



MAXWELL  
LEADERSHIP®

## Sample User

Style: Concluder DI

### Maxwell DISC Personality Indicator Report

Saturday, September 15, 2018

# Maxwell DISC Personality Indicator Report

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Congratulations on completing your Maxwell DISC Personality Indicator Report! This report will provide you with powerful insight into several important areas in which your natural style presents itself in your personal and professional life.

In John Maxwell's book, *The 15 Invaluable Laws of Growth*, the Law of Awareness states, "You must know yourself in order to grow yourself." This Maxwell Method report is designed to help you better know yourself, as well as provide you with insight on how you can grow yourself.

This report is based on the DISC methodology of human behavior. Dr. William Moulton Marston, while at Harvard University in the 1920's, developed the DISC Theory while doing research for his book, *The Emotions of Normal People*. When his research was complete, the DISC Theory was formed into a validated and reliable assessment for personal and professional development. DISC is the methodology used in this report to help you identify four different dimensions of your design:

Your Behavior Style, Your Communication Style, Your Strength Style, and Your Work Style.

You will see on the front cover of your report, just below your name, a descriptive name for your report style. Since each of us, to varying degrees, are a combination of the 4 primary DISC types, your style descriptive name may be immediately followed by 1, 2, or 3 of the other DISC letters.

While you are able to see the explanation of your DISC profile and how it presents itself in each of the above four style areas, your Maxwell DISC associate will guide you through using this design combination to help you gain the most insight into this report and maximize how you can better know yourself and grow yourself.

Now, let's begin the journey into your personal design. The next two pages provide you an introduction into the four DISC types, several key traits for each type, and your DISC graphs. Your Maxwell DISC associate can provide you with the context for each graph.

**"Personal growth increases hope. It teaches us that tomorrow can be better than today." John C. Maxwell**

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# Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

***This is the D Style***

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

***This is the I Style***

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

***This is the S Style***

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

***This is the C Style***

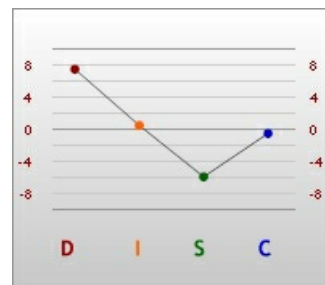
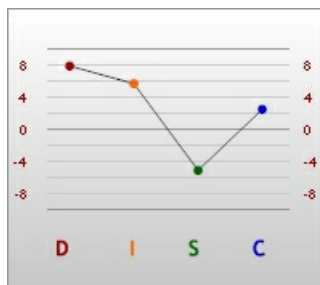
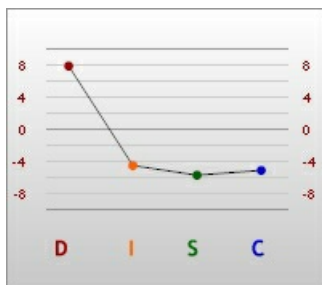


The chart below helps put the four dimensions of behavior into perspective.

	<b>D = Dominant</b>	<b>I = Influencing</b>	<b>S = Steady</b>	<b>C = Compliant</b>
<b>Seeks</b>	Control	Recognition	Acceptance	Accuracy
<b>Strengths</b>	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
<b>Challenges</b>	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
<b>Dislikes</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>Decisions</b>	Decisive	Spontaneous	Conferring	Methodical

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.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



**DISC graph 1 represents your "public self" (the mask)**

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.

**DISC graph 2 represents your "private self" (the core)**

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

**DISC graph 3 represents your "perceived self" (the mirror)**

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

# Your Behavioral Style

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This section of the report provides you with insight into your DISC behavioral style. This is sometimes referred to as your “personality style.” It helps you better understand your preferred and predictable behavior in your environment and when you interact with others.

## KNOW YOURSELF

The next page will give you a fun look into some famous people in history who share your behavioral style.

Then, you will see a description of your personal behavioral style. You will find a general explanation, along with insight into what motivates you and your preferred ideal environment. The general characteristics are a great summary of your style. You will want to pay careful attention to the sections on “motivated by” and “ideal environment.” Understanding your motivation will help provide clarity on what will empower you to sustain interest and focus. Understanding your ideal environment will help you discover and align with the surroundings needed for you to bring your best work forward.

## GROW YOURSELF

As you read through your style description, create a list of questions for your Maxwell DISC associate so they can add more value to you and this experience. Especially make notes on the key points found in the blue boxes.

John Maxwell says that, “Success is knowing yourself and your purpose in life, growing to reach your maximum potential, and sowing seeds that benefit others.” You will want to focus effort in those particular areas to be more successful.

Here are a few Maxwell Leadership growth programs that will help you be more proactive in that journey to success.

**How to Be a Real Success** – Success is not a destination; it is a process. In this program, you will learn the keys you need to succeed. No matter what role you are in, you will achieve great things by understanding four very important success-building areas: Relationships, Equipping, Attitude, and Leadership.

**Becoming a Person of Influence** – Positively impact the lives of others! Whatever your vocation or aspiration, you can increase your impact on others by becoming a person of influence. In this program, you will learn simple and insightful ways to interact more positively with others. Your personal and organizational success will go off the charts.

**Put Your Dream to the Test** – What do you need to make your dreams come true? Your dream has power. It can inspire and empower you, but can it reward you? Your John Maxwell Team member will show you how to crystallize your vision and galvanize your commitment.

