



Scott Fowler

April 9, 2016

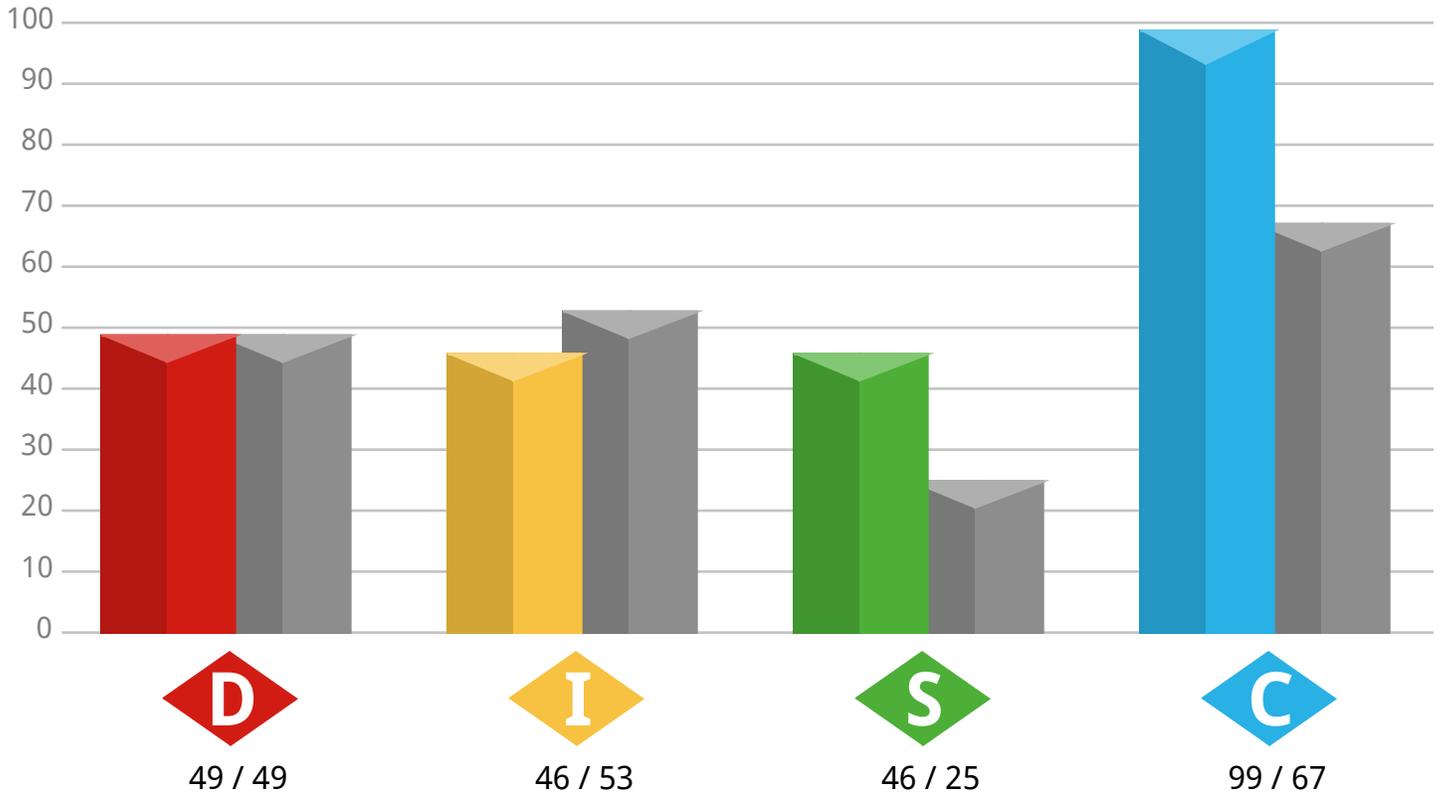
This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize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



Anthony Robbins Coaching
www.tonyrobbins.com



Natural and Adaptive Styles Comparison



Scott Fowler

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.

