



# Sample Report

Style: Precisionist CS

## The Leadership Report

Thursday, January 7, 2021

## Leadership Introduction



There are a lot of good resources on leadership available today. However, there are two critical truths about leadership that most people overlook:

- 1) Leadership is a learned skill, and
- 2) Leadership is tied directly to your behavioral style

Just as there are different types of people, so too are there different types of leaders.



Some leaders are bold and daring, they are quick to seize an opportunity and are not afraid to meet challenges head on.

*This is the "D" style leader...* Dominant, Direct and Decisive.



Some leaders are great motivators and have the ability to inspire greatness in their followers. They are charismatic speakers and know how to influence others.

*This is the "I" style leader...* Influencing, Inspiring and Interactive.



Some leaders like to lead by example, they are down-to-earth and not afraid of hard work. They appreciate the contributions of others and have the ability to build strong and loyal teams.

*This is the "S" style leader...* Stable, Strong and Supportive.



Some leaders have studied and worked hard to develop skills and talents and are usually recognized as experts in their fields. They lead by virtue of their ability and extensive knowledge. They are excellent planners, strategists and tacticians. They are contemplative and are rarely caught off guard.

*These are the "C" style leaders...* who like to be in Control, are Creative and Competent.

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Different situations call for different leadership styles. Knowing your instinctive leadership style and being aware of what leadership style is required to meet the demands of the situation or environment is essential to being a good leader. Leadership is a learned skill. Knowing your personality style allows you to capitalize on your leadership strengths, and make necessary adjustments when the situation demands it. Being aware of your style, as well as knowing the styles of the people around you can give you the insight you need to get the most out of your team as a leader.

## Your Leadership Style



### Sample's Leadership style is the Precisionist

Sample, a Precisionist personality style, is a sensitive, conservative and caring individual who thinks and works systematically, analytically and logically. Precisionists are precise and attentive to details while influencing others around them to do the same. Precisionists typically conduct themselves in a reserved, controlled manner making certain not to antagonize associates or disrupt the flow of business. They care highly for others and are known by many to be gentle, considerate, compassionate and kind. Extremely conscientious, Precisionists desire accuracy in their work, maintain high standards for themselves and enjoy pleasing others.

**Leadership Style:** Precisionists typically have long attention spans which allow them to concentrate longer, follow exact directions, and work on meticulous or detailed tasks. They may excel at creating or interpreting graphs, charts, patterns or schematics; their diligence and self-discipline can help them become experts in fields where others lack the patience and control. Before making a decision, Precisionists want exact facts and figures and enough time to weigh the consequences. They often keep their feelings to themselves as they don't want to burden others. Precisionists desire a steady and stable work environment which promotes security.

#### ► Personality Characteristics:

- Reliable, steady, loyal team worker, compliant towards authority
- Analytical with processes and procedures
- Calculated risk taker, conservative viewpoints
- Will take a task from beginning to end

#### ► Precisionists also possess these *positive* characteristics:

- Participative managers who accomplish goals through personal relationships
- Provide specialized skills
- Show sincerity are diplomatic and strive to keep the peace
- Can develop and follow processes for doing tasks
- Able to control quality, thorough, and methodical
- Able to give common sense, realistic, and practical viewpoints

#### ► As a Precisionist, you may need to pay special attention to the following areas:

- Work at expressing thoughts, opinions and feelings
- Deal with confrontation constructively
- Respond more quickly to accomplish goals
- Be more open to change
- Be more decisive
- Increase your pace to accomplish goals
- Be more direct in your interactions
- Show more initiative

## Leadership Strengths



**Sample is a pragmatic leader** who is able to take the necessary time to review a situation before committing to a course of action. Sample has the ability to work as part of a team effort to accomplish goals and tasks. As a leader, Sample will make an effort to recognize and acknowledge the contribution of other team members.

**As a leader, Sample tends to be more stoic**, a person of few words, who would rather focus less on discussion and more on getting the job done. Sample is self-controlled and has the ability to quietly observe and make decisions independently. Sample can be discerning and will want proof before committing to a course of action.

**Sample strives to be an inclusive, supportive and caring leader** who is an effective teambuilder and peacemaker. Sample strives for harmony and believes that more can be accomplished when everyone works together. Sample is a hard-working and dependable leader who is willing to lead by example. As a leader, Sample is willing to work with the team to accomplish a goal.

**Sample excels at planning and analysis** and likes to gather information and review the facts before starting a task. As a leader Sample strives to be a logical decision maker who is highly skilled and focused on precision and accuracy. Sample can be a creative problem solver and has the ability to develop systems and procedures that maximize efficiency and effectiveness.