**Intentional Living** - Deep down, what does every person want most? To live a life that matters. We all want to feel like the time we spent on earth made a difference. How do we achieve that? John Maxwell believes the answer is intentional living. John says, “When you intentionally use your influence every day to bring about positive change in the lives of others, you achieve significance.” There is a big difference between a life of good intentions and an intentional life.

# Historical Characters

## Famous people who share your personality

### Benjamin Franklin

1706-1790

U.S. Statesman, Publisher and Inventor

Born the fifteenth child in his family, he went to work at age ten. The drive and determination of the Concluder are seen in his early success in business. At age seventeen Franklin left his Boston home for Philadelphia. Within 10 years he had a successful printing and publishing business and was the sole owner of the Pennsylvania Gazette. The wide range of interests of the Concluder are easily observed in any of his biographies. During his lifetime Franklin compiled almanacs, formed philosophical discussion groups, established the nations first lending library, established a university, served in the Pennsylvania Assembly, was a postmaster, conducted scientific experiments, developed a fuel-efficient stove and served as a diplomat.

"Content makes poor men rich; discontentment makes rich men poor. If passion drives you, let reason hold the reins."

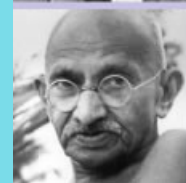
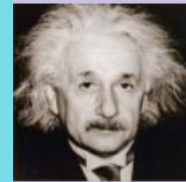
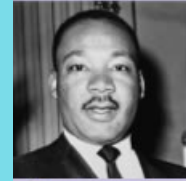
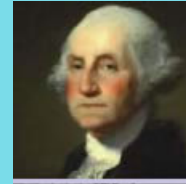
### Napoleon Bonaparte

1769-1821

French Emperor (1799-1815)

Called a titanic figure in European history, Napoleon personified the visionary nature and forceful drive of the Concluder. He became a successful army officer as a young man, and lost only one battle during ten years of war as he led the French revolutionaries against the Austrians and the British in the 1790s. Concluders like to lead, and they can have a strong impact on others. Napoleons goal was to make France the center of a huge European empire modeled after ancient Rome and to see himself lead it as emperor. As an army commander, Napoleons genius was incredible. He conquered the Austrian empire, and ruled Italy, Germany and Switzerland. However, he was unable to hold on to his command. He finished his last days in exile.

"Nothing is more difficult, and therefore more precious, than to be able to decide."



# Description

## understanding your style

### Sample's style is identified by the keyword "Concluder".

Sample, as a Concluder style, tends to be a strong individualist. Sample is forward-looking, progressive and competitive. They can also be direct and even forceful at times. Concluders are curious and have a wide range of interests. They are logical, incisive and critical in their problem solving. Many times a Concluder will come up with the imaginative and unusual. Sample has good leadership abilities. A Concluder's task-orientation tends to outweigh their people-orientation. Concluders have high standards and can appear to be critical when these standards are not met. Concluders may also place high standards on surrounding people and expect perfection from them as well. Sample seeks authority and challenging assignments.

Concluders can have a very strong impact on people and can motivate others to achieve goals. Because of these characteristics, they need to be sensitive to the people around them. Their high-risk, adventurous spirit moves them through life at a fast pace while making things happen in the lives of the people. Others may see concluders as opinionated and they will challenge others' opinions.

Concluders tend to be short tempered, especially when they feel someone is taking advantage of them. They thrive on activity and a consistently forward moving environment. A Concluder may put themselves in the position of being affected by other peoples' actions because they want to be involved in everything going on around them. Concluders may want to take charge of problems that are out of their area of responsibility and may be irritated when others do not share their sense of urgency. Sample is constantly thinking about what to move on to next that is new and exciting.

Often perceived as a very strong-willed individual, Sample is one who others may tend to view as overly direct, perhaps even demanding. This individual goes by the rule that "whatever works" to obtain goals is ok. When challenged, Sample tends to become extremely competitive and unrelenting in their quest for the win.

Sample can easily find the silver lining in a difficult situation and typically enjoys the thrill of trying new things. This individual has a gift for influencing associates and is viewed as an instinctive communicator. Others find Sample easy to approach and enjoy their easy, open rapport.

Appreciating change and challenges, Sample tends to become bored with routines; often searching for new acquaintances or a change in lifestyle. This person may have a hard time conforming to "the norm" because they simply prefer to do things in their own way. Although viewed as an individualist, Sample truly has the overall good of the group at heart.

Sample will usually test ideas against proven standards in an effort to be inventive. Sample can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Sample acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

**Natural leader and spokesperson**  
**High ego strength**  
**Influential and motivating**  
**High energy, extroverted, and optimistic**

#### *General Characteristics*

**Being able to direct and pioneer**  
**Power and authority to take risks and make decisions**  
**Freedom from routine and mundane tasks**  
**Changing environments in which to work**

#### *Motivated By*

**A competitive environment with rewards**  
**Being able to delegate details to others**  
**Freedom from controls, supervision, and details**  
**Evaluation based on results, not methods**

#### *My Ideal Environment*

# Communicating

## with the Concluder style

### Remember, a Concluder may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, opportunity for advancement

### Greatest fear:

- Being taken advantage of, being talked about

### When communicating with Sample, a Concluder, DO:

- Talk about results, not processes
- Talk about solutions, not problems
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Let them in on the "big picture" because they are visionary
- Agree with facts and ideas rather than the person when in agreement

