

Respondent Name

Friday, June 11, 2004

This report is provided by:

MJL Performance Solutions, LLC
P.O. Box 87
Grosse Ile, MI 48138-0087
Phone: 734-676-8399
Fax: 734-676-8374



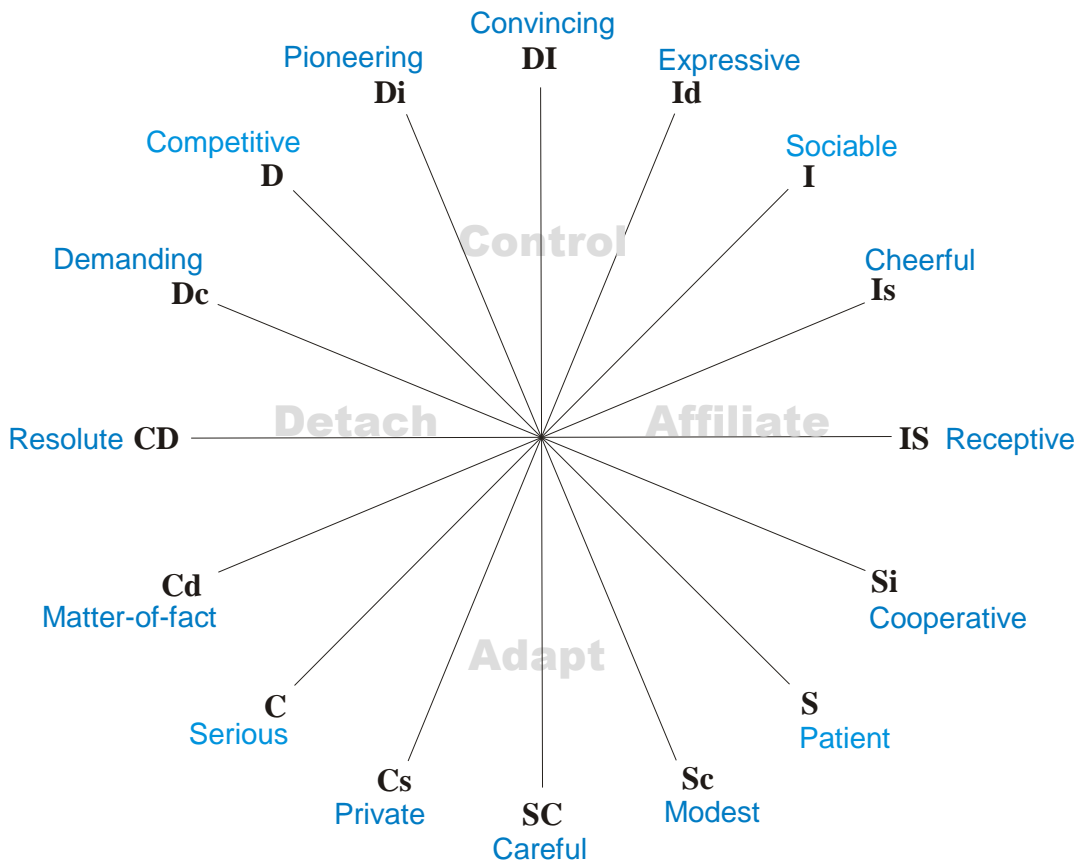
The DiSC® Indra™ Report

DiSC® Indra™

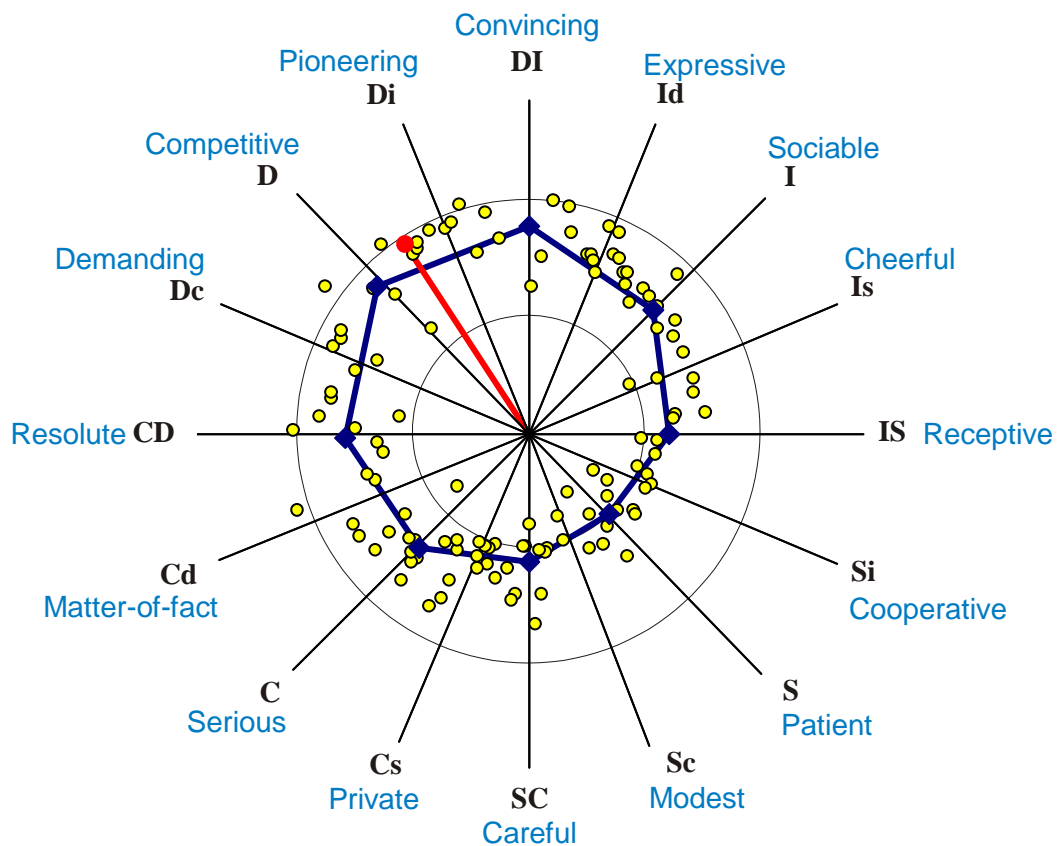
DiSC® Indra™ offers an in-depth understanding of relationship dynamics by applying the time-honored DiSC model to interpersonal style. Using the feedback provided by *Indra*, individuals and groups are able to reduce conflict and increase their comfort and effectiveness when relating with others.

