

A grayscale photograph of a person standing on a sandy dune, looking out at the ocean. The person is on the left side of the frame, and the ocean waves are visible in the distance. The sky is overcast.

resonant



Individual Behavioral Profile

Chris Fluitt

Contents

Behavioral Pattern View.....	3
DISC styles eGraphs for Chris Fluitt	4
General Characteristics	5
Style Overview	6
WORD SKETCH - Adapted Style.....	7
WORD SKETCH - Natural Style.....	8
Communication Tips for Others.....	9
Your Motivators: Wants and Needs.....	10
What You Bring to the Organization.....	11
Under Stress - Perceptions, Behavior and Needs for the I.....	12
Potential Areas for Improvement.....	13

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges

I = Influence: How you deal with People and Contacts

S = Steadiness: How you deal with Pace and Consistency

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints

Efficient, Analytical, Organized, Factual,
Aware of the Consequences of their
Actions, Practical and Innovative.

Data, Fact & Analysis Based.
Precise & Accurate Trusts in
the Value of Structure,
Standards & Order. Sees the
value of "Rules".

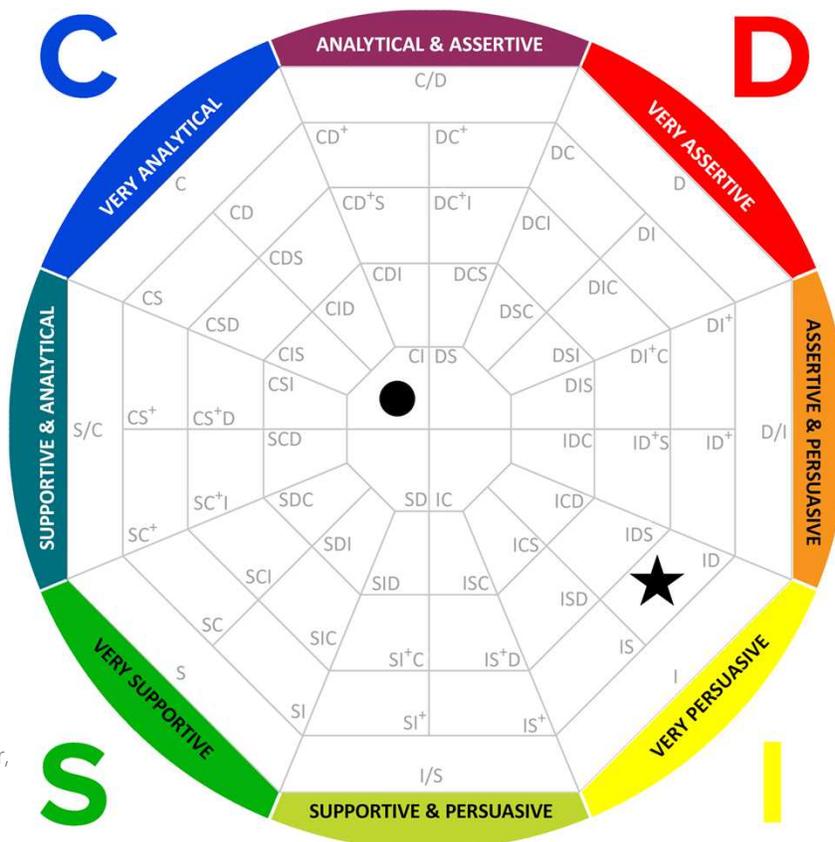
Balances & Values Data
& Diplomacy, Mindful
of the "Rules". Will be
Goal Focused, Dislikes
Confusion and
Ambiguity.

Very Patient & Favors Stability
and Structure. Not a Risk Taker,
Likes to operate at a Steady,
Even Pace.

Assertive, Results Focused,
Rapid Decisions, Will Seek
Challenges, Can be
Aggressive and Impatient,
Desires to Lead.

Both Assertive and
Persuasive, Likely to
embrace New Concepts,
Often a Mover and a
Shaker, Can be very
outgoing with High Energy
and Engaging Effort.

Very Outgoing & Persuasive,
Very People Oriented, Quite
Optimistic Outlook, Strong
Communication Skills, Likes to
have Variety in their day.



