

DAVE RAMSEY'S
INSIGHTS

The DISC Index

WHAT

WHY

HOW

Donald Wilson

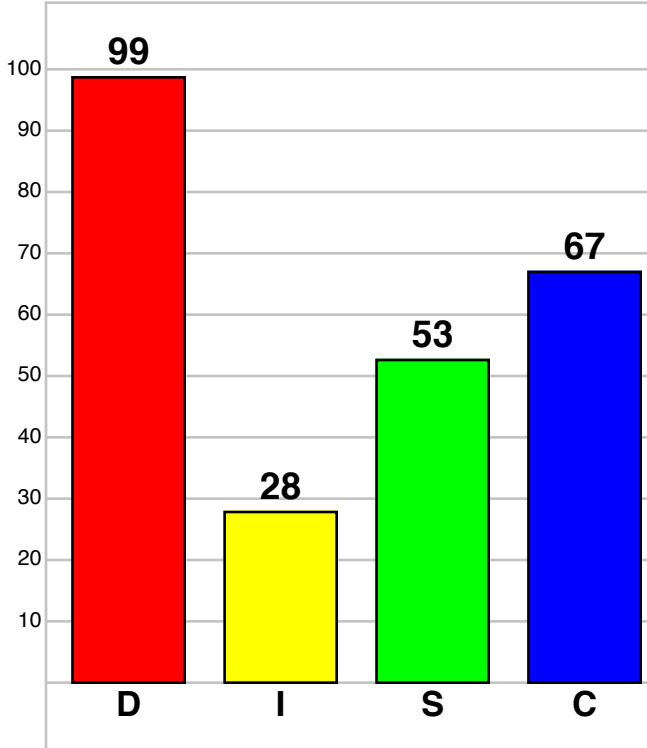
January 22, 2014

This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.

Dave Ramsey's Insights

Natural and Adaptive Styles Comparison

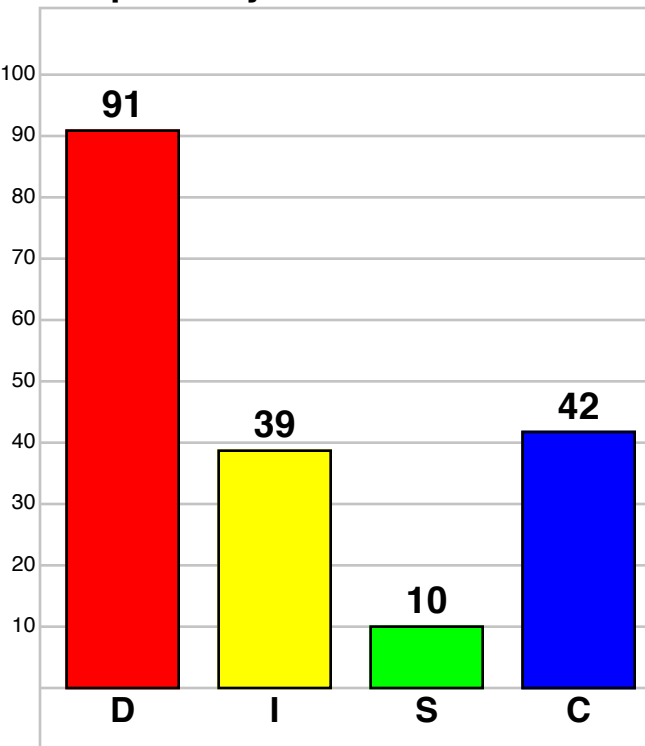
Natural Style



Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.

