



Willie Williams

May 29, 2020

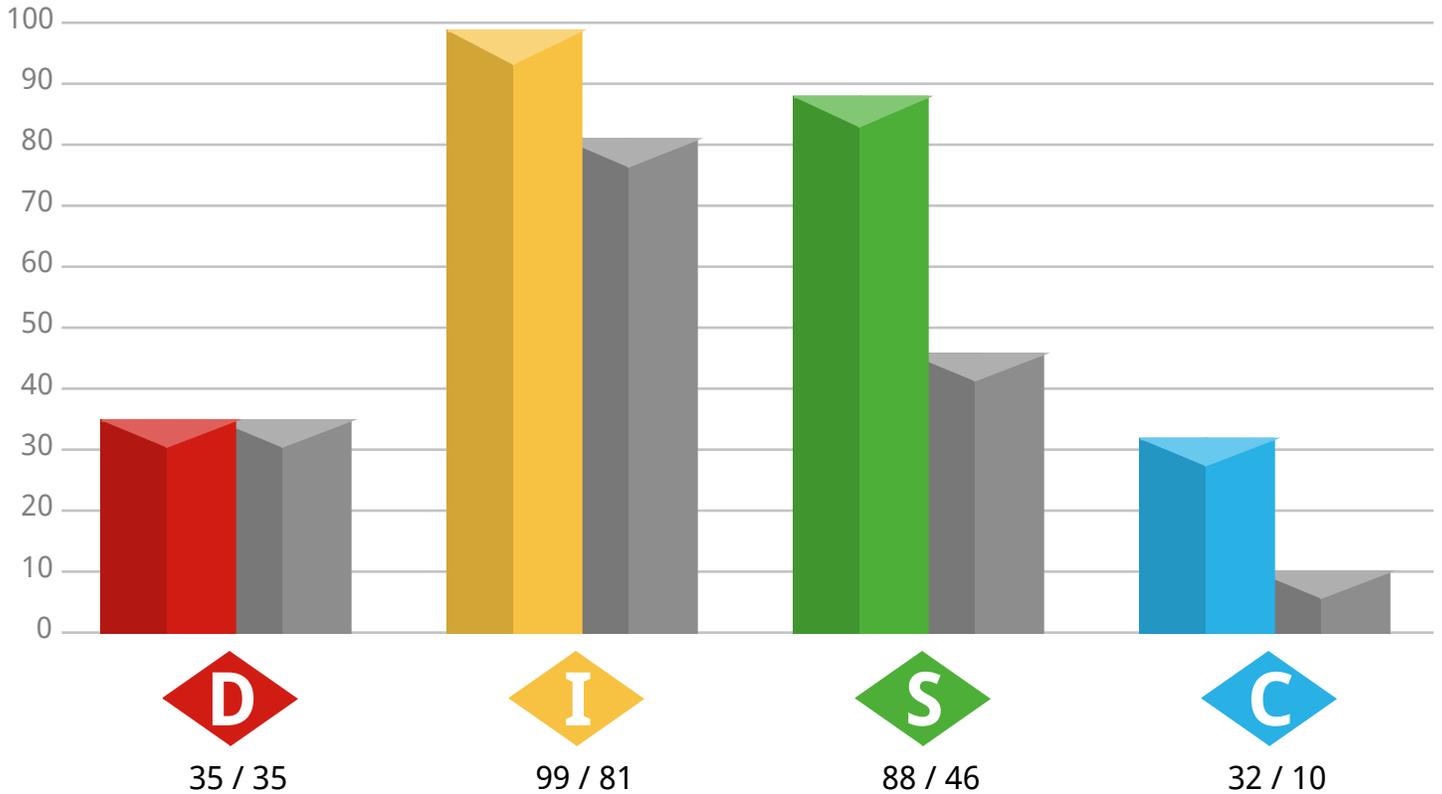
This Innermetrix Disc Index was authored by Jay Niblick, the Founder and CEO of Innermetrix. It is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



Thomas and Thomas
Thomas and Thomas



Natural and Adaptive Styles Comparison



Willie Williams

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.



