



**Jane Doe**

Style: **Challenger DC**

## DISC Leadership Report

Thursday, January 7, 2021



There are a lot of good resources on leadership available today. However, there are two critical truths about leadership that most people overlook:

- 1) Leadership is a learned skill, and
- 2) Leadership is tied directly to your behavioral style

Just as there are different types of people, so too are there different types of leaders.



Some leaders are bold and daring, they are quick to seize an opportunity and are not afraid to meet challenges head on.

*This is the "D" style leader...* Dominant, Direct and Decisive.



Some leaders are great motivators and have the ability to inspire greatness in their followers. They are charismatic speakers and know how to influence others.

*This is the "I" style leader...* Influencing, Inspiring and Interactive.



Some leaders like to lead by example, they are down-to-earth and not afraid of hard work. They appreciate the contributions of others and have the ability to build strong and loyal teams.

*This is the "S" style leader...* Stable, Strong and Supportive.



Some leaders have studied and worked hard to develop skills and talents and are usually recognized as experts in their fields. They lead by virtue of their ability and extensive knowledge. They are excellent planners, strategists and tacticians. They are contemplative and are rarely caught off guard.

*These are the "C" style leaders...* who like to be in Control, are Creative and Competent.

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Different situations call for different leadership styles. Knowing your instinctive leadership style and being aware of what leadership style is required to meet the demands of the situation or environment is essential to being a good leader. Leadership is a learned skill. Knowing your personality style allows you to capitalize on your leadership strengths, and make necessary adjustments when the situation demands it. Being aware of your style, as well as knowing the styles of the people around you can give you the insight you need to get the most out of your team as a leader.



### Jane's Leadership style is the Challenger

Jane, as a Challenger personality style, is sensitive to problems, and creativity characterizes their work and lifestyle. They can complete significant tasks in very little time due to their strong resolve and determination. Challenger styles, on-average, have high intelligence and can develop expert aptitude when they choose. If there is a problem, they pursue all possible avenues for a solution and have the ability to respond quickly. They display much foresightedness in focusing on projects. Their drive for tangible results is counterbalanced by an equal striving for correctness. They hold high standards for themselves and their work.

**Leadership Style:** Others have difficulty appealing to Challengers emotionally since this style tends to respond best to facts, tangible results, and tasks completed. They prefer that others communicate the "bottom-line" and leave out the emotive and subjective side of the exchange. Task oriented and driven by results, Challengers do not get emotionally involved when discussing issues with people and can see clear through to the underlying issue. They are creative and think ahead to what they will do next and how decisions may effect what happens next. They are inquisitive and like to have details and facts about the unfamiliar.



#### Personality Characteristics:

- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently



#### Challengers also possess these *positive* characteristics:

- Self disciplined. self reliant
- Innovative in getting results
- Maintain focus on goals
- Overcome obstacles, provides direction
- Willing to speak out, direct
- Combines experience with practical knowledge



#### As a Challenger, you may need to pay special attention to the following areas:

- Concentrate on doing the right things, not just doing things right
- Be less critical of other's ideas, approaches and methods
- Strive to be an active listener
- Strive to build relationships with others
- Consider the people side of decisions
- Place more energy into personal relationships
- Focus less on facts and more on people
- Take time to explain the "whys"

## Leadership Strengths



**Jane is a visionary thinker who is genuinely motivated to win.** As a leader, Jane can be confident, bold, daring, and possesses the desire to meet challenges head-on. Jane is naturally competitive and is rarely content with the status quo. As a leader, Jane wants others to excel and often encourages team members to improve performance and not settle for anything less than their best effort.

**As a leader, Jane tends to be more stoic,** a person of few words, who would rather focus less on discussion and more on getting the job done. Jane is self-controlled and has the ability to quietly observe and make decisions independently. Jane can be discerning and will want proof before committing to a course of action.

**Jane can be a flexible leader** who has the ability to adapt to changing situations. Jane is not afraid to act independently and can become energized by new situations or environments. As a leader Jane possesses the ability to change things up and try something new in order to reach a goal. Jane can move quickly to capitalize on opportunities.

**Jane excels at planning and analysis** and likes to gather information and review the facts before starting a task. As a leader Jane strives to be a logical decision maker who is highly skilled and focused on precision and accuracy. Jane can be a creative problem solver and has the ability to develop systems and procedures that maximize efficiency and effectiveness.

