



Jay Test

January 7, 2011

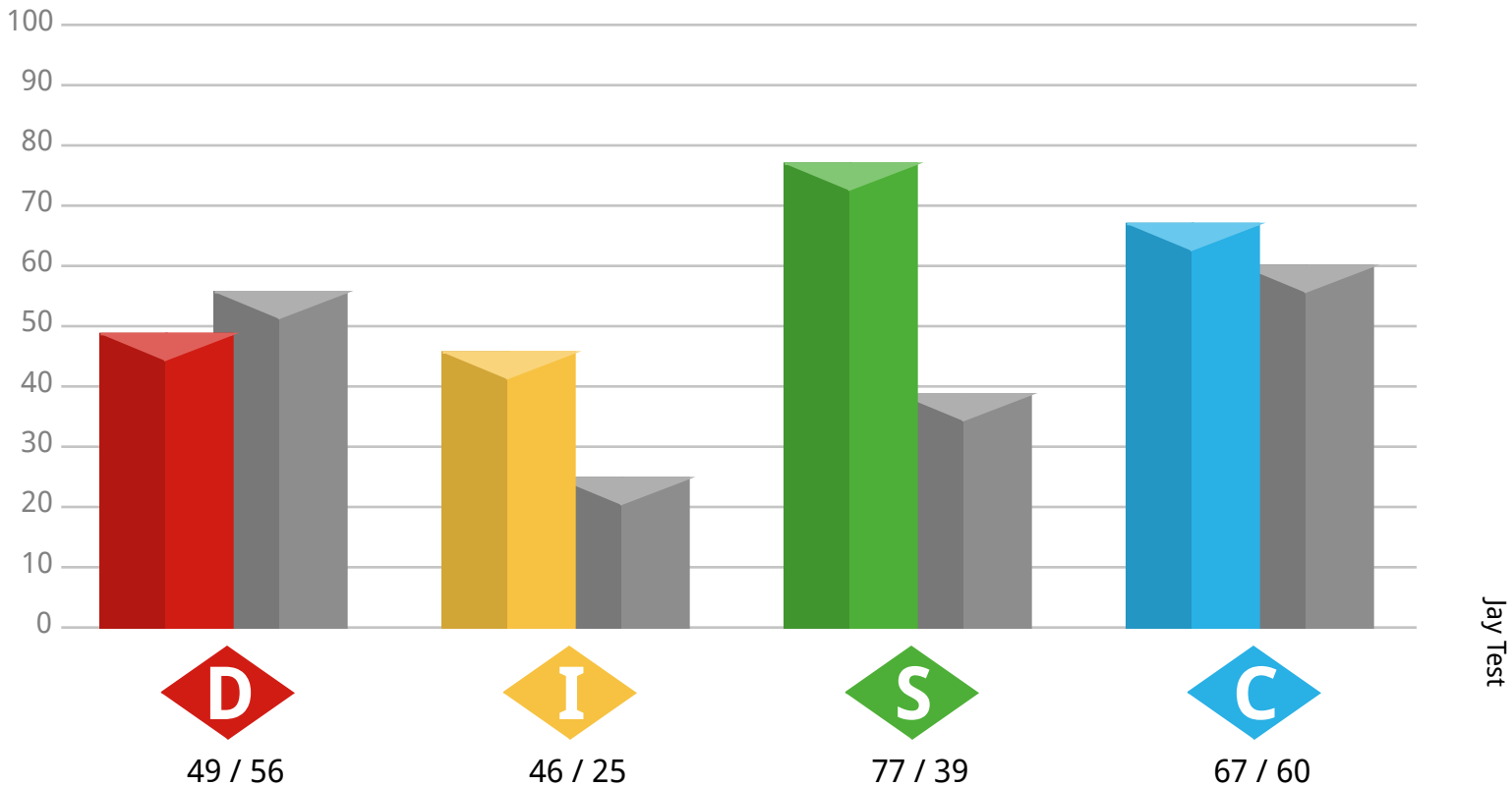
This Innermetrix Disc Index was authored by Jay Niblick, the Founder and CEO of Innermetrix. It is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



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Natural and Adaptive Styles Comparison



Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:

