

# My Self-Study Workbook

FinxS®

This workbook is based on the responses given in the Extended DISC® Behavioural Assessment Questionnaire. The purpose of this workbook is to provide supporting information for the respondent in self-development. The workbook should not be the sole criterion for making decisions about oneself.

## Sam Sample

Organisation:

FinxS

Date:

01.12.2021



## My Self-Study Workbook - Agenda

- Page 3: Introduction to the Workbook
- Page 5: Introduction to the Extended DISC® Model
- Page 6: Considerate vs. Spontaneous
- Page 7: Task-oriented vs. People-oriented
- Page 8: DISC - Dominance / Influence / Steadiness / Compliance
- Page 17: Extended DISC® Diamond
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- Page 21: My DISC Style
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- Page 24: Situations that Reduce My Motivation
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## Introduction to Your Self-Study Workbook

Sam, you have undoubtedly realised that you have some qualities that can help you succeed in life, both business and personal. Similarly, you may have noticed that you may have challenges effectively coping with some situations or some people. Your perceived strengths and challenges are both related to one another. Sometimes your weakness is only an over-used strength - without realising it may just not be the best way to succeed in a particular situation. And sometimes, it is just that the people you are working with prefer another type of approach - and, therefore, they respond negatively to your approach.

A common trait with many successful people is that they understand that:

**In most situations, there is more than one way to reach a solution.** It is not only important to solve a problem, but to understand the different ways to solve it and what the consequences of each solution could be. If we always try to solve problems the same way, we will never develop.

**Their opinion is just their opinion - other people are also allowed to share their perception of the situation.** You cannot find the full truth if you are always sitting on the same side of the table. Ask other people why they see the world the way they do. If we never challenge our opinion, we will never develop.

**Understanding why you do what you do is equally important as doing it.** Falling into routines without constantly challenging them is a trap most people easily fall into. We are busy and we "just want to get it done". If we just perform without understanding what we do, we will never develop.

**If you feel stressed about something, it may be because the situation requires you to leave your comfort zone.** Do you focus first on tasks that take more of your energy and stress you, or do you focus first on all the things that are easy for you and do not wear you out? Any development requires entering into new areas, which is energy consuming, stressful and often unpleasant. If we only do things that keep us in our comfort zone, we will never develop.

**Every counter argument increases your understanding of the situation.** We tend to like to spend time with people who share our views and opinions. It feels good to get reinforcement to our opinions and be with same minded people. What do we learn from them? If we do not let other people challenge us, we will never develop.

**We tend to do things that are easy for us - change and success require us to do things that are difficult for us.** We all want to feel good with what we do. If you always succeed and always know what you are supposed to do, you believe people think highly of you - at least you do. If we never let ourselves fail, we will never develop.

**You cannot do everything - surround yourself with people who possess skills you do not have.** We often want to work with people who have experience with the same things as we do, who have the same skills and who think like we do. Sometimes we are afraid to hire a person who is better than we are in some important aspect. If we only work with people with the same skills as we possess, we will never develop.

## How to Work With the Self-Study Workbook

We recommend you first read the introduction and the theory part. It is very important that you understand the 4 Quadrant Model, the four behavioural traits (D, I, S and C) and the Extended DISC® Diamond.

The rest of the workbook you do not need to review in any particular order. You can jump to sections that are of more interest to you and come back to the other sections later. It might be a good idea to work on one section at a time only - and take a break before moving to the next one.

Do not work on the last two sections, "Do you want to change something in your behaviour?" and "Personal action plan" until you have worked through the rest of the workbook.

Take the time it takes - **You are worth it!**

## Very Brief Background of the Extended DISC® Model

The Extended DISC® System is based on behavioural theories that have been used for over 100 years. The power of this model is that it is easy to learn, understand, and use because, at its simplest level, it identifies only four behavioural styles of individuals.

People can be divided in four main styles by identifying if they are more:

1. **People- or Task-oriented.**
2. **Considerate or Spontaneous.**

The resulting four styles are called:

**D Style (Dominance)**

**I Style (Influence)**

**S Style (Steadiness)**

**C Style (Compliance)**

The following pages describe in detail how the four styles were developed from the two continuums (People vs. Task-oriented and Considerate vs. Spontaneous).

## The DISC Behavioural Styles - The Key points:

In the following pages you will learn more about the four DISC Styles. As you get comfortable with their own unique traits and tendencies, please keep the following important points in mind:

- None of the styles are better or worse.
- All the styles have strengths and development areas. They just happen to be different.
- Your style does not limit what you can accomplish or how successful you can be. It simply predicts how you tend to do things.
- Very few people have just one style dominating their behaviour, but typically people have two or three dominant styles

## Horizontal Axis: Considerate vs. Spontaneous

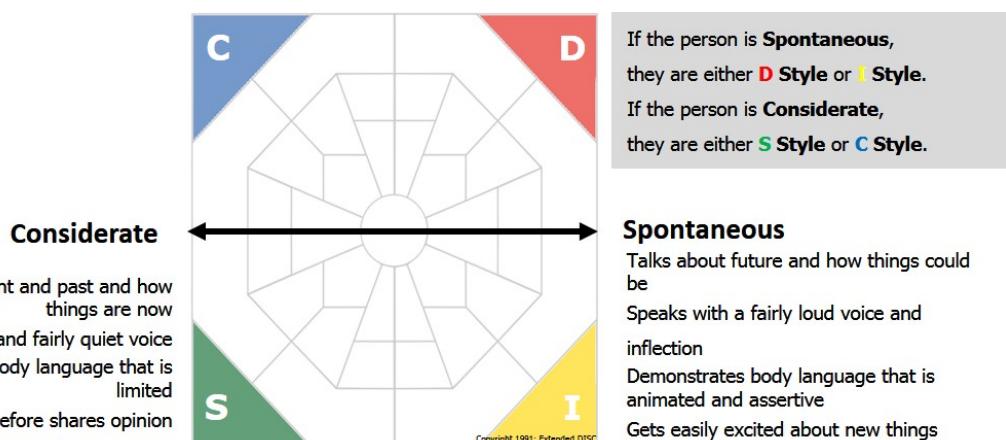
The following classification is not "on/off". People are not always either "considerate" or "spontaneous", but most of us are clearly "more considerate than spontaneous" or "more spontaneous than considerate". In order to make a clear difference between the two ends of the continuum, we assume here people are either considerate or spontaneous.

The illustration below describes the two types of individuals, considerate and spontaneous. Try to think of situations in your life when you have to (or have had to) be more considerate and when more spontaneous. Which one do you need to be more now? Which one do you like more? Which one is more natural to you?

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### FinxS Workbook

If the individual is Considerate, they are either S Style or C Style.

- Talks about present and past and how things are now
- Speaks with a calm and fairly quiet voice
- Demonstrates body language that is limited
- Wants to analyse before shares their opinion

If the individual is Spontaneous, they are either D Style or I Style.