### When communicating with Sample, a Concluder, DO NOT:

- Ramble, repeat yourself, or do all the talking
- Focus on problems
- Be pessimistic or challenge them directly
- Focus on the process and details

### While analyzing information, Sample, a Concluder may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

### Motivational Characteristics

- **Motivating Goals:** Dominance and independence
- **Evaluates Others by:** Ability to complete a task quickly
- **Influences Others by:** Force of character, persistence
- **Value to Team:** Determination; striving to overcome obstacles
- **Overuses:** Impatience, competition
- **Reaction to Pressure:** Analytical, belligerent, logical
- **Greatest Fears:** Slowness or being seen as too jovial
- **Areas for Improvement:** Increase patience, concern for people, humility



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson



# Communicating

## with the Concluder style

### Value to the group:

- Bottom-line organizer
- High energy, spurs activity
- Can multi-task easily
- Decisive and great in a crisis

### Concluders possess these positive characteristics in groups:

- Instinctive leaders
- Direct and decisive
- Innovative in getting results
- Maintain focus on goals
- Great communicators, willing to give opinions
- Overcome obstacles, they see silver lining
- Provide direction and leadership
- Push group toward their goals
- Generally optimistic
- Welcome challenges without fear
- Accept risks
- Sees the big picture
- Can handle multiple projects
- Function well with heavy workloads

### Personal growth areas for Concluders:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less controlling, be more patient
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into the details and process
- Take time to explain the "whys" of your statements and proposals



You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

# Your Communication Style

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This section of your report provides you with insight into your communication style and how to better communicate and connect with others.

## KNOW YOURSELF

The next two pages provide you an overview into how your unique DISC type prefers to communicate. It helps you better understand how you prefer to receive information in the form of communication. It also will help you better understand the value you bring to a group.

The pages that follow will help you better understand how you can communicate more effectively with others. More effective communication with other DISC types will help you better connect with others, since you can take into consideration their preferred way of receiving information and communication.

## GROW YOURSELF

A special tool within this report is the DISC CHARACTERISTICS AND COMMUNICATION APPROACH page. This is a helpful one-page guide to identify the communication style of others and then the approach that will work best to communicate and connect with them.

Since communicating is a skill significant for connecting, collaborating, and serving alongside other people; and since you will not likely know the DISC Style of everyone you encounter; we have provided an easy-to-use behavioral traits list. While this is not an assessment, or even an in-depth look, it will provide you with some guidance on communicating with an individual in a way that would likely suit their style.

As you look through the communication section of this report and look at the one-page approach guide, identify the communication characteristics of the three people closest to you. Work with your Maxwell Leadership DISC Certified Team Member to identify a communication approach that you can begin immediately to apply to your conversations in order to enhance your communication and connection with them.

If you would like to grow deeper in understanding your communication style and that of others, along with how to better connect and communicate within your realm of influence, you may find the following tools helpful in your growth and journey to success.

Everyone Communicates, Few Connect – To be successful in every area of our lives, we need to learn to communicate in a way that connects. This is a skill you can learn and apply in your personal, professional, and family relationships. This John Maxwell book and the associated Maxwell Leadership programs can help you better develop the ability to truly connect with others when you communicate.

The Maxwell Method Communication Impact Report – Effective communication is the key to effective teamwork. This report provides leaders and their teams with the individual communication style of each team member, a way to recognize the style of others, and the five key practices to move from communication into deep connection.

The Maxwell Method Sales Impact Report – Taking 10 - 15 minutes to complete this online assessment is time well invested. Each participant will learn their unique selling style, their strengths and how to maximize them, their challenges and how to overcome them, the keys to recognizing their prospect's buying style, and the five-point strategy to improving sales with each of the four primary buying styles.

The Maxwell Method Sales Leadership Impact Report – This report is recommended for anyone who is responsible for leading, managing, and motivating sales reps. In addition to all the information contained in the Sales Impact Report, sales managers will be provided with the Sales Leadership Impact Report, which provides insight to motivate and maximize the potential of each sales professional, based on their unique selling style. They will learn the techniques and approaches (such as goal setting, motivation, and communication) to connect to the unique style of each member of their team, providing the tools to lead them to higher results.

Your Maxwell Leadership DISC Certified Specialist will assist you in accessing these growth tools.

**"It's not enough just to work hard. It's not enough to do a great job. To be successful, you need to learn how to really communicate with others." John C. Maxwell**

