

# ***Application of the Athlete Assessments DISC Profile Report***

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## **Introduction to the Athlete Assessments DISC Profile**

*This detailed report provides background information and reference material for the Athlete Assessments DISC Profile (“Athlete DISC”) report. The Athlete DISC is a personalized and comprehensive profile. You can use it as a tool to help you become a better athlete, performing more consistently and productively by learning about, and then focusing on, the behaviors that equate to your best performances and the goals you want to achieve.*

*Historical and contemporary research reveals more than a dozen models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. The Athlete DISC focuses on patterns of external, observable behaviors using scales of directness and openness that each style exhibits (see pages 8-10, especially the “whole picture” graph on page 10). Because we can see and hear these external behaviors, it becomes much easier to “read” and “understand” people.*

*This Athlete DISC model is based on the internationally recognized and respected work of Dr Tony Alessandra and has been designed specifically for sport by Bo Hanson (four time Olympic Athlete, Triple Olympic Medalist and Specialist Corporate Consultant). It provides athletes, coaches and sporting teams with a training tool which is easily interpreted, practical, easy to remember and apply.*

*The Athlete DISC model measures four areas of behavior: D is for **D**ominance, I is for **I**nteractive, S is for **S**teadiness and C is for **C**ompliance.*

***D**ominance relates to how the athlete approaches problems and challenges:*

- *A high score in D – reflects behavior that is direct, aggressive/assertive in getting results, active and may appear fearless.*
- *A low score in D – reflects behavior that is an organized approach to getting results and more calculated than direct.*

***I**nteractive relates to how the athlete influences others, such as coaches and team members, to their point of view:*

- *A high score in I - reflects behavior that is social, outgoing, people focused and verbally persuasive.*
- *A low score in I - reflects behavior that is matter of fact, reserved, sincere and cautious.*

***S**teadiness relates to how the athlete responds to the pace of their environment:*

- *A high score in S - reflects behavior that is most comfortable when structured, organized, clearly defined and predictable environment.*
- *A low score in S - reflects behavior that is most comfortable when unstructured, undefined, is in an unpredictable environment and has freedom to operate.*

***C**ompliance relates to how the athlete responds to rules and training methods set by others:*

- *A high score in C - reflects behavior that is most comfortable when there are rules to follow and aware of the consequences of non-compliance.*
- *A low score in C - reflects behavior that is creative, has a ‘my way’ approach and can establish their own processes.*

*Within Athlete DISC, we also refer to your Adapting Style Pattern and your Natural Style Pattern:*

- **Adapting Style Pattern:** *It's a self-perception of the behavioral tendencies you think you should use in your sporting or athletic environment. This may change in different environments. For example, you responded to the assessment with a sporting focus, your Adapting Style Pattern may be different than if you responded with a family focus. It makes sense that the behavior required to be successful in the sporting environment will and could be vastly different to the behaviors required to be a contributing member of your family.*
- **Natural Style Pattern:** *It's a self-perception of the "real you". These are behaviors you are most likely to exhibit when in situations you perceive as being stressful. The reason this is described as the real you, is that under stress our reaction and thinking times are dramatically reduced. Therefore, we literally don't get time to think about what may be the most appropriate behavior given a range of choices and so we revert to what comes without thinking - Instinctive behaviors. This pattern tends to be fairly consistent even in different environments.*

**It is important to note** that there is no "best" behavioral style. Each style has its unique strengths and opportunities for continuing improvement and growth. As well, each style has its own limitations. It is the knowing of what your strengths and limitations are that enables you as an athlete to produce more consistent, higher level performances. This is called "Self Awareness" and great sports teams and athletes know what they do best and where they need to improve.

*In addition to understanding your behavioral style, the profile report will identify ways that you can apply your behavioral style strengths or modify your style limitations in order to meet the needs of a particular situation such as training and competition, or relationships with your coach and / or team members. This is called behavioral adaptability. Through your successful and less successful interactions with others, you may have already learned to modify and adapt some of your behavioral styles preferences. Social scientists call it "emotional intellect" and it is now apparent that the highest performing teams and athletes are those that are able to adapt to suit their environment, be it in training or competition. As athletes the only factor you can control is your behavioral response to the environment you train and compete in.*

*There has been a lot written lately on how your emotional intellect is even more important than your Intelligence Quotient (IQ) in being successful in today's world. A simple question to ask yourself is, how do you get yourself emotionally prepared to train or compete at your best? Successful athletes understand how to be emotionally in the right "frame of mind" to produce consistently high performance. High performance is never an accident and it is more than just being able to "switch on or off".*

