that describe intensity for each Behavioral Factor. The midline indicates the distinction of high and low tendencies for each. As you review your report, you will learn your unique behavioral style, which is a combination of all four behaviors. There are no good or bad behaviors, only effective or ineffective, depending on the situation.

DOMINANCE	**INFLUENCE**	**STEADINESS**	**COMPLIANCE**
PROBLEMS	**PEOPLE**	**PACE**	**PROCEDURES**
How a person handles problems and challenges	*How a person handles interaction with people*	*How a person handles the pace of the environment and change*	*How a person handles standards and procedures set by others*

HIGH D

DEMANDING	GREGARIOUS	PATIENT	PRECISE
CHALLENGING	PERSUASIVE	DEPENDABLE	SYSTEMATIC
DECISIVE	CHARISMATIC	CALM	ACCURATE
DARING	TRUSTING	CONTENT	PRUDENT
DETERMINED	ANIMATED	ACCOMMODATING	ANALYTICAL
GOAL-ORIENTED	CONVINCING	DELIBERATE	ORDERLY
ASSERTIVE	MOTIVATING	STABLE	METICULOUS

HIGH D	**HIGH I**	**HIGH S**	**HIGH C**

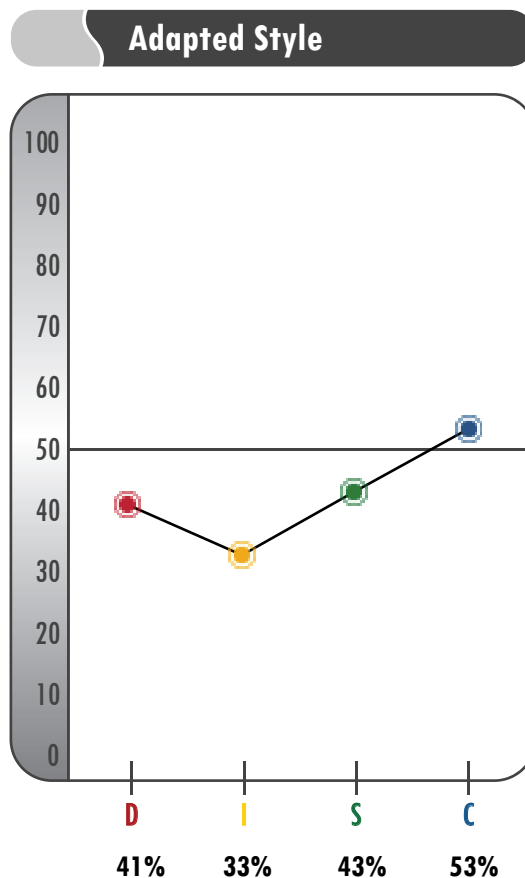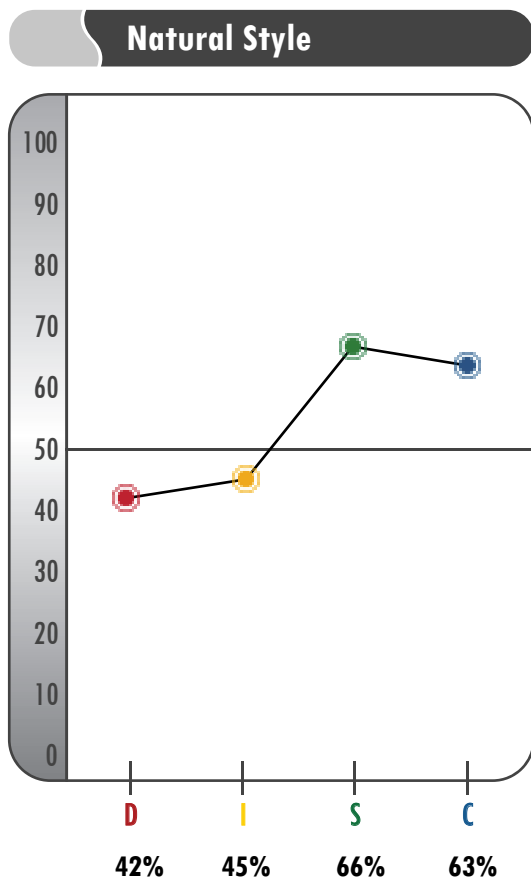| TENTATIVE	ARTICULATE	ADAPTABLE	ORIGINAL
CONSERVATIVE	OBJECTIVE	FLEXIBLE	SELF-RELIANT
HUMBLE	REFLECTIVE	RESTLESS	INDEPENDENT
LAID BACK	DISCRIMINATING	DYNAMIC	UNCONVENTIONAL
RESERVED	INTROSPECTIVE	HURRIED	REBELLIOUS
ACQUIESCING	SKEPTICAL	VERSATILE	AUTONOMOUS
UNASSUMING	COOL	IMPULSIVE	FEARLESS

LOW D | **LOW I** | **LOW S** | **LOW C**

We all use behaviors to get our needs met. A behavior is an action, conduct, or demeanor. A style is a distinct pattern or manner of behaving. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most natural.

