



DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **Jennifer Carson** and **Rebecca Bell**

Date: **January 1, 2020**

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Overview of the four basic DISC styles

Jennifer, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with **Rebecca** and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Challenges	Attention	Relationships	Correctness
SEEKS	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
PLANNING	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
VOICE	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology

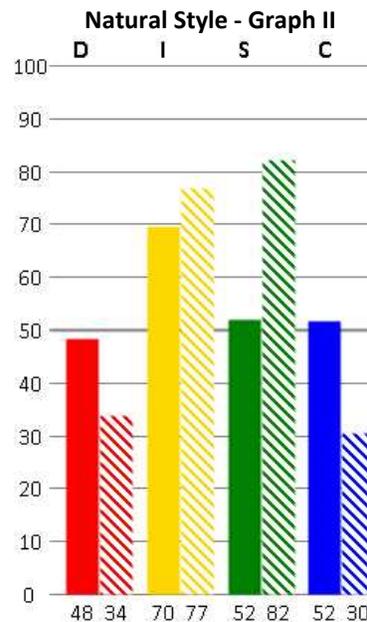
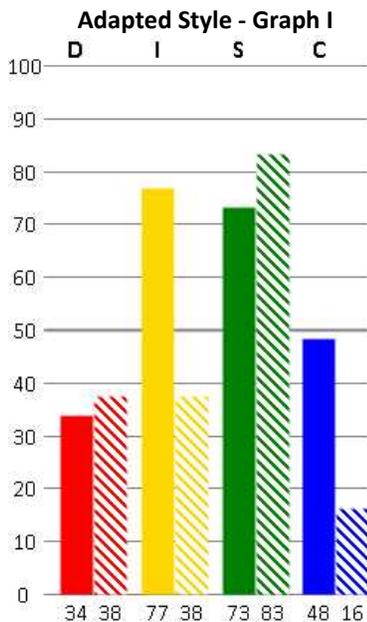
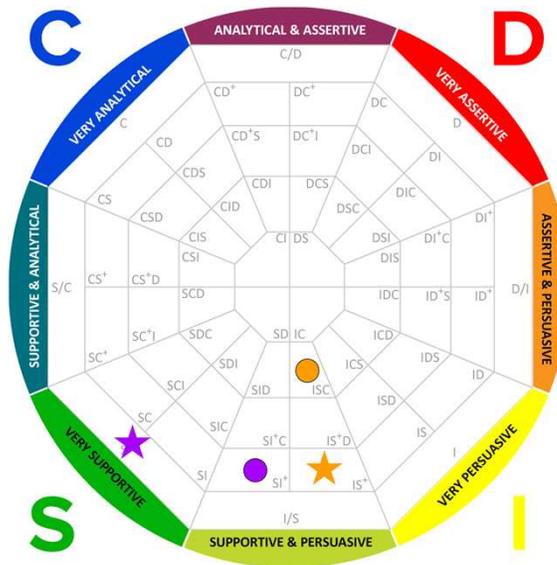


DISC scores of Jennifer and Rebecca

This DISC Collaboration Report shows how Jennifer and Rebecca interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.

- Jennifer Carson**
- = Natural Behavioral Style
 - ★ = Adapted Behavioral Style
 - ▨ = Bar Graph

- Rebecca Bell**
- = Natural Behavioral Style
 - ★ = Adapted Behavioral Style
 - ▨ = Bar Graph



Classical DISC style overview

The behaviors of **Jennifer** and **Rebecca** displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how **Jennifer** and **Rebecca** typically function in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by **Jennifer** and **Rebecca** based upon the interpersonal dynamic of their relationship.

