

The AMA DISC Survey

pan Edition

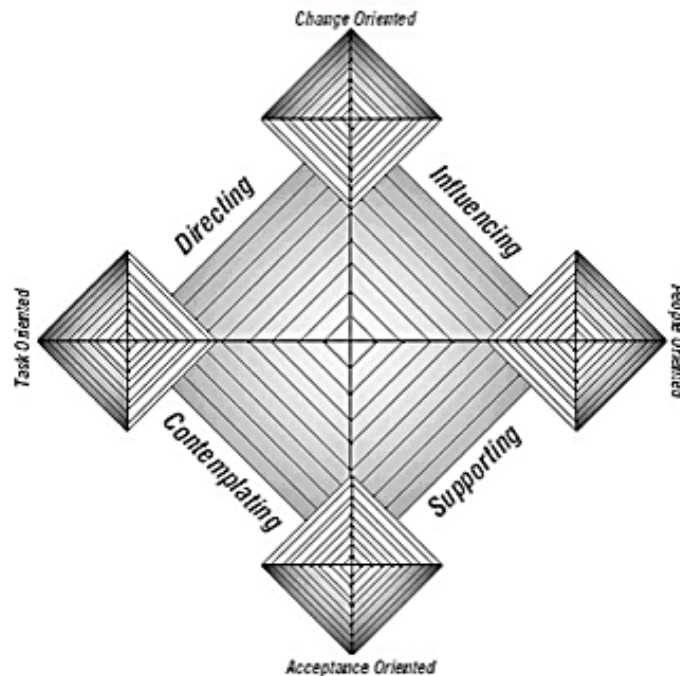
Personalized Style Analysis

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The AMA DISC Survey is designed to measure and provide personal feedback on the ways that people approach their work and relate to others within their organizations. This report summarizes your scores on the survey and allows you to profile your results against those of others. In interpreting your results, please keep in mind that none of the styles measured are better or worse than the others. Each style has its strong points as well as possible weaknesses. More importantly, all the styles contribute to—or potentially detract from—the effective functioning of groups and organizations.

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American Management Association

Interpreting Your DISC Style(s)

The **AMA DISC Survey** assesses your on-the-job behaviors in terms of four different styles:

- **Directing**
- **Influencing**
- **Supportive**
- **Contemplative**

The first step in interpreting and understanding your DISC results is to read about your **Most Descriptive Style** on the next page of this report. This is the style that, according to your survey responses, is most likely to reflect the way you approach your work and interact with others on the job.

After familiarizing yourself with your most descriptive style, you can move on to the section on your **DISC Scores and Styles**. This section presents your DISC scores plotted against those of others and shows the relative strength of your tendencies along the four styles. Brief descriptions of all the DISC styles are provided along with examples of the survey items used to measure the productive as well as counter-productive aspects of each style.

The third section focuses on your **Combination of Styles**, the underlying orientations (i.e., toward *tasks versus people* and *acceptance versus change*) that drive your styles, and the possibility that more than one DISC style is descriptive of you. A profile is provided on which you can plot your survey results to better visualize your combination of styles and underlying orientations. Additional feedback is presented in consideration of other DISC styles that, as shown on your profile, might complement, work together with, or possibly compete with your dominant style.

The final two sections focus separately on the *productive* and then the *counter-productive* aspects of the DISC styles. First, in the **Opportunities for Development** section, your survey results are analyzed to determine the strength of your tendencies along the positive aspects of each of the styles. The style with the lowest score (that is, the style that is least descriptive of you in terms of its productive aspects) is identified and suggestions are provided for developing this style.

Finally, the **Opportunities for Change** section focuses on the counter-productive aspects of the styles. Your survey results are reviewed to identify the DISC style along which you exhibit the strongest negative tendencies. Strategies for reducing the negative aspects of this style are proposed for your consideration.

Most Descriptive Style

The style that is most descriptive of you is **Directing**. This style reflects

- An orientation toward **Tasks** versus People
- An orientation toward **Change** versus Acceptance

As **individuals**, people who describe themselves as **Directing**:

- **Are oriented toward:** Changing their task environment
- **Come across as:** In control, sometimes dominating
- **Place value on:** Time and efficiency
- **Are motivated by:** Challenging and non-routine tasks
- **Set goals emphasizing:** Results; getting things done

In **teams and groups**, people who are **Directing**:

- **Assume the role of:** Organizer and leader
- **Communicate with:** Assertiveness; sometimes impatience
- **Talk about:** Goals and achievements
- **Respond negatively to:** Time-wasting rules and interactions