Natural

Your Natural Style is made up of the behaviors that you have an innate tendency to use. These are the behaviors that are most comfortable and spontaneous to you. Under pressure or stress, you will revert to this inherent style of behavior. Because your Natural Style takes less effort, behaving in this manner can recharge your energy and reduce your tension. Understanding your Natural Style can help you be more effective in your work and home life. Natural Style is the behavioral response most reflective of the "real person." Over time, the Natural Style is usually very consistent and will not change significantly. Here you should also note that the behavior that is highest for you is called your core behavior. The needs of your core behavior must be met on a daily basis.

Adapted

Your Adapted Style is your behavioral response to your work environment. Adapting or "flexing" means modifying your style for a specific situation. Adapted behaviors often include the learned behaviors that you find are appropriate to accomplish your work responsibilities. To be effective, everyone needs to learn some adapting or behavioral flexibility. It is important to recognize that using behaviors that are not your most comfortable behaviors may tire you out and drain your energy. The Adapted Style graph represents the behaviors that you are using most of the time at work, which may or may not be similar to your Natural Style. This graph will help you understand any adjustments that you may perceive that you need to make in order to be successful in your work environment.

Natural Style

D	I	S	C
42%	45%	66%	63%

Adapted Style

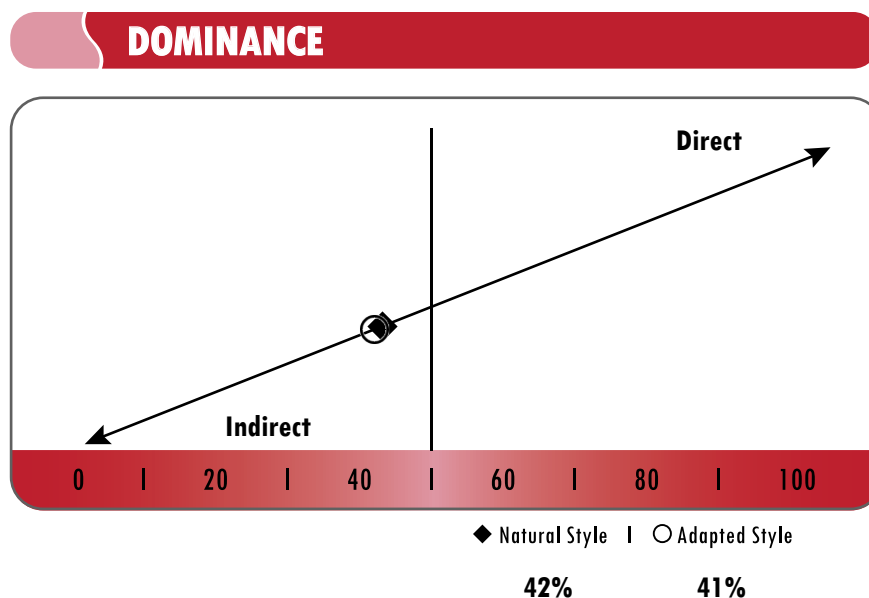| D	I	S	C
41%	33%	43%	53%

How a person handles problems and challenges.

At the bottom of the page, you will see a graph representing the amount of Dominance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Dominance (51-100%)
People who score higher on the **D** behavioral characteristic tend to be decisive and act boldly. They are assertive and like to be involved in new and unusual situations. They are results-oriented and pursue competitive activities that demonstrate their ability to overcome obstacles. They are direct in their approach to dealing with problems. Those with a higher **D** are willing to make quick decisions, even with limited data. They are willing to take risks and live with the consequences of their actions.

Lower Dominance (0-49%)
People who score lower on the **D** behavioral characteristic tend to make decisions with a more deliberate and thoughtful approach, especially in new or unusual situations. When a problem is identified, they do not rush to an immediate solution. Instead, they may research the best options, put together a pro and con list, and/or ask another person for advice. With anything unknown, they tend to carefully weigh both the risks and the potential consequences before taking action.