- Talks about future and how things could be
- Speaks with a fairly loud voice and inflection
- Demonstrates body language that is animated and assertive
- Gets easily excited about new things

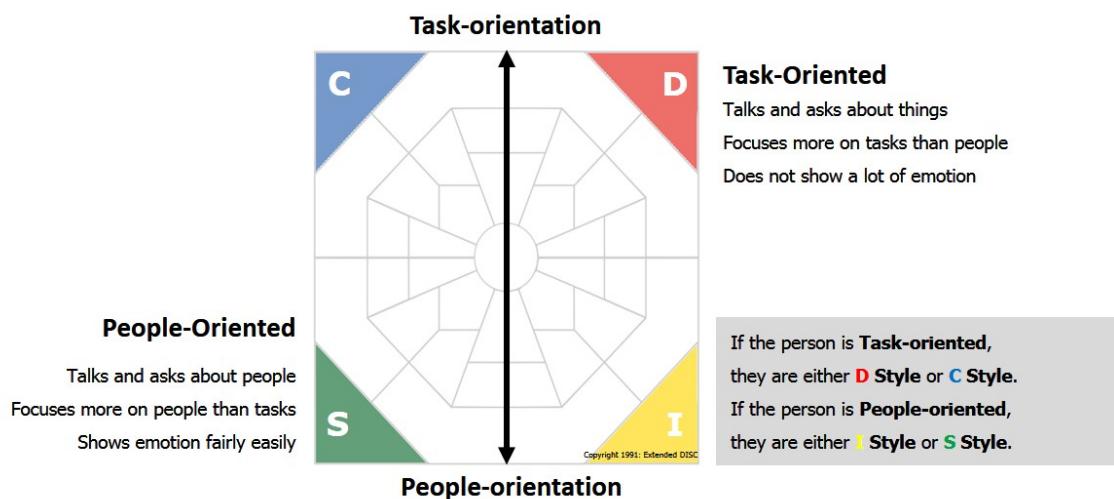
## Vertical Axis: Task-oriented vs. People-oriented

The illustration below describes the two types of individuals, task-oriented and people-oriented. Try to think of situations in your life when you have to (or have had to) be more task-oriented and when more people-oriented. Which one do you need to be more now? Which one do you like more? Which one is more natural to you?

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**If the individual is Task-oriented, he/she is either D Style or C Style.**

- Talks and asks about things
- Focuses more on tasks than people
- Does not show a lot of emotion

**If the individual is People-oriented, he/she is either I Style or S Style.**

- Talks and asks about people
- Focuses more on people than tasks
- Shows emotion fairly easily

## D - Dominance

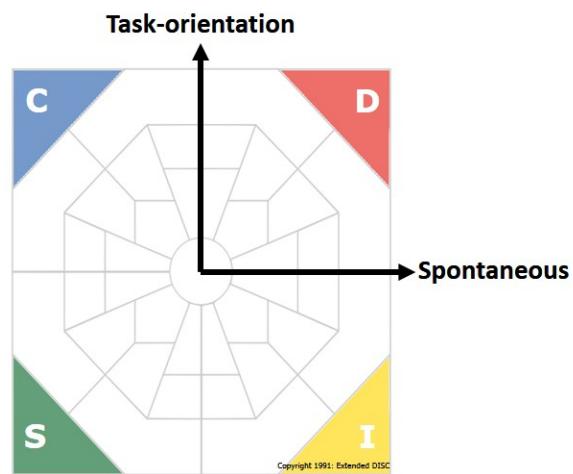
**D-style = Spontaneous and Task-oriented**

**This is how to recognise D Styles:**

**Talks about:** Goals, oneself, hard values (money, revenue, profits) results, change.

**How to identify D Styles:**

- Is decisive and assertive
- Very impatient
- May interrupt you
- Is direct, says what thinks
- "What's the bottom line?"
- Focuses on the big picture
- States own opinions as facts
- "How does this benefit ME?"
- Often appears to be in a hurry
- Makes decisions quickly, almost hastily
- May talk to many people at the same time
- May have difficulty understanding others' viewpoints/feelings



**"I never worry about action, but only inaction." - Winston Churchill**

The D Style is the most aggressive and assertive of the four styles. D Styles tend to be quite competitive and results-oriented. As a result, you may identify D Styles as being quite aggressive, blunt and even rude. Under pressure they can appear to have a lack of concern for others. They do not want to lose control. D Styles want to be in charge and have the power.

D Styles prefer to move fast, take risks and get things done now. They like change and challenges. D Styles may also often want to create change.

D Styles can also be impatient and overbearing. They are often not very good listeners and are prone to make snap decisions.

**Motto:** I did it my way.

**Focus:** Actively controls tasks and things.

**Under pressure – Lack of concern.** This refers to D Styles' tendency to overlook how their actions and behaviours affect others.

**Fear – Loss of control.** This refers to D Styles' desire to be in charge. They do not want to give up control.

**Favourite question:** What? (What is the bottom line? What is in it for me?)

**Communication Style:**

- Often to only one direction – he/she talks and expects others to listen
- Expresses own opinions as facts that need no further discussion
- May be blunt and challenges others
- Interrupts others often

In your current or past life, you certainly have met people with dominant D Style. Based on your observation, what was special about them? How did you relate to them?

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## I - Influence

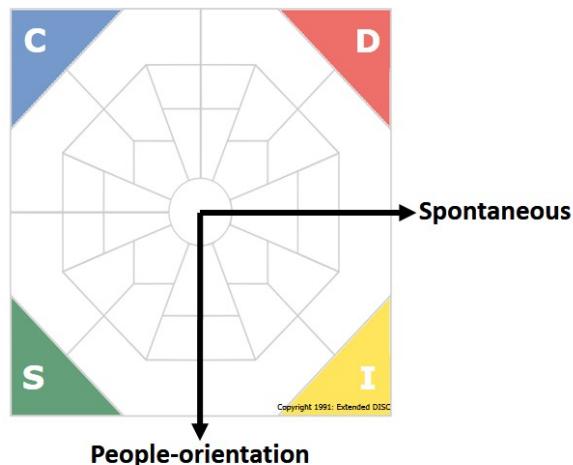
### I Style = Spontaneous and People-oriented

#### This is how to recognise I Styles:

**Talks about:** People they know, team-spirit, good things, future, oneself

#### How to identify I Styles:

- Talks a lot
- Is animated
- Is open and friendly
- Appears unorganised
- Does not listen for long
- Stays away from hard facts
- Does not pay close attention
- Jumps from subject to subject
- Does not focus much on details



**"Why fit in when you were born to stand out?" - Dr. Seuss**

I Styles are outgoing, social, and talkative, and like to be the centre of attention. They like to interact with others and meet new people. They do not like to focus on details, or spend a lot of time by themselves. Others tend to perceive I Styles as very friendly, enthusiastic and animated.

I Styles are the influencing and interactive individuals who shake up their environment by bringing others into alliance with one another. They know what they want, align everyone together to get it done, and want everyone to like them as they move forward. Social acceptance is very important for I Styles – they like to be liked.

I Styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I Styles tend to be positive and good at influencing others.

I Styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and eager to be popular. Others may perceive I Styles as somewhat careless, impulsive and lacking follow-up.

**Motto:** "I am a nice person. Everyone should like me."

**Focus:** Actively involved with people and emotions.

**Under pressure – Disorganised.** I Styles have a tendency to focus so much on people that they may overlook details and tasks.

**Fear – Social rejection.** I Styles have a strong desire to be liked by others.

**Favourite question:** Who? (Who is going to be at the meeting? Who else is using this?)

### Communication Style:

- Selling and inspiring
- Talks a lot, but not about details
- Avoids unpleasant subjects
- Good at providing positive, constructive feedback
- Not always direct

In your current or past life, you certainly have met people with dominant I Style. Based on your observation, what was special about them? How did you relate to them?

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## S - Steadiness

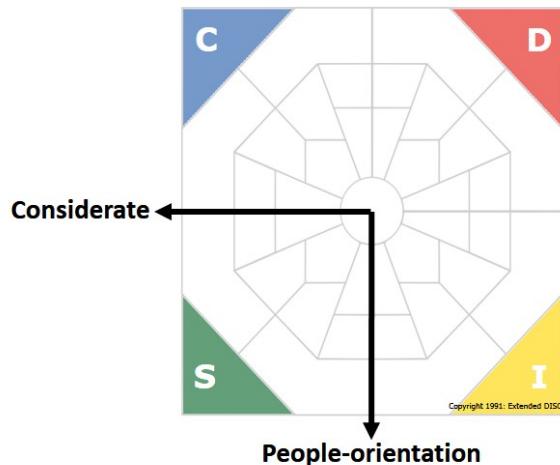
**S Style = Considerate and People-oriented**

**This is how to recognise S Styles:**

**Talks about:** Agreements, principles, past, proofs, one's team, right and wrong

**How to identify S Styles:**

- Is easy-going
- Appears calm
- Listens carefully
- Appears thoughtful
- Nods and goes along
- "Let me think about it"
- Likes own physical space
- Does not get easily excited
- Ponders alternatives, slow in making decisions
- Asks questions and inquires about the specifics
- Seems to have strong opinions but does not express them vocally
- Completely new ideas/things seem to make him/her uncomfortable



**"Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb." - Calvin Coolidge**

S Styles are steady, calm and laid back. While they do like interaction with other people, they are more reserved and less animated than I Styles. S Styles prefer things to remain the same because changes and surprises threaten their sense of security. Family and friends tend to be very important to S Styles. They often defend their own group or team almost emotionally; fairness and justice are very important to S Styles.

