



EVERYTHING DiSC®

363 for LEADERS™

360° Feedback with 3 Personalized Strategies

- Introduction
- Big-Picture Feedback
- Detailed Feedback
- Three Strategies for Development
- Appendix



Taylor Meyer (Sample Report)

Friday, March 5, 2010

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Welcome to Everything DiSC® 363 for Leaders™

Introduction

360° Feedback with 3 Personalized Strategies

When you think about people who exemplify leadership—historical figures, contemporary standouts, or people in your organization—do the words *generic* or *cookie cutter* come to mind? Probably not. Most likely, you can describe unique aspects of their leadership style that help them succeed. In fact, two equally successful leaders may take two very different approaches to leadership.

And so, why in the world should leadership training involve following one set of narrowly defined principles? This program aims to help you reflect on your use of a broad range of highly effective approaches to leadership. You'll receive **constructive 360° feedback** on your leadership approaches, and you'll discover **three personalized strategies** to help you become a more effective leader.

Cornerstone Principles of Everything DiSC 363 for Leaders

- ▶ Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity
- ▶ *Everything DiSC 363 for Leaders* focuses on the **interpersonal aspects** of leadership
- ▶ All eight approaches **contribute to leadership success**
- ▶ While you don't need to excel in every area, you need at least some level of **competency in each** to be a great leader
- ▶ Leaders are most likely to have strengths in areas that reflect **their own styles**
- ▶ **Understanding yourself** better is the first step to becoming more effective when leading others



Everything DiSC® 363 for Leaders™ describes a rich spectrum of behaviors called **Eight Approaches to Effective Leadership**. This model, pictured at left, is based on DiSC®, a simple tool that's been helping people to connect better for over thirty years.

Individual leaders, followers, and organizations may prefer certain approaches over others. Effective leaders tend to use a range of approaches.

A Three-Step Process

Using multi-rater feedback and your self-assessment, Taylor, this program will help you identify which aspects of the eight approaches are your strengths—those that you use *most* frequently—and which areas you might benefit from developing further.

In this report, you'll have the opportunity to elevate your leadership effectiveness by:

- Understanding How Others See You as a Leader
- Exploring Your Tendencies on the Eight Approaches
- Learning Three Strategies to Become a More Effective Leader



Your Leadership Outlook

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Introduction

What follows is an overview of your tendencies as a leader based on your own responses to the assessment. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.

Taylor, you're probably a goal-oriented leader who strives to make important breakthroughs for the group. Most likely, you want the freedom to set your own course. You tend to have grand ambitions, and you're probably attracted to high-profile assignments that will allow you to maximize your leadership talents. Because you may be motivated by prestige and status, you probably push yourself to accomplish bigger and better things.

Most likely, you're an extremely passionate and expressive leader, and your enthusiasm is often contagious. You probably have a self-assured attitude that many people are drawn to. You may use gestures and anecdotes to emphasize your points, and you speak freely with little concern about filtering your thoughts.

You probably have little trouble persuading others to adopt your vision. More often than not, your persuasive powers allow you to rally the group to reach its goals. However, people who are more analytical may challenge your leadership if they feel that some aspects of your plans are unclear or overly ambitious. While you're often able to create forward momentum in a group, you may prefer to delegate more in-depth responsibilities to others.

You tend to have an active and energetic leadership style. Given your strong need for variety, sitting still for long periods or being forced into monotonous routines is hard for you. You enjoy the gratification of kicking off a new project, but after the excitement wears off you may lose interest and become exasperated with the more methodical aspects of the plan.

As a leader, you probably strive for influence among the inner circle in your organization. You may feel a strong need to share your insights, and you do your best to make a favorable impression. You appreciate being recognized for your leadership, and you probably thrive on public recognition. In fact, because you value such praise, you're more likely to acknowledge and compliment others' contributions.

Most likely, you view expanding your large network of friends and associates as a fun aspect of your leadership responsibilities. You're probably not afraid to share personal information, even with people you've just met. Because you enjoy building personal connections, you're happy to introduce people who have common interests. Furthermore, you think that playing off others' ideas often yields better results for the group, so you may create opportunities for friendly banter or brainstorming.

When conflict arises, you probably try to redirect the group's attention to the positive. In fact, you may try to brush unpleasant issues under the rug for as long as possible. However, if you become very upset, you're more likely to lose your composure and lash out than to shut down. While unleashing your feelings may seem cathartic, you may underestimate the impact that this intensity from a leader can have on others.

You're not afraid of the unexpected, and you probably show spontaneity in your leadership style. Because you're adventurous, you're often eager to seize new opportunities and take bold action. You're quite willing to take risks, and you may be comfortable making decisions based on your gut instinct. Because you can be overly optimistic at times, you may bypass disciplined analysis, and as a result you might dismiss potential obstacles too quickly.

Taylor, all of these behaviors reflect your top leadership priorities. Your most valuable contributions as a leader may include your pioneering attitude, your ability to energize others, and your commanding presence.

In the report that follows, you'll discover other people's perceptions of your leadership approaches. Some of these will agree with your own view of yourself, while others may disagree or even contradict. Through this process, you will be able to build self-awareness and a better understanding of what you can do to be a more effective leader.

Eight Approaches and their Practices

Introduction

Everything DiSC® 363 for Leaders™

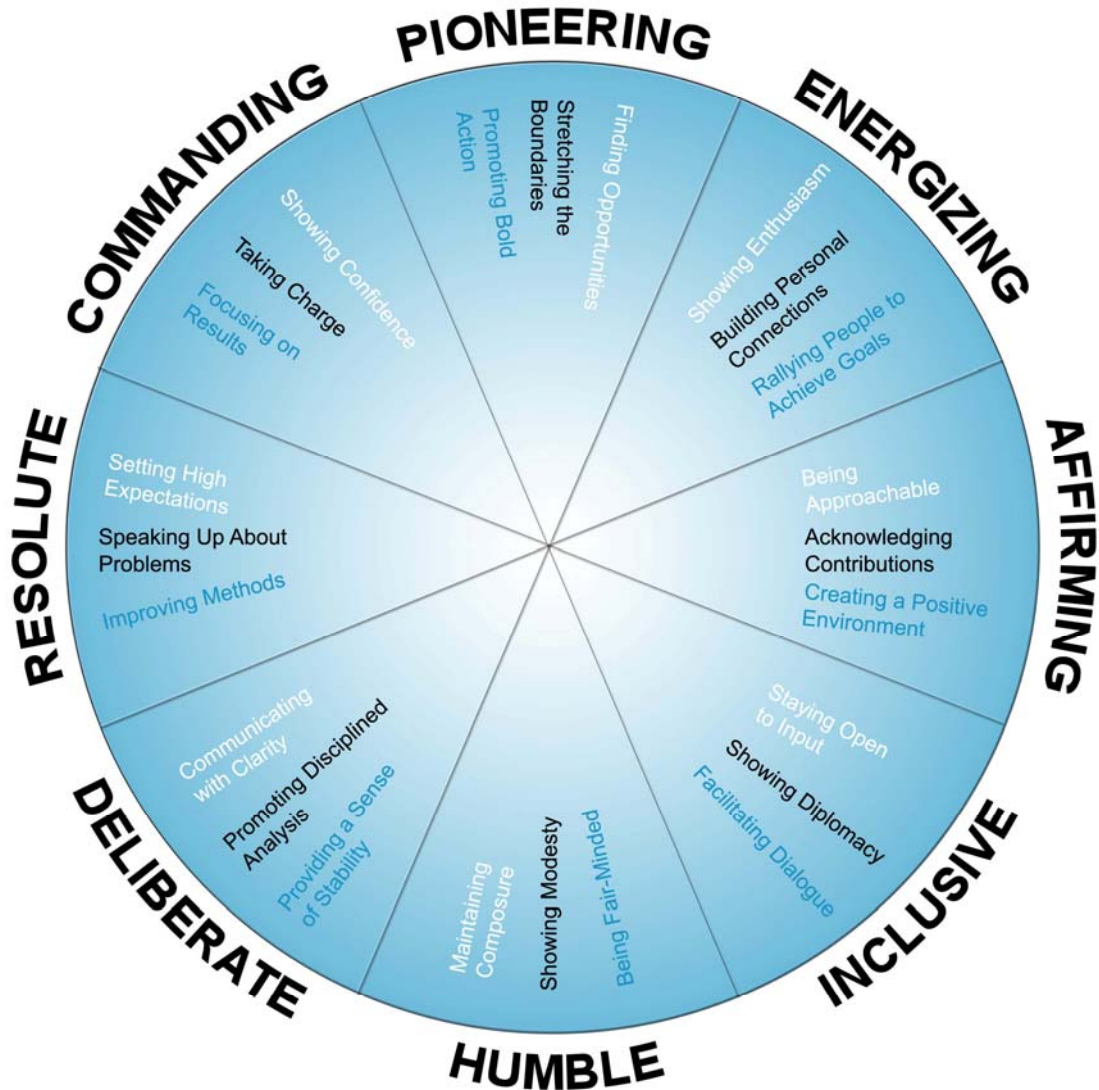
Everything DiSC 363 for Leaders is supported by contemporary leadership research into the interpersonal characteristics of leaders. The result is **Eight Approaches to Effective Leadership**, a useful, inclusive framework for discussing the characteristics of effective leaders.