*In our relationships with team members or coaches, sometimes when we do what comes naturally to us, that is, we behave in the way we would naturally prefer to behave and act. As a result, sometimes we can alienate others because that same behavior may not be natural or understandable for them. It is essential that we become aware of our natural tendencies – and our team members natural preferences, if we are to create strong emotional bonds to one another. Knowing our behaviors enables us to defuse counter productive behaviors before we sabotage ourselves and our relationships.*

*We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable with us. This is called "building rapport". It is important to note for example, that your ideas or message do not change, but you can change the way you present those ideas and messages. Moreover, the best part of it is - people will even teach you how to treat them if you know how to read the signals their behavioral styles will send you!*

*Adaptability is the key to building all successful relationships and successful teams are dependent on strong emotionally bonded team members. Adaptable people realize there is a difference between their self (who they are) and their behavior (how they choose to act). They consciously decide how to most productively respond to a team member, a situation in training or competition, or an event often outside of their control.*

*As an athlete you must be learning constantly and this is another area where you can commit to learn to be more adaptable. When you understand each of the four behavioral styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation and overall team dynamic.*

## **Application of Athlete Assessments DISC Profile**

*Understanding your own behavioral style is just the first step to enhancing your sporting performances and the relationships that your performances may depend on. All the knowledge in the world doesn't mean much if you don't know how to apply it in your sporting environment. That's what the rest of this report is all about.*

*To begin to use the power of behavioral styles, you also need to know how to apply the information to the people and situations you encounter in both training and competition. Remember, the key is to be able to adapt your behavior to suit the environment you are training or competing in and the results you want to achieve. In your relationships with team members, coaches and even competitors, all people want to be treated according to their behavioral style, not yours. This is referred to as *The Platinum Rule*.*

### **This application section includes:**

- *The Four Basic Behavioral Styles Overview*
- *How to Identify Another Person's Behavioral Style*
- *What is Behavioral Adaptability*
- *How to Modify Your Directness and Openness*
- *The Team and Tension Among the Styles*
- *Action Plans*
- *How to Adapt to the Different Behavioral Styles*

*This section will help you understand how to be more effective in your sporting relationships and situations. Good relationships within your team can get better and challenging relationships can become productive. It is productive relationships that we are trying to achieve.*

*After reviewing the information, as an exercise, select a relationship with a member of your team or perhaps your coach or team manager in which things have not always gone as productively as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:*

1. *Identify the behavioral style of the other person using the **How to Identify Another Person's Behavioral Style** section. You can read about their style in **The Four Basic Behavioral Styles Overview**. The section on **What is Behavioral Adaptability** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships and your sporting performances.*
2. *Once you know their style and preferences for directness and/or openness, you can use the **How to Modify Your Directness and Openness** section to adjust these areas when relating to this person. You will be amazed at the difference.*
3. *To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.*
4. *The **Action Plans with All Four Styles** section will give you a summary of needs and suggested actions to meet those needs.*
5. *And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the four basic styles.*

## **The Four Basic Behavioral Styles Overview**

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in the sporting environment.

	<b>HIGH DOMINANT STYLE</b>	<b>HIGH INTERACTIVE STYLE</b>	<b>HIGH STEADY STYLE</b>	<b>HIGH COMPLIANT STYLE</b>
<b>PACE</b>	<i>Fast/Decisive</i>	<i>Fast/Spontaneous</i>	<i>Slower/Relaxed</i>	<i>Slower/Systematic</i>
<b>PRIORITY</b>	<i>Goal</i>	<i>People</i>	<i>Relationship</i>	<i>Task</i>
<b>SEEKS</b>	<i>Results Control</i>	<i>Participation Applause</i>	<i>Acceptance</i>	<i>Accuracy Precision</i>
<b>STRENGTHS</b>	<i>Challenges Leadership Pioneering</i>	<i>Persuading Motivating Entertaining</i>	<i>Listening Teamwork Follow-through</i>	<i>Planning Systematizing Orchestration</i>
<b>GROWTH AREAS</b>	<i>Impatient Insensitive to others Poor Listener</i>	<i>Inattentive to detail Short attention span Low follow-through</i>	<i>Oversensitive Slow to begin action Lacks global perspective</i>	<i>Perfectionists Critical Unresponsive</i>
<b>FEARS</b>	<i>Being taken advantage of</i>	<i>Loss of Social recognition</i>	<i>Sudden changes Instability</i>	<i>Personal criticism of their performance or technique</i>
<b>IRRITATIONS</b>	<i>Inefficiency Indecision</i>	<i>Routines Complexity</i>	<i>Insensitivity Impatience</i>	<i>Disorganization Impropriety</i>
<b>UNDER STRESS MAY BECOME</b>	<i>Dictatorial Critical</i>	<i>Sarcastic Superficial</i>	<i>Submissive Indecisive</i>	<i>Withdrawn Headstrong</i>
<b>GAINS SECURITY THROUGH</b>	<i>Control Leadership</i>	<i>Playfulness Others' approval</i>	<i>Friendship, Cooperation</i>	<i>Preparation Thoroughness</i>
<b>MEASURES PERSONAL WORTH BY</b>	<i>Impact or results Track record and process</i>	<i>Acknowledgments Applause Compliments</i>	<i>Compatibility with others Depth of contribution</i>	<i>Precision, Accuracy Quality of results</i>
<b>Training or Competition Environment</b>	<i>Efficient Busy, fast paced Structured</i>	<i>Interacting Busy, Big picture Personal</i>	<i>Friendly Functional Personal</i>	<i>Formal, Procedural Functional, Detailed Structured</i>

