



Nick Radge

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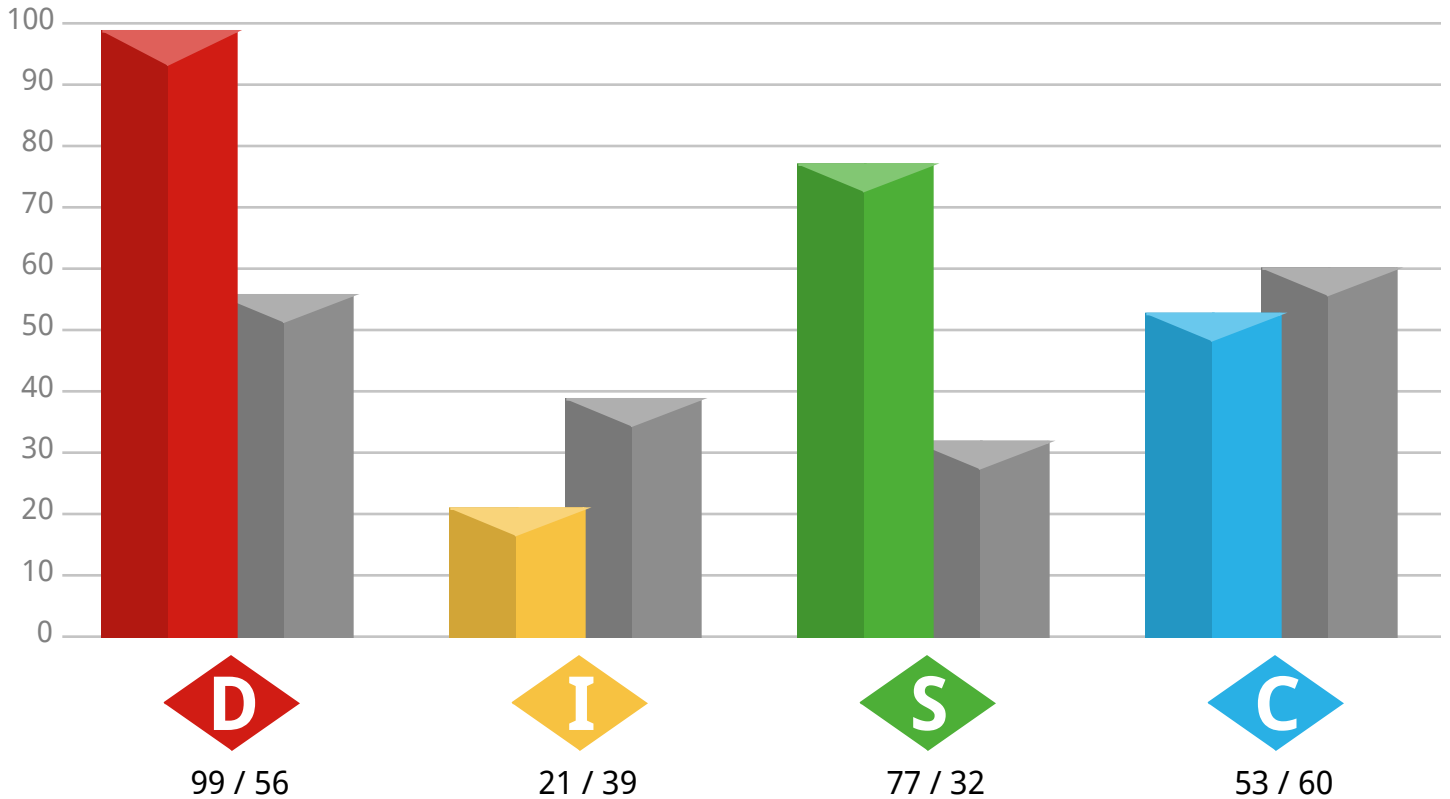
This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



Anthony Robbins Coaching
www.tonyrobbins.com



Natural and Adaptive Styles Comparison



Nick Radge

Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:

