Joyce Ward
Tuesday, May 05, 2015

This report is provided by:

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(847) 864-8069
Behavioral Highlights

This section lists the potential strengths of Joyce’s behavioral profile. Personalize the information using these steps: <1> Put a check mark next to the statements that you think accurately describe Joyce’s behavioral style. <2> Put an X next to the statements that you feel do not describe Joyce’s behavioral style very well. <3> Write in comments to modify the statements to make them more descriptive.

Some of Joyce's behavioral strengths may be

- Likes a fast pace, new activities, change, and variety
- Quick to act and creates a sense of urgency in others
- Enjoys challenges and competition
- Can move forcefully to get results
- Uses direct, action-oriented approach to solving problems
The DiSC Dimensions of Behavior model describes behavioral patterns in terms of four tendencies. They are briefly defined below:

**D Dominance:** People with a high "D" behavioral tendency seek to shape their environment by overcoming opposition to accomplish results.

**i Influence:** People with a high "i" behavioral tendency seek to shape their environment by influencing or persuading others.

**S Steadiness:** People with high "S" behavioral tendency seek to cooperate with others to carry out their tasks.

**C Conscientiousness:** People with high "C" behavioral tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioral tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioral responses.

The above graph displays the relationship of the four behavioral tendencies in Joyce’s profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the DiSC PPSS is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.
Joyce Ward
Date: 5/5/2015
Classical Pattern: Developer
Completed by: Self
Environmental Focus: Work

Some people find additional understanding of themselves by looking at any differences between their responses to their MOST and LEAST choices. Because you have responded to the same question "How do I see myself?" for both choices, it is likely the information will be the same. If there is a significant difference in the Profiles, you may want to ask yourself some questions about the factors that influenced your choices as you responded. The composite graph (Graph 3) reflects the combination of your most and least choices and is typically the most comprehensive description of your overall Profile. This composite Profile is used for all the information contained in your reports.
Joyce tends to be a strong-willed individual who continually seeks out new horizons. Tending to be extremely self-reliant and independent in both thought and action, she may prefer to find her own solutions to any difficulties she may encounter. Although she may ask others for information, she seldom asks for opinions or solutions, preferring to make her own decisions. Due to her independence and self-sufficiency, Joyce may feel relatively free of peer pressure or constraints of the group. Therefore, she may be able to bypass conventional ideas and current practices to come up with imaginative and innovative solutions.

Joyce tends to look for a new challenge or a new opportunity. She may be anxious to test her skills and knowledge against the demands of a new situation. Tending to be somewhat reluctant to acknowledge her shortcomings or errors directly, she may tend to keep trying new solutions and new approaches until she obtains the results she desires. Or, she may simply move on to a new challenge. She tends to focus on solving the problem rather than on identifying the person responsible for the problem. As a result, she may avoid wasting time in blaming and “buck-passing” behavior.

Tending to be easily bored, Joyce may search for new activities and opportunities for achievement. She may prefer activities that require considerable mental or physical effort. Tedious, long-term, or slow activities may cause some discomfort. She may prefer to get an activity started and then turn it over to others to finish. However, she tends to want to have complete control of the results of any activity for which she is held responsible or which is important to her. In fact, Joyce may like to be in control of most situations.

Although she generally may tend to be direct and forceful, Joyce may be capable of careful planning and strategic manipulation of people and situations to ensure that her goals are met. She tends to be very persistent in pursuing the results she desires, doing whatever she can to overcome or reshape any obstacles that may appear. This may make others uncomfortable unless a climate of mutual trust has been established.

Joyce may have high expectations of others and may be critical when her standards are not met. In particular, she may want others to be like her: self-starters who think for themselves. Tending to be so strongly focused on results, she may seem to lack empathy and often seem uncaring. Since she may put her own interests first, she may appear self-centered. Opportunities for personal advancement and challenge may be very important to her.

If Joyce is required to participate with others in situations which limit her individualism, she may become defiant and aggressive. Similar behavior might occur when she does not get her way on something important to her. She may generally enjoy being with people. However, Joyce may become a loner when something needs to be done. She may normally prefer to give the details of an activity to someone else to do. Yet, under pressure her need for control and high expectations for performance may cause her to complete the activity alone or to
interfere with the efforts of others to whom she has delegated the details.

