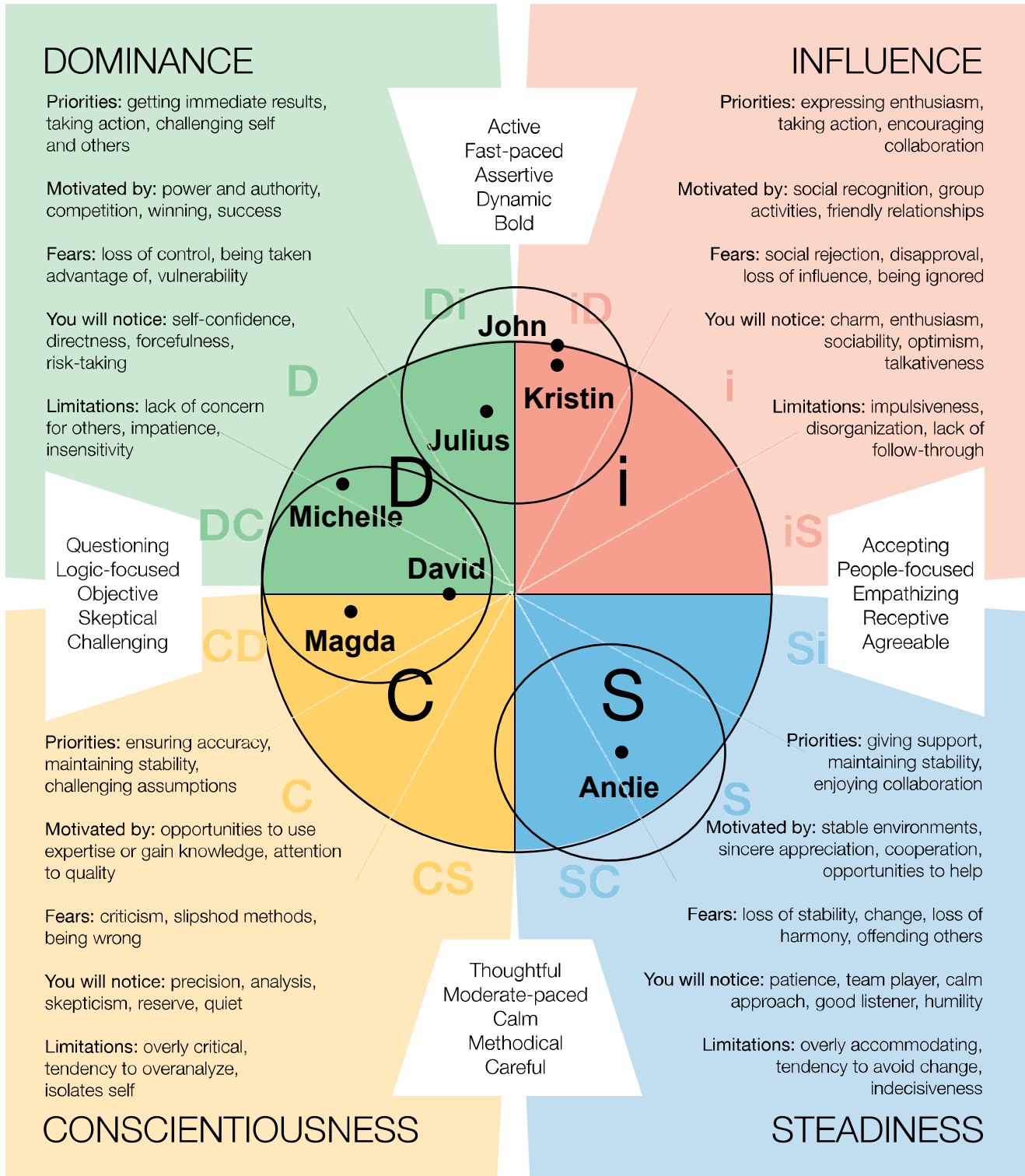


OVERVIEW OF THE DiSC® STYLES



DiSC® and Culture

Everything DiSC® Facilitator Report

Your DiSC® Culture

Just as individuals have unique styles, groups also tend to develop their own styles or cultures. This culture is an informal combination of behaviors, values, and attitudes that most people in the group take for granted.

Put in the simplest terms, group culture is “the way we do things.”