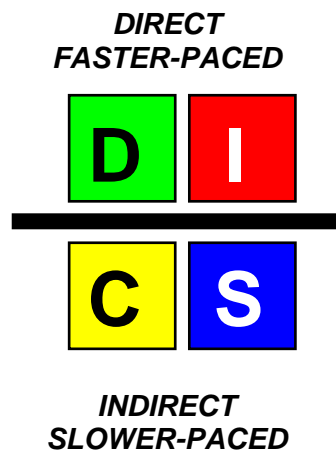
## How to Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by firstly focusing on the areas of behavior – **directness and openness**.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more *direct and fast-paced* **or** *indirect and slower-paced*?
2. Are they more *guarded and task-oriented* **or** *open and people-oriented*?

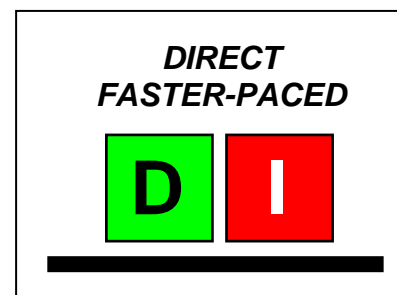
### Directness



### Direct/Faster-Paced People (D and I Styles above the horizontal line)

#### Direct Behaviors

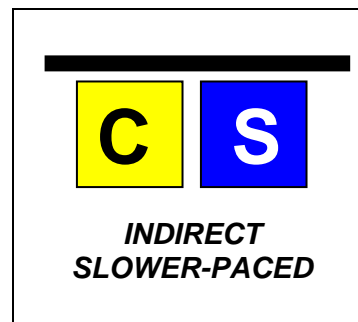
- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic, generalized statements
- Sustained eye contact
- Frequent contributor in the team
- Obvious and strong body language or gestures
- Expresses opinions readily and openly
- More likely to introduce self to others



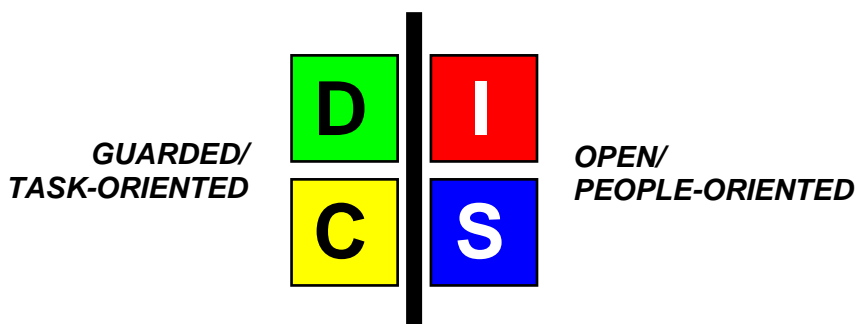
### **Indirect/Slower-Paced People (S and C Styles below the horizontal line)**

#### **Indirect Behaviors**

- *Infrequent use of gestures and voice intonation to emphasize points*
- *More patient and cooperative*
- *Often makes qualified, well structured statements*
- *Subtle body language or gestures*
- *Infrequent but profound contributor in the team*
- *More likely to wait for others to introduce themselves*
- *Reserves expression of opinions*