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.

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 your relationships in this report, as well as in the *DiSC Indra* Dyad Report and the *DiSC Indra* Group Report, available separately.



Your Interpersonal Style: **Pioneering (Di)**



Your *DiSC® Indra™* Map is composed of three important elements:

Your Item Scores: ● Your item scores represent your actual responses to the questions in the assessment. These item scores are used to calculate your DiSC Contour and your DiSC Vector. You may find it interesting to look at how they are spread on the Map.

Your DiSC Contour: ◆ Your DiSC Interpersonal Map displays eight diamonds that represent your scores on the eight scales (octants) that define *DiSC Indra*. Your DiSC Contour is the shape that results from connecting these eight octants. The typical shape for the contour of your interpersonal style is an oval with the octants nearest your DiSC Vector being the highest and the octants opposite being the lowest.

Your DiSC Vector: ● Your DiSC Vector is the result of all 150 item scores condensed into a single vector radiating from the center of the Map. The length and location of the Vector represents your exact preferences along the Control-Adapt and Affiliate-Detach dimensions. The location of your Vector determines your unique DiSC Interpersonal Style. See page 4 for a description of your interpersonal style. You can also read about other styles on pages 10-13.

Your Interpersonal Style: **Pioneering (Di)**

People with your Pioneering (Di) interpersonal style tend to vigorously pursue new challenges, setting the pace for others. Tending to be active and energetic, you are likely to initiate new projects and aggressively pursue results. Eager to take charge of things, you tend to push determinedly to win. You are likely to be motivated by success and admiration, and may be single-minded in pursuing prestige or money.

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 discussions, even in the face of opposition from others. You are likely to be quick to persuade others to your viewpoint. You may be described by others as someone who shows energy, daring, initiative, and imagination in planning and carrying out new ideas.

People tend to see you as assertive and as being capable of putting yourself forward boldly and insistently. You are likely to be very determined and persistent, even in the face of antagonism or opposition from others. You may take command of any situation whether or not you have been put in charge. Tending to be strong-willed and outspoken, your natural approach seems to be to direct or instruct others. Some people may have difficulty with what they perceive as your “bossy” behavior, especially if you do not have formal authority or position.

When approaching a new problem or decision, you are likely to move quickly and directly. While you may solicit opinions from others, you are unlikely to pay much attention to the input from those whom you do not see as being successful. In your pioneering approach to life, you are likely to be comfortable taking risks and trying new, challenging ideas. You may have little patience with failure and may not easily accept defeat or setbacks. In your striving for results, you may push hard to get people to do things your way. Tending to be quick in thought and action, you may be impatient and fault-finding with those who are not. You are likely to be quite frank in telling people what you think of their performance.

In spite of your tendency toward a strong ego and a high level of self-confidence, you may have some concern that others may take advantage of you if you appear too weak. This concern may cause you to present yourself to others as strong and invulnerable. You seem to have a natural avoidance of the conventional, conforming approach. As a result, you may have a low opinion of people who are more humble and easygoing in their approach to life.

The intensity of your responses as demonstrated by the length of your DiSC Vector indicates that you are probably not very flexible in your style and tend to use your Pioneering (Di) interpersonal style in most situations.

Highlights of Your Style:

- Quick to persuade others to your viewpoint
- Determined and persistent when facing opposition from others
- Vigorously pursue new challenges
- Assert yourself boldly and insistently in difficult situations

Your DiSC® Interpersonal Behavior Continuum

DiSC® Indra™

The Interpersonal Behavior Continuum maps your DiSC® Interpersonal Style on those behaviors that you are most and least likely to exhibit. *Low* behaviors are those you are less likely to use even though the situation may require them. *High* behaviors are those you are more likely to use even though the situation may not require them. The Continuum shows the potential for certain behaviors to occur but not the certainty that they will occur. You may have modified these potential behaviors based on your life experience and value system.

