Profile & Assessment Information

DiSC, Change Readiness, CliftonStrengths
& Leadership Practices Inventory® 360

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The DiSC Assessment

The foundation of personal and professional success lies in understanding yourself, understanding others and realizing the impact of personal behavior on others.

For nearly 30 years, 40+ million people worldwide have taken the Inscape DiSC Classic Profile to reduce conflict & improve interpersonal communication, unlocking the door to productive communication and relationships through its DiSC Dimensions of Behavior learning approach.
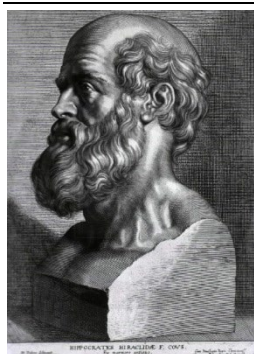
D-i-S-C IS NOT:	D-i-S-C IS:
• A clinical or diagnostic tool	• A communication tool
• Specific to you as an individual	• General to you as a human
• Administered to "Rule people in or out" on a team	• A forced choice instrument with a limited choice set
• Right or Wrong	• Finite

Historical Background of Personality Types

Hippocrates, considered to be the father of modern medicine, believed that personality, behavior, illness and the treatment of illness depended upon an individuals Four Temperaments or Four Humours. Hippocrates created the Four Temperament Model of Human Behavior which correlates each of the four Humours with a personality temperament. Contrary to what critics claim, the Four Temperaments did not hatch from *archaic pagan Greek philosophy*, but rather the scientific process that made Hippocrates the respected physician of his day.

Over 2000 years after the death of Hippocrates, the DiSC® Model of Human Behavior was first introduced by William Marston in 1928 through his book, *The Emotions of Normal People*. In his book, Marston took Hippocrates' Greek titles for each of the Four Humours and assigned simple and single D, i, S, and C letters to each. Though there are now many titles to various models, they all have roots from the same basic four temperaments discovered 400 years before Christ.

The DiSC Dimensions of Behavior

DiSC Classic Profile provides nonjudgmental language for exploring issues across 4 primary Dimensions of Behavior:

DIMENSION	CHARACTERISTICS	DESCRIPTION	% OF POPULATION
DOMINANCE Direct & Decisive	Direct & Guarded	D's are strong-willed, strong-minded people who like accepting challenges, taking action, and getting immediate results	10-15%
INFLUENCE Optimistic & Outgoing	Direct & Open	I's are "people people" who like participating on teams, sharing ideas, and energizing and entertaining others	25-30%
STEADINESS Sympathetic & Cooperative	Indirect & Open	S's are helpful people who like working behind the scenes, performing in consistent and predictable ways, and being good listeners	30-35%
CONSCIENTIOUSNESS Concerned & Correct	Indirect & Guarded	C's are sticklers for quality and like planning ahead, employing systematic approaches, and checking and re-checking for accuracy	15-20%

Your Comprehensive DiSC Guide: Understanding & Relating

DIMENSION:	THIS INDIVIDUAL LIKES OTHERS TO BE:	RELATE TO THEM BY:	BE PREPARED FOR:
DOMINANCE	• Direct • Straightforward • Open to their need for results	• Making communication brief and to the point • Respecting their need for autonomy • Being clear about rules & expectations • Letting them initiate • Showing your competence • Sticking to the topic • Showing independence • Eliminating time wasters	• Blunt and demanding approach • Lack of empathy • Lack of sensitivity • Little social interaction
INFLUENCE	• Friendly • Emotionally honest • Recognizing of their contributions	• Approaching them informally • Being relaxed and sociable • Letting them verbalize thoughts and feelings • Keeping conversation light • Providing written details • Giving public recognition for individual accomplishments • Using humor	• Attempts to persuade or influence others • Need for the limelight • Over-estimating of self and others • Overselling ideas, vulnerability to perceived rejection
STEADINESS	• Relaxed • Agreeable • Cooperative • Showing of their appreciation	• Being logical and systematic in your approach • Providing a consistent and secure environment • Letting them know how things will be done • Using sincere appreciation • Showing their importance to the organizational good	• A friendly approach to colleagues and supervisors • Resistance to change • Difficulty prioritizing • Difficulty with deadlines
CONSCIENTIOUSNESS	• Minimal in their socializing • Detailed • Accurate	• Giving clear expectations/deadlines • Showing dependability • Showing loyalty • Being tactful and emotionally reserved • Allowing precedent to be a guide • Being precise and focused • Value high standards	• Discomfort with ambiguity • Resistance to vague or general information • Desire to double check • Little need to affiliate with other people

