363 FOR LEADERS PROFILE

EVERYTHING DiSC
363® FOR LEADERS

Taylor Meyer

Wednesday, November 18, 2020

This report is provided by:

Barbara Kay
Barbara Kay Coaching
www.barbarakaycoaching.com
bk@barbarakaycoaching.com

BARBARA KAY COACHING

WILEY

C5HHVNUYB5

Welcome to Everything DiSC 363® for Leaders

360° Feedback with 3 Personalized Strategies

When you think about people who exemplify leadership—historical figures, contemporary standouts, or people in your organization—do the words *generic* or *cookie cutter* come to mind? Probably not. Most likely, you can describe unique aspects of their leadership style that help them succeed. In fact, two equally successful leaders may take two very different approaches to leadership.

And so, why in the world should leadership training involve following one set of narrowly defined principles? This program aims to help you reflect on your use of a broad range of highly effective approaches to leadership. You'll receive constructive 360° feedback on your leadership approaches, and you'll discover three personalized strategies to help you become a more effective leader.

Cornerstone Principles of Everything DiSC 363 for Leaders

- Your leadership is influenced by a variety of factors such as character, life experiences, cognitive abilities, and maturity
- *Everything DiSC 363® for Leaders* focuses on the interpersonal aspects of leadership
- All eight approaches contribute to leadership success
- While you don't need to excel in every area, you need at least some level of competency in each to be a great leader
- Leaders are most likely to have strengths in areas that reflect their own styles
- Understanding yourself better is the first step to becoming more effective when leading others

Everything DiSC 363 for Leaders describes a rich spectrum of behaviors called Eight Approaches to Effective Leadership. This model, pictured at left, is based on DiSC®, a simple tool that's been helping people to connect better for over thirty years.

Individual leaders, followers, and organizations may prefer certain approaches over others. Effective leaders tend to use a range of approaches.

A Three-Step Process

Using multi-rater feedback and your self-assessment, Taylor, this program will help you identify which aspects of the eight approaches are your strengths—those that you use *most* frequently—and which areas you might benefit from developing further.

In this report, you'll have the opportunity to elevate your leadership effectiveness by:

- Understanding how others see you as a leader
- Exploring your tendencies on the eight approaches
- Learning three strategies to become a more effective leader

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Your Leadership Outlook

Everything DiSC 363® for Leaders

What follows is an overview of your tendencies as a leader based on your own responses to the assessment. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.

Taylor, you're probably a dynamic leader who pushes yourself and the group to reach ambitious goals. You expect others to maintain a fast pace, and you have little patience for people or processes that hinder the group's progress. Sitting still may be agonizing for you. Since you have a strong need for variety, you're often eager to seize new opportunities, especially when bold action is required.

Most likely, you want to have the freedom to set your own course as a leader. While you're probably quite collaborative at times, you want to reserve the right to decide how to spend your time and energy. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that stand in the way of creative ideas that stretch current boundaries.

Because you have grand ambitions for yourself as a leader, you're probably attracted to high-profile assignments that will allow you to showcase your talents. You're often happy to accept responsibility, and you probably enjoy being in charge. Since you have the ability to create forward momentum in a group, you avoid getting bogged down in the details and may prefer to delegate more methodical responsibilities to others.

You tend to be a bold and adventurous leader. Because you like being spontaneous, you probably struggle with situations that require you to exercise highly disciplined analysis. You're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. As a result, you may find your goals and decisions challenged by more systematic colleagues who stress objectivity.

Like other leaders with your style, you probably leverage personal connections to help get the results you want. Your charisma and enthusiasm allow you to effortlessly rally others to support your goals. Most likely, you're quite candid and self-confident, and other people may naturally look to you for leadership. You may have discovered that tapping into other people's ideas brings a better chance of success, so you often create brainstorming opportunities.

When conflict arises, you probably approach it proactively in an attempt to get back on task. However, when put under a great deal of pressure, you may become combative or belligerent, lashing out at others with little concern for the consequences. While unleashing your anger may seem cathartic, this may cause others to find you intimidating or unapproachable.

Because you want to be heard, you tend to become frustrated when you feel that others aren't on board with your plans for the group. You may even run the risk of closing yourself off to input and becoming too insistent if you feel your ideas aren't taken seriously. You expect some public acknowledgement of your accomplishments, but you don't require a lot of gushing praise. And, because you value recognition yourself, your leadership approach often involves generously complimenting others.

Taylor, all of these behaviors reflect your top leadership approaches. Your most valuable contributions as a leader may include your pioneering attitude, your commanding presence, and your ability to energize people.

In the report that follows, you'll discover other people's perceptions of your leadership approaches. Some of these will agree with your own view of yourself, while others may disagree or even contradict. Through this process, you will be able to build self-awareness and a better understanding of what you can do to be a more effective leader.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Eight Approaches and their Practices

Everything DiSC 363® for Leaders

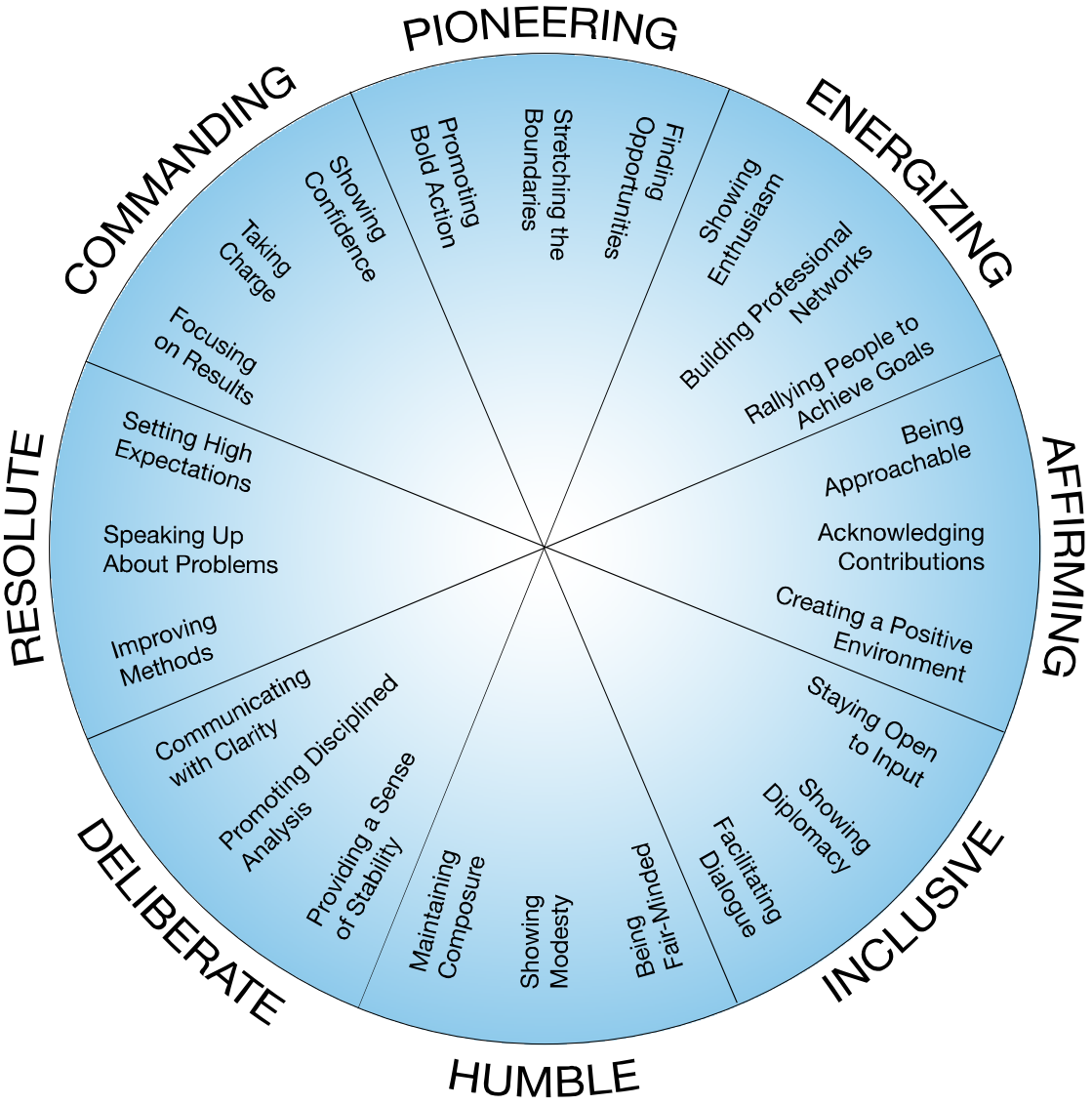
Everything DiSC 363® for Leaders is supported by contemporary leadership research into the interpersonal characteristics of leaders. The result is **Eight Approaches to Effective Leadership**, a useful, inclusive framework for discussing the characteristics of effective leaders.

