

TONY ROBBINS

DISC & MOTIVATORS REPORT FOR

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This report contains a summary of your DISC and Motivators results. If you are looking for deeper insights into your results, see the last page of this report.

Understanding DISC & Motivators

DISC is a simple, practical, easy to remember, and universally-applicable model. It focuses on individual patterns of observable behaviors and emotions, and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

D Dominance I Influence S Steadiness C Conscientiousness

Your Behavioral Style: Planner

Planners bring a high degree of follow-though to their role. They do what they say they will do and rarely under-deliver. Planners are not extremists in a behavioral sense, and as a result, have the ability to assimilate with a wide variety of people. They prefer areas of specialized expertise and skill, and they will demonstrate consistent performance. They are sometimes seen as the 'glue' that holds a group together successfully. They may be slower to adapt to change, until they adjust to the idea and see the change as positive.

- **Personal direction:** Likes to maintain stability with a minimum of disruptive change
- **Strengths offered:** Stable, steady, quality performance on all tasks with a willingness to assist anyone on any project
- **General characteristics:** Excellent listener and stabilizer who brings composure to all interactions
- **Contributions to others:** Reliable and consistent performance, and a consistent readiness to help others
- **Getting along with others:** Prefers sincere, quality relationships and demonstrated competency by those around them
- **When stressed:** May defer to a power figure or group direction and prefer to avoid sudden change
- **Keep in mind:** Unlikely to take risks and will quietly resist change, especially if it is abrupt or unclear
- **Additional notes:** Excellent stabilizing presence for the team, but may resist change quietly when they could be more expressive with concerns

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An Overview of Your DISC Style

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

You respect operating protocol as it is: "If it isn't broken, don't try to fix it." Many people who score like you are frustrated by new people coming into an organization and making changes before they have had a chance to evaluate the systems already in place. This frustration increases when the new systems prove to be no better than the older, established procedures. You show remarkable patience in these situations, perhaps complaining only at home or to a small group of friends.

Due to your high degree of patience, some may see you as a generous teacher, mentor, or coach when it comes to dealing with complex projects or problems. They likely do this because you have established a reputation for being patient and helpful in bringing someone up to speed on a procedure. People aren't afraid to ask you questions, because they know you'll treat them with respect. After a discussion or training, they will have learned something that they didn't know before.

John, your scores on this instrument indicate that you tend to say "yes" more than "no" when asked to help out on various projects. That's a strength to the team because they know they can depend on you. That's a strength for individuals on the team who may have had part of a project fall through the cracks and require your help to bail them out. It may become a bit of a bother to you to always be the one who's overextended. Learn to say "no" occasionally, so as not to spread yourself too thin in bailing others out of problems and snags.

Your response pattern shows that you are an excellent team player. This is a great strength to the organization as a whole. Others on the team know that you are ready, willing, and able to assist on any part of a project that requires your expertise and mindshare. Sometimes, those who score like you worry that they've said "Yes" to too many things, and may have overcommitted themselves. However, they work extra hard in order to meet the commitments they've made.

You show extremely high levels of patience with others -- something from which others on the team could stand to learn. You also score like those who have a (rare) ability to calm angry people, especially in a customer service environment. Most of your style-peers say that this is something that can't be taught to others. Rather, it's an inherent ability to sense someone's emotions, and to respond in the precise way to remove the anger and move toward a productive discussion to resolve the problem.

You score like those who show a deliberate, dispassionate, and serious approach to solving problems. You have an inherent ability to persevere through a problem until there is a resolution. This trait is of enormous value to the team and organization. Where some may give up on an item, you continue to explore options until the problem is solved.

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Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

When Communicating with John, DO:

- Find some areas of common interest and involvement.
- Show sincere interest in John as a person.
- Break the ice with a brief personal comment.
- Provide assurances about John's input and decisions.
- Observe carefully for possible areas of disagreement, as John may not be verbal about them.
- Ask 'how' oriented questions to draw out John's opinions.
- Outline individual tasks and responsibilities in writing.

When Communicating with John, DON'T:

- Rush into business or the agenda. Instead, provide some time to break the ice.
- Stick coldly to the business agenda.
- Force John to agree quickly with your objectives and position. Instead, provide some time for John to warm up to the ideas and for mutual ownership.
- Let it reflect on John personally when you disagree, and don't let disagreements affect the relationship.
- Offer promises that you can't keep.
- Say, "Listen to me, here's how I think we should do it."
- Leave an idea or plan without backup support.