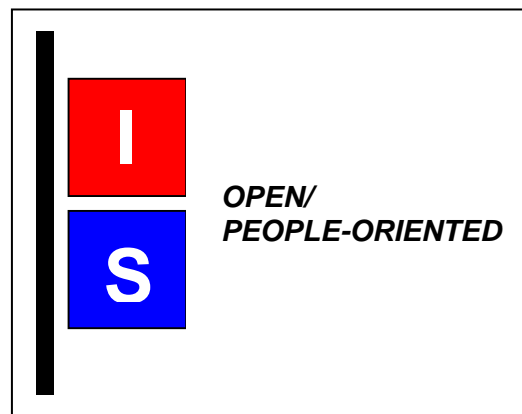
### **Openness**



### **Open/People-Oriented People (I and S Styles right of the vertical line)**

#### **Open Behaviors**

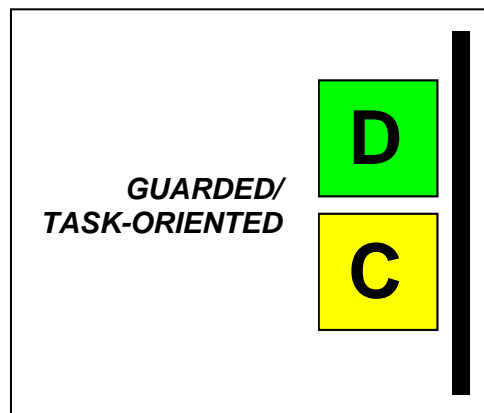
- *Shows feelings and enthusiasm freely*
- *More relaxed and warm*
- *Emphasizes main ideas*
- *Goes with the flow*
- *Conversation can wander in team meetings*
- *Opinion-oriented*
- *Animated facial expressions*
- *Easy to get to know*
- *Friendly body language or gestures*
- *Initiates/accepts physical contact*



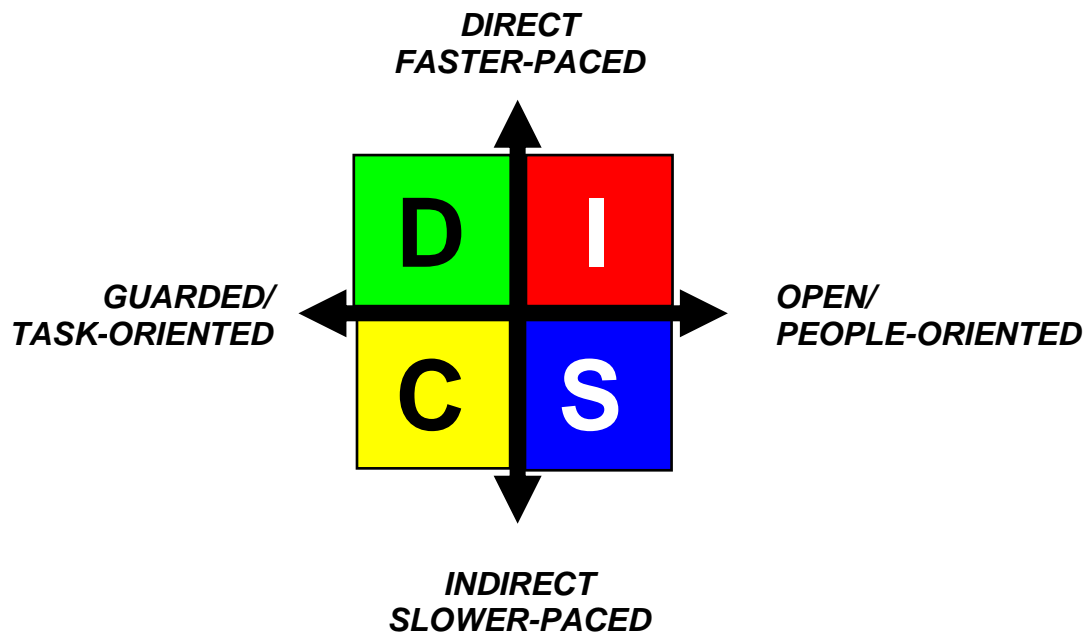
### **Guarded/Task-Oriented People (D and C Styles left of the vertical line)**

#### **Guarded Behaviors**

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the coaches suggested program
- Speaks in specifics; cites facts and examples
- Formal body language or gestures
- Conversation stays on subject



### **The Whole Picture**



When you combine both scales, you create each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Dominant Styles; direct and open behaviors are Interactive Styles; open and indirect behaviors are Steady Styles; and indirect and guarded behaviors are Compliant Styles.