In your **Big-Picture Feedback** on the following pages, you'll discover how your colleagues see you performing on each of these eight approaches. You'll also see how your own self-ratings compare to those of your raters.

Each of the approaches is comprised of three **Practices**, or underlying components. The **Detailed Feedback** section of this report will give you insight into how much your raters see you using these practices.

Finally, in **Three Strategies for Development**, you'll discover your greatest strengths as a leader, and then you'll get in-depth information and concrete strategies for improving on the three practices that your raters want you to use more often.

The Eight Approaches and their Practices

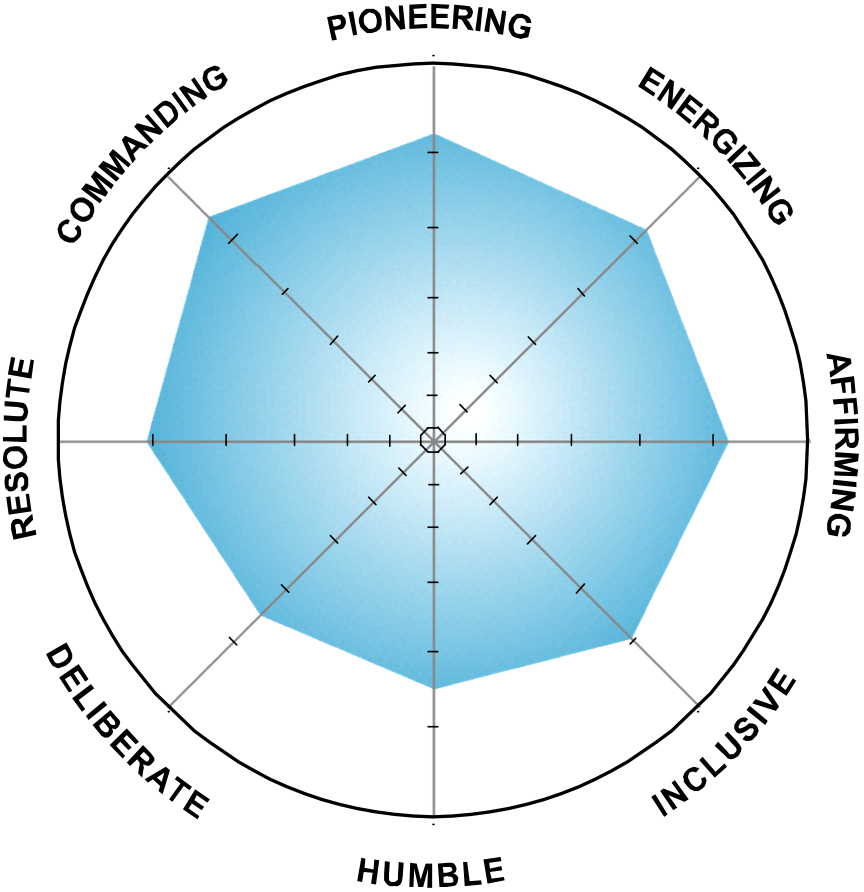


© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

How Your Raters See You

Everything DiSC 363® for Leaders

The graph below provides a snapshot of how your raters describe your performance on the eight approaches. The shape of your graph indicates their perceptions of how often you use each of the eight approaches. The closer that each point on the graph is to an approach, the more often your raters see you using that approach.



Definitions of the Eight Approaches

Pioneering:
A pioneering leader encourages the group to think creatively about their options and take chances on new opportunities.

Energizing:
An energizing leader builds enthusiasm for the group's goals and develops a wide network of professional connections.

Affirming:
An affirming leader is approachable and helps people feel good about their environment and their contributions.

Inclusive:
An inclusive leader gets a variety of people involved in the decision-making process and shows concern for their opinions and feelings.

Humble:
A humble leader maintains a modest, composed demeanor and can be relied upon to make decisions fairly.

Deliberate:
A deliberate leader provides a sense of stability for the group by communicating clearly and ensuring that decisions are made carefully.

Resolute:
A resolute leader creates high standards for the group and insists on using methods that maximize efficiency.

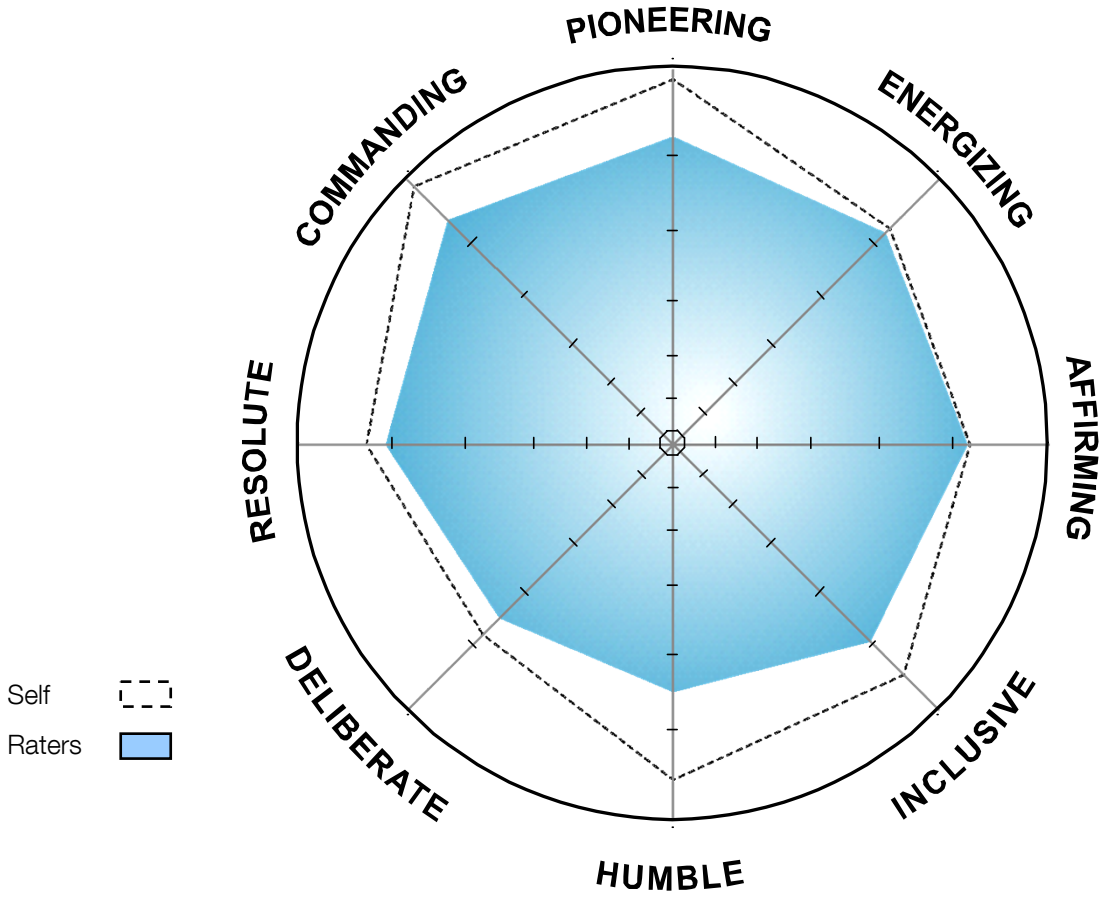
Commanding:
A commanding leader takes charge of situations with confidence and urges others to get results.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Self vs. All Raters

Everything DiSC 363® for Leaders

The map below compares your self-ratings, as shown by the dotted line, with the ratings given to you by your raters.



How Your Ratings Compare

Overall, Taylor, there seems to be relatively little difference between how you rate your leadership performance and how others view your performance. In fact, only 25% of leaders show a difference as small as yours. In general, you seem to have a relatively high level of self-awareness when it comes to your leadership skills.

- You tended to see yourself as more Humble than others do. For example, you may overestimate how fair-minded you are when making decisions.
- You tended to see yourself as more Pioneering than others do. For example, you may overestimate how often you find new opportunities for the group.
- You tended to see yourself as more Inclusive than others do. For example, you may overestimate how often you facilitate open dialogue in the group.