Your Comprehensive DiSC Guide: Coaching & Managing

THIS INDIVIDUAL MAY WANT:

THROUGH COACHING OR MENTORING, THIS INDIVIDUAL MAY BE ASSISTED IN LEARNING:

Director (D)
- Power and authority
- Prestige
- Challenges
- Results
- To know the "bottom line"
- Wide scope of operation
- Direct answers
- Freedom from controls, supervision and detail
- New and varied activities

Director (D)
- Identification with others
- To focus on intrinsic rewards
- Ways to pace themselves and relax
- To focus on results expected
- Empathy
- Awareness that sanctions exist
- To be more logical and systematic in their approach

Socializer (I)
- Popularity and social recognition
- Rewards
- Public recognition of their ability
- People to talk to
- Casual warm relationships
- Freedom from control and detail
- Approval and friendliness
- Identification with others

Socializer (I)
- More control of time
- Objectivity
- Profit emphasis
- Strategies for being more organized
- Emotional control
- Sense of urgency
- Analysis of data and procedure
- To make more precise and detailed presentations of information

Relater (S)
- Status quo
- Security
- Happy and calm relationships
- Standardized procedures
- Sincerity
- Time and support to adjust to change
- Genuine appreciation; not necessarily public
- Recognition for service
- Opportunity to specialize

Relater (S)
- Openness to change
- Self-affirmation
- Making their accomplishments known to others
- Short-cut methods
- Effective presentation skills
- Believing their accomplishments are worthwhile

Thinker (C)
- Clearly defined expectations
- Limited exposure / Selective Involvement
- Reserved, business-like environment
- References and verification
- Opportunity to demonstrate expertise
- No sudden changes
- Personal autonomy
- Personal attention to his/her objective

Thinker (C)
- Realistic assessment of practical limits
- Utilization of their intuitive abilities
- Tolerance of conflict
- To ask for support under pressure
- Appreciation of others' explanations
- Group participation skills
- Tolerance of ambiguity
- Self-acceptance of their own limitations

Classical Dimension Percentages (DiSC)

(Research Population)

PATTERN	PERCENTAGE
Achiever	3.4
Agent	6.1
Appraiser	2.0
Counselor	8.8
Creative	12.0
Developer	7.6
Inspirational	9.5
Investigator	1.7
Objective Thinker	4.4
Overshift	0.0
Perfectionist	18.3
Persuader	4.6
Practitioner	5.6
Promoter	4.9
Result-Oriented	6.8
Specialist	2.9
Tight	1.2
Undershift	0.0
Total	100.0

Examples of the Styles
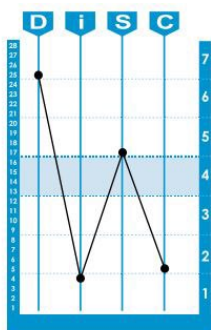
Achiever Pattern
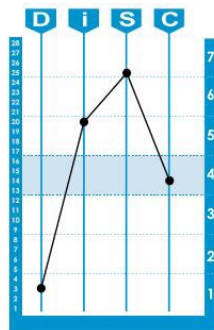
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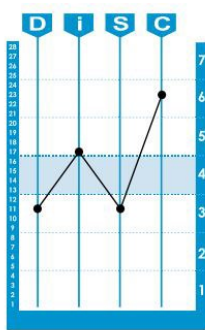
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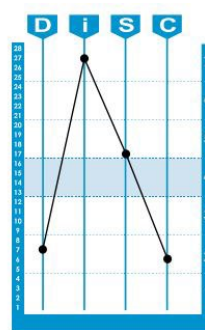
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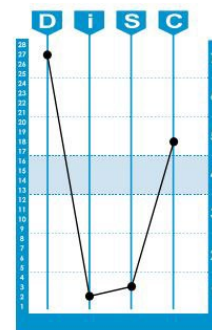
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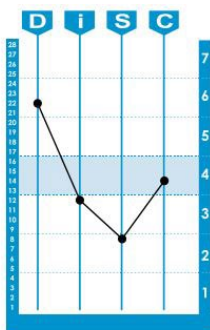
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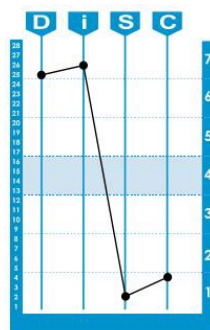
Inspirational Pattern