DOMINANCE

Direct

Indirect

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style | ○ Adapted Style

42%   41%

Sally's Natural Style

She tends to work closely with decision-makers to improve her opportunity for success, while tolerating their divergent opinions. When others challenge her conclusions she may often agree with their position. She prefers others to provide the direction or guidance for a project or program. She prefers to operate within a set of proven guidelines, established rules, and procedures. Sally wants to evaluate her options before attempting to solve a problem. She prefers to take calculated risks in her approach to the job, problem, or project. Sally is quite conservative in projecting goals and objectives. She does not want to make any decision that may take her away from her core of experience.

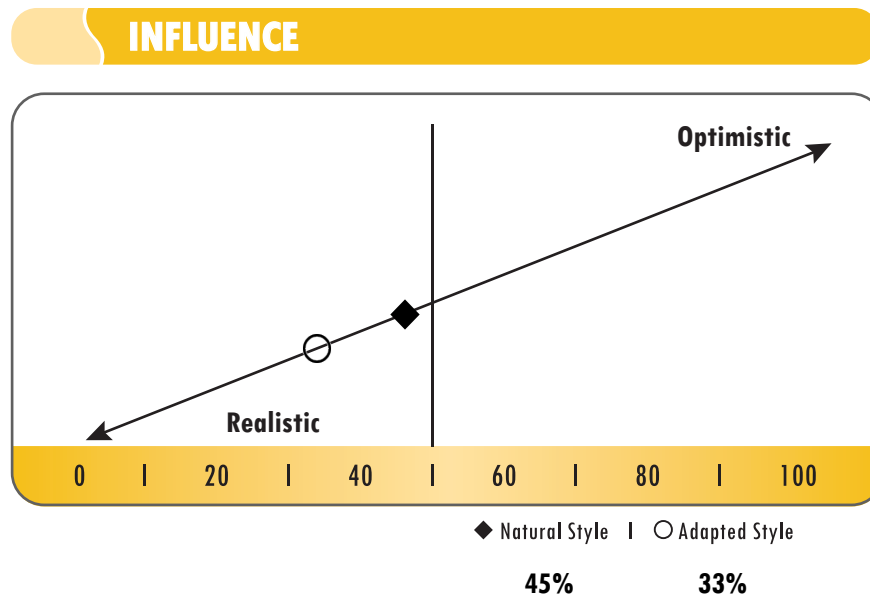## How a person handles interaction with people.

At the bottom of the page, you will see a graph representing the amount of Influence behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Influence (51-100%)

People who score higher on the **I** behavioral characteristic tend to be extroverted, talkative, and socially confident individuals. They like to meet new people and often initiate conversations. They tend to be optimistic, animated, and open, even with strangers. Higher **I** individuals are often trusting of others and look to have fun in most situations. They are usually good at convincing others to do what they want. Many may be seen as upbeat and excitable.

Lower Influence (0-49%)

People who score lower on the **I** behavioral characteristic tend to prefer less chit-chat and minimal interactions with others. They prefer to meet people on a more limited basis or for a defined purpose. They interact with friends and close associates with ease, but may appear more reticent with strangers or new people. The lower the Influence, the less trusting they will be of others and the more likely they will be to take a more serious approach. Those with a lower **I** may be seen as more reflective and less excitable.

INFLUENCE

Optimistic

Realistic

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style   ○ Adapted Style

45%   33%

Sally's Natural Style

She finds it quite easy to give others direct feedback regarding their performance. She often challenges those who seek to limit her freedom of speech. Sally prefers to be direct when communicating with others. She often challenges those who attempt to limit her freedom of speech. She wants communication within her team to be clearly defined and understood. Winning the support of others is important to Sally and she uses sincerity to accomplish this goal. When addressing challenging problems or issues, Sally finds it important to have time alone to think matters through and reach a solution. Sally's analytical style challenges others to prove what they say is true. She does not necessarily want to destroy other people's ideas; but wants to be certain their theories and ideas are valid. Sally is usually objective and unbiased. She prefers to operate in a world based on data, because it is value free and has no agenda. She peels back the layers of information until the real cause of the problem is revealed.