Adaptive Style



Donald Wilson

About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life

The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

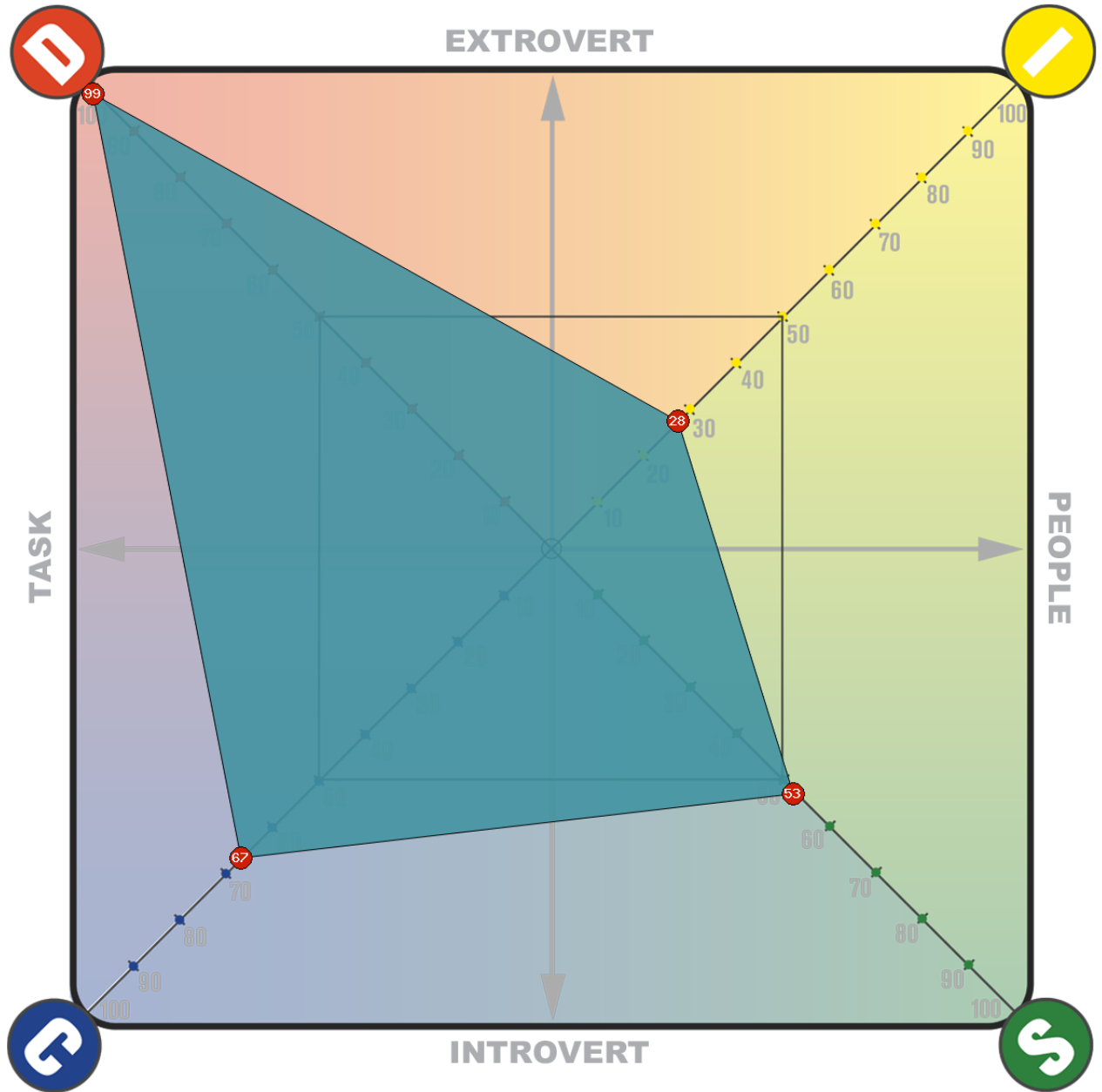
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
<p>Problems:</p> <p>How you tend to approach problems and makes decisions</p>	<p>People:</p> <p>How you tend to interact with others and share opinions</p>	<p>Pace:</p> <p>How you tend to pace things in your environment</p>	<p>Procedures:</p> <p>Your preference for established protocol/ standards</p>
<p>High D</p> <p>Demanding</p> <p>Driving</p> <p>Forceful</p> <p>Daring</p> <p>Determined</p> <p>Competitive</p> <p>Responsible</p> <p>Inquisitive</p> <p>Conservative</p> <p>Mild</p> <p>Agreeable</p> <p>Unobtrusive</p> <p>Low D</p>	<p>High I</p> <p>Gregarious</p> <p>Persuasive</p> <p>Inspiring</p> <p>Enthusiastic</p> <p>Sociable</p> <p>Poised</p> <p>Charming</p> <p>Convincing</p> <p>Reflective</p> <p>Matter-of-fact</p> <p>Withdrawn</p> <p>Aloof</p> <p>Low I</p>	<p>High S</p> <p>Patient</p> <p>Predictable</p> <p>Passive</p> <p>Complacent</p> <p>Stable</p> <p>Consistent</p> <p>Steady</p> <p>Outgoing</p> <p>Restless</p> <p>Active</p> <p>Spontaneous</p> <p>Impetuous</p> <p>Low S</p>	<p>High C</p> <p>Cautious</p> <p>Perfectionist</p> <p>Systematic</p> <p>Careful</p> <p>Analytical</p> <p>Orderly</p> <p>Neat</p> <p>Balanced</p> <p>Independent</p> <p>Rebellious</p> <p>Careless</p> <p>Defiant</p> <p>Low C</p>