The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



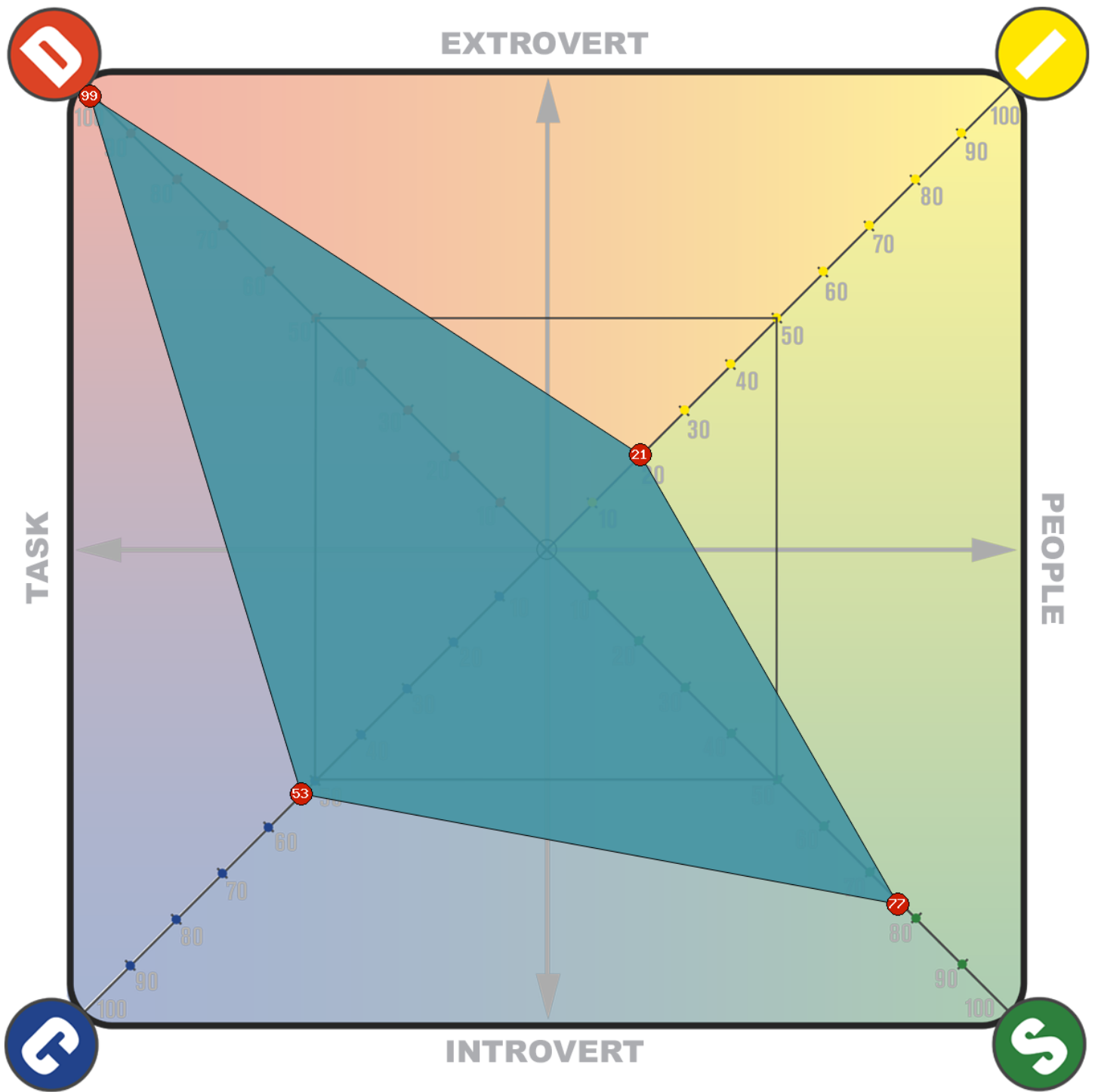
A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
<p>High D</p> <p>Demanding</p> <ul style="list-style-type: none"> Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive <p>Low D</p>	<p>High I</p> <p>Gregarious</p> <ul style="list-style-type: none"> Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof <p>Low I</p>	<p>High S</p> <p>Patient</p> <ul style="list-style-type: none"> Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous <p>Low S</p>	<p>High C</p> <p>Cautious</p> <ul style="list-style-type: none"> Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant <p>Low C</p>

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The DISC Index | Four Components of Behavior



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Decisive

Your approach to problem-solving and obtaining results

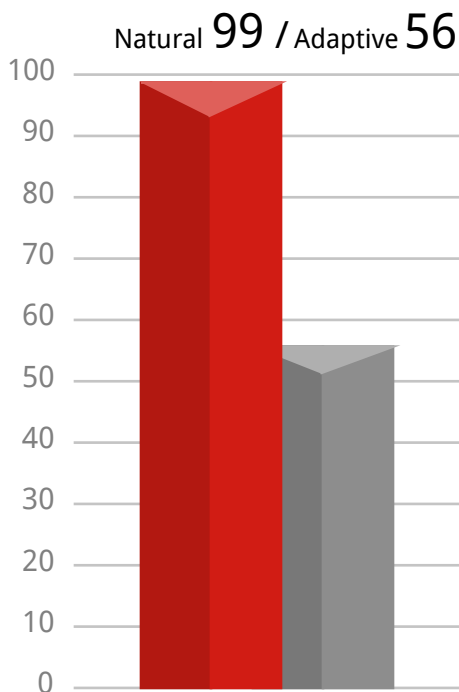
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a very high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You demand high levels of results or performance, in both yourself and in others.
- You love a good challenge, seek freedom, and look for a lot of variety.
- You are a very strong self-starter who always seems to have a high sense of urgency.
- Your approach tends to be forceful and very direct.
- You are a great source of innovation and new solutions, even if radical sometimes.
- You are direct in your communications, no ambiguities.