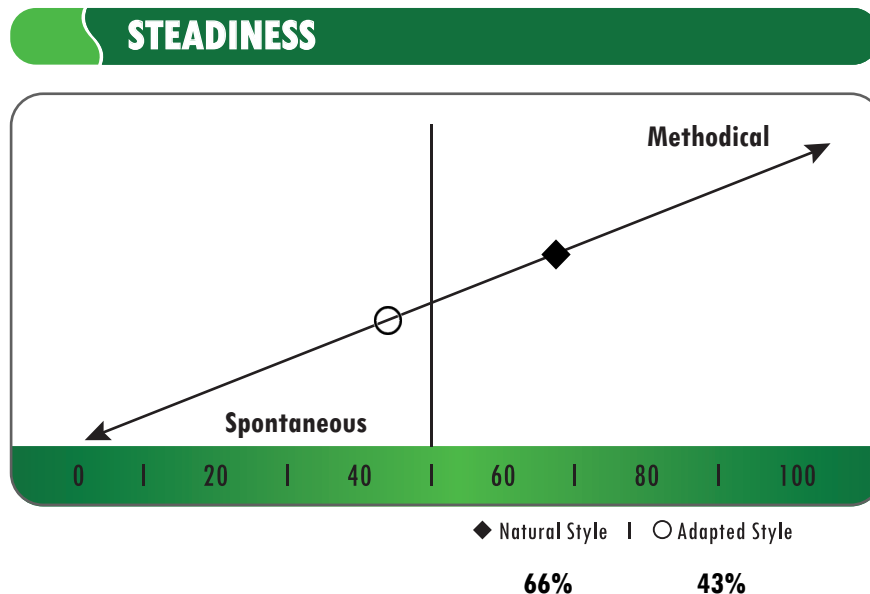## How a person handles the pace of the environment and change.

At the bottom of the page, you will see a graph representing the amount of Steadiness behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Steadiness (51-100%)
People who score higher on the **S** behavioral characteristic prefer to work at a manageable pace with an easygoing approach. They tend to work well in a team setting because they prefer to be in the company of others and contribute their efforts to an organization as a whole. They may have a long tenure at a position or with a company. They prefer to have time to adjust to change. Many prefer routines that provide a sense of security. They are often seen as patient, good listeners, organized, and valuable mentors.

Lower Steadiness (0-49%)
People who score lower on the **S** behavioral characteristic tend to prefer varied, non-routine activities. They tend to become bored and restless with repetitive work. They enjoy a fast-paced environment where they can multi-task, easily move from one project to another, and plan as they go. They embrace change and respond quickly to situations. The lower the **S**, the more emotion they will demonstrate. People with a lower **S** may be seen as active, impulsive, and hyper.

STEADINESS

Methodical

Spontaneous

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style | ○ Adapted Style

66%   **43%**

Sally's Natural Style

A major strength is her ability to remain calm in difficult situations. She wants a level of comfort with other members of the work group or team, and she seeks ways to become part of the team effort. When others suggest or implement change that requires a personal effort by Sally, they will often find themselves questioned whether the change is necessary. Her approach to solving problems is practical and reliable. Sally is most often an easy-going and relaxed person, who is willing to accommodate her schedule or actions to meet the demands of others. She often spends time looking back on a situation or problem and pondering how it could have happened, rather than considering what action to take from here. Sally has a nostalgic admiration for the past and thoughtful apprehension for the present. She can develop strong loyalties if she feels she is being dealt with fairly. Sally is most times willing and ready to follow capable leadership. She is seen as a good team member who is always willing to help those she considers friends. Sally wants to have a close relationship with a small group of intimate associates.

How a person handles standards and procedures set by others.
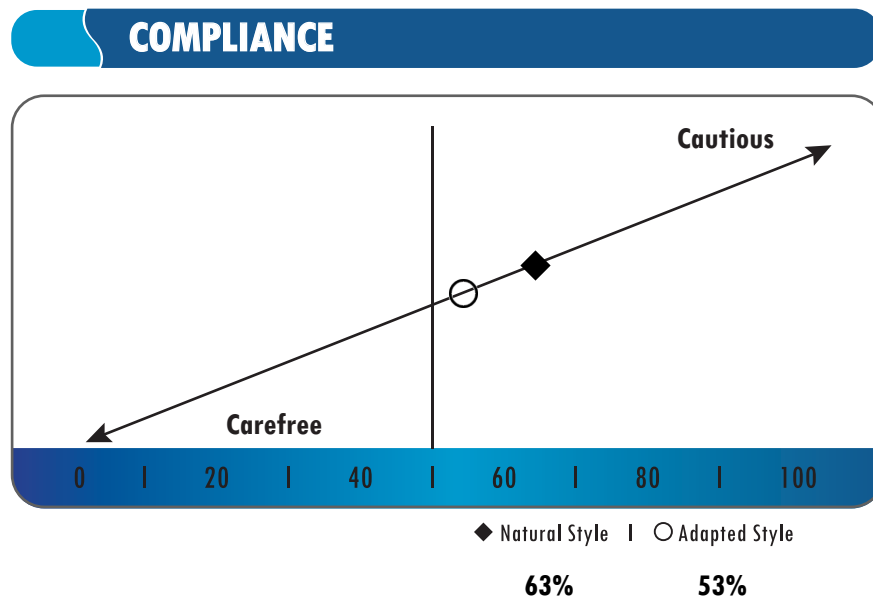
At the bottom of the page, you will see a graph representing the amount of Compliance behavior you prefer to use (◆ Natural) compared to behavior used in your work environment (○ Adapted). Remember, no DISC behavioral characteristic is better than another. Everyone uses all of the behavioral characteristics of DISC; however, each of us has preferences toward which behaviors are most comfortable or most utilized. When looking at your graph, a score in the 51-100% range is considered higher, and a score of 0-49% is considered lower. Please read below for a description of how each side of this behavior acts and a detailed paragraph on your specific results.

