

***“Discover Your Core Performance  
STRENGTHS AND BLOCKERS  
and view the specific steps that  
will optimize your potential”***

## **EXECUTIVE SUMMARY - DEVELOPMENT - 2.0**

**Your Coaching and Development Pathway to Top Performance**

***“Optimize Your Strengths and Minimize Your Interfering Blockers”***

Report For: **Stephen Sample**

Date: **4/24/2016**

Note this report is a personal development analysis. It should not be used as the sole source for decisions regarding hiring, promotion, career moves or terminations. It was designed to assist each person to ***“Become better at being themselves.”***

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# Understanding Human Performance

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This section provides you with an **Overview of How Top Performance Happens**. Use it as a foundation for how the performance factors identified in this report are currently working together for you and how you can use the specific steps listed in Part Four to optimize your prospects to consistently move toward **Top Performance**.

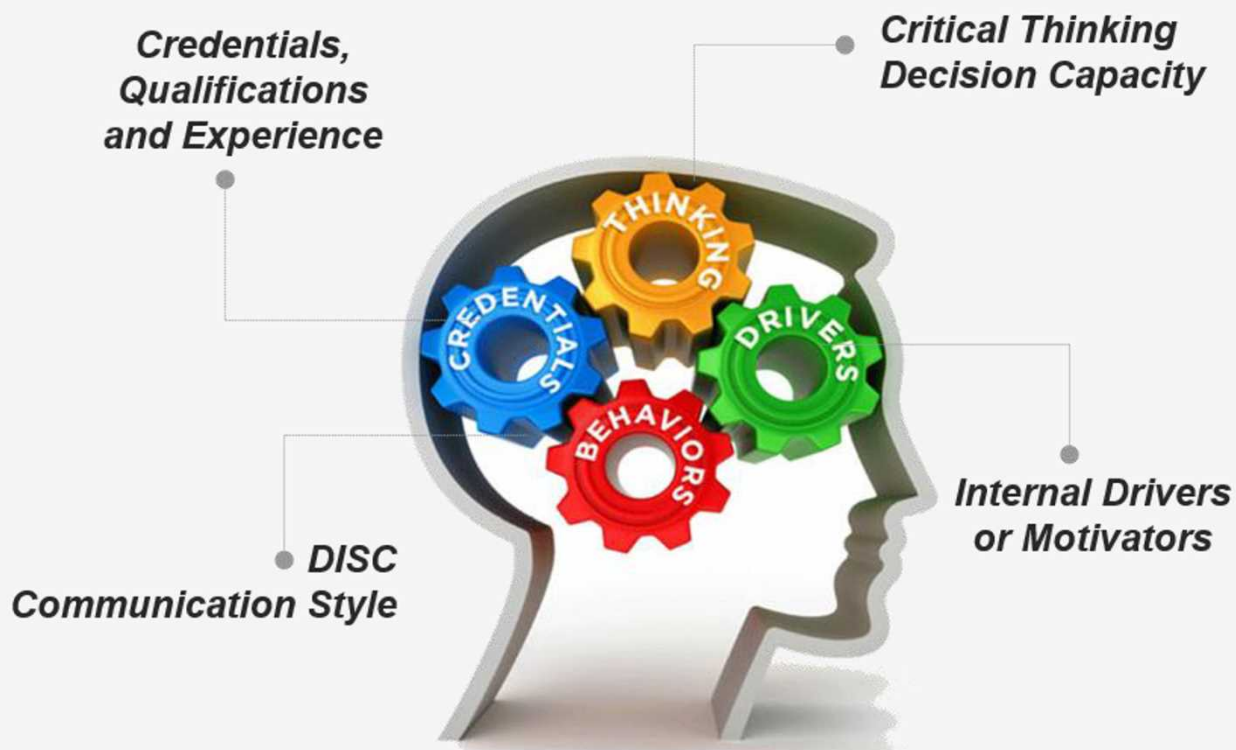
**Top Performers use their relevant knowledge and experience to make effective Result-Oriented Choices that operate within the RULES they are expected to follow and their choices will be accepted and supported by the OTHER PEOPLE (customers, co-workers and managers) who will be impacted by the targeted result.**

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This is NOT your typical performance analysis. It is a Four Part MULTI-DIMENSIONAL DEVELOPMENTAL REPORT designed to guide you toward the goal of sustained workplace IMPROVEMENT...NOT PERFECTION.

It relies upon solid performance science to measure the factors that create success in the modern business world. **The developmental focus of this report includes the specific steps to enable you to optimize your strengths and potential!**

**TOP PERFORMANCE** unfolds as your Credentials, Qualifications and Experience are amplified by three powerful performance elements that we can measure – Critical Thinking Decision Capacity, Internal Drivers or Motivators and the DISC Communication style.



**This report will reveal YOUR CURRENT SCORES for each of these three performance multipliers that empower your credentials along with the specific strategies and tactics designed to optimize your strengths and minimize your blockers.**

### HOW WE MEASURE THE ELEMENTS THAT DELIVER TOP PERFORMANCE

**How Top Performance Happens**  
**Top Performance and Success is seldom an accident.** It happens when informed decisions are powered with passion and communicated effectively to clients, co-workers and managers.

**LIFE HAPPENS...**while the specifics are different for each of us, we all face job specific problems, challenges and opportunities that we need to successfully resolve on a daily basis.

**Measuring Top Performance does NOT rely upon a single measure.** Top Performance begins with effective decisions that successfully resolve the issues we face.

**“GOOD DECISIONS PRECEDE GOOD ACTIONS!”**

**The QUALITY OF Your DECISIONS SET THE COURSE FOR YOUR SUCCESSFUL SOLUTIONS.**

A key element in this coaching and developmental report will be found in the Critical Thinking Decision measurements (section three) that present **Nobel**

**Nominee Dr. Robert S. Hartman and his Key graduate student, Wayne Carpenter’s revolutionary discoveries that human beings have a “decision making pattern’ that they typically follow as they set the course for the pursuit of their solutions and their targeted Result.**

The probability for successful resolution is based upon our ability to effectively use our knowledge and our credentials to design a workable solution and then implement that solution in a way that resolves the issue without creating collateral damage that exceeds the value of the resolution.

**This Developmental report identifies and measures BOTH the innate performance strengths that work for you and the performance blockers that can interfere with your capacity to optimize your strengths.**

Gaining a keen and unbiased insight into your specific strengths and blockers that build the solutions you currently rely upon to address your problems, challenges and opportunities opens the door for learning to consistently feed your strengths and starve your blockers.

**“Measuring what was thought to be Unmeasurable” proves to be a proven pathway to CONSISTENTLY IMPROVED PERFORMANCE!**

01

# Your DISC Communication Style

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**This section presents YOUR DISC COMMUNICATION STYLE.**

Here you'll gain an understanding for *how others perceive YOU* as you present and display your decisions, ideas, recommendations, questions, concerns etc.) **You will also discover how to specifically connect and communicate more effectively with your boss, your customers, your co-workers and your team members as well as the revolutionary UNIVERSAL communication tactics that work with EVERYONE!**

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Think of your DISC communication style as the “**delivery truck**” that delivers the **content** and **intent of your decisions** “**filtered by your motivators**” to other people.

The key consideration here is the **STYLE** you display as you share your ideas, beliefs, directives and recommendations with others.

DISC has been used over 65 Million times and typically is 90% accurate in measuring and defining your natural communication style.

The DISC Communication Style measurement is comprised of Four (4) major observable behavioral factors that work together to define your communication style - HOW you typically seek to connect with others.

