

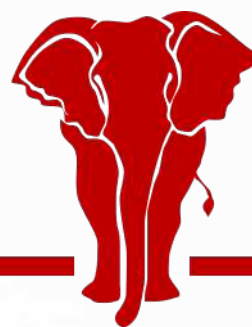


DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **Mark Roberts** and **Scott Walters**

Date: **January 6, 2024**



Culture-Werks

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Overview of the four basic DISC styles

Mark, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with **Scott** and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Challenges	Attention	Relationships	Correctness
SEEKS	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
PLANNING	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
VOICE	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology

DISC scores of Mark and Scott

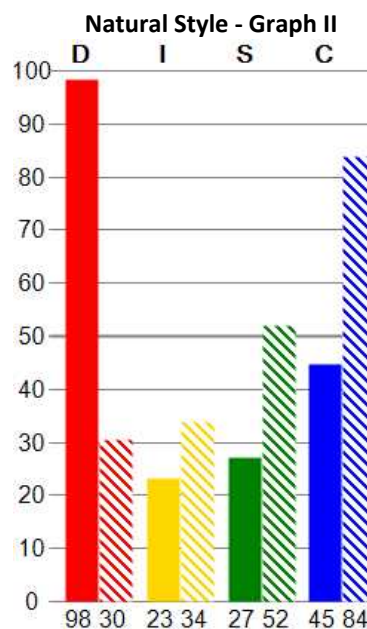
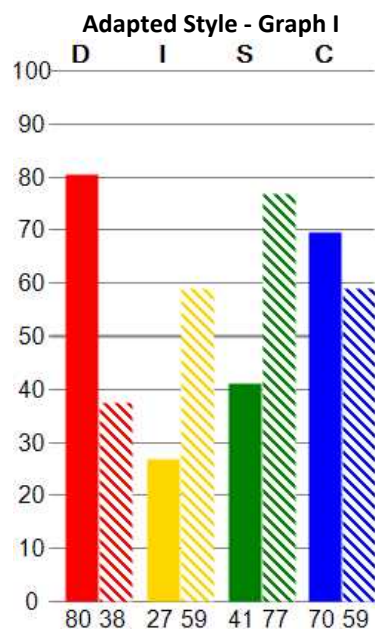
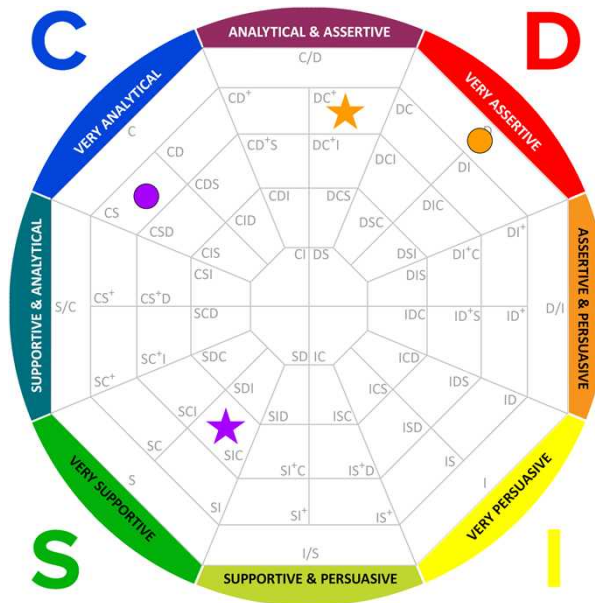
This DISC Collaboration Report shows how **Mark** and **Scott** interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.

Mark Roberts

- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- = Bar Graph

Scott Walters

- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- = Bar Graph



Classical DISC style overview

The behaviors of **Mark** and **Scott** displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how **Mark** and **Scott** typically function in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by **Mark** and **Scott** based upon the interpersonal dynamic of their relationship.

Mark Roberts's DISC style: Producer

Producer Style Overview

Producers are pathfinders. They will find and follow their own path as they seek new projects and challenges. Producers approach projects and strategy with a sense of urgency, focus, and direction. They are self-directed and like to solve challenges in a solitary way, without input from others. Being in control is important to them, and they can push back if questioned. They have high expectations of themselves and others, and can become critical if expected results aren't met.