Although not everybody agrees with or flows with the culture, most group members feel the pressure that a culture exerts to act in a certain way. DiSC® does not address all elements of culture, but it helps you understand many important priorities, needs, goals, fears, emotions, and behaviors within your culture.

Why is group culture important?

Group culture has a large impact on the behavior, attitudes, and satisfaction of each group member. People who fit into the culture often feel right at home in the group. But for other people, the culture leads them to feel like strangers in a strange land. The environment makes them uncomfortable.

Culture also has implications for the group as a whole. It affects such things as the pace at which work gets done, how outsiders are treated, the attention paid to details, or risks that the group takes. These in turn influence the success of the group in meeting its goals.

Where does group culture come from?

Group culture is not simply the average of all the people in the group. A number of different factors determine group culture, such as:

The style of the group leaders	The historical culture of the group
The most pronounced styles within the group	The cohesion or tension within the group
The type of work the group does	The goals and mission of the group

How do I know the group’s DiSC® culture?

1. Does this group culture promote **caution and reflection** (S and C styles), or does it favor a **fast pace and outspokenness** (D and i styles)? (Consider that 71% of your group members are fast-paced and outspoken, while 29% are cautious and reflective.)
2. Does this group culture have more of a **questioning and skeptical** orientation (C and D styles), or is it more **accepting and warm** (i and S styles)? Consider that 57% of your group members tend to be questioning and skeptical, while 43% are accepting and warm.
3. The pace of group members is much more active than thoughtful. This group probably contains many assertive people who are quick decision makers. This often creates a dynamic and fast-paced culture. **How does this set the pace for the rest of the group.**
4. This group appears to have a balance between accepting people who prioritize personal, emotional concerns and questioning people who prioritize logical objectivity. **How does the group's culture supports this balance among group members?**

Other considerations

You also may want to think about what is important to this group. What behaviors does it reward and what behaviors does it criticize? The following pages describe each of the four DiSC cultures. Read through these descriptions and decide which ones, if any, describe your group.

The D Culture

Everything DiSC® Facilitator Report

The D Culture

The percentage of group members (**43%**) whose dots fall in the Dominance region is somewhat higher than the average group taking this profile (25%). The hallmarks of a D culture are quick decisions, direct answers, and a competitive atmosphere. This culture values solid results and powerful growth. Trust is given to those who are direct and straightforward. People who thrive in this setting tend to be hard-driving individuals who relish challenges and the thrill of victory. Interpersonal communication may suffer in this culture, however, and those who are less assertive may feel overwhelmed. In addition, such a culture may sometimes struggle with high turnover and a stressful environment.

The D Culture Rewards:

Independence
Decisiveness
Directness
Victory
Results

The D Culture Criticizes:

Oversensitivity
Hesitation
Overanalysis
Foot-dragging
Weakness

Working in the D Culture

People in the D Region (43% of the Group)

People in the D region tend to embrace this culture's aggressive pace. They see the environment as ideal for achieving their goals and moving their careers forward. Their desire to win every encounter is based not only on what they believe is best for themselves, but for the organization as well. In this way, their determination is likely to earn them the respect of colleagues, who may look to them for leadership. However, their assertiveness makes them prone to conflicts with peers, especially those who share their D tendencies.

People in the i Region (29% of the Group)

People in the i region may appreciate the speed with which their ideas are implemented and the enthusiasm that the environment cultivates. In addition, their energetic approach to projects can be a great benefit to the organization. The organization, however, may not be as exuberant in recognizing their work as people in the i region expect. The organization simply expects exceptional results.

People in the S Region (14% of the Group)

People in the S region often find a niche as a sympathetic ear among the hard-charging negotiations and constant striving of this culture. They tend to help the organization by applying their people skills whenever they can. However, they may often feel hurt and stressed in a setting that they see as cold or harsh.

People in the C Region (14% of the Group)

People in the C region may appreciate that business is at the forefront in this culture. They're pleased that achieving goals is a top priority and that time is not spent on small talk. With their dedication to resolving the details and analyzing the consequences, these individuals can be a great asset to organizations with this culture. Still, they may encounter difficulties with the hectic pace and immediate results that this environment demands.

Issues to Consider

- How do people who aren't in the region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the region respond to those who don't share their style?
- How open is your culture to the other styles? How do they bring balance to your group?