The Continuum can be used to show the similarities and differences between your interpersonal style and the styles of others. Other people may have a different list of Continuum behaviors because their DiSC Vector is in a different location on the *DiSC Indra™* Map. Information about how you relate to a specific person can be found in the *DiSC Indra Dyad Report* (available separately).

┌ Low ————— High ─┘

assertive Inclined to bold or confident assertion; emphatic	●
bold Showing readiness to take a risk; daring	●
complacent Satisfied with life as it is; content	●
compliant Willing to give in; yielding, submissive	●
conforming Behaving in a conventional way	●
daring Willing to take risks; bold, venturesome	●
decisive Characterized by the ability to arrive at a solution; resolute	●
direct Straightforward and candid; frank, to the point	●
enterprising Showing initiative; goal-oriented	●
humble Meekness or modesty in behavior, attitude, or spirit; deferential	●
industrious Diligent in work or study; hardworking	●
lenient Inclined not to be harsh or strict; merciful, generous, or indulgent	●
modest Not wanting to call attention to oneself; retiring	●
obedient Willing to comply with authority	●
outspoken Speaking freely, openly, or boldly; assertive	●
passive Offering no opposition or resistance; submissive	●
pioneering Leading the way; trailblazing	●
strong Capable of the effective exercise of authority	●
submissive Inclined or willing to yield to orders or wishes of others	●
vigorous Done with force and energy	●

Relationship Fit Map

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 is not the same as similarity between two people. Instead, Relationship Fit 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 the opposite expectation 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 expectations for Affiliation (Affiliate is comfortable with Affiliate, and Detach is comfortable with Detach).

We are likely to find our most effective and comfortable relationships are with those people with whom we have a Relationship Fit on both dimensions of Control and Affiliation. Based on our expectations for Control and Affiliation, we find that relationships can fit on both dimensions, one, or none. These three categories of Relationship Fit are:

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

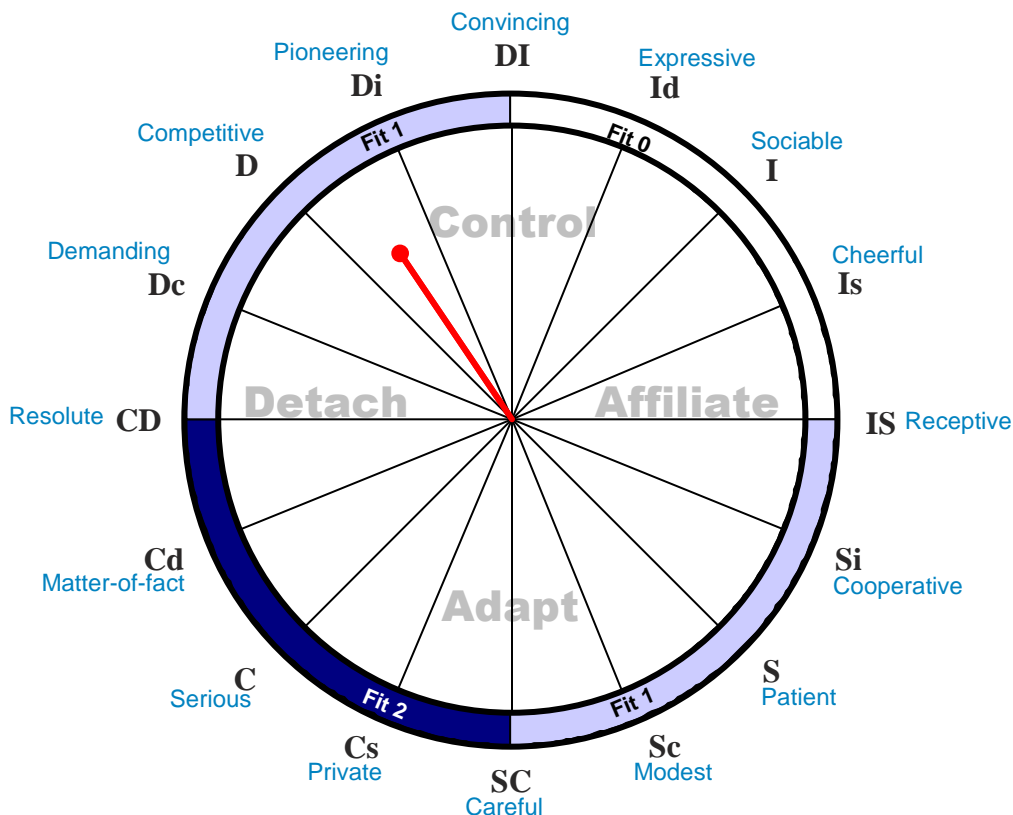
Fit on 1 Dimension—fit on *either* Control or Affiliation

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

There are no good or bad relationships, only relationships that require more or less energy to bridge our differences. If a relationship with a particular person has a fit on one or no dimensions, it does not mean that the relationship cannot be effective or comfortable. It means that the relationship probably requires more effort to establish comfort and achieve effectiveness than a relationship that has a fit on both dimensions.