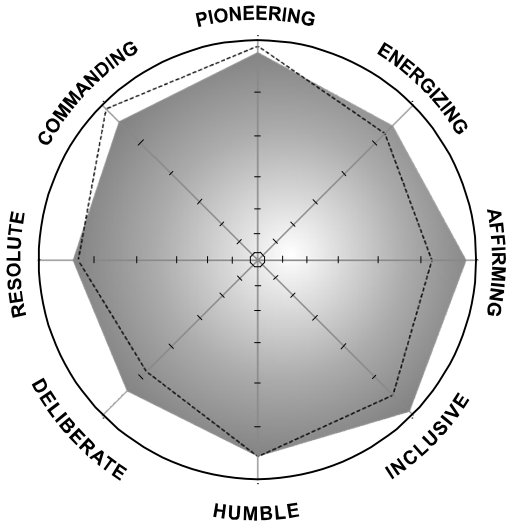
The rest of this report will give you a chance to explore each of these areas in more detail.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Breakdown by Group

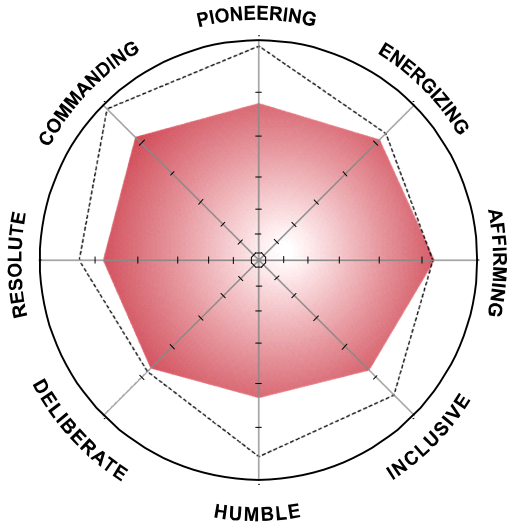
Everything DiSC 363® for Leaders

Manager (1 rater)



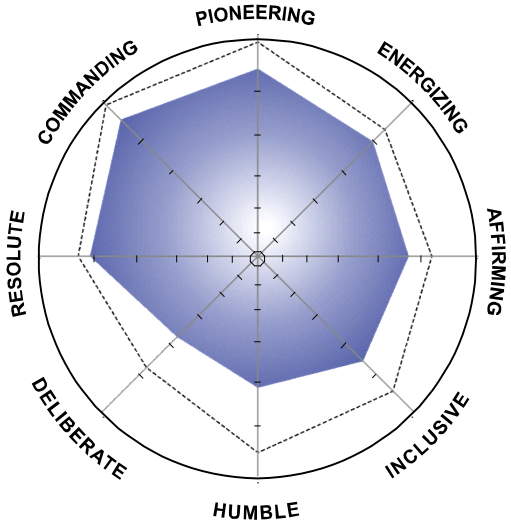
Overall, your manager sees you using the Inclusive Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall manager ratings are higher than average.*

Peers (6 raters)



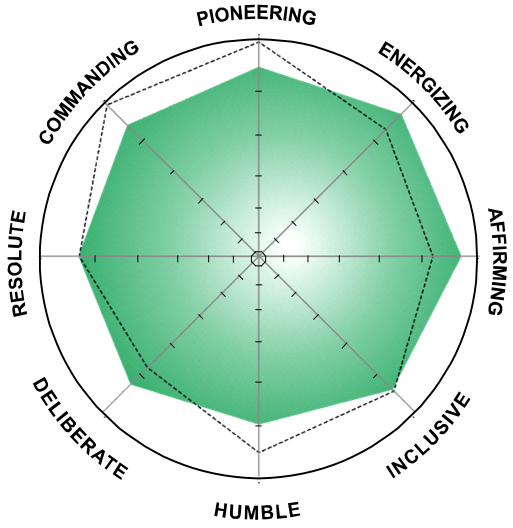
Overall, your peers see you using the Affirming Approach most frequently and the Humble Approach least frequently. Compared to other leaders who took this assessment, your overall peer ratings are in the average range.*

Direct Reports (10 raters)



Overall, your direct reports see you using the Commanding Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall direct report ratings are in the average range.* There was, however, a notable lack of agreement among your direct reports.

Others (6 raters)



Overall, the people in the “other” group see you using the Affirming Approach most frequently and the Humble Approach least frequently. Compared to other leaders who took this assessment, your overall “other” ratings are in the average range.*

*“Average” refers to leaders across a variety of industries who have completed this assessment.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

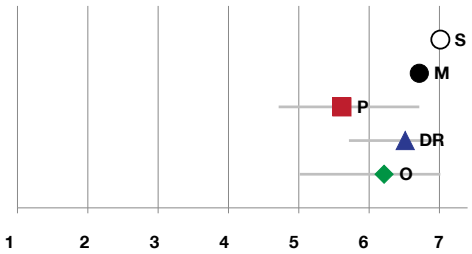
Three Practices of a Pioneering Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself a little higher on the Pioneering Approach than your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Pioneering Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Pioneering Approach more often than your other raters think you do.

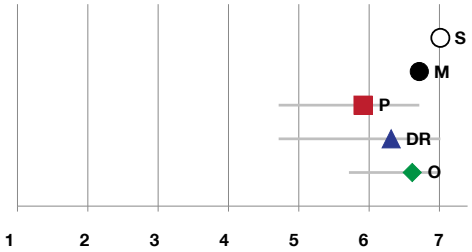
Finding Opportunities: Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.



Comments

- His passion for finding new opportunities encourages the rest of us to show initiative. (12 raters)
- He already does a great job of finding new opportunities. (11 raters)
- He already finds opportunities but would be even more effective if he did it more often. (2 raters)
- (Additional comments in the Appendix)

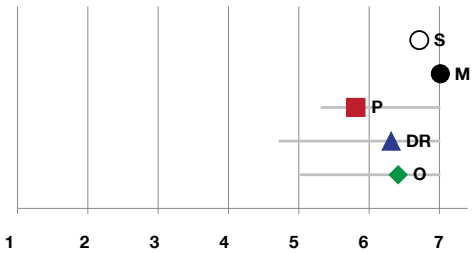
Stretching the Boundaries: Pioneering leaders challenge the group to push beyond their comfort zones, and others may appreciate that they help the group envision a new way of doing things.



Comments

- He's always willing to challenge the status quo. (11 raters)
- He already encourages people to go beyond their comfort zones. (9 raters)
- He already stretches the boundaries, but he would be more effective if he did it even more often. (6 raters)
- (Additional comments in the Appendix)

Promoting Bold Action: Pioneering leaders encourage people to take bold action, and others may appreciate that they're willing to take chances that could broaden the group's horizons.



Comments

- He is not afraid of change or adventure. (15 raters)
- I think he's good at knowing when to take risks. (11 raters)
- Although he doesn't focus on this area, I don't think that's part of his current role. (2 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

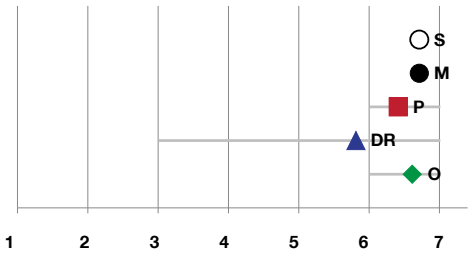
Three Practices of an Energizing Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Energizing Approach as your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Energizing Approach. Because of this, you may notice some contradictory comments from your raters.
- People in the "other" group think that you use the Energizing Approach more often than your other raters think you do.

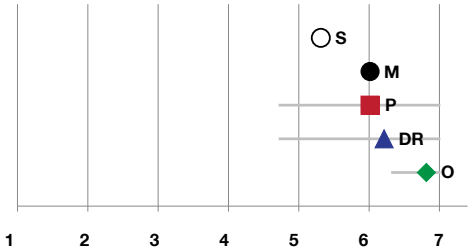
Showing Enthusiasm: Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.



Comments

- People appreciate that he's usually lively and fun. (15 raters)
- He has a contagious sense of enthusiasm. (9 raters)
- Actually, he seems overly enthusiastic at times. (3 raters)
- (Additional comments in the Appendix)

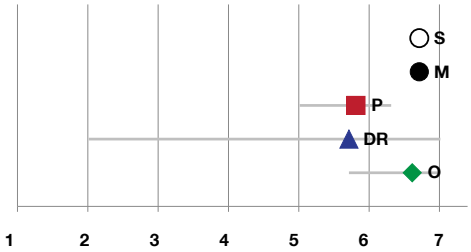
Building Professional Networks: Energizing leaders create a large, influential social network, and others may admire their knack for connecting the group to resources and opportunities.



