

Sample Report

Style: Establisher D

Maxwell DISC Personality Indicator Report



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Congratulations on completing your Maxwell DISC Personality Indicator Report! This report will provide you with powerful insight into several important areas in which your natural style presents itself in your personal and professional life.

In John Maxwell's book, *The 15 Invaluable Laws of Growth*, the Law of Awareness states, "You must know yourself in order to grow yourself." This Maxwell Method report is designed to help you better know yourself, as well as provide you with insight on how you can grow yourself.

This report is based on the DISC methodology of human behavior. Dr. William Moulton Marston, while at Harvard University in the 1920's, developed the DISC Theory while doing research for his book, *The Emotions of Normal People*. When his research was complete, the DISC Theory was formed into a validated and reliable assessment for personal and professional development. DISC is the methodology used in this report to help you identify four different dimensions of your design:

Your Behavior Style, Your Communication Style, Your Strength Style, and Your Work Style.

You will see on the front cover of your report, just below your name, a descriptive name for your report style. Since each of us, to varying degrees, are a combination of the 4 primary DISC types, your style descriptive name may be immediately followed by 1, 2, or 3 of the other DISC letters.

While you are able to see the explanation of your DISC profile and how it presents itself in each of the above four style areas, your John Maxwell Team Coach will be better able to guide you through using this design combination to help you gain the most insight into this report and maximize how you can better know yourself and grow yourself.

Now, let's begin the journey into your personal design. The next two pages provide you an introduction into the four DISC types, several key traits for each type, and your DISC graphs. Your John Maxwell Team Coach, Speaker, and Trainer can provide you with the context for each graph.

"Personal growth increases hope. It teaches us that tomorrow can be better than today." John C. Maxwell

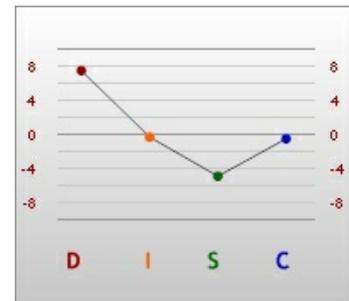
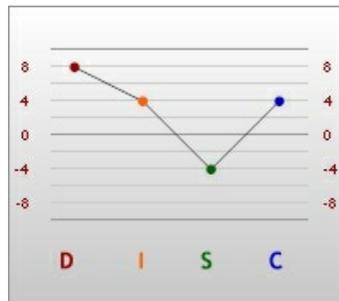
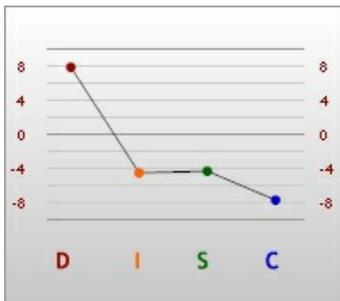
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The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization 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

Sample's style is identified by the keyword "Establisher".

As an Establisher style, Sample possesses high ego strength and is an individualist with very high standards. Establishers are quite competitive and like to approach issues alone instead of drawing others into the process. Because they possess a healthy ego, they don't like to be under another's control; they like to be "bossy" and maintain a high standard for themselves and others. Sample tends to avoid the mundane and instead, look for new challenges. An Establisher wants excitement and sometimes jumps impulsively into new adventures before thinking them through. Sample, when given the opportunity, will delegate tasks to others in order to maximize effectiveness to accomplish goals, desiring to win at any cost.

Sample tends to be an opportunity creator. Establishers possess a vision of the "big picture" and can move a project forward with great enthusiasm. Because of this enthusiasm, they are great at developing new projects, but they tend to ignore the emotional side of the people involved in these projects. Establishers can be very direct and uncommunicative under pressure and don't always collect the facts before making a decision. They should strive to achieve self-control and self-discipline while cultivating their emotional side in order to be friendlier and more sensitive towards others' feelings. When these qualities are present, Sample can use energy to make good things happen. Sample is risk taker; people see boldness, confidence, and courage in them. Routine is seen as dull and tedious.

Because of an Establisher's high ego strength, they are sometimes seen by people as opinionated. They may come across as hypercritical or domineering. Because they like clear and concise communication with people, they can become impatient when talking with people who do not take action or think as quickly as they do. By becoming a little more compliant, calm and passive when communicating, Establishers can be seen as more caring by others. As an Establisher, Sample is a great visionary who possesses the enthusiasm to make a new idea work without letting obstacles get in the way.

Often perceived as a very strong-willed individual, Sample is one who others may tend to view as overly direct, perhaps even demanding. This individual goes by the rule that "whatever works" to obtain goals is ok. When challenged, Sample tends to become extremely competitive and unrelenting in their quest for the win.