### The Four Core DISC factors that define Your Communication Style are:



How much **Dominance** or Assertiveness you typically apply to your communications.



How much **Influence** or Extraversion you typically apply to your communications.



Degree of **Steadiness**, Patience or the Pace you typically apply to your communications.



Degree of **Comprehensiveness**, Detail, Accuracy and Precision you typically apply to your communications.

### UNDERSTANDING YOUR NATURAL DISC COMMUNICATION STYLE

#### **The following narration presents an overview of your general Natural Communication Tendencies.**

Please recognize that our behaviors represent HOW we deliver our decisions into the world. Behaviors define how we communicate and interact with others as we approach the problems, personal interactions, activity level, and structure of our day to day lives.

Understanding **HOW YOUR STYLE** could more effectively communicate with your manager, your peers, your customers and your co-workers plays a key role and makes a powerful contribution as you seek to optimize and improve your overall performance and success.

#### **View the Details of Your DISC Communication Style**

Stephen, the responses you gave on the instrument indicate that you project an image of openness and friendliness toward others, even while maintaining self-control. You also have an ability to distance yourself from others when necessary. This assists in helping you to be objective in situations when others may be feeling more emotional, either enthused or reticent. You have the rare ability to step back from a situation and view it unemotionally.

Stephen, you have a high sense of urgency, and a desire to get things done quickly. This urgency may extend to a wide variety of venues, including meetings, events, and even relationships. While this is a strength, sometimes it can be perceived as overly abrupt, or even rude, especially by those who don't share the same urgency. Be sensitive to this, and be flexible enough to soften your approach when necessary.

You are able to think quickly on your feet, often providing new and unique solutions, sometimes developed spontaneously. This ability comes from two combined traits: a high level of decisiveness, and excellent verbal skills. This rare combination allows you to speak smoothly and effectively while simultaneously planning what to say next.

You function at a faster pace than most people and tend to be a multi-tasker. This theme emerged in your responses to the instrument and is a strength that could propel you into a variety of leadership positions, should you choose to follow that path. Due to your rapid problem-solving ability and verbal skills, you are able to juggle many projects without anything hitting the ground. However, be aware that some people who score like you have difficulty saying "no" to requests, and sometimes spread themselves too thin.

### Your DISC Communication Style (continued)

People who score like you tend to make quick and firm decisions. They process information rapidly and often act decisively. Once a decision is made, they usually stick to it and will build a case to support it.

You can be very charming when persuading others in a favorable climate, but also rigid when confronting a hostile situation. Stephen, this can be a two-edged sword, especially if you are required to shift gears quickly from charming to confrontational. Those who score like you may balance this trait successfully by defaulting toward the charming side, but still presenting a firm position. You can object to an idea while maintaining a smile.

Stephen, you tend to be confident and independent; a self-starter with a strong competitive edge. While attention from others is important to you, at times you desire independence from the group. These are not necessarily opposing traits. Your high degree of decisiveness fuels a need to be a trailblazer, leading the way with new ideas. This, in turn, yields the competitive spirit, which then feeds the drive to be a self-starter.

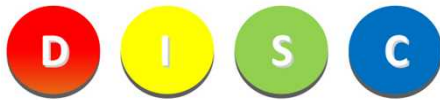
You can react, adjust, and modify your behavior in a variety of situations. People who score like you have a high degree of perceptiveness, and they use this to guide their own responses, sometimes moment by moment. As the climate lightens, you have the ability to turn up the charm, and as the climate becomes more tense, you are able to take a more matter-of-fact approach.

## THE BIGGEST ROADBLOCK FOR EFFECTIVE COMMUNICATION

The single biggest challenge facing effective communication is the belief that we can rely upon the Golden Rule as a basis for communicating with others.

**This common belief holds that the way YOU like to be communicated with will prove effective with everyone else.**

For example, if you like lots of supporting data and precise information, the assumption is that presenting ALL others with lots of detail will be the **most effective way** to connect with them.



In fact, there are **four (4) very different and unique communication styles**.

- The dominant **(D)** style will primarily want big picture bullet points,
- the extraverted **(I)** style will want to build relationships,
- the steady and patient **(S)** style will prefer a routine and supportive role
- while the accurate **(C)** style will want/need to see the details and the data.

**Each of the four DISC styles has very different preferences as to how it prefers to be communicated with.**

Once you learn to identify and then resonate with each of the four different DISC styles, your prospects for effective communication will increase immediately and dramatically.

**Question- “Wouldn’t you like to know the Specific Communication Strategies that ARE and ARE NOT effective with YOUR boss?” Those answers are found here!**

**Delivering more effective communications is a powerful and easy way to implement a short-cut for improved group and team performance.**

## THE BIGGEST INTERFERENCE WITH EFFECTIVE COMMUNICATION

Let's start with you. This report includes the SPECIFIC strategies that ARE and ARE NOT likely effective with YOU. Based upon your responses to the survey, please:

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>▪ Mark the three or four strategies that you <b>DO like</b> others to use when they seek to communicate with you.</li><li>▪ Then, <b>Circle the One DO that is MOST IMPORTANT for others to USE with you.</b></li></ul> | <ul style="list-style-type: none"><li>▪ Mark the three or four strategies that you <b>DO NOT like</b> others to use when they seek to communicate with you.</li><li>▪ Then, <b>Circle the One DON'T that is MOST IMPORTANT for others to AVOID with you.</b></li></ul> |
|---|--|

*If you are a Team Leader or Manager, be sure to share Your preferred tactics with your team.*

### When Communicating with ME, **DO**:

- Motivate and persuade Stephen by pointing out objectives and expected results.
- Provide testimonials from people Stephen sees as important and prominent.
- Plan to talk about things that support Stephen's dreams and goals.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Put the details in writing, but don't plan on discussing them too much.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.

### When Communicating with ME, **DON'T**:

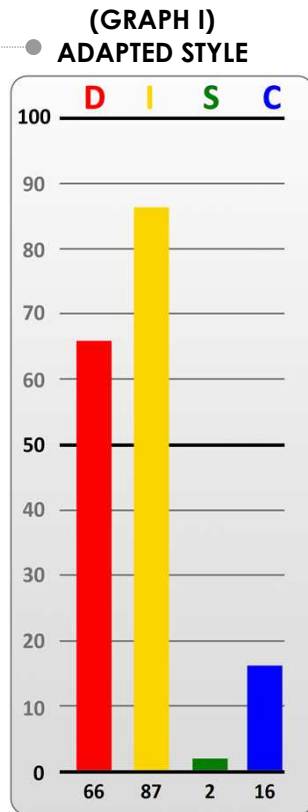
- Let the discussion with Stephen get caught in dreams too much, otherwise you'll lose time.
- Forget or lose things necessary for the meeting or project.
- Confuse or distract Stephen from the issues at hand.
- Don't stick too rigidly to the agenda.
- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Speculate wildly without factual support.