S Styles are reliable and stable with an emphasis on cooperating with whoever is in charge to carry out the tasks. They say: "Tell me what, when and how you want it done and I'll be glad to do it." If you do not give me enough details, I won't get started because you might blame me if it gets done wrong."

Since S Styles prefer stability and security, they tend to resist change and need support with it. They want to know how the change will affect their lives. S Styles are also prone to be hesitant in their actions and decision-making. This is primarily caused by their desire to consider others and for everyone to get along.

**Motto:** If it's not broken, let's not fix it.

**Focus:** Involved with familiar people.

**Under pressure – Too willing.** S Styles' have a tendency to be accommodating and polite. Often they say "yes" too easily.

**Fear – Loss of stability.** S Styles have a desire to have a stable and secure environment. Change can be challenging for S Styles.

**Favourite Question:** How? (How are we going to do this? How does this impact us?)

### Communication Style:

- Often only to one direction, he/she listens
- Answers when asked
- Talks calmly
- Creates trust
- Talks about topics he/she masters
- Better in one-to-one situations
- Patient instructor

In your current or past life, you certainly have met people with dominant S Style. Based on your observation, what was special about them? How did you relate to them?

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## C - Compliance (with existing rules and standards)

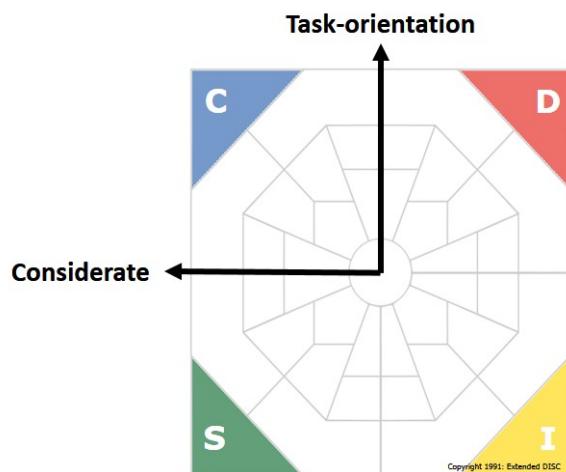
### C Style = Considerate and Task-oriented

#### This is how to recognise C Styles:

**Talks about:** Facts, analyses, details, rules, instructions

#### How to identify C Styles:

- Is quiet
- Focuses on details
- Proceeds cautiously
- Asks many questions
- Appears reserved and somewhat timid
- Doesn't easily express disagreeing views
- May have done homework on your products/services
- Studies specifications and other information carefully
- Makes decisions only after studying pertinent facts/issues
- May be very critical; criticism based on facts, not opinions



**"I have no special talent. I am only passionately curious." - Albert Einstein**

C Styles are the most analytical of the four behavioural styles. C Styles can be very detail-oriented, focusing on facts, information and proofs. They are comfortable working alone and are the most reserved of the four styles. C Styles are logical and methodical in their approach.

C Styles are cautious and compliant to their own high standards. Their emphasis is to work with the existing circumstances to ensure the quality of the product or service. C Styles make sure that everything works the way it should.

C Styles are sometimes too critical of others. They expect everyone to follow their standards. Their attention to detail and correctness can be perceived as fussy by others. C Styles' desire to do things correctly can also slow down their decision-making. They can over-analyse issues and need a lot of information.

**Motto:** "If we do not have time to do it right, do we have time to do it over again?" As a result, C Styles are good in ensuring quality control.

**Focus:** Analyses tasks and things.

**Under pressure – Overly critical.** C Styles have a tendency to be so focused on the details that they often find mistakes and errors. The other styles may find C Styles too critical.

**Fear – Criticism of work.** C Styles want to be correct and to produce high-quality work. They do not want to make mistakes.

**Favourite question:** Why? (Why does is work this way? Why should we do it?)

### Communication Style:

- Better in written communication
- Doesn't express disagreeing views
- Includes a lot of facts and details
- May miss the big picture
- Doesn't talk about opinions or abstract matters
- Extremely diplomatic

In your current or past life, you certainly have met people with dominant C Style. Based on your observation, what was special about them? How did you relate to them?

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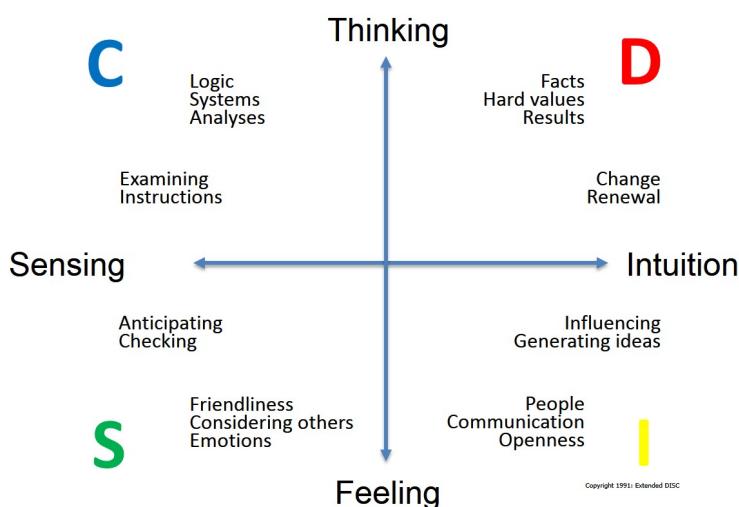
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## THEORY BEHIND

The Extended DISC® System is based on a psychological theory developed in the 1920's. Carl G. Jung created the foundations for the theory in his book *The Psychological Types* (Die Psychologische Typen). His ideas were based on defining two behavioural axes; **Sensing-Intuition** (Considerate-Spontaneous in this workbook) and **Thinking-Feeling**, (Task-orientation-People-orientation in this workbook) and the four main behavioural traits that they composed. The work of Jung was further developed by William Moulton-Marston who defined a four dimensional behavioural map. As a result, the four-quadrant thinking of human behaviour was developed.

The original DISC reference framework was developed at the end of the 1940's and the beginning of the 1950's. It uses regression analysis to separate the combined four basic behavioural styles from each other and makes them into independent and even interdependent behavioural styles. This also makes it possible to have a framework of millions of human reaction modes that can be transformed by using different techniques, into a smaller, more usable quantity.



**Sensing** refers to a person who prefers to analyse things properly and spend time making sure every action is the correct one. They want to get the facts and rules but also know how people want them to apply the facts in a particular situation. They are more comfortable in maintaining an effective rhythm than starting new projects continuously.

**Intuition** refers to a person who looks for challenge, freedom, achievements, renewal and creativity. Starting new projects and exploring new ideas is very fascinating for them. They prefer to do several things simultaneously and are always open to changing direction. Behaving impulsively in impromptu situations is natural for them.