Investigator Pattern
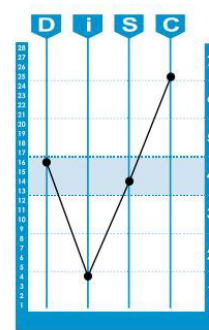
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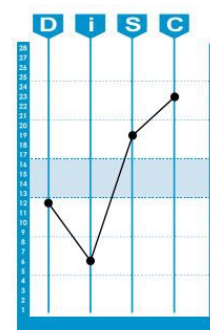
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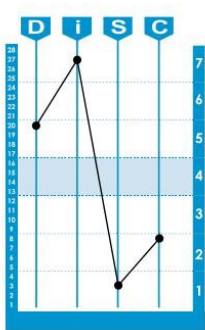
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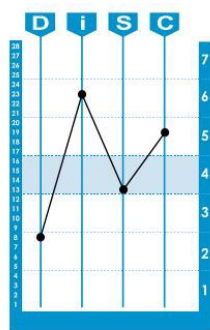
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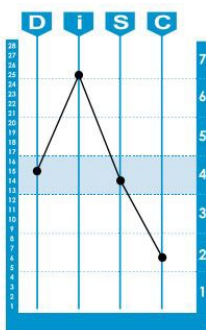
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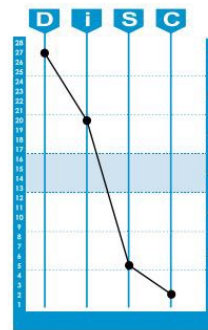
Result-Oriented Pattern
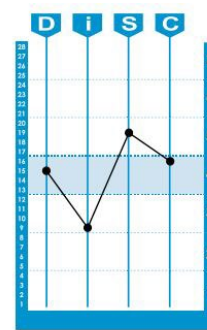
Specialist Pattern

Tight Pattern Not Shown

Characteristics of Each Style

Initiator

<table>
<tr><td>

Dominance

(...will *Act*)

Dominant
Driving
Demanding
Determined
Decisive
Doer
Dynamic
Dramatic

</td><td>

Influence

(...will *Ask*)

Inspirational
Influencing
Inducing
Impressive
Interactive
Interesting
Interested
Impressionable

</td></tr>
<tr><td>

Conscientiousness

(...will *Wonder*)

Cautious
Competent
Calculating
Concerned
Careful
Contemplative
Compliant
Conscientious

</td><td>

Steadiness

(...will *Wait*)

Supportive
Submissive
Stable
Steady
Sentimental
Shy
Status Quo
Specialist

</td></tr>
</table>

Fact Based (left side) — *Feeling Based* (right side)

Responder

Four General Categories of the Characteristics:

D	I	S	C
Fact Based Initiator, Linear Thinking, Will Act	*Feeling Based Initiator, Circular Thinking, Will Ask*	*Feeling Based Responder, Circular Thinking, Will Wait*	*Fact Based Responder, Linear Thinker, Will Wonder*

Expanding Your Adaptability

Adjusting to Other People's Styles – Prescriptions for Flexibility

Use the following suggestions to help you adapt to other people's behavioral
styles when you are interacting with them.