Higher Compliance (51-100%)
People who score higher on the **C** behavioral characteristic tend to be concerned about doing tasks and projects correctly. They focus on using established standards and procedures. They tend to plan ahead, know the rules, and minimize potential errors. They prefer to have time to think before taking action. They tend to be careful of key details and may ask probing questions. Most respect quality control measures and expect others to do the same. Many may be seen by others as discerning or critical.

Lower Compliance (0-49%)
People who score lower on the **C** behavioral characteristic tend to work in a more unrestricted manner without regard to standard operating procedures or protocol. They tend to look at the end results and use rules as guidelines that can be altered to fit their needs. They may not be energized by dealing with details or analyzing data. Those with the lower **C** usually are arbitrary in their approach to dealing with tasks. Many are seen by others as being self-reliant or unconventional.

COMPLIANCE

Cautious

Carefree

| 0 | | 20 | | 40 | | 60 | | 80 | | 100 |

◆ Natural Style | ○ Adapted Style

63%   53%

Sally's Natural Style

Results are important to Sally, and she sets high goals to be achieved. To ensure the quality of a job or project, she focuses on the details and the "little things" that may impact producing good work. Sally most times places adherence to rules and procedures over the needs of people. She has a strong work ethic, and she can make less ambitious people uncomfortable. She is usually composed and adapts himself/herself to a situation to avoid ill will. She thinks more of cooperation than disagreement. She can upset others when she keeps important information to herself. Sally thinks that the best method to solve problems includes the use of reason to analyze the problem, along with a logical process to evaluate the possible outcomes. She has been known to withhold her support for an idea she thinks is ill-advised.

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The DISC Map™ highlights the potential behavioral traits and aptitudes that Sally brings to the work environment.This information will help her and the organization better understand and maximize her behavioral strengths.

Sally's style:
- Contributes ideas that are well thought out.
- Keeps accurate records.
- Meets rigid specifications.
- Maintains stability within the team and organization.
- Works well with team members.
- Honestly interested in what others say.
- Is a good listener.
- Is practical in her approach to solving problems and issues.
- Calculates risk to avoid problems.
- Brings careful judgment to the team.
- Has wit and humor that can be dry and cutting.
- Prefers technical systems and processes.

Based on the information above, please list your top three strengths in the space below.

In various environments, people must have the ability to be flexible and adjust their behavior in order to be effective. Sally should understand the work environment in which she feels most comfortable. It is an environment in which she can produce her best results and stay highly energized. Below is a list of items that Sally needs in her preferred work environment.

A work environment:
- That permits her to work on the details of a project or program.
- With the opportunity to do it right the first time.
- Where she can use facts, figures and data to make the decision.
- That is relaxed and comfortable.
- With sensible and realistic work processes.
- Where she can work with others with whom she has an established relationship.
- With time to think before having to take action.
- Where she can be a team member, rather than the leader.
- With guidance and directions in prioritizing the action to be taken on projects.
- With quiet and/or solitary time to investigate all aspects of a problem or project.
- Where she can see progress toward solving issues, problems, or projects.
- Where she can re-examine or retest her findings and those of others.

Please list any additional work environment needs you may have that would maximize your strengths.

This section of The DISC Map™ provides a list of strengths that Sally contributes to a team and organization. Recognizing these attributes will enable Sally to capitalize on her talents in the workplace.