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.

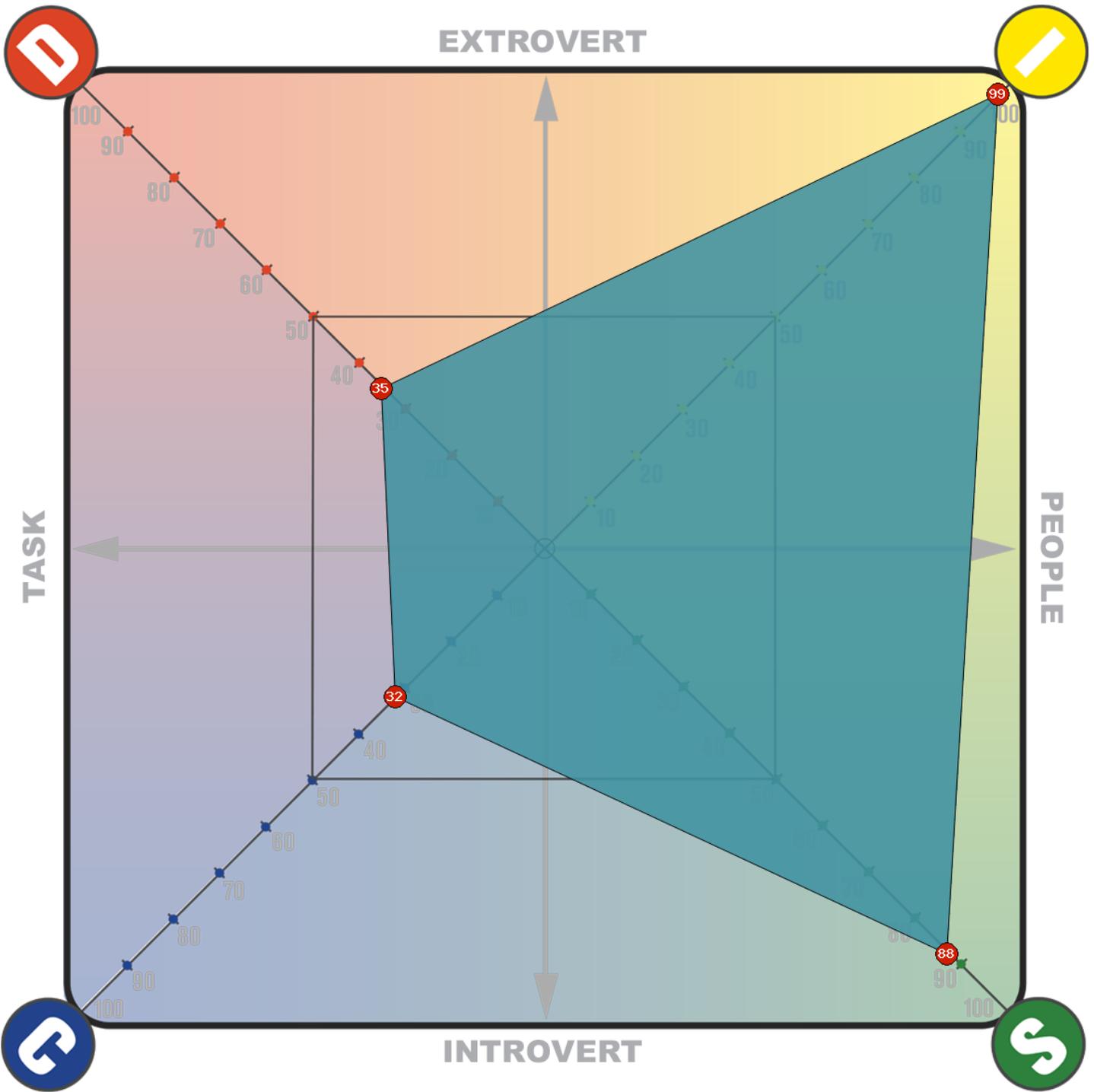
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
<p>High D</p> <p>Demanding</p> <ul style="list-style-type: none"> Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Deliberate <p>Low D</p>	<p>High I</p> <p>Gregarious</p> <ul style="list-style-type: none"> Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective <p>Low I</p>	<p>High S</p> <p>Patient</p> <ul style="list-style-type: none"> Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous <p>Low S</p>	<p>High C</p> <p>Cautious</p> <ul style="list-style-type: none"> Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging <p>Low C</p>