## VIEW YOUR DISC COMMUNICATION STYLE GRAPHS

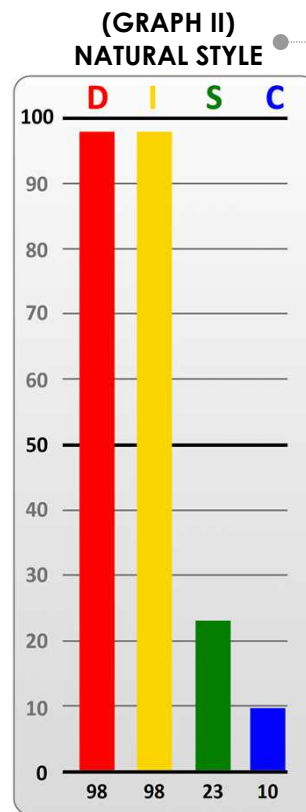
The details of YOUR DISC behavioral/communication style presented in the previous pages is derived from how your **four (4) DISC scores combine and interact to define Your natural DISC Style - HOW you NATURALLY COMMUNICATE WITH OTHERS.**

### VIEW YOUR FOUR INDIVIDUAL DISC SCORES ON A SCALE OF 0-100

Reflects how you believe you need to adapt your natural style in your current circumstances.



Pattern: ID (5611)  
Focus: Work



Pattern: ID (6621)

These 4 scores reflect your Natural or Default Communication Style.



STRENGTH OF YOUR  
DOMINANCE



STRENGTH OF YOUR  
INFLUENCE/EXTRAVERSION



STRENGTH OF YOUR  
STEADINESS/PATIENCE



STRENGTH OF YOUR  
COMPREHENSIVENESS

**Your scores (0-100) for these four (4) Core DISC factors combine to form YOUR unique DISC Communication Style.**

**THE DISC WHEEL** (The (4) DISC Factors are combined and shown as a Single Integrated plot point)

The DISC Wheel presents the SAME information as the graphs shown on the previous page. It displays your communication style as a single integrated point rather than four individual ones.

- The DOT ( ● ) plots Your Natural style
- The STAR ( ★ ) plots Your Adapted style.

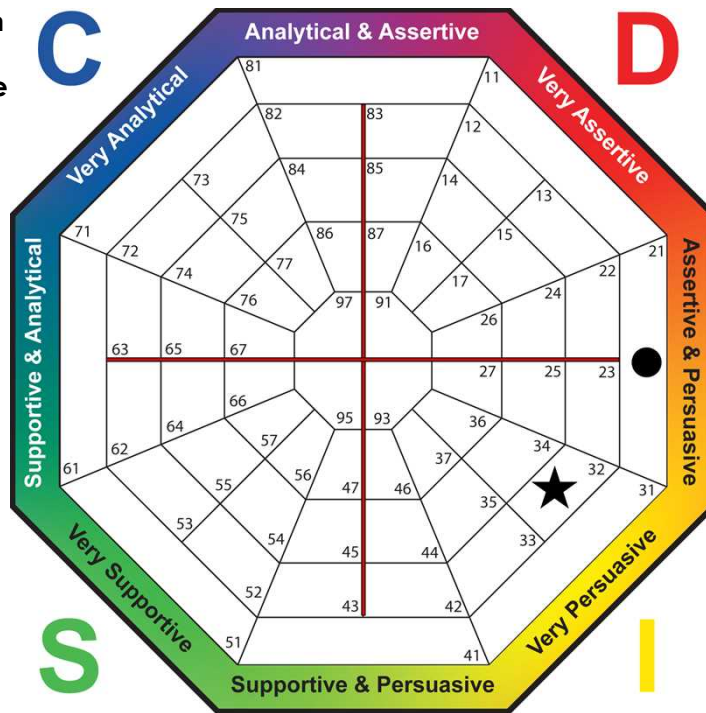
Communicating with the NATURAL style will typically be most effective!

Efficient, Analytical, Organized,  
Factual, Aware of the  
Consequences of their Actions,  
Practical and Innovative.

Data, Fact & Analysis Based.  
Precise & Accurate Trusts in  
the Value of Structure,  
Standards & Order. Sees the  
value of "Rules".

Balances & Values Data &  
Diplomacy, Mindful of the  
"Rules". Will be Goal  
Focused, Dislikes  
Confusion and Ambiguity.

Very Patient & Favors  
Stability and Structure.  
Not a Risk Taker, Likes to  
operate at a Steady,  
Even Pace.

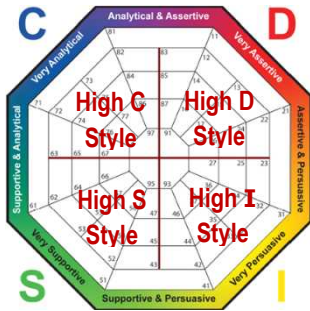


Assertive, Results Focused, Rapid  
Decisions, Will Seek Challenges,  
Can be Aggressive and  
Impatient, Desires to Lead.

Both Assertive and  
Persuasive, Likely to  
embrace New  
Concepts, Often a  
Mover and a Shaker,  
Can be very outgoing  
with High Energy and  
Engaging Effort.

Very Outgoing & Persuasive,  
Very People Oriented, Quite  
Optimistic Outlook, Strong  
Communication Skills, Likes  
to have Variety in their day.

Supportive & Persuasive,  
Good Team Player, Creates  
Good Will & provides Good  
Customer Service.



## Universal Communication Tactics that Work with ALL OTHERS!



1. View *YOUR DISC Style* (See Wheel Page 13 of your Report).
2. Which of the Four (4) DISC Quadrants does *YOUR Natural Style* plot? *YOUR Natural Style* is shown with the dot - *Star* is the Adapted Behavior

Use when you do NOT have the specific Do's and Don'ts for your boss, your customers, your peers and your direct reports, Start with these UNIVERSAL tactics that will enable YOU to immediately improve your connections with most everyone else.

If you plot as a Conscientious (**High C**) Style, rely upon these specific tactics – they will work with all 4 styles:

- Openly show concern and appreciation of others.
- Occasionally consider short cuts and timesavers.
- Adjust more readily to change and disorganization.
- Work on timely decision-making & time frames.
- Initiate new projects – make recommendations.
- Appreciate the value of compromising with others.
- Use policies as guidelines rather than laws
- Understand that others may NOT want all the details.

If you plot as a Dominant (**High D**) Style, rely upon these specific tactics - they will work with all 4 styles:

- Practice “active” listening.
- Project a more relaxed image by pacing yourself.
- Develop patience, humility, sensitivity and empathy.
- Add a dose of caution to your actions.
- Verbalize the reasons for your conclusions & actions.
- Identify with the group and team.
- Be aware of existing rules, sanctions and codes.
- Verbalize complements to others.



IF you plot as a Steady/Patient (**High S**) Style, rely upon these specific tactics - they will work with all 4 styles:

- Learn to say “No” occasionally.
- Pursue your objectives and goals without over-sensitivity to others “feelings” about how they will react to your efforts.
- Take some risks by stretching beyond your current comfort zone.
- Delegate to others – You don't have to do everything yourself.
- Accept necessary changes in procedure or routine – it might make things easier.
- Verbalize your feelings and thoughts to the appropriate people.

IF you plot as an Influential/Extraverted (**High I**) Style, rely upon these specific tactics – they will work with all 4 styles:

- Focus on time management and control emotions.
- Develop a more objective & data based mindset.
- Spend more time checking, verifying, specifying, balancing and organizing activities and actions.
- Follow through on agreements.
- Concentrate on the task at hand (start-finish etc.)
- Take a more logical, less emotional approach.
- Be sure to complete what you start.
- Remember, not everyone will want to engage in a social connection BEFORE they get down to business.