# Communicating with Others

*The* MAXWELL METHOD

## DISC STYLES OF COMMUNICATION

If you are communicating with someone who demonstrates these CHARACTERISTICS	THEY MAY BE A	Consider using this COMMUNICATION APPROACH
<ul style="list-style-type: none"> <li>» Confident</li> <li>» Assertive or aggressive</li> <li>» Challenges the status quo</li> <li>» Seems to like control</li> <li>» Dislikes routine</li> </ul>	D	<ul style="list-style-type: none"> <li>• Be direct and brief.</li> <li>• Stay in the big picture.</li> <li>• Don't try and share all of the details.</li> <li>• For a decision, provide them with options.</li> <li>• Maintain your focus on results, not process.</li> </ul>
<ul style="list-style-type: none"> <li>» Talkative</li> <li>» Optimistic</li> <li>» Encourages others</li> <li>» Fun to be around</li> <li>» Very social</li> </ul>	I	<ul style="list-style-type: none"> <li>• Allow them the opportunity to share their ideas.</li> <li>• Keep the conversation fun.</li> <li>• Don't overwhelm them with too much data.</li> <li>• Expect to follow up with them.</li> <li>• Provide short, concise information in a friendly way.</li> </ul>
<ul style="list-style-type: none"> <li>» Loyal</li> <li>» Reliable</li> <li>» Good listener</li> <li>» Avoids confrontation</li> <li>» Mediator</li> </ul>	S	<ul style="list-style-type: none"> <li>• Keep the conversational tone pleasant and friendly.</li> <li>• Steer clear of confrontational words or attitude.</li> <li>• Express your appreciation for their dedication and loyalty.</li> <li>• Focus on maintaining a supportive tone.</li> <li>• Provide them with time to adjust to changes.</li> </ul>
<ul style="list-style-type: none"> <li>» Analytical</li> <li>» Organized and structured</li> <li>» Works well with a schedule</li> <li>» Prefers to work alone</li> <li>» Quiet and reserved</li> </ul>	C	<ul style="list-style-type: none"> <li>• Focus on facts.</li> <li>• Keep the tone professional.</li> <li>• Give them all of the details.</li> <li>• Provide them with time to analyze options for decisions.</li> <li>• Remember they may ask many questions because they process by gathering more facts.</li> </ul>

*The* JOHN MAXWELL **Team**

# Communication Tips

## relating to others

Your D and I plotted above the midline, your style is identified by the keyword "Concluder".

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
- **ADVENTURESOME** Exciting or dangerous undertaking
- **DECISIVE** Settles a dispute, question, etc
- **INQUISITIVE** Inclined to ask many questions; curious

**I - Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:**

- **GENEROUS** Willing to give or share; unselfish; bountiful
- **POISED** Balanced; stable; having ease and dignity of manner
- **CHARMING** Attractive; fascinating; delightful
- **CONFIDENT** Sure of oneself; feeling certain; bold

**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

**C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:**

- **OWN PERSON** Not easily affected by the opinions of others
- **PERSISTENT** Continuing, especially in the face of opposition; persevere
- **INDEPENDENT** Free from the influence or control of others; self-confident



The only way to change is by changing your understanding.

- Anthony De Mello

# Communication Tips

## how you communicate with others

### How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirmation for what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while other ones are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

**Your style is predominately a "D" style**, which means that you prefer receiving information telling you RESULTS. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and we need to work as a team.

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

This next section is particularly useful for a dominant "D" style as you may have the tendency to be more aggressive in your communication than what others would like.

### The Compatibility of Your Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.



Speech is the mirror  
of the soul; as a man  
speaks, so is he.

- Publilius Syros

# Communication Tips

## compatibility of your behavioral style

### How the "D" Can Enhance Interaction with Each Style

#### D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So 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.

#### D with 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.

#### D with S

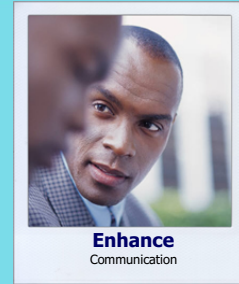
You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause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

#### D with 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.



Communication works  
for those who work at  
it.

- John Powell

### Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

#### D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

#### I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

#### S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

#### C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

***Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?***

***How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?***

# Your Strengths Style

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On the next page, you will see the PowerDISC, displaying your natural gifts in leading outcomes.

## KNOW YOURSELF

John Maxwell says that “leadership is influence.” Part of influence has to do with the way we affect outcomes. Our strengths are what we are uniquely wired with that help us influence others and shape the outcomes of our environment and our work. When we understand our strengths, we better understand the power of our influence. When we grow our strengths, we increase the level of our influence, have a more intentional effect on outcomes, and add to the greatness of our work.

The next page of this report shows the intensity level of your various strengths. It will help you better understand your primary strengths and how they present themselves in your life and work.

As you review your PowerDISC, be aware that, when working in your strength areas (because of a more natural giftedness), you are able to deliver a greater result with very little additional effort. The key is to simply lean into your areas of strength. Also, be aware that we grow best in our strengths when we collaborate with others in their strengths.

## GROW YOURSELF

One question that often arises is whether we should strive to be gifted in each area. The answer is, only if you are naturally gifted at or above the mid-line in each area. You may find that you are wired with many strengths, with most aligning closely to the mid-line. Or, you may find that you have two or three key strengths that are above the mid-line. Neither is better than the other. The winning strategy is to recognize your strengths and fully leverage them.

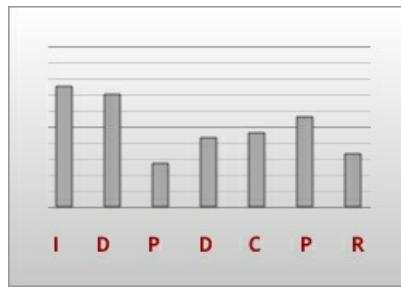
Your Maxwell Leadership DISC Certified Team Member can help you better understand how to focus on your strengths, grow them, and leverage them in a more effective manner. As you look through your PowerDISC page, note your three top strengths. Then, identify three ways you could better leverage those strengths and three ways you can immediately begin to grow those strengths.