Joyce tends to approach a new problem or decision in a quick and direct manner. She may size up all the data available - taking time to get additional facts only if there is a glaring lack of information - and then very quickly come to a tentative solution. She may monitor the results of that decision and make changes as needed. She may be willing to try new ideas and to take risks equal to the expected results.
Motivating Factors

People have different sources of motivation and different goals based on their most preferred behavioral tendencies. This section lists those factors usually found to be most motivating to someone with Joyce’s behavioral tendencies. Some of these factors may not apply to Joyce because she may have modified her behavior due to her life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Joyce’s behavior. Review and revise as necessary.

Joyce may be motivated by:

- Having control over her work environment
- Being able to direct other people's activities
- Being offered new opportunities and new challenges
- Situations where she is held accountable solely for results rather than for how the results are achieved
- Opportunities for advancement
- Rewards for achieving goals
Preferred Environment

People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Joyce might find most desirable based on her behavioral tendencies. Some of these factors may not apply to Joyce or may appear contradictory because of the differences between the tendencies that describe Joyce's behavior. Review and revise as necessary.

Joyce wants an environment which provides:

- Maximum freedom to determine how things are done
- Fast-paced, results-oriented
- Performance measurements and rewards based upon achieving agreed-upon results
- The opportunity to control events
Tends to Avoid

All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviors are, we can choose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Joyce is most likely to avoid based on her behavioral tendencies. Some of the factors may not apply to Joyce. Review and revise as necessary.

Based on dislike, discomfort, or fear, Joyce tends to avoid:

- Situations where she has no control over the environment
- Appearing soft or weak
- Situations requiring routine, predictable behaviors day after day
- Being closely managed by others
- Having to check in frequently and report what she is doing
- Having to report step by step how she is going to do a task or activity
Strategies for Increased Effectiveness

This section describes possible actions that Joyce might take to modify certain naturally occurring behavioral tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritize the strategies based on the needs of the current environment. Review and revise as necessary.

Joyce would increase her effectiveness by:

- Taking more time to think through possible consequences before taking action
- Listening and considering the thoughts, feelings and experiences of others
- Learning to negotiate outcomes on a win/win basis
- Explaining her reasoning process rather than just announcing conclusions
- Learning to participate in a group without being in charge
- Developing tact and diplomacy in communications and interactions with others
- Giving recognition to others for their efforts
Demotivating Factors

People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Joyce's behavioral style.

Joyce may become demotivated when:

- Her authority is countermanded
- Her responsibility is diminished
- Her resources are restricted
- Required to do routine activities with little or no variety
- Closely supervised
- Required to report frequently on activities rather than results
- She has no opportunity for advancement
Most people use behavior in conflict situations that can be described as either a “fight” or “flight” response based on their natural behavioral tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Joyce might use in a conflict situation. These behaviors may have been modified due to Joyce’s values system and/or life experience. This information will be more helpful if reviewed with Joyce, ranking the behaviors from most-likely to be used to least-likely.

In a conflict situation Joyce:

- Tends to take a direct, aggressive approach
- May escalate levels of aggression
- May create win/lose outcomes
- May overpower others who then retaliate with covert aggression
- Tends to become defensive
- May become autocratic, using rank and authority to end the conflict
Behavioral Tendency Continuum

This continuum displays Joyce’s potential range of intensity for each of the behaviors listed. This continuum represents potential behavior based on Joyce’s profile pattern rather than actual, observed behavior. This information is most helpful when discussed and evaluated based on experience with Joyce.

Name: **Joyce Ward**  
Date: 5/5/2015  
Classical Pattern: Developer  
Environmental Focus: Work

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<tbody>
<tr>
<td>ACCEPTS - open, receives willingly</td>
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<td>ADHERES - sticks to the rules</td>
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<tr>
<td>ADVOCATES - promotes, urges action</td>
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<td>AGITATES - stirs up, rocks the boat</td>
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<tr>
<td>AMPLIFIES - explains, expands the point</td>
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<tr>
<td>ASSIGNS - delegates to others</td>
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<tr>
<td>ASSUMES - takes for granted</td>
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<td>BOASTS - brags about abilities</td>
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<tr>
<td>CAPTIVATES - charms others</td>
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<td>COMMANDS - directs others</td>
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<td>DIGESTS - absorbs, thinks it through</td>
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<tr>
<td>ESTABLISHES - stabilizes, builds to last</td>
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<tr>
<td>IMITATES - follows the leader’s example</td>
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<tr>
<td>INVENTS - creates new solutions, ideas</td>
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<td>INVESTIGATES - examines, checks it out</td>
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<tr>
<td>JUSTIFIES - defends, gives reasons for</td>
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Environmental Focus: Work