Comments

- It's helpful that he has a wide range of connections. (19 raters)
- He already has a great network of professional connections. (12 raters)
- He builds connections with some people, but not others. (1 rater)

Rallying People to Achieve Goals: Energizing leaders rally people around new goals, and others may appreciate their ability to bring people together around a vision for the future.



Comments

- He gets people excited about the direction we're headed. (11 raters)
- He does a great job helping us see the big picture purpose of what we're trying to achieve. (8 raters)
- One of his real strengths is his ability to inspire people. (7 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

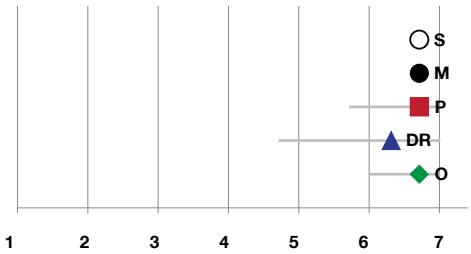
Three Practices of an Affirming Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Affirming Approach as your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Affirming Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Affirming Approach more often than your other raters think you do.

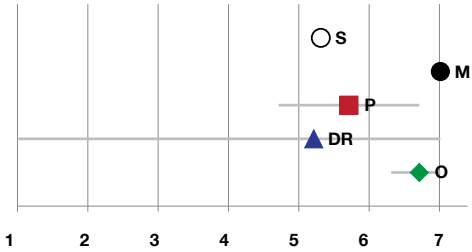
Being Approachable: Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.



Comments

- I always feel comfortable going to him for ideas or advice. (13 raters)
- He's friendly and approachable. (9 raters)
- Whenever I ask for help, he responds very quickly. (9 raters)
- (Additional comments in the Appendix)

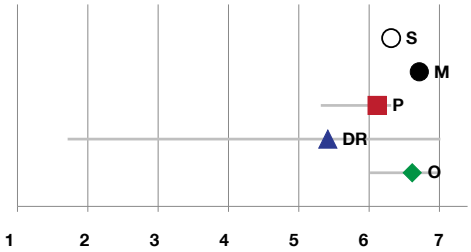
Acknowledging Contributions: Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are valued.



Comments

- He does an excellent job giving credit where credit is due. (15 raters)
- He already acknowledges contributions, but I wish he would do it even more often. (5 raters)
- I think everyone appreciates how good he is at giving positive feedback. (4 raters)
- (Additional comments in the Appendix)

Creating a Positive Environment: Affirming leaders tend to be hopeful, and others probably appreciate that they create an encouraging, positive environment around them.



Comments

- He's passionate about helping others and supporting the work that they do. (12 raters)
- He looks for the best in people rather than the focusing on the negative. (11 raters)
- I think he spends enough time creating a positive environment. (3 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

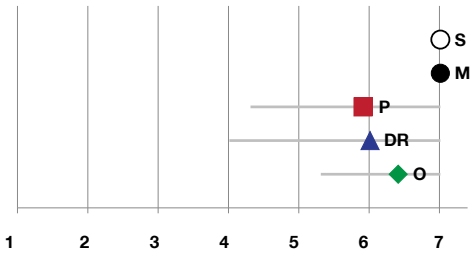
Three Practices of an Inclusive Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself a little higher on the Inclusive Approach than your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Inclusive Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Inclusive Approach more often than your other raters think you do.

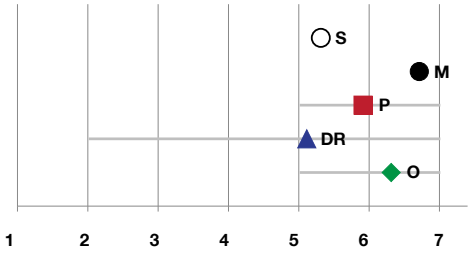
Staying Open to Input: Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.



Comments

- He sometimes seems too quick to decide and move on. (7 raters)
- He's open to ideas, even if they might seem inconvenient. (7 raters)
- I feel like he listens and really hears what's being said. (7 raters)
- (Additional comments in the Appendix)

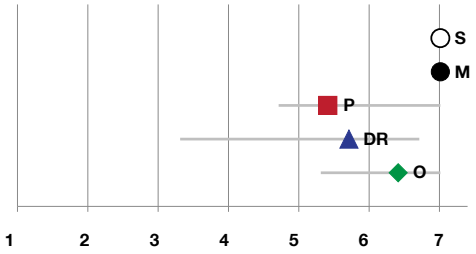
Showing Diplomacy: Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.



Comments

- He may not realize that his straightforwardness can come across as blunt or aggressive at times. (7 raters)
- During disagreements, he seems to spend more time making his points than listening to others. (5 raters)
- He's great at helping people work through disagreements. (5 raters)
- (Additional comments in the Appendix)

Facilitating Dialogue: Since Inclusive leaders tend to create open dialogue, others may admire their ability to help people find common ground.



Comments

- He encourages people to share different points of view. (14 raters)
- He does a good job of getting everyone on the same page before moving ahead. (10 raters)
- He's an excellent listener with great people skills. (6 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

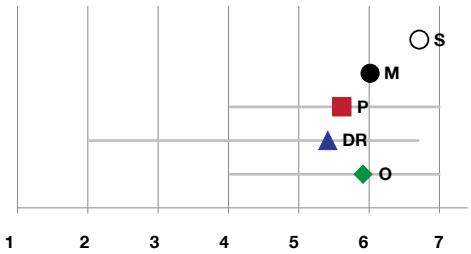
Three Practices of a Humble Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself much higher on the Humble Approach than your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Humble Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Humble Approach more often than your other raters think you do.

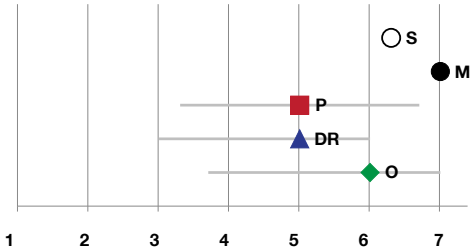
Maintaining Composure: Since Humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.



Comments

- He's really good under pressure. (11 raters)
- I appreciate that I can count on him to keep his cool. (9 raters)
- He has a stressful position, but doesn't take his frustration out on others. (7 raters)
- (Additional comments in the Appendix)

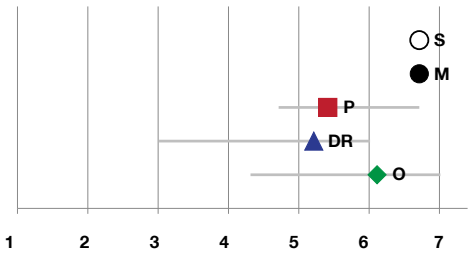
Showing Modesty: Humble leaders are usually quite modest, and people may appreciate that these leaders recognize their limitations and put others' needs above their own.



Comments

- He offers advice but doesn't overstep his bounds. (11 raters)
- He doesn't act arrogant or pushy. (10 raters)
- He puts other people's needs before his own. (6 raters)
- (Additional comments in the Appendix)

Being Fair-Minded: Humble leaders strive to be fair in their decisions, and people may appreciate that these leaders don't let their biases or emotions sway them.



Comments

- People trust him to make fair decisions. (14 raters)
- I've always found him to be fair-minded. (10 raters)
- It's not always clear how he makes his decisions. (4 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

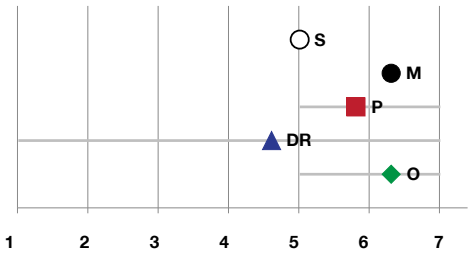
Three Practices of a Deliberate Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Deliberate Approach as your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Deliberate Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Deliberate Approach more often than your other raters think you do.

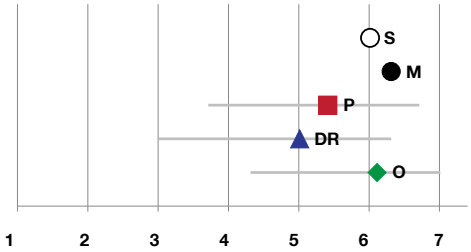
Communicating with Clarity: Since Deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.



