

# Observable Clues to Reading DISC Styles

DISC describes observable behavior and emotions - "how you do what you do". Therefore, as an expert people reader you can often identify a person's lead (predominant) DISC behavioral style. By using DISC to understand people better and communicate more effectively, you will build stronger relationships with others and be better able to get the results you need to successfully sell to prospects, service clients to exceed their expectations, effectively interview candidates to determine who has the right behavioral strengths to do the job, etc. Remember, people are much more complex than these clues. Whenever possible, you should obtain assessment reports to give you more insight about a person.

## High Compliance Style

Task-focused / Introverted

**Speech clues:** monotone, slow, deliberate, asks questions to seek facts and figures, attentive, critical listener, blunt, little emotion, avoids chit chatting, seeks more information, precise and logical use of words

**Body clues:** few gestures, low enthusiasm, walks quickly but scans environment for obstacles, leans head on hands covering chin and mouth, reserved expressions, keeps their distance from others

**General clues:** skeptical, suspicious, little emotion, solitude, neat, conservative, perfectionist, careful, compliant, critical of self and others, organized, cautious

## High Dominance Style

Task-focused / Extroverted

**Speech clues:** talks fast and usually loudly, direct, blunt, takes control of conversations, argumentative, listens for key points only, self-assured, answers quickly, asks specific 'what' questions

**Body clues:** walks fast, sits with arms crossed behind head to show a stance of power, impatient, paces, moves around a lot, firm handshake

**General clues:** demanding, aggressive, challenging, strong willed, decisive, independent, goal oriented, restless, draws quick conclusions, seeks win-win opportunities

## High Steadiness Style

People-focused / Introverted

**Speech clues:** methodical, soft spoken, relaxed, great listener, unemotional, reserved, uses facts, calm tone, receptive, friendly, asks detailed 'how' questions

**Body clues:** walks deliberately and moderately cautious, crosses arms in front of body, maintains friendly eye contact, casual, does not show facial expressions or emotions

**General clues:** possessive, stubborn, patient, predictable, logical, steady, reliable, modest, small groups of people, cooperative, enjoys team work

## High Influence Style

People-focused / Extroverted

**Speech clues:** chit chats, wordy, enthusiastic, loud, persuasive, demonstrative, spends more time talking than listening, optimistic, loud, rapid, responds energetically, asks questions about feelings

**Body clues:** uses many hand gestures, may meander or walk into things, smiley, friendly, happy demeanor, may have hand in pant/skirt pocket, hugs,

**General clues:** emotional, enjoys large groups of people, disorganized, resists personal rejection, seeks social recognition, imprecise about the use of time, impulsive, seeks fun, spontaneous

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# How to Sell Using DISC

People buy from people they like! Identify your prospect's DISC behavioral style to better understand their buying tendencies and communication needs. Then, adapt your own behavioral style accordingly to help minimize or eliminate tension during the sales process. Communicating with a prospect based on their DISC style will help you sell to them more effectively.

## High Compliance Style

**Buys:** proven products and looks for information

**Typical characteristics:** may be suspicious of you and your products; does not make changes readily; usually not too talkative; will not readily try out new and innovative technology

**Driving Forces for Selling a High C:** no small talk, get to the point and answer all of their questions; needs lots of proof, background information, proven results before purchasing; needs time to absorb details and digest facts before proceeding; use plenty of research to back you up; ensure quality; find ways to minimize risk; give a complete proposal, explain details; do not over-promise; be businesslike, do not get personal

## High Dominance Style

**Buys:** new, innovative products and looks for results

**Typical characteristics:** an entrepreneur with many interests; often has several activities going on at once; does not like to waste time; usually has a fairly strong ego

**Driving Forces for Selling a High D:** don't waste time or give a lot of facts and figures; you and your product must appear credible; get to the point quickly, start with business – they will let you know if they want to chat; ask questions so they can tell you what they want; stress opportunities for prestige, challenge and efficiency; emphasize results and the bottom line; give direct answers; flatter their ego; ask for their opinion

## High Steadiness Style

**Buys:** traditional products and looks for security

**Typical characteristics:** may be somewhat shy, but wants to be your friend; slow to make changes; needs to trust the salesperson; not an innovator, likes the traditional way of doing things

