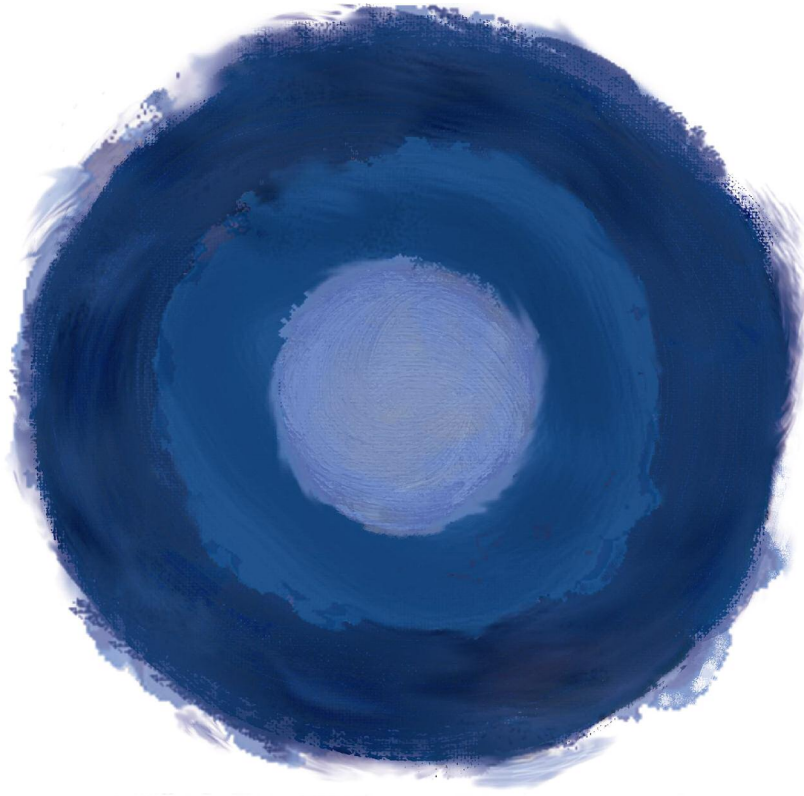




Dyad Report



Paul Pioneering with Cathy Convincing

Friday, June 11, 2004

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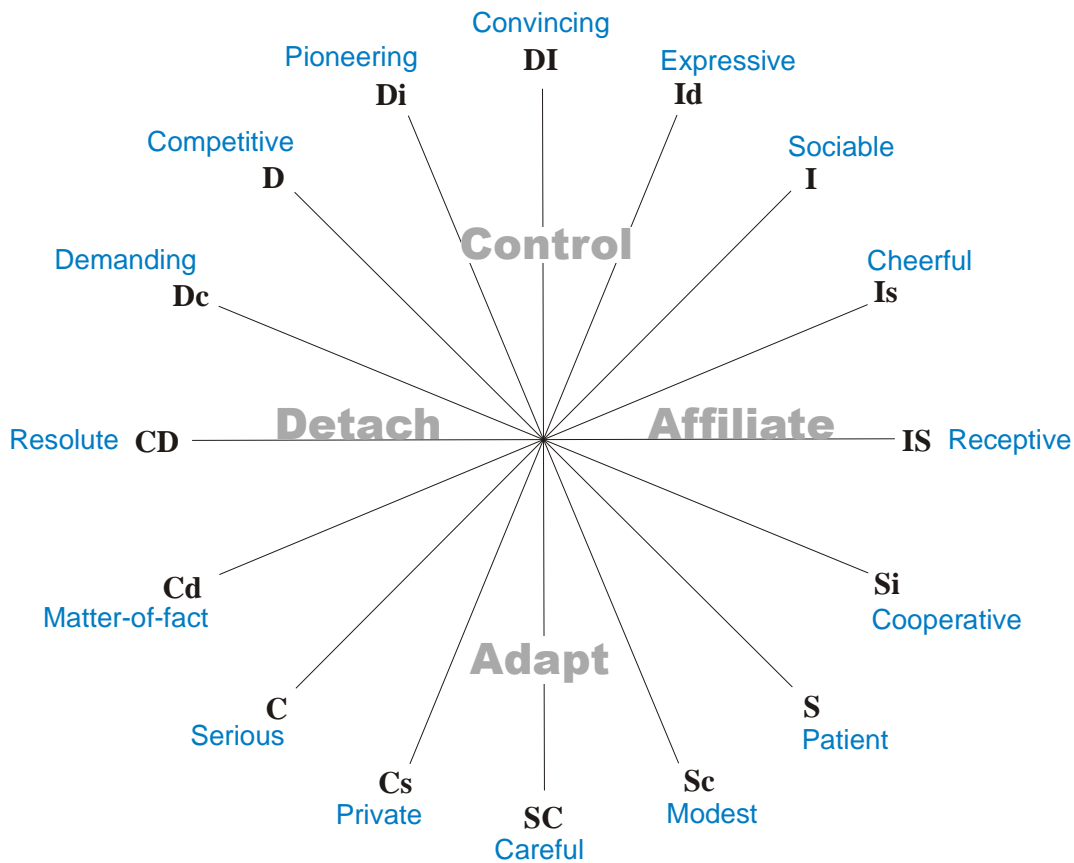
The DiSC® Indra™ Report