A powerful tool to help you approach growth in building your strengths and expanding your influence is John Maxwell’s book, *The 15 Invaluable Laws of Growth*. It will help you move from unfulfilled potential into your true potential, using 15 tried and true principles of growth. Your Maxwell DISC associate can work with you in a group or one-on-one setting in applying these laws to increase your effectiveness and fulfillment.

If growth in your ability to lead yourself and others is important to you, then our *Developing The Leader Within You 2.0* program will help you grow in ten key leadership characteristics.

Another Maxwell tool that you may find effective in helping you be more informed and strategic in your strengths-based growth is the *Maxwell Method Growth Impact Report*. Your Maxwell Leadership Certified Team Member can help you access this assessment and connect you to an individualized debrief in understanding the report results and developing an individualized growth plan.





## **INFLUENCING -**

**Main Focus:** Your main focus is on influencing others, which is great if you are running for President or wrapping up a big PR campaign. But if you are not, you need to evaluate whether or not you are a bit too willing to make all the decisions and delegate to others. Perhaps listening a little more and getting others more involved in the decision-making process will make for a better team atmosphere.

## **DIRECTING -**

**Highly Effective:** You probably just met another deadline and the work you directed is of the highest quality. You take a lot of pride in your ability to make sure things get done. Take some personal time with someone who is important to you. Show the team a personal side of yourself that they may not often see. It will actually help you accomplish things more easily than if you do not take the time to build relationships.

## **PROCESSING -**

**Fair:** You are comfortable setting up and working through the process, but really prefer to be more goal and results oriented. Routines become monotonous to you and sometimes you desire to be more spontaneous or outgoing.

## **DETAILING -**

**Good:** Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

## **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 -**

**Fair:** You sometimes say the wrong thing or nothing at all, but you find the necessary tools to maintain good relationships. Try to understand more about others' styles and how they like to communicate. The DISC system should give you a better understanding in these areas.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

# Your Work Style

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While our DISC behavioral characteristics show up in every area of our lives, they can sometimes display themselves more prominently in the workplace. This section of the report will help you better understand how your DISC style presents itself in the work environment.

## KNOW YOURSELF

The following page of the report provides you with a description of the characteristics of your DISC style when seen in the workplace environment. It includes a general description, along with specific characteristics of how it may appear to others in the work environment. Additionally, as we seek to contribute our best work, collaborate with others, and connect in a way that adds value, our workplace style characteristics list displays for other people how they can rely on us.

Take note that the report provides you some specific and helpful insight into how your style presents itself in various positions in business - as a leader, manager and team member.

## GROW YOURSELF

The "Tips for Your Professional Style" page will be helpful as you seek to bring your best to the work you do. As you read through it, please note that it is not meant as a criticism, but as a pathway to personal growth and a guide to increasing your ability to communicate and collaborate in your professional circles.

Identify three to five of these tips that you can discuss with your Maxwell Leadership DISC Associate and begin to implement immediately in your workplace as intentional growth steps.

A Maxwell Leadership resource that you will find most helpful in developing your work and career success is John's book, Leadership Gold. It includes leadership lessons from a lifetime of John C. Maxwell's experience. Throughout these lessons, you will encounter John's passionate belief in the value of leadership, and you will benefit from his unique insight into such lessons as, "How to Get in the Zone and Stay There", "The Secret to Leading a Good Meeting", and so much more. Your Maxwell Leadership DISC Associate can provide you with interactive programs available to help you better understand and apply these lessons. If you are responsible for developing and leading others in the workplace, your Maxwell Leadership DISC Associate can also help bring this program to the workplace.

An additional tool that many find helpful as a next step in their individual workplace growth and development is the Maxwell Method of Career Impact Report. This tool can help you better identify the career areas in which you would best flourish, based on your DISC style.

**"Winning teams have players that make things happen." John C. Maxwell**

# Workplace

## your professional style

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The high "D" personality style in the workplace is determined, competitive, straightforward, task-oriented and goal-oriented. In many companies, high-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 high D style is that they are willing to accept risks, challenges and change. Since the world of business feeds 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. High D styles possess a fearlessness that is often admired by other styles in business. Where other styles hesitate or fluctuate upon decisions, the high D will make critical decisions without having all the information which can be either very good or very bad for the company. Because a D desires to challenge the status quo, they often find innovative approaches to give their company a leading edge in the fast-paced business world.

In business, D styles may appear as if they have special abilities. They have a special ability to see with "tunnel 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 Ds are more visionary than detail oriented, they often rely on other co-workers to manage the pieces making up the big picture.

As managers, Ds 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 high D manager. Using a straightforward communication style, high 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, Ds 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 only about 6% of the workforce, yet their influence is often heavy in the business environment. High Ds that are not tempered by other ISC personality dimensions can become autocratic, controlling or argumentative. A high 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, high Ds 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.

### **Determined Workplace Style Characteristics:**

1. Straightforward and direct communication style
2. Commanding and authoritative
3. Determined in conflict
4. Can become aggressive or appear antagonistic under stress
5. Can become impatient
6. Their bark can be worse than their bite
7. Can appear emotionally unattached or objective
8. Wants bottom-communication and answers
9. Can appear grumpy, curt, or abrupt if preoccupied with other demands
10. Can see the big picture, but wants others to handle the details
11. Can solve problems during stressful times
12. Can provide solid, strong, reliable leadership roles

# Workplace

## tips for your professional style

### Tips for High D Personality Styles in the Workplace

#### Tips for self-growth and to enhance communication in the workplace:

**Ds tend to say** Most other styles (especially C and S styles) really want to know why. **Offer rational, logical explanations** "Don't ask why, just to team members, co-workers or associates. do it".