Needs to Know About:

Dominance / Director	What it does / by when / what it costs
Influence / Socializer	How it enhances their status and visibility
Steadiness / Relater	How it will affect their personal circumstances
Conscientiousness / Thinker	How they can justify it logically / how it works

	Dominance / Director	Influence / Socializer	Steadiness / Relater	Conscientiousness / Thinker
Do It With:	Conviction	Flair	Warmth	Accuracy
Support Their:	Goals	Ideas	Feelings	Procedures
Save Them:	Time	Effort	Conflict	Embarrassment
Create This Environment:	Business Like	Enthusiastic	Personal	Serious
At Play Be:	Competitive & Cooperative	Spontaneous & Playful	Casual & Cooperative	Structured / Play by the Rules
Use Time To:	Act Efficiently	Enjoy the Interaction	Develop the Relationship	Ensure Accuracy
To Facilitate Decision-Making Provide:	Options with Supporting Analysis	Testimonials & Incentives	Personal Service & Assurances	Data & Documentation
Maintain This Pace:	Fast / Decisive	Fast / Spontaneous	Slow / Relaxed	Slow / Systematic
Write This Way:	Short & to the Point	Informal & Dramatic	Warm & Friendly	Detailed & Precise
Likes You To Be:	To the Point	Stimulating	Pleasant	Precise
Focus on This Priority:	The Task / Results	The Relationship / Interaction	The Relationship / Communication	The Task / Process Businesslike & Precise
On the Telephone Be:	Short & to the Point	Conversational & Playful	Warm & Pleasant	Businesslike & Precise

DiSC & Classic Temperaments Explained

Dominance / Director	Influence / Socializer	Steadiness / Relater	Conscientiousness / Thinker
Choleric	Sanguine	Phlegmatic	Melancholy
The Extrovert The Doer The Optimist	The Extrovert The Talker The Optimist	The Introvert The Watcher The Pessimist	The Introvert The Thinker The Pessimist
EMOTIONAL STRENGTHS Born Leader Dynamic & Active Compulsive Need for change Must correct wrongs Strong-willed and decisive Unemotional Not easily discouraged Independent and self sufficient Exudes confidence Can run anything	**EMOTIONAL STRENGTHS** Appealing personality Talkative, Storyteller Life of the Party Good sense of humor Memory for color Physically holds on to listener Emotional and demonstrative Enthusiastic and expressive Cheerful and bubbling over Curious Good on stage Wide-eyed and innocent	**EMOTIONAL STRENGTHS** Low-key personality Easygoing and relaxed Calm, cool and collected Patient and well balanced Consistent life Quiet but witty Sympathetic and kind Keeps emotions hidden Happily reconciled to life All-purpose person	**EMOTIONAL STRENGTHS** Deep and thoughtful Analytical Serious and purposeful Genius prone Talented and creative Artistic or musical Philosophical and poetic Appreciative of beauty Sensitive to others Self-sacrificing Conscientious Idealistic
EMOTIONAL WEAKNESSES Bossy Impatient Quick-tempered Can't Relax Too impetuous Enjoys controversy and arguments Won't give up when losing Comes on too strong Inflexible Is not complimentary Dislikes tears and emotions Is unsympathetic	**EMOTIONAL WEAKNESSES** Compulsive talker Exaggerates and elaborates Dwells on trivia Can't remember names Scares others off Too happy for some Has restless energy Egotistical Blusters and complains Naïve, gets taken in Has loud voice and laugh Controlled by circumstances Gets angry easily Seems phony to some Never grows up	**EMOTIONAL WEAKNESSES** Unenthusiastic Fearful and worried Indecisive Avoids responsibility Quiet will of iron Selfish Too shy and reticent Too compromising Self-righteous	**EMOTIONAL WEAKNESSES** Remembers the negatives Moody and depressed Enjoys being hurt Has false humility Off in another world Low self-image Has selective hearing Self-centered Too introspective Guilt feelings Persecution complex Tends to hypochondria

The Change Ready Profile

Change-Readiness means feeling excited about change, anticipating and initiating it rather than simply reacting to events. Most organizations do not take the time to create a culture of readiness; however, Change-Ready organizations must challenge beliefs and assumptions, build an environment of trust and caring, conquer resistance and create an energizing atmosphere!

The Change Ready Profile is an assessment taken from <u>Sacred Cows Make the Best Burgers</u>, by Robert Kriegel and David Brandt. It helps individuals examine their Change-Ready strengths and weaknesses and how flexible they will be with the incessant demands of an ever-changing world.