DiSC® Indra™

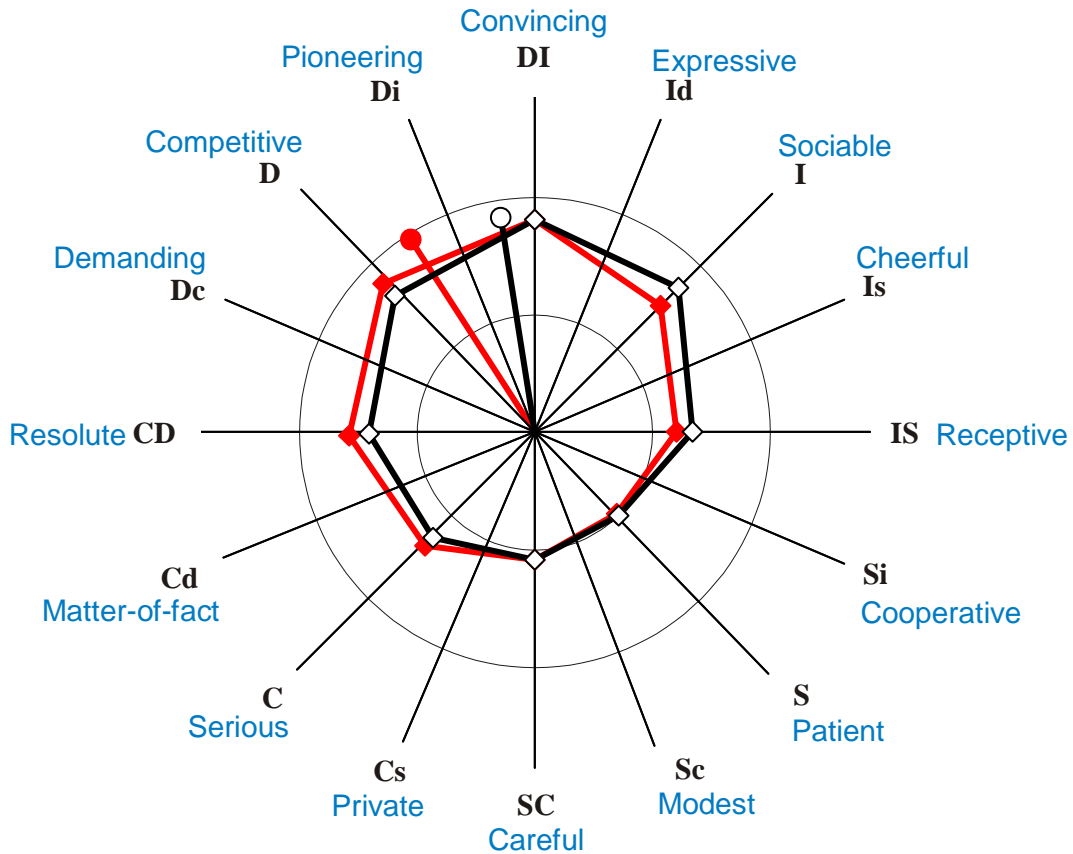
DiSC® Indra™ offers an in-depth understanding of relationship dynamics by applying the time-honored DiSC model to interpersonal style. Using the feedback provided by *Indra*, individuals and groups are able to reduce conflict and increase their comfort and effectiveness when relating with others.

DiSC Indra displays a person's DiSC Interpersonal Style on two dimensions—Control-Adapt and Affiliate-Detach. Each of the 16 distinct styles represents a specific combination of these dimensions. There are no right or wrong styles in the *DiSC Indra* approach to understanding relationships in the workplace. *DiSC Indra* simply provides a map for understanding each other's view of how we handle the relationship dynamics of Control and Affiliation and strategies for bridging our differences so we can relate to each other with comfort and effectiveness.

The circular form of DiSC shown below represents the underlying relationships among all 16 DiSC Interpersonal Styles. The styles closest to each other are more similar than those that are more distant from each other. You can explore what this means to you and Carly in this report.