The i Culture

Everything DiSC® Facilitator Report

The percentage of group members (**29%**) whose dots fall in the i region is about the same as the average group taking this profile (26%). The hallmarks of an i culture are an energetic atmosphere, an optimistic approach, and plenty of time spent in meetings or socializing. This culture values effective teamwork and creative approaches to problems. Trust is given to those who are open and expressive. People who excel in this setting tend to be charismatic individuals with keen social skills. However, those who aren't as people-oriented may be frustrated with the emphasis on group activities and social niceties. In addition, poor planning and low tolerance for routine tasks may sometimes prevent such a culture from actually implementing any bold ideas.

The i Culture Rewards:

Creativity
Enthusiasm
Optimism
Collaboration
Passion

The i Culture Criticizes:

Rulemaking
Caution
Overanalysis
Introversion
Insensitivity

Working in the i Culture

People in the D Region (43% of the Group)

People in the D region probably appreciate the fast pace and exciting developments that this culture encourages. Their eagerness to tackle new challenges keeps the cycle of creativity moving, which inspires their colleagues and benefits the organization. However, they may grow impatient with prolonged meetings, and the culture's emphasis on people's feelings may strike them as unnecessary or even counterproductive.

People in the i Region (29% of the Group)

People in the i region may find no better fit than this culture. They tend to thrive on energetic approaches and constant interaction with peers, both of which are in abundance in this environment. This culture's priorities suit these energetic people to such a high degree that their natural zeal may propel the organization forward. But flaws, such as disorganization and spotty planning, can be magnified when people in the i region are active in this setting.

People in the S Region (14% of the Group)

People in the S region are likely to respond well to the warmth and collaboration of this culture. And although they may not be the most vocal in group settings, they still like the fact that social graces are appreciated in this environment. They tend to focus on steady performance and avoid calling attention to themselves, which allows the organization to function more effectively. Still, the speed of change in this culture may be too much for them sometimes, and their need for concrete direction is likely to go unmet.

People in the C Region (14% of the Group)

People in the C region may gain satisfaction in this culture by embracing the value of their work. In fact, their efforts are essential to the organization's structure, because they're likely to maintain order in an otherwise frantic environment. Although they may be seen as cynical, they undertake the research, analysis, and detail-oriented tasks that others avoid. However, they may become annoyed at the lack of clear guidelines and rules in this culture. They also may resent the pressure to be extroverted and optimistic.

Issues to Consider

- How do people who aren't in the region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the region respond to those who don't share their style?
- How open is your culture to the other styles? How do they bring balance to your group?

The S Culture

Everything DiSC® Facilitator Report

The S Culture

The percentage of group members (**14%**) whose dots fall in the S region is slightly lower than the average group taking this online profile (24%). The hallmarks of an S culture are stability, predictability, and friendliness. This culture values strong teamwork and a manageable work-life balance. Trust is given to those who are sincere and considerate. People who thrive in this setting tend to avoid conflict and include everyone in the group's victories. People in this culture naturally support each other and rely on a systematic approach to work. However, such a culture may lag in innovation or in its willingness to take on bold challenges.

The S Culture Rewards:

Cooperation
Loyalty
Humility
Thoughtfulness
Team focus

The S Culture Criticizes:

Aggressiveness
Pushiness
Disruptiveness
Nonconformity
Sudden change

Working in the S Culture

People in the D Region (43% of the Group)

People in the D region strive to get results in this culture. Their preference for action may cause them to make bold decisions and take daring risks. Such adventurous behavior can benefit the organization, which otherwise may struggle to move forward decisively. However, their assertive behavior may be seen as rude or pushy. People in the D region, on the other hand, may feel that the environment is too "touchy-feely." Further, the calm, orderly culture often seems dull to them, and they may look elsewhere for challenges.

People in the i Region (29% of the Group)

People in the i region tend to supply much of the excitement in this culture. They can bring enthusiasm to projects and coordinate the social activities that bond colleagues and build a sense of community. Others, however, may get frustrated that they aren't as organized and reliable in their habits as the culture expects. At the same time, people in the i region are likely to become bored at the laidback atmosphere that this culture encourages.

People in the S Region (14% of the Group)

People in the S region tend to appreciate the comforting routine that this culture provides. They're likely to respond well to the security of the environment, and they may look forward to the collaboration that is a large part of this culture. The organization can come to depend upon their loyalty and follow-through. However, they may not be challenged to improve their performance, accept new responsibilities, take chances, or make major changes.