A thoughtful, caring person who likes to be around others, Sample is one who appreciates relationships and enjoys being involved in social functions, but does not usually care to be the center of attention. Sample seeks balance between personal and social time, and enjoys a quiet evening with a few close friends as a good mix of the two.

Sample does not care for routines and will often actively try to change monotonous situations. They tend to march to the beat of their own drum and prefer to do things individually in order to work at their own pace. Sample is sometimes seen as being in a hurry to get where they are going; tending to move quickly from one thing to the next.

Sample will usually test ideas against proven standards in an effort to be inventive. Sample can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Sample acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

Direct, decisive
High ego strength
Problem solver
Risk taker, self starter

General Characteristics

New challenges
Power and authority to take risks and make decisions
Freedom from routine and mundane tasks
Changing environments in which to work and play

Motivated By

Innovative focus on future
Non-routine, challenging tasks and activities
Projects that produce tangible results
Freedom from controls, supervision, and details

My Ideal Environment

Communicating

with the Establisher style

Remember, an Establisher may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, "bottom line" approach, opportunity for advancement

Greatest fear:

- Being taken advantage of

When communicating with Sample, an Establisher, DO:

- Be brief, direct, and to the point
- Ask "what" not "how" questions
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches
- Agree with facts and ideas rather than the person when in agreement

When communicating with Sample, an Establisher, DO NOT:

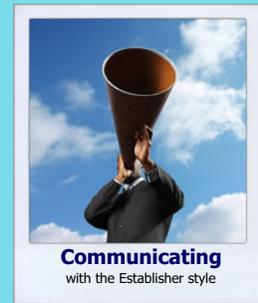
- Ramble or repeat yourself
- Focus on problems
- Be too sociable or conversational
- Make statements without support or vague generalizations

While analyzing information, Sample, an Establisher may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** New challenges and opportunities, independence
- **Evaluates Others by:** Self-imposed standards
- **Influences Others by:** Forceful leadership through solutions and projected power
- **Value to Team:** Accepts responsibility, uses an innovative approach
- **Overuses:** Control, manipulation
- **Reaction to Pressure:** Belligerence, increases independence and focus on tasks
- **Greatest Fears:** Loss of control, lack of challenge
- **Areas for Improvement:** Patience, active listening, be sensitive and supportive



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Your Communication Style

This section of your report provides you with insight into your communication style and how to better communicate and connect with others.

KNOW YOURSELF

The next two pages provide you an overview into how your unique DISC type prefers to communicate. It helps you better understand how you prefer to receive information in the form of communication. It also will help you better understand the value you bring to a group.

The pages that follow will help you better understand how you can communicate more effectively with others. More effective communication with other DISC types will help you better connect with others, since you can take into consideration their preferred way of receiving information and communication.

GROW YOURSELF

A special tool within this report is the DISC CHARACTERISTICS AND COMMUNICATION APPROACH page. This is a helpful one-page guide to identify the communication style of others and then the approach that will work best to communicate and connect with them. Since communicating is a skill significant for connecting, collaborating, and serving alongside other people; and since you will not likely know the DISC Style of everyone you encounter; we have provided an easy-to-use behavioral traits list. While this is not an assessment, or even an in-depth look, it will provide you with some guidance on communicating with an individual in a way that would likely suit their style.

As you look through the communication section of this report and look at the one-page approach guide, identify the communication characteristics of the three people closest to you. Work with your John Maxwell Team coach to identify a communication approach that you can begin immediately to apply to your conversations in order to enhance your communication and connection with them.

If you would like to grow deeper in understanding your communication style and that of others, along with how to better connect and communicate within your realm of influence, you may find the following tools helpful in your growth and journey to success.

Everyone Communicates, Few Connect – To be successful in every area of our lives, we need to learn to communicate in a way that connects. This is a skill you can learn and apply in your personal, professional, and family relationships. This John Maxwell book and the associated John Maxwell programs can help you better develop the ability to truly connect with others when you communicate.

The Maxwell Method Communication Impact Report – Effective communication is the key to effective teamwork. This report provides leaders and their teams with the individual communication style of each team member, a way to recognize the style of others, and the five key practices to move from communication into deep connection.

The Maxwell Method Sales Impact Report – Taking 10 - 15 minutes to complete this online assessment is time well invested. Each participant will learn their unique selling style, their strengths and how to maximize them, their challenges and how to overcome them, the keys to recognizing their prospect's buying style, and the five-point strategy to improving sales with each of the four primary buying styles.

The Maxwell Method Sales Leadership Impact Report – This report is recommended for anyone who is responsible for leading, managing, and motivating sales reps. In addition to all the information contained in the Sales Impact Report, sales managers will be provided with the Sales Leadership Impact Report, which provides insight to motivate and maximize the potential of each sales professional, based on their unique selling style. They will learn the techniques and approaches (such as goal setting, motivation, and communication) to connect to the unique style of each member of their team, providing the tools to lead them to higher results.