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<th>Behavioral Tendency</th>
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<tbody>
<tr>
<td>MAINTAINS - continues, preserves</td>
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<td>MANEUVERS - plans skillfully</td>
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<td>MODIFIES - adapts, adjusts, revises</td>
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<tr>
<td>NURTURES - shows care for others</td>
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<td>OBJECTS - protests, argues, disputes</td>
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<td>OBSERVES - watches attentively</td>
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<td>PLANS - prepares, maps out task</td>
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<td>PRAISES - compliments, shows approval</td>
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<td>PROHIBITS - cautions, prevents risk</td>
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<td>PROTECTS - guards tradition, stability</td>
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<td>RECONCILES - appeases, settles differences</td>
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<tr>
<td>REVIEWS - examines in detail</td>
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<td>SPECULATES - gambles on the future</td>
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<td>TESTS - examines, tries it out</td>
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<td>TRUSTS - believes in others</td>
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<tr>
<td>VERBALIZES - talks things out</td>
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Performance Management Worksheet

After reviewing the information listed in the General Characteristics section of this report, select those strategies most effective for improving and maintaining performance. Some of the information may be more relevant and/or applicable than other information. Use your knowledge of the specific environment plus your experience with Joyce’s behavior to determine which action strategies would be most effective.

1. What can be done to create a work environment that meets Joyce’s motivational needs?

2. What actions can be taken to manage and/or eliminate those tasks, activities and interactions that Joyce most tends to avoid?

3. What strategies for increasing Joyce’s effectiveness would be most appropriate and effective in her current work environment?

4. What actions can be taken to modify and/or eliminate those factors that Joyce finds most demotivating?
Performance Management Worksheet

5. What strategies for developing, modifying or eliminating behavior would be most useful for improving Joyce’s behavior in conflict situations in this work environment?
Strategies for Creating a Positive Relationship

All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Joyce’s natural behavioral tendencies. By reviewing and discussing the strategies listed for each key behavioral area, you can develop an effective plan for creating a positive relationship with Joyce.

Creating a Positive Climate for Joyce

- Provide choices for activities, letting her make the decision
- Allow her to direct the efforts of others
- Accept her need to compete and win
- Give your undivided attention to her interests
- Direct more attention to getting results than discussing emotions
- Accept her need for variety and change
- Let her set the pace for activities

How to Communicate with Joyce

- Joyce tends to prefer direct, to the point communications without a lot of time spent on social chatter
- Be prepared to Listen to her ideas before moving on to other topics
- Tends to practice selective perception, only hearing and/or remembering that with which she agrees
- Consider checking at end of discussion to make sure everything was heard, and stored in memory, by asking her to repeat what she heard

How to Compliment Joyce

- Use brief, direct factual statements
- Focus on her achievements, and her demonstrated leadership abilities
- Acknowledge her ability to take charge of a difficult situation
- Compliment her ability to take risks, to set precedents
- Recognize the unique or innovative nature of her thoughts, ideas and/or actions
- Acknowledge her ability to get the maximum results with the minimum investment of time and effort
Strategies for Creating a Positive Relationship

How to Provide Feedback to Joyce

• Focus discussion on obstacles to achieving results and how she can eliminate them
• Discuss desired changes in her behavior in terms of potential impact on results
• Describe current negative consequences from her behavior and request solutions
• Keep feedback factual, neutral and nonjudgmental
• Reduce her defensiveness by focusing solely on actions and consequences
• Disengage from right/wrong debates
• Keep discussion focused on actions, rather than motives or intentions

How to deal with Joyce in Conflict

• Joyce may tend to take a direct, aggressive approach, resulting in an "I win, you lose" outcome
• Acknowledge her logic or reasoning by saying "I can see your point" or "I can see the logic in your thinking"
• After acknowledging her thinking, calmly restate your point
• Disengage from right/wrong debates by acknowledging the differences between the two of you, without judgement
• Accept that the only workable, win/win solution may be to agree to disagree
• Counter blaming statements by refocusing on the issue and what corrective action is going to be taken
• Resist any impulse to retaliate with blaming, attacking or sarcastic comments
• Reduce your defensiveness when attacked and acknowledge any error on your part
• Use open-ended questions (how, what, where, when, who) to define the real issues in the situation
• Ask her what it is that she really wants as an outcome
• Call a time-out if emotions escalate to high levels of aggression or hostility, scheduling a time to continue the discussion
• Conclude the discussion with a summary of what each person has committed to do to resolve the conflict

How to deal with Joyce's Problem-solving Style

• Joyce tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
• She may need to be directed toward considering the long term consequences of the decision
• She may need coaching in handling complex problems due to her natural tendency to over-simplify in a rush for immediate results
Strategies for Creating a Positive Relationship