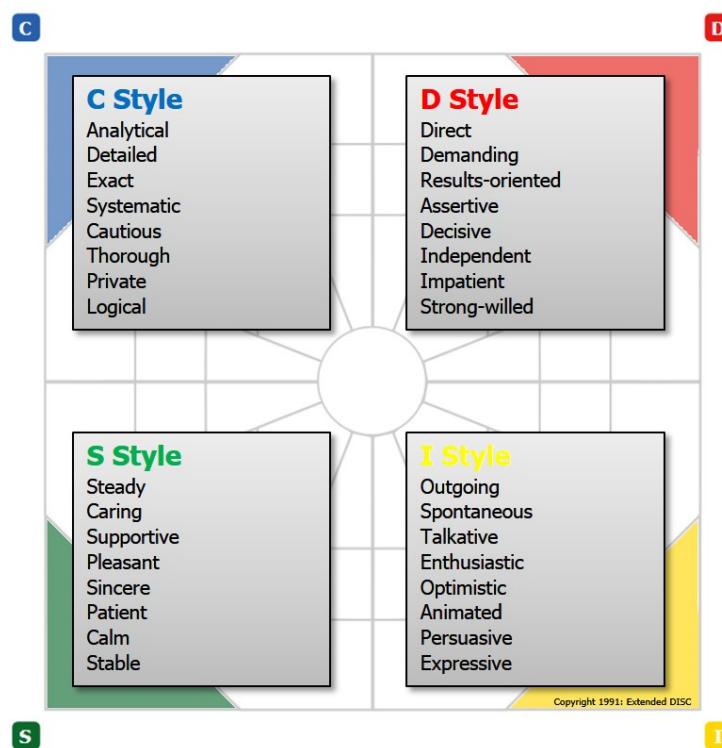
**Thinking** refers to a person who values facts, goals, rules, achievements and personal freedom. They want to have personal goals and want to work independently. Efficiency is very important for them. They may easily assume distance from other people to achieve their goals.

**Feeling** refers to a person who needs to know others' opinions before making a decision and to whom exchanging opinions and feelings is important. They are a team player and want to share both information and responsibility. A good atmosphere and a feeling of togetherness are important for them.

## Extended DISC® Diamond

Combining the "Considerate - Spontaneous" and "Task-oriented - People-oriented" continuums together forms the basis of the Extended DISC® Diamond. The Diamond consists of 160 different combinations of behavioural preferences. In each of the traits, one of the four main behavioural traits is dominant, having its place in D, I, S or C quadrant. Most of this workbook uses an easy-to-use version of the Extended DISC® Diamond that focuses on the four main areas.

The below version describes the four main areas using attributes. Even though each of the attributes relates best to the area where it is placed, the purpose of the image (like the other images later in this workbook) is to provide an overall understanding of that area.



Read through the lists of attributes in the above image and come up with situations that each of the four main behavioural types would feel most comfortable.

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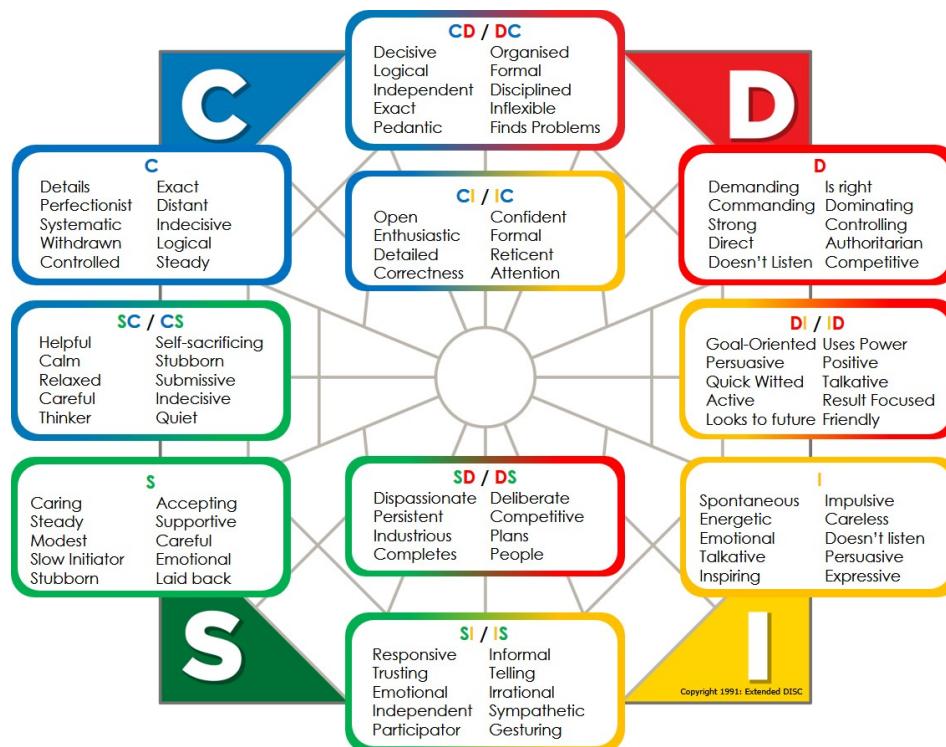
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## Combinations of the four behavioural traits

Some of the charts we will use in this workbook use the different combinations of the four main behavioural traits: D, I, S and C. For example, IS means the person uses the two traits almost equally (with preference for I) in their natural response and behaviour.

The below image shows an example of a situation when the different combinations are used for describing different types of behavioural preferences.



Read through the lists of attributes in the above image and come up with comments that opposite types of people might say about each of the combinations of two behavioural types (like I about C, for example).

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## THEORY BEHIND

The origins for the DISC behavioural types were created by Jung and in their present format was developed by William Moulton-Marston (Moulton Marston, W., "Emotions of Normal People", Harcourt Brace, 1928). PLEASE NOTE: Marston's terminology for describing the types reflects the time when he wrote them:

### The attributes describing **Compliance** were:

- Fear
- Timidity
- Caution
- Weak will
- Swimming with the stream
- Candor
- Getting down to brass tacks
- Being a realist
- Adapting to
- Yielding to
- Resignation
- Bearing one's burdens
- Humility
- Respect
- Awe and tolerance

### The attributes describing **Dominance** were:

- Ego-emotion
- Aggressiveness
- Rage
- Self-assertion
- Will
- Determination
- High-spirit
- Courage
- Nerve
- Boldness
- Purposiveness
- Persistency
- Power
- Pioneer
- Spirit
- Strength of character
- Doggedness
- Ego centrality

### The attributes describing **Submission** were:

- Willingness
- Docility
- Sweetness
- Kindness
- Tender-heartedness
- Benevolence
- Generosity
- Being admired
- Being tractable
- Being an easy mark
- Altruism
- Unselfishness

### The attributes describing **Inducement** were:

- Persuasion
- Attraction
- Captivation
- Seduction
- Convincing a person
- Making an impression
- Alluring and luring others
- Personal charm and magnetism
- Selling an idea or oneself
- Winning a person's confidence and friendship

The colour coding of the main behavioural types is based on theories of colour and behaviour. The colour red is a symbol of fire, activeness and forcefulness symbolising the strong and self-determined character of D. The colour yellow reflects the shiny, open, positive atmosphere often associated with I. The colour green is a symbol of harmonious, gentle and environment caring behaviour of S. The colour blue is often associated with the cold, clear and clinical behaviour of C.

## Your Results

The rest of this workbook will focus on your results. Your results will be mirrored against the different aspects of our daily work life. Please note that all feedback in this workbook is the result of your answers to the scientifically validated Extended DISC® Behavioural Analysis Questionnaire. They are a description of how a person with the same DISC Style as you typically behaves and is seen by other people. It may well be that you have already given special focus on developing some aspects of your behaviour, thus extending your flexibility zones from what it naturally would be. That natural flexibility zone is what this workbook can and will focus on.

Before you start, we would like you to think if there are any specific areas in your life that:

- You consider challenging at the moment
- You would like to be able to do

Alternatively, if you are thinking about your current or future career, are there any specific areas that you are wondering how well you will succeed in them.