Willie Williams



Willie Williams



Decisive

Your approach to problem-solving and obtaining results

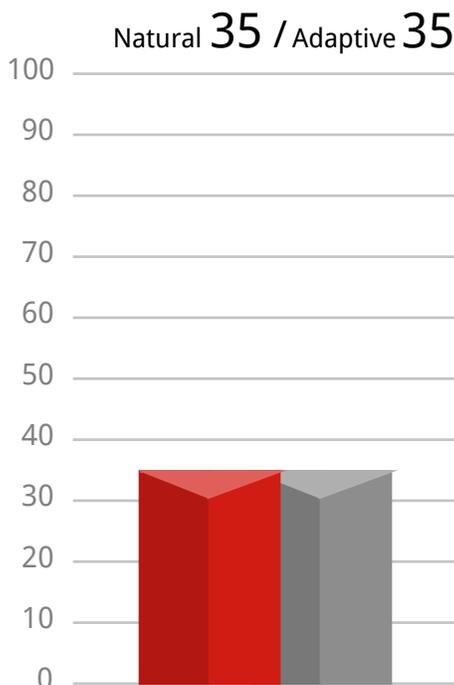
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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.



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

- You tend to be more modest than egocentric in dealing with others.
- You appreciate being thorough and complete in the analysis of all variables before making a decision.
- You might be hesitant to make important decisions quickly under time pressure.
- You can be overly self-critical of your ability on certain issues or tasks.
- You may be prone to avoiding difficult decisions, and this can create delays.
- Unless completely wrong, you prefer to support decisions made by others rather than argue or disagree.



Interactive

Your approach to interacting with people and display of emotions

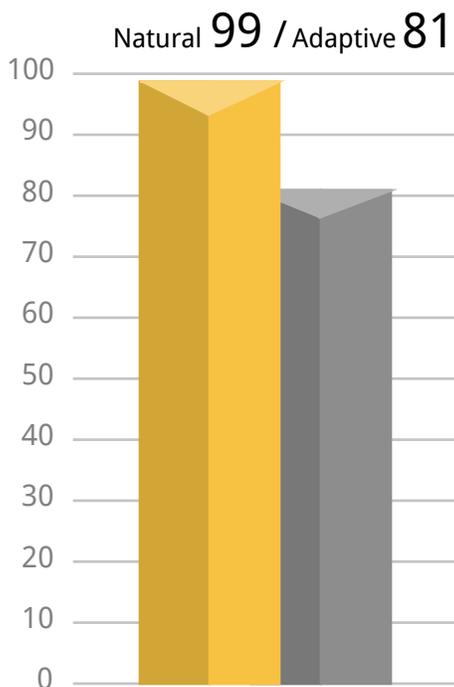
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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.



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

- You enjoy opportunities to motivate others.
- You really like meeting new people and easily interact. No one is a stranger.
- You are gregarious and outgoing with most everyone you meet.
- You have a very high trust level for others, but this could actually result in you being "burned."
- You are very optimistic.
- At times, your desire to express your opinion and interact with others may come across as self-promoting by the quieter people you know.