Your John Maxwell Team coach will assist you in accessing these growth tools.

"It's not enough just to work hard. It's not enough to do a great job. To be successful, you need to learn how to really communicate with others." John C. Maxwell

Communication Tips

relating to others

Your D plotted above the midline, your style is identified by the keyword "Establisher".

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; hazardous in actions
- **ADVENTURESOME** Exciting or dangerous undertaking
- **DECISIVE** Settles a dispute, answers questions
- **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:

- **CONTROLLED** Restraining oneself; holding back emotion
- **RETIRING** Drawing back from contact; reserved; modest; shy

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 with 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:

- **OWN PERSON** Not easily affected by the opinions of others
- **PERSISTENT** Continuing, especially in the face of opposition; persevere
- **INDEPENDENT** Free from the influence or control of others; self-confident



The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?

How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?

Your Strengths Style

On the next page, you will see the PowerDISC, displaying your natural gifts in leading outcomes.

KNOW YOURSELF

John Maxwell says that "leadership is influence." Part of influence has to do with the way we affect outcomes. Our strengths are what we are uniquely wired with that help us influence others and shape the outcomes of our environment and our work. When we understand our strengths, we better understand the power of our influence. When we grow our strengths, we increase the level of our influence, have a more intentional effect on outcomes, and add to the greatness of our work.

The next page of this report shows the intensity level of your various strengths. It will help you better understand your primary strengths and how they present themselves in your life and work.

As you review your PowerDISC, be aware that, when working in your strength areas (because of a more natural giftedness), you are able to deliver a greater result with very little additional effort. The key is to simply lean into your areas of strength. Also, be aware that we grow best in our strengths when we collaborate with others in their strengths.

GROW YOURSELF

One question that often arises is whether we should strive to be gifted in each area. The answer is, only if you are naturally gifted at or above the mid-line in each area. You may find that you are wired with many strengths, with most aligning closely to the mid-line. Or, you may find that you have two or three key strengths that are above the mid-line. Neither is better than the other. The winning strategy is to recognize your strengths and fully leverage them.

Your John Maxwell Coach can help you better understand how to focus on your strengths, grow them, and leverage them in a more effective manner. As you look through your PowerDISC page, note your three top strengths. Then, identify three ways you could better leverage those strengths and three ways you can immediately begin to grow those strengths.

A powerful tool to help you approach growth in building your strengths and expanding your influence is John Maxwell's book, *The 15 Invaluable Laws of Growth*. It will help you move from unfulfilled potential into your true potential, using 15 tried and true principles of growth. Your John Maxwell Team Coach, Speaker, and Trainer can work with you in a group or one-on-one setting in applying these laws to increase your effectiveness and fulfillment.

If growth in your ability to lead yourself and others is important to you, then our *Developing The Leader Within You 2.0* program will help you grow in ten key leadership characteristics.

Another Maxwell tool that you may find effective in helping you be more informed and strategic in your strengths-based growth is the *Maxwell Method Growth Impact Report*. Your John Maxwell Team member can help you access this assessment and connect you to an individualized debrief in understanding the report results and developing an individualized growth plan.

Your Work Style

While our DISC behavioral characteristics show up in every area of our lives, they can sometimes display themselves more prominently in the workplace. This section of the report will help you better understand how your DISC style presents itself in the work environment.

KNOW YOURSELF

The following page of the report provides you with a description of the characteristics of your DISC style when seen in the workplace environment. It includes a general description, along with specific characteristics of how it may appear to others in the work environment. Additionally, as we seek to contribute our best work, collaborate with others, and connect in a way that adds value, our workplace style characteristics list displays for other people how they can rely on us.

Take note that the report provides you some specific and helpful insight into how your style presents itself in various positions in business - as a leader, manager and team member.

GROW YOURSELF

The "Tips for Your Professional Style" page will be helpful as you seek to bring your best to the work you do. As you read through it, please note that it is not meant as a criticism, but as a pathway to personal growth and a guide to increasing your ability to communicate and collaborate in your professional circles.

Identify three to five of these tips that you can discuss with your John Maxwell Team Coach and begin to implement immediately in your workplace as intentional growth steps.

A Maxwell resource that you will find most helpful in developing your work and career success is John's book, Leadership Gold. It includes leadership lessons from a lifetime of John C. Maxwell's experience. Throughout these lessons, you will encounter John's passionate belief in the value of leadership, and you will benefit from his unique insight into such lessons as, "How to Get in the Zone and Stay There", "The Secret to Leading a Good Meeting", and so much more. Your John Maxwell Team coach has interactive programs available to help you better understand and apply these lessons. If you are responsible for developing and leading others in the workplace, your coach can also help bring this program to the workplace.