People in the C Region (14% of the Group)

People in the C region tend to appreciate the fact that precision and analytical skills are respected in this culture. They seldom feel pressure to rush through projects in this environment, and they're likely to appreciate its methodical approach. They get the opportunity to benefit the organization by ensuring refined and accurate outcomes. However, they may be seen as too cold. People in the C region, in turn, may feel that the group is too sensitive and accommodating when making decisions.

Issues to Consider

- How do people who aren't in the region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the region respond to those who don't share their style?
- How open is your culture to the other styles? How do they bring balance to your group?

The C Culture

Everything DiSC® Facilitator Report

The C Culture

The percentage of group members (**14%**) whose dots fall in the C region is somewhat lower than the average group taking this online profile (25%). The hallmarks of a C culture are quality, accuracy, and order. Such a culture values high standards, careful analysis, and diplomacy. This group prides itself on getting perfect results. The group is cynical toward new ideas, and trust usually has to be earned. Members are often loyal but only to those they respect. The culture values punctual, hardworking, and dependable members. The group, however, may miss opportunities because it spends so much time researching and analyzing. It may resist growth for fear of lowering its standards.

The C Culture Rewards:

Accuracy
Completeness
Attention to detail
On-time performance
Dependability

The C Culture Criticizes:

Mistakes
Illogical behavior
Lateness
Spotty research
Exaggerated enthusiasm

Working in the C Culture

People in the D Region (43% of the Group)

The double checking and deep analysis typical of the C culture will frustrate some people in the D region. They may be itching to get things moving, but they're expected to weigh the pros and cons and calculate risks. On the other hand, they may appreciate the skeptical and task-oriented nature of the group. They may also like working with people who are willing to let them take the lead.

People in the i Region (29% of the Group)

Many people in the i region will get bored with the C culture's continuous attention to accuracy. They may be expected to develop organized, systematic procedures for putting their ideas into action. If they aren't rigorous in their thinking, the group may be critical. Their socializing may be frowned upon, and they may feel that the group cares more about the task than it does about its people. On the other hand, the enthusiasm, optimism, and high energy of people in the i region may be a rare and invaluable asset to the group.

People in the S Region (14% of the Group)

Most people in the S region will like the stability of the environment. And without the pressure to be extroverted and outgoing, they will most likely feel at ease. But because the culture often expects people to work alone, some people in the S region may miss the feeling of collaboration and team spirit. The fact-oriented nature of the group may leave them feeling like important emotions are ignored or dismissed.

People in the C Region (14% of the Group)