Sally:
- Sets a good example for team members by the quality of her work.
- Thinks more of cooperation than of competition.
- Is careful in her thoughts or actions as a member of the team.
- Encourages team-building efforts.
- Develops successful teams that excel through mutual support.
- Develops strong camaraderie among team members.
- Accepts the input and direction of other team members.
- Cooperates well with other team members.
- Has respect for the team leader.
- Keeps the team focused on the problem and solutions.
- Communicates her thoughts in a concise manner.
- Is as critical of her performance as she is of the performance of others.

Please indicate below how the team or organization can better capitalize on your talents in the workplace.

Each behavioral style is driven by different needs and desires. Performance improves and is sustainable when individuals are energized by their responsibilities. While some of the Performance Energizers listed below are possibly being met in the work environment, there are others that may not be. It will be helpful for Sally to identify which of these energizers are not utilized in her role.

Sally prefers:

- Step by step instructions and procedures for the job or project.
- To be a member of a quality-oriented group.
- Precision work to perform.
- To be given plenty of lead time to adjust to change.
- An environment where loyalty and cooperation are recognized and rewarded.
- Identification with a small work group or team.
- A conservative approach in projecting goals.
- A work environment free of conflict and confrontation.
- A work environment with trusted support and back-up.
- A work environment free of emotional outbursts.
- Sufficient facts and information to make a logical decision.
- An unemotional approach to problem solving.

In the space below, please note any items that are important to you that are not presently incorporated into your daily activities.

Each of us prefers to see ourselves in a positive way. While Sally has many outstanding strengths, there can be areas of her behavior which could impede her success. This section of The DISC Map™ contains suggestions to consider which relate to the behavioral tendencies that may slow or hinder her achievement of desired performance goals.

Sally may:
- Be overly concerned with following the rules and procedures.
- Want all situations to be overly structured, especially new projects or programs.
- Require more information than is necessary before making a decision.
- Take criticism of work personally, and productivity may suffer as a result.
- Have trouble saying "no", even when overloaded with projects.
- Go along to get along, agreeing with the decision, but not doing what she agreed to do.
- Avoid new methods of solving problems.
- Have ideas for change but hesitate to suggest or implement them.
- Want time to consider alternatives, that can result in hesitating before deciding on a course of action.
- Guard personal emotions making it difficult for others to know what she is feeling.
- Oversell facts and supporting information, while not using enough emotion in her communication or presentation.
- Prefer to work with things, rather than people.

Based on this information, please list some areas that you would like to improve on in the space below.

This section of The DISC Map™ outlines suggestions on how Sally can improve her performance in the workplace. She should review these items with her supervisor/manager to determine how they can be incorporated into a personal development plan that will lead to increased productivity.

Sally may need:
- To review her process of getting a job done. There may be ways that are faster, easier ways of getting the job accomplished.
- To understand that making decisions involves risk.
- To learn to modify her criticism of others.
- Time to adapt to new ideas and methods.
- To be more open and share information more readily.
- To adapt to change more quickly.
- Assignments with clear and detailed instructions.
- Support from her boss or the rules.
- Techniques to communicate "No" to others.
- To learn to communicate with others in a less direct, straightforward manner.
- People to provide her with logical questions, answers, and solutions.
- To increase her awareness concerning the feelings of others.

In the space below, please list some ideas on how you can increase your productivity.

Each behavioral style has different preferred management expectations. This section of The DISC Map™ suggests how a manager/supervisor can be most effective when working with him. Use these suggestions to manage, motivate, and communicate with Sally in order to have a productive working relationship.

Suggestions for managing Sally:
- Know she tends to be good technically and will often use facts, details and statistics to do her talking.
- Provide her with all the necessary details and information to make an informed decision.
- Avoid taking advantage of her desire to comply.
- Stress the importance of loyalty in your relationship.
- Provide the opportunity for her to work in an environment that allows the ability to set her own pace in a secure environment.
- Understand her approach and need to complete a task before taking on additional projects.
- Know that she will often yield her position to maintain harmony and unity among team members.
- Know that she will often vacillate in her thinking.
- Keep in mind that she will prefer others to make the decision or the first move.
- Appreciate she will want to make decisions using facts and logical thinking.
- Know that she will often prefer to work by himself/herself.
- Show her a positive solution, as she has a tendency to see only the negative consequences.

Each behavioral style approaches change differently. The manager/supervisor should consider the following to more effectively implement change with Sally.