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**Take the time to review the leadership strengths outlined in the Precisionist header at the top of this page.** On the following page, you will see a more comprehensive overview of your leadership strengths and limitations. The arrows will point you to the information that corresponds to your unique style or style blend. Having this information can help you identify your areas of strength as a leader as well as help you identify possible areas that you can work on strengthening. Knowing your limitations is just as important to effective leadership as knowing your strengths.

It is important to recognize that any strength overused can become a weakness. Effective leadership requires an awareness of both your strengths and limitations. Use the arrows to point you to information that will help you maximize your strengths and minimize your limitations.

**Leadership Strengths include:**

- Comfortable in leadership role
- Quick decision maker
- People know where they stand
- Accepting challenges
- Thriving during change and crisis

**Leadership Limitations include:**

- Intimidating
- Insensitive
- Impatient
- Concerned more with results than people

**Leadership Strengths include:**

- Maintaining an open-door policy
- Willingly give time to staff
- Inspiring and motivating others
- Providing positive feedback
- Optimistic and encouraging

**Leadership Limitations include:**

- Unorganized
- Unreliable in following through
- Too concerned with making people happy
- Not concerned with reaching the goal

**Leadership Strengths include:**

- Objective and fair to everyone
- Developing logical processes
- Consistent application of standards
- Able to keep confidences
- Providing details when assigning projects

**Leadership Limitations include:**

- Overly perfectionistic
- Difficult to meet their high standards
- Tendency to be critical in their feedback
- Difficulty moving from analysis to action

**Leadership Strengths include:**

- Good listener
- Empathetic and sensitive to others
- Appreciative of staff and tells them so
- Consistent with leadership style
- Communicating processes methodically

**Leadership Limitations include:**

- Indecisive
- Indirect in providing directions
- Unwilling to address difficult issues
- Hesitant to implement change

## Behavioral Overview



Your C and S plotted above the midline, your style is identified by the keyword “Precisionist”.

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:

- **MILD** Gentle or kind in disposition; not severe or harsh
- **QUIET** Not easily excited or disturbed; quiet disposition
- **DEPENDENT** Potential for being influenced or controlled by others
- **MODEST** Not forward, but shy and reserved

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**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** Silent or uncommunicative; disinclined to speak; reserved

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**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 being part of a group working toward a common goal

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**C - Measures your desire for structure, organization and details.**

Words that may describe the intensity of your “C” are:

- **PERFECTIONIST** One who strives for completeness and flawless accuracy
- **ACCURATE** Careful and exact; free from errors
- **FACT -FINDER** A searcher for truth; reality
- **DIPLOMATIC** Tactful
- **SYSTEMATIC** According to a system; orderly

Your personality style is a combination of each of the four DISC characteristics: Dominance, Influence, Steadiness and Compliance. Some characteristics are expressed while others are not. Use the arrows to gain a better understanding of tendencies of your expressed styles.



## Personality Characteristics

### Characteristics of your dominant style



You will often see C-style people hard at work. They work diligently because work is task-oriented and C-styles are the most task-oriented of all the DISC styles. Professionally, C-styles are reserved, quiet, conscientious individuals who take their work seriously and often become experts in their professions because of their self-discipline and high standards.

C-styles may be modest, but they are also extremely complex, extraordinary individuals whose minds are always busy. They will be found creating, developing, solving, researching, analyzing, and synthesizing. Their patient nature gives them the perseverance for trial and error investigation and meticulous attention to detail. Level-headed, logical and conscientious, C-style workers gravitate towards the following field subjects: technical, engineering, statistical, research, aesthetic, creative and conceptual. Organizations rely upon their ability for quality control, number crunching and understanding organizational data. Many C-style individuals develop specialized skills that co-workers appreciate and admire.

Since C-styles don't have a high need for relationship building in the workplace, they are able to work independently and can be very self-sufficient. Their independence comes from an emphasis on their internal logical strength - drawing upon the resources they have cultivated within. Whatever the task, the C-style will be exacting and following through with quality. They would rather not undertake a task at all than leave a task unfinished or done poorly.

C-style managers maintain high standards for themselves and others. They measure the performance of others by their ability to complete tasks and responsibilities important to the C manager. Whatever they put their signature on must reflect excellence. Because they want to avoid criticism, they will do what is necessary to handle the details.

As team members, Cs are valuable in quality control and testing functions. Before a project is completed, it must meet a C's exacting standards. Cs also contribute in conceptual, planning, organizing, and record-keeping capacities.