In your **Big-Picture Feedback** on the following pages, you'll discover how your colleagues see you performing on each of these eight approaches. You'll also see how your own self-ratings compare to those of your raters.

Each of the approaches is comprised of three **Practices**, or underlying components. The **Detailed Feedback** section of this report will give you insight into how much your raters see you using these practices.

Finally, in **Three Strategies for Development**, you'll discover your greatest strengths as a leader, and then you'll get in-depth information and concrete strategies for improving on the three practices that your raters want you to use more often.

The Eight Approaches and their Practices

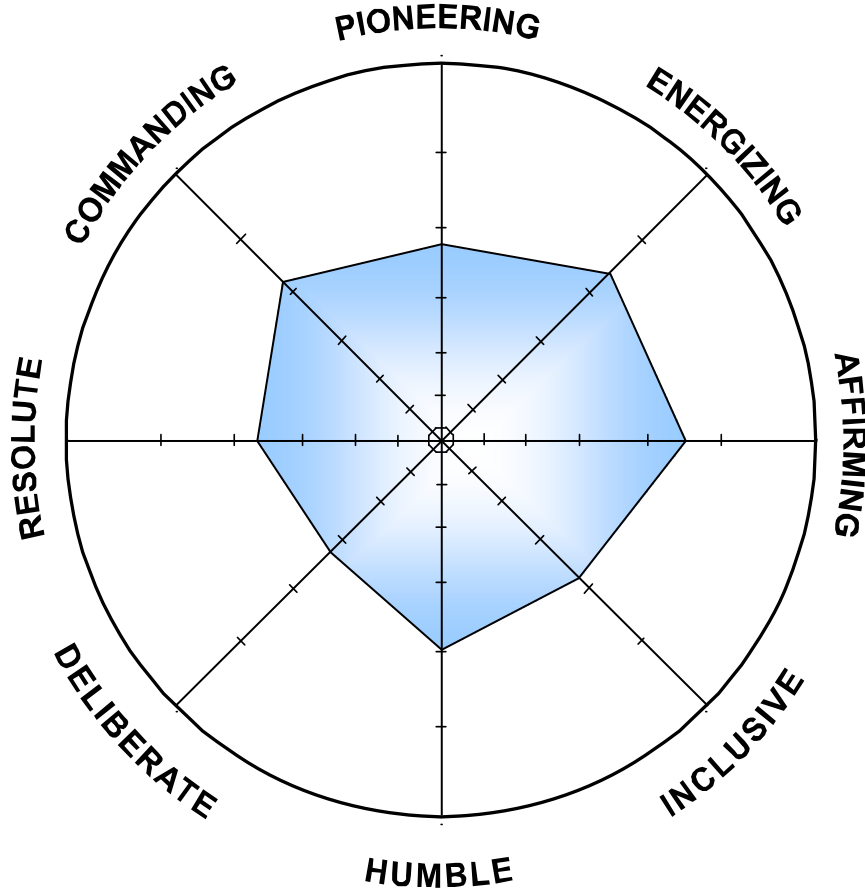


How Others See You

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Big-Picture Feedback

The graph below provides a snapshot of how your raters describe your performance on the eight approaches. The **shape of your graph** indicates their perceptions of how often you use each of the eight approaches. The closer that each point on the graph is to an approach, the more often your raters see you using that approach.



Definitions of the Eight Approaches

Pioneering:

A pioneering leader encourages the group to think creatively about their options and take chances on new opportunities.

Energizing:

An energizing leader builds enthusiasm for the group's goals and develops a wide network of social connections.

Affirming:

An affirming leader is approachable and helps people feel good about their environment and their contributions.

Inclusive:

An inclusive leader gets a variety of people involved in the decision-making process and shows concern for their opinions and feelings.

Humble:

A humble leader maintains a modest, composed demeanor and can be relied upon to make decisions fairly.

Deliberate:

A deliberate leader provides a sense of stability for the group by communicating clearly and ensuring that decisions are made carefully.

Resolute:

A resolute leader creates high standards for the group and insists on using methods that maximize efficiency.

Commanding:

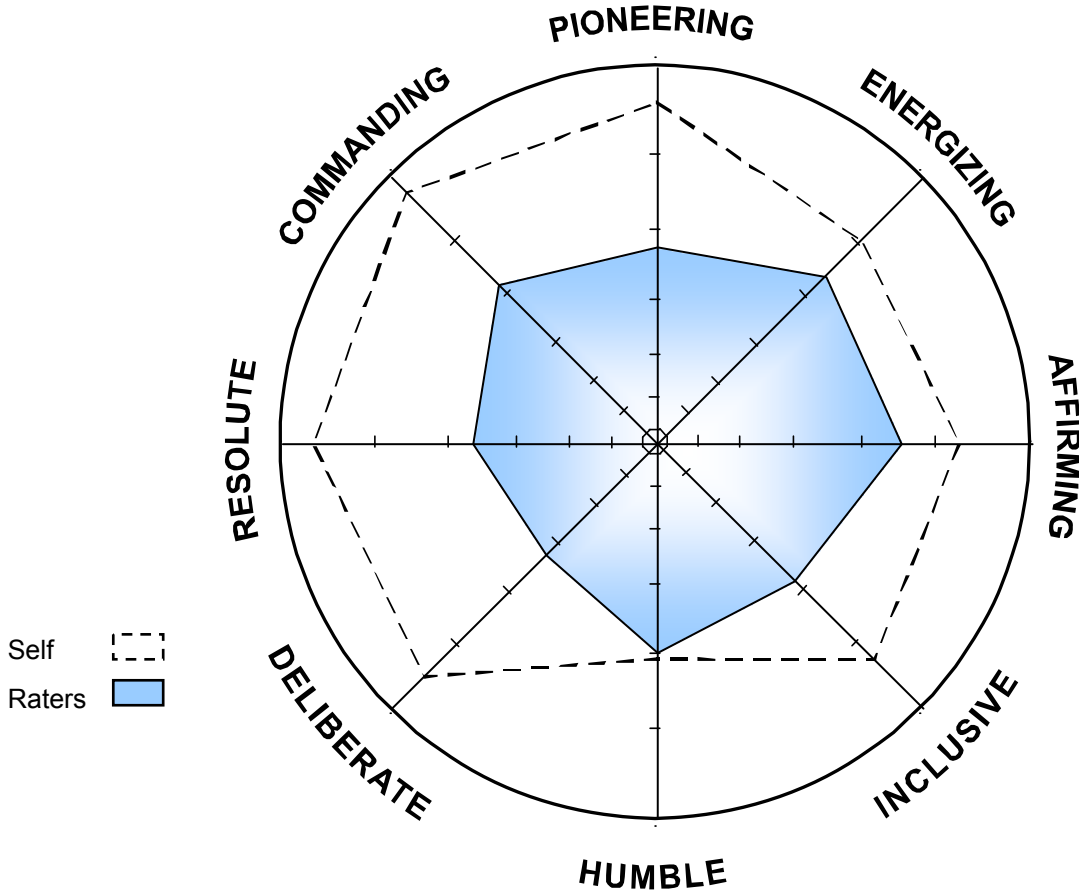
A commanding leader takes charge of situations with confidence and urges others to get results.

Self vs. Other

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Big-Picture Feedback

The graph below compares your self-ratings, as shown by the dotted line, with the ratings from your raters.



How Your Ratings Compare

Overall, Taylor, there seems to be a large difference between how you rate your leadership performance and how others view your performance. In fact, only 10% of leaders show a difference as large as yours. On average, you tended to overestimate your performance relative to the ratings of other people. Below are the most significant points of difference.