## **What is Behavioral Adaptability**

*Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.*

*No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case and environmental basis: it is your choice to be adaptable with one person in your team, and not so with others. You can choose to be quite adaptable with one team member today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors and can be thought of as an attitude.*

*You practice adaptability each time you slow down for a C or S Style; or when you move a bit faster for the D or I Styles. It occurs when the D or C Styles take the time to build the relationship with an S or I Style; or when the I or S styles focus on facts or get right to the point with D or C styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation*

*Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.*

*Adaptability is important to all successful relationships. People often adopt a different style in their sporting lives than they do in their social and personal lives. We tend to be more adaptable with people we know less; and we tend to be less adaptable with people we know better. So our attitude to adaptability is often linked to our comfort zone within a certain environment. The more comfortable we are, often the less adaptable we may subconsciously choose to be.*

*Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability at all would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.*

*Adaptable people meet other people's needs and their own needs. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.*

*Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with team members who you may see to be difficult people and helps you to avoid or manage these tense situations. With adaptability you can treat the other people the way they want to be treated.*

## **How to Modify Your Directness and Openness**

*In some situations, you may only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.*

### **TO INCREASE DIRECTNESS**

- *Speak and move at a faster pace*
- *Initiate conversation and decisions*
- *Give recommendations*
- *Use direct statements rather than roundabout questions*
- *Use a strong, confident voice*
- *Challenge and tactfully disagree, when appropriate*
- *Face conflict openly, but don't conflict with the team member or person*
- *Increase your eye contact*

### **TO INCREASE OPENNESS**

- *Share feelings; show more emotion*
- *Respond to the expression of others' feelings*
- *Pay personal compliments*
- *Take time to develop the relationship*
- *Use friendly language*
- *Communicate more; loosen up and stand closer*
- *Be willing to digress from the agenda*

### **TO DECREASE DIRECTNESS**

- *Talk, walk and decide more slowly*
- *Seek & acknowledge others' opinions*
- *Share decision-making & leadership*
- *Lessen your energy level; be more mellow*
- *Do not interrupt*
- *When talking, provide pauses to give others a chance to speak*
- *Refrain from criticizing, challenging, or acting pushy*
- *When disagreeing, choose words carefully*

### **TO DECREASE OPENNESS**

- *Get right to the task – to the point*
- *Maintain more of a logical, factual orientation*
- *Keep to the agenda*
- *Do not waste the other person's time*
- *Do not initiate physical contact*
- *Downplay your enthusiasm and body movement*
- *Use more formal language*

## **The Team and Tension Among the Styles**

*Each style has a unique set of priorities as to whether the relationship or the goal aspect of a situation is more important; and each has its own pace in terms of the pace in which things should be done.*

*The **Tension Among the Styles Model** on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.*

*Notice that the Dominant Style (D) and Interactive Style (I) tend to prefer a faster pace; the Steady Style (S) and Compliant Style (C) both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!*

*Take a relationship with a Dominant Style and an Interactive Style (D-I). Both are relatively fast-paced behavioral types. Yet the Interactive Style places more emphasis on people than on goals, while the Dominant Style tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.*

*Where priorities are concerned, the Interactive Style does better with the Steady Style. These two will still be getting to know each other while the Compliant Style and the Dominant Style are headlong into the goals to achieve the results. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Interactive-Steady interaction when these two finally do get around to the tasks at hand. The Interactive Style usually wants it yesterday, whereas the Steady Style wants to take a slower and steady approach.*

*Consider the goal/task-oriented team of the Dominant Style and Compliant Style (D-C), another example of pace-based tension. The faster-paced Dominant Style likes to make quick decisions. The slower-paced Compliant Style gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.*