## Your Key Behavioral Insights

**Emotional characteristic:** May appear to not need attention or affirmation from others.

**Goals:** To control circumstances, outcomes and other people.

**How others are valued:** How they project their personal power

**Influences group:** Via charm or intimidation and sometimes by offering incentives and rewards

**Value to the organization:** Will be a mover and shaker. Innovative, demanding, and will expect disciplined results.

**Warning:** Understand that the ends do not always justify the means

**When under pressure:** Can be seen as manipulative, argumentative and abrasive

**Fears:** Being seen taken advantage of or losing social status in the group

## Your Primary Communication Strengths:

**Note: Your scores indicate:**

- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You have excellent presentation skills when dealing with groups. You bring a poised, confident, and engaging message to any audience.
- You tend to set high goals, then work hard with people to achieve those goals.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.
- You are a very active agent in all that you do.
- You are able to juggle many projects and activities simultaneously, while maintaining a keen awareness of the status of each.
- You demand a high performance from yourself and others.

## Your Primary Training & Developmental Areas where You may need support

**Note: Your scores indicate:**

- You may lose interest in a project or initiative once the challenge is gone.
- You may sometimes intimidate others with power, position, or politics.
- You may become impatient, especially when dealing with slower-moving or slower-thinking people.
- You may lack follow-through, expecting others to pick up the loose ends.
- You may need to lower project expectations a bit in light of real-world constraints.
- You may become somewhat angry or belligerent when under pressure, or when threatened.
- You may be a selective listener, at times hearing only what you want to hear.

## Teamwork: You should thrive in teaming opportunities that provide

- Authority equal to your responsibility.
- Freedom from controls, details, and minutiae.
- Challenging assignments.
- Public recognition of your accomplishments.
- A wide scope of involvement with a variety of people.
- Ability to see rapid results from your efforts.
- Encouragement to talk about projects and issues openly with peers and managers.

02

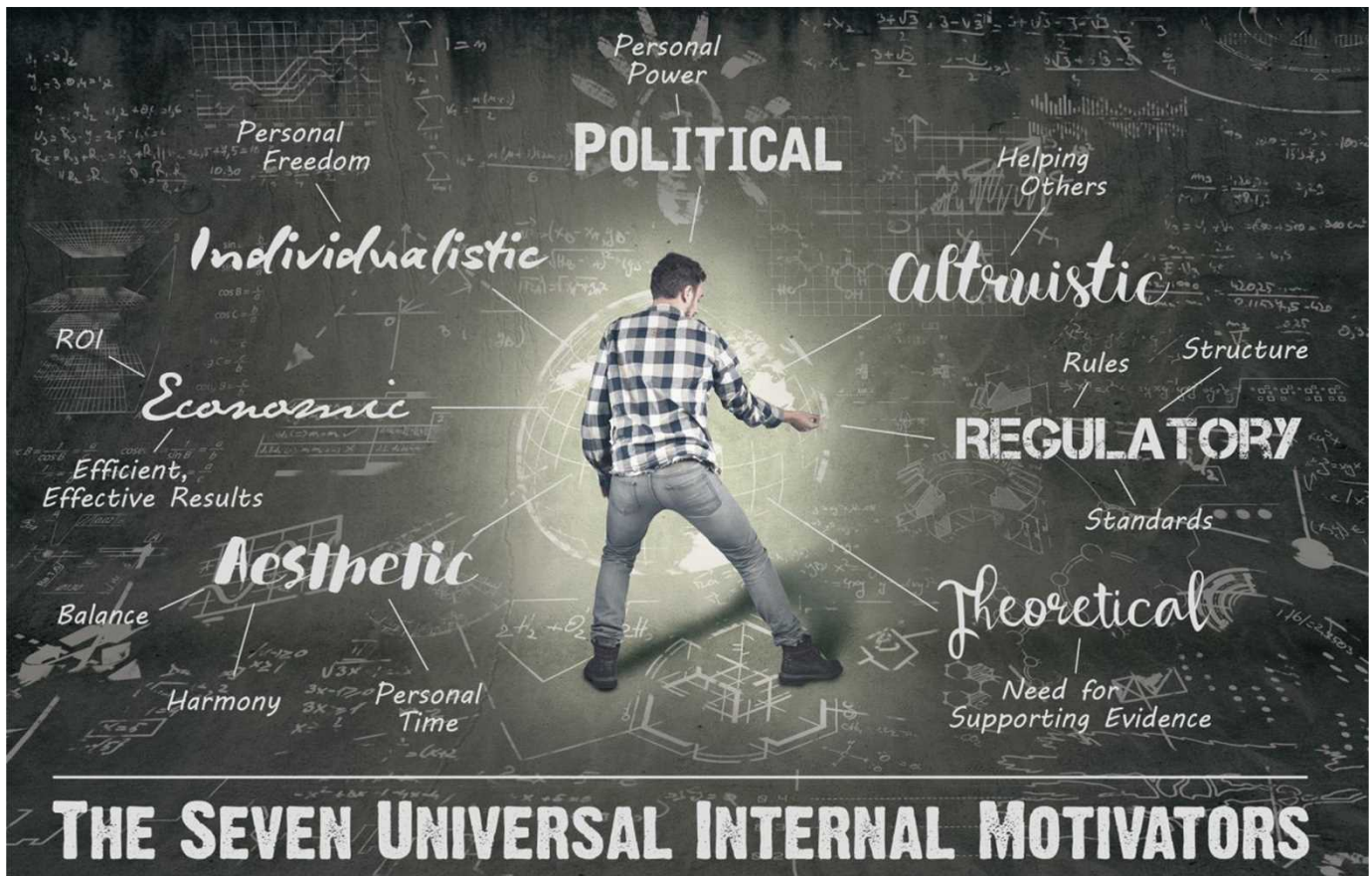
## Your Internal Motivators/Drivers

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This section presents the influence of the hierarchy and relative strength of Your seven (7) Universal Internal Human Motivators or Drivers.

Discover how your unique combination of higher and lower influence scores, adjust and “filter” your decisions and adjust your actions toward a Result that reflects your core beliefs for the *“Way Things OUGHT to Be!”*

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These 7 Universal Human Internal Motivators “filter and guide your decisions” toward RESULTS that reflect YOUR MOST INFLUENTIAL Motivators.

**Your primary motivations spring from your HIGHEST AND/OR LOWEST Motivator scores.**

Built upon the Harvard research into Human Motivation, here we present reliable scientific measures reflecting the influence from the strongest of your seven (7) internal motivators.

**Like ingredients that uniquely flavor a cake mix, everyone is influenced to SOME degree by the hierarchy of the seven universal motivators.**