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**Take the time to review the leadership strengths outlined in the Challenger header at the top of this page.** On the following page, you will see a more comprehensive overview of your leadership strengths and limitations. The arrows will point you to the information that corresponds to your unique style or style blend. Having this information can help you identify your areas of strength as a leader as well as help you identify possible areas that you can work on strengthening. Knowing your limitations is just as important to effective leadership as knowing your strengths.

It is important to recognize that any strength overused can become a weakness. Effective leadership requires an awareness of both your strengths and limitations. Use the arrows to point you to information that will help you maximize your strengths and minimize your limitations.



## Behavioral Overview



Your D and C plotted above the midline, your style is identified by the keyword “Challenger”.

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

**D - Measures how decisive, authoritative and direct you typically are.**

Words that may describe the intensity of your “D” are:

- **FORCEFUL** Full of force; powerful; vigorous
- **RISK TAKER** Willing to take chances; hazardous in actions
- **ADVENTURESOME** Exciting or dangerous undertaking
- **DECISIVE** Settles a dispute, answers questions
- **INQUISITIVE** Inclined to ask many questions; curious

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**I - Measures how talkative, persuasive, and interactive you typically are.**

Words that may describe the intensity of your “I” are:

- **WITHDRAWN** Retreating within oneself; shy; reserved; abstract
- **RETICENT** Silent or uncommunicative; disinclined to speak; reserved

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**S - Measures your desire for security, peace and your ability to be a team player.**

Words that may describe the intensity of your “S” are:

- **RESTLESS** Inability to rest or relax; uneasy; not quiet
- **CHANGE-ORIENTED** Desire to alter; likes variety
- **SPONTANEOUS** Acting in accordance with a natural feeling without constraint
- **ACTIVE** Characterized by much action or emotion; busy; quick

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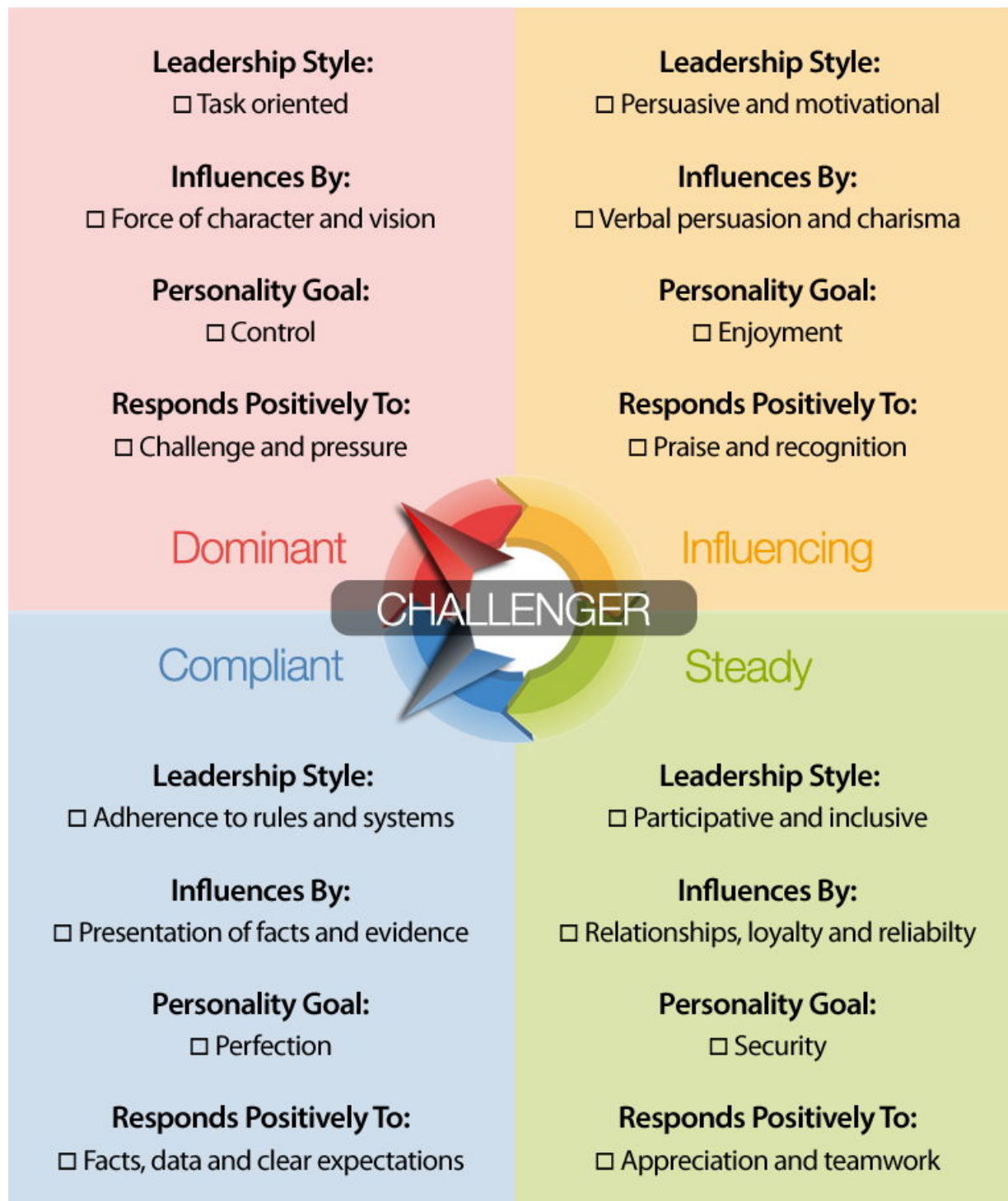
**C - Measures your desire for structure, organization and details.**