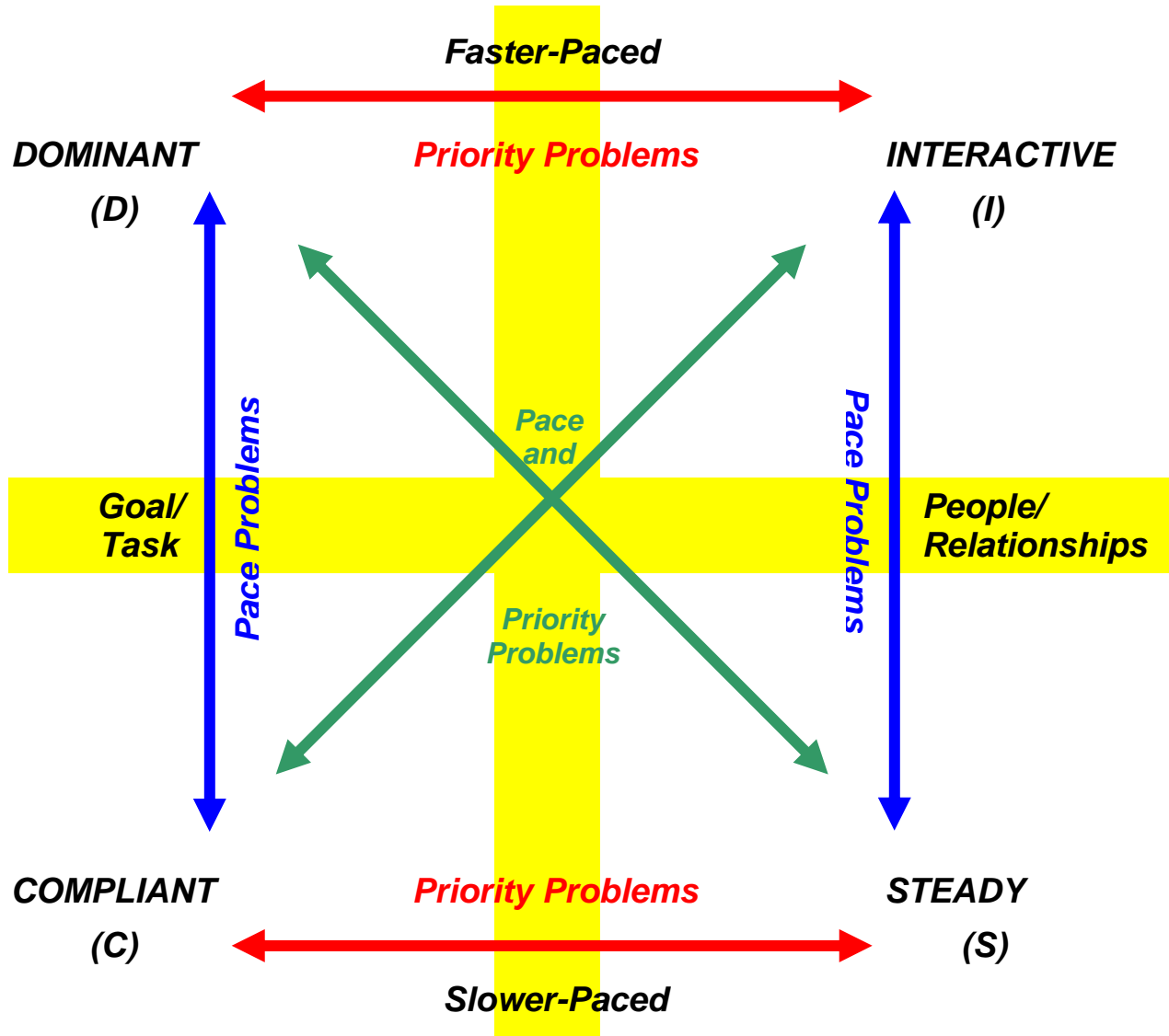
*When dissimilar pairings occur, as they often do in sporting environments, one or the other of the individuals must make adjustments in his or her style to avoid increasing tension in the other person or team members. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.*




*When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Dominant Style and Steady Style relationship, as well as in the Interactive Style and Compliant Style relationship.*

*Take the case of the Dominant Style and Steady Style interaction: the Dominant Style (D) should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Steady Style (S) should try to show more concern for goal completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.*

*The same applies to the Interactive Style and the Compliant Style (I-C) relationship. Adjustments should be made in both pace and priority. The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these differences.*

## Tension Among the Styles Model



-  *Pace Problems*
-  *Priority Problems*
-  *Pace and Priority Problems*

## Tension Among the Styles Worksheet

Everybody has and every team has a few tension-filled relationships with people who your performances may be linked to. You can have the highest regard and feelings toward the person; but still, it seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying The Platinum Rule™ - Treat others the way they want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on **How to Identify Another Person's Behavioral Style** and determine their primary behavioral style. Then refer to the **Tension Among the Styles Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

### YOUR INFORMATION

**MY STYLE:** C

**Pace:** Slower Paced

**Priority:** Goal/Task Oriented

### SAMPLE RELATIONSHIP

**Name:** John Doe

**Style:** High I

**Pace:** Faster-Paced

**Priority:** People Oriented

**Difference:** Pace and Priority

**Strategy:** Be more personable, social, upbeat and faster paced with John

### RELATIONSHIP 1

**Name:** \_\_\_\_\_ **Style:** \_\_\_\_\_

**Pace:** \_\_\_\_\_

**Priority:** \_\_\_\_\_

**Difference:** \_\_\_\_\_

**Strategy:** \_\_\_\_\_

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### RELATIONSHIP 2

**Name:** \_\_\_\_\_ **Style:** \_\_\_\_\_

**Pace:** \_\_\_\_\_

**Priority:** \_\_\_\_\_

**Difference:** \_\_\_\_\_

**Strategy:** \_\_\_\_\_

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## ***Action Plans with All Four Styles...***