Comments

- Most of the time, he communicates just fine. (6 raters)
- At times, it's difficult to understand what he's saying. (5 raters)
- I think he's already an excellent communicator. (5 raters)
- (Additional comments in the Appendix)

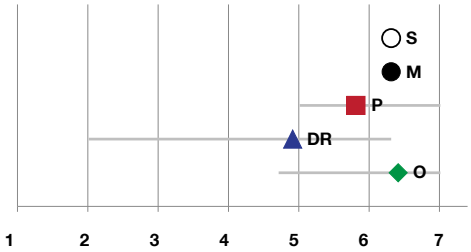
Promoting Disciplined Analysis: Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people often see them as good decision makers.



Comments

- He does a good job of calculating risks before acting. (7 raters)
- I think he's knowledgeable and analytical. (6 raters)
- He occasionally promotes ideas that don't seem very well thought out. (5 raters)
- (Additional comments in the Appendix)

Providing a Sense of Stability: Deliberate leaders strive to create a sense of stability for themselves and the people around them, and others may appreciate having a structure to follow.



Comments

- He does a great job in offering stable, thoughtful leadership. (7 raters)
- Sometimes he switches directions so quickly that it's hard for people to keep up. (6 raters)
- Providing stability is clearly one of his strengths. (6 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

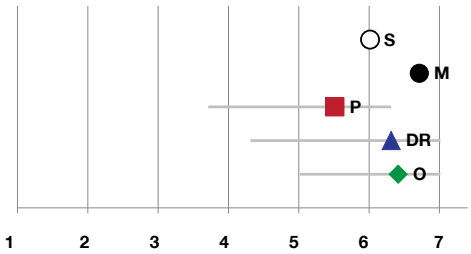
Three Practices of a Resolute Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Resolute Approach as your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Resolute Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Resolute Approach more often than your other raters think you do.

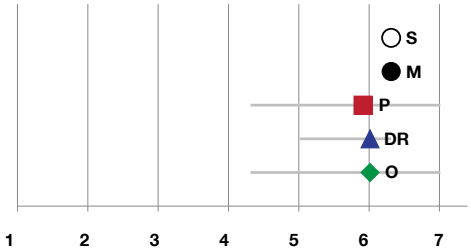
Setting High Expectations: Since Resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.



Comments

- He seems comfortable holding people accountable. (11 raters)
- He clearly states his expectations and lets us know what we need to do to exceed them. (10 raters)
- He already does this, but he would be more effective if he did it even more often. (3 raters)
- (Additional comments in the Appendix)

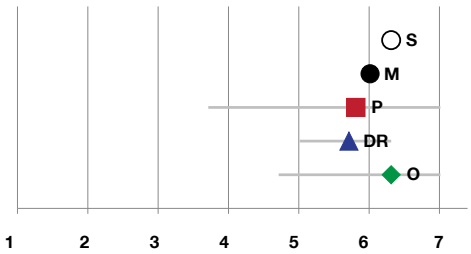
Speaking Up About Problems: Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they don't let problems slip through the cracks.



Comments

- He's not afraid to speak his mind. (15 raters)
- He's not pushy, but he will ask questions if he thinks there's a problem. (9 raters)
- He sometimes speaks up about problems, but he would be even more effective if he did it more often. (4 raters)
- (Additional comments in the Appendix)

Improving Methods: Resolute leaders find ways to improve the group's methods, and others may appreciate how their practical, common-sense approach leads to greater efficiency.



Comments

- He takes the time to step back and evaluate how we can improve our methods. (8 raters)
- He's very efficient, and I wish he would use that talent to help others improve their methods. (5 raters)
- He can see when we're frustrated and helps us become more efficient. (4 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

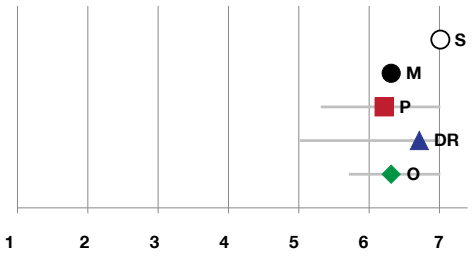
Three Practices of a Commanding Approach

Everything DiSC 363® for Leaders

Your Highlights:

- You tend to rate yourself a little higher on the Commanding Approach than your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Commanding Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Commanding Approach more often than your other raters think you do.

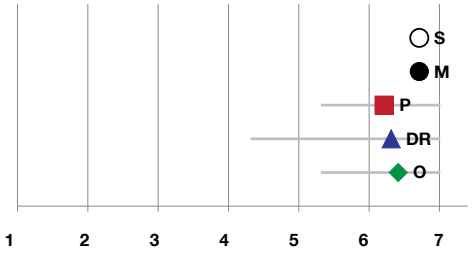
Showing Confidence: Commanding leaders speak and act with conviction, so others are likely to feel assured and confident in these leaders' abilities.



Comments

- He seems pretty confident in his decisions. (15 raters)
- I think he does a great job advocating for his group. (13 raters)
- Actually, he can seem a bit overconfident at times. (4 raters)
- (Additional comments in the Appendix)

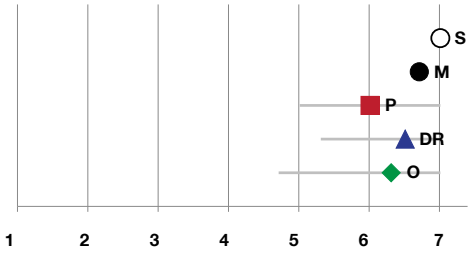
Taking Charge: Commanding leaders tend to step up and take charge when necessary, and people appreciate that they provide direction for the group.



Comments

- You can count on him to step up when people need direction. (15 raters)
- People are willing to follow him because he's good at taking charge. (10 raters)
- He sometimes takes charge but would be even more effective if he did it more often. (2 raters)
- (Additional comments in the Appendix)

Focusing on Results: Since Commanding leaders focus on results, people on their teams may see themselves as part of a productive, goal-oriented group.



Comments

- He provides follow-through and sees that we deliver on our commitments. (14 raters)
- He demands results and speaks his mind. (12 raters)
- He provides a sense of urgency when we need it. (9 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Your Greatest Strengths as a Leader

Everything DiSC 363® for Leaders

Taylor, the next step is taking all the feedback you've been given and using it to become a more effective leader. First, let's take a look at your strengths. Below, you'll find the top three areas that your raters identified as your greatest assets. By staying focused on these strengths, you can put them to best use to increase your leadership effectiveness.

Strength #1: Being Approachable

Because people see you as **being approachable**, they are likely to feel comfortable coming to you for help or advice. You come across as warm and friendly, and you rarely appear too busy to talk. Because of this, you're more likely to be tuned into the needs and morale of your group, which can be a major asset to you as a leader. Your strengths likely include:

- You welcome casual conversations with people at all levels of the organization.
- You give others your undivided attention when they come to you for advice.
- Because you're not intimidating, people are more likely to let you know when problems arise, so you can address them in a timely manner.

Strength #2: Showing Confidence

Leaders need to speak and act with conviction in order to maintain the confidence and trust of the people around them. Since you **show confidence** and you aren't afraid to speak assertively, people probably feel assured of your abilities and see you as a leader who can steer them toward greater success. Your strengths likely include:

- You're confident in your opinions.
- You model self-assurance that can help the group feel more confident about its work.
- You're likely a strong champion for ideas and goals you think are important.

Strength #3: Taking Charge

It's hard to imagine an effective leader who doesn't provide direction for the group. Because you're willing to **take charge**, people can count on you to step up and make decisions, especially when no one else will. Your ability to see that decisions get made can instill a sense of confidence in the group, since they know that you'll provide the guidance they need. Your strengths likely include:

- You take charge of situations when leadership seems to be lacking.
- You're able to effectively step in and take control to maintain momentum.
- You take the lead in group situations so that people know whom to follow.

Your Three Strategies for Development

Now that you have a better idea of your strengths as a leader, let's take a closer look at the areas where your raters indicated you have the greatest opportunities for improvement. We'll explore the **three practices** that were chosen for you based on recommendations by your raters: Showing Diplomacy, Communicating with Clarity, and Staying Open to Input. Each of the next three pages will include the following three steps:

1. **Discover** why this strategy was chosen for you based on your raters' feedback.
2. **Personalize** the information by choosing from bullet points that help explain how your raters responded.
3. **Apply** what you've learned by selecting tips to increase your effectiveness.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Showing Diplomacy

Everything DiSC 363® for Leaders

▶DISCOVER Why this practice of the Inclusive Approach was chosen for you.