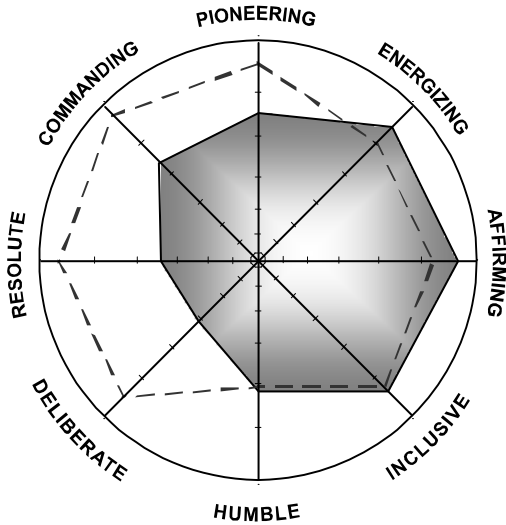
- You tend to see yourself as more Deliberate than others do. For example, you may overestimate how often you provide a sense of stability for others.
- You tend to see yourself as more Resolute than others do. For example, you may overestimate how much you insist on effective processes.
- You tend to see yourself as more Pioneering than others do. For example, you may overestimate how often you find new opportunities for the group.

The rest of this report will give you a chance to explore each of these areas in more detail.

Breakdown by Group
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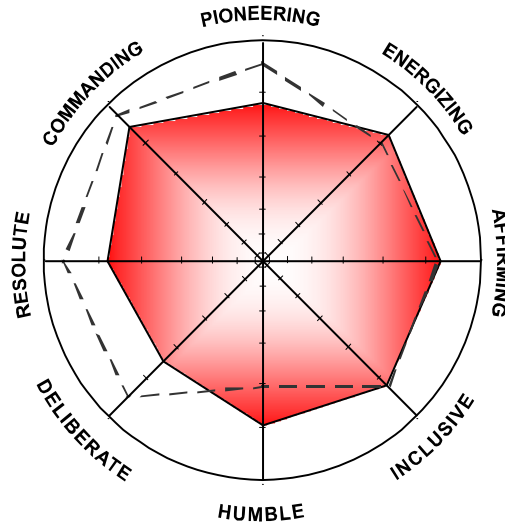
Big-Picture Feedback

Manager (1 rater)



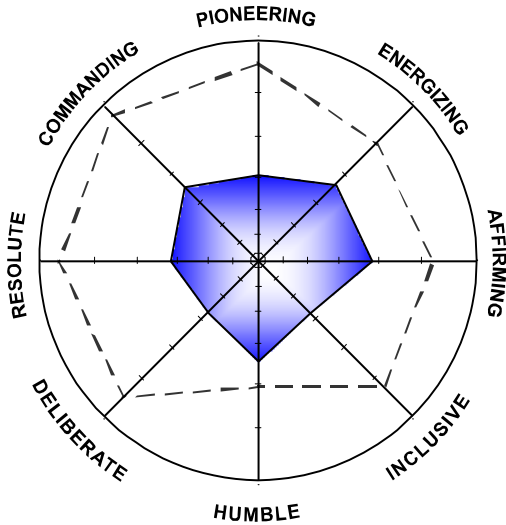
Overall, your manager sees you using the Affirming Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall manager ratings are in the average range.

Peers (2 raters)



Overall, your peers see you using the Commanding Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall peer ratings are in the average range. In addition, there seemed to be a high degree of consensus among your peers.

Direct Reports (4 raters)



Overall, your direct reports see you using the Affirming Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall direct report ratings are lower than average. There was, however, a notable lack of consensus among your direct reports.

Other (0 raters)

Three Practices of a Pioneering Approach

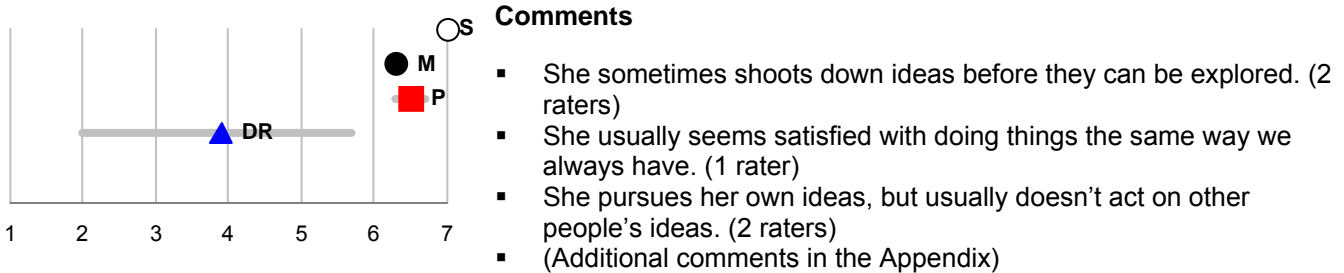
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Detailed Feedback

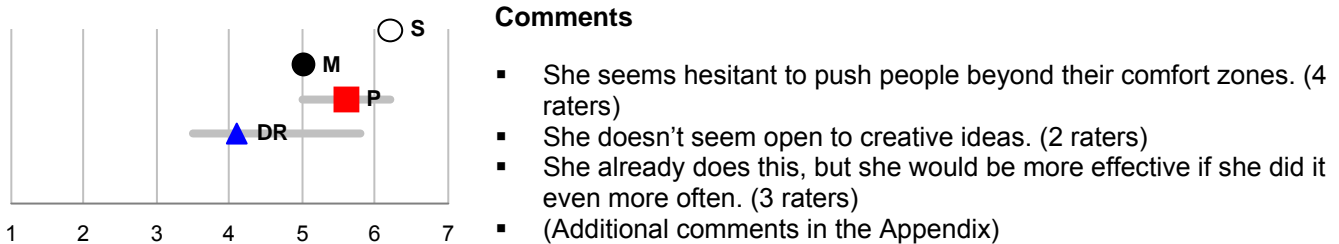
Your Highlights:

- You tend to rate yourself much higher on the Pioneering Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Pioneering Approach.
- Your peers think that you use the Pioneering Approach more often than your other raters think you do.

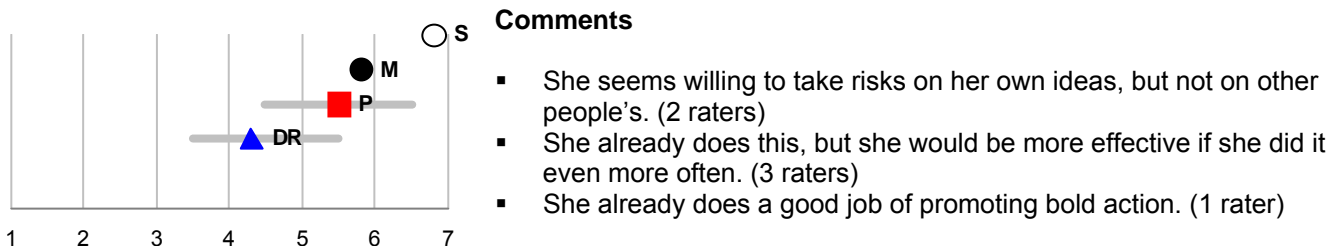
Finding Opportunities: Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.



Stretching the Boundaries: Pioneering leaders challenge the group to push beyond their comfort zones and others may appreciate that they help the group envision a new way of doing things.



Promoting Bold Action: Pioneering leaders encourage people to take bold action, and others may appreciate that they're willing to take chances that could broaden the group's horizons.



Legend

○ Self ● Manager(s)* ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range.