The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

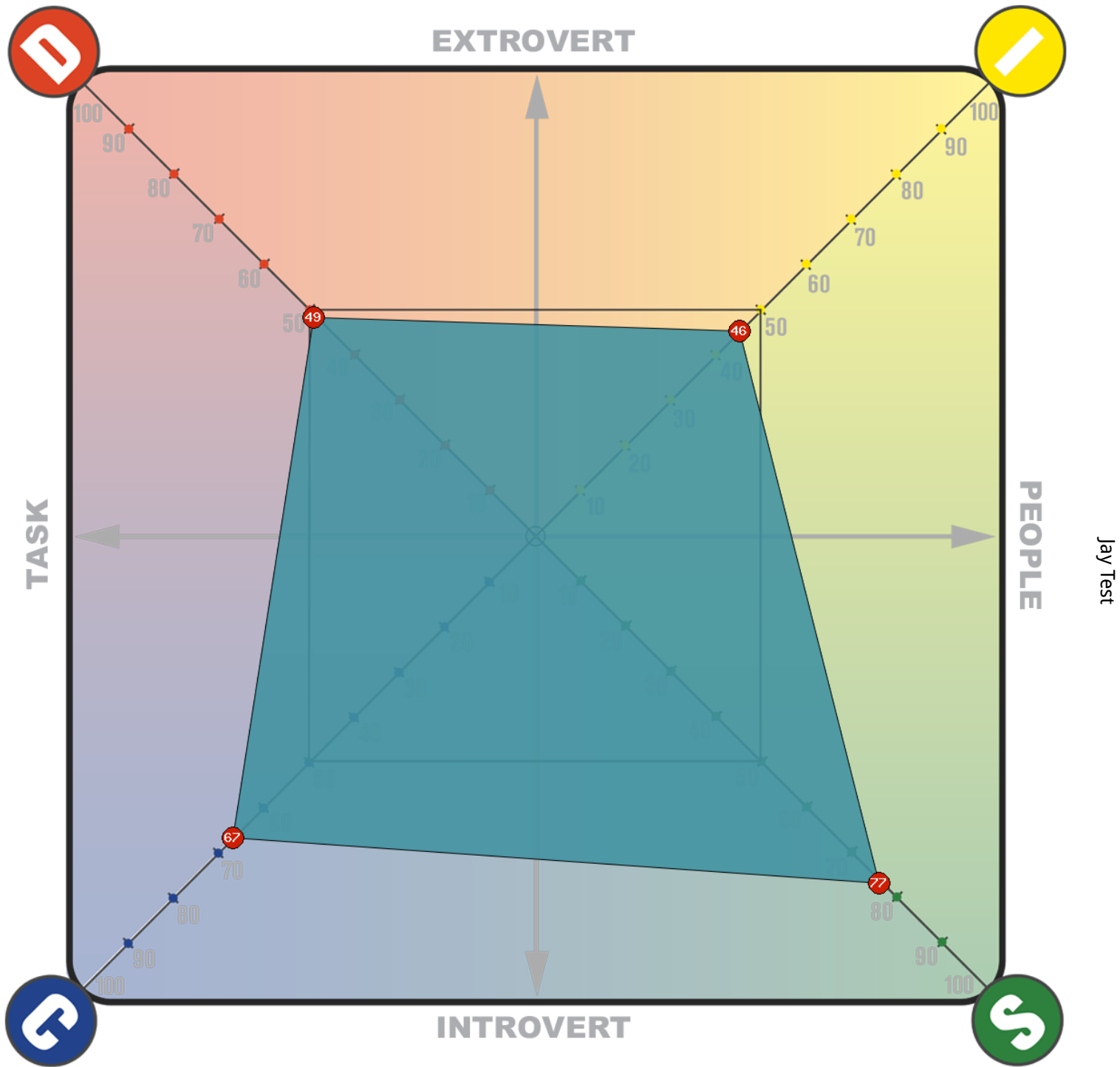
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

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Decisive

Your approach to problem-solving and obtaining results

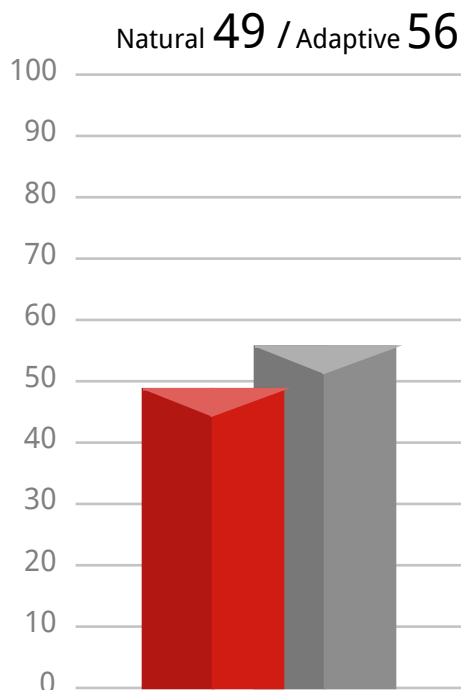
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a low average score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- Under high pressure, you may become somewhat indecisive or resistant to making a very quick decision.
- You may be hesitant to share your opinion with others if the topic is divisive or hotly contested.
- You prefer a culture that allows ample time for analysis of new ideas before implementation takes place.
- Sometimes you demand too much of yourself.
- You are quite self-critical of yourself and demand a lot out of yourself.
- You can be very modest in dealing with others.