Taylor, your raters were asked, "Do you think he needs to show more diplomacy?"

This is the number of raters who selected each of the three response options:

Yes, a lot more	1
Yes, a little more	13
No	9
Total Raters	23

Based on these responses, Showing Diplomacy was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

▶PERSONALIZE ✓ X ? ☑ Select the bulleted statements that best describe you.

- ☐ Your straightforward style may come across as blunt or aggressive.
- ☐ When there is a disagreement, you may spend more time making your point than listening to other people.
- ☐ You sometimes fail to take people's feelings into account.

▶APPLY ✓ X ? ☑ Choose tips to improve your effectiveness.

☐ Practice a more tactful method of giving feedback, even if it feels contrived to you. When you have input to share with a colleague, challenge yourself to start and end with a positive comment. This well-tested sandwich approach really does work, but it may take some practice since you generally prefer to speak your mind. Don't be discouraged if it feels unnatural at first.

☐ Trust plays a role in whether others see you as diplomatic. When interacting with others, be mindful of the strength of your relationships. Your personal history with individuals or groups affects how they interpret your words. When trust is present, it can serve as a buffer, and your intent is usually clear. However, without trust, diplomacy is absolutely essential. When you find yourself becoming reactive or aggressive, slow down and seek first to understand where others are coming from. If you show more diplomacy, people are more likely to collaborate with you willingly in the future.

☐ Take some time to consider how people demonstrate respect. Think of a relationship where you feel respected. What feels good about it? How does the other person ask you to do things? For example, do they make requests, or make demands? How do they question your opinions respectfully? How do they show respect for your time? Now, reflect on how you can take positive aspects of this relationship and apply them to your own leadership behavior.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Communicating with Clarity

Everything DiSC 363® for Leaders

▶DISCOVER Why this practice of the Deliberate Approach was chosen for you.

Taylor, your raters were asked, "Do you think he needs to communicate with more clarity?"

This is the number of raters who selected each of the three response options:

Yes, a lot more	2
Yes, a little more	10
No	11
Total Raters	23

Based on these responses, Communicating with Clarity was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

▶PERSONALIZE ✓ X ? ☑ Select the bulleted statements that best describe you.

- ☐ You may find that it's sometimes difficult for others to understand you.
- ☐ Because you like to keep things moving, you don't always put your thoughts together before communicating.
- ☐ You may not always take the time to clearly state the topic before you explain your points.

▶APPLY ✓ X ? ☑ Choose tips to improve your effectiveness.

- ☐ When people are kept on a need-to-know basis, they're likely to feel frustrated and confused if plans change or a lot of new information comes their way. Take the time to understand how new information will impact others, and anticipate the questions or concerns they may have. Sending e-mails, updating shared files, and holding informal check-in meetings can all be effective ways to make certain that people are aware of new developments.

- ☐ When you lay out plans and goals, don't assume that others are privy to the necessary background information. Make sure to clearly explain decisions and events that have influenced your current message. Consider the least informed person in the room and imagine hearing the communication for the first time. Because people may be reluctant to admit when they aren't following your message, ask them to play back the main points to ensure understanding.

- ☐ While you're probably emphatic and persuasive when speaking, you may move too quickly past the main message. Because people often tune in and out of a long conversation or speech, clearly establish your main point and keep referring back to it. Show how the pieces fit together, and clearly explain how the details connect to the overall plan. Pause frequently to ask for questions. At the end, check in with people to make sure they understand how their roles fit into the big picture.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Staying Open to Input

Everything DiSC 363® for Leaders

▶DISCOVER Why this practice of the Inclusive Approach was chosen for you.

Taylor, your raters were asked, "Do you think he needs to be more open to input from others?"

This is the number of raters who selected each of the three response options:

Yes, a lot more	0
Yes, a little more	11
No	12
Total Raters	23

Based on these responses, Staying Open to Input was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

▶PERSONALIZE ✓ X ? ☑ Select the bulleted statements that best describe you.

- ☐ At times, you like to be quick to make decisions and move on.
- ☐ When you've made up your mind, you may not give serious consideration to other people's ideas.
- ☐ You can be so strong-willed that you refuse to reconsider your opinions.
- ☐ Because you have confidence in your own ideas, it may be hard for you to ask for others' opinions.

▶APPLY ✓ X ? ☑ Choose tips to improve your effectiveness.

☐ Because you tend to be confident, you may feel comfortable pushing through decisions without seeking input. However, the most effective leaders tend to consider others' feedback before moving ahead. Before you finalize a decision, run it by the group, and pause to evaluate the response. Take note of body language and expressions, and if people don't seem 100% on board, ask them to share their feelings. Then, you make the call: Would it be better to decide and move on, or to reopen the process?

☐ At times, you may be so certain about your own ideas that you reject any feedback that points out potential issues. When you find yourself becoming defensive about your ideas, take a step back. Use this as an opportunity to practice appreciating opposing viewpoints. Avoid being dismissive, and validate the other person by asking questions until you understand exactly what's driving his or her opposition. Then, go ahead and make the best possible decision.

☐ It's sometimes difficult to stay open to feedback that challenges your viewpoint or assumptions. Instead of reacting hastily and shutting others down, ask them for time to think about their suggestions. Then take a few minutes to reflect on your own motives for not considering their input. If possible, talk it through with an unbiased colleague who can give you an independent point of view and doesn't feel the need to validate your objections.

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Data Summary

Everything DiSC 363® for Leaders

	All Raters	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
PIONEERING	6.3	6.9	6.8	5.8	6.4	6.4	
Finding Opportunities	6.2	7.0	6.7	5.6	6.5	6.2	22%
Proposes new directions for the group	6.0	7.0	6.0	5.5	6.4	6.0	
Focuses on finding new opportunities	6.3	7.0	7.0	5.5	6.6	6.3	
Encourages us to explore new directions	6.3	7.0	7.0	5.7	6.6	6.3	
Stretching the Boundaries	6.3	7.0	6.7	5.9	6.3	6.6	26%
Encourages people to think outside the box	6.5	7.0	7.0	6.2	6.6	6.7	
Challenges others to push beyond their comfort zones	6.2	7.0	6.0	5.5	6.3	6.7	
Helps the group envision new ways of doing things	6.3	7.0	7.0	6.2	6.1	6.5	
Promoting Bold Action	6.2	6.7	7.0	5.8	6.3	6.4	9%
Encourages the group to take chances	6.2	7.0	7.0	5.7	6.3	6.5	
Champions bold and adventurous ideas	6.1	6.0	7.0	5.5	6.3	6.3	
Takes risks when necessary	6.4	7.0	7.0	6.3	6.3	6.5	
ENERGIZING	6.2	6.2	6.4	6.1	5.9	6.6	
Showing Enthusiasm	6.2	6.7	6.7	6.4	5.8	6.6	9%
Brings up the energy level of the group	6.0	7.0	6.0	5.8	5.8	6.7	
Encourages people with enthusiasm	6.1	6.0	7.0	6.5	5.5	6.7	
Shows passion for what we are doing	6.5	7.0	7.0	6.8	6.2	6.5	
Building Professional Networks	6.3	5.3	6.0	6.0	6.2	6.8	4%
Takes the initiative to meet new people	6.6	7.0	7.0	6.0	6.8	6.8	
Invites a variety of different people to social outings	5.7	2.0	5.0	5.5	5.2	6.7	
Maintains a wide circle of social contacts	6.6	7.0	6.0	6.5	6.5	6.8	
Rallying People to Achieve Goals	6.0	6.7	6.7	5.8	5.7	6.6	35%
Gets people excited about new goals	6.1	7.0	7.0	6.0	5.8	6.5	
Inspires other people	5.8	6.0	6.0	5.5	5.4	6.7	
Rallies people around a vision for the future	6.0	7.0	7.0	5.8	5.8	6.5	
AFFIRMING	6.1	6.1	6.8	6.1	5.6	6.7	
Being Approachable	6.5	6.7	6.7	6.7	6.3	6.7	13%
Comes across as approachable	6.4	7.0	7.0	6.7	6.2	6.5	
Welcomes casual conversations with people, no matter what their status is	6.8	7.0	7.0	6.7	6.8	6.8	
Comes across as warm and friendly	6.3	6.0	6.0	6.8	5.8	6.7	
Acknowledging Contributions	5.8	5.3	7.0	5.7	5.2	6.7	35%
Goes out of his way to recognize the contributions of others	5.8	6.0	7.0	5.5	5.4	6.7	
Makes people feel good about their accomplishments	5.9	5.0	7.0	5.8	5.2	6.8	
Makes sure that people know that their work is appreciated	5.7	5.0	7.0	5.7	5.0	6.7	
Creating a Positive Environment	6.0	6.3	6.7	6.1	5.4	6.6	13%
Creates a positive environment around him	6.3	6.0	7.0	6.7	5.8	6.7	
Helps people see the best in a tough situation	5.8	6.0	6.0	6.0	5.3	6.5	
Offers encouragement when people need it most	5.7	7.0	7.0	5.5	5.2	6.7	