How to Deal with Joyce's Decision-making Style

- Joyce tends to be a quick decision-maker
- She may need to be encouraged to take enough time to gather sufficient information and consider possible consequences before making decisions
- Point out the benefits of taking more time in terms of improved results
# Strategies for Positive Relationships Worksheet

After reviewing the information contained in the section on Strategies for Creating a Positive Relationship with Joyce, select the most effective strategies based on the specific needs of the environment. Using your knowledge of the environment and your direct experience with Joyce’s behavior, select those action strategies most likely to produce the results desired. It may be helpful to use the Start, Stop, Continue formula in developing strategies. To relate to Joyce effectively, what behaviors do you need to START using more often, STOP using so much of, and CONTINUE using as much as you are using?

1. What action strategies would be most effective for creating a positive climate for Joyce?

2. What strategies would be effective and appropriate for communicating with Joyce in this environment?

3. When complimenting Joyce, what strategies will you need to use?

4. When providing feedback to Joyce, what would be the most effective approach?
5. When dealing with Joyce in conflict, what strategies would be most effective for you to use?

6. When dealing with Joyce's problem-solving activities, what will you need to do to relate effectively?

7. When dealing with Joyce's decision-making behavior, what will you need to do to be most effective in this environment?
Relating to People and Environment

This section describes how Joyce may tend to relate to other people and her environment based on her natural behavioral tendencies. Some of these behaviors may have been modified or eliminated by Joyce due to her life experiences and her values system. Therefore, some items may represent only potential behaviors. Additionally, some of the behaviors may appear to be conflicting because of the range of responses possible for Joyce, given the nature of her behavioral style. Review, discuss, and revise the list as appropriate.

How Joyce Tends to Communicate

- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- Tends to tell others what to do, without being asked to do so
- May be so direct and forceful in communicating that others have difficulty asking questions, clarifying understanding, or pointing out problems
- May be perceived by others as blunt, cold, or uncaring because of her brief communication style
- May have difficulty expressing positive emotions, even though she feels them
- Tends to assume that others know how she feels, especially if she told them once in the past
- May be more comfortable in expressing her feelings through actions, assuming that others can decode the message
- Tends to be comfortable in expressing anger, sometimes using anger when sadness, hurt or fear would be a more accurate expression of her true feelings
- Tends to be impatient, have difficulty listening to long narratives, preferring people to "get to the point"
- Tends to be a selective listener, hearing and storing information as it fits her perception
- Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally"
- May tend to undervalue the importance of frequent, quality communication in maintaining work relationships

How Joyce Tends to Make Decisions

- Tends to be quick, decisive, independent and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May tend to take higher risks than are comfortable for others, believing that the potential for big payoffs justify the risk
- May fail to consider long-term consequences and fail to think through all the factors in complex situations
Relating to People and Environment

How Joyce Tends to Manage Time

- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow her to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share her sense of urgency or move at the same fast pace
- Tends to be impatient with others who desire a more leisurely pace

How Joyce Tends to Solve Problems

- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of her impatience and desire for immediate solutions

How Joyce Tends to Handle Stress

- Tends to seek out demanding, challenging, fast-paced environments and may not notice the negative impact on her health or relationships
- Tends to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance on her part
- May be so strongly driven to achieve results that she fails to set realistic limits for herself
- May need to work on letting go of the need to control her environment and other peoples' actions in order to reduce her stress
- May have difficulty taking adequate time to recover from illness or injury due to a self-imposed sense of urgency
- May choose a high level of variety and change, finding predictable routines more stressful than change
Relating to People and Environment Worksheet

After reviewing this section, evaluate the appropriateness and effectiveness of these behaviors based on the needs of the current environment. Use your knowledge of the situation and your direct experience with Joyce’s behavior to develop strategies for reinforcing those behaviors that are most effective and modifying those that are least effective. It may be helpful to use a simple formula of Start, Stop and Continue. Identify what behaviors Joyce needs to START using more of, STOP using so much of, and CONTINUE using to be effective in this environment.

1. What would be the most effective behaviors for Joyce to use in communicating with others in this environment? (start, stop, continue)

2. Given the specific nature of this work environment, what DECISION-MAKING behaviors would be most effective for Joyce to use? (start, stop, continue)

3. What time management behaviors would be most effective for Joyce to use in this environment? (start, stop, continue)

4. What problem-solving behaviors would be most effective for Joyce to use in this environment? (start, stop, continue)
5. What strategies for handling stress would be most effective for Joyce to use in this environment? (start, stop, continue)