Often other more-relational workplace styles view C-styles as unemotional, detached or withdrawn. This may not always be the case once you get to know them. To others, C-styles appear to have a quiet self-confidence due to their self-reliance. Quick decision making is not a strength of the C-style. They require extensive time to collect information before deciding. Their need to be correct and minimize their risk often shades their choices. The greatest limitation of the C-style is their critical, picky, often perfectionistic nature. In the right profession, this limitation could also be a strength.

## Personal Growth Tips for the C Style

Effective leaders are committed to personal growth and improvement. Use the tips on the following pages to help your personal growth and development.

**C's maintain high standards for themselves and others.**

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**TIP:** Many times a critical or perfectionist nature is a blind spot. **Practice flexibility and understand that your co-workers' styles may not be well-disciplined, conscientious and thorough. Try appreciating their strengths and accepting their differences. Their mistakes will make them better in the long run.**

**C's are reserved and conservative.**

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**TIP:** Reserved and conservative associates work well with other reserved and conservative associates, but more aggressive styles can cause trauma for the C style. **Don't be too timid or passive when the situation calls for bold decisions or conviction. Establish that you are confident with more aggressive personalities; they will respect this in you.**

**C's are slow to make decisions while they analyze and gather facts.**

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**TIP:** Many times the workplace calls for quick, on the spot decisions without knowing all of the facts. Some C styles have "analysis paralysis". They take too much time deciding upon the "right" thing or making the "correct" move and then it's too late. **Rely on your intuition and go with your first thoughts when time is limited.**

**C's are very task oriented.**

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**TIP:** Since C's are very task oriented and highly skilled at tasks, communication is often facilitated through research, analysis, or solving complex problems for others. Other more-relational styles may not realize this is how you communicate. **Remember to show warmth, positive body language and openness when communicating with high I and S styles.**

## Tips Continued

**C's don't like to make mistakes, are self-critical, and desire to follow the letter of the law.**

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**TIP:** C styles can be very self-critical. Often, they take policies, procedures or rules as literal “absolutes”. In other words, they “major” on the “minors” in life. **Try to be more forgiving of policy adherence and more concerned about the big picture. Be more flexible and not so hard on yourself. Remember that mistakes are good and help build essential skills as well as character.**

**C's prefer to work independently and are very self-reliant.**

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**TIP:** Because C styles are so self-sufficient, they have difficulty collaborating and partnering with others of different styles. Cs may also find it difficult to delegate tasks to others because they don't want to put the quality control in other hands. **Remember to collaborate and delegate more.**

**C's are very objective thinkers.**

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**TIP:** C style individuals should practice empathy by trying to **see things from other individuals' perspectives**. It is often difficult for C styles to see the gray areas since they are often assessing situations based upon the extent of it either being good or bad, right or wrong. **Many times subtle relational issues are lost in this type of objectivity.**

## Personality Checklist

Take the time to look at the behavioral characteristics of each style listed below. Note that the “arrows” indicate your expressed personality style(s). Study the characteristics of your style(s). You can place a checkmark next to each statement that describes you.