Stabilizing

Your approach to the pace of the work environment

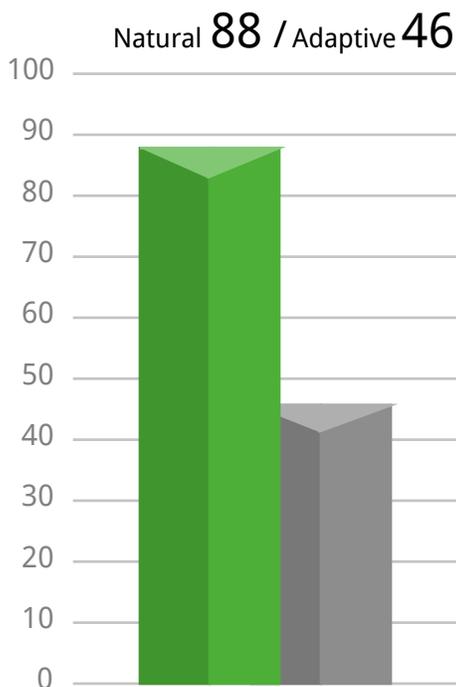
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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.



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

- You desire a high level of structure and order.
- You are very patient in working with a wide variety of people.
- You are an excellent team player.
- You are always seen as cool, calm, and collected on the outside (whether that is true on the inside or not).
- You require significant time to adjust to change.
- You possess excellent listening skills – some of the best.



Cautious

Your approach to standards, procedures, and expectations

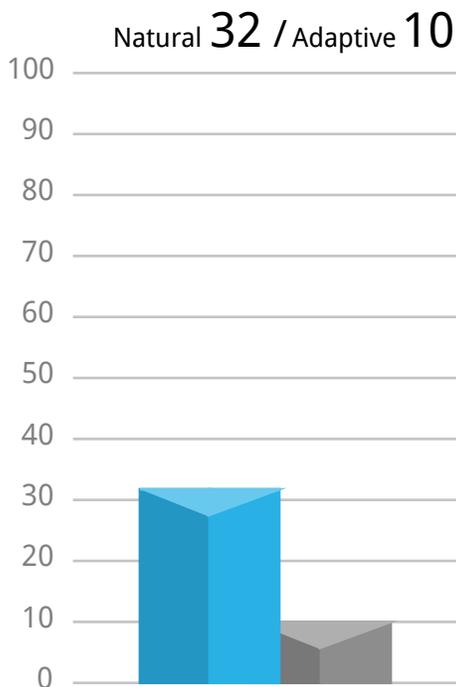
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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.



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

- You prefer to be encouraged to create and try new ideas and procedures.
- "The 'right way' to do things is the way I'm doing them right now."
- You are more bottom-line oriented (e.g., "Let's get the job done now").
- When forced to conform or be constrained you will resist and can even become obstinate.
- You are probably perceived by others as a bit of a rule-bender.
- You can develop a variety of strategies and procedures as situations demand.



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:

- Excellent coach or counselor with others on the team.
- Excellent team player because of the high optimism and the ability to defer ego to others who may prefer more attention or control of the situation.
- Prefers networking by face with internal and external stakeholders rather than working in solitary conditions.
- Tends to say 'yes' more than 'no' when asked to help out with a colleague's project or problem.
- Prefers to establish relationships for the team or organization that are based on long-standing contacts, rather than brief superficial communications.
- Socially poised without being an extremist.
- Tends to be an excellent 'teacher' to peers on the team, at any level of the organization.
- Persuades others not with hype, but rather with warmth, sincerity, and understanding.



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:

- You prefer a favorable social environment rather than an antagonistic one, and will work to maintain the positive environment.
- Able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.
- You show confidence in your ability to motivate and persuade others into the behaviors required for the desired outcome of the project.
- Displays a high energy level, especially in social situations, and is very good at meeting new people.
- You show motivation for a strong determination towards own agenda, and will work to motivate others to that position.
- While you may tend toward surface analysis in some cases, you will also show very keen awareness of important details.
- You have the ability to handle pressing problems in a casual manner, but still get the problem solved.
- A moderate to higher risk taker, you may sometimes do the unexpected just to get attention, or create a surprise situation.