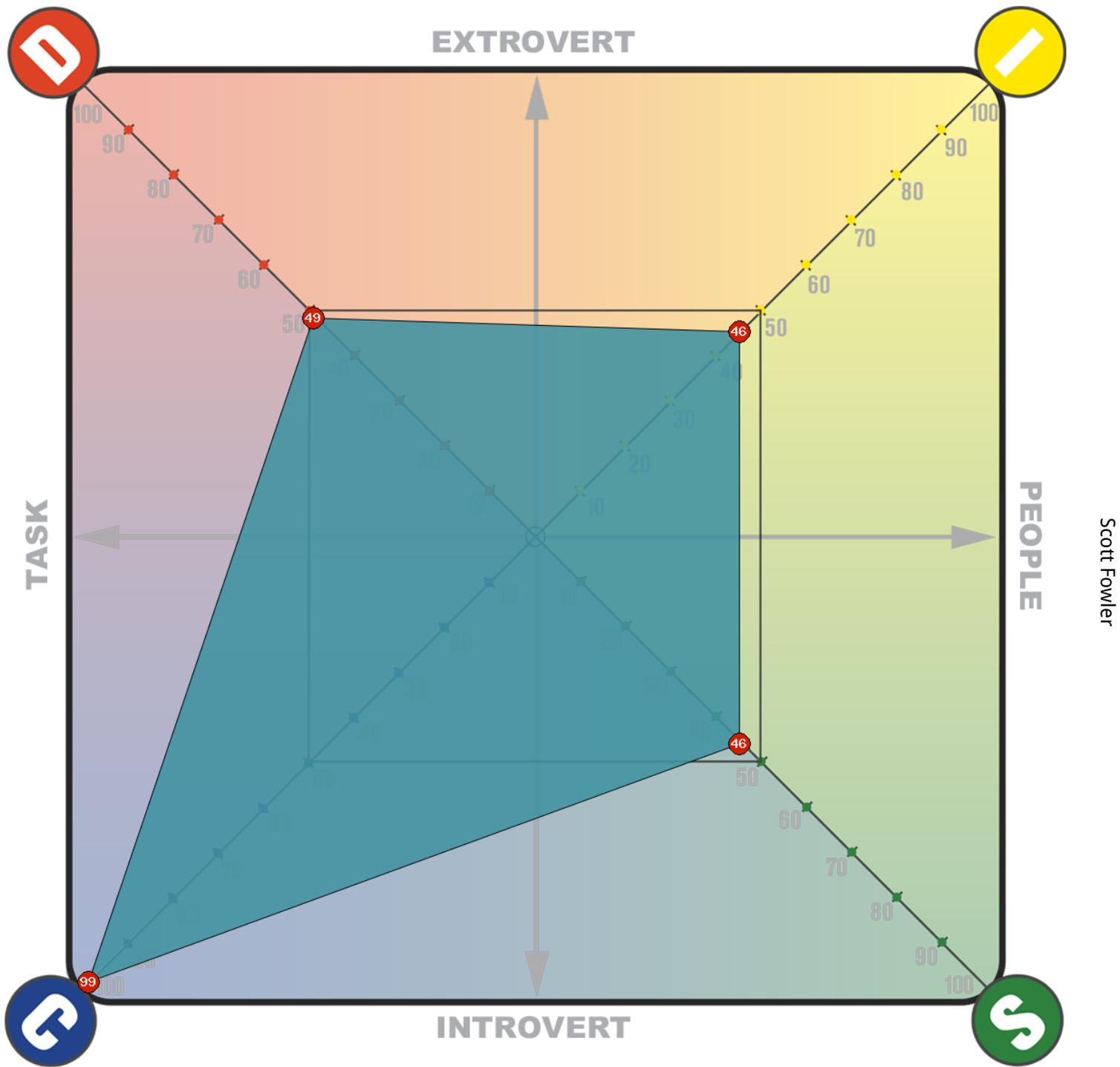
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we 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 makes 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>

Scott Fowler



Scott Fowler



Decisive

Your approach to problem-solving and obtaining results

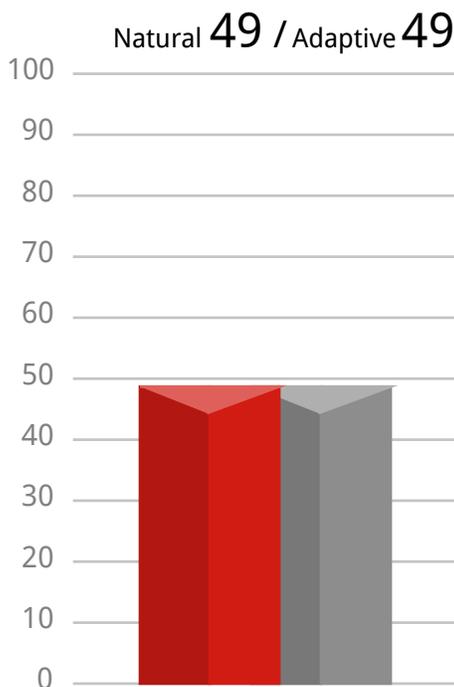
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 low average score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You think it is important to have some time to evaluate options before acting.
- You prefer a culture that allows ample time for analysis of new ideas before implementation takes place.
- You are open to deferring to others for decisions when they have voiced a stronger opinion.
- You may be hesitant to share your opinion with others if the topic is divisive or hotly contested.
- You can be very modest in dealing with others.
- Sometimes you demand too much of yourself.