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Data Summary

Everything DiSC 363® for Leaders

	All Raters	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
INCLUSIVE	5.9	6.4	6.9	5.7	5.6	6.4	
Staying Open to Input	6.1	7.0	7.0	5.9	6.0	6.4	48%
Takes other people's input and ideas seriously	6.2	7.0	7.0	5.8	6.1	6.5	
Thinks it's important to consider everyone's ideas	6.1	7.0	7.0	6.0	5.8	6.5	
Shows willingness to reconsider his ideas when someone has a better one	6.1	7.0	7.0	5.8	6.0	6.3	
Showing Diplomacy	5.7	5.3	6.7	5.9	5.1	6.3	61%
Shows consideration for other people's feelings	5.8	4.0	7.0	6.0	5.0	6.7	
Genuinely listens to other people	5.7	6.0	6.0	5.8	5.4	6.2	
Uses tact when communicating with others	5.6	6.0	7.0	5.8	5.0	6.2	
Facilitating Dialogue	5.9	7.0	7.0	5.4	5.7	6.4	17%
Encourages people to share different points of view	6.2	7.0	7.0	5.7	6.3	6.5	
Invites other people's opinions and ideas	6.1	7.0	7.0	5.8	5.9	6.5	
Gets buy-in from team members before moving ahead	5.3	7.0	7.0	4.8	4.8	6.3	
HUMBLE	5.5	6.6	6.6	5.4	5.2	6.0	
Maintaining Composure	5.6	6.7	6.0	5.6	5.4	5.9	26%
Shows self-control when he's upset	5.7	7.0	7.0	5.8	5.3	6.0	
Remains calm when he's frustrated	5.7	7.0	6.0	5.5	5.6	5.8	
Handles disagreements in a rational, unemotional fashion	5.5	6.0	5.0	5.5	5.4	5.8	
Showing Modesty	5.3	6.3	7.0	5.0	5.0	6.0	26%
Recognizes his limitations	5.6	6.0	7.0	5.5	5.4	5.8	
Is quick to acknowledge when he's wrong	5.7	7.0	7.0	5.0	5.5	6.5	
Comes across as modest	4.7	6.0	7.0	4.5	4.0	5.7	
Being Fair Minded	5.6	6.7	6.7	5.4	5.2	6.1	22%
Makes decisions without letting his personal biases get in the way	5.4	7.0	7.0	4.8	5.1	6.2	
Makes decisions in a fair, objective fashion	5.9	6.0	7.0	6.2	5.5	6.2	
Avoids getting carried away with his passions and pet projects	5.4	7.0	6.0	5.3	5.1	6.0	
DELIBERATE	5.5	5.8	6.3	5.7	4.8	6.3	
Communicating with Clarity	5.4	5.0	6.3	5.8	4.6	6.3	52%
Uses clear, concise language when he communicates	5.4	4.0	6.0	5.8	4.5	6.3	
Presents his ideas in a clear, systematic way	5.2	5.0	7.0	5.5	4.4	6.0	
Takes the time to lay out his ideas so that everyone can understand	5.6	6.0	6.0	6.0	4.8	6.5	
Promoting Disciplined Analysis	5.4	6.0	6.3	5.4	5.0	6.1	39%
Makes sure people calculate risks before acting	5.3	5.0	6.0	5.2	5.0	6.0	
Promotes critical thinking when solving problems	5.8	7.0	7.0	5.8	5.5	6.2	
Thoroughly reviews the facts and options before making decisions	5.2	6.0	6.0	5.3	4.5	6.0	
Providing a Sense of Stability	5.6	6.3	6.3	5.8	4.9	6.4	39%
Provides enough consistency that people know what to expect	5.5	5.0	7.0	5.7	4.6	6.5	
Creates an environment where there is a sense of stability	5.8	7.0	6.0	6.2	5.1	6.5	
Provides a structure that people can follow	5.5	7.0	6.0	5.7	4.9	6.3	

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Data Summary

Everything DiSC 363® for Leaders

	All Raters	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
RESOLUTE	6.0	6.2	6.3	5.7	6.0	6.2	
Setting High Expectations	6.1	6.0	6.7	5.5	6.3	6.4	26%
Sets high expectations for the group	6.6	7.0	7.0	6.2	6.8	6.5	
Makes it clear that mediocre performance is unacceptable	6.1	7.0	7.0	5.3	6.4	6.3	
Makes sure that people take responsibility for poor performance	5.7	4.0	6.0	5.0	5.6	6.3	
Speaking Up About Problems	6.0	6.3	6.3	5.9	6.0	6.0	22%
Speaks up when our methods are not working	6.0	6.0	6.0	5.5	6.0	6.3	
Points out when our plans are impractical	5.9	6.0	7.0	6.0	5.9	5.7	
Is willing to question processes that don't seem logical	6.1	7.0	6.0	6.3	6.1	6.0	
Improving Methods	5.9	6.3	6.0	5.8	5.7	6.3	43%
Makes sure that inefficiencies get addressed	5.7	7.0	6.0	5.2	5.6	6.2	
Makes sure that people apply common sense to our work methods	5.7	6.0	6.0	5.8	5.3	6.3	
Finds ways to improve our processes and methods	6.3	6.0	6.0	6.3	6.2	6.5	
COMMANDING	6.4	6.9	6.6	6.1	6.5	6.4	
Showing Confidence	6.5	7.0	6.3	6.2	6.7	6.3	4%
Shows confidence in his opinions	6.7	7.0	7.0	6.3	6.9	6.5	
Shows assertiveness when he speaks	6.3	7.0	6.0	6.0	6.5	6.3	
Speaks his mind	6.4	7.0	6.0	6.3	6.7	6.2	
Taking Charge	6.3	6.7	6.7	6.2	6.3	6.4	9%
Steps up and makes decisions when no one else will	6.3	7.0	6.0	6.0	6.4	6.5	
Takes charge of situations when leadership seems to be lacking	6.4	7.0	7.0	6.7	6.3	6.3	
Takes the lead in group situations	6.2	6.0	7.0	5.8	6.2	6.5	
Focusing on Results	6.3	7.0	6.7	6.0	6.5	6.3	22%
Pushes himself and others to get results	6.4	7.0	7.0	6.3	6.5	6.3	
Sets ambitious goals for the group	6.1	7.0	7.0	5.3	6.4	6.2	
Comes across as action-oriented	6.4	7.0	6.0	6.3	6.6	6.3	

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Comments for Taylor

Everything DiSC 363® for Leaders

TOTAL RATERS: 23

	# of Raters
PIONEERING	
Finding Opportunities	
He already finds opportunities but would be even more effective if he did it more often.	2
He already does a great job of finding new opportunities.	11
I think we have plenty of opportunities and he needs to focus more on getting things done.	1
His passion for finding new opportunities encourages the rest of us to show initiative.	12
He takes a lot of personal responsibility for reaching goals, but doesn't hold everyone else to the same level of performance.	2
Stretching the Boundaries	
He already stretches the boundaries, but he would be more effective if he did it even more often.	6
He doesn't focus on this, but I don't think stretching the boundaries is part of his current role.	1
He's always willing to challenge the status quo.	11
He already encourages people to go beyond their comfort zones.	9
Promoting Bold Action	
He seems to need proof before trying something bold.	1
He already promotes bold action, but it would be great if he did it even more often.	1
Although he doesn't focus on this area, I don't think that's part of his current role.	2
Actually, he sometimes takes too many risks.	1
I think he's good at knowing when to take risks.	11
He is not afraid of change or adventure.	15
ENERGIZING	
Showing Enthusiasm	
He sometimes seems checked out and not very interested in what we're doing.	1
He already shows some enthusiasm, but he would be more effective if he did it even more often.	1
Actually, he seems overly enthusiastic at times.	3
People appreciate that he's usually lively and fun.	15
He has a contagious sense of enthusiasm.	9
Building Professional Networks	
He builds connections with some people, but not others.	1
It's helpful that he has a wide range of connections.	19
He already has a great network of professional connections.	12
Rallying People to Achieve Goals	
He could do more to help us see the big picture purpose of what we're doing.	1
He is in a unique position to inspire people.	1
While he seems personally driven, he doesn't always inspire the same drive in others.	3
He sometimes inspires us, but he would be more effective if he did it even more often.	4
Although he doesn't focus on this area, I don't think that's part of his current role.	1
One of his real strengths is his ability to inspire people.	7
He does a great job helping us see the big picture purpose of what we're trying to achieve.	8
He gets people excited about the direction we're headed.	11
AFFIRMING	
Being Approachable	
He sometimes comes across as intimidating.	3
He sometimes seems too busy to talk.	1
He doesn't always seem interested in casual conversations.	1
At times, he seems to be friendlier with some people than others.	2
I'd appreciate it if he would give me his full attention when I'm talking to him.	3
He's friendly and approachable.	9
Whenever I ask for help, he responds very quickly.	9
I always feel comfortable going to him for ideas or advice.	13
Acknowledging Contributions	
He acknowledges some people's contributions more than others.	1