The Change Ready Profile examines an individual's:

1. RESOURCEFULNESS
   - How effective one is at making the most of any situation
   - The degree with which one utilizes whatever resources that are available to develop plans and contingencies
   - The extent to which one sees more than one way to achieve a goal
   - The ability to look in less obvious places to find help and create new ways to solve old problems

2. OPTIMISM
   - Is the glass half full or half empty?
   - The degree to which one sees problems and obstacles or recognizes opportunities and possibilities

3. ADVENTUROUSNESS
   - The inclination one has to take risks
   - The desire one has to pursue the unknown and walk uncertain paths

4. DRIVE
   - One's level of personal dynamism
   - One's level of intensity and determination

5. ADAPTABILITY
   - One's flexibility in shifting expectations
   - One's resilience in the capacity to rebound from adversity quickly with minimum trauma

6. CONFIDENCE
   - Belief in one's own ability to handle a situation

7. TOLERANCE FOR AMBIGUITY
   - How adept an individual is at handling uncertainty
   - How comfortable an individual is when things are vague, in flux or unclear

Utilizing Change Ready Profiles

AT THE INDIVIDUAL LEVEL

After completing the Change-Ready Profile, many individuals find they have higher scores on some traits and lower scores on others. This is typical of most profiles and indicates that some of your Change-Readiness traits are more developed than others. It is important to recognize your strengths and identify areas where you may grow and expand your capacity.

AT THE TEAM LEVEL

The Change-Ready Profile scale has value not only as a personal measurement to evaluate your own Change-Readiness, but also as a training tool for managers to coach their associates and team members. It can serve as an effective tool to provide 360-degree feed-back for employees at all levels in the organization. This feedback can be very useful, as it allows these associates and team members to see that others do not always see them as they see themselves.

AT THE COMPANY LEVEL

The Change-Ready Profile scale is also useful in coaching teams and can be used by organizations in the hiring process. For example, adventurers are great starters, resourceful people are excellent problem solvers, optimists make good cheerleaders, whose input is especially useful when people feel discouraged. When initiating or undergoing cultural transition, a change-ready organization is essential.

Overall, it is crucial to understand that Change-Readiness is an ongoing process. There is, and will always be, room to grow and improve. One does not, and will not, ever stop expanding their one's capacity to handle change. The Change-Ready Profile serves as a useful ongoing tool at the individual, team and company level.

Change Ready Profile Development & Cautions

Traits	Definition	Development (below 22)	Cautions (above 26)
Resourcefulness	Effectiveness at making the most of any situation	Practice creativity and innovation– when is an apple not an apple?	Overlooks obvious solutions
Optimism	Having a positive view of the future	Finding the positive in negative scenarios, rephrase self-talk – Disney, challenge or opportunity	Lack of critical judgment
Adventurousness	The inclination to take risks and the desire to pursue the unknown	Practice risk taking – try something new, confront a person or situation, talk to a stranger	Too many risks, reckless
Drive	Personal level of passion, intensity & determination	Finding meaning and purpose in your role, create new challenges for yourself	Bull-headed, myopic, burned out
Adaptability	Flexibility in ease of shifting expectations and resilience to rebound quickly from adversity	Drive a different way to work, switch dominant hands, sleep on the other side of bed, change routine	Lack of commitment
Confidence	Belief in yourself to handle situations	Build on strengths, remember past successes, refocus attention to can-do not can't do, build on mistakes, positive framing	Brash, cocky, close-minded
Tolerance for Ambiguity	Ability to handle uncertainty	Document what you can and can't control, note your judgment & exaggeration	Difficulty finishing and creating closure

- Source: Sacred Cows Make the Best Burgers by David Brandt

CliftonStrengths® Domains & Themes

Executing themes energize you to get things done	Influencing themes energize you to assume the lead, share your voice and empower other's	Relationship Building themes energize you to develop relationships with and between others	Strategic Thinking themes energize you to intake and process information for effective decision-making

Achiever®
Executing
People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

Activator®
Influencing
People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They want to do things now, rather than simply talk about them.

Adaptability®
Relationship Building
People exceptionally talented in the Adaptability theme prefer to go with the flow. They tend to be "now" people who take things as they come and discover the future one day at a time.

Analytical®
Strategic Thinking
People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all of the factors that might affect a situation.

Arranger®
Executing
People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.

Belief®
Executing
People exceptionally talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.

Command®
Influencing
People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.

Communication®
Influencing
People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

Competition®
Influencing
People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

Connectedness®
Relationship Building
People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.