Interactive

Your approach to interacting with people and display of emotions.

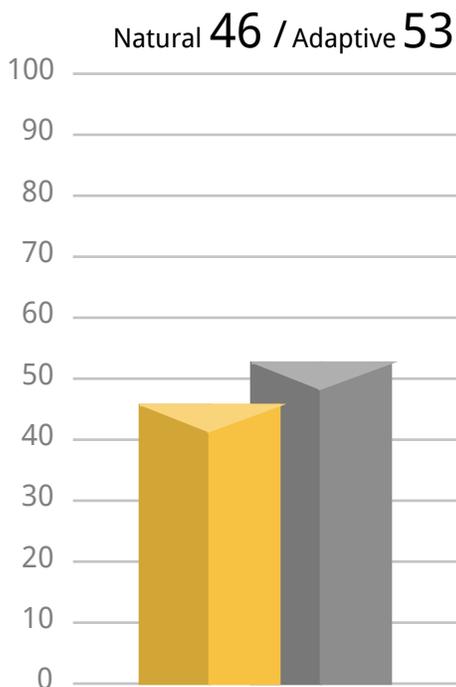
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You are able to balance working alone and working in a group very easily.
- While you consider other's emotions, you do not let them fog the bigger issues.
- For really important tasks, you may prefer to work alone without too much involvement from others.
- Your amicable approach means you may be hard to really "read."
- You like a balance of working alone and working with a team.
- Make sure to encourage others in a more vocal or open way.



Stabilizing

Your approach to the pace of the work environment

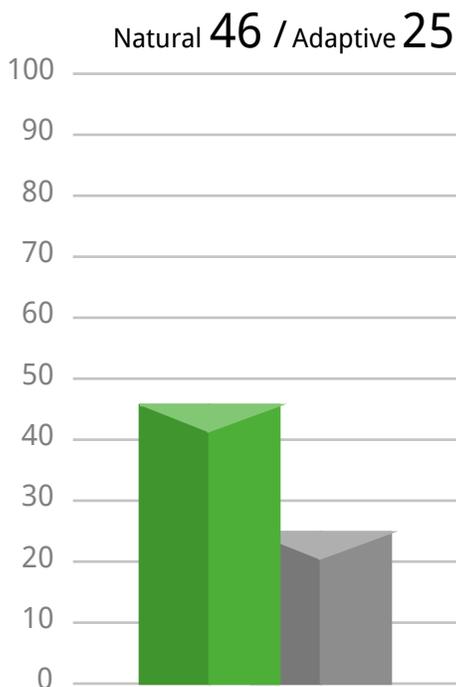
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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 low average score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- Change is fine with you as long as it is needed.
- You appreciate the need of others to have more freedom and less structure.
- You prefer a moderately structured environment, not too much - not too little.
- Unexpected events don't drive you crazy. They can be something of a welcomed change.
- You are comfortable acting alone to determine the best course of action.
- You can multitask fairly well.



Cautious

Your approach to standards, procedures, and expectations.

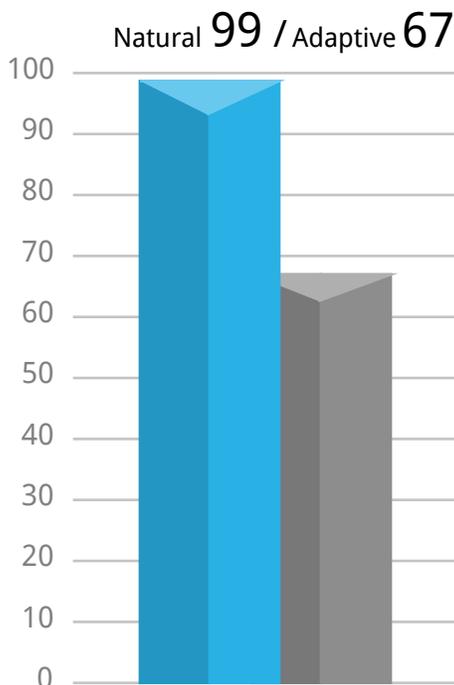
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

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

- You can be seen as something of a perfectionist by others, especially in what you expect of yourself.
- You prefer a more conventional approach when possible (e.g., "If is isn't broken, don't fix it").
- You expect high quality control and accuracy in all that you do or with anything you are involved with.
- You prefer to have the complete picture before beginning with any task or process.
- When you present your argument you do so logically not emotionally.
- You tend to approach new ideas and directions with skepticism and caution.