Your Relationship Fit Map

(Graphic is a reduced scale version of Page 3)



Your Relationship Fit Map

DiSC® Indra™

On your Relationship Fit Map on the previous page, there are three categories of Relationship Fit based on your DiSC® Interpersonal Style. The position of the label (Fit 0, Fit 1, Fit 2) indicates the style that most strongly represents each category.

You may discover that with some of the people with whom you work most closely you do not have a fit on two dimensions. There are specific strategies you can use to increase the effectiveness and comfort you experience when interacting with these people. If you would like to discover strategies for increasing your effectiveness with a specific person, you may explore these in the *DiSC Indra™* Dyad Report, available separately.

Fit on 2 Dimensions: Both

With your Pioneering (Di) style, you tend to seek to control the environment while maintaining some distance from others. You are likely to have a reciprocal fit on the Control dimension and a shared fit on the Affiliation dimension with people who have the Private (Cs) style. People with this style tend to be reserved and solitary and may prefer interactions that are more structured than informal.

Fit on 1 Dimension: Control fits with Adapt

Your relationships with people who have the Modest (Sc) style fit are likely to be a reciprocal fit on the Control dimension. People with this style tend to be fairly low-key and easygoing and prefer interacting with others in a predictable and consistent manner. While you tend to have a fit on the Control dimension, you are likely to have different expectations for Affiliation, which may affect how comfortable you feel when working together.

Fit on 1 Dimension: Detach fits with Detach

Relationships with people who have the same Pioneering (Di) style as you are likely to fit on the Affiliation dimension. People with your style tend to be eager to take charge of things, energetically setting the pace for others. However, while you both probably seek to maintain distance, both of you are also likely to seek to control the environment, which may impact your effectiveness when working together.

Fit on 0 Dimensions: Neither

You are not likely to experience a fit on either Control nor Affiliation with people who have the Expressive (Id) style. People with this style tend to be highly enthusiastic and interested in others, approaching people and situations in an energetic, lively manner. You may have different expectations for the amount of distance or closeness you prefer, while both of you will probably seek to control the environment. This may cause some challenges in how you work together.

Reflect and Review

DiSC® Indra™

Based on your understanding of the strengths and limitations of your DiSC® Interpersonal Style, you may want to explore the following areas to increase your relationship effectiveness and reduce interpersonal conflict.

1. In what areas of your life do you experience your DiSC Interpersonal Style as a strength?

2. In what areas of your life do you experience challenges in meeting your goals or working with others because of your DiSC Interpersonal Style?

3. In looking at the High and Low behaviors on your DiSC Interpersonal Behavior Continuum, reflect on the following:
 - a. How would your interactions with others benefit if you *decreased* the use of some of your High behaviors? Which behaviors?

 - b. How would your interactions with others benefit if you *increased* the use of some of your Low behaviors? Which behaviors?

4. In looking at your Relationship Fit Map:
 - a. With which DiSC Interpersonal Style are you most likely to be comfortable and effective (Fit on 2 Dimensions)?

 - b. Whom do you interact with that has this style?

 - c. With which DiSC Interpersonal Style are you likely to encounter challenges in being comfortable and effective (Fit on 0 Dimensions)?

 - d. Whom do you interact with that has this style?

 - e. How could you adapt to gain a more effective and comfortable relationship with people with this style?

Action Plan

DiSC® Indra™

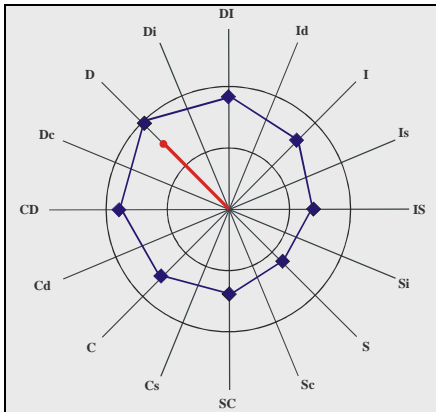
I will use my understanding of my DiSC® Interpersonal Style in the following ways:

1. Maximize my style by:
2. Modify my style by:
3. Maximize comfortable and effective relationships by:
4. Build comfort and effectiveness in challenging relationships by:



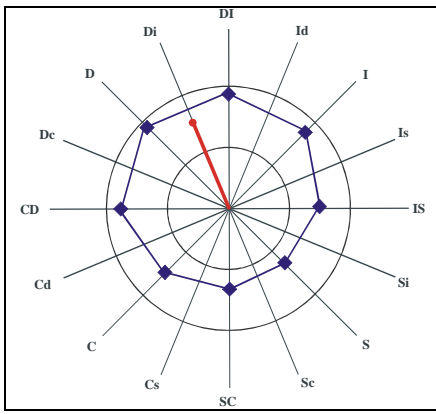
Demanding (Dc)

People with a Demanding (Dc) style tend to be intense and forceful in their approach to life. Often strong-willed and independent, they are likely to prefer pursuing their own path and directing their own activities rather than collaborating with others. Tending to have a serious approach to life, they are likely to expect a certain amount of struggle in order to achieve their goals. As a result, they are unlikely to spend much time in casual social interactions with others. Strongly focused on results, people with this style tend to want control over those things that affect their ability to achieve their goals.