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An Overview of Your Motivators



Aesthetic – Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.

Based on your Motivators assessment Aesthetic score: You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

- You will have a hyper awareness of your surroundings and they will need to "feel" right.
- You show a very strong desire for expressing your talents and fulfilling your dreams.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.



Economic – The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.

Based on your Motivators assessment Economic score: You are not driven by monetary rewards or being “first” and may lack the emotional initiative necessary to compete with those around you.

- You are not driven by monetary rewards and competitive frameworks.
- You score in a range that indicates a lower interest in gaining material wealth.
- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.
- You may believe money is for spending on things you want.



Individualistic – Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.

Based on your Motivators assessment Individualistic score: You can both lead and follow and can be flexible between taking a stand or sitting quietly.

- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.
- You won't likely need to be in the limelight or to attract special attention to your contributions.
- You have the ability to identify with and understand individuals who have both high and low satisfaction rates.
- Your score indicates a balance between being an individual and a team player.



Power – Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control are often associated with those scoring higher in this motivational dimension.

Based on your Motivators assessment Power score: You don’t need to be behind the wheel and won’t mind yielding your position to avoid controversy.

- You may be more of a maintainer than you are an obtainer.
- You may not volunteer yourself for positions of greater responsibility.
- You'll prefer to handle only what is your direct responsibility.
- You will not like high-pressure environments with excessively driven people types.

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An Overview of your Motivators (Continued)



Altruistic – An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.

Based on your Motivators assessment Altruistic score: You are able to balance your own needs and the needs of others on the team.

- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.
- You're a stabilizing force between givers and takers and have no extreme view.



Regulatory – A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.

Based on your Motivators assessment Regulatory score: You understand structure but will not be bound by another's idea if it does not work for you.

- You can appreciate details to a point, but will likely not depend on them.
- You have no extremes when it comes to regularity and dependence on methods that work.
- You can work with both leaders and followers and will bring something to the table with either one.
- You'll accept authority, but will not do it blindly especially if the authority figure does not obey their own rules.



Theoretical – The desire to uncover, discover, and recover the "truth." This need to gain knowledge for the sake of knowledge is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.

Based on your Motivators assessment Theoretical score: You have an excessive need to uncover, discover, and recover the truth and will spend the necessary time to learn it all.

- You will get bogged down in the details of an idea if you are not careful.
- You may suffer from a fear of looking stupid.
- You love learning things you never knew.
- You likely think, "It's tight, but it's right."

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A General Overview of the Four DISC Styles

The Dominant 'D' Style: look at my accomplishments!

Goals and Fears
Dominant 'D' Styles, driven by the inner need to lead and be in personal control, take charge of people and situations so they can reach their goals. Since their key need is achieving, they seek no-nonsense, bottom-line results. Their motto is: "Lead, follow, or get out of the way." They want to win, so they may challenge people or rules. Similarly, Dominant 'D' Styles also accept challenges, take authority, and go head first into solving problems. Closely related to Dominant 'D' Styles' goals are their fears: falling into a routine, being taken advantage of, and looking "soft". So, they may go to extremes to prevent those fears from materializing. They may act impatient, but they make things happen.

"Do as I say"
Since Dominant 'D' Styles need to have control, they like to take the lead in both business and social settings. As natural renegades, they want to satisfy their need for autonomy. They want things done their way or no way at all.

Strengths and weaknesses
They work quickly and impressively by themselves. They try to shape their environments to overcome obstacles en route to their accomplishments. They seek maximum freedom to manage themselves and others, using their leadership skills to become winners. They often have good administration and delegation skills.

These assertive types tend to appear cool, independent, and competitive. They opt for measurable results, including their own personal worth, as determined by individual track records. Of all the types, they like and initiate changes the most. We symbolize this personality type with a lion--a leader, an authority. At least, they may, at least, have the inner desires to be #1, the star, or the chief.

Less positive Dominant 'D' Style components include stubbornness, impatience, and toughness. Naturally preferring to take control of others, they may have a low tolerance for the feelings, attitudes, and "inadequacies" of co-workers, subordinates, friends, families, and romantic interests.