<b>DOMINANT STYLE</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with being #1	– Show them how to win, new opportunities
Think logically	– Display reasoning
Want facts and highlights	– Provide concise data
Strive for results	– Agree on goal and boundaries, then support or get out of their way
Like personal choices	– Allow them to “do their thing,” within limits
Like Changes	– Vary routine and training program
Prefer to delegate team activities	– Create opportunities for them to do the “unimportant small team” tasks
Want others to notice accomplishments	– Compliment them on what they’ve done
Need to be in charge	– Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	– If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on a “personality” basis

<b>INTERACTIVE STYLE</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with approval and appearances	– Show them that you admire and like them
Seek enthusiastic people and situations	– Behave optimistically and provide upbeat setting
Think emotionally	– Support their feelings when possible
Want to know the general expectations	– Avoid involved details, focus on the “big picture”
Need involvement and people contact	– Interact and participate with them
Like changes and innovations	– Vary the routine and training program; avoid requiring long-term repetition
Want others to notice THEM	– Compliment them personally and often
Often need help getting organized	– Do it together
Look for action and stimulation	– Keep up a fast, lively, pace
Surround themselves with optimism”	– Support their ideas and don’t poke holes in their dreams; show them your positive side
Want feedback that they “look good”	– Mention their accomplishments, progress and your other genuine appreciation

<b>COMPLIANT STYLE</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with aggressive approaches	– Approach them in an indirect, non-threatening way
Think logically	– Show reasoning with your decisions
Seek data	– Give them competition & training details
Need to know the process	– Provide explanations and rationale
Utilize caution	– Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	– When delegating, let them check before they make decisions
Prefer to do things themselves	– When delegating, let them check on others’ progress and performance
Want others to notice their accuracy and technical skills	– Compliment them on their thoroughness and technique correctness when appropriate
Gravitate toward quality control	– Let them assess and be involved in the process when possible
Avoid conflict	– Tactfully ask for clarification and assistance you may need
Needs to be right	– Allow them time to find the best or “correct” answer, within available limits

<b>STEADY STYLE</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with stability	– Show how your idea minimizes risk
Think logically	– Show reasoning
Want documentation and facts as they relate to their training or competition	– Provide data and proof to clarify decisions made
Like personal involvement	– Demonstrate your interest in them
Need to know step-by-step sequence	– Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient perseverance	– Compliment for their steady follow-through
Avoid risks and changes	– Give them personal assurances
Dislike conflict	– Act non-aggressively, focus on common interest or needed support
Accommodate others	– Allow them to provide service or support for others
Look for calmness and peace	– Provide relaxing, friendly atmosphere
Enjoy teamwork	– Enable team building activities
Want sincere feedback	– Be empathic to their needs

## **How to Adapt to the Different Behavioral Styles**

### **THE DOMINANT STYLE**

*D's are time-sensitive so be on time and don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.*

*The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and status. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In teams, allow them to have their say because they are not the type who will take a back seat to others.*

*With the Dominant Style, in general, be efficient and competent.*

### **In Their Sports Environment – Help Them To**

- *More realistically gauge actions and appropriate decisions*
- *Exercise more caution and deliberation before making decisions*
- *Follow rules, regulations, and expectations of others*
- *Recognize and solicit others' contributions and listen to team members and coaches input*
- *Tell others the reasons for decisions and involve others in making decisions affecting the team*
- *Cultivate more attention/responsiveness to emotions of self and be aware of others feelings*

### **In Team Meetings, Goal Setting and Coaching Sessions Use These Strategies**

- *Be prepared, organized, fast-paced, and always to the point*
- *Meet with them in a professional more formal manner*
- *Learn and study their goals and objectives - what they want to accomplish, how they currently are motivated to do things, and what they would like to change*
- *Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals*
- *Get to the point*
- *Provide options as to how to achieve their goals and let them make the decision, when possible*
- *Let them know that you don't intend to waste their time*

### **In Social Settings Away From Sporting Environment**

- *Convey openness and acceptance of them*
- *Listen to their suggestions*
- *Recognize their achievements and accomplishments*
- *Give them your time and undivided attention*
- *Appreciate and acknowledge them when possible*

## **THE INTERACTIVE STYLE**

*The Interactive Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their larger than life visions; get excited about them.*

*The I Styles are the socialites of the team and sporting world, so be ready to mix readily with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.*

*With the Interactive Styles, in general, be interested in them.*

### **In Their Sports Environment – Help Them To**

- *Stay focused on the goals they and/or the team have set*
- *See tasks through to completion and stick with suggested technique changes even if uncomfortable*
- *View people and tasks more objectively*
- *Avoid overuse of giving and taking advice, limit the amount of suggestions they may make*
- *Write things like goals and training diaries down to help keep them focused on the goals*