**Ds tend to see only in black and white and are quick to judge or decide without all the facts.** Black and white is best used in law enforcement or the military, but **often there are gray situations which need to be investigated or more facts collected before deciding.**

**Ds are unconcerned with details.** 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.**

**Ds have high egos.** In business hierarchies, egos often get in the way. High Ds generally have big egos. **Don't allow your ego or "sense of self" to be wrapped up solely in "what you do for a living" or the business world.** Augment your working life with other passionate and challenging activities (like sports, travel or hobbies) with which you can exercise your ego.

**Ds are competitive.** **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 risk takers.** **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.

**Ds often overstep authority.** 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.

**Ds dislike routine and get bored with routines.** 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.**

**Ds like to be active and energetic.** 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.**

**Ds can become aggressive, challenging or argumentative.** **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.

**Ds like to be in control.** **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.

**Ds can appear angry, grumpy or emotionally unattached.**

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.

**Ds are fast paced and enjoy changes and challenges.**

**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.**

# Application Guide

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John Maxwell says, "Experience is not the best teacher. Evaluated experience is the best teacher." Just because you experience something doesn't mean you have learned something from the experience. True learning comes from the intentional evaluation and contemplation of the experience. This report has helped you experience a better understanding of yourself, your behavioral style, your communication style, your strength style, and your work style.

The Maxwell Leadership DISC Style utilizes a graph system to analyze and document the responses you provided in your online assessment. Those graphs and corresponding data are contained on the following pages. They are part of this report in order to provide you with a more in-depth look at your design. These graphs and data can provide you with a deeper awareness of your design and how it presents itself. This information can help you do the reflective work needed to apply the new awareness and knowledge that you have about yourself. We recommend that you reach out to, and enlist the help of, your Maxwell Leadership DISC associate for maximum understanding, awareness, application, and growth. This coaching relationship and individualized approach will move your experience from simply being a report, to becoming a life-altering awareness and application process to build your influence and expand the impact you wish to make in the world.

You are now in a unique position to see significant growth because of this process. And, like any other area of growth, it requires action. By evaluating how you can apply what you have learned, along with developing a few key action steps, you can enhance the value you receive from this report. The next page will aid you in beginning that process.

On the next page, work through the 6 questions designed to help you evaluate and apply what you have gleaned from this report.

# Application Guide Continued...

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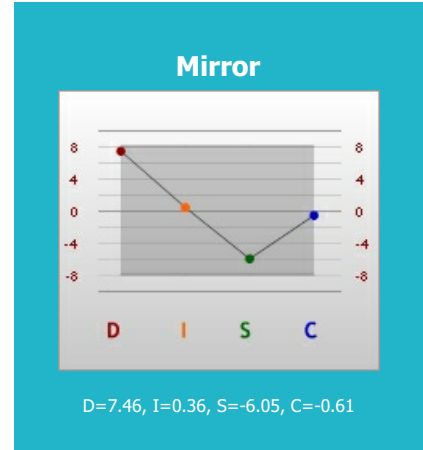
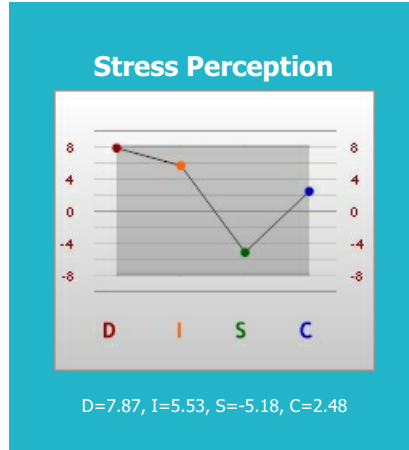
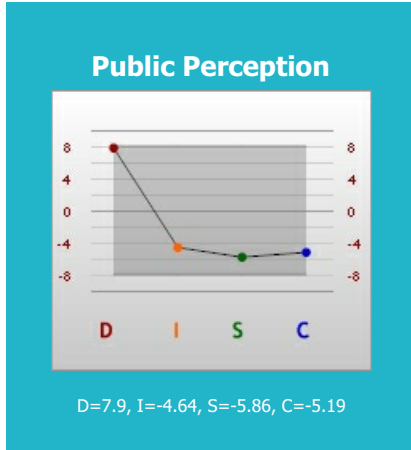
Here are a few questions you can ask yourself in order to begin applying what you have learned.

1. What are the three most profound things I have learned about myself?
2. What are three key things I knew about myself that this report reinforced?
3. What are three key things I learned about communicating and connecting with others?
4. What are my three greatest strengths and how do they present themselves?
5. What are the three biggest ways I bring value to my workplace based on my DISC style?
6. What are three key things I can do to grow myself based on the insights from this report?