In **organizations**, people who are **Directing**:

- **Prefer environments that are:** Dynamic and non-routine
- **Base decisions on:** Will it work?
- **Limit their effectiveness by:** Overlooking risks and others' needs
- **Face work overloads due to:** Unanticipated obstacles and opposition
- **Facilitate problem solving by:** Efficiently implementing solutions

DISC Scores and Styles

Your primary or Most Descriptive Style is the style, out of the four measured by the survey, on which you scored the highest relative to previous respondents. Again, the four DISC styles are:

- **Directing** (oriented toward *change* and *tasks*)
- **Influencing** (oriented toward *change* and *people*)
- **Supportive** (oriented toward *acceptance* and *people*)
- **Contemplative** (oriented toward *acceptance* and *tasks*).

Though not as central as your Most Descriptive Style, it is important to understand the other DISC styles and your scores along those styles. Your results on the four DISC styles are presented below in terms of percentile scores. Refer to the next two pages for brief descriptions of all four of the styles and examples of the survey items used to measure the productive as well as counter-productive aspects of each style.

DISC Style	Percentile	Descriptive of you:				
		Not at All	Small Extent	Moderate Extent	Great Extent	Very Great Extent
Directing	78					
Influencing	18					
Supportive	39					
Contemplative	69					

These percentile scores represent your results compared to those of others who recently completed the DISC Survey. For example, a percentile score of 75 means that you scored higher along a particular style than 75% of the other respondents in the sample. In turn, this indicates that the style is strongly descriptive of you. In contrast, a score of 25 means that you scored higher than only about 25% of the other respondents and would indicate that the style is not very descriptive of you. (If two or more styles are tied for highest, an analysis of the pattern and combination of all scores leads to the determination of which represents the Most Descriptive Style.)

Brief descriptions of **Directing** and **Influencing** are presented here along with some of the survey items used to measure these styles. Examples of *productive* items are presented first, followed by examples of *counter-productive* items.

DIRECTING

This style is oriented toward changing one's tasks and work environment, taking on projects with decisiveness and determination, and overcoming barriers to get things done. The Directing style is critical for goal accomplishment but, when excessive, might be viewed as aggressive or competitive.

The DIRECTING style would be descriptive of you if, on the survey, you indicated that you:

- work with determination;
- take initiative to get things organized;
- provide strong leadership when it is needed; and
- proactively solve problems as they arise.

Similarly, this style would be relevant if you indicated (more so than other respondents) that you

- are demanding of yourself and others;
- become impatient with indecisiveness;
- show irritation with inefficiencies and delays; and
- react negatively to poor performance.

INFLUENCING

This style is oriented toward changing other people, communicating with and persuading them, and motivating and inspiring them to get things done. The Influencing style is critical for moving people in new directions but, when excessive, might be viewed as intrusive or impulsive.

The INFLUENCING style would be descriptive of you if, on the survey, you indicated that you

- communicate openly and freely;
- share solutions with enthusiasm and optimism;
- initiate contact and conversation with others; and
- communicate in a convincing way.

Similarly, this style would be relevant if you indicated (more so than other respondents) that you

- expect people to listen and accept your ideas;
- lose interest in things once they become routine;
- spend time trying to persuade people; and
- interrupt others without meaning to be impolite.

Brief descriptions of **Supportive** and **Contemplative** are presented here along with some of the survey items used to measure these styles. Examples of *productive* items are presented first, followed by examples of *counter-productive* items.

SUPPORTIVE

This style is oriented toward understanding and accepting other people, providing them with encouragement, and cooperating with them to get things done. The Supportive style is critical for promoting cooperation and teamwork but, when excessive, might be viewed as submissive or overly lenient.

The SUPPORTIVE style would be descriptive of you if, on the survey, you indicated that you:

- treat people with respect and kindness;
- cooperate and help make the team work;
- relate to others in a friendly, dependable manner; and
- provide others with support and encouragement.

Similarly, this style would be relevant if you indicated (more so than other respondents) that you:

- place others' needs over your own desires;
- avoid and smooth over conflicts with others;
- over-commit to please others; and
- tend to "step aside" and let others get their way.

CONTEMPLATIVE

This style is oriented toward understanding and accepting one's tasks and work environment, approaching projects with care and attention, and applying rationality to get things done. The Contemplative style is critical for completing tasks with precision and accuracy but, when excessive, might be viewed as perfectionistic and overly cautious.