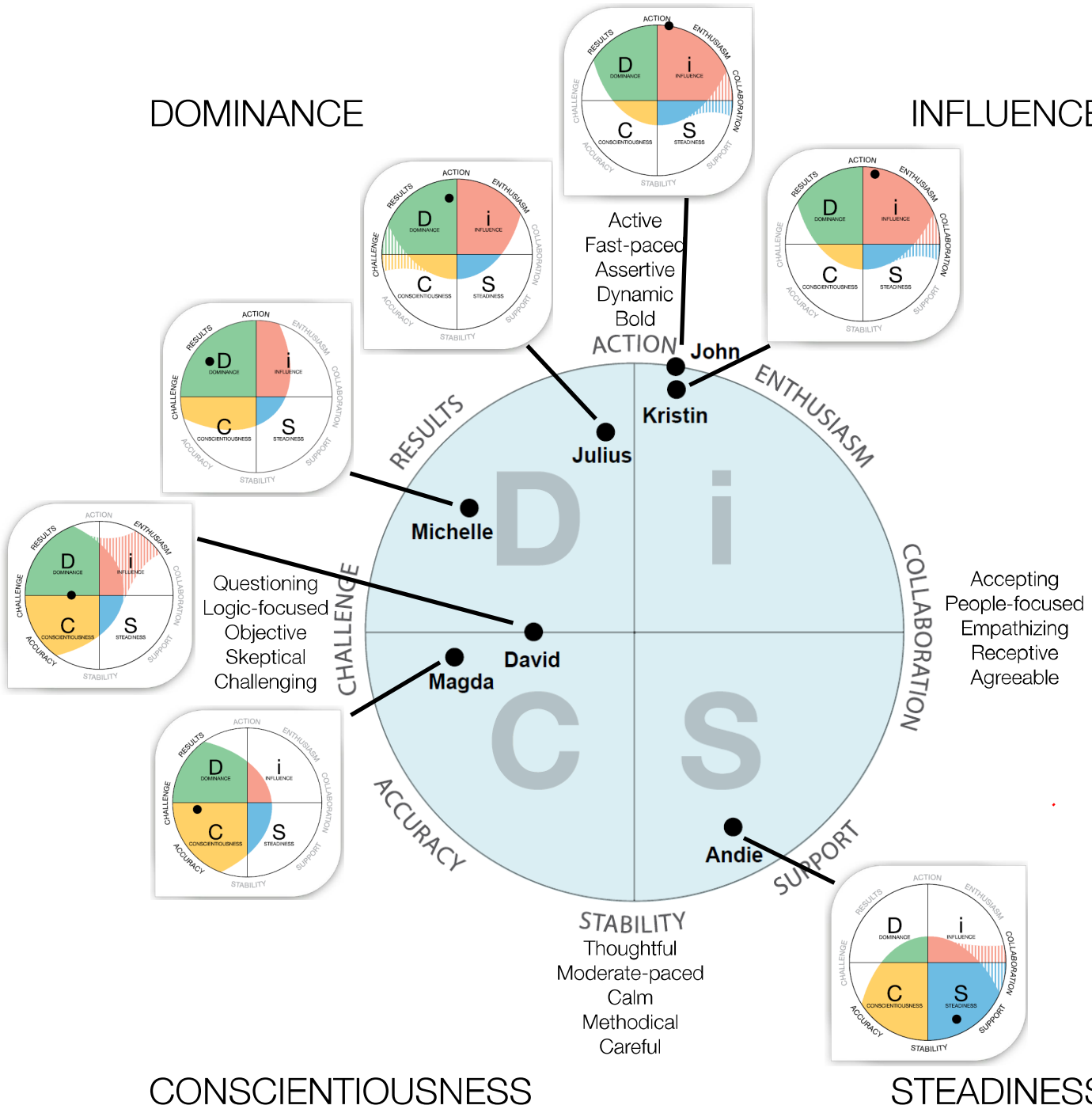
People in the C region usually feel right at home in this environment. They appreciate the reserved, businesslike culture that values quality and dependability. They share the group's systematic approach, and they probably support the lack of direct conflict. They may, however, feed into an overly analytical culture that doesn't take chances and resists change.

Issues to Consider

- How do people who aren't in the region feel about this culture? What are their frustrations and challenges?
- How does the group listen to those in the other regions?
- How do people in the region respond to those who don't share their style?
- How open is your culture to the other styles? How do they bring balance to your group?

DOMINANCE

INFLUENCE



What Motivates You?

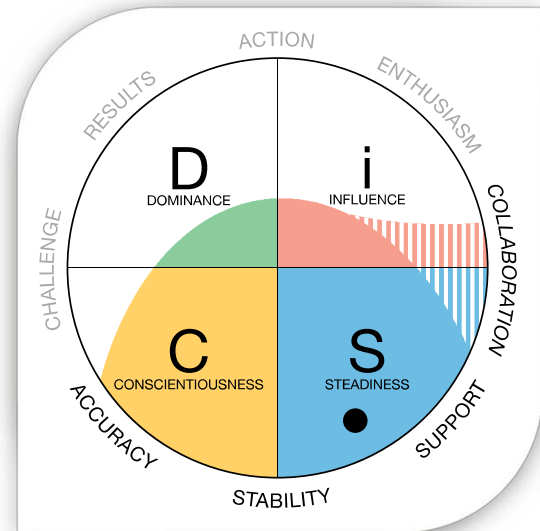
Different people find different aspects of their work motivating. Like other people with the SC style, you probably like to work in a stable, supportive environment where people are free to accomplish their tasks without a lot of pressure. Most likely, you prefer to maintain high standards and follow reliable, well-established procedures. However, you may also enjoy working closely with a team toward a common goal, and this is less typical of the SC style.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Working steadily toward a goal
- Supporting people when they face a challenge
- Following efficient systems or procedures
- Bringing organization to a project
- Catching errors or flaws in designs
- Providing accuracy and precision
- Maintaining high standards
- Collaborating with coworkers
- Helping people work together