Jennifer Carson's DISC style: Coach

Coach Style Overview

Coaches are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal connections and positive feelings.
- **How others are valued:** Favorable recognition of others; finds the basic decency in them.
- **Influences group:** Through personal relationships and being open to others' ideas, problems and needs.
- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **"Watch-out-for":** Can become too tolerant and may avoid needed direct confrontations.
- **When under pressure:** Can become too accommodating, trusting and sharing too much with others.
- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

Rebecca Bell's DISC style: Harmonizer

Harmonizer Style Overview

Harmonizers balance both interpersonal connections and goals/objectives. They are supportive, make others feel included, and extend a hand of friendship. They tend to be well organized and deliver effective results. Being service oriented, the Harmonizer style is quite good at taking on/helping with tasks that others may struggle with themselves. They do not like conflict and may avoid connections with assertive individuals.

- **Emotional characteristic:** Responds to affection and praise, rejects aggressive behaviors by others.
- **Goals:** Being accepted and appreciated by others.
- **How others are valued:** By other's willingness to include the Harmonizer in activities and processes.
- **Influences group:** Offering friendship and a willingness to listen.
- **Value to the organization:** Blends well with others; supportive and team oriented.
- **"Watch-out-for":** Overuse of kindness and accommodation.
- **When under pressure:** Will rely on influencing with information of calling upon personal relationships to address the current issue.
- **Fears:** This style seeks to avoid conflict, anger and disharmony.

Strengths of **Jennifer** versus strengths of **Rebecca**

Jennifer and **Rebecca** likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can **Jennifer** & **Rebecca** best utilize their strengths when working together?

Jennifer's strengths:

- Your strong optimism helps motivate the team toward their goals.
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to negotiate conflicts into win-win situations.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You are able to build positive relationships with internal and external stakeholders.
- You demonstrate a high degree of patience in working with others.
- You possess a positive sense of humor and never make jokes at the expense of others.

Rebecca's strengths:

- Optimistic, enthusiastic, self-motivated and goal-directed, you are often able to spread your self-motivation to others.
- You are an excellent teacher or coach to others on the team, especially in situations requiring patience and specialized skills.
- You bring an extensive base of both knowledge and expertise that can be tapped in getting a job done.
- You are able to meet new people with poise and confidence.
- You are typically ready, willing, and able to assist others with a specialized project. All they have to do is ask.
- Your people-oriented nature allows you to build large networks of contacts with both internal and external stakeholders.
- You have a rare ability to calm people who are angry or upset.

Work style tendencies

Work Style Preferences provide useful insights as **Jennifer** and **Rebecca** work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

Jennifer's work style tendencies:

- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You are perceived by others on the team as a good listener.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.

Rebecca's work style tendencies:

- You show an extremely high level of patience when working with others.
- You are not easily angered while on the job, although you may take some of the anger home to vent.
- You tend to be more modest than egocentric, and as a result you are able to work well with a variety of other styles.
- You work very effectively in specialized areas and may serve as the "glue" that holds a complex project together.
- When dealing with work routine, stability is important to you.
- Because of your high degree of patience, some may see you as a teacher, mentor, or coach when it comes to dealing with complex projects or problems.
- Cooperative by nature, you are more likely to say "yes" when asked to help out with a colleague's project or problem.

Motivations – Ideal environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, **Jennifer** and **Rebecca** can create an environment where they are most likely to be able to be self-motivated and motivate each other.

Jennifer tends to be most effective in environments that provide:

- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A participatory manager or board with whom a democratic relationship has been established.
- Specialized assignments that also involve working and communicating with a variety of people.
- Support and appreciation of your individual efforts.
- A favorable working climate containing positive attitudes and optimistic spirit.

Rebecca tends to be most effective in environments that provide:

- Identification with the team or greater organization.
- Established practices, procedures, and protocols.
- Sufficient time to adjust to procedural changes in the workplace.
- Specific lines of authority and structure for reporting problems.
- Appreciation for your long hours and work ethic on tough projects and assignments.
- Few sudden shocks or unexpected problems.
- An environment relatively free from interpersonal conflict and hostility.

Communication plans

The following suggestions can help **Jennifer** and **Rebecca** understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

When communicating with **Jennifer**, **DO**:

- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Be candid, open, and patient.
- Ask for Jennifer's input regarding people and specific assignments.
- Show sincere interest in Jennifer as a person.
- Plan to talk about things that support Jennifer's dreams and goals.
- Provide assurances about Jennifer's input and decisions.
- Present your ideas and opinions in a non-threatening way.