Write down those expectations before you start working with your results. It always helps if you know what you want to achieve.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

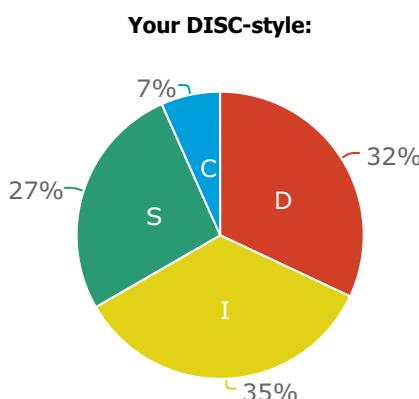
5 \_\_\_\_\_

6 \_\_\_\_\_

7 \_\_\_\_\_

## My DISC Style - Extended DISC® Pie

Each of us have all four DISC Styles in varying degrees. The Extended DISC® Pie below shows your DISC Style. The DISC Style(s) with the higher percentage(s) are more comfortable for you and will require less energy. The DISC Style(s) with the lower percentages will be less comfortable and require more energy from you.



## Sam at a Glance

The following is a description of how others are likely to perceive you. In other words, while the text describes your typical behaviour as seen by others, you certainly can modify your behaviour to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

### How Others May Perceive You:

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

### How Others May Perceive Your Communication Style:

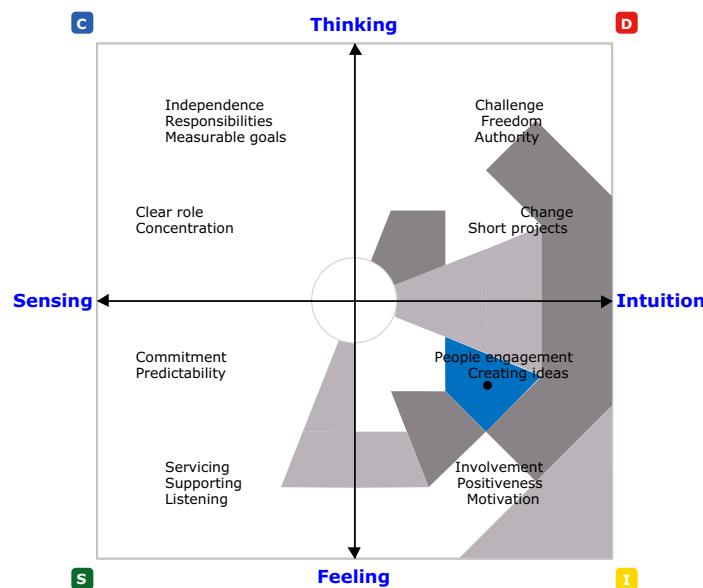
This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

### How Others May Perceive Your Decision-making:

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

## My DISC Style - Extended DISC® 4Q Model

The below image shows your flexibility zones on the Extended DISC® 4Q Model. The shaded area illustrates the area that is most comfortable to you. That area consumes the least amount of energy from you and is natural to you. When you need to leave your comfort zone, it requires more conscious behaviour, such as more thorough preparation, planning and concentration. Even though you can succeed well with these behaviours, they consume more energy from you. As a result, you are likely to benefit most if you were to have support when leaving your comfort area.



Look at the above image and identify tasks in your current/past work role that were clearly in your comfort zone and those that required more energy from you.

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## My Motivators

You tend to like and feel comfortable with these items. Most likely, the more you can work in an environment like this, the more energy you have and the more motivated you are. Are you taking advantage of your comfort areas?

Sam is motivated by social human contacts, good human relationships, acceptance in the team and co-operation. Actually he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organised company. Sam also needs a certain amount of freedom.

You are more likely to respond positively and feel energised if these factors are present in your work environment:

- Good and lively friends
- Positive and excited atmosphere
- Freedom in how to take care of responsibilities
- People who are easy to get involved
- Openness in communication
- Freedom from detailed tasks
- Opportunity to join in
- Free discussion
- Lofty ideas and changes to work with them
- Having own opinion been heard
- New opportunities
- Positive way to promote things

Identify three *Motivators* that are being fulfilled in your current position.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

How can you increase their effect on your performance? Be specific.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Situations that Reduce My Motivation

All of us face situations on a daily basis that we do not like much and tend to drain our energy levels. The following is a description of an environment that is likely to decrease your motivation and require more energy from you.

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

### Tries to avoid

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each others' company.

Carefully consider *Situations that Reduce My Motivation*. Be aware of their impact on making your goals a reality. Are you prone to procrastinate with situations/tasks that correspond to items listed above?

**Identify two *Situations that Reduce My Motivation* that create the greatest challenge in your current position.**

1 \_\_\_\_\_

2 \_\_\_\_\_

**How can you decrease their effect on your performance? Be specific.**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## My Strengths

Strengths are items that tend to be easier, more natural and require less energy from you.

Most of us tend to overlook our strengths, even taking them for granted. Do not let that happen to you. Instead, consider the items listed below and think how well you are taking advantage of these valuable behavioural traits. Remember that this is a list of how other people would describe a person with your DISC Style. They perceive them as your strengths!

Please use caution however; remember that an overused strength very often becomes a weakness and a serious liability to our performance.

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

**Identify three Strengths that you can capitalise upon in your current position.**

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

**How can you maximise the impact of your Strengths? Be specific.**

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## My Reactions to Pressure Situations

These are NOT descriptions of your weaknesses or present behaviour. They are items that you should be cautious about since these reactions in pressure situations may become more evident. Understanding how you react to pressure situations can make it easier to deal with them.

- Makes inaccurate assessments
- Operates superficially
- Allows emotions to influence oneself
- Tries to please too much
- Doesn't behave directly
- Doesn't always expose one's real opinions
- Needs popularity
- Spends too much time with people
- Makes mistakes by being inaccurate
- Thinks about oneself a little bit too much
- Gets excited without proper analysis
- Wants to retain friends at any cost

**Identify a recent situation when you exhibited any of the above reactions?**

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**What could you have done differently?**

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## My Stressors

The purpose of this section is to help you to identify the types of situations that cause you stress. The second part lists some of the typical indicators of stress; how others notice you are experiencing stress. Not all possible causes or signs are listed, but those that are typical to your style of person. The last part focuses on ways to alleviate stress. Together with the other workbook tasks, this section can provide you with supporting information on how to help both you, and the organisation you are working for, to create an environment that is the least stressful for you.

### Causes of stress

Losing freedom:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Inability to influence people:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Being put aside:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Unfriendly environment:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	<b>5</b>
Being excluded from communication:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	<b>5</b>

The above is a list of situations/environments that a person with your style usually considers stressful. Read through the list and select **two** that tend to cause stress for you. List the situations when this happens, how you feel at that moment and how you have processed through those stressful feelings.

1 \_\_\_\_\_

2 \_\_\_\_\_

### Signs of stress

Is overly interested in the opinions of others:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Has strong emotional opinions:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Becomes overly concerned about relationships:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Wants to take action without being sure what is the best thing to do:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	<b>5</b>
Becomes over-concerned about relationships and looks attention from everywhere:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	<b>5</b>

"Signs of stress" on the previous page lists behaviours a person with your style typically exercises when feeling stressful. Read through the list and select those that you have noticed in yourself. Write down why you think that behaviour change happens.

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### Stress releases

Allow possibility to talk about the problem from different angles: 

-5	-4	-3	-2	-1	0	1	2	3	4	5
----	----	----	----	----	---	---	---	---	---	---

Give more room to solve the problem independently: 

-5	-4	-3	-2	-1	0	1	2	3	4	5
----	----	----	----	----	---	---	---	---	---	---

Give opportunity to meet people and hear what they say: 

-5	-4	-3	-2	-1	0	1	2	3	4	5
----	----	----	----	----	---	---	---	---	---	---

Emphasise positiveness in solving the problem: 

-5	-4	-3	-2	-1	0	1	2	3	4	5
----	----	----	----	----	---	---	---	---	---	---

Emphasise good team spirit in solving the problem: 

-5	-4	-3	-2	-1	0	1	2	3	4	5
----	----	----	----	----	---	---	---	---	---	---

The above is a list of how others usually can help a person with your style to release stress. Read through the list and select two that you have noticed work for you. List the situations when you have noticed those being helpful to you.

1 \_\_\_\_\_

2 \_\_\_\_\_

Look at the list again. Is there something you may not have realised that actually could work for you? How could you have others help you by using this stress release?

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## THEORY BEHIND

Nobody is immune to stress and anxiety. Similarly, as with other aspects in our behaviour, our stress is also dependent (among other things) on our DISC Style. Different aspects of the work environment cause stress to different DISC Styles. Not only do we stress about different things, but also the way we respond to stress and how we release stress are unique to different DISC Styles. The following is a general presentation of some of the most common causes, signs and releases of stress for different DISC Styles. The Extended DISC® System, when detailing the stressors and levels of stress (like on the previous pages), works on a more detailed level of the assessment results for every individual.



Describe a situation when you have experienced different DISC Styles (or combinations of them) experience stress?

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## My Communication Style

We all have our own unique communication style. When we become aware of how we tend to communicate with others, it becomes easier to make conscious modifications to our style. These modifications improve our effectiveness with others. This section begins first with a general description of your communication style. This will be followed by list of communication situations most and least natural for you.

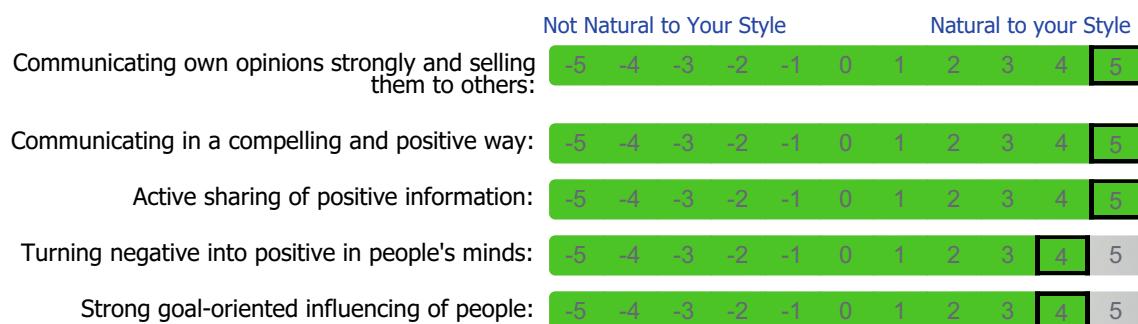
### General description of your communication style

Your message and your communication style come across differently to different people. While you cannot control others, you can be more aware of your natural communication style and how it is perceived by others. Then you can make the necessary adjustments in your interactions with others.

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

### Most natural communication situations for me

The following list shows the five most natural communication situations for a person with your DISC Style. Please note the list is based on your natural behavioural tendencies. It does not take into account what you have learned during your life and career. The most natural communication situations consume the least amount of energy from you, require least preparation and you appear most natural with them.



Focus on the aspects of your communication style that are the most comfortable for you. What impact do they have in your current position? How can you capitalise on them more effectively?

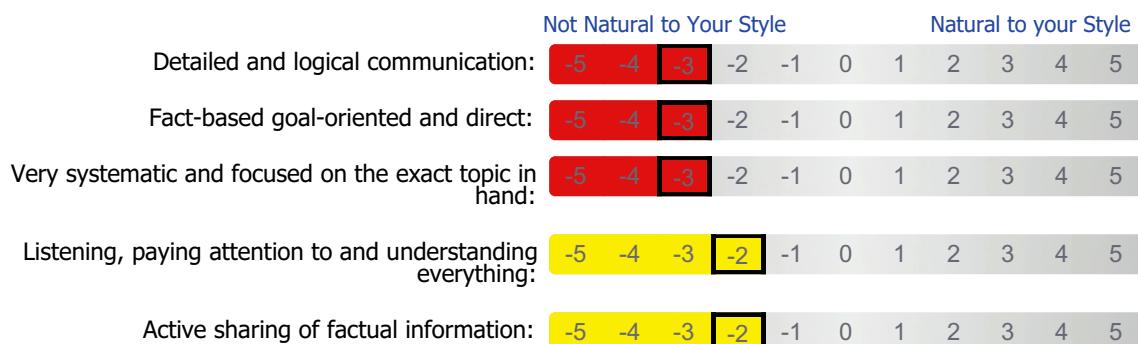
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## Least natural communication situations for me

The following list shows the five least natural communication situations for a person with your DISC Style. Please note the list is based on your natural behavioural tendencies. It does not take into account what you have learned during your life and career. The least natural communication situations consume more energy from you, require more preparation and you may not appear as natural in them.



Identify the aspect of your communication style that are the least comfortable for you. What impact do they have in your current position? What can you do to improve them?

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## My Listening Style

Communication is a two-way process; someone sends a message and another one receives it. Sometimes, we hear people saying: "*he/she is not a good communicator*", when we actually should be saying: "*his/her communication style and my style do not match*". If you want to be an effective communicator, you should not only learn how to adjust your communication based on the audience, but also how to learn to understand what people actually mean when they express their message in a certain way.

Just like you have unique strengths as a communicator, you also have your unique way to listen. The following is a description of listening styles that are most and least typical to a person with your DISC Style. We all can improve our listening skills. The following lists do not include what you may have already learned, but focus on listening styles that are most and least natural for individuals who share your DISC Style.

### Most natural listening styles for me

The following list shows the five most comfortable listening styles for a person with your DISC Style. Please note the list is based on your natural behavioural tendencies. It does not take into account what you have learned during your life and career.



Focus on the aspects of your listening style that are the most typical for you. How well can you use them in your current position? How can you capitalise on them more effectively?

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## Least natural listening styles for me

The following list shows the five least typical listening styles for a person with your DISC Style. Please note the list is based on your natural behavioural tendencies. It does not take into account what you have learned during your life and career. If you are required to listen in a way that is not natural for you, those situations will consume more energy from you and you may not be able to properly focus on understanding the message.

Focusing more on the details than the big picture: 

-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
----	----	-----------	----	----	---	---	---	---	---	---

Focusing on listening without outward reaction: 

-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
----	----	-----------	----	----	---	---	---	---	---	---

Listening carefully without interrupting: 

-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
----	----	-----------	----	----	---	---	---	---	---	---

Paying attention to the facts and details: 

-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
----	----	-----------	----	----	---	---	---	---	---	---

Trying to connect the details to the big picture: 

-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
----	----	-----------	----	----	---	---	---	---	---	---

Identify the aspect of your listening style that are the least comfortable for you. In your current position, are you often in a situation when you are expected to listen in these ways? What can you do to improve them?

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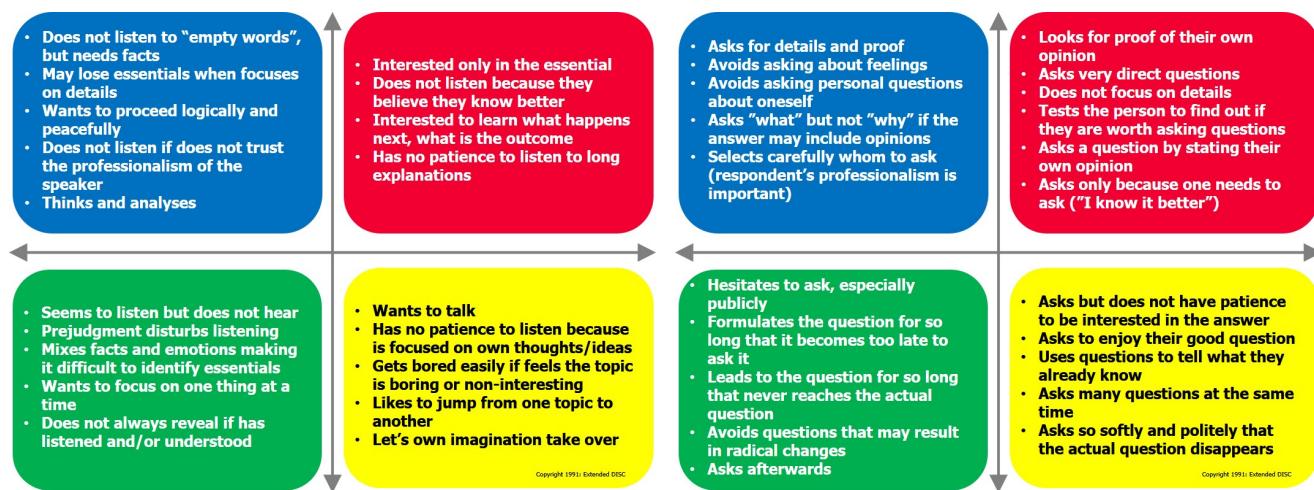
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## THEORY BEHIND

We often consider the two aspects of communication, talking and listening, as separate skills. However, asking questions and listening/hearing the answers is a form of communication that combines the two. Without asking questions in a correct way, you do not hear the answer you need. And without listening to the answer, you will never hear it.