| Dominant   | Influencing   |
|--|---|
| <input type="checkbox"/> Instinctive leaders<br><input type="checkbox"/> Autocratic managers - great in crisis<br><input type="checkbox"/> Self-reliant<br><input type="checkbox"/> Innovative in getting results<br><input type="checkbox"/> Maintain focus on goals<br><input type="checkbox"/> Specific and direct<br><input type="checkbox"/> Overcome obstacles<br><input type="checkbox"/> Provide direction and leadership<br><input type="checkbox"/> Push group toward decisions<br><input type="checkbox"/> Willing to speak out<br><input type="checkbox"/> Generally optimistic<br><input type="checkbox"/> Welcome challenges without fear<br><input type="checkbox"/> Accepts risk<br><input type="checkbox"/> Sees the big picture<br><input type="checkbox"/> Can handle multiple projects<br><input type="checkbox"/> Function well with heavy work loads | <input type="checkbox"/> Instinctive communicators<br><input type="checkbox"/> Participative managers<br><input type="checkbox"/> Motivate the team<br><input type="checkbox"/> Spontaneous and agreeable<br><input type="checkbox"/> Respond well to the unexpected<br><input type="checkbox"/> Create an atmosphere of well-being<br><input type="checkbox"/> Enthusiastic<br><input type="checkbox"/> Provide direction and leadership<br><input type="checkbox"/> Express ideas well<br><input type="checkbox"/> Work well with other people<br><input type="checkbox"/> Make good spokespersons<br><input type="checkbox"/> Will offer opinions<br><input type="checkbox"/> Persuasive<br><input type="checkbox"/> Have a positive attitude<br><input type="checkbox"/> Accomplish goals through people<br><input type="checkbox"/> Good sense of humor<br><input type="checkbox"/> Strong in brainstorming sessions |
| Compliant  | Steady  |
| <input type="checkbox"/> Instinctive organizers<br><input type="checkbox"/> "Do it yourself" managers<br><input type="checkbox"/> Strive for logical, consistent environment<br><input type="checkbox"/> Control the details<br><input type="checkbox"/> Conscientious<br><input type="checkbox"/> Evaluate the team's progress<br><input type="checkbox"/> Ask important questions<br><input type="checkbox"/> Maintain focus on tasks<br><input type="checkbox"/> Offer conservative approaches<br><input type="checkbox"/> Emphasize quality<br><input type="checkbox"/> Think logically<br><input type="checkbox"/> Will share risks and responsibilities<br><input type="checkbox"/> Work systematically<br><input type="checkbox"/> Will strive for consensus<br><input type="checkbox"/> Diplomatic<br><input type="checkbox"/> Analyzes obstacles                  | <input type="checkbox"/> Instinctive relators<br><input type="checkbox"/> Participative managers<br><input type="checkbox"/> Make others feel like they belong<br><input type="checkbox"/> Can see an easier way to do things<br><input type="checkbox"/> Focused and intuitive about people<br><input type="checkbox"/> Full of common sense<br><input type="checkbox"/> Buy into team goals<br><input type="checkbox"/> Dependable<br><input type="checkbox"/> Identify strongly with the team<br><input type="checkbox"/> Strive to build relationships<br><input type="checkbox"/> Provide stability<br><input type="checkbox"/> Consider elements of total project<br><input type="checkbox"/> Realistic and practical<br><input type="checkbox"/> Even tempered<br><input type="checkbox"/> Provide specialized skills<br><input type="checkbox"/> Show patience with others<br><input type="checkbox"/> Loyal      |

## Power DISC

## INFLUENCING -

Fair



Influencing and delegating to others is not exactly the role you desire most, but if it is an occasional part of what you need to do, you accept it. You prefer to be recognized as a part of a group rather than receiving individual recognition.

## 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 -

Main Focus



You are probably overloaded with work because you hate to delegate; you believe that for something to be done right, you need to do it. Train others to work to your own high standards and delegate. Although it may take longer initially, you will be helping others grow. Be willing to accept change and understand it may be necessary.

## DETAILING -

Main Focus



You have a talent for developing systems to help you get things done quickly and efficiently, but remember to stay open to new ways of solving problems and accomplishing goals. High quality work is important to you and you strive to consistently deliver your best. Remember not to take criticism personally and think about using negative feedback as an opportunity to take positive steps forward.

## CREATING -

Above Average



You like to use your creativity to refine and perfect the basic concepts that other team members develop. You can oversee and help to keep accountability in areas where other team members may be more inclined to compromise.

## 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 -

Above Average



You value relationships and instinctively know what is required to nurture them. You often will go out of your way to make sure that new team members feel welcome and included. You also have a desire to be included as part of the group.

## Leadership Communication

Your highest style is the "C" or Compliant style. Like most people, you will have a natural tendency to communicate according to your style. Recognizing that different personality styles require different communication styles is the first step to improving communication. Use the information about communicating with the different styles to help you enhance your interpersonal interactions.

### YOU with a **D**

You tend to view high D's as argumentative, dictatorial, arrogant, pushy and impetuous. Your tendency will be to become defensive, and refer to an external authority to deflect the D's demands. If you are not careful, there will be tension in the relationship. You'll focus on details while the D sees only the "big picture".

**Relationship Tip:** Develop direct communication and learn to deal with issues in a straightforward manner. Negotiate commitments and goals on an equal basis. Use summary data in communication.

### YOU with an **I**

You will tend to view the high I as egotistical, superficial, overly optimistic, glib, overly self-assured and inattentive. You may view I's as overbearing, and appeal to external authority to deflect their demands, too. You'll tend to point out possible dangers and problems; and will insist on providing facts and details; but don't overwhelm the I with data.

**Relationship Tip:** Be friendly and complimentary, I's truly desire relationships and are not as superficial as you believe them to be. Listen to their ideas and applaud their accomplishments.

### YOU with an **S**

You will tend to view S's as impassive, apathetic, too accepting, lenient, possessive, complacent and nonchalant. You will agree with S's on the importance of cooperation and the need for caution in the face of risk, especially when making decisions; but you'll likely feel that the S is not precise enough.

**Relationship Tip:** S's appreciate a relaxed, slowly developing relationship, but they will focus more on the personal aspects than you will. Allow yourself to appreciate personal details. Also, show appreciation for tasks that are well done by praising *them*, not the accomplishment.

### YOU with a **C**

You will most likely view other C's as perfectionists who are accurate, thorough, systematic and agreeable. Since you both favor attention to detail, you will work well together. When working with another C, you will each tend to cooperate and develop extensive control systems for projects. high C's often allow their concern for being correct override their concern for meeting deadlines; and two C's will frequently compete to see who is "more correct".

**Relationship Tip:** Be natural and go at a slow pace; talk about facts and details. Be certain to remove any apparent threats to your relationship. Plan carefully and be well prepared for meetings with one another. Accept and encourage one another's doubts and questions. Be certain that you give each other ample time to consider data before asking for decisions.

## DISC Overview

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 positively expressed, while points below the midline are negatively expressed, making it possible to look at a DISC graph and instantly see the relative intensity of each of the four styles.

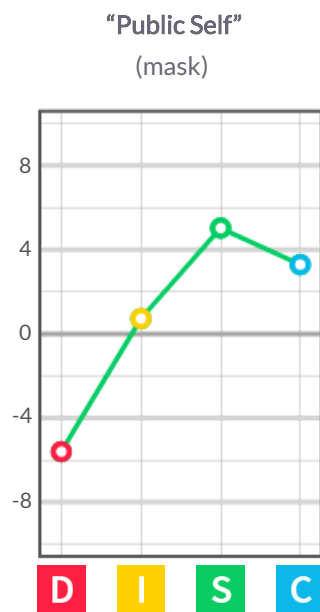
This chart below helps put the four dimensions of the personality into perspective

|            | <b>D</b> DOMINANT                             | <b>I</b> INFLUENCING                     | <b>S</b> STEADY                         | <b>C</b> COMPLIANT                   |
|------------|---|--|---|--------------------------------------|
| Seeks:     | Control                                       | Recognition                              | Acceptance                              | Accuracy                             |
| Strengths: | Administration<br>Leadership<br>Determination | Persuading<br>Enthusiasm<br>Entertaining | Listening<br>Teamwork<br>Follow-through | Planning<br>Systems<br>Orchestration |
| Dislikes:  | Inefficiency<br>Indecisions                   | Routines<br>Complexity                   | Insensitivity<br>Impatience             | Disorganization<br>Impropriety       |
| Decisions: | Decisive                                      | Spontaneous                              | Conferring                              | Methodical                           |

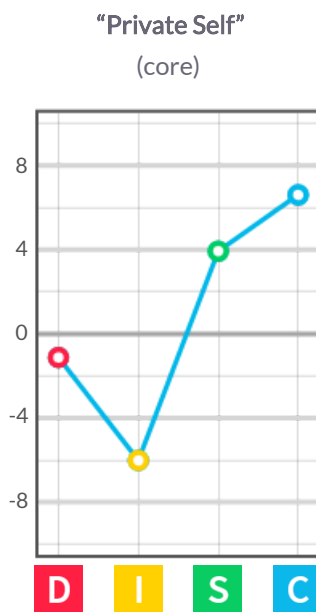


## Your DISC Graphs

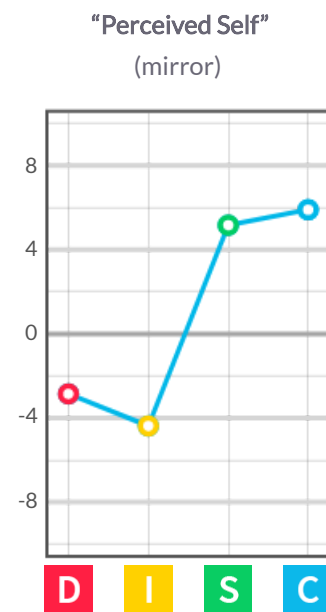
Below are your three DISC graphs and the meaning of each graph.



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.



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



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

#### Differences between the Public and Private Self:

People often act based on how they think others expect them to behave or to adapt to a specific job or role. This adapted behavior (the Public Self) represents what we project to the world. Your core style (Private Self) represents your instinctive response to pressure. During times of stress or tension, these core behaviors become prominent. This Private Self graph is least likely to change because these are natural and ingrained responses.

Little or no difference between the Private Self and Public Self indicates that there is not much need to adapt your style to your environment. However, if the Public Self is different from the Private Self, you may perceive a need to flex your style to fit your job, your current role or the expectations placed upon you.