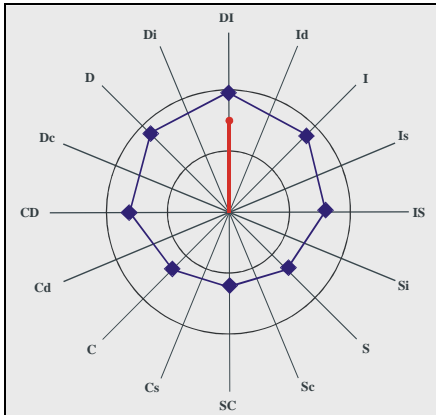
Competitive (D)

People with a Competitive (D) style tend to be strongly individualistic and determined. They tend to prefer dealing with people in a straightforward manner and appreciate others engaging them candidly as well. Often self-reliant and resourceful, people with this style may be comfortable with aggressive interactions. They are likely to seek competitive situations and their desire to win may be stronger than their sensitivity to the needs of others. Their firm approach tends to communicate to others that they should take their complaints elsewhere if they want a softhearted response.



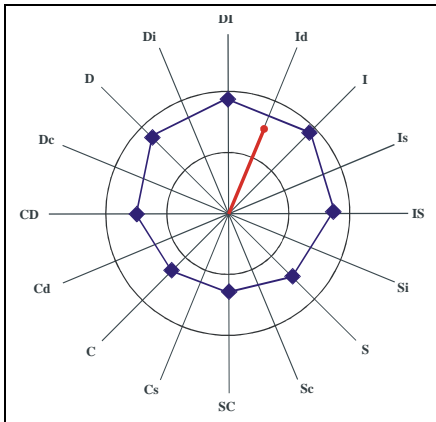
Pioneering (Di)

People with a Pioneering (Di) style tend to be eager to take charge and set the pace. Convincing others to work toward their goals, they are usually seen as decisive, forceful, and persuasive. It seems easy for them to take the lead in conversations, even in the face of opposition from others. People tend to see them as assertive and resistant to influence from others. Tending to be quick in thought and action, people with this style may be impatient and fault-finding with those who are not.



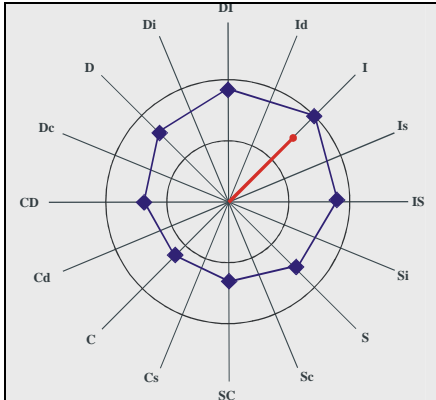
Convincing (DI)

People with a Convincing (DI) style tend to seek to influence people and situations. They may make a conscious effort to modify the thoughts and actions of others using persuasive verbal abilities. Their ability to express views confidently and their skill at remaining composed under pressure is likely to demonstrate their leadership abilities to others in a compelling way. People with this style 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 their dynamic approach.



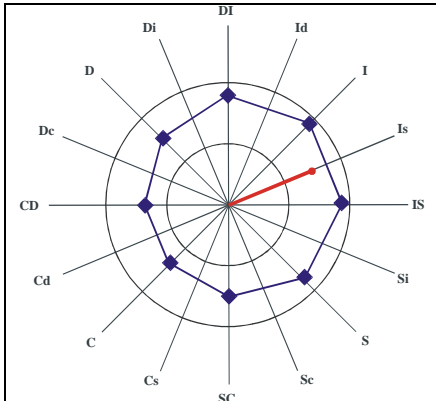
Expressive (Id)

People with an Expressive (Id) style tend to approach people and situations in an energetic, lively manner. They seem to enjoy the challenge of meeting new people and getting them to like them. They tend to communicate clearly and vividly, using an emotionally expressive and demonstrative style. With this inspiring approach, they are likely to sway people to their point of view. They seem to be quite good at attracting people and keeping them as colleagues, clients, or friends. People with this style are true extroverts and are likely to find themselves easily wrapped up in their interpersonal environment.



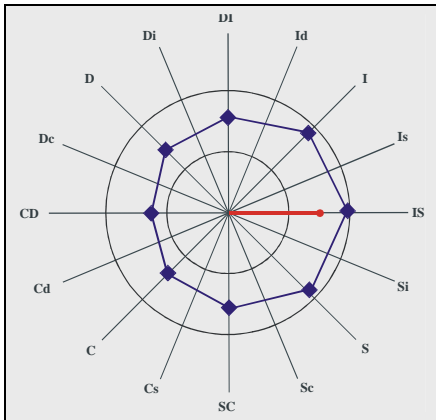
Sociable (I)

People with a Sociable (I) style tend to be cheerful and outgoing. With their optimism and great enthusiasm for life, they are unlikely to be discouraged by negative responses from others. They are likely to have a relaxed, casual manner when interacting with others. Open and easy to approach, they tend to be actively involved with other people. They may look for ways to include interaction with others as part of their daily activities, seeking a job and activities that provide maximum opportunities. Valuing approval and popularity, people with this style are likely to cultivate a wide range of friends and acquaintances cutting across work and social circles.