Andie Baker



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you value dependable outcomes, you may become anxious if you're thrown into an environment that is too unpredictable. You may find it hard to make important decisions before studying all your options. In addition, because you're uncomfortable with conflict, you may avoid people you see as overly argumentative or forceful. At the same time, unlike others with the SC style, it may be equally difficult for you to work in environments that don't allow you to collaborate with others.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Making decisions without time to weigh the pros and cons
- Dealing with angry or argumentative people
- Working without clear guidelines
- Having to argue for your point of view
- Dealing with conflict
- Working in a chaotic environment
- Improvising a new course of action
- Working in an unsocial environment
- Being isolated for long periods

What Motivates You?

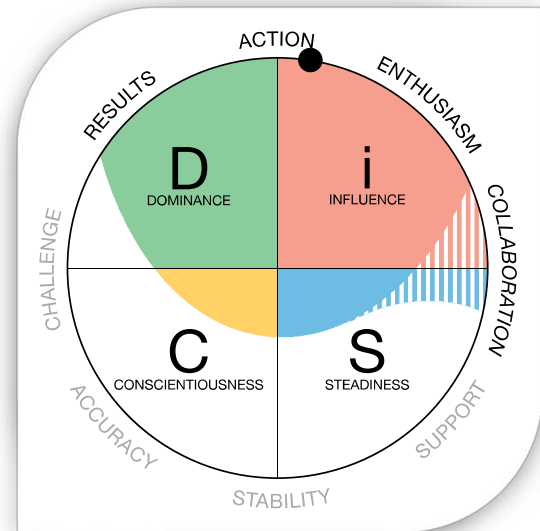
Different people find different aspects of their work motivating. Like other people with the iD style, you're probably attracted to projects that are adventurous and colorful. Most likely, you enjoy creative and energetic team environments where you can use your passion and charisma to lead the group toward major accomplishments. However, you may also enjoy working closely with a team toward a common goal, and this is less typical of the iD style.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Developing new relationships
- Persuading others
- Initiating colorful projects
- Achieving immediate results
- Creating enthusiasm and momentum
- Working toward challenging goals
- Inspiring others to do their best
- Collaborating with coworkers
- Helping people work together

John McElwee



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to maintain an energetic pace and strive for quick results, you may find routine work to be draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, you may dislike it if you have to rein in your innovative plans because the organization has different priorities. At the same time, unlike others with the iD style, it may be equally difficult for you to work in environments that don't allow you to collaborate with others.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Sustaining interest in routine projects
- Having to moderate your pace
- Partnering with overly cautious people
- Following strict rules or protocols
- Working steadily toward long-term goals
- Setting realistic limits
- Using a slow, systematic approach
- Working in an unsocial environment
- Being isolated for long periods

What Motivates You?

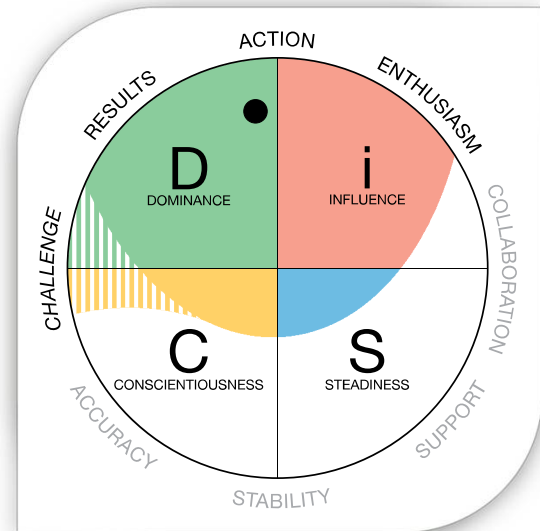
Different people find different aspects of their work motivating. Like other people with the Di style, you probably seek opportunities to achieve impressive results in high-energy environments. Most likely, you have an entrepreneurial spirit and enjoy competitive challenges. Because you like having influence, you may be attracted to leadership roles. However, you may also appreciate an environment where you can ask tough questions and challenge assumptions, and this is less typical of the Di style.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Initiating change
- Having authority
- Achieving immediate results
- Promoting innovation
- Taking risks
- Sharing enthusiasm for ideas
- Keeping things moving
- Working with people who have high standards
- Using logic to solve problems