Paul relating with Carly



DiSC Interpersonal Style of Paul Pioneering: ● Pioneering (Di)
DiSC Interpersonal Style of Cathy Convincing: ○ Convincing (DI)

The DiSC® Interpersonal Map displays each person’s DiSC Vector and DiSC Contour. The DiSC Vectors represent the exact location of both of your DiSC Interpersonal Styles. The DiSC Contours are the shapes that result from connecting the eight scales (octants) that define DiSC Indra.

You can see your areas of similarity and difference from the position of both of your Vectors and shape of your Contours. The following pages will provide more information for understanding the unique combination represented by your two styles. On the next page, you will be presented with a description of each of your styles followed by the DiSC Interpersonal Behavior Continuum, which highlights your most important similarities and differences. Following the Continuum is your Relationship Fit Map, which describes the dynamics of your relationship in terms of comfort and effectiveness. In addition, you will find strategies for increasing comfort and effectiveness in this relationship. At the end of this report you will find a set of questions and an action plan for further exploration. This report is from the perspective of Paul and may be different if viewed from the perspective of Carly.

Your DiSC Interpersonal Styles

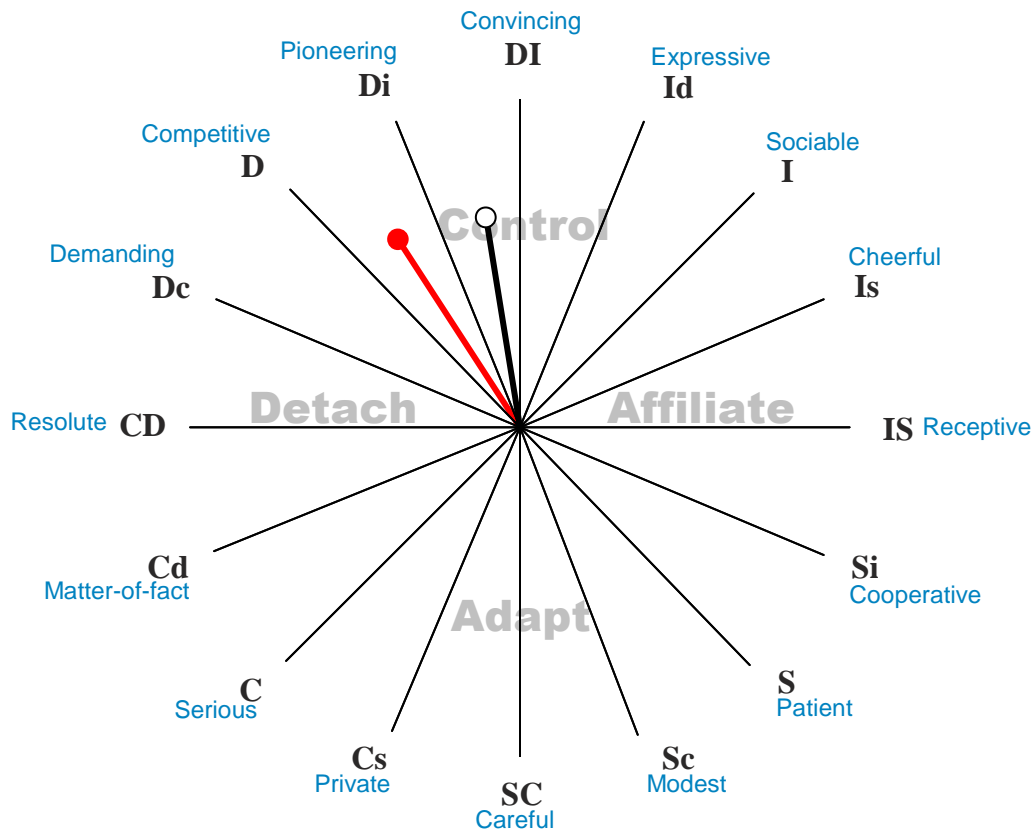
DiSC® Indra™

Paul's Pioneering Style ●

People with your Pioneering (Di) style tend to be eager to take charge of things, setting the pace for others. You are likely to be quick to persuade others to your viewpoint. Convincing others to work toward your goals, you are usually seen as being decisive, forceful, and persuasive. It seems to be easy for you to be outspoken and take the lead in conversations, even in the face of opposition from others. People tend to see you as assertive, capable of putting yourself forward boldly and insistently and resisting influence from others. Tending to be quick in thought and action, you may be impatient and fault-finding with those who are not.