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Decisive

Your approach to problem-solving and obtaining results

The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

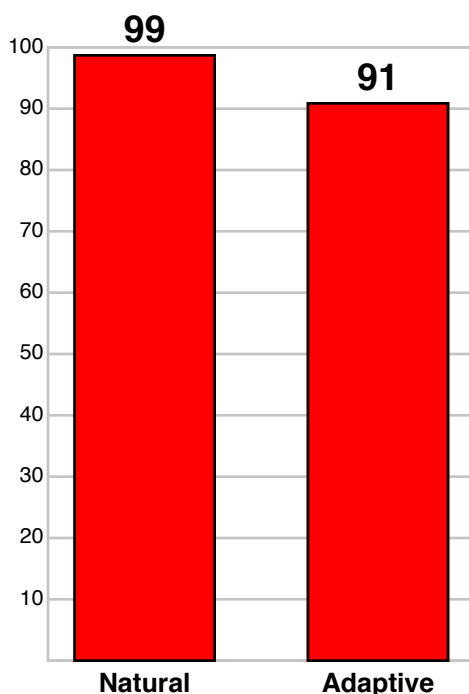
Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.

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Your score shows a very high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are a great source of innovation and new solutions, even if radical sometimes.
- You can be very commanding and tend to take charge more than you follow.
- You are always interested in the new, the innovative, and the cutting-edge ideas.
- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).
- You are direct in your communications, no ambiguities.
- You demand high levels of results or performance, in both yourself and in others.

Interactive

Your approach to interacting with people and display of emotions.

The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

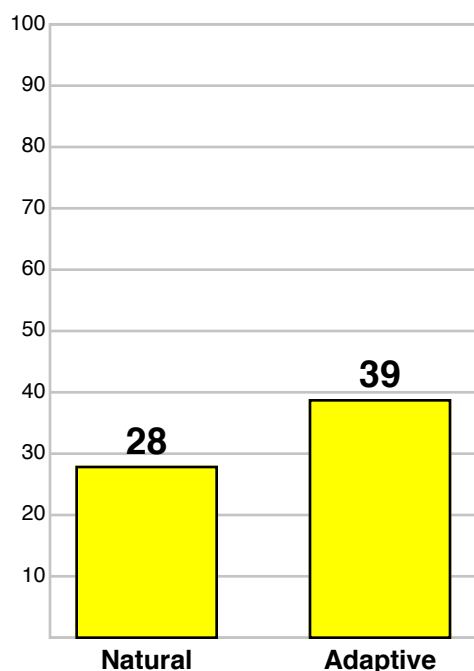
Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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Your score shows a moderately low score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You can be difficult to read.
- Expressing more enthusiasm could help you convey your support of others.
- You could benefit from expressing your own opinion more so others understand your position better.
- You are able to remain emotionally cool when work pressures increase.
- You control your emotions very well.
- You are logical and rational.