Julius Pearson



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to move quickly and tackle ambitious projects, you may become annoyed if you feel people or procedures are wasting your time. You may find it frustrating if your innovative plans get stalled out by other people's hesitancy or overanalysis. In addition, you may get tense in situations where your autonomy or power is limited. At the same time, unlike others with the Di style, situations in which you're expected to accept things at face value may be difficult for you.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Following strict rules or protocols
- Having to moderate your pace
- Having little independence or control
- Partnering with overly cautious or indecisive people
- Being forced to give up on bold ideas
- Having your ideas or authority challenged
- Working slowly toward long-term goals
- Dealing with people who don't meet your standards
- Having to keep your opinions to yourself

What Motivates You?

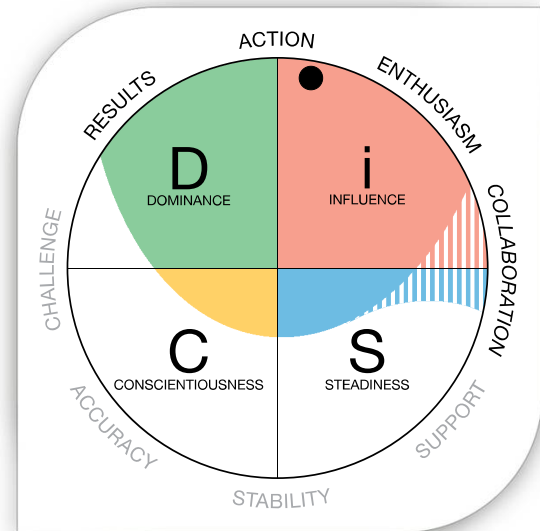
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You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Developing new relationships
- Persuading others
- Initiating colorful projects
- Achieving immediate results
- Creating enthusiasm and momentum
- Working toward challenging goals
- Inspiring others to do their best
- Collaborating with coworkers
- Helping people work together

Kristin Baker



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to maintain an energetic pace and strive for quick results, you may find routine work to be draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, you may dislike it if you have to rein in your innovative plans because the organization has different priorities. At the same time, unlike others with the iD style, it may be equally difficult for you to work in environments that don't allow you to collaborate with others.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Sustaining interest in routine projects
- Having to moderate your pace
- Partnering with overly cautious people
- Following strict rules or protocols
- Working steadily toward long-term goals
- Setting realistic limits
- Using a slow, systematic approach
- Working in an unsocial environment
- Being isolated for long periods

What Motivates You?

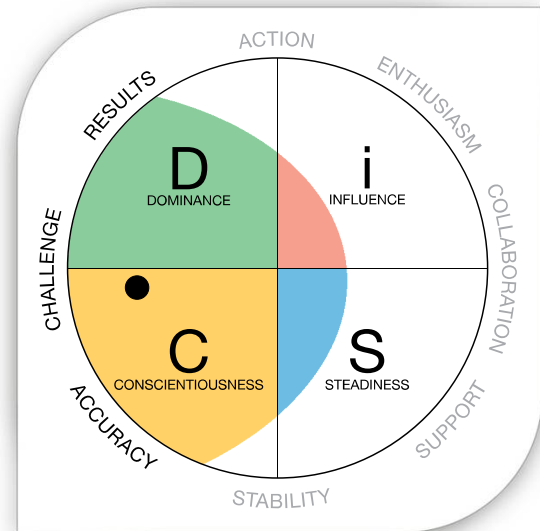
Different people find different aspects of their work motivating. Like other people with the CD style, you probably like having the space to get absorbed in logical problem solving. Most likely, you set very high standards for your work and enjoy opportunities to challenge yourself to achieve your goals.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Catching errors or flaws in design
- Providing in-depth analysis
- Having independence
- Working with people who have high standards
- Working toward challenging goals
- Solving problems
- Achieving efficient results
- Looking at issues rationally
- Emphasizing quality

Magda Houlberg



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to focus on logical objectives and concrete results, you may find it frustrating when you have to depend on people who don't meet your standards of competency. Similarly, it's also probably stressful when you don't feel you have the expertise to deliver quality results or others seem to be questioning the quality of your work.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Having little independence or private time
- Being wrong
- Being forced to mingle with strangers
- Following inefficient procedures
- Having your authority challenged
- Dealing with people who don't meet your standards
- Relying on overly emotional or illogical people
- Having to display empathy or emotional support
- Giving feedback without appearing overly critical

What Motivates You?

