



# Test User

Style: Attainer

**International DISC only With Interview Questions**

Wednesday, February 05, 2014

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***

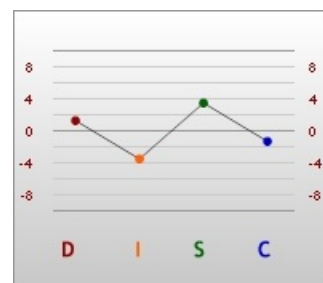
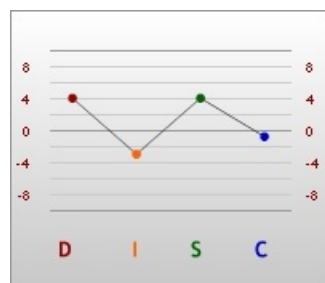
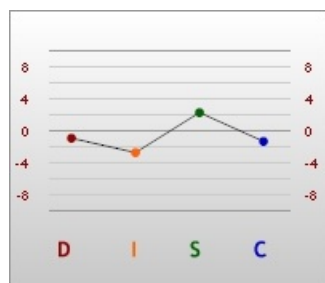


**The chart below helps put the four dimensions of behavior into perspective.**

	<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.

## understanding your style

### Test's style is identified by the keyword "Attainer".

Test, as an Attainer style, is an objective and analytical person. Attainers like to be in charge of situations, but they are also willing to offer help and support to others. Motivated internally by personal goals, Test is task oriented but also enjoys people. Because of dogged determination, an Attainer is often successful at many things; a calm, steady and perseverant character contributes to success. Tenacious after starting a project, Attainers will fight hard for their objectives. Independent and questioning in approach, Test is thorough and possesses follow through.

Test is a practical person who evaluates everything by results. Under pressure for these results, Attainers may be perceived as overly frank and forthright and possibly appear to be non-demonstrative emotionally. They like to finish what they start and do it thoroughly. They prefer to work independently or with just a few people. Test does not like to be rushed or pressured, operating best when working at comfortable pace. Relying on hard work, an Attainer does not look to emotions when evaluating situations. Test tends to be strong willed and does not withdraw easily from conflict.

Firm and unyielding after making decisions, Attainers may tend to come across as inflexible. They use facts and figures as opposed to feelings to make these decisions. Test is a strong team player, but may express a desire for freedom from restrictions. An Attainer prefers to be with small groups and make strong ties with a few close people. Test is dependable and will always help out friends and family.

A very creative person, Test is often willing to seek out new solutions to problems, is self motivated and often works at a fast pace to accomplish goals. Test likes new challenges and is usually able to make decisions easily, even under pressure.

Test prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. Test likes the company of others, but is equally comfortable spending a quiet evening alone. A realist who will always weighs options before making a decision to move ahead, Test thinks through alternatives and choices carefully.

A loyal friend, Test is patient and caring when attending to the needs of others. This is usually an even-paced individual who thrives in a peaceful, harmonious environment. Test tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

Test will usually test ideas against proven standards in an effort to be inventive. Test can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Test 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.

**Steady and persistent**  
**Driven to complete goals**  
**Loyal to vision**  
**Builds on tried and tested methods**

#### *General Characteristics*

**Team goals being reached**  
**Being able to lead with strong supporters**  
**Being able to rely on proven methods**  
**Loyalty and help from others, rallying to their vision**

#### *Motivated By*

**Team environment with few conflicts**  
**Supportive atmosphere for ideas**  
**Working closely "hands on" with others**  
**Manageable projects that get completed**

#### *My Ideal Environment*

# Communicating

## with the Attainer style

Test User

### Remember, an Attainer may want:

- Team results, a non-confrontational environment, people to direct, help in reaching their vision, positive working conditions, strong loyalty in relationships

### Greatest fear:

- Being pushed and controlled out of their comfort zone

### When communicating with Test, an Attainer, DO:

- Build a favorable, friendly environment
- Give opportunity for them to share their vision
- Share testimonials from others relating to proposed ideas
- Allow time for independent work
- Develop a participative relationship
- Create incentives for quality and results of work

### When communicating with Test, an Attainer, DO NOT:

- Push them out of comfort zone
- Over promise without following through
- Question their motives or integrity
- Be overly aggressive or confrontational