Suggestions for implementing change with Sally:
- Assure her of your personal support when changes are being implemented.
- Give her the opportunity to organize the change.
- Involve her in a conversation to discover her true feelings concerning the projected change.
- Avoid rushing or pushing her to take action quickly.
- Expect changes in plans, methods and equipment to bother her more than others.
- Confirm with her the team supports the recommended change.
- Be aware that she may worry silently about how the change will affect her.
- Look for signs that may indicate she is questioning her own abilities to handle the change.
- Keep in mind she will look to others for support and want them to make the first move in implementing change.
- Explain in detail why the change needs to be implemented.
- Recognize that feelings or emotions will play only a small part of her buying into the change.
- Be aware that she may take too long in deciding on the methods of implementing the change, especially if the alternatives are complex.

Communication is the cornerstone of building relationships. Communicating with Sally will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with him will provide an opportunity to improve interactions, reinforce relationships, promote credibility, and gain increased productivity.

When communicating with Sally:

- Make changes in the plan sparingly.
- Provide accurate and factual evidence.
- Appreciate her skepticism as constructive feedback, rather than a road block.
- Relate facts and details to processes and successful outcomes.
- Provide evidence from experts.
- Express sincere appreciation for her contributions.
- Give her time to think before deciding.
- Make certain you have a commitment.
- Reassure her that it is a team effort.
- Provide details and directions in writing.
- Support recommendations with logic and accurate data.
- Keep your emotions in check.

It is also important to recognize those things that can close the door of communication. When communicating with Sally, make an effort to reduce or eliminate the barriers listed below to minimize the stress and frustration often created when communicating with a person of her behavioral style.

When communicating with Sally, don't:

- Be impatient with your questions.
- Forget to follow-up as promised.
- Keep pushing for results without explanations.
- Finish her sentences.
- Forget to consult her on matters pertaining to her personally.
- Forget to find numerous ways to say, "Thank you."
- Overwhelm her with complicated details or information.
- Accept that she has automatically understood you.
- Emphasize the negative.
- End your meeting or phone call without asking if she has any questions.
- Show anger or emotion when attempting to make your point.
- Try to oversell her, even if you have the data.

Experiencing differences in communication styles may sometimes make you feel like you're playing a game of tug of war. This struggle stems from the dichotomy between how you perceive your behavior and how it is perceived by someone with a different behavioral style. You may not think about how your actions are interpreted by others because you know the intentions behind them. However, if someone doesn't know your intentions, this may lead to misunderstanding and conflict. Harnessing the power of The DISC Map™ helps you realize the effect you have on others, and how you may be seen by someone with a different style.
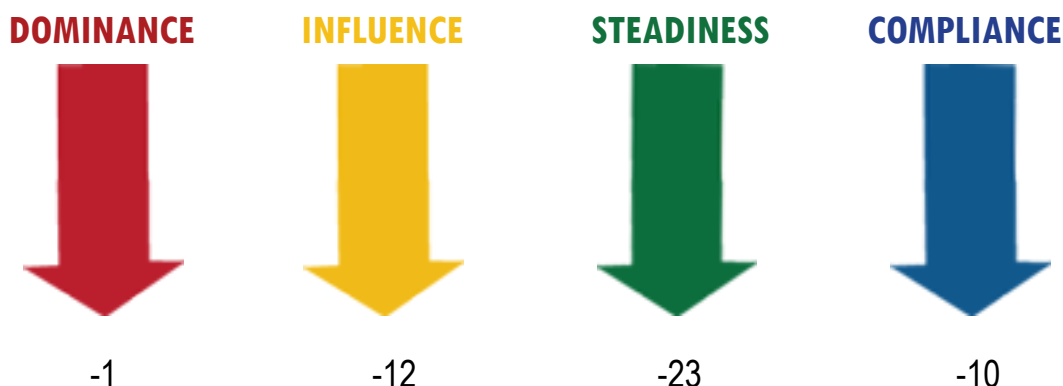
As a Lower Dominance, your self-perception is:		Whereas a person with a different style may see you as:	
Laid-back	Modest	Too Hesitant	Inefficient/Ineffective
Calm	Conservative	Slow to Act	Timid/Meek
Cooperative	Cautious	Indecisive	Complacent
Humble	Agreeable	Wishy-washy	Passive

As a Lower Influence, your self-perception is:		Whereas a person with a different style may see you as:	
Realistic	Objective	Pessimistic	Boring
Factual	Controlled	Negative	Passive
Concise	Candid	Suspicious	Cold
Focused	Private/Guarded	Skeptical	Withdrawn

As a Higher Steadiness, your self-perception is:		Whereas a person with a different style may see you as:	
Thorough	Calm	Stuck in a Rut	Slow
Planning-oriented	Patient	Stubborn/Tenacious	Deliberate
Dependable/Reliable	Loyal	Meek	Stoic
Systematic	Proactive	Possessive	Passionless

As a Higher Compliance, your self-perception is:		Whereas a person with a different style may see you as:	
Prudent	Analytical	Critical	Worried
Careful	Organized	Hard to Please	Nervous
Accurate	Procedural	Strict/Rigid	Stickler for Details
Precise	Correct	Unapproachable	Overly Analytical

This section of The DISC Map™ demonstrates how Sally adjusts her Natural Behavioral Style to meet these requirements.The more this section is different from her Natural Behaviors, the more she may feel the need to adjust her behavior to meet the real or perceived demands of her work environment. Small adjustments generally indicate that she has found a comfort zone in her work environment. As Sally establishes or changes workplace roles or goals, she will move in and out of her work environment comfort zone.

DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
-1	-12	-23	-10

If any behavior changes by 30 points or more, the person feels she needs to turn off or turn on a behavior in order to function in the current work environment. Sustaining this level of adaptation over a long period of time can cause stress and should be examined. If you are adapting your Natural Behavioral Style, please use the space below to identify strategies or changes that you think need to occur to minimize any negative impact on you.

Stress is an often misunderstood and overlooked reality of life, yet studies have shown that it clearly affects our health. The more negative energy one experiences at work or home, the less healthy and happy a person becomes. Stressed-out team members can result in lowered productivity, increased absenteeism and tardiness, high employee turnover, and a disengaged work environment. Identifying what causes stress for you and knowing how to relieve those stressors is extremely important. Since some stress cannot be avoided, it is also important for a person to know how to recharge their emotional battery. If people do not recharge their batteries, they will usually start to experience health-related issues. The DISC Map™ helps explain what stresses you, how you react to stress, and what specific things you can do to deal with the stress.

Handling Change and Energy Drains (S)
With your Core or Primary Steadiness Behavior, you need time to adjust to change.

Stress inducers for the Core S include:
- Being forced to make unexpected changes
- Inability to complete tasks once started
- Chaos or discord within the workplace or at home
- No time to plan
- Having your personal space invaded
- Loss of security or stability
- Too much multi-tasking
- Unsafe environment
- Too many interruptions
- Unclear expectations

Your response to these stress inducers can include:
- Being non-demonstrative
- Becoming quiet
- Hesitance
- Stubbornness
- Being non-emotional
- Becoming possessive
- Resistance to change
- Holding a grudge
- Tolerating situations too long (to your own detriment)
- Difficulty establishing priorities

After a stressful experience, a Core **S** should recharge their battery with "down" time to slow the world down. Activities should include gardening, resting, taking a hot bath, watching TV, reading a book, etc.

Understanding your DISC behavioral style can help you maximize YOUR personal effectiveness, but someone with a different behavioral style may not do things the same way that you do. There are some things YOU can do to increase YOUR effectiveness with OTHERS.

As a Core S

How to Communicate or Interact with:

A person who talks loudly and quickly, is extroverted and task-focused, and asks "WHAT" questions, like the High D. Here is how you can flex your style:

- Be confident; don't be intimidated
- Disagree with facts, not the person
- Do not be overpowered by them
- Let them win or feel in control
- Project a high sense of urgency
- Raise the volume of your voice
- Be brief and to the point
- Remember to ask for the final decision

A person who chit-chats more than listens is extroverted, people-focused, and asks "WHO" questions, like the High I. Here is how you can flex your style:

- Establish rapport first
- Stay focused
- Put key details in writing
- Provide follow-up
- Show sincere interest and give recognition
- Listen to their stories
- Have fun with them/show enthusiasm
- Keep the interaction fast-paced and light-hearted

A person who is soft-spoken and reserved, is introverted and people-focused, and asks "HOW" questions, like the High S. Here is how you can flex your style:

- Give them the facts
- Provide the assurances that you would want
- Be yourself
- Assure them that it's the right decision
- Don't interrupt them
- Frequently follow up
- Don't be overly patient; keep the process moving
- Make them feel like part of the team

A person who speaks in a monotone and deliberate way, is introverted and task-focused, and asks "WHY" questions, like the High C. Here is how you can flex your style:

- Be prepared to answer questions with facts
- Focus on the main points
- Do not be too personal
- Give them their space
- Be more task-focused
- Expect questions and skepticism
- Follow through on details in writing
- Don't waste their time

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New Frontier Services Inc
6/12/2025

How far do you travel?

◆ Natural Style   ○ Adapted Style

20   **7**