Stabilizing

Your approach to the pace of the work environment

The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

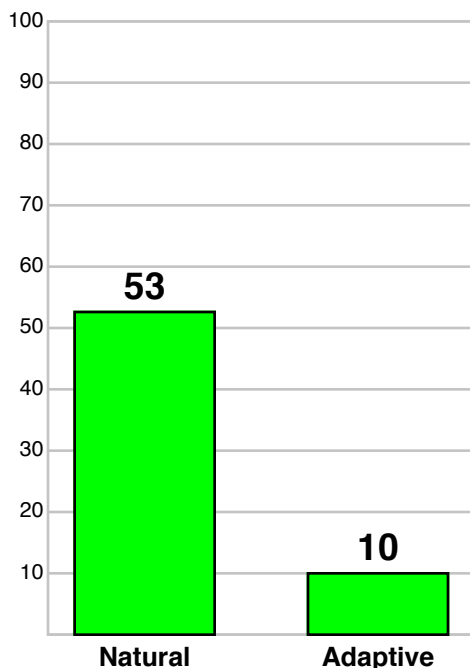
Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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Your score shows a high average score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- If insufficient structure and order exist, you will create it.
- You tend to be a calming influence on those with whom you work.
- You can accept change, but you require a good argument for it first.
- You serve to stabilize others on a team who are perhaps too maverick.
- You are generally known as steadfast and dependable.
- You are consistent and predictable over the long haul, even in the midst of change.

Cautious

Your approach to standards, procedures, and expectations.

The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

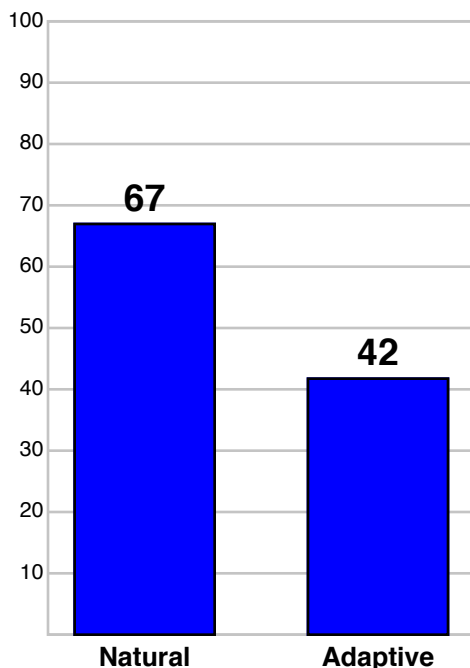
Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

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Your score shows a moderately high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You like to work in an environment that is very precise and more structured.
- You prefer a neat and clean work environment.
- You can be skeptical of brand new ideas or fads until they are sufficiently proven.
- You are very conscientious in delivering high levels of detail.
- You desire a great deal of explanation before beginning new tasks.
- You are somewhat restrained in expressing emotions.

Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.
- May vacillate on some decisions, wanting to make the highest quality decision possible, and may keep the information-gate or data-gate open too long. The result may sometimes be decision-by-crisis. The High D and C preferences account for this.
- Develops new systems and procedures to increase efficiency or quality control.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity. Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. This emerges from the High D and C combination, plus the Lower I and S combinations.
- Day-to-day operations decisions are made very quickly and easily. There is substantially more time, effort, and caution put into larger decisions. The High D and High C traits account for this.
- Able to look at a project from both a big-picture perspective and the details and minutia that contribute to each step.
- Strong initiator of creative new ideas, and seen as an agent of change within an organization. This comes especially from the Higher D and Lower S traits.
- Becomes bored with routine work and seeks new problems to solve.

Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Your high sense of urgency, high ego, and high innovation merge into someone who is not afraid to move, shake, and make some waves in the organization.
- You like to be seen as one who will take the credit or the blame, with a comment like, "The buck stops here."
- Your scores are like those who are self-taught in many areas.
- You set an image of high goals for yourself and others and expect both to meet those goals and live up to the image established.
- You are motivated by the new, the innovative, and the cutting-edge ideas in your areas of expertise.
- You work long hours in creating the best solutions possible and have expectations of others to do the same.
- Because of your high inquisitiveness and your high sense of urgency, you may not take time for a formal course on a subject, but yet learn on your own as much as someone who may have taken a class.
- Your high degree of self-confidence in taking risks coupled with your high ego strength will yield one who will take full responsibility for the risks.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Ask for more input from others.
- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Cooperating more with others on a team rather than conducting more solitary work.
- Resisting the need for total perfection every time, squeezing the trigger faster.
- Trusting that others can deliver with competence and high standards.
- Verbalize your thoughts more and include others in the decision-making process more.
- Realizing that your desire for constant high quality work may slow your high-pressure decision-making time.
- Showing a bit more warmth and sincerity towards others.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Wants to be recognized for achievements and competence.
- You want decision-making authority equal to the responsibility you are given.
- Wants many opportunities to learn various aspects of the organization, industry, and global connections.
- Authority equal to your areas of responsibility.
- Questions answered in brief and precise ways, a trait very typical of the pure High D preference.
- Opportunity for advancement and career expansion.
- You want support of your ideas and initiatives from others who have higher follow-through on details.
- Independence to be able to act on ideas, and to express creativity in solving problems.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Maintains a high sense of urgency: The clock is ticking.
- Brings a sense of rapid solutions and high quality control to the organization.
- Explores all possible solutions to problems before making a decision. (As a result, this may sometimes cause delays in the decision-making process.)
- Strong agent of change.
- Maintains a strong business focus on problems, ideas, and solutions.
- A very creative thinker and innovator.
- Provides hard work and heavy mind-share into creating the best possible answers to questions or problems.
- Able to consider many alternatives, theories, and possibilities as you approach new problems to solve.

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Removal from routine or repetitive work.
- An audience to hear your ideas and solutions and to carry them to completion.
- Performance appraisals based on the results achieved, not the means or process.
- Few, if any controls or limitations on your authority.
- Wide sphere of influence and responsibility.
- Multi-threaded and multi-tasking operations and activities.
- A cutting-edge, innovative, entrepreneurial environment.
- An organizational focus on the future.

Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Appear somewhat abrupt and blunt toward others without being aware of it.
- Be somewhat cool and aloof at times.
- Vacillate too much between decisions due to the need to re-examine evidence, or even the chance that new evidence may come in.
- Have a high need for perfection that may hamper your satisfaction until it is reached.
- Not share your ideas with others on the team enough.
- Work in a rapid burst for a while, followed by periods of re-examination or quiet reflection, which can cause delays.
- Place "all" items on the to-do list as priority number one.
- Get stuck in a loop between wanting to get it done quickly, but also perfectly.

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Appreciates intellectual recognition.
- Presents detailed information in a logical and sequential manner.
- Leads through factual persuasion.
- Leads group by inspiring each to be the best.
- Knowledge gives the participants abilities to solve new problems.
- Structures the events for efficiency in achieving goals and skills.
- Confident even in the midst of complex material, because you have done your homework long before the session began.

How you prefer to receive knowledge or learn:

- Prefers the concrete rather than the abstract.
- Doesn't like cloudy or vague issues... will seek black and white alternatives.
- Develops own learning strategies.
- Accepting of a more impersonal training/learning venue.
- Needs details and time to reflect on learning.
- Wants to know what the experts think about the topic area or subject.
- Processes information actively.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Donald:

- Provide time to verify the issues and potential outcomes.
- Be prepared for some start-stop events, due to potential indecision from keeping the data-gate open for more information.
- Make assurances that there won't be surprises.
- Get to the point quickly and don't ramble.
- Ask 'what' oriented questions that close the issue or topics.
- Present your items in a logical way.
- If you agree with the outcome, follow through and do what you say you will do.

Things to avoid to effectively communicate with Donald:

- Don't use someone else's opinions as evidence, provide only hard facts and data.
- Don't push too hard.
- Don't provide special personal incentives.
- Don't forget or lose things necessary for the meeting or project.
- Avoid wild speculations without factual support.
- Avoid leaving loopholes or vague issues hanging in the air.
- Don't whine about all of the work you have to do.

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?

Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

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