- **Personal direction:** Eyes on the future and reaching goals
- **Strengths offered:** Visionary ideas and encouraging bold risk-taking
- **General characteristics:** Strong sense of direction, decisiveness, and urgency
- **Contributions to others:** Sets high goals with urgency and conviction
- **Getting along with others:** Sets a vision for others, and brings urgency to projects
- **When stressed:** May become solitary and isolated, especially when plans are jeopardized
- **Keep in mind:** May become overly controlling, especially when direction isn't made clear
- **Additional notes:** Great risk-taker and idea generator, but may become arrogant when threatened with not reaching goals

Scott Walters's DISC style: Fact-Finder

Fact-Finder Style Overview

Fact-finders bring a keen sense of quality control and detail orientation to the projects in which they engage. Like a detective, they work at the intersection of facts, logic, and intuition. They do their homework and come prepared with background knowledge and information. They appreciate it when others do the same. They may be quiet and build respect for others when they recognize equally high quality control interest. Data, facts, and logic drive their decision-making.

- **Personal direction:** If it's worth doing, it's worth doing right the first time
- **Strengths offered:** Driven by obtaining the facts, data, and objective analysis of issues
- **General characteristics:** High degree of focus on the correct steps necessary to reach a project goal
- **Contributions to others:** Supports attention and focus on quality of evidence and analytical thinking
- **Getting along with others:** Appreciates when others come prepared and do their homework
- **When stressed:** Can become overly alarmed and anxious in risky or uncertain situations
- **Keep in mind:** May spend too much time on analysis and create unintentional bottlenecks
- **Additional notes:** High detail orientation and strong critical thinking, but may need to increase decisiveness and interaction with others

Strengths of Mark versus strengths of Scott

Mark and Scott likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can Mark & Scott best utilize their strengths when working together?

Mark's strengths:

- You are a self-starter who doesn't wait for external things to happen.
- You have a strong sense of urgency when it comes to getting things done.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You ask questions that challenge tradition.
- You value perseverance and rarely give up.
- You are self-reliant, with the ability and innovation to blaze new trails.

Scott's strengths:

- You make decisions based on factual data.
- You tend to be well-prepared for meetings or contributions to report documents. You do your homework and expect the others to do the same.
- You approach systems, utilities, and procedures with a high standard of quality.
- Conscientious, you are serious about doing things the correct way.
- You provide significant input to projects and processes, and are alert to potential problems and controls necessary.
- If given the responsibility to maintain high standards, you will meet those standards.
- You are technically skilled and highly proficient in your area of specialty.

Work style tendencies

Work Style Preferences provide useful insights as **Mark** and **Scott** work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

Mark's work style tendencies:

- A very resourceful individual, you can adapt to many different environments quickly.
- You set high goals for yourself and others.
- You like to generate new ideas, allowing others work on the details of a project.
- You show interest in many areas of the organization.
- You want to be perceived as one who loves challenges, competition, and difficult assignments.
- You are not easily influenced by the group, or by the constraints of organizational protocol.
- You may be critical of established procedures and methods.

Scott's work style tendencies:

- You demonstrate a high degree of quality control awareness.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- You tend to be most effective in a work culture featuring minimal conflicts.
- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.
- You do your homework and tend to be very well prepared for meetings and appointments.
- You possess a broad-based awareness of the political and economic implications of any decision that is made on behalf of the organization.

Motivations – Ideal environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, **Mark** and **Scott** can create an environment where they are most likely to be able to be self-motivated and motivate each other.

Mark tends to be most effective in environments that provide:

- Few, if any controls or limitations on your authority.
- Many varying experiences, including some occasional unexpected surprises or problems.
- Performance appraisals based on the results achieved, not the means or process used.
- An audience to hear your ideas and solutions.
- Opportunities for multi-tasking, and multi-threaded projects.
- Minimum direct supervision.
- Freedom from details and minutiae.

Scott tends to be most effective in environments that provide:

- Freedom from intensely pressured decisions.
- Encouragement to make decisions by logic, rather than emotion.
- Time to reflect and think about pros and cons to solutions.
- Support of your critical thinking skills.
- Standard, accepted operating procedures that sometimes support complex processes.
- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Complete explanations of areas of responsibility and control.

Communication plans

The following suggestions can help **Mark** and **Scott** understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

When communicating with **Mark**, **DO**:

- Be prepared to handle some objections.
- Stick to business matters only.
- Be clear in your explanations.
- Stay on track. Don't talk about extraneous issues or items.
- When you disagree, take issue with the methods or procedures, not with the person.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Ask "what"-oriented questions that close the issue or topic.

When communicating with **Mark**, **DON'T**:

- Make guarantees and assurances when there is a risk in meeting them.
- Try to develop "too close" a relationship, especially too quickly.
- Leave loopholes or vague issues hanging in the air.
- Let it reflect on Mark personally when in disagreement.
- Engage in rambling discussion, and waste Mark's time.
- Make decisions for Mark.
- Be sloppy or disorganized.