### **In Team Meetings, Goal Setting and Coaching Sessions Use These Strategies**

- *Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge*
- *Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them*
- *Support their dreams and goals*
- *Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests*
- *Clearly summarize details and direct these towards mutually agreeable objectives and action steps*
- *Provide incentives to encourage quicker decisions*
- *Give them testimonials and evidence to support decisions and choices*

### **In Social Settings Away From The Sporting Environment**

- *Focus on a positive, upbeat, warm approach*
- *Listen to their personal feelings and experiences*
- *Respond openly and congenially*
- *Avoid negative or messy problem discussions*
- *Make suggestions that allow them to look good*
- *Don't require much follow-up, detail or long-term commitments*
- *Give them your attention, time and presence*
- *Publicly and privately acknowledge them*
- *Focus on how glad you are when they succeed*

## **THE STEADY STYLE**

*S's are relationship-oriented and want warm and loyal relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers and they will avoid conflict. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit team members' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to obtain commitment to team and individual goals, never use a threatening or hard headed approach as they will shut down and not respond.*

### ***In Their Sports Environment – Help Them To***

- *Utilize shortcuts and discard unnecessary steps*
- *Track their growth*
- *Avoid doing things the same way*
- *Realize there is more than one approach to tasks*
- *Become more open to some risks and changes*
- *To feel sincerely appreciated*
- *Speak up and voice their thoughts and feelings*
- *Modify the tendency to do what others tell them*
- *Get and accept credit and praise, when appropriate*

### ***In Team Meetings, Goal Setting and Coaching Sessions Use These Strategies***

- *Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way*
- *Develop trust, friendship, and credibility at a relatively slow pace*
- *Ask them to identify their own emotional needs as well as their task or performance expectations*
- *Get them involved by focusing on the human element... that is, how something affects them and their relationships with others*
- *Avoid rushing them and give them personal, concrete assurances, when appropriate*
- *Communicate with them in a consistent manner on a regular basis*

### ***In Social Settings Away From The Sporting Environment***

- *Focus on a slower-paced, steady approach*
- *Avoid arguments and conflict*
- *Respond sensitively and sensibly*
- *Privately acknowledge them with specific, believable compliments*
- *Allow them to follow through on concrete tasks*
- *Show them step-by-step procedures*
- *Behave pleasantly and optimistically*
- *Give them stability and a minimum of change*

## **THE COMPLIANT STYLE**

*C's are time-disciplined, so be sensitive to their schedules and routines, they see being early as a mark of professionalism and will not be pleased with others being late for training or team meetings. C's need details, so give them data, for example, they will analyze their competition and know the stats of matches. They are task-oriented; so don't expect to become their friend before training and then compete with them some of the time. Friendship may develop later, but, unlike the Interactive Styles, it is not a prerequisite. High quality concentration and professionalism are valued by C's.*

*Support the Compliant Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and sometimes train or practice independently. Allow them to talk in detail and be seen to be listening to them. In teams, do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the team. If appropriate, set guidelines and exact deadlines. The Compliant Styles like to be complimented on their technical excellence, so recognize their contributions accordingly. With the Compliant Styles, in general, be thorough, well prepared, detail-oriented, highly professional and patient.*

### ***In Their Sports Environment – Help Them To***

- *Share their knowledge and expertise with others*
- *Stand up for themselves with the people they prefer to avoid*
- *Shoot for realistic deadlines and parameters*
- *View people and tasks less seriously and critically*
- *Balance their lives with both interaction and tasks*
- *Keep on course with tasks, with less checking*
- *Maintain high expectations for high priority items, not everything*

### ***In Team Meetings, Goal Setting and Coaching Sessions Use These Strategies***

- *Prepare, so that you can answer as many of their questions as soon as possible*
- *Greet them cordially, but proceed quickly to the task; don't start with personal or social talk*
- *Hone your skills in practicality and logic, ask questions that reveal a clear direction and that fit into the overall scheme of things*
- *Document how and why something applies; give them time to think and avoid pushing them into a hasty decision*
- *Tell them both the pros and cons and the complete story, follow through and deliver what you promise*

### ***In Social Settings Away From The Sporting Environment***

- *Use a logical approach, listen to their concerns, reasoning, and suggestions*
- *Respond rather formally and politely, negative discussions are OK, so long as they aren't personally directed*
- *Privately acknowledge them about their thinking*
- *Focus on how pleased you are with their procedures, solicit their insights and suggestions*
- *Show them by what you do, not what you say*

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