**Driving Forces for Selling a High S:** take it slow and easy, being too fast or rushing them will lose the sale; earn their trust and friendship; involve the family in decisions; may require additional visits for reassurances that this is right for them; use facts and figures and give them a process; make sure you answer all of their questions; be sincere in a quiet manner; stress security or assurance if they buy now; give them time to think about the purchase

## High Influence Style

**Buys:** showy products and looks for an experience

**Typical characteristics:** a friendly, people-oriented person who would rather talk than listen, rather socialize than do detail work; very quick buyer who values service; likes to try new things

**Driving Forces for Selling a High I:** let them talk for a while and be prepared to bring the conversation back to business; allow time for socializing, perhaps over lunch or dinner; provide a warm and friendly environment; use testimonials and drop names; have fun in the presentation; illustrate experiences and tell stories; it's ok to touch their arm or back; don't dwell on details; provide recognition for their accomplishments; support their dreams

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# Dominance Style

## Opening the Door to Communication

- Asking WHAT questions
- Providing clear and definitive answers
- Minimizing obstacles by offering solutions
- Emphasizing the bottom line results not the approach
- Challenging them with problems to solve or goals to accomplish
- Focusing on efficiency and effectiveness
- Freeing them from details and routine
- Responding quickly to their sense of urgency
- Respecting their authority
- *Phrases:* “seize the day”, “the end justifies the means”, “make it happen”

## Closing the Door to Communication

- Speaking softly or rambling
- Stalling or wasting time
- Asking rhetorical, redundant, or irrelevant questions
- Procrastinating or slowing down progress
- Failing to deliver what was promised
- Trying to control or restrict them; making decisions for them or without their input
- Criticizing the method by which they achieve
- Creating an unproductive environment
- *Phrases:* “no-win situation”, “circumstances beyond human control”, “detour”

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# Influence Style

## Opening the Door to Communication

- Asking WHO questions
- Expressing optimism and enthusiasm
- Praising them (especially publicly)
- Discussing their opinions, ideas, and feelings; giving them social recognition or acceptance
- Inviting or including them
- Taking time to have fun
- Making them laugh
- Emphasizing the big picture not the little details
- Trusting them
- Using emotion to encourage and inspire them
- Respecting their social skills
- *Phrases:* “look on the bright side”, “can-do attitude”, “yes”

## Closing the Door to Communication

- Speaking slowly or monopolizing the conversation
- Isolating or excluding them
- Rejecting their ideas or criticizing their dreams
- Taking advantage of their trust
- Expressing skepticism or pessimism
- Being aloof or curt with them
- Taking the fun out of things
- Pressing them for details
- Being argumentative
- Creating an unfriendly or impersonal environment
- *Phrases:* “disciplined approach”, “automated response”, “no”

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# Steadiness Style

## Opening the Door to Communication

- Asking HOW questions
- Expressing genuine appreciation and support
- Being friendly and considerate
- Initiating any essential changes on a scheduled timetable
- Allowing them to develop their own processes and systems
- Providing security and stability
- Listening to them
- Emphasizing teamwork and loyalty not self-interest
- Being proactive and planning ahead
- Respecting their contribution
- *Phrases:* “slowly but surely – all in good time”, “stay the course”, “hassle-free”

## Closing the Door to Communication

- Speaking rapidly or being abrupt
- Making assurances you can't honor
- Interrupting them
- Being insensitive, aggressive, or impatient
- Emphasizing competition over cooperation
- Disrupting their method or routine
- Making sudden or unnecessary changes
- Assuming they agree with you
- Creating a hectic or unstable environment
- *Phrases:* “reinventing the wheel”, “substantial change”, “random order”

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# Compliance Style

## Opening the Door to Communication

- Asking WHY questions
- Providing accurate facts or tangible evidence
- Minimizing their personal risk by offering them guarantees
- Allowing an appropriate amount of time for questions and thought
- Emphasizing quality not quantity
- Explaining information and details
- Being prepared, organized
- Establishing rules or procedures that set high standards and avoid mistakes
- Acknowledging their accuracy
- *Phrases:* “running like clockwork”, “proven through research”, “standard procedure”

## Closing the Door to Communication

- Speaking loudly or being confrontational
- Making promises you can't keep
- Taking the conversation on tangents that are irrelevant or personal
- Criticizing the quality of their work (especially publicly)
- Pressuring them for quick or high-risk decisions
- Presenting information in a disorganized or highly emotional manner
- Creating a chaotic or messy environment
- *Phrases:* “educated guesswork”, “thinking outside the box”, “emotional plea”