Interactive

Your approach to interacting with people and display of emotions.

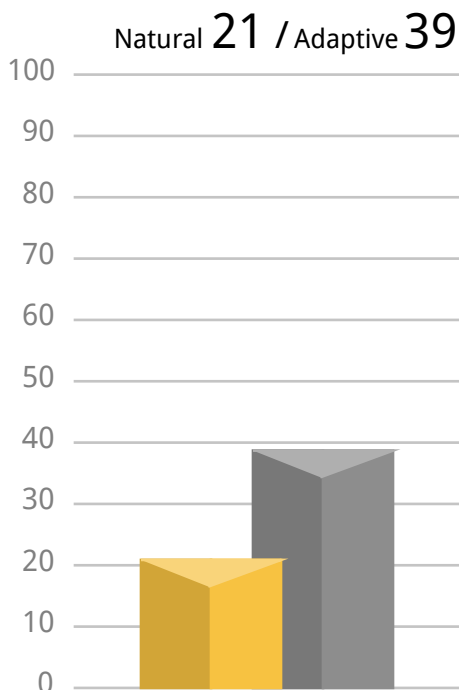
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a very low score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You tend to be quiet at team meetings or when meeting new people for the first time.
- You tend to be quite reserved, choosing to keep your opinions to yourself.
- You would prefer not to have to present presentations to large or influential groups of people.
- You can be pessimistic at times regarding other's agendas or reasons.
- You are encouraged to open up a bit more to others and take a stand on important issues.
- Sometimes you may be seen as withdrawn by those who don't know you.



Stabilizing

Your approach to the pace of the work environment

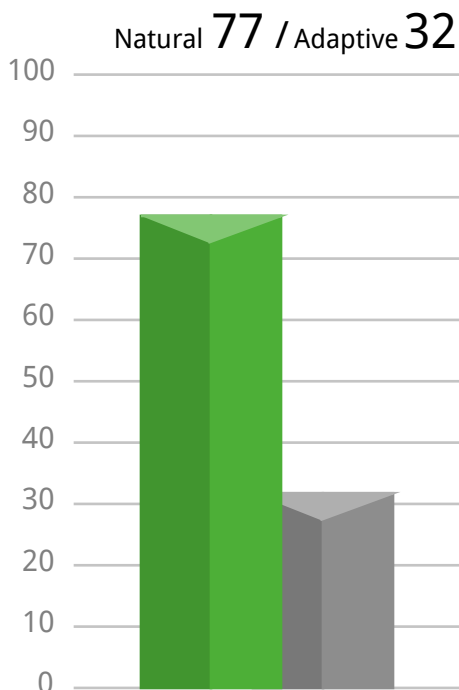
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a moderately high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You're a very good team player.
- You can be fairly resistant to change.
- You may be slow to accept changes or let go of the old ways of doing things.
- You are very patient.
- You are typically very cool, calm, and collected on the job.
- You always present a more relaxed and open approach to your work and how fast you must get it done.



Cautious

Your approach to standards, procedures, and expectations.

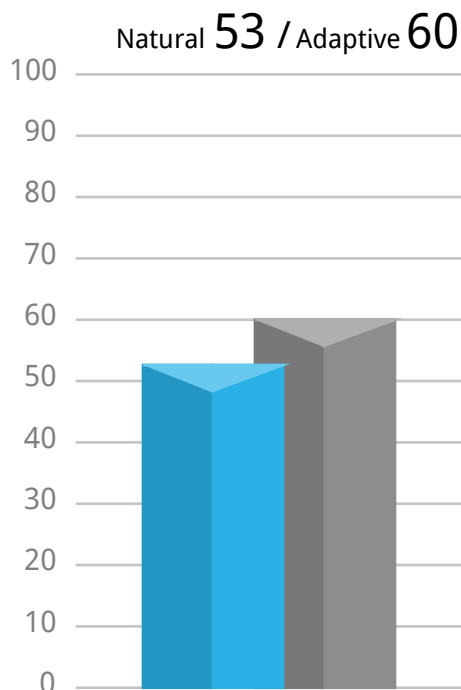
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a high average score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- Your approach to working with others is usually tactful and respectful.
- You appreciate very detailed explanations when doing complex tasks.
- You prefer an environment that is precise and detailed.
- You are sensitive to high quality control and have a need for accuracy.
- Your preference is to adhere to the defined and proven way of doing things.
- You desire a lot of accuracy and detail.