Three Practices of an Energizing Approach

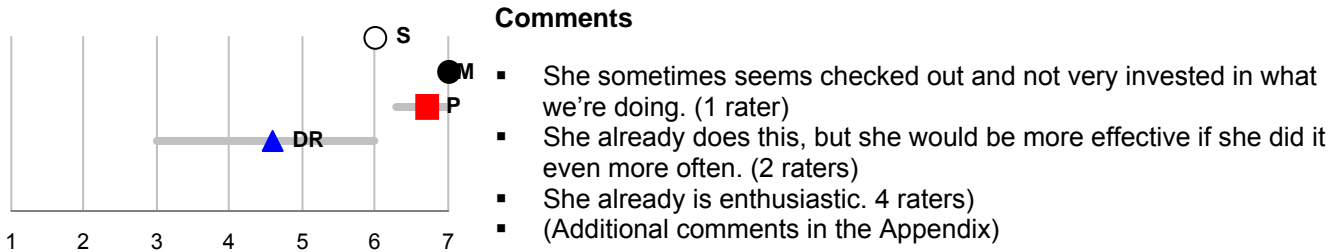
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Detailed Feedback

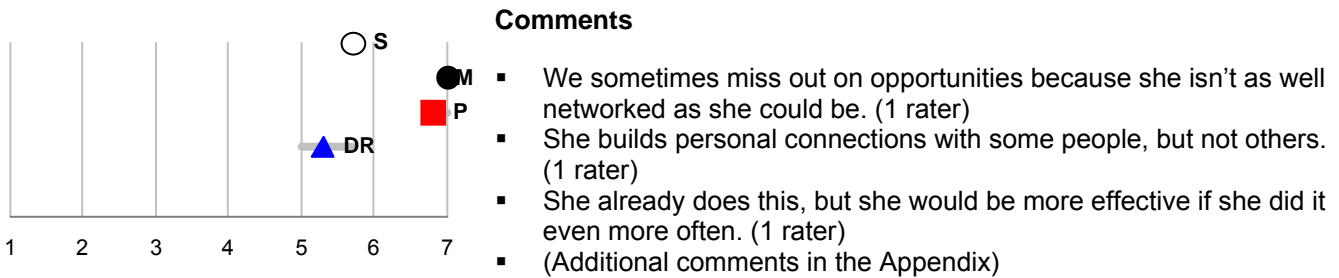
Your Highlights:

- You tend to rate yourself a little higher on the Energizing Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Energizing Approach.
- Your manager thinks that you use the Energizing Approach more often than your other raters think you do.

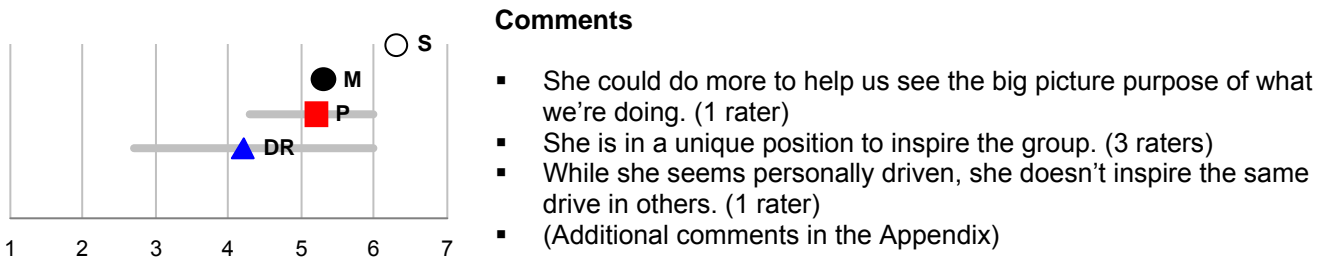
Showing Enthusiasm: Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.



Building Personal Connections: Energizing leaders create a large, influential social network, and others may admire their knack for connecting the group to resources and opportunities.



Rallying People to Achieve Goals: Energizing leaders rally people around new goals, and others may appreciate their ability to bring people together around a vision for the future.



Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.

Three Practices of an Affirming Approach

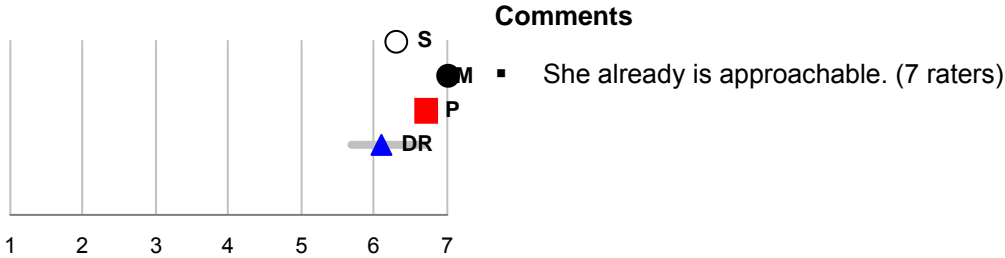
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Detailed Feedback

Your Highlights:

- You tend to rate yourself a little higher on the Affirming Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Affirming Approach.
- Your manager thinks that you use the Affirming Approach more often than your other raters think you do.

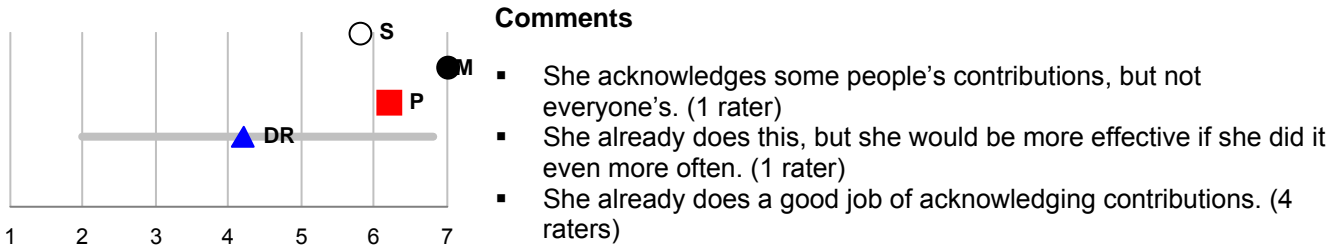
Being Approachable: Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.



Comments

- She already is approachable. (7 raters)

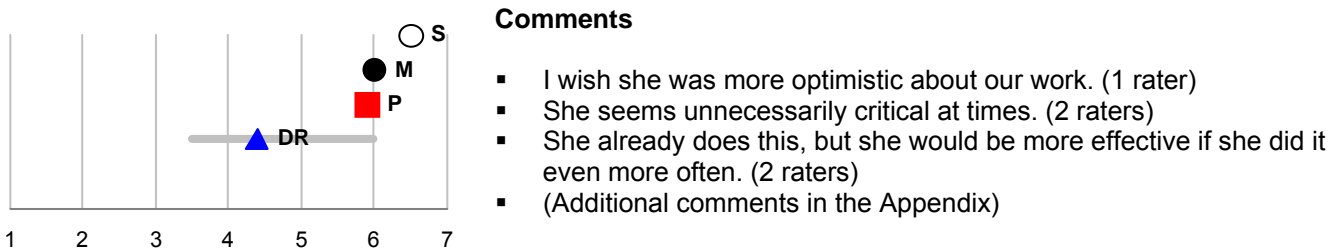
Acknowledging Contributions: Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are valued.



Comments

- She acknowledges some people's contributions, but not everyone's. (1 rater)
- She already does this, but she would be more effective if she did it even more often. (1 rater)
- She already does a good job of acknowledging contributions. (4 raters)

Creating a Positive Environment: Affirming leaders tend to be hopeful, and others probably appreciate that they create an encouraging, positive environment around them.



Comments

- I wish she was more optimistic about our work. (1 rater)
- She seems unnecessarily critical at times. (2 raters)
- She already does this, but she would be more effective if she did it even more often. (2 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.

Three Practices of an Inclusive Approach

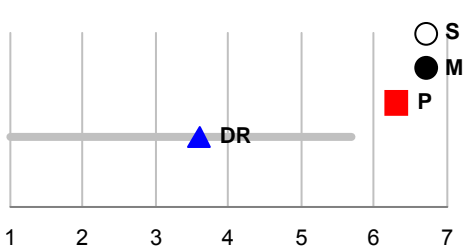
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Detailed Feedback

Your Highlights:

- You tend to rate yourself much higher on the Inclusive Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Inclusive Approach.
- Your manager thinks that you use the Inclusive Approach more often than your other raters think you do.

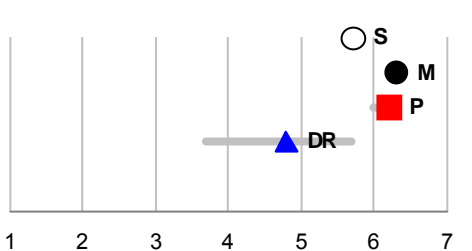
Staying Open to Input: Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.



Comments

- She is sometimes too quick to decide and move on. (2 raters)
- She seems unwilling to consider ideas that might derail the process. (2 raters)
- She already does this, but she would be more effective if she did it even more often. (1 rater)
- (Additional comments in the Appendix)

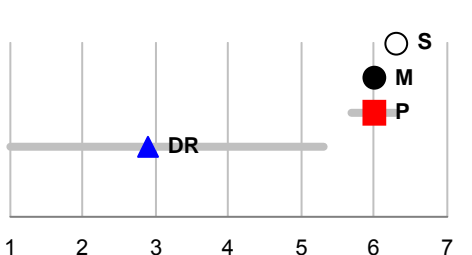
Showing Diplomacy: Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.