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# DISC Tug of War

Experiencing differences in communication styles may sometimes make you feel like you're playing a game of tug of war. This struggle stems from the dichotomy between how you perceive your behavior, and how it is perceived by someone with a different behavioral style. You may not think about how your actions are interpreted by others because you know the intentions behind them. However, if someone doesn't know your intentions, then this may lead to misunderstanding and conflict. Harnessing the power of the DISC Behavioral Model helps you realize the effect that you have on others, and how you may be seen by someone with a different style.

## DOMINANCE: How you handle problems or challenges

### High D's SEEK Problems and Challenges

#### High D's Self Perception

- Self-starter
- Quick worker/efficient
- Decisive
- Firm
- Gets results
- Problem-solver
- Assertive/confident
- Competitive

### Low D's AVOID Problems and Challenges

#### Low D's Self Perception

- Laid back
- Calm
- Cooperative
- Humble
- Modest
- Conservative
- Cautious
- Agreeable

#### Others' Perception of High D's

- Argumentative
- Explosive
- Controlling
- Demanding
- Ego-driven
- Risky
- Rushes in too quickly
- Opinionated

#### Others' Perception of Low D's

- Too hesitant
- Slow to act
- Indecisive
- Wishy-washy
- Inefficient/ineffective
- Timid/meek
- Complacent
- Passive

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## INFLUENCE: How you handle interaction with people

### High I's SEEK People Interaction

#### High I's Self Perception

- Optimistic
- Positive
- Enthusiastic
- Inspiring
- Excited/Energetic
- Charismatic
- Outgoing
- Persuasive/Convincing

### Low I's AVOID People Interaction

#### Low I's Self Perception

- Realistic
- Factual
- Concise
- Focused
- Objective
- Controlled
- Candid/Straightforward
- Private/Guarded

#### Others' Perception of High I's

- Unrealistic
- Flighty
- Chatty
- Verbose
- Overly enthusiastic
- Slick
- Disingenuous
- Too self-confident

#### Others' Perception of Low I's

- Pessimistic
- Negative
- Suspicious
- Skeptical
- Boring
- Passive
- Cold
- Withdrawn



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## STEADINESS: How you handle the pace of the environment and change

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### High S's SEEK a Steady Pace

#### High S's Self Perception

- Thorough
- Planning-oriented
- Dependable/Reliable/Loyal
- Systematic
- Logical
- Patient
- Steady
- Proactive

#### Others' Perception of High S's

- Stuck in a rut
- Stubborn/Tenacious
- Inflexible
- Possessive
- Slow
- Deliberate
- Stoic
- Passionless

### Low S's AVOID a Steady Pace

#### Low S's Self Perception

- Adaptable
- Flexible
- Responsive
- Unattached
- Unrestricted
- Multi-tasking
- Active
- Busy

#### Others' Perception of Low S's

- Too spontaneous/Reactive
- Impulsive
- Inconsistent/Erratic
- Unpredictable
- Unstructured
- Impatient
- Restless
- Hyper

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## COMPLIANCE: How you handle standards and procedures

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### High C's SEEK Standards and Procedures

#### High C's Self Perception

- Prudent
- Careful
- Accurate
- Precise
- Analytical
- Organized
- Procedural
- Conventional

### Low C's AVOID Standards and Procedures

#### Low C's Self Perception

- Open-minded
- Resourceful
- Innovative
- Entrepreneurial
- Enterprising
- Big-picture thinker
- Independent/Autonomous
- Original
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#### Others' Perception of High C's

- Critical
- Hard to please
- Strict
- Rigid
- Worried
- Nervous
- Stickler for details
- Overly analytical

#### Others' Perception of Low C's

- Rebellious
- Uninhibited
- Carefree
- Reckless/Inconsiderate
- Imprecise
- Scattered
- Disorganized
- Unruly

# Maximizing Your Personal Effectiveness

Highly successful people are typically those who assume roles and responsibilities that utilize their natural strengths. However, one's behavior while interacting with another person may affect that person's performance and ability to achieve. In a team environment where individuals often have different strengths, it is necessary for everyone to understand how to adapt their own style to work together more effectively. People are usually better able to build relationships, enhance communication, resolve and prevent conflicts, and have a more positive impact on others when they can modify their natural behavioral style for them. You should use adaptation strategies when you aren't getting results when interacting with others. You can adapt only your OWN behavior to get the results you want; you cannot force someone else to adapt to you. The chart below explains how DISC helps people understand their natural tendencies and identify adaptation strategies to become more effective in their work environment.