Consistency®
Executing
People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

Context®
Strategic Thinking
People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.

Deliberative®
Executing
People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.

Developer®
Relationship Building
People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.

Discipline®
Executing
People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

Empathy®
Relationship Building
People exceptionally talented in the Empathy theme can sense other people's feelings by imagining themselves in others' lives or situations.

|	
Focus® *Executing*	People exceptionally talented in the Focus theme can take a direction, follow through and make the corrections necessary to stay on track. They prioritize, then act.
Futuristic® *Strategic Thinking*	People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.
Harmony® *Relationship Building*	People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
Ideation® *Relationship Building*	People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.
Includer® *Relationship Building*	People exceptionally talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.
Individualization® *Relationship Building*	People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.
Input® *Strategic Thinking*	People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.
Intellection® *Strategic Thinking*	People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.
Learner® *Strategic Thinking*	People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.
Maximizer® *Influencing*	People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.
Positivity® *Relationship Building*	People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.
Relator® *Relationship Building*	People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.
Responsibility® *Executing*	People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.
Restorative® *Executing*	People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.
Self-Assurance® *Influencing*	People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.
Significance® *Influencing*	People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.
Strategic® *Strategic Thinking*	People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.
Woo® *Influencing*	People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

Leadership Practices Inventory® Purpose & Process
The Five Practices of Exemplary Leadership

Created by James M. Kouzes and Barry Z. Posner in the early 1980s and first identified in their internationally best-selling book, The Leadership Challenge, The Five Practices of Exemplary Leadership approaches leadership as a **measurable**, **learnable**, and **teachable** set of behaviors.

After conducting hundreds of interviews, reviewing thousands of case studies, and analyzing more than two million survey questionnaires to understand those times when leaders performed at their personal best, their emerged five practices common to making extraordinary things happen. The Five Practices are:

Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
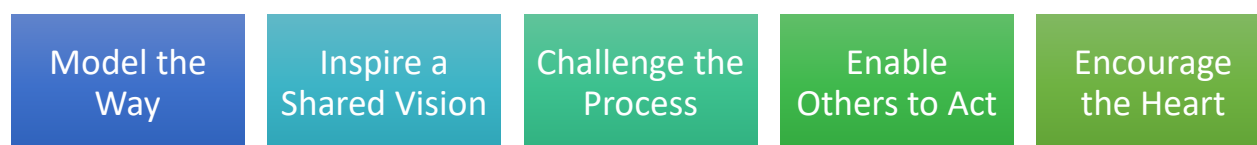
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www.leadershipchallenge.com

The Leadership Practices Inventory 360 is a development tool for Leaders to grow themselves as a they lead others. In addition to the Leader completing a self-assessment, a list of Observers is also asked to provide their confidential and anonymous feedback, insights and perspective on the Leader.

Up to 25 Observers may share their feedback, however 10-15 Observers is recommended. Observers include the Supervisor/Manager of the Leader, the Leader's Direct Reports, their Peers and Other Team Members who may influence or interact with the Leader on a regular basis.

The assessment and results are typically debriefed with the Leader in two parts. The first debrief is a 1-1 between the Leader and Consultant. During this meeting, feedback is evaluated and strengths, challenges and opportunities for growth are identified in addition to assessing any gaps between the Leader's perspective and the Observer's perspectives.

The second debrief is typically held between the Leader, their Supervisor and the Consultant. Through this meeting the feedback is reviewed once more and possible next steps, action items and a development plan are identified.

Step #1
- Share the Process & Why with Leaders & Observers
- Identify Observers
- Identify the Timeline

Throughout this process, it is crucial to communicate with the Leaders and Observers each step of the way by:

1. Introducing the Purpose & Process with all Stakeholders (Leader & Observers)
2. Sharing Instructions & Level of Engagement
3. Following Up with Gratitude for Observer's Feedback and Participation

Step #2
- Administer Instructions
- Gather Confidential & Annonymous Feedback
- Compile Feedback

Step #3
- Share Feedback with Leader
- Follow Up with Observers and Share Possible Next Steps / Thanks for Feedback

See Consultant for additional process, tools, templates and sample information.

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Inspiring People. Influencing Culture. Transforming Organizations.