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- Day-to-day operations decisions are made very quickly and easily. There is substantially more time, effort, and caution put into larger decisions. The D and C traits account for this.
- Can handle assertive and aggressive people with a manner of blunt or critical response.
- Develops new systems and procedures to increase efficiency or quality control.
- Brings a future-oriented awareness to problems and solutions.
- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.
- When in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. The Higher C and Lower I traits bring this restraint.
- Enjoys developing unusual responses or new ideas or solutions to existing problems.
- Evaluates others by their ability to bring about change and accomplish a task quickly and with high quality control.



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. The Higher D and C traits, along with the Lower I traits bring this pattern.
- Able to look at a project from both a big-picture perspective and the details and minutia that contribute to each step. The High D and C traits help bring this perspective.
- Develops new systems and procedures to increase efficiency or quality control.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity.
- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.
- Motivated to bring a future-oriented awareness to problems and solutions.
- On a job-related problem, when in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. This comes from the combination of the Higher D and Lower I traits.
- On the job, enjoys developing unusual responses or new ideas or solutions to existing problems.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Trusting that others can deliver with competence and high standards.
- Verbalize your thoughts more and include others in the decision-making process more.
- Realizing that your desire for constant high quality work may slow your high-pressure decision-making time.
- Being more open to change.
- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Time where you can work uninterrupted when necessary.
- Showing a bit more warmth and sincerity towards others.
- Cooperating more with others on a team rather than conducting more solitary work.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Direct, factual answers to questions, supported by accurate data.
- New experiences and new challenges to meet.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- To see immediate results for the high quality effort provided on any project.
- Things to be done correctly the first time, so that later corrections aren't necessary.
- An environment where it's acceptable to focus maximum effort on the job tasks, and to not be concerned with social protocol at the expense of productivity.
- Time to analyze facts and data prior to making a final decision.
- A team that is tolerant of mid-project changes when higher quality control is at stake.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Maintains a strong business focus on problems, ideas, and solutions.
- A very creative thinker and innovator.
- Provides hard work and heavy mind-share into creating the best possible answers to questions or problems.
- Able to make decisions with the bottom-line in mind.
- Brings a sense of rapid solutions and high quality control to the organization.
- Able to use imagination and calculated risk-taking in ways to create new solutions to problems, or new systems for success.
- Able to consider many alternatives, theories, and possibilities as you approach new problems to solve.
- Explores all possible solutions to problems before making a decision. (As a result, this may sometimes cause delays in the decision-making process.)



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Direct but detailed answers to questions.
- Opportunity for advancement to positions allowing for creativity.
- Security and confidence in quality control measures.
- Accomplishments that can be seen both quickly and maintained with a high sense of quality control.
- Specialized and challenging assignments.
- Facts and examples, with no emotions attached to the information.
- Environment allowing for one to work alone and to think things through.
- Freedom to create in new and different ways.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- Appear somewhat abrupt and blunt toward others without being aware of it.
- Be somewhat cool and aloof at times.
- Vacillate too much between decisions due to the need to re-examine evidence, or even the chance that new evidence may come in.
- Have a high need for perfection that may hamper your satisfaction until it is reached.
- Not share your ideas with others on the team enough.
- Work in a rapid burst for a while, followed by periods of re-examination or quiet reflection, which can cause delays.
- Place "all" items on the to-do list as priority number one.
- Get stuck in a loop between wanting to get it done quickly, but also perfectly.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Evaluations based on certifying that participants have certain skills.
- Shows authority by using rewards and punishments.
- Leads through factual persuasion.
- Structures the events for efficiency in achieving goals and skills.
- Helps group create new concepts and models of ideas.
- Knowledge gives the participants abilities to solve new problems.
- Comes to the training very well prepared, and ready to get to business.

How you prefer to receive knowledge or learn:

- Learns by considering possibilities and thinking through ideas.
- More interested in ideas and content than in people.
- Develops own learning strategies.
- High expectations of performance.
- Prefers the concrete rather than the abstract.
- Needs details and time to reflect on learning.
- High perseverance in learning mode and will re-analyze facts until clarity emerges.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Nick:

- Be prepared to handle some objections.
- Ask 'what' oriented questions that close the issue or topics.
- Take your time, be precise and thorough.
- Be efficient: Hit the major points first.
- Provide time to verify the issues and potential outcomes.
- Provide options to express opinions and make some of the decisions.
- Motivate and persuade by referring to objectives and expected results.

Things to avoid to effectively communicate with Nick:

- Avoid asking rhetorical questions, or useless ones.
- Avoid making guarantees and assurances when there is a risk in meeting them.
- Don't provide special personal incentives.
- Don't confuse or distract from the business issues at hand.
- Don't use unreliable evidence or testimonials.
- Avoid wild speculations without factual support.
- When disagreeing, don't let it reflect on others personally.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)