## High Compliance Style

**Goal:** accuracy, order, correctness

**Tendency to:** need rules and procedures to know how to do things correctly; strive for perfectionism; require proof or evidence; need to analyze; pay attention to the details; use facts

**Increase your effectiveness by:** being less of a perfectionist; going 'by the book' less often; demonstrating more enthusiasm in projects and others' ideas; utilizing data; using opportunities for careful planning; working with a team; making quicker decisions; being more open to delegating to others; being more tolerant of self and others

## High Dominance Style

**Goal:** achieving results, control

**Tendency to:** need challenges; use direct communication; possess strong desire to control situations; participate in high risk decisions and actions; focus on getting results; be goal oriented

**Increase your effectiveness by:** being less intense, opinionated, and blunt; demonstrating patience, listening skills, humility, and concern for others; being less dictatorial; understanding you need to work with other people; taking on challenging assignments to keep you motivated; adhering to deadlines; pacing yourself; relaxing more

## High Steadiness Style

**Goal:** security, stability

**Tendency to:** need to serve others; value and respect loyalty; build long-term relationships; need closure; hide emotions and problems; need a structured and consistent environment

**Increase your effectiveness by:** taking more initiative to gain results; projecting a sense of urgency when necessary; being less reliant on routines; being more accepting of change; showing a willingness to act on opportunities; believing in yourself and having a strong self-worth; understanding and respecting deadlines

## High Influence Style

**Goal:** social involvement, recognition

**Tendency to:** need to interact with others; need to be liked by all; project confidence in self and others; trust others and need to be trusted; react emotionally; express optimism; be verbally convincing

**Increase your effectiveness by:** being more organized; keeping sight of career goals; being less influenced by the feelings of others; being more realistic; using objectivity in decision-making; controlling your emotions; establishing priorities and deadlines; talking less and acting more; exercising self-discipline; following through on tasks

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# Understanding and Dealing with Stress

Stress is an often misunderstood and overlooked reality of life, yet studies have shown that it clearly affects our health. The more negative energy one experiences at work or home, the less healthy and happy that person is. Stressed out team members can result in lowered productivity, increased absenteeism and tardiness, high employee turnover, and an unmotivated work environment. Identifying what causes stress for you and knowing how to relieve those stressors is extremely important. Since some stress can be unavoidable, it is also important for a person to know how to recharge their emotional battery. If people do not recharge their batteries, they will usually start to experience health-related issues. The DISC Behavioral Model helps explain what stresses you, how you react to stress, and what specific things you can do to deal with the stress.

## High Compliance Style

**Stress Inducers:** criticism of work, not understanding how to do something, lack of standards, risky environment, noisy environment, too much people interaction

**Stress Indicators:** Overly critical of self and others, overly fearful, quiet and not allowing others to know how they feel, guarding information, slow to act, distancing themselves from others, pessimistic, picky, worrisome, fussy, perfectionist, hard-to-please

**Stress Relief:** "Thinking" and "alone" time spent reflecting on the stressful situation, processing what has happened, and how to deal with it. Meditation may be helpful.

## High Dominance Style

**Stress Inducers:** being taken advantage of, losing control, being unable to get results, routine work, too many rules, heavily detail-oriented work

**Stress Indicators:** impatient, angry, quick temper, boredom, insensitive to others, may create fear in others, argumentative, oversteps boundaries, abrasive, controlling, demanding, nervy, egotistical

**Stress Relief:** "Active" time spent working out frustrations especially with physical exercise, competitive sports either with a team or as an individual, or do-it-yourself home projects.

## High Steadiness Style

**Stress Inducers:** loss of security, chaos, too much multi-tasking, sudden change, too many interruptions, negative or unsafe environment

**Stress Indicators:** Possessive, stubborn, extreme resistance to change, holding a grudge, frazzled, non-demonstrative, hesitant, unconcerned, detached, inflexible, tolerates things too long to own detriment, difficulty establishing priorities

**Stress Relief:** "Down" time like sleeping, reading a book, watching television, gardening, or taking a hot bath. It is important to slow down the chaotic environment.