When communicating with **Jennifer**, **DON'T**:

- Talk down to Jennifer.
- Be impersonal or judgmental.
- Be vague or ambiguous.
- Be overly task-oriented.
- Leave the idea or plan without backup support.
- Let the discussion with Jennifer get caught in dreams too much, otherwise you'll lose time.
- Offer assurances and guarantees you can't fulfill.

When communicating with **Rebecca**, **DO**:

- Ask for Rebecca's input, and provide assurances regarding decisions.
- Offer input on how to make the ideas become reality.
- Provide testimonials from people Rebecca sees as important and prominent.
- Plan to talk about things that support Rebecca's dreams and goals.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Be certain that individual responsibilities are clear, and that there are no ambiguities. Put the details in writing.
- Attempt to be engaging, stimulating, and fast-paced.

When communicating with **Rebecca**, **DON'T**:

- Be domineering or demanding.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Manipulate or bully Rebecca into agreement.
- Force Rebecca to agree quickly with your objectives and position. Instead, provide some time for Rebecca to warm up to the ideas and for mutual ownership.
- Threaten with position or power.
- Be impersonal or judgmental.
- Be rude, abrupt, or too fast-paced in your delivery.

Struggles of Jennifer versus struggles of Rebecca

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Jennifer's and Rebecca's struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

Jennifer's struggles:

- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.

Rebecca's struggles:

- You may be overly optimistic in judging others' abilities.
- You may trust people a bit too much and may get burned as a result.
- When sudden change is suggested, you may become indecisive under pressure.
- You could stand to be more decisive and opinionated regarding issues that emerge in the work culture.
- You may be more interested in being liked by others than in making concrete progress.
- You may take some criticism personally, even if it was directed at a work process and not you.
- You may prefer to maintain silence in a negative situation, rather than work in a proactive way to create changes.

12 Behavioral Tendencies – Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. Each person is not just one of these styles, rather a result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way the DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary for both individuals, and the following pages deliver more detail about each of these measurements.

When comparing the results, be aware that neither person is right nor wrong in their behavior. These behavioral tendencies can be alike or different, but as long as both people understand how they will each behave, interactions can be mutually beneficial.

Behaviors	Jennifer	Rebecca
Self-Reliance <i>How this individual works within a team.</i>	Collaborative	Collaborative
Personal Drive <i>How this individual's own goals move things forward.</i>	Situational	Others-driven
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Situational	Situational
Building Rapport <i>How this individual focuses when interacting with others.</i>	Relationships-Focused	Relationships-Focused
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Situational	Situational
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Situational	Social
Change Resistance <i>How this individual resists engaging with change.</i>	Situational	Reluctant to Change
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Situational	Situational
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Consistency
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Situational	Situational
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Situational	Intuition-based
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Situational	Predictability



12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for each person based on the Natural style tendencies. The scores and statements reveal which style combinations are most observable and describe how each person will express the tendency based on their individual DISC blend.

Interpretation Notes:

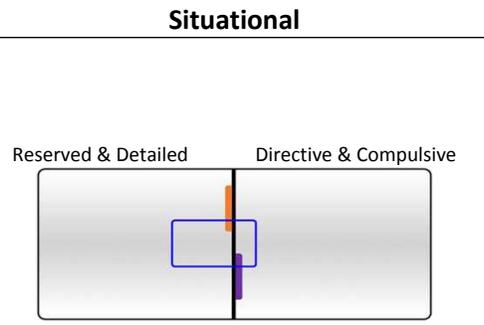
- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI – Clearly observed in most situations, seen more often
 - HM – Frequently observed in many situations
 - MOD – May or may not be observed depending on the situation
 - LM – Sometimes observed in some situations
 - LOW – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how each person will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation..
- General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