### While analyzing information, Test, an Attainer may:

- Be a good listener; proceed with a plan
- Build upon proven methods
- Understand key concepts and goals
- Discuss the situation with others

### Motivational Characteristics

- Motivating Goals: Personal accomplishment, achievement
- Evaluates Others by: Proven results
- Influences Others by: Determination, accountability
- Value to Team: Comprehension, objectivity, thoroughness, creative, logical
- Overuses: Reliance on self and systems
- Reaction to Pressure: Stubborn, frustrated, non-demonstrative
- Greatest Fears: Those with different or inferior work standards
- Areas for Improvement: Increase flexibility and compromise; develop clarity of task priority; show enthusiasm



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Attainer style

Test User

### Value to the group:

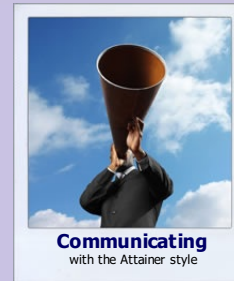
- Steady and self motivated
- Takes personal responsibility for goals
- Strong completion rate of high quality work
- Sticks to mission statement

### Attainers possess these positive characteristics in groups:

- Excellent manager who can be steady and reliable in a crisis
- Sees the entire project and considers the elements of the project
- Can manage as well as drive projects
- Motivate the team by self participation
- Driven and determined
- Self-reliant
- Rely on methods that will work
- Create an atmosphere of well being
- Will support others in authority over them
- Steady and reliable
- Work well with other people
- Strive for quality
- Accomplish goals through people
- Provide stability to others

### Personal growth areas for Attainers:

- Do not overly micro-manage
- Try new methods and ideas
- Exercise control over your actions, words and emotions
- Be able to delegate and release to others
- Consider and evaluate ideas from other team members
- Do not let your goals dominate the team vision



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

- Lee Iacocca

## relating to others

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

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:**

- **WITHDRAWN** Retreating within oneself; shy; reserved; abstract
- **RETICENT** Habitually silent or uncommunicative; disinclined to speak

**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:**

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys working together toward a common goal

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

- **BOLD** Open, willing to share thoughts and feelings
- **OBSTINATE** Determined, immovable



The only way to change is by changing your understanding.

- Anthony De Mello

# Communication Tips

## how you communicate with others

Test User

### 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 an "S" style**, which means that you prefer receiving information that allows you to feel part of a team. 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.

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 "S" style as you may have the tendency to not voice your opinions as much as others around you, while at the same time others will value the input you have.

### The Compatibility of Your Behavioral Style

The "S" and the "D" will work well together as the "S" will provide support the "D" needs and will help to keep the environment at a level they both can freely work together. The "S" may wish the "D" style would slow down the pace and be more people oriented when it comes to personal relationships.

The "S" and the "I" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

Two "S" styles work well together and also get along well in personal relationships as they both strive to work together as a team and provide a very sincere and meaningful relationship.

The "S" and the "C" complement each other and work well together, as each style prefers to work at a pace that provides for accuracy. Also, both styles like to work on something together until completion, while the "I" and the "D" has a tendency to multitask rather than focus on one area until completion.



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

- Publilius Syros



# Communication Tips

## compatibility of your behavioral style

Test User

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

#### S with D

You will tend to view a high D as argumentative, dictatorial, arrogant, domineering, nervous and hasty. You will likely resent them giving you orders, and be intimidated by their dictatorial approach. Although you will not get angry, you will be sorely tempted to get even. When confronted by the D, you will tend to withdraw and slow down the action.

Relationship Tip: It is imperative that you establish direct communication, and learn to deal with issues in a straightforward manner. Develop the ability to negotiate goals and commitments with them on an equal basis. The D will respect your desire to be direct, and it will enhance communication.

#### S with I

You will tend to view a high I as egotistical, superficial, overly optimistic, glib, too self-assured and inattentive. On the surface, the relationship will look good, but internally you'll find yourself attempting to slow down the I's pace; even though you'll avoid confronting them.

Relationship Tip: Be friendly, they are more sincere than they seem be. Be complimentary and listen to their ideas. They will appreciate it if you recognize and discuss their accomplishments.