The CONTEMPLATIVE style would be descriptive of you if, on the survey, you indicated that you:

- carry out tasks with care and thoroughness;
- seek out information to "get at the facts;"
- display self-control and conscientiousness; and
- take time to observe the situation.

Similarly, this style would be relevant if you indicated (more so than other respondents) that you:

- are critical of your own performance;
- strive for precision—even when it's not noticed;
- check and double-check for accuracy; and
- interact in a reserved, task-oriented manner.

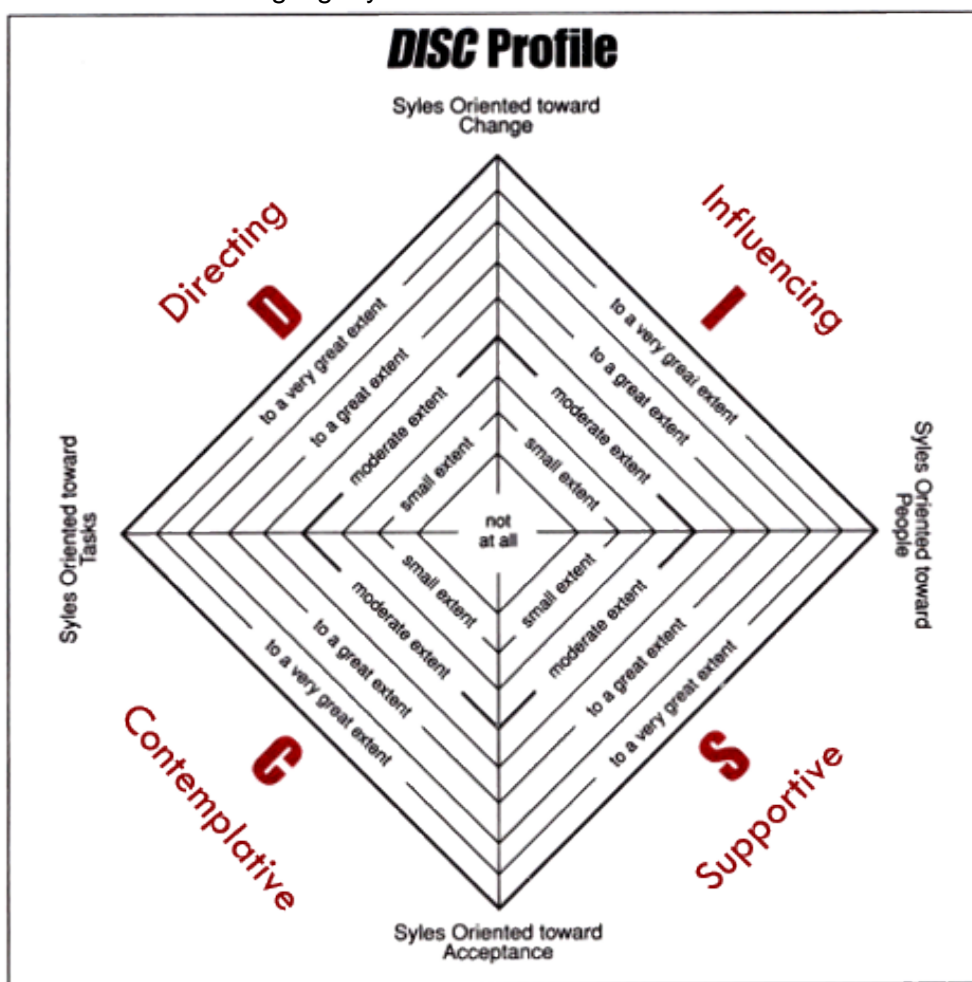
Combination of Styles

The DISC styles can be plotted on a profile to provide you with a picture of your particular combination of styles. The placement of the styles on the DISC Profile reflects their orientation toward *Change versus Acceptance* and *Tasks versus People*.

Your results on the DISC styles are as follows:

Directing (D): To a Great Extent
Influencing (I): Not at All
Supportive (S): To a Small Extent
Contemplative (C): To a Great Extent

You can plot these results on the profile below. Draw a heavy line across the entire width of each sector and shade in the area below the lines to highlight your results.



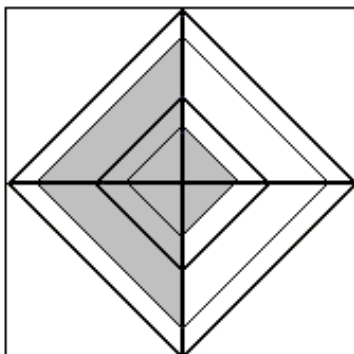
The more you shaded in the **top** half of the profile, the stronger your orientation toward changing and controlling the people and things around you; the more you shaded in the **bottom** half, the stronger your orientation toward understanding and accepting people and things. A strong concern for tasks is indicated if you've shaded in the **left** side of the profile; a concern for people is indicated if you've shaded in the **right** side.