From general to specific
Dominant 'D' Styles process data conceptually by using deductive reasoning--from general to specific information. They are more comfortable using the left brain more than the right. When combined with their need for control, this helps us better understand the emphasis on getting down to the bottom-line results.

Masters of "mind control"
They are adept at blocking out distractions when they immerse themselves in projects. They don't hear voices, sirens, or doorbells. They seem to channel all their energies into specific jobs.

Venting relieves their tension
Under pressure, Dominant 'D' Styles are likely to rid themselves of anger by ranting, raving, or challenging others. They naturally react to tense situations with a fight response. Although this venting allows the relief of their own inner tensions, other styles may feel intimidated by this stress reducing practice. But the Dominant 'D' Styles' barks usually exceed their bites, and they may soon forget what specifically upset them in the first place.

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The Influencing 'I' Style: hey, look at me!

Outgoing, Supporting, Influencing 'I' Styles
Influencing 'I' Styles like to go where the action is. Typically, they are outwardly energetic or fast-paced, and relationships tend to naturally take priority over tasks. They try to influence others in an optimistic, friendly way focused on positive outcomes, whether in the social or work environment. In other words, if they show others that they like them, they figure others will be more likely to reciprocate by responding favorably towards them. Since recognition and approval motivate him, he often moves in and around the limelight and hub of activity.

Goals and Fears
He wants your admiration and thrives on acknowledgment, compliments, and applause. "It's not just whether you win or lose. . . it's how you look when you play the game." People's admiration and acceptance typically mean more to this type than to any other. If you don't talk about him, he may spend considerable time talking about his favorite subject--himself--to gain the acceptance he wants. His biggest fear is public humiliation--whether appearing uninvolved, unattractive, unsuccessful, or unacceptable to others. These frightening forms of social rejection threaten the Influencing 'I' Style's core need for approval. Consequently, he may go to extremes to avoid public humiliation, lack of inclusion, or loss of social recognition.

Strengths and weaknesses
Influencing 'I' Styles' primary strengths are their enthusiasm, persuasiveness, and friendliness. They are idea people who have the ability to get others caught up in their dreams. With great persuasion, they influence others and shape their environments by building alliances to accomplish results. Then they seek nods and comments of approval and recognition for those results. If compliments don't come, Influencing 'I' Styles may invent their own. "Well, Harry, I just feel like patting myself on the back today for a job well done!" They are stimulating, talkative, and communicative. This type can be represented by a porpoise--playful, sociable, and talkative.

Their natural weaknesses are too much involvement, impatience, being alone, and short attention spans. This causes them to become easily bored. When a little data comes in, Influencing 'I' Styles tend to make sweeping generalizations. They may not check everything out, assuming someone else will do it or procrastinating because redoing something just isn't exciting enough. When Influencing 'I' Styles feel they don't have enough stimulation and involvement, they get bored and look for something new again. . .and again. . .and again. When taken to an extreme, their behaviors can be seen as superficial, haphazard, erratic, and overly emotional.

"Let me entertain you!"
If they pursue the entertainment field for careers, Influencing 'I' Styles typically allow their natural, animated emotions to show and flow. They become stimulated by the movement and reactions of the audience, trying to get the audience to figuratively fall in love with them by acting charming and friendly. They want viewers to feel, "He (or she) is fabulous!"

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The Steady ‘S’ Style: notice how well-liked I am

Goals and fears
Steady ‘S’ Styles seek your sincere personal attention and acceptance of them. Steadiness and follow-through actions characterize these people. They prefer a slower and easier pace. They focus on building trust and getting acquainted because they aim for long-standing personal relationships. Pushy, aggressive behavior secretly irritates them.

They strive for security. Their goal is to maintain the stability they prefer in a more constant environment. To Steady ‘S’ Styles, while the unknown may be an intriguing concept, they prefer to stick with what they already know and have experienced. "Risk" is an ugly word to them. They favor more measured actions, like keeping things as they have been and are, even if the present situation happens to be unpleasant due to their fear of change and disorganization. Consequently, any disruption in their routine patterns can cause distress in them. A general worry is that the unknown may be even more unpleasant than the present. They need to think and plan for changes. Finding the elements of sameness within those changes can help minimize their stress to cope with such demands.