The below two charts focus on the different DISC Styles and how they ask questions and what challenges they may experience in listening to the answers to their questions.



Study the charts above and identify the differences between different DISC Styles. Do you have experience with all of them?

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## My Decision-Making Style

We all have our own most comfortable way of making decisions. We often expect other people to make a decision the same way as we do, which sometimes results with conflicts between people. Some people trust their own judgment and do not ask opinions of others, some prefer to analyse all the details, whereas some base their decisions on their perception of the situation. Additionally, different situations require different ways of making a decision. Sometimes a situation requires a quick decision and it must be accepted that there are risks involved. Sometimes time is not important, but it is important to avoid mistakes.

As you noticed from the above, there is no one best style for making decisions. Successful people are aware of their preferred style and make conscious adjustments based on the requirements of each unique situation. To be able to adjust your style, you first need to be aware of your strengths and short-comings as a decision maker.

### General description of your decision-making style

The following is a description of how other people see you as a decision-maker. It, similarly as the rest of this section, does not take into consideration how you may already have learned and how you adjust your natural decision-making style in your current environment.

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

### General description of your decision-making style in a team environment

The following is a bullet-point list of some of the most typical features of your style of making decisions when your decisions concern other people and when you make them in a team environment concerning the whole team.

- Wants to make quick decisions
- Brings up decisive ideas
- Doesn't analyse all the alternatives

*"It is understanding that gives us the ability to have peace. When we understand the other fellow's viewpoint, and he understands ours, then we can sit down and work out our differences."*  
- Harry S. Truman

### Most natural decision-making styles for me

The following is a list of decision-making styles that is most natural to people with your DISC Style. The more you are toward the right of the scale, the more natural the item is for you. This is also how other people tend to see you as a decision-maker. When you are able to make decisions in a way that is natural for you, you feel more confident and the whole process takes less of your time and energy.



Identify an aspect of your decision-making style that is most comfortable for you. What impact does it have in your current position?

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### Least natural decision-making styles for me

The following list shows the five least natural decision-making situations for people with your DISC Style. Note that the list is based on your natural tendencies. It does not take into account what you have learned during your life and career. Being expected to make decisions in a style that is not natural to you consumes more energy, requires better preparation and you may not appear as comfortable in making the decision.

Being ready to delay a decision until all the details are in place:  -5 -4 -3 -2 -1 0 1 2 3 4 5

Checking every detail when making decisions under pressure:  -5 -4 -3 -2 -1 0 1 2 3 4 5

Collecting all the facts to reach the only possible solution instead of a decision:  -5 -4 -3 -2 -1 0 1 2 3 4 5

Making considered decisions based on detailed analysis:  -5 -4 -3 -2 -1 0 1 2 3 4 5

Making well thought out decisions based on security:  -5 -4 -3 -2 -1 0 1 2 3 4 5

Identify the aspects of your decision-making style that are least comfortable for you. What impact do they have in your current position? What can you do to improve?

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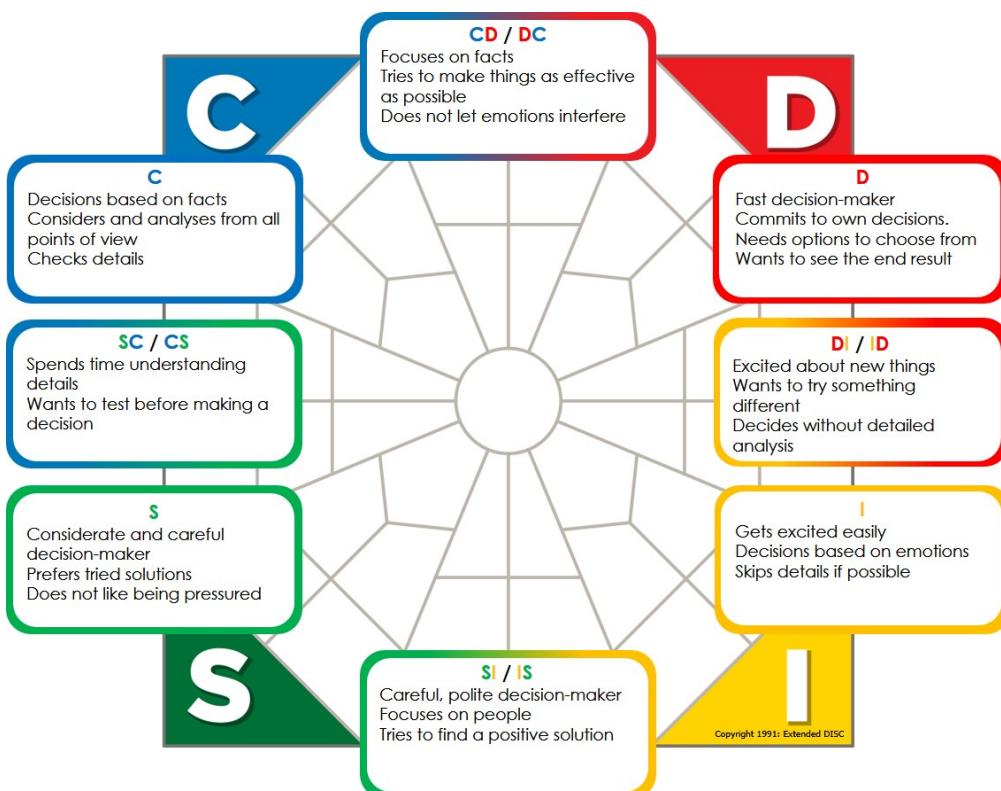
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## THEORY BEHIND

The chart below shows some typical aspects of decision-making for different DISC Styles. As you can notice, we all have our strengths, and shortcomings as a decision-maker. It is important to understand how your decisions tend to be made in each situation.



Study the chart above and try to find a typical decision-making situation for each of the DISC Styles.

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## My Role in a Team Setting

Frequently, we have to work with others to achieve common goals. Teamwork can be enjoyable, yet challenging. By becoming more aware of how we tend to behave in team settings - and how others perceive us - will improve our performance.

Please note there is no ideal team member DISC Style, but each individual can play a valuable role in a team. Actually, if a certain style is not represented in a team, the team is missing something. The following is a description of the most natural role, people with your DISC Style would have in a team. The name given to that role is:

### Influencer

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. They don't stay in one place hesitating and deliberating but believe in their own instinct and spontaneity. They like change and taking part in many different kinds of groups, situations and roles. Other group members see them as an open and sociable person but somewhat superficial and self-absorbed. In reality they are just so full of action that they don't have time to stop and deliberate other people's worries, even if they would like to. They like to bring out their own opinions and try to persuade others onto the side of their group. They aren't very patient listeners. They have to stand out in a group somehow; they find it awful to be an average person in an average group. Concentrating on one thing is difficult for them because they are a lot better at thinking up ideas and starting them than finishing them.

## Your attitude to teamwork

- A means to get people's attention
- A way to get the group motivated
- An opportunity to delegate boring routines away

## Your role within a team

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

## How you motivate the team:

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

## How the team benefits from you:

- The group is able to be renewed - doesn't get stuck
- Group's atmosphere stays open
- Includes people

## How My Team Members Perceive My Style

All of us contribute different talents to the overall team performance. Below is a short list indicating how others in the team are likely to perceive you.