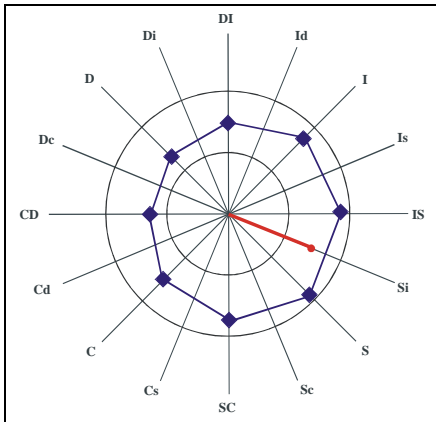
Cheerful (Is)

People with a Cheerful (Is) style tend to be warm and light-hearted. Positive and joyful in their approach to life, they are likely to find a great deal to appreciate in others. No matter what someone might say or do, they probably find something complimentary to say about that person. As a result, they tend to give others the feeling of being understood and accepted for who they are. People with this style seem to have discovered that acceptance and approval can be won by using friendly behavior. They are likely to feel most comfortable interacting with others in an open and optimistic manner, expressing their thoughts and feelings freely.



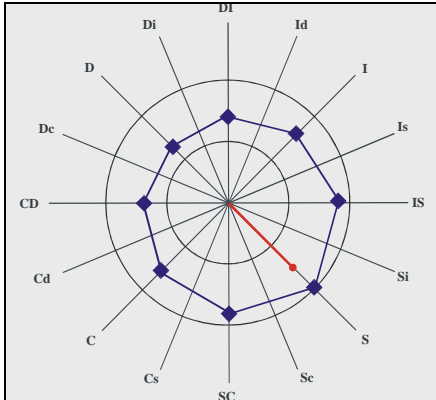
Receptive (IS)

People with a Receptive (IS) style tend to be easygoing and friendly. They are likely to present a relaxed, approachable manner to others. Feeling at ease with things as they are, they tend to respond to others in a trusting, receptive manner. They tend to establish positive relations with others with their agreeable, affiliative responses. Their trusting behavior is likely to draw similar responses from others. Other people are likely to find people with this style easy to talk to because of their comfortable interpersonal style.



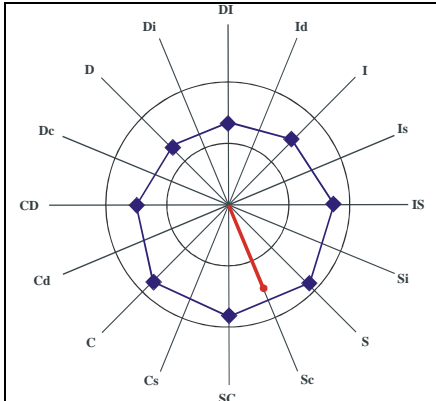
Cooperative (Si)

People with a Cooperative (Si) style tend to be even-tempered and accepting. Empathetic and supportive, they are likely to show caring and understanding when listening to others. Their considerate responses are likely to create a warm atmosphere that encourages other people to express their feelings without any fear of embarrassment or rejection. People with this style are probably eager to understand others' problems. Offering understanding and support, they seem to be skillful at finding and acknowledging another person's good qualities.



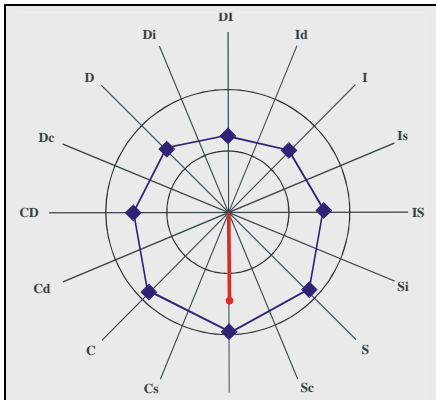
Patient (S)

People with a Patient (S) style tend to be calm and respectful in their interactions with others. Not quickly angered or excited, they are likely to work to maintain harmony. They tend to demonstrate their conscientiousness by listening patiently to the needs and requests of others. They are also likely to be comfortable showing their appreciation for guidance from a strong leader. In fact, people with this style may feel more comfortable taking direction from someone who has clear vision and strong decision-making ability than in using their own judgment.