Comments

- She sometimes fails to take people's feelings into account. (1 rater)
- When there is a disagreement, she spends more time making her points than listening to other people. (3 raters)
- She may not realize that her straightforwardness comes across as blunt or aggressive. (1 rater)
- (Additional comments in the Appendix)

Facilitating Dialogue: Since Inclusive leaders tend to create open dialogue, others may admire their ability to help people find common ground.



Comments

- She only takes on this role when there's a crisis. (2 raters)
- It would be helpful if she encouraged people to share different points of view. (3 raters)
- She sometimes fails to get buy in from others before moving ahead. (5 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.

Three Practices of a Humble Approach

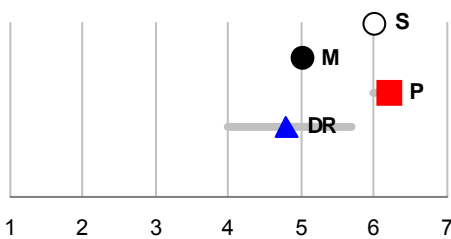
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Detailed Feedback

Your Highlights:

- You tend to rate yourself about the same on the Humble Approach as your raters do.
- There's only a moderate amount of consensus among your raters on how often you use the Humble Approach.
- Your peers think that you use the Humble Approach more often than your other raters think you do.

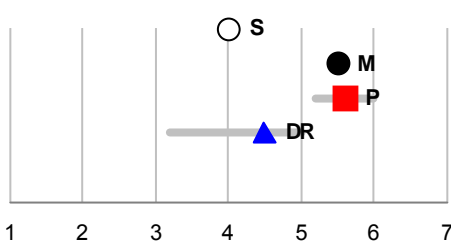
Maintaining Composure: Since Humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.



Comments

- She already does a good job of maintaining composure. (4 raters)
- Actually, it might help if she'd share her feelings more often. (1 rater)

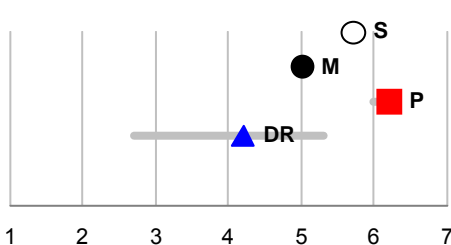
Showing Modesty: Humble leaders are usually quite modest, and people may appreciate that these leaders recognize their limitations and put others needs above their own.



Comments

- She seems to have a hard time admitting when she's wrong. (1 rater)
- She doesn't seem very open to compromise. (1 rater)
- She may not realize that she comes across as overconfident at times. (1 rater)
- (Additional comments in the Appendix)

Being Fair-Minded: Humble leaders strive to be fair in their decisions, and people may appreciate that these leaders don't let their biases or emotions sway them.



Comments

- She sometimes seems to play favorites. (1 rater)
- It's not always clear how she makes her decisions. (2 raters)
- She sometimes doesn't give consideration to all sides of an issue. (3 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.

Three Practices of a Deliberate Approach

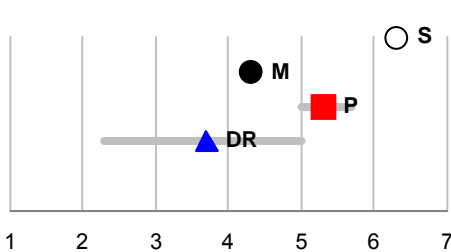
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Detailed Feedback

Your Highlights:

- You tend to rate yourself much higher on the Deliberate Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Deliberate Approach.
- Your peers think that you use the Deliberate Approach more often than your other raters think you do.

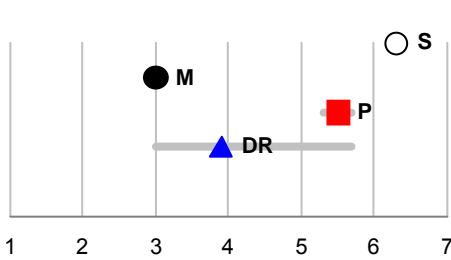
Communicating with Clarity: Since Deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.



Comments

- At times, it's difficult to understand what she's saying. (4 raters)
- She doesn't seem to put her thoughts together before communicating. (3 raters)
- It would be helpful if she would clearly state the topic before she begins explaining her points. (3 raters)
- (Additional comments in the Appendix)

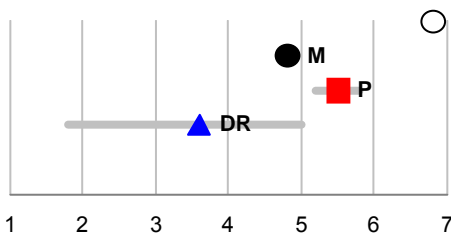
Promoting Disciplined Analysis: Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people often see them as good decision makers.



Comments

- She doesn't always make sure we calculate risks before acting. (1 rater)
- She promotes a lot of ideas that don't seem very well thought out. (3 raters)
- She sometimes seems dismissive of facts that don't agree with her point of view. (3 raters)
- (Additional comments in the Appendix)

Providing a Sense of Stability: Deliberate leaders strive to create a sense of stability for themselves and the people around them, and others may appreciate having a structure to follow.



Comments

- Sometimes she switches directions so quickly that people can't keep up. (1 rater)
- I'm not sure she appreciates how hard it is to do our work when things keep changing. (1 rater)
- She doesn't always create the structure that we need. (1 rater)
- (Additional comments in the Appendix)

Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.



Three Practices of a Resolute Approach

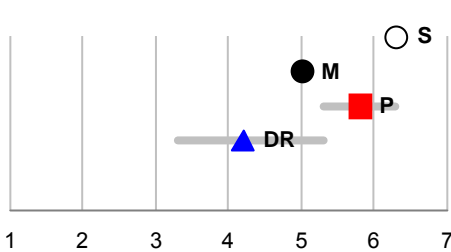
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Detailed Feedback

Your Highlights:

- You tend to rate yourself much higher on the Resolute Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Resolute Approach.
- Your peers think that you use the Resolute Approach more often than your other raters think you do.

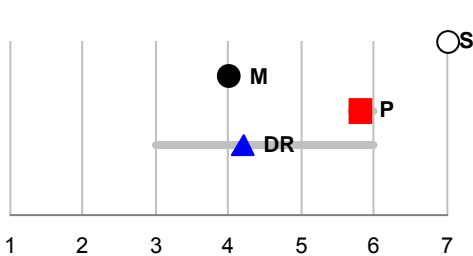
Setting High Expectations: Since Resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.



Comments

- She has high standards for some people, but not everyone. (1 rater)
- She seems uncomfortable holding people accountable. (3 raters)
- She already does this, but she would be more effective if she did it even more often. (2 raters)
- (Additional comments in the Appendix)

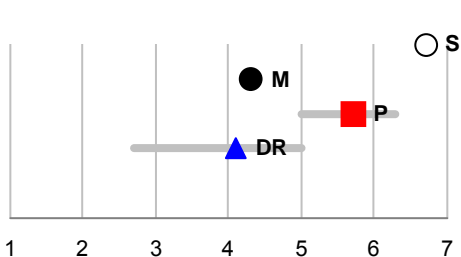
Speaking Up About Problems: Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they don't let problems slip through the cracks.



Comments

- She seems uncomfortable speaking up when there's a problem. (1 rater)
- She tends to work in ways that work for her but aren't efficient for the group. (1 rater)
- She sometimes lets inefficiencies slide. (3 raters)
- (Additional comments in the Appendix)

Improving Methods: Resolute leaders find ways to improve the group's methods, and others may appreciate how their practical, common-sense approach leads to greater efficiency.



Comments

- She doesn't seem to recognize our frustration with inefficiencies. (3 raters)
- She doesn't take the time to step back and evaluate how we can improve our methods. (2 raters)
- Sometimes her methods are frustrating to me. (2 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.

Three Practices of a Commanding Approach

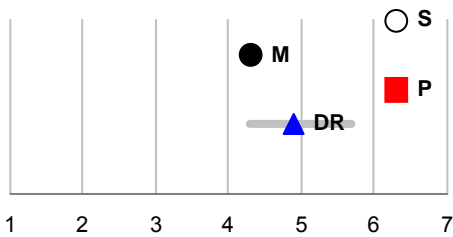
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Detailed Feedback

Your Highlights:

- You tend to rate yourself much higher on the Commanding Approach than your raters do.
- There seems to be a notable lack of consensus among your raters on how often you use the Commanding Approach.
- Your peers think that you use the Commanding Approach more often than your other raters think you do.