## High Influence Style

**Stress Inducers:** social rejection, loss of acceptance or approval, public reprimands, heavily task-focused work, pessimistic people or negative environment

**Stress Indicators:** disorganized, overly talkative without purpose, late to meeting or doesn't meet deadlines, takes on too much work, overly optimistic, self-promoting, unrealistic, overly confident, poor listening, flees a conflict, impulsive

**Stress Relief:** "People" time like socializing with others, talking with friends, going out to lunch, or shopping. Being able to have fun with others and not take life too seriously.

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# Appreciating Others

Understanding your DISC behavioral style can help you maximize YOUR personal effectiveness, but someone with a different behavioral style may not do things the same way you do. There are some things YOU can do to increase the effectiveness of OTHERS. Remember that high performing teams are made up of individuals with complementary skill sets, and each person may impact the team and the business differently. A person's value may be measured as WHAT they do for the team, but their natural strengths can be identified as HOW they do it. You can maximize the contribution of each team member by identifying some ways you can help them achieve their potential.

## High Compliance Style

**Value to the team:** Defining, analyzing, and clarifying; collecting information; objective thinking; organizing

**Strengths:** Detail-oriented; high quality standards; well-disciplined; precision and perfectionism; conscientiousness

**Help increase their effectiveness by:** Recognizing their expertise and accomplishments; dealing with the details; providing explanations and feedback; expecting their doubt; answering their "why" questions; being factual; discussing the pros and cons; giving realistic assurances; allowing time for careful planning; minimizing risks; avoiding criticism of their work and not over-reacting to their criticism

## High Dominance Style

**Value to the team:** Innovative problem-solving; futuristic thinking; initiating action or change; firm decision-making

**Strengths:** Results-oriented; self-starter; aggressiveness; strong ego; challenge-oriented; competitiveness

**Help increase their effectiveness by:** Expressing respect for their personal accomplishments; striving for a win-win when answering their "what" questions; being brief and direct in conversation; giving them control/authority to be in charge of getting results; speaking in terms of goals and objectives; challenging them; expecting them to make changes; anticipating their quick or high risk decisions

## High Steadiness Style

**Value to the team:** Logical thinking; planning; creating systems or processes; building long-term relationships

**Strengths:** Process/team-oriented; listening skills; patience; consistency; loyalty; dependability; service-oriented

**Help increase their effectiveness by:** Expressing sincere appreciation for their efforts; providing support and encouragement; minimizing conflict; letting them respond at their own pace; answering their "how" questions; asking for their help; being patient and not pushing them; minimizing interruptions; providing standardized procedures; helping maintain a stable environment

## High Influence Style

**Value to the team:** Persuading and motivating others; negotiating conflict; networking; promoting/endorsing

**Strengths:** People-oriented; high trust level; persuasive skills; optimism and enthusiasm; verbally articulate

**Help increase their effectiveness by:** Expressing praise for their efforts; listening earnestly to their thoughts; enjoying their humor; providing objectivity in decision-making; answering their "who" questions; providing opportunities for them to be recognized; having fun with them; showing appreciation for their ideas; sharing their enthusiasm; expecting their spontaneity

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# Creating an Environment that Engages Your Team

One well-noted Gallup study indicates that 71% of the American workforce goes to work each day uninterested in their job. They do just enough to get by and contribute little positive energy to their workplaces. Some are so disinterested, what Gallup calls “actively disengaged”, that they are miserable and spread their negativity to others, lower productivity, and sometimes negate results the organization achieves. Gallup indicates that employees who love their jobs are more emotionally engaged than their less passionate colleagues and are energized by their work. To keep people from just going through the motions at work, it's up to you to give them what they need to perform. Since DISC is an ENERGY MODEL, you can engage your team by creating a positive work environment for EACH team member.