# Scoring Data

graph page

## Personality Style Graphs





# Graphs Explanation Page

Sample User

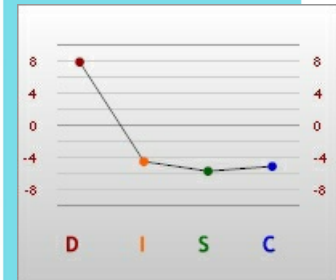
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

**These three graphs or snapshots are defined in detail below.**

## Graph 1 - Mask, Public Self

### *Behavior Expected By Others*

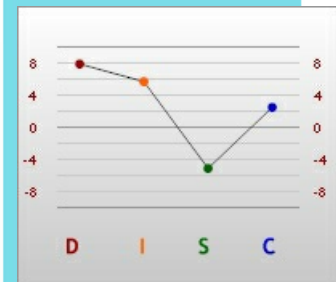
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.



## Graph 2 - Core, Private Self

### *Instinctive Response To Pressure*

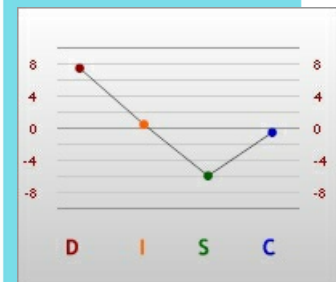
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3. Graph 2 is generated by the "Least" choices on The Personality System, and has the lowest potential for change.



## Graph 3 - Mirror, Perceived Self

### *Self Image, Self Identity*

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment. Graph 3 is generated by the difference between Graph 1 and Graph 2.



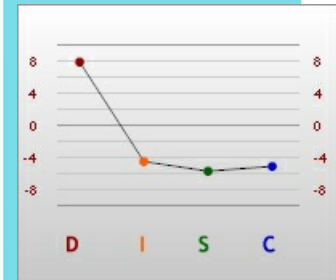
# Graphs Explanation Page

## Continued

Sample User

### Different Graphs Indicate Change or Transition

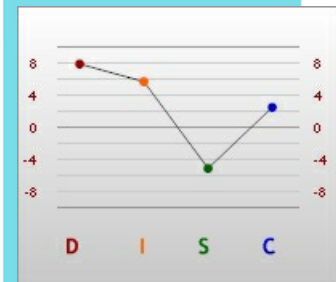
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.



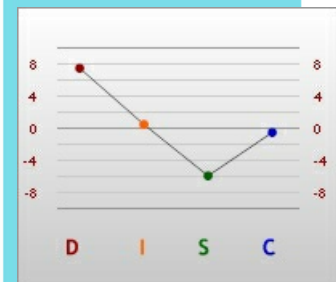
### Similar Graphs Indicate Few Demands For Change

***An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:***

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.



**Your keyword style of Concluder DI(DI) and the contents of this report are derived from Graph 3.**



# Detailed Keyword Analysis: Your Personal Image

When completing your profile, you answered the questions according to a particular setting, for example 'Home' or 'Work'. This is because people tend to display different aspects of their personality in different settings. You are typically not the same at work as you are at home or in a social setting. A significant benefit of this report is its ability to measure how others will tend to perceive you and your behavior in various settings.

In the setting for which you answered the questions, others will tend to perceive you as having certain characteristics. Their perception of these characteristics will change depending on the amount of pressure you experience in any given situation. This is an area where each individual tends to have significant "blind spots". We often don't realize how we're perceived by others when we are under pressure.

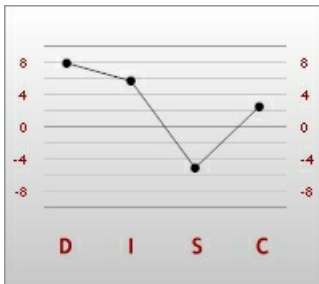
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

The DISC descriptive keywords generated from an analysis of each graph have been divided into two lists. The first list, generated from Graph 2, is under the heading "How I Respond to Pressure". It shows your typical response to pressure. The second list, generated from Graph 3, is under the heading "How I See Myself". Unless your two graphs are completely different, you should expect to see some repetition of items in each list. However, you should be aware that the dominant traits are listed first; therefore the placement of each keyword demonstrates its significance. You should particularly note keywords that are repeated in both lists. Notice whether repeated keywords moved higher or lower from list to list.

## Keyword Exercise Part 1

### HOW I RESPOND TO PRESSURE

The following descriptive keywords were generated from an analysis of Graph 2. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to display when you are responding to pressure.



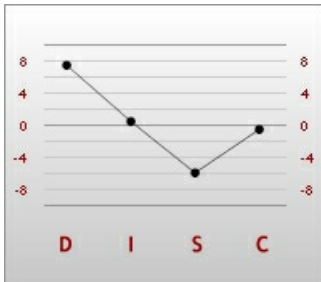
**Instructions:** Please ask someone to help you complete this exercise. It should be someone who knows you well in the particular setting for which you answered the questions on your profile. Ask him/her to check the boxes next to the keywords that he/she perceives describe you during a time when you were under significant pressure. Please ask him/her to leave blank keywords that do not describe you during a pressure-filled time. Consider the impact these characteristics may have on your relationships. These may be areas for you to consider as being significant to your self-image.