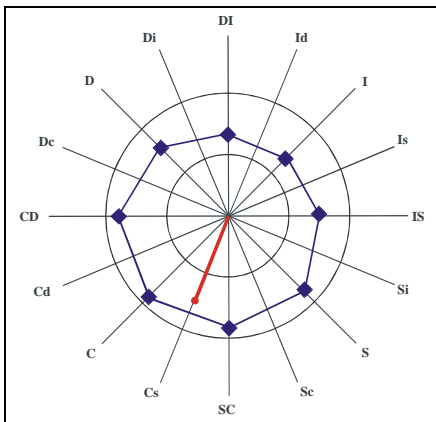
Modest (Sc)

People with a Modest (Sc) style tend to be low-key and easygoing. They are likely to offer predictability and consistency in their interactions and may want the same from others. They tend to be comfortable letting others direct conversations and may hesitate to state their preferences, not wanting to be seen as demanding. They may be quick to agree with others' viewpoints rather than risking conflict with them. The unassuming demeanor of people with this style makes them easy to approach. They are likely to adjust easily to a wide range of personal styles and seek to bring increased harmony to any situation.



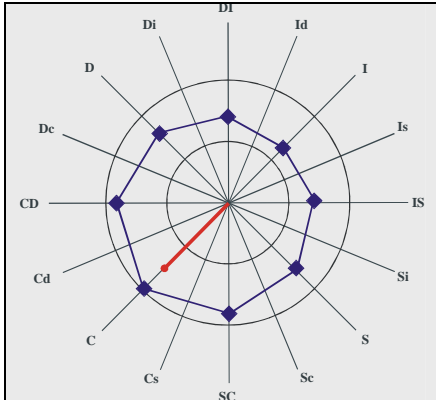
Careful (SC)

People with a Careful (SC) style tend to be cautious and soft-spoken in their interactions. They are likely to be self-controlled and careful in their approach, seeking to conform to the expectations of those in authority. Somewhat restrained in their interactions with others, they may avoid situations that involve challenging, competing, or exercising power over others. While they may be uncomfortable in authority roles, other people are likely to find their unthreatening style easy to approach. As they are probably willing to follow the direction of others, people with this style may find conventional, predictable interactions provide them with the sense of comfort and security they seek.



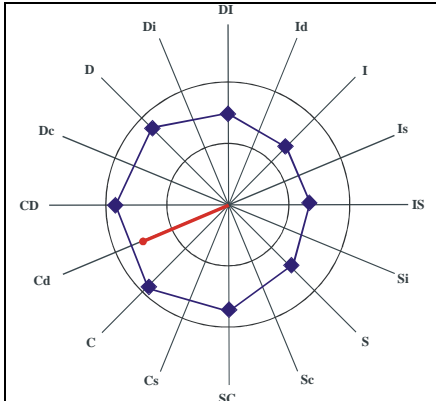
Private (Cs)

People with a Private (Cs) style tend to be reserved and solitary. They may prefer to limit their social contact to interactions that are more structured than informal. Tending to be serious and rational, they may enjoy logical arguments or interacting with people who use a more systematic, methodical approach. They are likely to think carefully before speaking and use words precisely. Tending to be somewhat introverted, people with this style may hesitate to join in casual conversation with others. Since they seem to be comfortable with their reserved, solitary approach to life, interactions with others may take a low priority in their day-to-day activities.



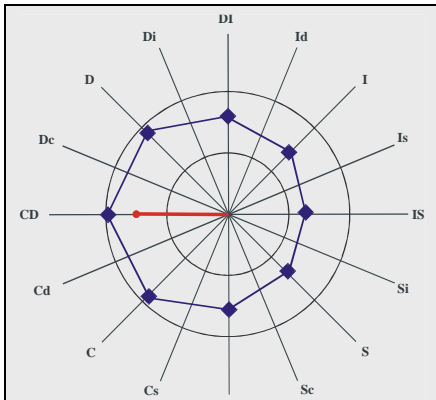
Serious (C)

People with a Serious (C) style tend to be distant and unexpressive in their interactions. They may seek to limit social interactions to those that are necessary to fulfill work requirements. Tending to be somewhat introverted, they are likely to value their privacy and may prefer to pursue solitary activities. Seeming to approach life in a somber manner, they may also be critical and perfectionistic. Perhaps as a result of their exacting standards, people with this style may look at life skeptically, or even pessimistically. Their skepticism may give them a realistic appraisal of situations, as they are unlikely to be influenced by someone else's perceptions or ideas.



Matter-of-fact (Cd)

People with a Matter-of-fact (Cd) style tend to be reserved in their expression. Tending to relate to others in a detached manner, they are likely to build trust slowly when interacting with new people. They may take time to get to know someone before revealing much about themselves. Rather than seeking close involvement with a specific group of people, they may find that having the right amount of personal space, privacy, and autonomy is most important to their sense of wellbeing. As they are likely to be controlled in their emotional expression, they may appear detached and unconcerned. People with this style may use their reserved, unsentimental approach as a way of maintaining a comfortable distance.



Resolute (CD)

People with a Resolute (CD) style tend to have a firm determination and fixed purpose in life. Although they tend to be reserved, their determined approach enables them to be firm when necessary. They are likely to pursue their goals vigorously, even in the face of opposition. In fact, they may anticipate difficulties and attempt to control negative outcomes through vigilant adherence to rules and standards. With their goal-oriented, purposeful approach to life, they may not always seem as concerned about others. They are not likely to waste time and energy on social pleasantries while striving for results. Others probably view people with this style as being stern but fair, acknowledging their purposeful approach to life.