Carly's Convincing Style ○

People with Carly's Convincing (DI) style tend to seek to influence people and situations. Carly may make a conscious effort to modify the thoughts and actions of others using persuasive verbal abilities. Her ability to express her views confidently and her skill at remaining composed under pressure is likely to demonstrate her leadership abilities to others in a compelling way. Carly may find teaching or directing others effective as a way of displaying power and self-confidence in an affiliative rather than competitive way. Others are likely to enjoy her dynamic approach.



DiSC® Interpersonal Behavior Continuum

DiSC® Indra™

The Interpersonal Behavior Continuum maps those behaviors that people with your DiSC® Interpersonal Styles are most and least likely to use. The behaviors on this Continuum may be different than the behaviors in your individual report, as they have been selected based on their relevance to your interactions with Carly. *Low* behaviors are those that are less likely to be used even though the situation may require them. *High* behaviors are those that are more likely to be used even though the situation may not require them. The Continuum displays the potential for certain behaviors to occur but not the certainty that they will occur. Both of you may have modified these potential behaviors based on your life experience and value system.

Paul ● Carly ○

	Low ————— High
adventurous Inclined to undertake new and daring enterprises; bold	● ○
bold Showing readiness to take a risk; daring	○ ●
cautious Careful to avoid danger or risk; careful	○ ●
compelling Demanding attention; irresistible	● ○
complacent Satisfied with life as it is; content	● ○
compliant Willing to give in; yielding, submissive	● ○
conforming Behaving in a conventional way	● ○
conventional Conforming to established practice or accepted standards; traditional	○ ●
convincing Causing one to feel sure; believable	● ○
daring Willing to take risks; bold, venturesome	○ ●
dynamic Marked by intensity and vigor; forceful, energetic	● ○
enterprising Showing initiative; goal-oriented	○ ●
modest Not wanting to call attention to oneself; retiring	○ ●
outspoken Speaking freely, openly, or boldly; assertive	○ ●
passive Offering no opposition or resistance; submissive	● ○
persuasive Having the power to convince others	● ○
pioneering Leading the way; trailblazing	○ ●
predictable Exhibiting behavior that is expected; trustworthy	○ ●
restrained Moderate in response; well-behaved, orderly	○ ●
vigorous Done with force and energy	○ ●

Relationship Fit

DiSC® Indra™

In addition to similarities and differences, we can look at the effectiveness and comfort of our relationships. This is called Relationship Fit, which involves a mutual give-and-take such that each person's behavior supplements the other, resulting in a more effective and comfortable relationship. We tend to be most effective when we relate to those with a reciprocal preference for Control (Control is effective with Adapt and Adapt is effective with Control). On the other hand, we find that comfort is increased when we share preferences for Affiliation (Affiliate is comfortable with Affiliate, and Detach is comfortable with Detach).

Based on our preferences for Control and Affiliation, we find that relationships can have a Fit on both dimensions, one, or none. These three categories of Relationship Fit are:

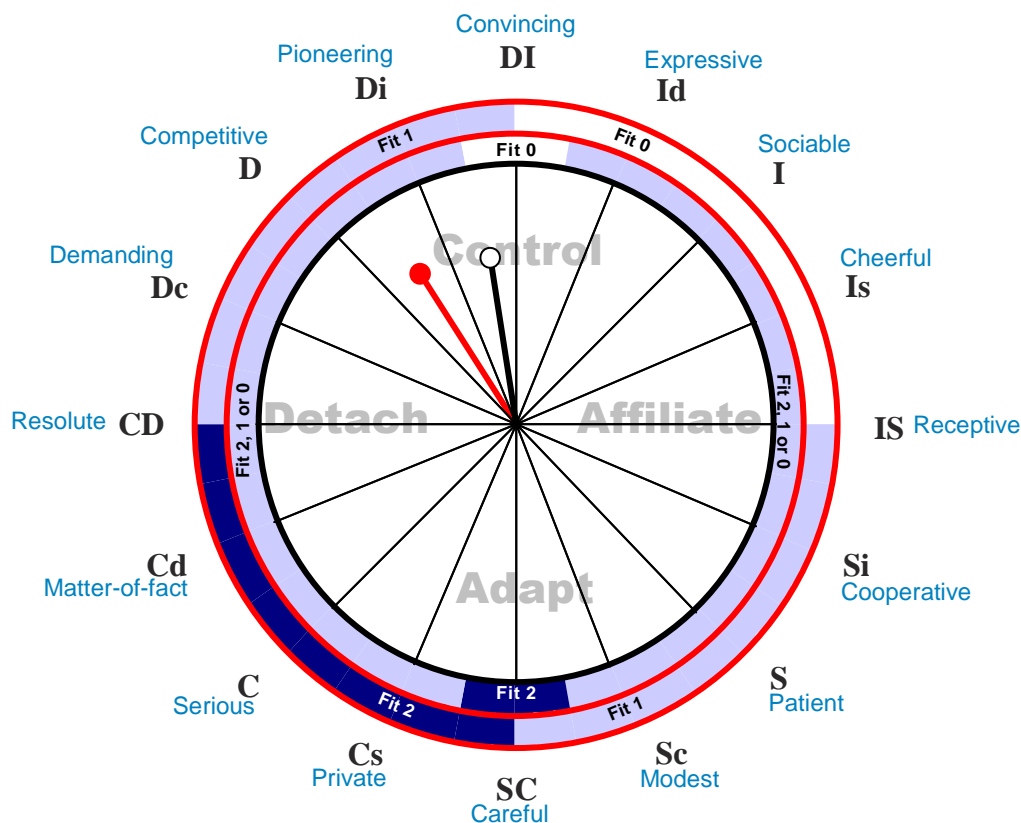
Fit on 2 Dimensions—fit on *both* Control and Affiliation