When communicating with **Scott**, **DO**:

- Take your time; be precise and thorough.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Assure Scott that there won't be surprises.
- Do your homework, because Scott's homework will already be done.
- Be accurate and realistic; don't overinflate ideas or results.
- Approach issues in a straightforward, direct and factual way.
- Be certain that the information others have is credible.

When communicating with **Scott**, **DON'T**:

- Rush the issues or the decision-making process.
- Use someone else's opinion as evidence.
- Be casual, informal, or loud.
- Be disorganized or sloppy.
- Use unreliable evidence or testimonials.
- Get in the habit of manipulating ideas quickly.
- Push too hard.

Struggles of Mark versus struggles of Scott

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. **Mark's** and **Scott's** struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

Mark's struggles:

- You set very high achievement standards for others, to the extent that some goals may not be achieved.
- You may find it difficult to give proper attention to non-crisis situations.
- You are sometimes blunt and critical, and you forget about appropriate tact.
- You may frequently be argumentative when in disagreement.
- You sometimes ignore important details while focusing on the "big picture."
- You may become impatient if you are not the hub of a project or event.
- Your approach may be too strong for some who don't appreciate your strong ego position.

Scott's struggles:

- You may require a complete explanation of details before making a decision.
- You may need to assert yourself more in team meetings, so that others can take your opinions into consideration.
- You may be too cautious when making decisions, tending to second-guess yourself, rather than standing firmly behind your decision.
- You may be too locked into rules, regulations, and procedures, at times when flexibility is needed.
- When forming teams, you may tend to select people who are similar to you.
- You may allow yourself to get bogged down in the details, especially when the climate becomes pressured.
- You do not like to make waves and thus may not be verbal with your feelings and opinions, especially if they run contrary to the group.

Worksheet: Collaboration strategy

The majority of all people have differences in their behavioral styles. Therefore, it is natural to experience both harmonious and stressful situations when we work with others. You can have the greatest respect and / or loving feelings for a person, but something the collaboration does not work completely painlessly. If the tension is stress-related, the use of Platinum Rule® may be helpful - treat others the way they want to be treated.

Fill in the worksheet below to gain insight into your respective basic styles. Then discuss what you can do to reconcile your similarities and adjust your behavior to reduce stress as you experience differences. This forms your cooperation strategy to get the most effective cooperation possible. Good luck!

OUR STYLES

Name: **Mark**

Strengths: _____

Work style tendencies: _____

Ideal environments: _____

Communication plans: _____

Struggles: _____

Name: **Scott**

Strengths: _____

Work style tendencies: _____

Ideal environments: _____

Communication plans: _____

Struggles: _____

OUR COLLABORATION STRATEGY:

12 Behavioral Tendencies – Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. Each person is not just one of these styles, rather a result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way the DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary for both individuals, and the following pages deliver more detail about each of these measurements.

When comparing the results, be aware that neither person is right nor wrong in their behavior. These behavioral tendencies can be alike or different, but as long as both people understand how they will each behave, interactions can be mutually beneficial.

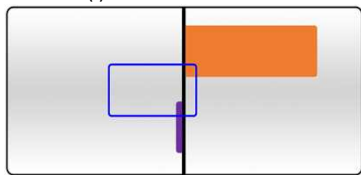
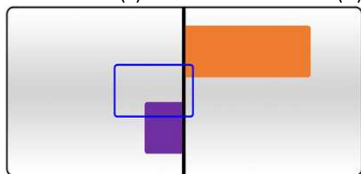
Behaviors	Mark	Scott
Self-Reliance <i>How this individual works within a team.</i>	Directive (D)	Situational
Personal Drive <i>How this individual's own goals move things forward.</i>	Self-Driven (D)	Others-driven (S)
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive (D)	Reserved & Detailed (C)
Building Rapport <i>How this individual focuses when interacting with others.</i>	Results-Focused (D)	Situational
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Situational	Situational
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Structural (C)	Structural (C)
Change Resistance <i>How this individual resists engaging with change.</i>	Drives Change (D)	Reluctant to Change (S)
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Situational	Situational
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Accuracy (C)
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results (D)	Rules (C)
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Evidence-based (C)	Evidence-based (C)
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Situational	Precision (C)

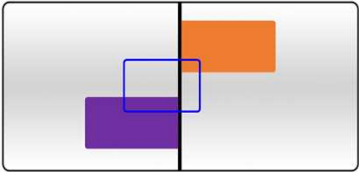
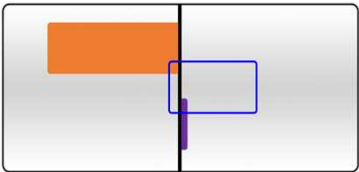
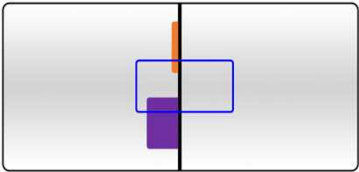
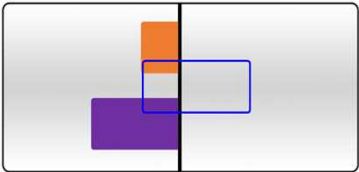
12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for each person based on the Natural style tendencies. The scores and statements reveal which style combinations are most observable and describe how each person will express the tendency based on their individual DISC blend.