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Comments for Taylor

Everything DiSC 363® for Leaders

TOTAL RATERS: 23

	# of Raters
I don't always know if he's happy with the work I'm doing.	2
He already acknowledges contributions, but I wish he would do it even more often.	5
Actually, he sometimes gives people credit that they haven't earned.	1
I think everyone appreciates how good he is at giving positive feedback.	4
He does an excellent job giving credit where credit is due.	15
Creating a Positive Environment	
I wish he was more optimistic about our work.	1
He seems unnecessarily critical at times.	1
He sometimes seems to take his stress out on others.	1
He already does this, but he would be more effective if he did it even more often.	1
I wish he would look for the positive in people rather than focusing so much on the negative.	2
I think he spends enough time creating a positive environment.	3
He looks for the best in people rather than the focusing on the negative.	11
He's passionate about helping others and supporting the work that they do.	12

INCLUSIVE

Staying Open to Input	
He can be so strong-willed that he seems unwilling to reconsider his position.	2
He sometimes seems too quick to decide and move on.	7
He already does this, but he would be more effective if he did it even more often.	4
Actually, he is sometimes so open to input that he comes across as indecisive.	2
He sometimes listens but doesn't seem to hear what's being said.	4
When in doubt, I wish he would ask for others' opinions.	1
He's open to ideas, even if they might seem inconvenient.	7
I feel like he listens and really hears what's being said.	7
He's good about asking for other people's opinions when he's in doubt.	5
Showing Diplomacy	
He sometimes seems to overlook people's feelings.	4
During disagreements, he seems to spend more time making his points than listening to others.	5
He may not realize that his straightforwardness can come across as blunt or aggressive at times.	7
He already does this, but he would be more effective if he did it even more often.	4
He's great at helping people work through disagreements.	5
He's thoughtful and considerate of everyone.	5
Facilitating Dialogue	
He only takes on this role when there's a crisis.	1
He sometimes moves forward without getting buy-in.	1
He already does this, but he would be more effective if he did it even more often.	3
He does a good job of getting everyone on the same page before moving ahead.	10
He encourages people to share different points of view.	14
He's an excellent listener with great people skills.	6

HUMBLE

Maintaining Composure	
Some people become uncomfortable when he gets excited or emotional.	3
He usually maintains his composure, but he could improve on this even more.	4
Although he sometimes gets upset, it doesn't really bother me.	1
Actually, it might help if he'd share his feelings more often.	2
He has a stressful position, but doesn't take his frustration out on others.	7
I appreciate that I can count on him to keep his cool.	9
He's really good under pressure.	11
Showing Modesty	
He sometimes seems to have a hard time admitting when he's wrong.	1
He doesn't always seem open to compromise.	1
He may not realize that he comes across as overconfident at times.	2
He already does this, but he would be more effective if he did it even more often.	1

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Comments for Taylor

Everything DiSC 363® for Leaders

TOTAL RATERS: 23

	# of Raters
Although he doesn't show a lot of modesty, it doesn't really bother me.	1
Sometimes he seems to think he has all the answers.	2
He doesn't act arrogant or pushy.	10
He puts other people's needs before his own.	6
He offers advice but doesn't overstep his bounds.	11
Being Fair-Minded	
He sometimes seems to play favorites.	3
It's not always clear how he makes his decisions.	4
He sometimes doesn't give consideration to all sides of an issue.	3
He is already fair and balanced, but he would be more effective if he did it even more often.	1
I sometimes feel like he's too quick to go over the heads of the people involved.	2
People trust him to make fair decisions.	14
I've always found him to be fair-minded.	10
DELIBERATE	
Communicating with Clarity	
At times, it's difficult to understand what he's saying.	5
He doesn't seem to fully form his thoughts before communicating.	4
It would be helpful if he would clearly state the topic before he begins explaining his points.	3
He already does this, but he would be more effective if he did it even more often.	4
I think he's already an excellent communicator.	5
Most of the time, he communicates just fine.	6
Promoting Disciplined Analysis	
He doesn't always make sure we calculate risks before acting.	3
He occasionally promotes ideas that don't seem very well thought out.	5
He sometimes seems dismissive of facts that don't agree with his point of view.	2
While he already promotes disciplined analysis, he would be more effective if he did it even more.	1
Although he doesn't focus on this area, I don't think that's part of his current role.	1
It seems like he sometimes takes action without considering all the relevant information.	4
He can sometimes be too trusting, which can lead to poor decisions based on incorrect information.	1
He makes sure we have all the facts we need before making a decision.	5
He does a good job of calculating risks before acting.	7
I think he's knowledgeable and analytical.	6
Providing a Sense of Stability	
Sometimes he switches directions so quickly that it's hard for people to keep up.	6
I'm not sure he appreciates how hard it is to do our work when things keep changing.	3
I wish he would create the structure that we need.	1
He already does this, but he would be more effective if he did it even more often.	2
I like how he gives people plenty of time to process changes and new information.	3
Providing stability is clearly one of his strengths.	6
He does a great job in offering stable, thoughtful leadership.	7
RESOLUTE	
Setting High Expectations	
He often seems pessimistic about his group's ability to achieve high standards.	1
He seems to have high standards for some people, but not for everyone.	2
He seems uncomfortable holding people accountable.	2
He already does this, but he would be more effective if he did it even more often.	3
Actually, he sometimes sets expectations too high.	3
He seems comfortable holding people accountable.	11
He clearly states his expectations and lets us know what we need to do to exceed them.	10
Speaking Up About Problems	
He sometimes seems to let inefficiencies slide.	2
He sometimes speaks up about problems, but he would be even more effective if he did it more often.	4
I think he's sometimes too eager to point out problems.	1

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.

Comments for Taylor

Everything DiSC 363® for Leaders

TOTAL RATERS: 23

	# of Raters
He's not pushy, but he will ask questions if he thinks there's a problem.	9
He's not afraid to speak his mind.	15
Improving Methods	
He doesn't always seem to recognize our frustration with inefficiencies.	1
He doesn't take the time to step back and evaluate how we can improve our methods.	2
Sometimes his methods are frustrating to me.	2
He already works on improving methods, but we would be more effective if he did it even more.	2
I think he could spend more time helping us better manage our time.	3
He's very efficient, and I wish he would use that talent to help others improve their methods.	5
He takes the time to step back and evaluate how we can improve our methods.	8
He is one of the most efficient people I know.	2
He can see when we're frustrated and helps us become more efficient.	4

COMMANDING

Showing Confidence	
He already does this, but he would be more effective if he did it even more often.	1
Actually, he can seem a bit overconfident at times.	4
I think he does a great job advocating for his group.	13
He seems pretty confident in his decisions.	15
He appears to be gaining more confidence with experience.	3
Taking Charge	
He sometimes takes charge but would be even more effective if he did it more often.	2
At times, he micromanages, and it would be nice if he gave people room to make decisions on their own.	1
You can count on him to step up when people need direction.	15
People are willing to follow him because he's good at taking charge.	10
Focusing on Results	
It would be helpful if he created a greater sense of urgency.	1
His group needs him to set more concrete goals.	2
He already focuses on results, but he would be more effective if he did it even more often.	3
Actually, he seems to focus on results without considering the toll on others.	2
He provides a sense of urgency when we need it.	9
He provides follow-through and sees that we deliver on our commitments.	14
He demands results and speaks his mind.	12

© 2010 by John Wiley & Sons, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited.