

Style: Challenger DC

## Maxwell DISC Personality Indicator Report

# Introduction

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

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

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

**D = Dominant I = Influencing S = Steady C = Compliant**

**Seeks** Control Recognition Acceptance Accuracy

Administration Persuading Listening Planning

**Strengths** Leadership Enthusiasm Teamwork Systems  
Determination Entertaining Follow-Through Orchestration

ImpatientLack of DetailOversensitivePerfectionist

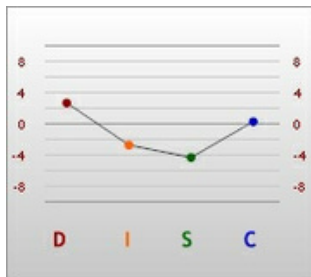
**Challenges**InsensitiveShort Attention SpanSlow to BeginCritical  
Poor ListenerLow Follow-ThroughDislikes ChangeUnresponsive

**Dislikes** Inefficiency Routines Insensitivity Disorganization  
Indecision Complexity Impatience Impropriety

**Decisions** Decisive Spontaneous Conferring Methodical

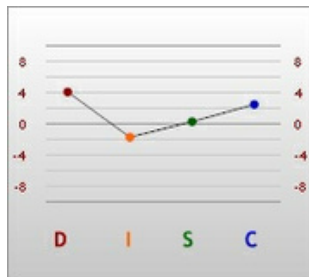
Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline 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.



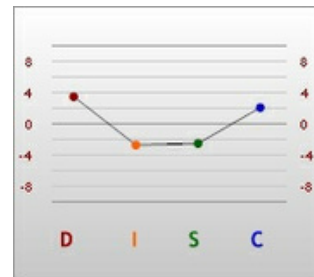
### DISC graph 1 represents your "public self" (the mask)

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.

# Description

## understanding your style

### XX's style is identified by the keyword "Challenger".

As a Challenger style, XX is sensitive to problems, and displays a significant amount of creativity in the ability to solve them. Challengers can complete significant tasks in very little time due to their strong resolve. XX is determined and probably has high astuteness combined with quick reactions. Challengers will examine and pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Striving for correctness, they counterbalance their drive for tangible results. Challengers can tend to be perfectionistic and can vacillate in decision making while trying to determine the "best" choice.

Challengers sometimes appear to lack social poise and may possibly even be perceived as cool and overly forthright. They prefer working alone and thrive in an environment where they can call the shots. XX tends to be quiet and reserved when becoming involved in personal relationships and does not trust easily. A Challenger typically will have little patience for those who do not follow what is believed to be the right way, since they are so strongly motivated by

a drive to excel. Challengers tend to become easily bored with routine responsibilities, needing the opportunity to work on new projects. They tend to ignore the emotional side of people in favor

of focusing on the task at hand. They would benefit by considering the development of warmth in social relationships as an important task. Wayne would also be well advised to give additional consideration to the value of developing a team and the increased productivity that can be derived from being a strong leader of a solid team. XX should work to build stronger cooperation with team members and to develop a patient attitude when considering others' opinions and work styles.

Task oriented and driven by results, XX tends not to get emotionally involved when discussing issues with people. A Challenger is creative and thinks ahead to what they will do and how decisions may effect what happens next. XX is inquisitive and likes to have details and facts about the unfamiliar.

XX is motivated by the ability to lead groups and influence others such as associates, co-workers and friends. This is someone who takes the responsibility of leadership seriously, and is typically able to make important decisions without delay. XX exudes confidence and others respond to their natural ability to be a front runner.

XX prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. XX 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, XX thinks through alternatives and choices carefully.

Others see XX as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes preferring to do things outside of the team, this person tends to be individualistic. XX may even be perceived as "restless" and tends to move quickly from one thing to the next.

Neat and orderly, others usually see XX as practical. This individual needs adequate information to make decisions, and will consider the pros and cons. XX may be sensitive to criticism and will tend to internalize emotions. XX likes to clarify expectations before undertaking new projects and will follow a logical process to gain successful results.

**High ego strength**  
**Analytical, methodical**  
**Problem solver**  
**Extremely task oriented**

#### General Characteristics

**Work and project completion**  
**Authority to design and implement solutions**  
**Not having to needlessly socialize or play politics**  
**Being provided the necessary tools to achieve success**

#### Motivated By

**Being able to design and refine**  
**Challenging tasks and activities**  
**Projects that produce tangible results**  
**Recognition for their analytical abilities**

#### My Ideal Environment

# Communicating with the Challenger style

## Remember, a Challenger may want:

- Authority, assignments promoting growth, "bottom line" approach, opportunities for advancement, ability to work alone

## Greatest fear:

- Others criticizing and taking advantage of them

## When communicating with XX, a Challenger, DO:

- Be brief, direct, and to the point
- Ask "what" and "why" questions
- Focus on business; focus on results
- Suggest ways to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches; recognize their quality
- work Agree with facts and ideas rather than a person when in agreement

## When communicating with XX, a Challenger, DO NOT:

- Ramble, repeat yourself
- Focus on problems
- Try to be too sociable early in the relationship
- Make sweeping generalizations or make statements without support

## While analyzing information XX, a Challenger, may:

- Want to do it alone without consulting others
- Neglect the human factor; make decisions based on facts
- Overlook others' opinions
- Offer innovative and progressive systems and ideas

## Motivational Characteristics

- **Motivating Goals:** Dominance, discovering unique solutions
- **Evaluates Others by:** Self-imposed standards, expression or progressive ideas
- **Influences Others by:** Competition, setting a place in developing systems
- **Value to Team:** Initiates change and improvements, challenges complacency
- **Overuses:** Bluntness and criticism
- **Reaction to Pressure:** Sulks, becomes bored with routine, dictatorial, compassionless
- **Greatest Fears:** Not being influential; failure
- **Areas for Improvement:** Show warmth; become more verbal and team oriented; use the "sell not tell" approach



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating with the Challenger style

## Value to the group:

- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently

## Challengers possess these positive characteristics in groups:

- Instinctive leaders
- Autocratic managers who are great in crisis
- Self reliant
- Self disciplined
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- "Walks the walk" by providing a good example
- Willing to speak out
- Combines experience with practical knowledge
- Welcome challenges without fear
- Function well with heavy work loads
- 

## Personal growth areas for Challengers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less domineering and more friendly and approachable
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships; show your support for other team members
- Take time to explain the "whys" of your statements and proposals



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

- Lee Iacocca

# Communication Tips

## relating to others

**Your D and C plotted above the midline, your style is identified by the keyword "Challenger".**

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** Silent or uncommunicative; disinclined to speak; reserved

**S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:**

- **RESTLESS** Inability to rest or relax; uneasy; not quiet
- **CHANGE-ORIENTED** Desire to alter; likes variety
- **SPONTANEOUS** Acting in accordance with a natural feeling without constraint
- **ACTIVE** Characterized by much action or emotion; busy; quick

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

- **CONVENTIONAL** Sanctioned by, or following custom of usage
- **COURTEOUS** Polite and gracious
- **CONSCIENTIOUS** Scrupulous; painstaking effort to achieve correctness
- **HIGH STANDARDS** Holds to a strong values system



The only way to change is by changing your understanding.

- Anthony De Mello



# Communication Tips

## how you communicate with others

### How You Communicate with Others

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

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

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

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

### The Compatibility of Your Behavioral Style

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

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

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

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



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

- Publilius Syros



# Communication Tips

## compatibility of your behavioral style

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

#### D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

#### D with I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

#### D with S

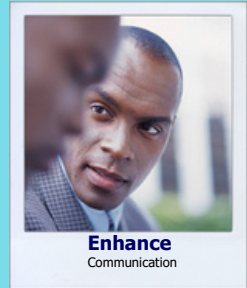
You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause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

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

#### D with C

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.

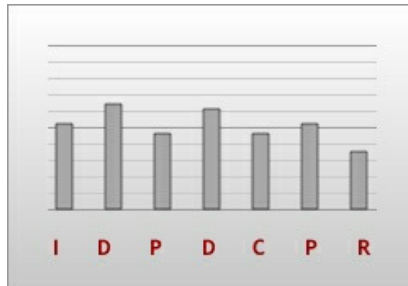


Communication works  
for those who work at  
it.

- John Powell

# PowerDISC™

## your strengths in leadership



### INFLUENCING -

**Above Average:** You are always considered when a leader is needed. You have great strengths, and know that you possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

### DIRECTING -

**Well Developed:** You were probably just selected to oversee yet another project, especially one that has a tight deadline. Your team values your work ethic. You may appear a bit distant at times, but your attention to detail and your inner drive causes others to respect you and to see the great value you add to the team. Learn to take time to get to know other team members; time invested in relationships is not time wasted.

### PROCESSING -

**Good:** You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

### DETAILING -

**Well Developed:** You are often asked to help out others in a group or a team because you can assist them in finding potential limitations in their plan. You make sure that everyone dots the I's and crosses the T's; you are a natural at putting the finishing touches on projects. Others wish they had your analytical mind and thought process. Your surroundings are neat and efficient, and you appreciate when others follow suit.

### CREATING -

**Good:** You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

### PERSISTING -

**Above Average:** Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

### RELATING -

**Adequate:** Sometimes it seems like work to make meaningful conversation and you tend to not let others get to know a lot of personal things about yourself. Most conversation tends to be "small talk," but you will allow a few close people in your world.

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

# Detailed Keyword Analysis: Your Personal Image

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

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

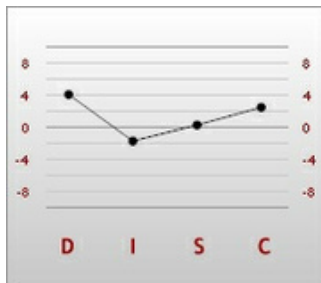
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

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

## Keyword Exercise Part 1

### HOW I RESPOND TO PRESSURE

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



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

- ADVENTURESOME Exciting undertakings, Willing to take chances
- DECISIVE Settles a dispute, question, etc
- INQUISITIVE Inclined to ask many questions; curious
  
- CONSCIENTIOUS Governed by one's conscience; scrupulous; painstaking effort to achieve correctness
- COURTEOUS Polite and gracious
- HIGH STANDARDS Holds to a strong values system
  
- AMIABLE Having a pleasant disposition; friendly
- DELIBERATE Careful in considering; not rash or hasty; slow; unhurried
- STABLE Not easily thrown off balance; enduring; steady; resisting change
  
- CONVINCING Persuading by argument of evidence
- DISCERNING Able to make or see fine distinctions
- OBSERVING Perceptive; watches over and guards