Words that may describe the intensity of your “C” are:

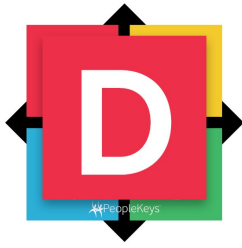
- **PERFECTIONIST** One who strives for complete, flawless accuracy
- **ACCURATE** Careful and exact; free from errors
- **FACT -FINDER** A searcher for truth; reality
- **DIPLOMATIC** Tactful
- **SYSTEMATIC** According to a system; orderly



Your personality style is a combination of each of the four DISC characteristics: Dominance, Influence, Steadiness and Compliance. Some characteristics are expressed while others are not. Use the arrows to gain a better understanding of tendencies of your expressed styles.



### Characteristics of your dominant style



The “D” personality style is determined, competitive, straightforward, task-oriented, and goal oriented. In many companies, D-styles are placed in or are drawn to leadership roles. If they are not in a leadership role, they often become the de-facto authority figure, if allowed to be, by others.

One of the hallmarks of the D style is that they are willing to accept risks, challenges, and change. In environments that thrive on high stakes and rapid change, they become well-positioned to lead the cause into the unknown and accept the risk of failure or unbridled success. D-styles possess a fearlessness that is often admired by other. Where other styles hesitate or fluctuate when making decisions, the high D will make critical decisions without having all the information which can be either very good or very bad. Because a D desires to challenge the status quo, they often find innovative approaches to gain a leading edge in the fast-paced business world.

In business, D-styles may appear as if they have innate abilities. They have a special ability to see with “single-minded vision” focusing solely upon the goal until it is achieved. “Big Picture” thinking is another ability that helps them view the entire picture that is made up of smaller pieces. Since D's are more visionary than detail oriented, they often rely on other co-workers to manage the pieces making up the big picture.

As managers, D's are very goal oriented and focused upon task completion. They may evaluate their organization according to their ability or willingness to complete the tasks important to the D manager. Using a straightforward communication style, D managers will lay down the rules and are not afraid to enforce their rules. They possess enough objectivity to impose employee compliance measures or downsize where appropriate to help the bottom line.

As team members, D's who are naturally self-reliant may take on a more independent role in a team project or they may serve as a team leader. A D style may help the team stay focused and on-task as well as provide innovative ideas, delegate tasks, and make critical decisions.

Of all DISC personality styles, D styles represent the smallest percent of the workforce, yet their influence is often heavy in the business environment. D's that are not tempered by other I S C personality dimensions can become autocratic, controlling or argumentative. A D may have a “my way or the highway” mentality that is very black or white; or a mindset that must win at any cost. Indeed, D's like to be in control and can become intense when challenged, but they run the risk of becoming too autocratic or so focused upon tasks or goals that they forget about relationships.