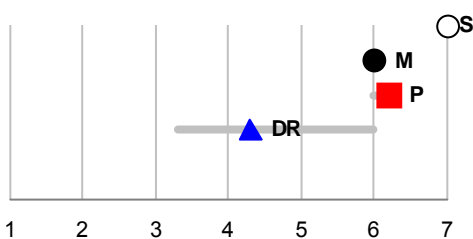
Showing Confidence: Commanding leaders speak and act with conviction, so others are likely to feel assured and confident in these leaders' abilities.



Comments

- She already does this, but she would be more effective if she did it even more often. (2 raters)
- She already does a good job of showing confidence. (3 raters)
- Actually, she sometimes seems overconfident. (1 rater)

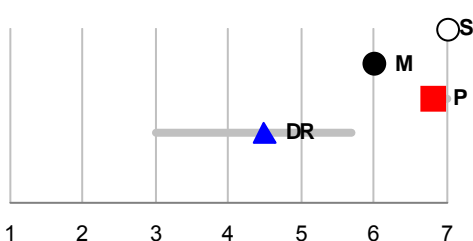
Taking Charge: Commanding leaders tend to step up and take charge when necessary, and people appreciate that they provide direction for the group.



Comments

- She often lets the person with the loudest voice take charge. (1 rater)
- She doesn't always step up when we need direction. (2 raters)
- It seems like we waste a lot of time because she doesn't step up to take charge. (2 raters)
- (Additional comments in the Appendix)

Focusing on Results: Since Commanding leaders focus on results, people on their teams may see themselves as part of a productive, goal-oriented group.



Comments

- She allows projects to meander without pushing for results. (1 rater)
- She already does this, but she would be more effective if she did it even more often. (3 raters)
- She already does a good job of focusing on results. (2 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager(s)*
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range.



Your Greatest Strengths as a Leader

Everything DiSC® 363 for Leaders™

Three Strategies for Development

Taylor, the next step is taking all the feedback you've been given and using it to become a more effective leader. First, let's take a look at your strengths. Below, you'll find the top three areas that your raters identified as your greatest assets. By staying focused on these strengths, you can put them to best use to increase your leadership effectiveness.

Strength #1: Focusing on Results

Because you **focus on results**, you bring a sense of urgency to the group and a drive to keep moving forward. You tend to set ambitious goals, and you're probably not afraid to push a little when it's needed to ensure the results you want. Your determination to achieve successful outcomes is likely to make people feel like they're part of a productive, goal-oriented team. Your strengths likely include:

- You model an action-oriented approach that keeps people on their toes.
- You set concrete goals that give people something to strive for.
- You provide follow-through that helps the group deliver on its commitments.

Strength #2: Speaking Up About Problems

As a leader, it's important to recognize and point out things that aren't working. Because you're not afraid to **speak up about problems**, it's unlikely that issues are allowed to slip through the cracks. People know that you will draw attention to impractical plans or inefficient processes, so they're more likely to be thorough and ask questions that will surface these problems ahead of time. Your strengths likely include:

- You're unlikely to let inefficiencies slide.
- You ask questions that uncover potential problems.
- You encourage others to ask questions and point out issues rather than just going with the flow.

Strength #3: Showing Confidence

Leaders need to speak and act with conviction in order to maintain the confidence and trust of the people around them. Since you **show confidence** in your opinions and you aren't afraid to speak assertively, people probably feel positive about your abilities and see you as a leader who can steer them toward greater success and productivity. Your strengths likely include:

- You're confident in your decisions.
- You model self-assurance that can help the group feel more confident about its work.
- You're likely a strong champion for your group, and you're not afraid to advocate for their needs.

Now that you have a better idea of your strengths as a leader, let's take a closer look at the areas where your raters indicated you have the greatest opportunities for improvement. We'll explore the **three practices** that were chosen for you **based on recommendations by your raters**. Each of the next three pages will include the following three steps:

1. **Discover** why this strategy was chosen for you based on your raters' feedback.
2. **Personalize** the information by choosing from bullet points that help explain how your raters responded.
3. **Apply** what you've learned by selecting tips to increase your effectiveness.



Communicating with Clarity

Everything DiSC® 363 for Leaders™

Three Strategies for Development

► DISCOVER

Why this strategy was chosen for you.

Taylor, your raters were asked, “Do you think she needs to communicate with more clarity?”

This is the number of raters who selected each of the three response options:

Yes, a lot more	2
Yes, a little more	4
No	1
Total Raters	7

Based on these responses, Communicating with Clarity was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

- You may find that it’s sometimes difficult for others to understand you.
- Because you are eager to share your thoughts, you don’t always organize them before communicating.
- You may not always take the time to clearly state the topic before you explain your points.

Which of these statements help you reflect on why people are asking you for more of this? Why?

► APPLY ✓ X ?

Choose some tips to improve your effectiveness.

- While you tend to be an enthusiastic communicator, you may jump around to various topics. Because people often tune in and out of a lengthy conversation or speech, clearly establish your main point and keep referring back to it. Show how the pieces fit together, and clearly explain how the details connect to the overall plan. Pause frequently to ask for questions. At the end, check in with people to make sure they understand how their role fits into the big picture.
- In your excitement to lay out plans and goals, you may overlook the fact that not everyone is privy to the necessary background information. Make sure that you clearly explain decisions and events that have influenced your current message. Consider the least informed person in the room and imagine hearing the message for the first time. Because people may be reluctant to admit when they aren’t following your message, ask them to play back the main points to ensure understanding.
- It may not be your intention to keep others on a need-to-know basis, but it may happen when you’re particularly busy. People are likely to feel overwhelmed and confused if plans change or a lot of new information comes their way. Take the time to understand how new information will impact others, and anticipate the questions or concerns they may have. Sending e-mails, updating shared files, and holding informal check-in meetings can all be effective ways to make certain that people are aware of new developments.



► DISCOVER Why this strategy was chosen for you.

Taylor, your raters were asked, “Do you think she needs to do more to improve methods?”

This is the number of raters who selected each of the three response options:

Yes, a lot more	1
Yes, a little more	5
No	1
Total Raters	7

Based on these responses, Improving Methods was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

► PERSONALIZE ✓ X ? Select the bulleted statements that best describe you.

- There are a lot of things you’d rather spend time on than reducing inefficiencies.
- You may not always take the time to step back and evaluate how the group can improve its methods.
- Your way of doing things can be frustrating to others.

Which of these statements help you reflect on why people are asking you for more of this? Why?

► APPLY ✓ X ? Choose some tips to improve your effectiveness.

- Many leaders gain invaluable insights by getting down in the proverbial trenches, and because you tend to be a “people person,” this may be a good way to find out what’s working and what’s not. Schedule time with the people in your organization who put current methods into action on a regular basis. What are their biggest frustrations? In an ideal world, how would things run? People may have unexpected ideas for improvement. In addition to polling your internal “customers,” identify ways to get similar information from customers outside the organization.
- Because you want to be seen as highly competent, you may sometimes rely solely on your own experience, problem solving, and judgment to determine methods. To expand your perspective, find out what the experts have to say. Even if you know your field well, take the time to research new best practices. Look for conferences or professional organizations that could give you fresh ideas on how to approach your work. Develop relationships with other people in your field to consult when you encounter problems.
- Since you’re often in the center of the action, you may feel that you already have too much on your plate to make improvements to current methods. It’s easy to let “good enough” suffice when you’re busy putting out fires. To focus more of your leadership energy on improving methods, make it a collaborative project. Recruit a team of good problem solvers to assist you, and schedule time to thoroughly examine your current methods. Gather data and analyze where time is being spent and where it’s being wasted, and create a plan to make specific improvements.



Promoting Disciplined Analysis

Everything DiSC® 363 for Leaders™

Three Strategies for Development

► DISCOVER

Why this strategy was chosen for you.

Taylor, your raters were asked, “Do you think she needs to do more to promote disciplined analysis?”

This is the number of raters who selected each of the three response options:

Yes, a lot more	0
Yes, a little more	5
No	2
Total Raters	7

Based on these responses, Promoting Disciplined Analysis was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

- You may be so excited about a plan that you don’t always make sure the group calculates risks before acting.
- Because you trust your instincts, you sometimes promote ideas before they are thoroughly analyzed.
- You sometimes ignore facts that don’t agree with your point of view.

Which of these statements help you reflect on why people are asking you for more of this? Why?

► APPLY ✓ X ?

Choose some tips to improve your effectiveness.