Interactive

Your approach to interacting with people and display of emotions

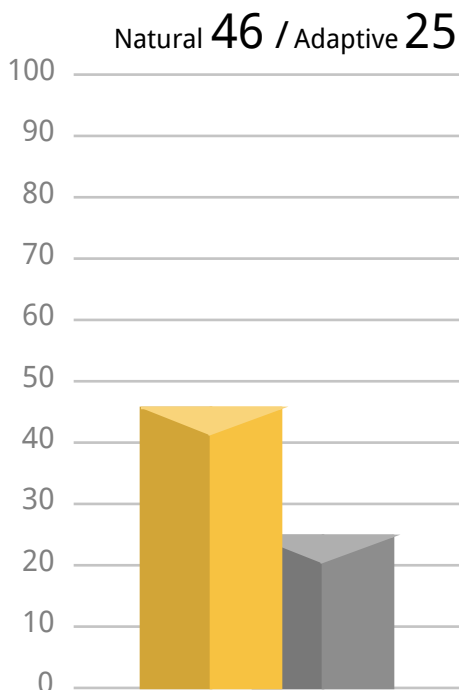
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a low average score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You sincerely like to support and work with others.
- Your amicable approach means you may be hard to really "read."
- While you consider other's emotions, you do not let them fog the bigger issues.
- Make sure to encourage others in a more vocal or open way.
- Expressing more enthusiasm might help you connect with others more.
- You like a balance of working alone and working with a team.



Stabilizing

Your approach to the pace of the work environment

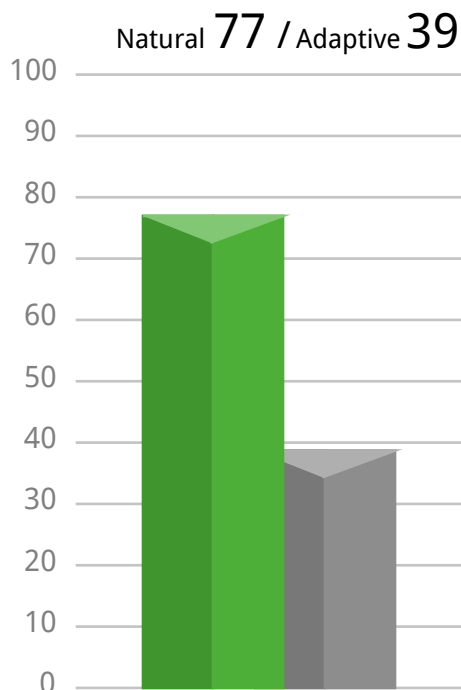
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a moderately high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You strongly prefer a workplace with a sincere, personal, and agreeable environment with little hostility.
- You may be slow to accept changes or let go of the old ways of doing things.
- You always demonstrate a high degree of follow-through.
- You blend well with others and get along with a wide variety of others.
- You are typically very cool, calm, and collected on the job.
- You always present a more relaxed and open approach to your work and how fast you must get it done.



Cautious

Your approach to standards, procedures, and expectations

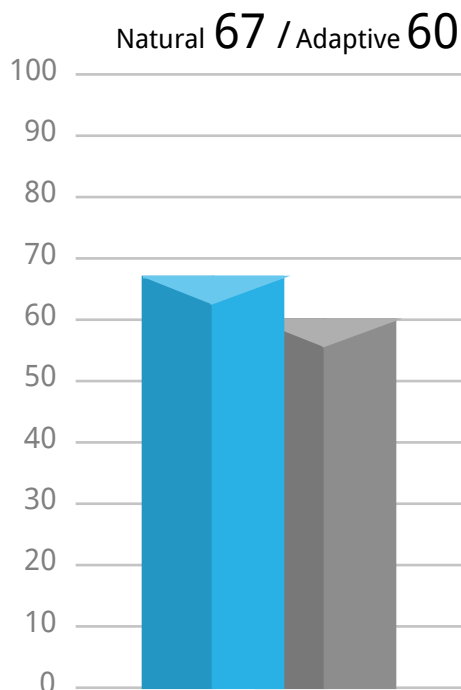
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a moderately high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You possess excellent critical thinking and problem solving ability.
- You may be perceived as somewhat resistant to change.
- You can be skeptical of brand new ideas or fads until they are sufficiently proven.
- You prefer a neat and clean work environment.
- You like to work in an environment that is very precise and more structured.
- You believe that if it's worth doing, it's worth doing correctly the first time.



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- You tend to be restrained and reticent in showing emotions, and you may not be extremely verbal at a team or organizational meeting, unless asked for input or if the topic is one of high importance to you.
- Evaluates others by their own use of procedures, standards, and quality action.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- There is a right way and a wrong way to complete all projects. Let's complete it the right way the first time.
- Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
- When taking risks, you score like those who take calculated, educated risks only after a thoughtful analysis of the facts and data, and have analyzed options and potential outcomes.
- Brings a high degree of competence in product and process knowledge.
- You bring a very high level of conscientiousness and follow-through in working on detailed projects and complex assignments.