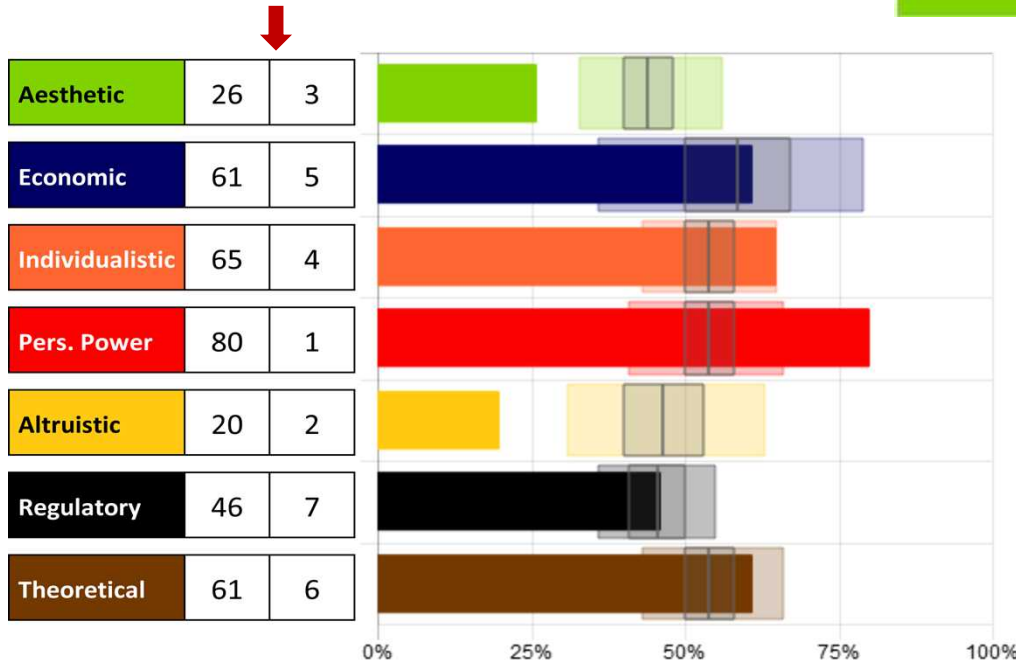
The motivators with the HIGHEST or LOWEST scores to the left OR right of the median will have the greatest impact on the overall final actions you will want to take as you proceed to implement the choices you make. **They are a reflection of what YOU believe is MOST Important and the way you believe things OUGHT To BE.**

How to read the Motivator Graph - **Note: It can be EITHER YOUR HIGHER OR LOWER Scoring Motivators that will carry the MOST influence on your choices. (Left OR Right of the Median)**

Motivator Score: 0-100 and Hierarchical Ranking: 1-7

Intensity Scale: 0-100 & Motivator Rankings 1-7

Here's the "MEDIAN" Line



Note: Are your scores to the LEFT OR the RIGHT of the Vertical Median Line?

Left reflects an influence of a LOWER SCORE and RIGHT reflects the influence of a HIGHER SCORE.

(See influence Definitions Below)

Lower Scoring Influence (Left of the Vertical Mean Score)	Motivator	Higher Scoring Influence (Right of the Vertical Mean Score)
Will be pragmatic & flexible. Less need to research every decision and Few frills needed.	<b>Aesthetic</b> (Work/Life Balance)	Wants to establish and sustain an acceptable Workplace/Personal Life Balance. Personal interests are considered important.
Will seek the "best possible work product" or result. Will likely choose better over cheaper.	<b>Economic</b> (ROI)	Wants ROI, Efficiency, \$\$\$ and Rapid Assignment and Project Resolution. Seeks most bang for the buck.
Will be a supportive team player who is open to alternative solutions that will achieve the goal.	<b>Individualistic</b> (Personal Freedom)	Wants Personal Freedom, Autonomy & Uniqueness. Will seek to be independent and will NOT want to be micro-managed.
Will bring a stabilizing component to group efforts. May ask questions that can foresee and avoid mistakes.	<b>Personal Power</b> (Control & Influence)	Wants to influence and control assignments and the people who support them. Will seek personal power.
Will favor choices that focus on business, the bottom line and a commercial focus.	<b>Altruistic</b> (Helping Others)	Wants to bring value and assistance to others without an expectation of something in return. How can I help?
Will be open to challenging the "status quo." May challenge rules with a skeptical eye.	<b>Regulatory</b> (Order & Rules)	Wants to operate with structure, order and procedure. Will reject chaos and create structure if not in place.
Will be very pragmatic with less need to research or ponder multiple options prior to acting.	<b>Theoretical</b> (Knowledge & Research)	Wants "Low Risk Choices" based upon proven knowledge, past successes and research.

03

## Your Critical Thinking Patterns

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One of most powerful and unique elements of this developmental report is the inclusion of the amazing work of 1973 Nobel Nominee Dr. Robert S. Hartman. In a moment of clarity that rivaled Galileo and Einstein, Dr. Hartman and his prolific graduate student Wayne Carpenter discovered that it was possible to **identify and measure how an individual defines their unique “good, better, best” resolutions and solutions for the problems, challenges and opportunities they encounter.**

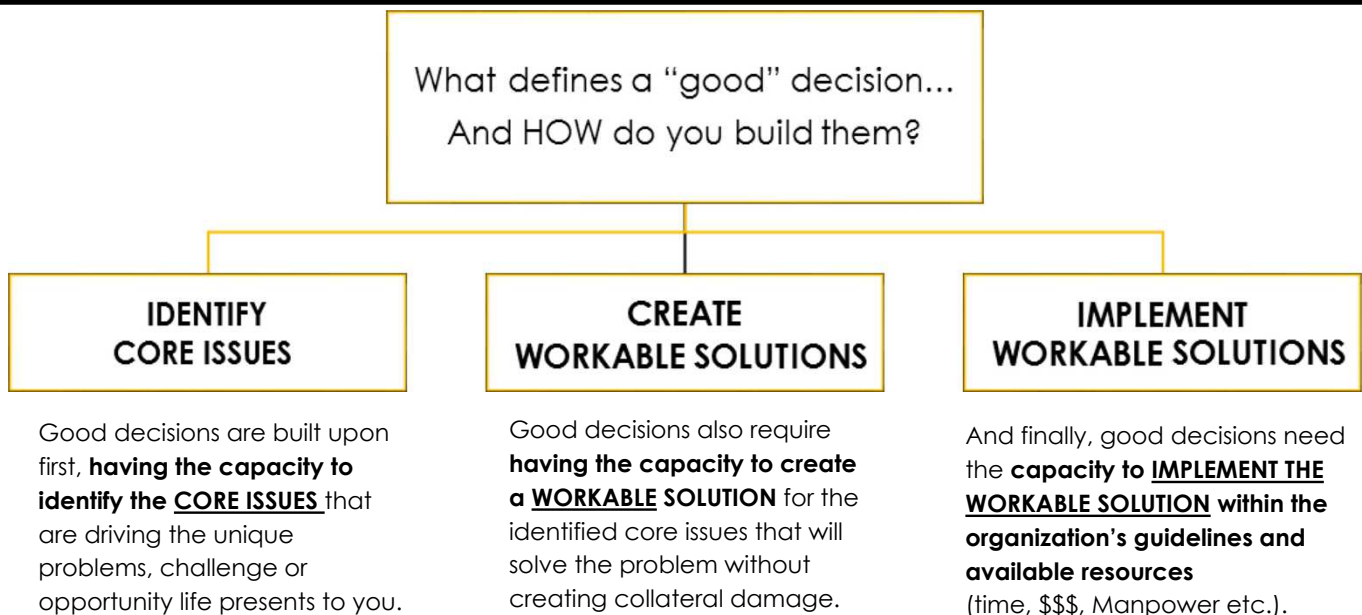
**This next section identifies HOW you create your solutions based upon HOW CLEARLY YOU UNDERSTAND THE (+/-) CONSEQUENCES OF YOUR CHOICES AND HOW YOU BALANCE THE RELATIVE IMPORTANCE OF:**

- + the **RESULTS** you target,
  - + the **RULES** you are expected to follow and
  - + how your results will affect **OTHER PEOPLE**
-



**What You Need To Know About How You Currently Make Decisions**

When forming your solutions...HOW CLEARLY DO YOU UNDERSTAND THE CONSEQUENCES OF YOUR CHOICES...AND WHAT IS THE RELATIVE IMPORTANCE YOU ASSIGN TO CREATING THE RESULT BALANCED AGAINST FOLLOWING THE RULES OR GAINING THE SUPPORT OF OTHERS?