Combination of Styles

Some individuals are best described by a single style (that is, their Most Descriptive Style). For example, certain respondents might observe that the Influencing style is much more strongly characteristic of them than are the other three styles. Other respondents find, however, that two (or more) styles are about equally descriptive of them.

Based on an analysis of your pattern of scores on The AMA DISC Survey and your Profile, it appears that you are best described as **Task Oriented**.

Task Oriented (D / C)



As individuals, people who describe themselves as **Task Oriented**:

- **Are oriented toward:** Understanding and changing task environments
- **Come across as:** Dedicated, sometimes driven
- **Place value on:** Performance and practicality
- **Are motivated by:** Complex tasks requiring planning and logic
- **Set goals emphasizing:** Task execution; completing things correctly

In teams and groups, people who are **Task Oriented**:

- **Assume the role of:** Standard-setter, reality tester, and critic
- **Communicate with:** Professionalism, sometimes impersonally
- **Talk about:** Progress and impediments (e.g., others' mistakes)
- **Respond negatively to:** Interpersonal problems interfering with work

In organizations, people who are **Task Oriented**:

- **Prefer environments that are:** Structured and controllable
- **Base decisions on:** Will it get things done, properly and on time?
- **Limit their effectiveness by:** Downplaying interpersonal relationships
- **Face work overloads due to:** Refusing to share data or delegate
- **Facilitate problem solving by:** Organizing and scheduling

Opportunities for Development

A comprehensive analysis of your DISC results requires consideration of both the positive and negative aspects of the styles. It is important to remember that each style has both productive and counter-productive behaviors associated with it. (Examples of the survey items used to measure the positive and potentially negative facets of each style were provided on pages 5 and 6.) Your survey results for the **productive** aspects of the DISC styles are presented here in terms of percentile scores.

DISC Style	Percentile	Descriptive of you:				
		Not at All	Small Extent	Moderate Extent	Great Extent	Very Great Extent
Directing	73					
Influencing	52					
Supportive	47					
Contemplative	89					

Based on your survey responses, the style along which your *productive aspects are the weakest* is **Supportive**. Since this is your least developed area, it provides you with the greatest opportunities for personal growth and development. Below are some strategies you might consider for developing the productive aspects of this style.

With respect to tasks and my work environment, I can:

- develop shared goals for the group
- work to maintain a reasonable level of stability
- be dependable—finish tasks that others need me to complete
- garner resources required for the group to be successful
- allocate resources in a fair and equitable manner
- work to coordinate interdependent activities

With respect to the people around me, I can...

- make an effort to understand their needs and preferences
- show patience and tolerate differences
- put myself in the other person's position in resolving conflicts
- make decisions in terms of acceptance (as well as quality)
- provide mentoring, training, and assistance
- provide others with positive feedback when appropriate

Opportunities for Change

While the previous section focused on the productive aspects of the DISC styles, this section presents your results along the counter-productive aspects of the styles. These facets of behavior potentially interfere with one's effectiveness and therefore should be minimized. Your survey results for the **counter-productive** aspects of the DISC styles are presented here in terms of percentile scores.

DISC Style	Percentile	Descriptive of you:				
		Not at All	Small Extent	Moderate Extent	Great Extent	Very Great Extent
Directing	73					
Influencing	6					
Supportive	39					
Contemplative	39					

Based on your survey responses, the style along which your *counter-productive aspects are the strongest* is **Directing**. Since this style is most extended in its negative aspects, it represents your greatest opportunity in terms of personal change and behavior modification. Below are some strategies to consider for reducing the potentially negative aspects of this style.

With respect to tasks and my work environment, I can:

- decentralize decision making and be less domineering
- analyze obstacles (e.g., rules, policies) rather than ignore them
- focus on achievement rather than competition
- identify environmental forces that may be beyond my control
- establish systems for increasing communication (to me)
- reject taking risks that are unnecessary or unwarranted

With respect to the people around me, I can...

- consider the impact of human resource issues on effectiveness
- consult with and involve others when making decisions
- consider others' needs, preferences when managing projects
- expect (and patiently deal with) delays, mistakes, and problems
- explain my decisions and the underlying rationale
- recognize that others might have the power to derail my efforts