Interpretation Notes:

- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI** – Clearly observed in most situations, seen more often
 - HM** – Frequently observed in many situations
 - MOD** – May or may not be observed depending on the situation
 - LM** – Sometimes observed in some situations
 - LOW** – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how each person will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation..
- General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

	Situational
<p>Self-Reliance</p> <p>Mark (HI): You are very results driven, focused on accomplishing things now and are likely to do so independently and directionally for efficiency. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.</p> <p>Scott (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p>	<p>Collaborative (I) Directive (D)</p> 
<p>Personal Drive</p> <p>Mark (HI): You are self-determined, focused on taking immediate actions that achieve immediate results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.</p> <p>Scott (LM): Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p>	<p>Others-driven (S) Self-Driven (D)</p> 

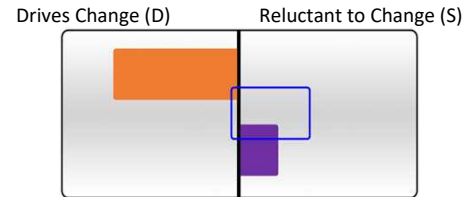
<p style="text-align: center;">Providing Instruction</p> <p>Mark (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.</p> <p>Scott (LM): You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.</p>	<p style="text-align: center;">Situational</p> <p>Reserved & Detailed (C) Directive & Compulsive (D)</p> 
<p style="text-align: center;">Building Rapport</p> <p>Mark (LOW): You are very results driven in your connections with others, interacting only as required to reach a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.</p> <p>Scott (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p>	<p>Results-Focused (D) Relationships-Focused (I)</p> 
<p style="text-align: center;">Customer & Team Interaction</p> <p>Mark (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p> <p>Scott (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p>	<p>Supporting (S) Engaging (I)</p> 
<p style="text-align: center;">Expressing Openness</p> <p>Mark (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p> <p>Scott (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p>	<p>Structural (C) Social (I)</p> 

Situational

Change Resistance

Mark (LOW): You can be resolute and determined in times of change, desiring to have the authority to command and direct activities and reach immediate results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

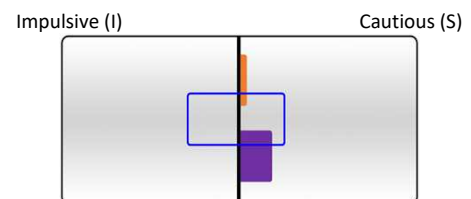
Scott (HM): You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit



Careful Decision Making

Mark (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.

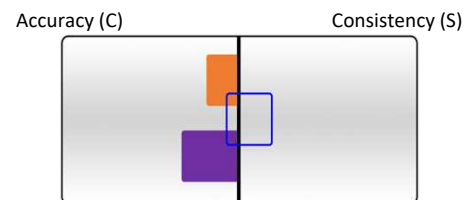
Scott (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.



Work Process Alignment

Mark (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

Scott (LM): Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.

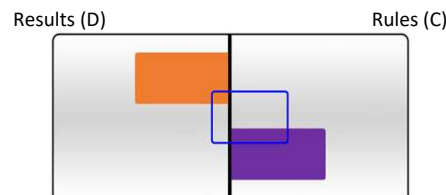


Situational

Prioritizing

Mark (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

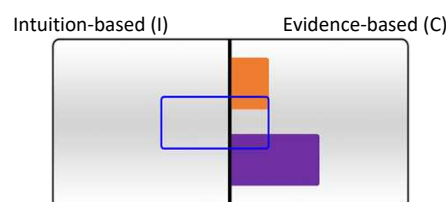
Scott (HM): You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.



Reasoning

Mark (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.

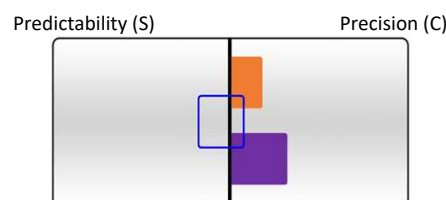
Scott (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.



Accuracy

Mark (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

Scott (HM): You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.



So Now What?

This report is filled with information about **Mark's** and **Scott's** style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for **Mark** and **Scott** to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

Disclaimer

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