**Workplace Critical Thinking Decisions** – The workplace constantly presents problems, challenges and opportunities that need to be resolved with solutions that don't create discord. The human mind crafts these solutions based upon how CLEARLY IT UNDERSTANDS AND BALANCES BOTH the (+) POSITIVE and (-) NEGATIVE consequences of the decisions or choices it is considering.

Successful people understand the need to achieve their targeted RESULTS while operating within the RULES they are expected to follow and gaining the support and acceptance of the OTHER PEOPLE (Customers, Co-workers and Managers) who will be impacted by the result.



Your Result scores shown below measure first, how **CLEARLY** you understand HOW the consequences of your choices will contribute to your targeted RESULT and second, how **IMPORTANT** you believe it is to achieve the result compared to following the rules and/or gaining the support of others? **Where is your Result focus? And how do you currently balance Results – Rules & Other People as you are forming your choices? (Your “Results Scores” are displayed below).**

## Your First Core Workplace Decision-Making Score

**Results** - “View how Clearly you UNDERSTAND and ANTICIPATE the consequences of HOW your specific choices will generate the RESULTS you are targeting? “How strongly does your personal bias, or your RELATIVE Assigned Result IMPORTANCE influence your overall tactics? “How do you BALANCE your pursuit of Results vs. operating within the RULES you are expected to follow vs. creating a FINAL RESULT that will be gladly accepted and supported by OTHER PEOPLE (customers, co-workers and managers)?”

You score with Crystal Clear or Excellent Clarity and Understanding for how your choices will deliver your targeted Result filtered by a nearly balanced but slightly positive (+59%) personal bias or assigned importance. This Results Risk/Benefit bias calculation bias tends to consider the potential positive consequences without dwelling on the possible negatives consequences of pursuing a targeted RESULT.

### Scoring Legend:

Your Results Personal Bias or Importance % - Relative Importance assigned to achieving the Result



**Integrated Results Overview:** You have an outstanding capacity for making practical, concrete judgments and for concrete organization. You have an excellent ability to readily see what the crucial issues are in practical, common sense ways; moreover, you are a very results oriented, now oriented thinker who tends to get things done in a practical, common sense manner.

**Rules** - Successful people need to understand HOW to pursue their targeted RESULTS while OPERATING WITHIN THE RULES they are expected to follow, while gaining the support and acceptance of the OTHER PEOPLE (Customers, Co-workers and Managers) who will be impacted by the RESULT.

*“How Clearly do you UNDERSTAND how Your Result Oriented Choices will operate within the RULES you are expected to follow? “How strongly does your RULES personal bias, or assigned importance influence your final RESULT tactics? “How do you BALANCE the importance of following the RULES vs. achieving your targeted RESULT vs. creating a RESULT that will be accepted and supported by OTHER PEOPLE (customers, co-workers and managers)?”*



Every organization has Rules, Standards, Codes and Policies it expects to be followed. Your scores measure first, how CLEARLY you understand how your choices will operate within those RULES and second, how IMPORTANT following the rules is to you RELATIVE to achieving the targeted results or gaining the support of other people.

**What is your current Rules focus? And how do you currently balance Results – Rules – Other People as you form your choices?**

*Your “Rules Scores” are displayed below.*

You score with Clear or Good Clarity and Understanding for how your decisions will operate within the rules filtered by the ideally balanced (+50%) personal bias or assigned importance for making choices that primarily focus on following the RULES. This Rules Risk/Benefit bias calculation bias “nicely balances the Rules bias calculation by making choices that operate within the RULES without compromising the Result’s progress or damaging the Other People Considerations”.

**Scoring Legend:**

Your Results Personal Bias or Importance % - Relative Importance assigned to achieving the Result



**Integrated Rules Overview:** You have a very good capacity for seeing and appreciating the need for structure, order, consistency and authority. You tend to be a conceptual, analytical thinker and a proactive planner who likes to fit all of the pieces together before making a decision. Your strong sense of perfectionism may turn into a stubborn insistence that things be done right regardless of circumstances.

**Other People** – Successful people display the ability to understand HOW to pursue their targeted RESULTS in a manner that will gain the support and acceptance of the OTHER PEOPLE (customers, co-workers and managers) who will be impacted by their Result. “How Clearly do you UNDERSTAND how Your Result Oriented Decisions and Choices will affect OTHER PEOPLE’S support and acceptance for your proposed Results? How important to you is gaining that support? And how balanced (+/-) % is it COMPARED to how you value achieving the specific RESULT or operating with the RULES as you are planning your final actions?”



How Important is Other People’s Acceptance to you?

Virtually, every decision you make evokes a response from the OTHER PEOPLE who will be affected by your choice. This score measures first, how CLEARLY you understand HOW others are likely to react to your decisions and second, HOW IMPORTANT gaining their support is to you RELATIVE to the IMPORTANCE you assign to achieving the targeted Result and/or operating within the expected rules. **Where is your Other People focus? And how do you currently balance Results – Rules – Other People as you form your choices?**

Your “Other People Scores” are displayed below.

You score with Crystal Clear or Excellent Clarity and Understanding for how your choices will impact others filtered by a slightly positive (+59%) personal bias or assigned importance for making choices that gain OTHER PEOPLE’S acceptance and support for your ideas and proposed Results. This Risk/Benefit bias calculation tends to pursue Results via a somewhat positively balanced focus that wants to gain the support of others without losing perspective for achieving the targeted Result and/or following the Rules.

**Scoring Legend:**

Your Results Personal Bias or Importance % - Relative Importance assigned to achieving the Result



**Integrated Other People Overview:** You are a keenly perceptive individual who has an outstanding capacity to objectively see and appreciate the unique individuality of others. You also have the ability to be attentive to the needs and interests of others; to be concerned about others; however, you tend to be selectively optimistic opening up more readily to those who meet your preset ideas and expectations.

**NEXT, VIEW YOUR THREE (3) CORE “INTERNAL SELF-SCORES” (BOTH Clarity and Personal Bias % (+/-) THAT CAN INFLUENCE YOUR FINAL WORKPLACE DECISIONS. VIEW HOW YOU VALUE YOURSELF, YOUR CURRENT LIFE ROLES AND YOUR VIEW OF THE FUTURE**

**Self-Esteem** measures HOW CLEARLY YOU CURRENTLY VALUE YOURSELF and just how much does that valuation influence the choices you typically make? *“Are you going to be OK with your choice? Will you be internally satisfied and rewarded with your Result and the consequences of the choices you are making?”*



*How Do You Value You?*

**YOU bring YOU to work every day.** The world tends to judge \$UCCESS based upon one's ability to solve problems, overcome challenges and take advantage of opportunities. Internal self-esteem plays an important, but often veiled role in your ability to make the balanced choices that enable you to consistently reach your goals. The Self Esteem measure scores how clearly you see your own value...and HOW your positive or negative appreciation of that valuation contributes to the potential self-defeating feelings of self-doubt, uncertainty and frustration. **How do you currently VALUE yourself?**

*Your “Current Self-Esteem Scores” are displayed below.*

**You score with Clear or Good Clarity and Understanding for how you Value Yourself and the Relative Importance you assign to your own self-assessment filtered by a (-100%) more intense negative and critical self-valuation. This Self-Esteem bias expects consistent victories and will strongly self-criticize any errors. Despite consistent successes, it often carries self-doubt and you will likely be more forgiving of others than you are of yourself. This can be problematic and often, stressful.**

**Scoring Legend:**

Your Results Personal Bias or Importance % - Relative Importance assigned to achieving the Result



**Integrated Self-Esteem Overview:** You have the ability to understand your inner self worth but you are currently depreciating your own inner worth. You do not give yourself as much credit as you should measuring yourself either against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, you will tend to blow up your imperfections and become sensitive to what others think or say about you.