#### S with S

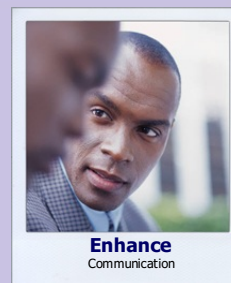
You will view another S as dependable, self-controlled, patient, kind, accommodating and attentive. You will enjoy supporting each other, but little will be accomplished in the process. Each of you will avoid confrontation; and if you disagree, you won't do so openly. To accomplish results, you'll likely need some external means of setting goals.

Relationship Tip: Move towards goals at a steady pace. Express sincere appreciation for one another. You will enjoy the long lasting friendships you establish with another S and find them rewarding.

#### S with C

S's tend to view high C's as overly dependent, evasive, defensive, too focused on the details, too cautious and overly compliant. You'll be similar in that neither of you will want to hurry, nor will you desire to take charge and make a decision. However you may translate the C's coolness as rejection. Your tendency will be wanting to build a relationship too soon for them.

Relationship Tip: Move at a slower pace than you think you should; use the patience that epitomizes your personality. When presenting facts in a discussion, do so in a clear and organized manner. Be prepared for discussion, but expect the C to express doubts and put off a decision until they have considered the matter fully; so provide time for them to give full consideration to the ideas you present.



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 in leadership

### **INFLUENCING** - Good

Leading and influencing others is something that comes easier for others, but you are willing and able to step up to that role when no one else volunteers. You have a balance between following and leading, and are comfortable in either arena.

### **DIRECTING** - Above Average

Quality work and meeting tight deadlines are only two of your strengths others see. You may appear a bit task-oriented at times, but your attention to detail and your inner drive allow others to respect you and see the great value you add to the team. Take time to let others get to know you. They like you for a person as well as what you do for them.

### **PROCESSING** - Above Average

Hands on and following through, you inspire others to be as conscientious as you are. You are the type that others rely on to make the team look good because of your work ethic and follow through. You may have a hard time delegating at times, but you are able to do so when necessary. Others see you as loyal and caring, a real team player.

### **DETAILING** - Above Average

You have an ability to logically look at a situation and rearrange things for a more efficient operation. You pay attention to even the smallest details and put the finishing touches on projects. Your surroundings are neat and efficient and you appreciate when others follow suit.

### **CREATING** - Adequate

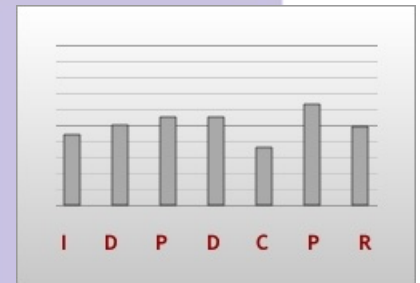
You stick to what you know will work and try not to overextend into new arenas. Try to be open to others ideas and help do the little things that will make others feel more comfortable working with you.

### **PERSISTING** - Well Developed

You are one that can work through problems that would sidetrack others. You have developed a focused approach that will not be diverted. You are wonderful at staying on task and are self motivated. You are able to stick to the mission. You have perseverance that others wish they had. Take time to say the little things that will make others know you care about them.

### **RELATING** - Above Average

You value relationships and know what it takes to nurture them. You go out of your way to make new team members feel welcome and want to be included.



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

**Standard Questions**

What would you call a situation that requires long work hours?  
How would you handle a stressful situation at work?  
Briefly describe to me your last manager or employer?

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**Public: Dominance In Range****Questions you may want to ask...**

- According to your survey, you desire change, but can also thrive when tasks become routine. How do you adapt to situations when you no longer feel challenged by repetitive tasks?
- Bottom-line results are important in your occupation, but so are the methods you use to produce your results. How do you feel about your results vs. your methods? Is one more important than the other? Please explain.

**Public: Influence In Range****Questions you may want to ask...**

- Some people are easier to please than others. According to your survey, you can cope well with rejection and difficult people. What is your personal strategy for managing conflict and motivating negative people?
- According to your survey, you like sociable environments, but will follow-through on tasks that are important. How do you prioritize and keep on track toward your objectives? How do you manage procrastination and talkative co-workers?

**Public: Security In Range****Questions you may want to ask...**

- According to your survey, you prefer predictable environments, but can cope in spontaneous, irregular surroundings as well. Name a work experience where your stable environment went through intense changes.
- The survey suggests that you are effective at reconciling conflicts. Can you give an example of a situation where you were diplomatic in creating a win-win situation between two adversarial parties?