## High Compliance Style Needs

- Technical, task-oriented work, using an expertise or specialty
- Assignments followed through to completion
- Noise and people at a minimum; private office or work area
- Environment where quality, accuracy, and standards are important
- Practical work procedures and routines
- Instructions and reassurance that one is doing what is expected
- Clearly defined performance expectations
- Opportunity to ask questions and time to think about the answers
- Precise information and logic
- Freedom from pressures

## High Dominance Style Needs

- Freedom from supervision, details, routine, and mundane tasks
- Evaluation based on results, not process or method
- Innovative, futuristic focus; ability to think big and take on projects
- Task work with new challenges and problems to solve
- Power and authority to take risks
- Forum to express ideas and viewpoints
- Changing, variety-filled environment
- Opportunities for advancement, prestige, and responsibility
- Quick, direct answers
- Immediate accomplishments and results

## High Steadiness Style Needs

- Standard operating procedures
- Environment where long standing relationships can be developed
- Personal attention and recognition for tasks completed well
- Stable and predictable environment that allows time for change
- Environment where people are treated in a personal, cordial way
- Ability to work in a team with little conflict between people
- Tasks that can be completed one at a time without pressure
- Little or no interruptions
- Ability to counsel and coach others
- Rewards for loyalty to an organization

## High Influence Style Needs

- High degree of people contact with few arguments among group
- Tasks motivating people and establishing a network of contacts
- Democratic supervisor with whom they can associate or relate
- Freedom from detail work
- Varied work with people interaction and little restrictions
- Ability to verbalize thoughts and ideas
- Public recognition of accomplishments
- Acceptance by the group for their optimistic, can-do attitude
- Personal belongings in their office or on their desk
- Versatile, fun workplace

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# Understanding Motivators

Our motivators are the drivers of our behavior. The chart below defines each of the six areas that determine WHY we do what we do. Understanding these engagement factors reduces conflict with others, improves efficiency and productivity, and energizes a team to work together to achieve common goals.

<b>ECONOMIC - Desire for wealth and expected returns on all investments of time, energy, effort, and resources.</b>	
<b>Goal:</b> Utility and what is useful <b>Passion:</b> Conservation and practical application of resources <b>Need:</b> Efficiency, practicality, bonuses/incentives, ROI	<b>Overextension:</b> Workaholic, requires reciprocation from others <b>Stress factor:</b> Wasted time or resources, no ROI from action <b>Limitation:</b> May be viewed as selfish, greedy, or stingy
<b>CONCEPTUAL - Desire to understand and gain knowledge.</b>	
<b>Goal:</b> Truth in all things <b>Passion:</b> Intellectual pursuits <b>Need:</b> Ongoing training, ability to gain knowledge/expertise	<b>Overextension:</b> Practical matters neglected in pursuit of truth <b>Stress factor:</b> Inability to know, understand, or discover <b>Limitation:</b> Unable to set knowledge boundaries, single-minded
<b>POWER - Desire to be in control of one's destiny and the destiny of others.</b>	
<b>Goal:</b> Assertion of self in victorious causes <b>Passion:</b> Attaining and using position and power <b>Need:</b> To lead others, career advancement, strategic alliances	<b>Overextension:</b> Choosing power over people <b>Stress factor:</b> Lack of respect for or loss of their power/position <b>Limitation:</b> May be viewed as opportunistic or self-important
<b>AESTHETIC - Desire for form, harmony, and beauty within self and/or one's environment.</b>	
<b>Goal:</b> Experience, impressions, and expressions <b>Passion:</b> Self-actualization, creative expression or pursuits <b>Need:</b> Personal growth, harmonious environment	<b>Overextension:</b> Unaware of their subjective reality <b>Stress factor:</b> Objectivity without feeling, disturbance of form <b>Limitation:</b> Subjective, sees only their view of the world
<b>REGULATORY - Desire to commit to and uphold a guiding belief system.</b>	
<b>Goal:</b> Search for the highest value or purpose in life <b>Passion:</b> Finding the higher meaning in life, converting others <b>Need:</b> A life mission, ethical and integrity-filled environment	<b>Overextension:</b> Sacrifice self/others for beliefs, judgmental <b>Stress factor:</b> Opposition to their causes or beliefs <b>Limitation:</b> Closed-minded, comes across as "always right"
<b>HUMANITARIAN - Desire to help others achieve their full potential.</b>	
<b>Goal:</b> Elimination of pain and conflict <b>Passion:</b> Championing worthy causes in the service of others <b>Need:</b> To help others, bettering society and humanity	<b>Overextension:</b> Focus on others can be injurious to self <b>Stress factor:</b> Decisions/actions which are insensitive to others <b>Limitation:</b> Difficulty saying "no," taking on others' problems

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