**Role Awareness**- This internal measure scores HOW CLEARLY YOU SEE HOW THE CONSEQUENCES OF YOUR RESULT-ORIENTED ACTIONS will impact your current life role(s). While this score typically reflects the events in your current workplace situation, it may also reflect significant events in your personal life.



*Is Your Current Role Rewarding for You?*

A very important part of anyone's overall state of well-being depends upon HOW they feel about their current role(s) in life. How do you feel about your job? Do you feel you are valued by your current organization? Do you respect your boss? Do you feel your boss has your back? Do you feel that you receive enough credit for what you do? Are there available advancement opportunities into areas that interest you? **These represent some of the key internal satisfaction elements that go into the Role Awareness score.**

*Your "Current Role Awareness" Scores are displayed.*

**You score with Clear or Good Clarity and Understanding of the value of your current role. This understanding is filtered by a (+62%) somewhat positive valuation of one's current life roles. This positive role awareness valuation tends to place more focus on the positive aspects of the current role and pay less attention to the negative elements of the current circumstances.**

**Scoring Legend:**

Your Results Personal Bias or Importance % - Relative Importance assigned to achieving the Result



**Integrated Role Awareness Overview: You have a very good capacity to see and understand the importance of social/role image, of social status and recognition. You do, however, tend to pay too much attention to your social/role image and role responsibilities. As a result, you may overestimate either the importance of your social/role accomplishments and social image or potentially become overconfident, overestimating your ability to perform.**

**Self-Direction or The Future View:** This Internal measure scores your capacity to “understand how your workplace choices will likely impact your future.” IT MEASURES HOW CLEARLY YOU SEE THE FUTURE YOU WANT FOR YOURSELF, and, if you believe your current circumstances and the choices you make are moving you toward or away from that future vision?



How does Your Future Look For You?

No one really knows what the future holds. However, each of us does have the capacity to imagine what our future(s) might be like. Maybe you will advance where you are or perhaps, undertake a completely different path in a completely different line of endeavor. Part of every choice we make includes a calculation as to how that choice will contribute to our future. This score measures how clearly you see that future and how important manifesting that future is to you. **How clearly do you see YOUR future? And, how important is it to you that you take the steps that will get you there?**

Your “Current Future View Scores” are displayed below.

You score with Clear or Good Clarity and Understanding of your future vision for yourself. This very positive (+92%) personal bias approaches the future with a high degree of confidence and with the belief that one’s future goals are very important and will be achieved.

**Scoring Legend:**

Your Results Personal Bias or Importance % - Relative Importance assigned to achieving the Result



**Integrated Self-Direction or Future Vision Overview:** You are an extremely goal directed person who has a strong sense of commitment to inner ideals and principles, to what you think is right. You are a very persistent person who is likely to remain on target regardless of circumstances; however, this persistence can turn into insistence that your way is right regardless of circumstances and into a compulsive need to push ahead.



# Your Developmental Strategies

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This fourth section presents you with BOTH your primary strengths that you can rely upon...and your performance blockers that can interfere with the optimization of your strengths.

**EVERYONE has strengths AND blockers. Use what you learn here to “feed your strengths and starve your blockers!”**

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***“Top Performers Feed their Strengths and Starve their Blockers!”***



**YOUR DEVELOPMENT REPORT STRENGTH AND BLOCKER SCORES**

View measures of your ability to utilize:

- your intelligence
- access your natural skills
- access your learned skills
- to control your emotions

View the unique patterns which belong to you and captures both:

- the unique structure of the way you think and choose on a day to day basis
- as well as the way, you change as you grow and develop.

View a slice out of time - a cross section of your life's history showing:

- where you are
- how well you are using your talent
- the stresses and strains which you are experiencing

***Remember, this Executive Summary Developmental Report is NOT an intelligence test, a psychological test or an aptitude test. It is HOW you APPLY your intelligence, aptitude, motivators and Your DISC Communication Style as you pursue your “end game solutions and successful results.”***

## EVALUATING YOUR PERSONAL STRENGTHS AND BLOCKERS

One of the reassuring features of life is that each one of us has strengths which belong uniquely to us and blockers which can interfere with our ability to optimize those strengths. Our challenge and opportunity in life is to translate our strengths into talent and to find ways to use that talent. We have researched high and low performers in many companies. **THERE ARE NO PERFECT PEOPLE!**

*What we find is that talent alone does not guarantee success, but it can certainly help. Those who are successful are consistently good at knowing how to apply their specific strengths and minimize their specific blockers. (This section identifies both categories).*

## THERE ARE TWO PARTS TO YOUR DEVELOPMENTAL PATHWAY PLAN

### (1) STRENGTHS

*View an analysis of your Strengths or Sources of Energy Flow which come from your ability to see, focus and balance your talents for “making good decisions.”*

Each strength is followed by a coaching comment to enhance your natural talents and strengths.

### (2) KEY BLOCKERS

*View an analysis of your Specific Key Blockers which can interfere with your ability to make “good decisions.”* Each of your Most Important Blockers is followed by coaching comments to minimize their impact on your overall performance.

## YOUR PRIMARY STRENGTHS – “PERFORMANCE FACTORS THAT WORK FOR YOU.”

**Start Here:** We begin with a review of your strongest innate strengths. They are the factors that you can rely upon as you seek to resolve the problems, challenges and opportunities you encounter. **Remember, the successful results you achieve are ALWAYS built upon your level of knowledge, qualification and your credentials applicable to the specific role’s problems, challenges and opportunities you are facing.**

We cannot expect a skilled tree surgeon to perform a heart transplant or assume that every skilled basketball player will be able to hit major league pitching. **“Our top performance happens when we LEVERAGE THE STRENGTH OF OUR SOFT SKILLS and TALENTS upon OUR KNOWLEDGE as we seek to successfully resolve the issues we face!”**

## The UNIVERSAL HUMAN SUCCESS FORMULA

***“Anyone’s prospects for CONSISTENT SUCCESS is empowered by making “Good Decisions” that accomplish their targeted goals, follow the rules and gain the support of others.***

### **YOUR PRIMARY STRENGTHS – “PERFORMANCE FACTORS THAT WORK FOR YOU.”** (Each Strength is followed by the suggested success tactics in yellow.)

**Here you'll find Your Primary Strengths and Natural Abilities that you can use to leverage your qualifications! The specific strength is shown FIRST, followed by some proven Suggestions for Optimizing Your Specific Strength.**

**BEGIN HERE - Embrace these Innate Strengths – You can Rely upon them.**

They will guide and support you on your pathway to Improved Performance!

#### **Keen Intuitive Insight and Common Sense Ability**

- You have excellent intuitive insight and practical, common sense ability. Your intuitive ability gives you knowledge that is accurate and reliable which can immediately identify when something is wrong or when a decision is the right decision.
- Your common sense ability helps you immediately size up a situation, know what the problem is, generate alternatives for solutions which are practical and workable, and know what to do to make the solution work.