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:

- Tends to be most effective in a work culture where conflicts are kept to a minimum.
- Tends to equate neatness with higher quality work and disorganization with lower quality work.
- Shows an instant awareness of mistakes and lower quality control.
- Supports the idea that assigning roles and responsibilities grows an effective and efficient organization.
- May be somewhat difficult to get to know on a personal level, because of not being extremely verbal with others, unless in a small group environment.
- May tend to be a 'worrier' (in a positive way), giving thought and mind-share on projects even when away from the job. You may come in after a weekend of thinking, and offer an ideal solution.
- Sets an example for others in being systematic and logical in developing procedures.
- May not verbalize any criticism unless asked directly, at which point you may become a wealth practical information and ideas.



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:

- Wants to be seen as one who has ability to take the seed of an idea and make it develop into a successful solution.
- Shows a special characteristic of being able to help others on the team to visualize the activities necessary to lead to success in a complex project or design.
- Because of attention to both people and quality control, has the ability to contribute to a pleasant and efficient work environment.
- Demonstrates a very good potential for being a facilitator and communicator of the organization's policies, and values.
- Has the ability to carry out detailed action plans and verbalize the steps in an articulate manner.
- Will follow-up carefully on project details, especially if they have been delegated to others.
- Wants to be seen as one who can help initiate complex processes and activity.
- When the organizational urgency gets high, can work with the team to restore comfort and also get the urgent project done successfully.



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:

- Increased authority to delegate routine tasks and procedures.
- Increased confidence in your own decision-making ability.
- A job description that is presented clearly, and with no ambiguities.
- Sufficient long range plans and a well organized environment.
- Increased urgency in making decisions.
- An environment that is more stable that minimizes sudden changes and surprises.
- Sufficient time for effective planning.
- Complete explanations of the nature of a process, and systems used.



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:

- Complete explanations of systems and processes that impact your work environment.
- Awards to confirm ability, competence, or achievements.
- A democratic environment with a free exchange of ideas.
- Assignments that allow for a variety of people contacts.
- Freedom of speech and people to listen.
- An environment offering mobility around the office or around the country.
- Procedures that can support a quality initiative and have the flexibility to be changed when necessary.
- A strong, visible group or organization with which to identify.



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:

- You are precise in the things you offer to a complex process or solution.
- A keen awareness of the broad-based impact of important decisions.
- Believes that things should be done the 'right way' the first time, so as to reduce errors later on.
- You are very conscientious and take doing things the right way very seriously.
- Provides a high degree of mind-share on projects and processes, alert to the potential problems and controls necessary.
- Frequently seen by others as an expert in your area of responsibility.
- Remains objective in emotional situations.
- Able to deal with details (e.g., exact standards, data, fine print, and close tolerances) with accuracy and confidence.



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:

- Building a network of people and contacts with groups.
- Activities to get and maintain the attention of others.
- Quality standards in which to support and maintain.
- Projects completed the 'right way' the first time to avoid problems later on.
- Security in the work setting to maintain high quality control standards.
- An environment that supports your critical thinking skills.
- Public recognition for accomplishments.
- Complete explanations of areas of responsibility and control.



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:

- Be hesitant in making decisions, out of your strong desire to make the "proper" decision.
- Withdraw your ideas or position in order not to make waves or create controversy.
- Require a complete explanation of details before changes are made.
- Get overly bogged down in details.
- Get overly defensive about your position, especially when faced with change or threats.
- Become too locked into rules, regulations, and procedures.
- Be too cautious about decision-making as to avoid acting without firm precedent.
- Shy away from responsibility due to concerns that any problems might occur.



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:

- Precise in evaluations of participants, to increase their quality of knowledge.
- Leads through factual persuasion.
- Helps group create new concepts and models of ideas.
- Appreciates intellectual recognition.
- Wants to provide participants with the ability to understand principles and concepts.
- Presents detailed information in a logical and sequential manner.
- Comes to the training event very well prepared, and ready to get going straight away.

How you prefer to receive knowledge or learn:

- Emphasizes cognitive activity and theoretical perspectives.
- Learns by considering possibilities and thinking through ideas.
- More interested in ideas and content than in people.
- Prefers traditional learning structure and activities.
- Wants to know what the experts think about the topic area or subject.
- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- Prefers individual work over interaction.



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 Scott:

- Be certain that the information you have is credible.
- Make an organized appeal for support and contributions.
- If you agree with the outcome, follow through and do what you say you will do.
- If you disagree with the direction, make an organized presentation of your position.
- Take your time, be precise and thorough.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Do your homework, because others will have already done their share of it.

Things to avoid to effectively communicate with Scott:

- Don't fail to follow through. If you say you're going to do something, do it.
- Don't provide special personal incentives.
- Don't use someone else's opinions as evidence.
- Don't use quick manipulations of ideas.
- Don't whine about all of the work you have to do.
- Don't be unrealistic with deadlines.
- Don't be disorganized or sloppy.



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)