## Personal Growth Tips for the D Style

Effective leaders are committed to personal growth and improvement. Use the tips on the following pages to help with your personal growth and development.

D's tend to say "Don't ask why, just do it".

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**TIP:** Most other styles (especially C and S styles) really want to know why. Offer rational, logical explanations to team members, co-workers or associates.

D's are unconcerned with details.

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**TIP:** D's often know the "what" but not the "how". They rely on others to figure out, design, plan, carry out or test the "how". Make sure you surround yourself with responsible "how" people. Remember, teams of complimentary and interdependent styles are most effective. Don't sacrifice quality for speed or quantity. Don't try to do everything yourself, know your strengths and your limits.

D's are risk takers.

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**TIP:** You need to compete to be in business today, but don't let your competitiveness consume you and don't become a sore loser. Step back; use your objectivity to determine if anyone (employees, team members, customers, public, or your family) suffers as a result of your competitiveness. What is the cost of your competitiveness? What do you have to give up to win?

D's are competitive.

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**TIP:** Be careful that the risks you take are not at the expense of others. Try for consensus and ask for feedback or opinions on decisions you make, to gain perspectives. Remember, you may not have all necessary facts. Think of the risk itself and the consequences, also consider the human factor and the effect a decision has on others.

D's dislike routine and get bored with routines.

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**TIP:** Since D's like constant change and new challenges, a steady daily routine can be a source of stress. Ask your company for change and challenge, but if you are unable to change your routine, make sure you have varied activities and challenges (physical and mental) outside of your workplace. Also, consider viewing your routine as a task or a goal. D's are very task- and goal-oriented, so viewing your daily routine in this manner can help motivate you.

## Tips Continued

D's often overstep authority.

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**TIP:** D's like to be in charge, to make the rules and to advance in business. When D's are in subordinate roles, it is often difficult for them to submit to authority, especially when the D thinks he/she has a better way. **In most cases, overstepping authority will get you fired; make sure you discuss your ideas with your superiors before you act.** Save bold moves for when you are the boss.

D's like to be active and energetic.

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**TIP:** D's have a tendency to attempt too much at once since they like to complete tasks, compete, and find new challenges. They end up leading fairly active lifestyles. **Be careful! Don't spread yourself too thin. It's difficult to be all things to all people or all tasks. Make priorities and concentrate on the areas you value most. Don't sacrifice your relationships for your goals, challenges or lifestyle.**

D's can become aggressive, challenging or argumentative.

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**TIP:** Be aware of the tendency toward anger and aggressiveness. **Take 10 minutes to think before you act.** D's are most at risk of becoming aggressive when 1) Other strong personalities challenge them. 2) Any style tries to take advantage or "trick" them. 3) When they feel they have lost control. 4) When they are competing. 5) When their ego is harmed.

D's like to be in control.

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**TIP:** Be careful! **Don't become a "control freak" or a "micro manager".** Give other workers a chance at autonomy allowing others to become responsible. Try to delegate tasks as often as possible to other dependable and trustworthy people.

D's can appear angry, grumpy or emotionally unattached.

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**TIP:** Be aware that it is sometimes not what you've said, but how you've said it. **Pay attention to your voice tone and body language. Other styles often interpret tones personally. Other styles are more sensitive to subtle tones and body language than the D style.** "I" styles may feel rejected and C and S styles may feel criticized by a curt tone or strong body language.