**Public: Compliance In Range****Questions you may want to ask...**

- There will be times where you must take constructive criticism from someone to whom you report. Can you describe a past work experience where you learned, grew, or used a piece of constructive criticism to your advantage?
- Generally you'll be asked to satisfy objectives that someone has set for you. But at times, you may be asked to take a leadership role. Can you describe a situation where you had to take on a more authoritative role within a team or an organization?

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**Private: Dominance In Range****Questions you may want to ask...**

See Above Questions

**Private: Influence In Range****Questions you may want to ask...**

See Above Questions

**Private: Security In Range****Questions you may want to ask...**

See Above Questions

**Private: Compliance In Range****Questions you may want to ask...**

See Above Questions

**Mirror: Dominance In Range**

**Questions you may want to ask..**

See Above Questions

**Mirror: Influence In Range**

**Questions you may want to ask..**

See Above Questions

**Mirror: Security In Range**

**Questions you may want to ask..**

See Above Questions

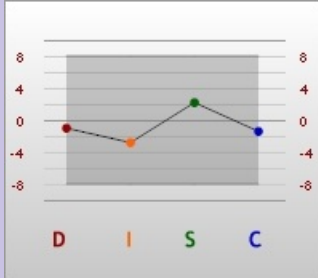
**Mirror: Compliance In Range**

**Questions you may want to ask..**

See Above Questions

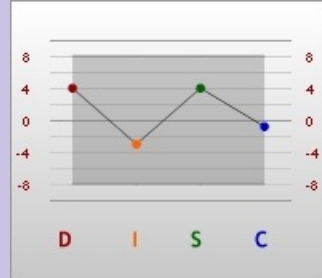
**Personality Style Graphs**

**Public Perception**



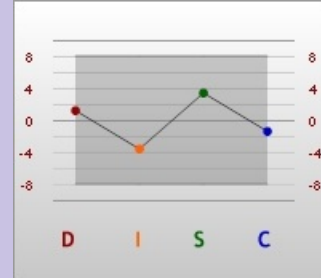
D=-1.02, I=-2.75, S=2.23, C=-1.37

**Stress Perception**



D=3.93, I=-3.07, S=3.92, C=-0.73

**Mirror**



D=1.14, I=-3.63, S=3.44, C=-1.45

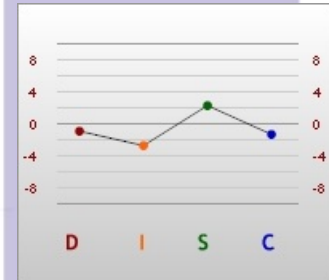
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

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

## Graph 1 - Mask, Public Self

### *Behavior Expected By Others*

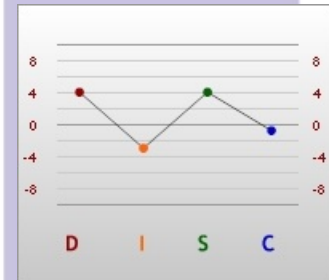
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a 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*

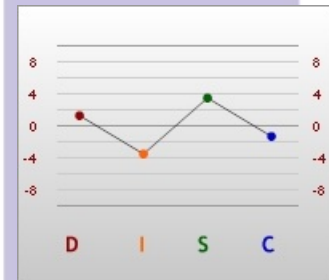
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's 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*

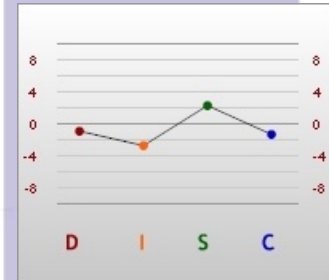
Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, 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.



## Continued

### Different Graphs Indicate Change or Transition

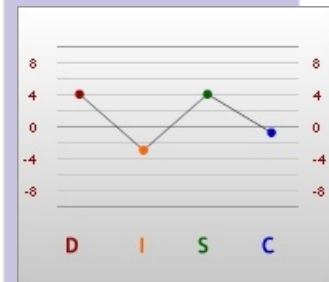
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 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 Attainer(SD) and the contents of this report are derived from Graph 3.**