Fit on 1 Dimension—fit on *either* Control or Affiliation

Fit on 0 Dimensions—fit on *neither* Control nor Affiliation

Relationship Fit Map for Paul with Carly

(Graphic is a reduced scale version of Page 3)



Your Relationship Fit Map displays both of your Vectors and Relationship Fit areas. To understand the Map, you need to look where Carly's Vector (○) falls on your Fit areas (outer circle). You can also see where your Vector (●) falls on Carly's Fit areas (inner circle).

Relationship Fit for Paul with Carly

There are no good or bad relationships, only relationships that require more or less energy to bridge our differences. As you can see on the Relationship Fit Map, you and Carly may have a Relationship Fit on either 1 or 0 dimension(s), depending on how Carly responds on the Affiliation dimension. It will be a Fit on 1 relationship if Carly meets your expectations for maintaining distance in your interactions (Detach with Detach). It will be Fit on 0 relationship if Carly seeks to relate in a more affiliative manner, as you are unlikely to have a Fit on Control (Control with Control).

A lack of Fit on both dimensions does not mean you and Carly cannot or will not have a relationship that is effective or comfortable. You each may have already modified your behavior in ways that have improved your ability to interact with each other. Fit on 1 or Fit on 0 dimensions means that your relationship is likely to require more effort to achieve comfort and effectiveness than a relationship that has a Fit on 2 dimensions. You may find the following strategies helpful in increasing the effectiveness of your interactions with Carly.

Strategies for Paul when relating with Carly

You are likely to be able to use your preferred style of direct and to-the-point interactions with Carly who seems to be neutral on Affiliation. You may find the following strategies useful in maintaining effective and comfortable interactions:

- Communicate in a direct, and to-the-point manner
- Maintain a fast-paced, results-oriented approach to discussions
- Use open-ended questions (who, what, where, when, how) to keep the discussion focused
- Be prepared to listen to Carly's ideas about how things should be done

You are likely to experience conflict in this relationship over issues of power and control unless you find ways of dealing with your shared desire for control. You might find the following strategies effective:

- Clearly define limits of authority
- Agree upon areas of responsibility
- Discuss expectations for how control will be handled
- Identify areas of agreement
- Agree to disagree when necessary
- Defer to Carly when necessary for increasing effectiveness

Relationship Fit: 1 or 0

Paul: Control and Detach

Carly: Control and Neutral on Affiliation

Reflect and Review

DiSC® Indra™

Based on your understanding of the strengths and limitations of the DiSC® Interpersonal Styles of both you and Carly, you may want to explore the following areas to reduce potential conflicts and improve effectiveness in your relationship with Carly.

1. In what ways are the DiSC Interpersonal Styles of you and Carly similar?

How do your behavioral similarities positively contribute to your relationship with Carly?

2. In what ways are the DiSC Interpersonal Styles of you and Carly different?

How do those differences create challenges for you and Carly in working together?

3. In looking at your DiSC Interpersonal Behavior Continuum, you will see interpersonal behaviors that are similar and different for you and Carly. How would your relationship with Carly benefit if you *decreased* your use of any of your “*high*” behaviors? Which behaviors would you decrease to improve comfort and effectiveness?

How would your relationship with Carly benefit if you *increased* your use of any of your “*low*” behaviors? Which behaviors would you increase to improve comfort and effectiveness?

4. Does Carly’s DiSC Interpersonal Style Fit on 2, 1, or 0 dimensions with your style?

How do you experience this in your relationship with Carly?

5. What actions from the Strategies sections would be helpful in improving your relationship with Carly?