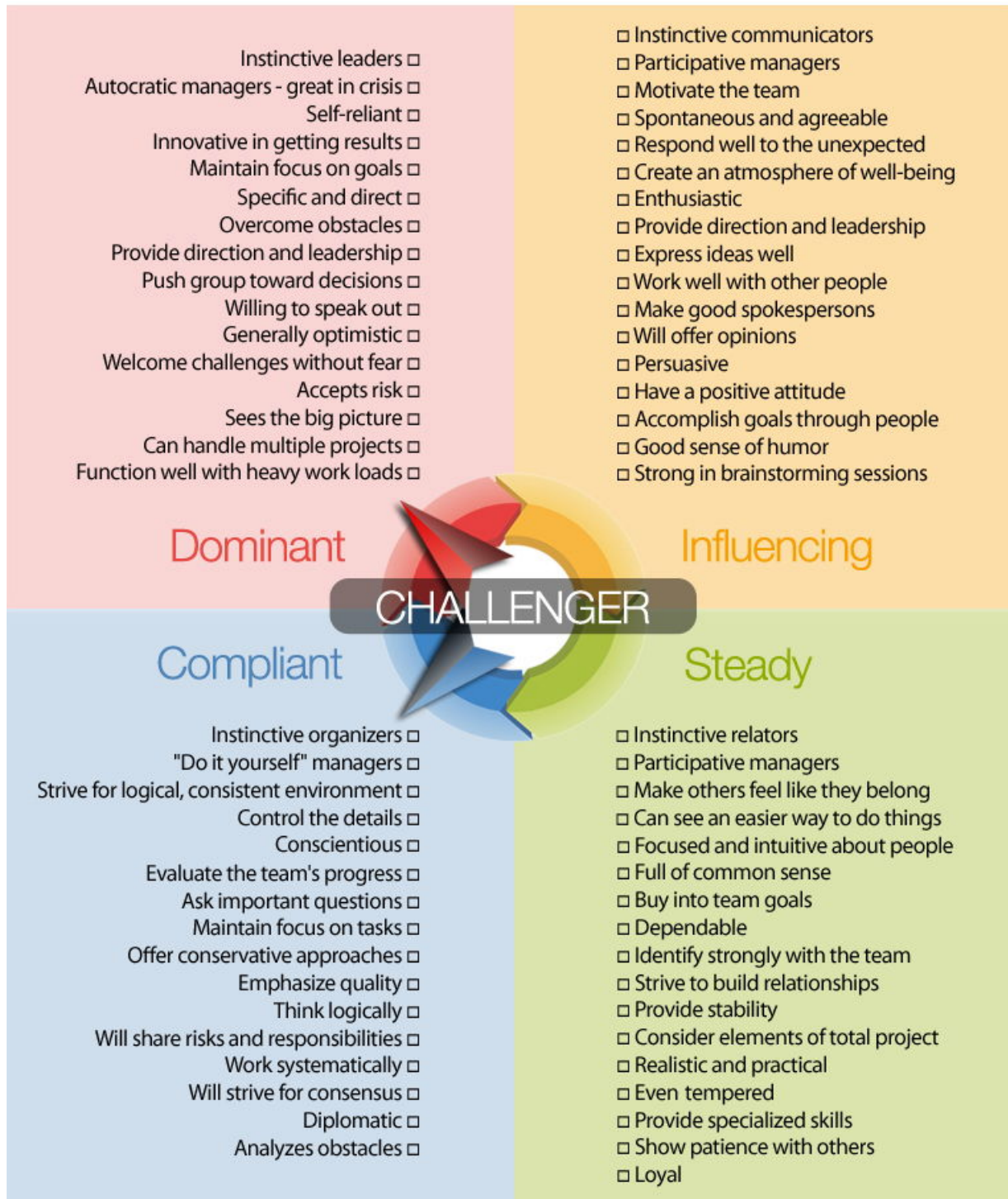
D's are fast paced and enjoy changes and challenges.

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**TIP:** You have high standards for yourself, but **don't hold your co-workers to your own standards.** Just remember, other styles may seem to move slower, be more passive, or be more afraid of change. **Give your co-workers extra time and more patience and understanding.**

## Personality Checklist

Take the time to look at the behavioral characteristics of each style listed below. Note that the “arrows” indicate your expressed personality style(s). Study the characteristics of your style(s). You can place a checkmark next to each statement that describes you.



## INFLUENCING -

Well Developed



Leading and influencing people is something that comes easier for others, but you are willing to step up to the role when no one else volunteers. You prefer an association with a strong leader who has the same goals and values that you do.

## DIRECTING -

Well Developed



You are usually asked to oversee projects with tight deadlines. Your team values your work ethic. You may appear a bit distant at times, but your attention to detail and your inner drive cause others to respect you and see the great value you add. Learn to take time to get to know other team members; time invested in relationships is not time wasted.