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Evaluates others by their ability to bring about change and accomplish a task quickly and with high-quality control.
- Develops new systems and procedures to increase efficiency or quality control.
- Motivates others on the team with a sense of competition and urgency.
- Wants to be seen as assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.
- On the job, enjoys developing unusual responses or new ideas or solutions to existing problems.
- Motivated toward a freedom and flexibility to investigate and reexamine results and conclusions.
- Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. The Higher D and C traits, along with the Lower I traits bring this pattern.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Working with others who have a high level of quality-orientation.
- Options for making your own changes to certain methods or procedures to increase efficiency.
- Sufficient time to consider alternatives prior to making changes.
- An environment with high quality control systems and processes.
- Getting more comfortable meeting new groups of people, or business associations.
- Complete explanations of the nature of a process, and the systems used for completion.
- Sufficient time for effective planning.
- Having an increased sense of urgency in making decisions. To be able to shut the data-gate and make a decision based on the information currently available.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- A team that is tolerant of mid-project changes when higher quality control is at stake.
- Freedom from control and close scrutiny of operations, as it implies lower trust of quality standards.
- Time to analyze facts and data prior to making a final decision.
- High quality standards that all members of the team honor and support.
- Things to be done correctly the first time, so that later corrections aren't necessary.
- Time to react to sudden changes and to analyze the impact it has on overall quality.
- To get an internal sense of motivation when given authority equal to the assigned responsibility.
- Direct, factual answers to questions, supported by accurate data.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- A strong guardian of high quality control standards and procedures.
- Provides a heavy mind-share on projects and ideas. Considers possible areas of trouble that others on the team may have overlooked.
- Especially careful that there are no loose ends on a project or process that may have been overlooked by others.
- High degree of technical specialty and skill in your area of expertise.
- Provides an objective reality-focused view of systems, procedures, and organizational operations.
- Tactful in explaining ideas that may impact others on the team.
- High degree of accuracy while keeping an ear to the project-clock and time-line.
- May be sought after by other members of the team because of your high knowledge-base of processes and procedures.



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Freedom to create in new and different ways.
- Security and confidence in quality control measures.
- Supportive of some occasional vacillation in decisions or ideas.
- Procedures done correctly the first time.
- Specialized and challenging assignments.
- Time to react to alternatives, but also supportive of the fact that the clock is ticking.
- Power and authority to make decisions and create change.
- Accomplishments that can be seen both quickly and maintained with a high sense of quality control.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- May spend more time than necessary in preparing your 'case' due to fear of the unexpected, or being seen as under prepared.
- Could use involvement and interaction with a wider variety of people, not just those like yourself.
- May be perceived by some as being overly rigid, inflexible, and strict regarding procedures and options.
- Could demonstrate more openness to new ideas and innovations.
- Could demonstrate a bit more spontaneity, and take yourself a bit less seriously.
- May be perceived by others as very private, guarded, shy, and undemonstrative.
- May sometimes oversell on standard operating procedure, rules, or regulations.
- May sometimes be overly dependent on a very few people who share a similar quality control focus, to the exclusion of others on the team who may also provide valuable input and ideas.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Sincere participation with others as a co-learner or co-facilitator.
- Prefers explicit instructions and measurement criteria to be established with the participants.
- Excellent note-taking, record-keeping, and journaling.
- Brings imagination and ideas to the training event.
- Shows authority by demonstrating trust and participation with the group.
- Balances individual and group work for the participants.
- Comes to the training / facilitation event very well prepared, and ready to go.

How you prefer to receive knowledge or learn:

- High expectations of performance on self.
- Learns by considering possibilities and thinking through ideas.
- Wants to know what the experts think about the topic area or subject.
- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- Collects data and analyzes information.
- Can balance both individual work and group interaction.
- As a participant, prefers a balance between individual and group work.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Jay:

- Use a thoughtful and logical approach to discussing ideas and options.
- Assure others that there won't be unexpected surprises.
- Make an organized appeal for support and contributions.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Provide time to verify the issues and potential outcomes.
- List pros and cons to suggestions you make.
- Break the ice with a brief personal comment.

Things to avoid to effectively communicate with Jay:

- Don't force others to agree quickly with your objectives and position; provide some time to warm up to the ideas and for mutual ownership.
- Don't be rude, abrupt, or too fast-paced in your delivery.
- Don't be domineering or demanding.
- Don't make decisions for others.
- Don't offer promises you can't keep.
- Don't rush into business or the agenda; provide some time to break the ice.
- Don't be disorganized or sloppy.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)