DiSC Contour—Goodness of Fit

Your DiSC® Interpersonal Map displays eight diamonds that represent your scores on the eight scales (octants) that define *DiSC Indra™*. Your DiSC Contour is the shape that results from connecting these eight octants. The typical (or representative) shape for the Contour of your interpersonal style is oval with the octants nearest your DiSC Vector being the highest (most distant from the center) and the octants opposite being the lowest (closest to the center). You can view your DiSC Contour and DiSC Vector on page 3. If you are interested in seeing the representative Contour for your style, you can find it in the style descriptions on pages 10-13.

You may be interested in how accurate your report feedback is likely to be in describing your interpersonal style. This can be determined by comparing your actual Contour to the expected Contour for your style. The comparison of the Contours is determined mathematically, as some Contours may look quite different from the representative Contour yet still have good fit. The Goodness of Fit Index (GFI) determines how closely your Contour fits the representative Contour for the Pioneering (Di) style. If your GFI shows a good fit, it means your Contour closely fits the representative shape, and you should be able to place a high level of confidence in the accuracy of the feedback describing your interpersonal style.

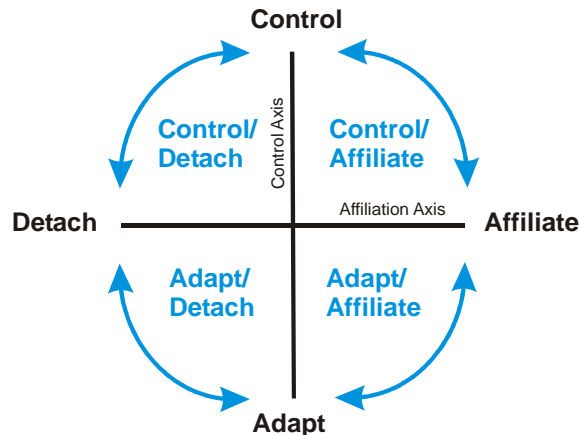
Your GFI

The results of your GFI calculation indicate that your DiSC Contour has a very good fit to the representative contour for your DiSC Interpersonal Style. This means you can be very confident in the information provided in the interpretive feedback for your style. If you feel the feedback does not describe you as well as you would like or you disagree with the feedback, you might ask yourself if you have modified your behavior as a result of your experience and values.

Overview of the DiSC® Indra™ Model

DiSC® Indra™

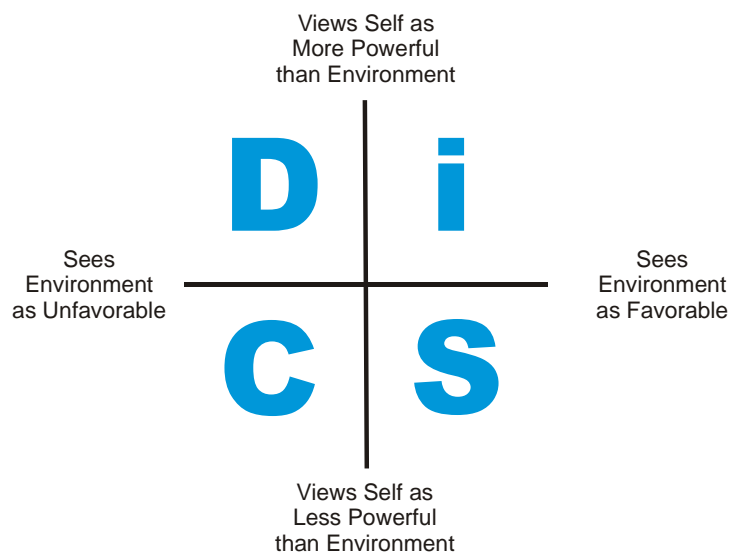
Psychologists have discovered that the way in which we relate to each other can be explained by the two concepts of Control and Affiliation. Individuals have clearly defined preferences for how much they wish to either control or adapt to their environment (Control-Adapt dimension). Individuals also have established preferences for how close or distant they want their interactions with others to be (Affiliate-Detach dimension).



The Interpersonal Model

Together these two dimensions form four combinations that reflect the characteristic styles that people use when interacting with others: Control/Detach, Control/Affiliate, Adapt/Affiliate, Adapt/Detach. Individuals tend to feel most comfortable when their interactions with others allow them to use the style that is most natural to them.

The Control and Affiliation dimensions of the Interpersonal model are extensions of the same two dimensions of human behavior described by the DiSC® Model. The DiSC Model is based on a person's perceptions of Self and Environment. The "Self" dimension reflects whether the person perceives him or herself to be more or less powerful than the environment. The "Environment" dimension reflects whether the person sees the environment as favorable or unfavorable.



The DiSC® Indra™ Model
 DiSC® Indra™

DiSC® Indra™ describes the interpersonal consequences of a person's perceptions of Self and Environment. If individuals see themselves as being *more powerful than the environment*, then they are likely to seek to *control* their environment. If they see themselves as *less powerful than the environment*, they are more likely to seek to *adapt* to the conditions of the environment. Similarly, if they view the environment as *favorable*, they are more likely to *affiliate* and if they view the environment as *unfavorable*, they are more likely to *detach*.