## PROCESSING -

Good



You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

## DETAILING -

Above Average



You have an ability to logically look at a situation and rearrange things for a more efficient operation. You pay attention to even the smallest details and put the finishing touches on projects. Your surroundings are neat and efficient and you appreciate it when others follow suit.

## CREATING -

Good



You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

## PERSISTING -

Above Average



Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

## RELATING -

Adequate



Sometimes it seems like work to make meaningful conversation and you tend to not let others get to know a lot of personal things about yourself. Most conversation tends to be "small talk," but you will allow a few close people in your world.

Your highest style is the "D" or Dominant style. Like most people, you will have a natural tendency to communicate according to your style. Recognizing that different personality styles require different communication styles is the first step to improving communication. Use the information about communicating with the different styles to help you enhance your interpersonal interactions.

### YOU with a **D**

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive, and optimistic. So as long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous, and hasty.

**Relationship Tip:** Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

### YOU with an **I**

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured, and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

**Relationship Tip:** You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

### YOU with an **S**

You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent, and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

**Relationship Tip:** Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

### YOU with a **C**

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details, and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

**Relationship Tip:** Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.

## DISC Overview

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

This chart below helps put the four dimensions of the personality into perspective

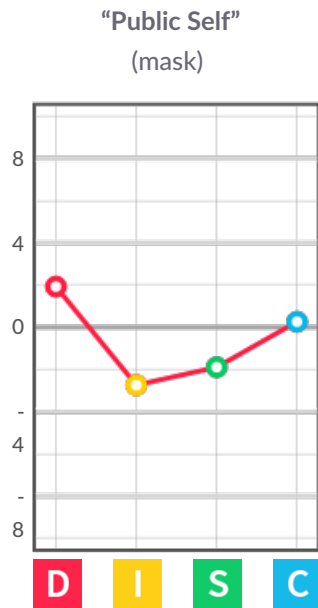
	<b>D</b> DOMINANT	<b>I</b> INFLUENCING	<b>S</b> STEADY	<b>C</b> COMPLIANT
Seeks:	Control	Recognition	Acceptance	Accuracy
Strengths:	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-through	Planning Systems Orchestration
Dislikes:	Inefficiency Indecisions	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions:	Decisive	Spontaneous	Conferring	Methodical



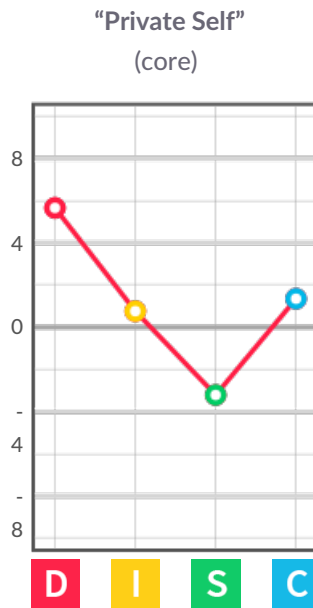


## Your DISC Graphs

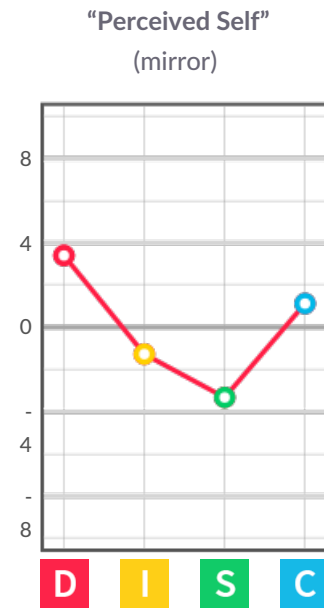
Below are your three DISC graphs and the meaning of each graph.



This graph displays the you others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.



This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present in your environment.



This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. At times you may be unaware of the behavior you use with other people.

### Differences between the Public and Private Self:

People often act based on how they think others expect them to behave or to adapt to a specific job or role. This adapted behavior (the Public Self) represents what we project to the world. Your core style (Private Self) represents your instinctive response to pressure. During times of stress or tension, these core behaviors become prominent. This Private Self graph is least likely to change because these are natural and ingrained responses.

Little or no difference between the Private Self and Public Self indicates that there is not much need to adapt your style to your environment. However, if the Public Self is different from the Private Self, you may perceive a need to flex your style to fit your job, your current role or the expectations placed upon you.