#### **Suggestions For Utilizing Your Potential**

- Trust your intuitive hunches. They are likely to be accurate. Allow them to guide you to crucial issues. Use your common sense problem solving ability to build an action plan of steps for immediate action. Use your intuitive hunches as a signal to point you to areas in your own life which need attention. Use your common sense ability to test your plans and ideas for self development to make certain they are workable.

#### **Practical Problem Solving Ability**

- You have excellent practical, common sense ability. This key strength helps you see what is important and needs immediate attention, helps you identify problems and create practical common sense ways for solving problems.
- Our research indicates that many individuals have this talent but either do not recognize it or do not rely on it. As a result, this strength may be a surprise to you and may not be recognized by you or by others who know you.

#### **Suggestions For Utilizing Your Potential**

- Use your common sense ability to direct your attention to issues which need your immediate attention. Use your practical thinking ability to develop an action plan which will be effective. Apply your practical problem solving ability to your own self situations so that you can identify practical workable alternatives to your personal problem situations.

#### **Outstanding Insight Into Others**

- You are a keenly perceptive individual with an outstanding capacity to see and appreciate the unique individuality of others. You have a strong sense of respect for the uniqueness, worth and individuality of each person. You have the ability to readily see and understand another person's point of view.
- You are likely to rely on intuitive insights and hunches about others and to emphasize your commitments and obligations to others. You are selectively open and available to others, being more ready to be available to those who meet your expectations.

#### **Suggestions For Utilizing Your Potential**

- Use your insight into others to help them focus their energy on positive building thoughts and actions. Make your capacity for outstanding insight into personal problems available to others. You have an excellent ability to identify the needs and interests of others. Make certain that you take time to use this knowledge to help others. Use your excellent intuitive thinking skill to evaluate your own needs and interests and likes and dislikes.

### YOUR PRIMARY STRENGTHS – (continued)

#### Outstanding Practical, Common Sense Thinking

- You have an outstanding ability to be in touch with things and circumstances. You have the ability to readily identify what needs to be done and what is important and needs attention as well as to see flaws in things.
- You have an excellent capacity to see and appreciate common sense thinking and the need to pay attention to practical, concrete detail. You are sensitive to the need for getting things done on time and to the need to organize things in practical, common sense ways.

#### Suggestions For Utilizing Your Potential

- You have a real gift for immediately seeing crucial issues in complex and confusing situations. Make certain that you are confident about your capacity for common sense thinking and that you freely use the information and talent that is available to you to solve problems. Apply your concrete, common sense ability to your personal situation. Use your skill to size up your situations and see what needs your attention.

#### Very Good Conceptual, Analytical Thinking Ability

- You have a very good ability for seeing and appreciating the need for order, structure and conceptual meaning. You have a keen appreciation of ideas, plans and strategies.
- You will likely pay attention to keeping things consistent, doing things right, focusing on clear, orderly thinking and being concerned about the results and consequences of your thinking. You understand the importance of rules, norms and authority for helping us feel secure but you may become too focused on keeping things in order and making certain things are done right.

#### Suggestions For Utilizing Your Potential

- You have a very good capacity for seeing and understanding the consequences of actions, plans, and ideas. Use this ability to develop and maintain a sense of comfort and confidence which comes from believing that things will work out as expected. Your capacity for analytical thinking and for consistency and clarity can create a tendency to think when you should either feel or act. Use your proactive ability to reduce your tendency to be caught in this trap.

#### Self Direction and Self Determination

- You have a powerful combination of insight into inner ideals and a strong commitment to self direction, to the creation and fulfillment of your goals. You have the capacity to be very goal directed, capable of seeing goals and driving toward them with persistence.
- Your commitment to personal ideals leads you to demand the best out of yourself and generates a strong moral code which instills a sense of responsibility for your conduct. Your persistence can turn into insistence that your way is right regardless of circumstances.

#### Suggestions For Utilizing Your Potential

- You have a very good capacity to see where you are and where you ought to be headed. First, write out your goals. Then use your common sense ability to create a 'what can I do today action list' that targets your immediate goals. You know what direction is best but need to develop a technique for simply going ahead and pushing out. You may try sharing your goals with others and let them build your confidence that it is time to push ahead. Make your motto 'do something, if it works do it again; and if not, try something else'

**YOUR 4 PRIMARY BLOCKERS -“PERFORMANCE FACTORS THAT CAN WORK AGAINST OPTIMIZING YOUR CORE STRENGTHS “([View the Strategies and Tactics to Minimize Your Blockers](#) are Displayed after each Blocker - They are Highlighted in Yellow).**

**What follows are potentially YOUR MOST significant blockers...AND the specific developmental strategies and suggestions that can minimize the blocker’s influence as you continue your journey toward becoming ever better at being yourself.**

**Consider making your GOAL CONSTANT IMPROVEMENT...RATHER THAN PERFECTION!**

### **A Need For Self Affirmation**

- You are currently experiencing a need for others to tell you that you are valuable and worthwhile. You tend to measure yourself against what you think you ought to be or against what others think you ought to be.
- You may feel frustrated and disappointed in yourself even when you are achieving success. Moreover, you tend to be too sensitive to what others think or say about you.

### **Suggestions for Building Sensitivity To Your Inner Self Worth**

- Pay attention to your own uniqueness and inner self worth apart from what anyone else thinks about or expects from you. Examine your sensitivity to what others think or say about you to make certain that you are not being too hard on yourself. Spend time doing things which you enjoy and which make you feel good about yourself.

### **Perfectionistic Self Image and Expectations**

- Your commitment to personal goals and ideals produces drive and persistence but can potentially lead you to put blinders on and become too focused on what you think is right for you. You can become stubborn about what you must do turning persistence into insistence that your way is right regardless of circumstances.
- You may set goals which are challenging but are not rewarding and may feel frustration and anxiety when things do not work out exactly as you expect.

### **Suggestions for Building Realistic And Fulfilling Self Goals**

- Examine your goals and plans for self development to make certain that they are realistic and attainable. Examine the principles and expectations which you use to guide your life. Make certain that you understand the difference between excellence and perfection, between doing things right and insisting on doing things your way all of the time. Examine your drive to measure up to your personal expectations. Make certain that you are not being too hard on yourself.

### **Too Much Attention To Social, Role Image, And Expectations**

- You tend to see and value yourself only through your role and through what others think or say about you. You are likely to be too sensitive to what others think or say.
- You tend to be overconfident about your ability to perform and are likely to overlook your potential for mistakes. You may be too quick to take on tasks before you have realistically evaluated what you can do.

### **Suggestions for Building Realistic Social/Role Expectations**

- Describe yourself (1) in the past tense looking back at your accomplishments; (2) in the present tense looking at what you are doing; and (3) in the future tense looking at where you are going. Decide whether you feel more comfortable in the past the present or the future. Describe the confidence you feel which helps you through each day. Seek advice from others to make certain that your confidence is realistic. Make a list of the things about yourself that you would like to change and include ideas as to how you will accomplish each change.

### **Tendency To Be Too Optimistic About Others**

- You are a very compassionate, feeling person who shows concern and respect for the opinion of others. You tend to shift from being too open and available, too trusting and too sensitive to others, to being cautious and sometimes skeptical of the intentions of others.

- Your concern and optimism about others can lead you to expect people to be better than they can be. You may be disappointed when you feel that you give more to others than they give back to you.

### **Suggestions for Building More Realistic Attitude Toward Others**

- Make a list of the times when you have been disappointed by others because you expected more from them than they could give. Avoid deciding personal issues by relying only on your intuitive feelings. Avoid delaying personal confrontations by asking others to help you confront problems in your relationships with them.