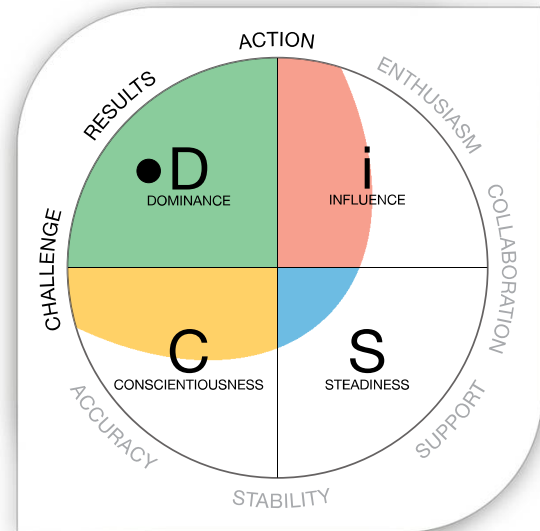
Different people find different aspects of their work motivating. Like other people with the D style, you probably enjoy situations that allow you to take charge and have authority. Most likely, you prefer working in a high-energy environment, and you're often willing to do whatever it takes to get the impressive results you're after.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Implementing ideas
- Having authority
- Achieving results
- Overcoming obstacles
- Working in an innovative setting
- Making key decisions
- Getting things moving
- Working toward challenging goals
- Convincing others

Michelle Wetzel



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to focus on the end result and achieving your goals, you may find it particularly frustrating when your authority is challenged or you feel you don't have control over your own success. In addition, you probably get irritated when you feel bogged down with tasks or procedures that waste your time.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Following strict rules or protocols
- Getting bogged down in inefficient procedures or meetings
- Having your ideas or authority challenged
- Having little independence or autonomy
- Lacking control over situations
- Slowing down your pace
- Dealing with people who don't meet your standards
- Performing routine tasks
- Being forced to pay attention to the emotional needs of others

What Motivates You?

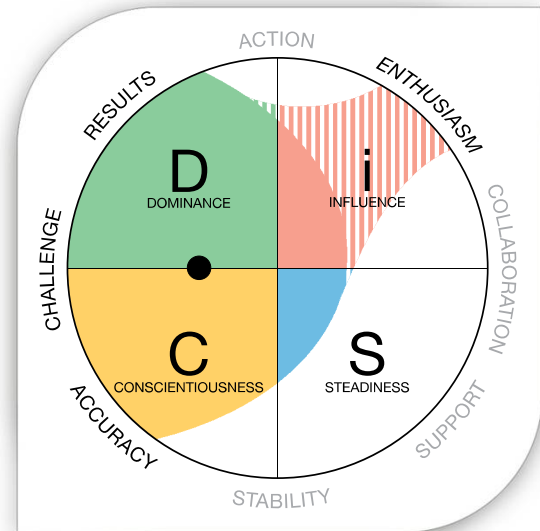
Different people find different aspects of their work motivating. Like other people with the DC style, you probably enjoy opportunities to challenge yourself and to take charge of situations where problems need to be solved. Most likely, you appreciate working in an environment that enables you to make efficient progress toward high-quality results. However, you may also prefer working in an environment where people show high energy and optimism, and this is less typical of the DC style.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Working toward challenging goals
- Having authority
- Catching errors or flaws in design
- Overcoming obstacles to achieve efficient results
- Working with people who have high standards
- Making key decisions
- Analyzing problems
- Creating enthusiasm
- Inspiring others to do their best

David Munar



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to strive for concrete results and logical objectives, you may find it frustrating when you have to depend on people who don't meet your standards of efficiency, logic, and competency. Since you tend to hold similarly high standards for yourself, it's probably also stressful when you don't feel that you have the expertise to deliver quality results. At the same time, unlike others with the DC style, you may also dislike environments that you feel are dull or pessimistic.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Dealing with people who don't meet your standards
- Keeping your opinions to yourself
- Having your ideas or authority challenged
- Following inefficient procedures
- Having little independence
- Lacking control over situations
- Relying on overly emotional or illogical people
- Being unable to express yourself
- Being in a dull environment