- DARING Possessing courage for some act; to venture out
- DIRECT Straightforward; not vague; frank
- EGOCENTRIC Viewing everything in relationship to oneself
  
- EMOTIONAL Easily aroused to display emotion; quick to weep or show anger
- INFLUENTIAL Having the ability to influence others by virtue of their character
- SELF-PROMOTING Ability to advance oneself in popularity
  
- CONSCIENTIOUS Governed by one's conscience; scrupulous; painstaking effort to achieve correctness
- COURTEOUS Polite and gracious
- HIGH STANDARDS Holds to a strong values system
  
- CHANGE-ORIENTED Desire to alter; likes variety
- QUALITY CONSCIOUS Calling attention to defects
- RESTLESS Nervous; uneasy

## Keyword Exercise Part 2

### HOW I TEND TO SEE MYSELF

The following descriptive keywords were generated from an analysis of Graph 3. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to see yourself displaying (your self-image).



**Instructions:** Please check the boxes next to the keywords that you perceive describe you in general. Please leave blank keywords that do not describe your everyday characteristics. Consider the impact these characteristics may have on your relationships. Are there any keywords that come up in both part one and part two of this exercise? If so, these may be areas for you to consider as being significant to your self-image.

- DARING Possessing courage for some act; to venture out
- DIRECT Straightforward; not vague; frank
- EGOCENTRIC Viewing everything in relationship to oneself
  
- CONFIDENT Sure of oneself; feeling certain; bold
- GENEROUS Willing to give or share; unselfish; bountiful
- POISED Balanced; stable; having ease and dignity of manner
  
- "OWN PERSON" Not easily affected by the opinions of others
- PERSISTENT Continuing, especially in the face of opposition; persevering
- SUPERIOR Concerned with having the best quality, high-class, expert
  
- ACTIVE Characterized by much action or emotion; busy; quick
- FRUSTRATED BY STATUS QUO Negative emotional reaction to lack of change
- SPONTANEOUS Acting in accordance with a natural feeling without constraint

# Action Plan

## Improving Your Interpersonal Skills

### Sample's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

### Instructions:

**Step 1:** The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes (+) or No (-) beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

- |                                      |   |                                   |   |
|--------------------------------------|---|-----------------------------------|---|
| Delegates work well                  | <input type="checkbox"/> <input type="checkbox"/> | Low tolerance for error           | <input type="checkbox"/> <input type="checkbox"/> |
| Sees the big picture                 | <input type="checkbox"/> <input type="checkbox"/> | Goal/results oriented             | <input type="checkbox"/> <input type="checkbox"/> |
| Can't be bothered with details       | <input type="checkbox"/> <input type="checkbox"/> | Organizes well                    | <input type="checkbox"/> <input type="checkbox"/> |
| Seeks practical solutions            | <input type="checkbox"/> <input type="checkbox"/> | Rash decision maker               | <input type="checkbox"/> <input type="checkbox"/> |
| Moves quickly to action              | <input type="checkbox"/> <input type="checkbox"/> | Tends to be abrupt/overly direct  | <input type="checkbox"/> <input type="checkbox"/> |
| Overly demanding of others           | <input type="checkbox"/> <input type="checkbox"/> | Thrives on opposition             | <input type="checkbox"/> <input type="checkbox"/> |
| Volunteers for jobs/shows initiation | <input type="checkbox"/> <input type="checkbox"/> | Would rather talk than work       | <input type="checkbox"/> <input type="checkbox"/> |
| Presents well/polished               | <input type="checkbox"/> <input type="checkbox"/> | Frequently lacks follow through   | <input type="checkbox"/> <input type="checkbox"/> |
| Outgoing and personable              | <input type="checkbox"/> <input type="checkbox"/> | Priorities often get out of order | <input type="checkbox"/> <input type="checkbox"/> |
| Overly dependant upon feelings       | <input type="checkbox"/> <input type="checkbox"/> | Easily distracted                 | <input type="checkbox"/> <input type="checkbox"/> |



A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi



# Your Next Step

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John Maxwell says, "Growth doesn't just happen. You must be intentional about your growth. Growth is the only way to ensure that tomorrow is better than today." He calls this, the "Law of Intentionality." Your next step is to GROW!

When you grow intentionally, you maximize the best in yourself. Maximizing the best in yourself provides you with a feeling of fulfillment and positions you for greater success. In your report, you have gained powerful insight. Applying that new knowledge will make the difference. This will require an intentional and proactive step on your part. While you must be the one to take the first step, you do not have to do it alone. Your Maxwell Leadership DISC Certified Team Member will help you take this new information and apply it in many areas of your life and career. They have access to important leadership, personal growth and communication strategies that will add value to you, both personally and professionally.

Here are a few next steps to help you become intentional in the application of what you have learned and use it in your growth:

1. Have your spouse, family members, team members, or employees take this report. Then you can become aware of their styles and work to develop better relationships, connections, and work settings.
2. Develop and work on a personal growth plan based on what you have gleaned in this report.
3. Schedule a Discovery Session with your Maxwell Leadership DISC associate to discuss how they can help you visualize, create, realize, and lead from your unique position of strength and through your unique style.
4. Involve yourself in a mastermind group to continue your growth in an intentional way.
5. Access the other world-class Maxwell Leadership resources recommended in this report as tools to help you move into your highest potential, both personally and professionally. Your Maxwell Leadership DISC Certified Team Member can provide you information on these programs.

You are going to benefit from this experience and your quest to become a better you. The world is going to be a better place because of a better you.

Your Maxwell Leadership DISC Certified Team Member can support you with programs to help you to move into your highest potential, both personally and professionally. They have developed the skill set to work with you one-on-one and in group settings, to help you visualize, create, and lead from your unique position of strength.

**"You have to know who you are to grow to your potential." John C. Maxwell**