Strengths and weaknesses
Steady ‘S’ Styles naturally "wear well" and are an easy type to get along with. They prefer stable relationships which don't jeopardize anyone, especially themselves. Steady ‘S’ Styles can be represented by the koala with its accompanying slower, steady pace; relaxed disposition; and appearance of approachability and warmth. Steady ‘S’ Styles have a tendency to plan and follow through. This helps them to routinely plug along. But they have their own type of unique difficulties with speaking up, seeming to go along with others or conditions, while inwardly, they may or may not agree. More assertive types might take advantage of this Steady ‘S’ Style tendency to give in and avoid confrontation. Additionally, Steady ‘S’ Styles' reluctance to express themselves can result in hurt feelings. But if Steady ‘S’ Styles don't explain their feelings, others may never know. Their lack of assertiveness can take a toll on this type's health and well-being.

Take it slow
Steady ‘S’ Styles yearn for more tranquility and security in their lives than the other three types. They often act pleasant and cooperative, but seldom incorporate emotional extremes such as rage and euphoria in their behavioral repertoire. Unlike Influencing ‘I’ Styles, Steady ‘S’ Styles usually experience less dramatic or frequently-occurring peaks and valleys to their more moderate emotional state. This reflects their natural need for composure, stability, and balance.

"Just plain folks"
Steady ‘S’ Styles lend a tone of continuity, coziness, and project a genuine liking and acceptance of others. They are comfortable people to watch and listen to who emanate that "I'm just a regular person" modesty. They put on no airs and project contentment with present conditions--just as they are and always have been.

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The Conscientious ‘C’ Style: notice my accuracy

Goals and fears
Conscientious ‘C’ Styles concern themselves more with content than with congratulations. They prefer involvement with the performance of products and services under specific, and preferably controlled, conditions so the process and the results can be correct. Since their primary concern is accuracy, human emotions may take a back seat with them. Their biggest fears of uncontrolled emotions and irrational acts relate to their fear that these illogical acts may prevent goal achievement. Similarly, they fear emotionality and irrationality in others. They strive to avoid embarrassment, so they attempt to control both themselves and their emotions.

Strengths and weaknesses
Conscientious ‘C’ Style strengths include accuracy, dependability, independence, clarification and testing skills, follow-through, and organization. They often focus on expectations (e.g., policies, practices, and procedures) and outcomes. They want to know how things work so they can evaluate how correctly they function. Conscientious ‘C’ Styles can be cagey, resourceful, and careful. Because they need to be right, they prefer checking processes themselves. This tendency toward perfectionism, taken to an extreme, can result in "paralysis by over analysis". These overly cautious traits may result in worry that the process isn't progressing right, which further promotes their tendency to behave in a more critical, detached way.

Complex and serious
They prefer tasks over people, clearly defined priorities, and a known pace which is agreeable to them, especially where task timelines and deadlines are involved. Other types typically live life through a single predominant time orientation--past, present, or future. But Conscientious ‘C’ Styles are apt to be concerned about all three, as one aspect of their complex mental makeup. They tend to see the serious, more complicated sides of situations as well as the lighter--or even bizarre side--which accounts for their natural mental wit.

Conscientious ‘C’ Styles concentrate on making decisions in both logical and cautious ways to ensure that they take the best available action.

Think deeply
Due to compliance to their own personal standards, they demand a lot from themselves and others and may succumb to overly critical tendencies. But Conscientious ‘C’ Styles often keep their criticisms to themselves, hesitating to tell people what they think is deficient. They typically share information, both positive and negative, only on a "need to know" basis when they are assured that there will be no negative consequences for themselves.

When Conscientious ‘C’ Styles quietly hold their ground, they do so as a direct result of their proven knowledge of facts and details or their evaluation that others will tend to react less assertively. So, they can be assertive when they perceive they're in control of a relationship or their environment. Having determined the specific risks, margins of error, and other variables which significantly influence the desired results, they will take action.

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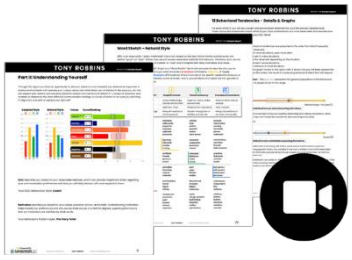
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The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (APA Standards) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability - Cronbach's alpha (APA Standards) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

External Data Reliability (APA Standards) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (EEOC Guidelines) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

ASI Validation Reports
Additional details and published reports - DISC and Motivators (Disparate Impact) and (Reliability/Construct Validity)

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