- Your own passion and energy may cause you to move ahead with important decisions quickly. Before jumping in, consider whether you’ve done your homework. Would a comparison to best practices in your field be useful? Have you tapped into the expertise of people who have been down a similar road? Should you consider an external consultant or internet sources? Have you checked in with all the key stakeholders?
- When you’re strongly committed to a goal or plan, consider establishing a process that will identify problems that could derail the project. Before making any major decision, put your ideas to the “devil’s advocate” test. Enlist the help of others, and define a period of time where the group identifies concerns, risks, and potential consequences. Keep in mind that any flaws in your ideas will come out eventually, and uncovering them upfront may save a lot of time and resources.
- While you might be eager to move ahead with an idea that seems to make sense, force yourself to slow down. As the saying goes, sometimes it’s best to “sleep on it.” Try it out on a range of people and see how they respond. If they have objections, listen to them and consider their concerns. Not everyone is going to see it the same way, but be sure to hear people out before you decide.



Data Summary

Everything DiSC® 363 for Leaders™

Appendix

	Overall	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
PIONEERING	4.8	6.6	5.6	5.8	4.1	-	
Finding Opportunities	5.0	7.0	6.3	6.5	3.9	-	86%
Proposes new directions for the group	4.7	7.0	6.0	6.0	3.8	-	
Focuses on finding new opportunities	5.1	7.0	6.0	7.0	4.0	-	
Encourages us to explore new directions	5.1	7.0	7.0	6.5	4.0	-	
Stretching the Boundaries	4.7	6.2	5.0	5.6	4.1	-	86%
Encourages people to think outside the box	4.1	7.0	5.0	5.0	3.5	-	
Challenges others to push beyond their comfort zones	4.7	7.0	4.0	5.5	4.5	-	
Helps the group envision new ways of doing things	5.1	5.0	6.0	6.0	4.5	-	
Encourages people to look at problems from a variety of different angles	4.7	6.0	5.0	6.0	4.0	-	
Promoting Bold Action	4.9	6.8	5.8	5.5	4.3	-	86%
Encourages the group to take chances	4.4	7.0	5.0	5.5	3.8	-	
Champions bold and adventurous ideas	5.3	7.0	6.0	5.5	5.0	-	
Takes risks when necessary	5.0	7.0	6.0	6.0	4.2	-	
Creates an environment that encourages people to take risks	4.7	6.0	6.0	5.0	4.2	-	
ENERGIZING	5.4	6.0	6.4	6.2	4.7	-	
Showing Enthusiasm	5.5	6.0	7.0	6.7	4.6	-	29%
Brings up the energy level of the group	5.1	5.0	7.0	6.5	4.0	-	
Encourages people with enthusiasm	5.7	6.0	7.0	6.5	5.0	-	
Shows passion for what we are doing	5.7	7.0	7.0	7.0	4.8	-	
Building Personal Connections	6.0	5.7	7.0	6.8	5.3	-	29%
Takes the initiative to meet new people	6.7	7.0	7.0	7.0	6.5	-	
Invites a variety of different people to social outings	5.6	3.0	7.0	6.5	4.8	-	
Maintains a wide circle of social contacts	5.7	7.0	7.0	7.0	4.8	-	
Rallying People to Achieve Goals	4.6	6.3	5.3	5.2	4.2	-	57%
Gets people excited about new goals	4.9	6.0	5.0	5.5	4.5	-	
Inspires other people	4.3	6.0	6.0	5.0	3.5	-	
Rallies people around a vision for the future	4.7	7.0	5.0	5.0	4.5	-	
AFFIRMING	5.5	6.2	6.6	6.2	4.8	-	
Being Approachable	6.4	6.3	7.0	6.7	6.1	-	0%
Comes across as approachable	6.4	7.0	7.0	7.0	6.0	-	
Welcomes casual conversations with people, no matter what their status is	6.1	5.0	7.0	6.0	6.0	-	
Comes across as warm and friendly	6.6	7.0	7.0	7.0	6.2	-	
Acknowledging Contributions	5.2	5.8	7.0	6.2	4.2	-	29%
Goes out of her way to recognize the contributions of others	5.1	6.0	7.0	6.5	4.0	-	
Freely compliments people for doing a good job	5.6	5.0	7.0	6.5	4.8	-	
Makes people feel good about their accomplishments	5.1	6.0	7.0	6.0	4.2	-	
Makes sure that people know that their work is appreciated	5.0	6.0	7.0	6.0	4.0	-	
Creating a Positive Environment	5.1	6.5	6.0	5.9	4.4	-	43%
Creates a positive environment around her	5.1	6.0	6.0	5.5	4.8	-	
Helps people see the best in a tough situation	5.1	7.0	5.0	6.0	4.8	-	
Offers encouragement when people need it most	4.4	7.0	6.0	6.0	3.2	-	
Focuses more on the positive than the negative	5.6	6.0	7.0	6.0	5.0	-	



Data Summary

Everything DiSC® 363 for Leaders™

Appendix

	Overall	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
INCLUSIVE	4.8	6.2	6.3	6.2	3.8	-	
Staying Open to Input	4.8	6.7	6.7	6.3	3.6	-	57%
Takes other people's input and ideas seriously	4.9	7.0	6.0	6.0	4.0	-	
Shows willingness to reconsider her ideas when someone has a better one	5.1	6.0	7.0	7.0	3.8	-	
Thinks it's important to consider everyone's ideas	4.4	7.0	7.0	6.0	3.0	-	
Showing Diplomacy	5.4	5.7	6.3	6.2	4.8	-	57%
Shows consideration for other people's feelings	6.0	5.0	7.0	6.0	5.8	-	
Genuinely listens to other people	4.9	7.0	6.0	6.5	3.8	-	
Uses tact when communicating with others	5.3	5.0	6.0	6.0	4.8	-	
Facilitating Dialogue	4.2	6.3	6.0	6.0	2.9	-	86%
Encourages people to share different points of view	4.1	7.0	6.0	5.5	3.0	-	
Invites other people's opinions and ideas	4.3	7.0	6.0	6.5	2.8	-	
Gets buy-in from team members before moving ahead	4.3	5.0	6.0	6.0	3.0	-	
HUMBLE	5.0	5.1	5.2	6.0	4.5	-	
Maintaining Composure	5.2	6.0	5.0	6.2	4.8	-	0%
Shows self-control when she's upset	5.4	6.0	6.0	6.0	5.0	-	
Remains calm when she's frustrated	5.6	6.0	5.0	6.0	5.5	-	
Handles disagreements in a rational, unemotional fashion	4.7	6.0	4.0	6.5	4.0	-	
Showing Modesty	5.0	4.0	5.5	5.6	4.5	-	14%
Recognizes her limitations	4.3	5.0	3.0	5.0	4.2	-	
Puts the needs of other people above her own needs	5.6	5.0	7.0	5.5	5.2	-	
Is quick to acknowledge when she's wrong	4.4	4.0	6.0	5.5	3.5	-	
Comes across as modest	5.6	2.0	6.0	6.5	5.0	-	
Being Fair Minded	4.9	5.7	5.0	6.2	4.2	-	57%
Makes decisions without letting her personal biases get in the way	4.9	6.0	5.0	5.5	4.5	-	
Makes decisions in a fair, objective fashion	5.0	6.0	4.0	6.5	4.5	-	
Avoids getting carried away with her passions and pet projects	4.7	5.0	6.0	6.5	3.5	-	
DELIBERATE	4.3	6.5	4.1	5.4	3.7	-	
Communicating with Clarity	4.2	6.3	4.3	5.3	3.7	-	100%
Uses clear, concise language when she communicates	4.3	7.0	4.0	5.5	3.8	-	
Presents her ideas in a clear, systematic way	4.0	6.0	4.0	5.0	3.5	-	
Takes the time to lay out her ideas so that everyone can understand	4.4	6.0	5.0	5.5	3.8	-	
Promoting Disciplined Analysis	4.2	6.3	3.0	5.5	3.9	-	86%
Makes sure people calculate risks before acting	4.6	6.0	3.0	5.5	4.5	-	
Promotes critical thinking when solving problems	4.7	7.0	3.0	5.5	4.8	-	
Thoroughly reviews the facts and options before making decisions	3.4	6.0	3.0	5.5	2.5	-	
Providing a Sense of Stability	4.3	6.8	4.8	5.5	3.6	-	43%
Provides enough consistency that people know what to expect	4.4	7.0	4.0	6.0	3.8	-	
Creates an environment where there is a sense of stability	4.3	6.0	5.0	5.5	3.5	-	
Provides a structure that people can follow	4.4	7.0	5.0	5.5	3.8	-	
Is consistent with the direction that she provides for the group	4.1	7.0	5.0	5.0	3.5	-	