	Situational
<p style="text-align: center;">Self-Reliance</p> <p>Jennifer (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p> <p>Rebecca (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p>	<p style="text-align: center;">Collaborative Directive</p>
<p style="text-align: center;">Personal Drive</p> <p>Jennifer (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.</p> <p>Rebecca (LM): Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p>	<p style="text-align: center;">Others-driven Self-Driven</p>

Providing Instruction

Jennifer (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

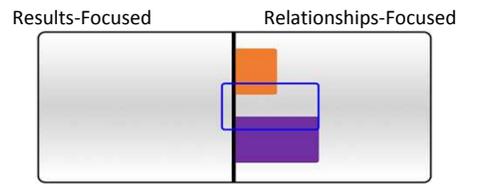
Rebecca (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.



Building Rapport

Jennifer (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.

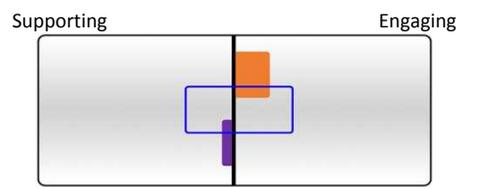
Rebecca (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.



Customer & Team Interaction

Jennifer (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.

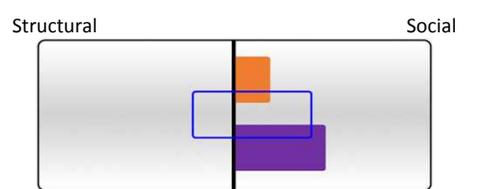
Rebecca (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.



Expressing Openness

Jennifer (MOD): Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.

Rebecca (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

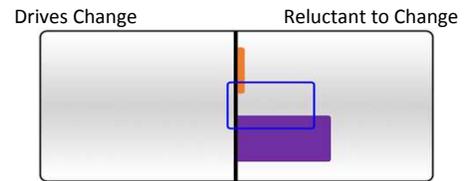


Situational

Change Resistance

Jennifer (MOD): You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.

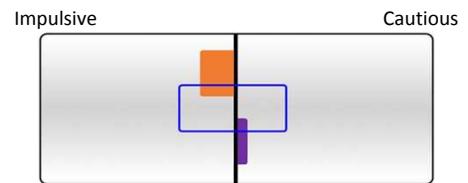
Rebecca (HM): You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit



Careful Decision Making

Jennifer (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.

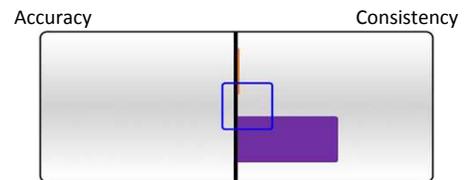
Rebecca (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.



Work Process Alignment

Jennifer (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

Rebecca (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

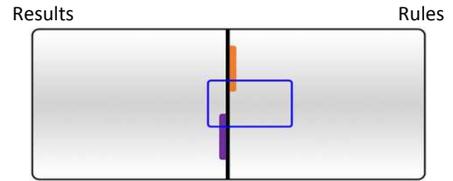


Situational

Prioritizing

Jennifer (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

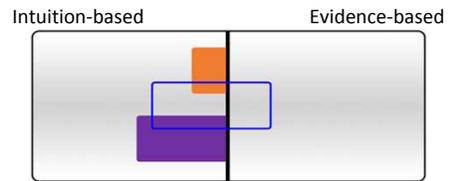
Rebecca (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.



Reasoning

Jennifer (MOD): You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.

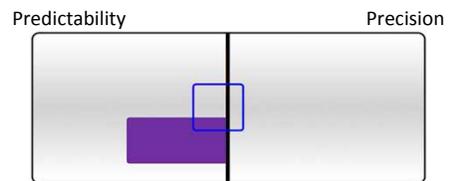
Rebecca (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.



Accuracy

Jennifer (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning.

Rebecca (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.



So Now What?

This report is filled with information about **Jennifer's** and **Rebecca's** style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for **Jennifer** and **Rebecca** to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!



Disclaimer

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