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:

- Having an increased urgency in decision-making... the project clock is ticking.
- Setting more ambitious deadlines, pushing the limits a little more.
- Being more efficient.
- Avoiding heavy detail work.
- Delegating better.
- Ensuring that socializing doesn't interfere with getting work completed.
- Working on a team.
- Being more direct when communicating.



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:

- A strong, visible group or organization with which to identify.
- Awards to confirm ability, skill, or achievements.
- Supportive and encouraging working environment.
- A system of support to assist with the details and follow-through.
- Public recognition of accomplishments and meeting of goals.
- A variety of activities involving people, both on the job and off.
- An environment offering mobility around the office or around the country.
- Assignments that allow for a variety of people-contacts.



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:

- Very people oriented. Able to talk with new people very easily in small groups or in large audiences.
- Able to build positive relationships with internal and external stakeholders.
- Excellent empathic listening style, a model for others to observe and follow.
- Demonstrates an appropriate combination of people-orientation plus listening ability and may serve as a sought-after coach or counselor to peers within the organization.
- The high optimism helps motivate the team toward its goals.
- Demonstrates a high degree of patience in working with others.
- Able to reach goals by working with and supporting the efforts of others on the team.
- Brings a positive sense of humor, and not at the expense of others.



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:

- A non-hostile working environment.
- Freedom of speech and expression.
- Activities with many opportunities for interaction with people.
- Activities to get and maintain attention of others.
- Freedom to move around, either in the office or around the country.
- A democratic supervisor and work environment.
- Freedom from routine work.
- Building a network of people and contacts with groups.



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:

- Need some coaching in time management and in setting deadlines that are more ambitious.
- Be overly tolerant with individuals who are unproductive.
- Be too indirect in providing instructions, not wanting to impose your will on others.
- Hold a bit of a grudge toward those who offer criticism.
- Lack a high sense of urgency, especially when under pressure.
- Hesitate to correct or discipline those who need it for fear of offending someone.
- Be slow to make decisions due to a need to consider the people-side of all issues.
- Take constructive criticism too personally.



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:

- Shows patience with tedious, technical, and specialty tasks and helping others to learn.
- Evaluations based on maximizing the participants' process and success.
- Believes that knowledge gives the participants the ability to maximize their potential and share with others.
- Brings imagination and ideas to the training event.
- Wants to know performance outcomes, objectives, etc. and communicates these to the participants.
- Leads the group by persuading, energizing them with optimism and encouraging cooperation.
- Models own teaching/facilitating on those held in respect and esteem.

How you prefer to receive knowledge or learn:

- Responds actively to others and tends to take learning risks.
- Interacts frequently with others.
- Needs "what to do and when to do it" for optimal time and process management.
- Shows commitment, and wants to be personally involved in learning.
- Sincere participation with others. Wants to learn and help others learn as well.
- Integrates experiences with practical applications and ideas.
- Wants to know performance outcomes, objectives, etc.



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 Willie:

- Provide testimonials from people seen as important and prominent.
- Join in with some name-dropping, talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Provide clear, specific solutions, and support your position.
- Be candid, open, and patient.
- Ask for input regarding people and specific assignments.
- Be certain that individual responsibilities are clear and there are no ambiguities.

Things to avoid to effectively communicate with Willie:

- If you disagree, don't let it reflect on others personally, and don't let it affect the relationship.
- Don't leave decisions hanging in the air.
- Avoid being impersonal or judgmental.
- Don't leave the idea or plan without backup support.
- Don't threaten with position or power.
- Avoid being overly task-oriented.
- Don't be vague or ambiguous.



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)