Data Summary

Everything DiSC® 363 for Leaders™

Appendix

	Overall	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
RESOLUTE	4.7	6.7	4.4	5.8	4.2	-	
Setting High Expectations	4.8	6.3	5.0	5.8	4.2	-	43%
Sets high expectations for the group	5.3	7.0	5.0	6.5	4.8	-	
Makes it clear that mediocre performance is unacceptable	4.4	7.0	5.0	5.5	3.8	-	
Makes sure that people take responsibility for poor performance	4.6	5.0	5.0	5.5	4.0	-	
Speaking Up About Problems	4.7	7.0	4.0	5.8	4.2	-	86%
Speaks up when our methods are not working	4.6	7.0	4.0	5.5	4.2	-	
Points out when our plans are impractical	4.7	7.0	3.0	5.5	4.8	-	
Is willing to question processes that don't seem logical	4.7	7.0	5.0	6.5	3.8	-	
Improving Methods	4.6	6.7	4.3	5.7	4.1	-	100%
Makes sure that inefficiencies get addressed	4.4	6.0	4.0	5.0	4.2	-	
Makes sure that people apply common sense to our work methods	4.7	7.0	4.0	6.0	4.2	-	
Finds ways to improve our processes and methods	4.6	7.0	5.0	6.0	3.8	-	
COMMANDING	5.2	6.8	5.4	6.4	4.6	-	
Showing Confidence	5.2	6.3	4.3	6.3	4.9	-	29%
Shows confidence in her opinions	5.1	7.0	4.0	6.0	5.0	-	
Shows assertiveness when she speaks	4.6	6.0	3.0	6.0	4.2	-	
Speaks her mind	6.0	6.0	6.0	7.0	5.5	-	
Taking Charge	5.1	7.0	6.0	6.2	4.3	-	57%
Steps up and make decisions when no one else will	5.1	7.0	6.0	6.0	4.5	-	
Takes charge of situations when leadership seems to be lacking	5.3	7.0	6.0	6.0	4.8	-	
Takes the lead in group situations	4.9	7.0	6.0	6.5	3.8	-	
Focusing on Results	5.4	7.0	6.0	6.8	4.5	-	57%
Pushes herself and others to get results	5.6	7.0	6.0	6.5	5.0	-	
Sets ambitious goals for the group	5.0	7.0	5.0	7.0	4.0	-	
Comes across as action-oriented	5.6	7.0	7.0	7.0	4.5	-	



Comments for Taylor

Everything DiSC® 363 for Leaders™

Appendix

TOTAL RATERS: 7

PIONEERING

Finding Opportunities

- She sometimes shoots down ideas before they can be explored.
- She usually seems satisfied with doing things the same way we always have.
- She pursues her own ideas, but usually doesn't act on other people's ideas.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of finding new opportunities.

of
Raters

2
1
2
3
1

Stretching the Boundaries

- She seems hesitant to push people beyond their comfort zones.
- She doesn't seem open to creative ideas.
- She already does this, but she would be more effective if she did it even more often.
- Actually, she sometimes stretches the boundaries too far.

4
2
3
1

Promoting Bold Action

- She seems willing to take risks on her own ideas, but not on other people's.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of promoting bold action.

2
3
1

ENERGIZING

Showing Enthusiasm

- She sometimes seems checked out and not very invested in what we're doing.
- She already does this, but she would be more effective if she did it even more often.
- She already is enthusiastic.
- Actually, she seems overly enthusiastic at times.

1
2
4
2

Building Personal Connections

- We sometimes miss out on opportunities because she isn't as well networked as she could be.
- She builds personal connections with some people, but not others.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of building personal connections.
- Although she doesn't focus on this area, I don't think that's part of her current role.

1
1
1
2
1

Rallying People to Achieve Goals

- She could do more to help us see the big picture purpose of what we're doing.
- She is in a unique position to inspire the group.
- While she seems personally driven, she doesn't inspire the same drive in others.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of rallying people to achieve goals.
- Actually, she sometimes expends too much energy in this area.

1
3
1
2
2
1

AFFIRMING

Being Approachable

- She already is approachable.

7

Acknowledging Contributions

- She acknowledges some people's contributions, but not everyone's.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of acknowledging contributions.

1
1
4

Creating a Positive Environment

- I wish she was more optimistic about our work.
- She seems unnecessarily critical at times.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of creating a positive environment.

1
2
2
3

INCLUSIVE

Staying Open to Input



Comments for Taylor

Everything DiSC® 363 for Leaders™

Appendix

TOTAL RATERS: 7

	# of Raters
She is sometimes too quick to decide and move on.	2
She seems unwilling to consider ideas that might derail the process.	2
She already does this, but she would be more effective if she did it even more often.	1
She already does a good job of staying open to input.	3
Showing Diplomacy	
She sometimes fails to take people's feelings into account.	1
When there is a disagreement, she spends more time making her points than listening to other people.	3
She may not realize that her straightforwardness comes across as blunt or aggressive.	1
She already does this, but she would be more effective if she did it even more often.	1
She already does a good job of showing diplomacy.	1
Actually, she could benefit from being more candid.	2
Facilitating Dialogue	
She only takes on this role when there's a crisis.	2
It would be helpful if she encouraged people to share different points of view.	3
She sometimes fails to get buy in from others before moving ahead.	5
She already does this, but she would be more effective if she did it even more often.	2
She already does a good job of facilitating dialogue.	1
HUMBLE	
Maintaining Composure	
She already does a good job of maintaining composure.	4
Actually, it might help if she'd share her feelings more often.	1
Showing Modesty	
She seems to have a hard time admitting when she's wrong.	1
She doesn't seem very open to compromise.	1
She may not realize that she comes across as overconfident at times.	1
She already does a good job of showing modesty.	3
Actually, she could benefit from a little more assertiveness.	1
Being Fair-Minded	
She sometimes seems to play favorites.	1
It's not always clear how she makes her decisions.	2
She sometimes doesn't give consideration to all sides of an issue.	3
She already does this, but she would be more effective if she did it even more often.	1
She already does a good job of being fair-minded.	2
DELIBERATE	
Communicating with Clarity	
At times, it's difficult to understand what she's saying.	4
She doesn't seem to put her thoughts together before communicating.	3
It would be helpful if she would clearly state the topic before she begins explaining her points.	3
She already does this, but she would be more effective if she did it even more often.	1
Promoting Disciplined Analysis	
She doesn't always make sure we calculate risks before acting.	1
She promotes a lot of ideas that don't seem very well thought out.	3
She sometimes seems dismissive of facts that don't agree with her point of view.	3
She already does this, but she would be more effective if she did it even more often.	2
Actually, she sometimes gets bogged down in overanalysis.	1
Providing a Sense of Stability	
Sometimes she switches directions so quickly that people can't keep up.	1
I'm not sure she appreciates how hard it is to do our work when things keep changing.	1
She doesn't always create the structure that we need.	1
She already does this, but she would be more effective if she did it even more often.	2
She already does a good job of providing a sense of stability.	1
Although she doesn't focus on this area, I don't think that's part of her current role.	2



Comments for Taylor

Everything DiSC® 363 for Leaders™

Appendix

TOTAL RATERS: 7

RESOLUTE

Setting High Expectations

- She has high standards for some people, but not everyone.
- She seems uncomfortable holding people accountable.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of setting high expectations.
- Actually, she sometimes sets expectations too high.

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Raters

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Speaking Up About Problems

- She seems uncomfortable speaking up when there's a problem.
- She tends to work in ways that work for her but aren't efficient for the group.
- She sometimes lets inefficiencies slide.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of insisting on effective processes.
- Actually, she is sometimes too insistent or demanding.

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Improving Methods

- She doesn't seem to recognize our frustration with inefficiencies.
- She doesn't take the time to step back and evaluate how we can improve our methods.
- Sometimes her methods are frustrating to me.
- She already does this, but she would be more effective if she did it even more often.

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COMMANDING

Showing Confidence

- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of showing confidence.
- Actually, she sometimes seems overconfident.

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Taking Charge

- She often lets the person with the loudest voice take charge.
- She doesn't always step up when we need direction.
- It seems like we waste a lot of time because she doesn't step up to take charge.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of taking charge when needed.

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Focusing on Results

- She allows projects to meander without pushing for results.
- She already does this, but she would be more effective if she did it even more often.
- She already does a good job of focusing on results.
- Actually, she seems to focus on results without considering the toll on the group.
- Actually, she focuses so much on immediate results that quality suffers.

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