- Aims at simplicity
- Does not deliberate for long
- Applies rules

## How other team members are likely to perceive your role in a team

The following list shows the seven most natural team roles for a person with your DISC Style. Please note the list is based on your natural behavioural tendencies. It does not take into account what you have learned during your life and career. Being able to apply a role that is as close to your natural role as possible usually consumes less energy from you. Also, other team members are likely to trust you more when you can act comfortably.



How well does the above match with your current (or previous) role in a team setting? Are you able to capitalise on your natural strengths in your current team environment? Select three items and plan how you could better utilise them in your current position?

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

### How other team members are NOT likely to see your role in a team

The following list shows seven team roles that do not come naturally for a person with your DISC Style. Please note the list is based on your natural behavioural tendencies. It does not take into account what you have learned during your life and career. Occasionally, or sometimes even typically, we need to leave our comfort zone and take on a role that we feel is not the most natural for us. The most important aspect in succeeding with this is that we understand why the new situation feels uncomfortable for us, and that we understand how we need to adjust the way we would most naturally behave.

	Not Natural to Your Style					Natural to your Style					
Being a specialist concentrating on work, alone:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Steady doer and care-taker:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Influencing team performance by quality control:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Maintaining trust with passive support:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Debarring anything to interrupt focusing on task in hand:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Accurate and demanding emphasiser of quality:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Pleasant in doing routine work and helper of others:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5

How could you increase your performance in team settings to be even more effective? Be specific.

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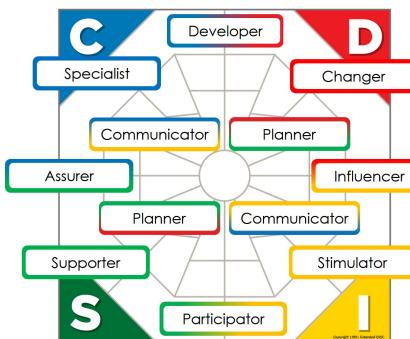
### Becoming a Better Team Member

Sam, below are a few suggestions on how to improve your success working within a team.

- At the end of every day or project, review the completed tasks
- Before problems arise, make clear what your quality expectations and demands are
- Do not force everybody to be friends with everyone
- Learn to control your schedule
- If you make plans, write them down

## THEORY BEHIND

Extended DISC® System divides team functions into roles. Each of the 10 roles has its special strengths and weaknesses. In order to build an ideal team one shouldn't select one person for each role but design the ideal team construct based on the team's goals and responsibilities.



**Changer:** The Changer is the group's lone wolf who wants to control themselves and their actions. The Changer does not care about titles or status, but believes that they are above those.

**Influencer:** An Influencer is someone who creates ideas and wants to move forward. They have a good ability to influence others. The Influencer does not hesitate and deliberate but believes in their instinct and spontaneity.

**Planner:** A Planner is an extremely methodical and systematic person who wants to know where things are going and how to get there. The Planner seeks development and change but wants them to take place with care and consciousness.

**Developer:** A Developer is a very issue-centred and rational person. Even in a group the Developer emphasises their own individuality, sees things their way and does not typically let other people get close to them.

**Stimulator:** A Stimulator is an extremely open and positive person who wants to see - and sees - good in every person and in every situation. The Stimulator seeks positive opportunities and steers away from all negative situations.

**Participator:** A Participator is a pleasant and friendly conversationalist who likes to be with familiar people. They like exchanging thoughts and feelings before moving into action.

**Communicator:** A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. They have an excellent ability to make boring matters interesting.

**Supporter:** A Supporter is a calm person. They do their work at their pace and do not like people who unnecessarily harass or rush them.

**Assurer:** An Assurer is thorough and calm and concentrates on their work. They do not like when people disturb them, and they do not disturb others.

**Specialist:** A Specialist attends to their own matters carefully and lets others take care of their own business. They find it important to do their work as well as possible.

## Do you want to change something in your behaviour?

Extended DISC® assessments and the accompanied training have a basic assumption - there are no good or bad people – we are all unique. Not only are we all unique, but we also all have constant opportunities to make ourselves better human beings. This journey begins by understanding the strengths and weaknesses in our behaviour and by accepting their existence - accepting who we are. If you don't like what you see in the mirror, you will never look at it.

The Extended DISC® System can be compared to a road map. If we do not know where we are, it is obviously very difficult to reach our destination. However, simply knowing our current location is not much better if we do not have any idea in which direction to proceed. Maps provide us with a frame of reference to make intelligent decisions as to where we need to go.

Extended DISC® provides us a framework to help us to make the necessary adjustments at the individual, team and organisational levels to achieve our objectives. The framework is easy to learn, use, and it enhances performance.

You have now gone through the whole workbook. We hope you have had enough time to read everything thoroughly and especially to think of yourself and take notes. If you feel you went through the workbook too fast, feel free to go back to any place in the workbook. This is not a book that you need to read from the beginning to the end. You can go back to any section and make additional notes or modify and further develop your previous ideas.

The Extended DISC® System does not classify people into good or bad. No result is better or worse than another. It is the same as with human beings; we are just different. However, we all may have behaviours or habits that we are not fully happy with ourselves. Sometimes, we may think: *"I hope I could be more..."* or *"I hope I would not always..."*. It may be that going through this workbook brought up some of those development needs, or it may even made you realise something you had not thought about before. We hope it did!

And, we suspect you want to improve something in your behaviour - become a better you. Below you will find some tips on how you may be able to do so with the help of this workbook.

- Always connect the feedback you received in this workbook to your own life. Do not just say: "Yes, this is true" but find real and specific examples from your life when it happened. Was that the best possible behaviour in that situation?
- Do not skip the parts you do not like or just say: "No, this is not me". Instead, ask yourself: "Why was this included in MY report?" Ask people who know you for feedback and if they have ever identified that in your behaviour.
- Read the same part of the workbook and your notes relating to it on different days. Sometimes we just need some time to process the information before being able to comprehend it.
- Ask questions, such as: "How should I behave in that situation?" Find out how different DISC Styles would approach it and what would be your natural approach. Analyse the pros and cons in all those approaches.
- Give other people parts of the workbook to read and comment. You can only see yourself in a mirror. Others can see you from all sides.
- Think of yourself when you are full of energy and an a good mood, compared to being tired, angry or frustrated - does your behaviour differ under those circumstances?

***"Your personality is earned, you have not received it as a gift"*** - Carl Jung

## Personal Action Plan: My Next Steps

Experience has shown creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become more successful.

### My Top 3 Start and Stop List:

Based on what you have learned, discovered and realised through this workbook, list three important items you will **START** doing:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Based on what you have learned, discovered and realised through this workbook, list three important items you will **STOP** doing:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Based on what you have learned, discovered and realised through your workbook, list three important items you will **CONTINUE** doing:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

## What next?

We hope you found this workbook useful in your journey to understand yourself better and to help you become a better you. This workbook was designed to give you a general understanding of who you are, how you are different and unique from others, and how you behave in different everyday situations. We encourage you to regularly come back to the workbook and, especially, to your notes. Research has clearly proved this: We tend to repeat the same behavioural patterns and changing something that has become very natural and spontaneous is not easy and does not happen overnight.

Are you interested in taking this to the next level?

## Extended DISC® Applied Self-Development Workbooks

### My Communication Development Workbook

This workbook will focus on your natural communication style focusing on different aspects of communication. It brings up areas that are natural to you and areas that you may have to work on to succeed. It also provides you with ideas on how the different styles of people respond to your natural communication style. We recommend this workbook as your next step if you are experiencing challenges with communicating with different styles of people, or if communication is a critical part of your current or future career.

### My Leadership Development Workbook

This workbook will focus on your natural leadership style focusing on different aspects of leadership. It brings up areas that are natural to you and areas that you may have to work more with to succeed. It also provides you some ideas how the different types of people see you as a leader. We recommend this workbook as your next step if you are in a leadership position or you expect your career to develop in that direction.

## Contact Information

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