An additional tool that many find helpful as a next step in their individual workplace growth and development is the Maxwell Method of Career Impact Report. This tool can help you better identify the career areas in which you would best flourish, based on your DISC style.

"Winning teams have players that make things happen." John C. Maxwell

Workplace

your professional style

The high "D" personality style in the workplace is determined, competitive, straightforward, task-oriented and goal-oriented. In many companies, high-D styles are placed in or are drawn to leadership roles. If they are not in a leadership role, they often become the de-facto authority figure, if allowed to be, by others.

One of the hallmarks of the high D style is that they are willing to accept risks, challenges and change. Since the world of business feeds on high stakes and rapid change, they become well-positioned to lead the cause into the unknown and accept the risk of failure or unbridled success. High D styles possess a fearlessness that is often admired by other styles in business. Where other styles hesitate or fluctuate upon decisions, the high D will make critical decisions without having all the information which can be either very good or very bad for the company. Because a D desires to challenge the status quo, they often find innovative approaches to give their company a leading edge in the fast-paced business world.

In business, D styles may appear as if they have special abilities. They have a special ability to see with "tunnel vision" focusing solely upon the goal until it is achieved. "Big Picture" thinking is another ability that helps them view the entire picture that is made up of smaller pieces. Since Ds are more visionary than detail oriented, they often rely on other co-workers to manage the pieces making up the big picture.

As managers, Ds are very goal-oriented and focused upon task completion. They may evaluate their organization according to their ability or willingness to complete the tasks important to the high D manager. Using a straightforward communication style, high D managers will lay down the rules and are not afraid to enforce their rules. They possess enough objectivity to impose employee compliance measures or downsize where appropriate to help the bottom line.

As team members, Ds who are naturally self-reliant, may take on a more independent role in a team project or they may serve as a team leader. A D style may help the team stay focused and on-task as well as provide innovative ideas, delegate tasks, and make critical decisions.

Of all DISC personality styles, D styles represent only about 6% of the workforce, yet their influence is often heavy in the business environment. High Ds that are not tempered by other ISC personality dimensions can become autocratic, controlling or argumentative. A high D may have a "my way or the highway" mentality that is very black or white; or a mindset that must win at any cost. Indeed, high Ds like to be in control and can become intense when challenged, but they run the risk of becoming too autocratic or so focused upon tasks or goals that they forget about relationships.

Determined Workplace Style Characteristics:

1. Straightforward and direct communication style
2. Commanding and authoritative
3. Determined in conflict
4. Can become aggressive or appear antagonistic under stress
5. Can become impatient
6. Their bark can be worse than their bite
7. Can appear emotionally unattached or objective
8. Wants bottom-communication and answers
9. Can appear grumpy, curt, or abrupt if preoccupied with other demands
10. Can see the big picture, but wants others to handle the details
11. Can solve problems during stressful times
12. Can provide solid, strong, reliable leadership roles

Application Guide

John Maxwell says, "Experience is not the best teacher. Evaluated experience is the best teacher." Just because you experience something doesn't mean you have learned something from the experience. True learning comes from the intentional evaluation and contemplation of the experience. This report has helped you experience a better understanding of yourself, your behavioral style, your communication style, your strength style, and your work style.

The Maxwell Method of DISC Style utilizes a graph system to analyze and document the responses you provided in your online assessment. Those graphs and corresponding data are contained on the following pages. They are part of this report in order to provide you with a more in-depth look at your design. These graphs and data can provide you with a deeper awareness of your design and how it presents itself. This information can help you do the reflective work needed to apply the new awareness and knowledge that you have about yourself. We recommend that you reach out to, and enlist the help of, your John Maxwell Team Coach, Speaker, and Trainer for maximum understanding, awareness, application, and growth. This coaching relationship and individualized approach will move your experience from simply being a report, to becoming a life-altering awareness and application process to build your influence and expand the impact you wish to make in the world.

You are now in a unique position to see significant growth because of this process. And, like any other area of growth, it requires action. By evaluating how you can apply what you have learned, along with developing a few key action steps, you can enhance the value you receive from this report. The next page will aid you in beginning that process.

On the next page, work through the 6 questions designed to help you evaluate and apply what you have gleaned from this report.

Application Guide Continued...

Here are a few questions you can ask yourself in order to begin applying what you have learned.

1. What are the three most profound things I have learned about myself?
2. What are three key things I knew about myself that this report reinforced?
3. What are three key things I learned about communicating and connecting with others?
4. What are my three greatest strengths and how do they present themselves?
5. What are the three biggest ways I bring value to my workplace based on my DISC style?
6. What are three key things I can do to grow myself based on the insights from this report?