● = Natural Behavioral Style

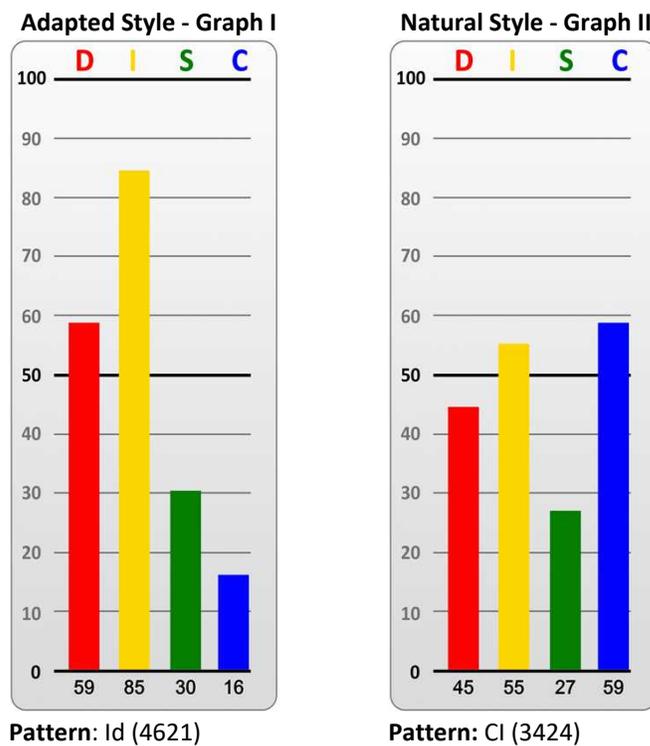
★ = Adapted Behavioral Style

Supportive & Persuasive, Good Team
Player, Creates Good Will & provides
Good Customer Service.

DISCstyles eGraphs for Chris Fluitt

Your Adapted Style indicates you tend to use the behavioral traits of the Id style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the CI style(s).

Your Adapted Style is your graph displayed on the left. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

Some people don't always "get it" right away. To that point, you show a special skill in helping others visualize the activities necessary for success. You do this by creating mental pictures for your audience in communicating what the vision is all about. Using those mental pictures, you are able to illuminate a variety of pathways to success. Be certain to use this skill when working with team members who are having trouble articulating the vision.

Your results indicate that you are able to help initiate complex processes and activity. This comes from two specific traits: people orientation, and detail orientation. Your "people skills" can be used to engage others in an idea or process, while your attention to detail can help maintain a level of quality control. The latter is a skill that few people share and is something that you should attempt to leverage and maximize.

Your score pattern matches those whose decisions are made primarily by gathering facts and considering the needs of all people involved. This highlights the theme of balancing both the people side and the detail side of projects. This balance translates to win-win situations for both the organization and the people involved. This is a rare skill, and one that is valued in the workplace.

You score like those who bring an appropriate balance between logic and emotion when communicating to others. Your "people skills" and natural ability as a communicator enable you to respond quickly on your feet, and maintain a positive climate of communication.

Chris, you score like some who may tend to overuse position or power to get their way. This is not always effective in getting necessary results. Try to minimize the reliance on your title or authority, and instead approach problems with an eye toward benefitting the group. Your knowledge of specifics and details is a strength, as long as it is used in the spirit of making progress toward the goal.

Chris, you show the ability to be both people-oriented and detail-oriented, with equal skill and confidence. This is a rare and valuable skill, as it allows you to enlist the help of a wide variety of people who may not ordinarily work well together, and focus their efforts in the same direction.

Your response pattern, Chris, indicates that you tend to be considerate of others, and that you are able to persuade them in an assertive manner, without being demanding. This can be an asset to the team, especially on complex projects in which different types of people may be involved.

You have the ability to take the seed of an idea and make it develop into a successful solution. This is a strength that you should utilize whenever possible, due to its high potential benefit to the team. You have an innate optimism and creativity and are able to think both quickly and analytically about ideas. Your positive spirit has the potential to be a catalyst for positive change within an organization or team.

Style Overview

DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments. You can explore your reactions to a variety of situations and contexts, including the actions and reactions of others, to determine the most effective communication strategy or course of action.

Your Behavioral Style: Assessor

Assessors apply creative focus to practical, workable concepts and make them doable. They display competitive and results-oriented interactions but engage others with persuasion rather than through aggressive methods. They are good at explaining their ideas and the steps required to reach their goals. They are organized and often have a step by step action plan to assure a good result. They can be quite verbal in stating their dissatisfaction and in criticizing others who are not contributing.

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

- **Emotional characteristic:** Strong desire to look good to others.
- **Goals:** To win and to win with style.
- **How others are valued:** By their ability to trigger action and activities.
- **Influences group:** Acknowledgement of others' competitive ideas.
- **Value to the organization:** Players who work through others.
- **Cautions:** Can overstep bounds of authority and be overly clever.
- **Under Pressure:** Can become overly critical and impatient with others.
- **Fears:** Looking bad in the eyes of other people and/or not being viewed as a winner.

WORD SKETCH - Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH - Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

Communication Tips for Others

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

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Chris, DO:

- Give Chris time to verify the issues and potential outcomes.
- Be certain that your ideas and information are credible and realistic.
- Ask for Chris's input regarding people and specific assignments.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Be engaging, stimulating, and fast-paced.
- Join in and talk positively about people and their goals.
- Plan some extra time in your schedule for talking, relating, and socializing.

When Communicating with Chris, DON'T:

- Get in the habit of manipulating ideas quickly.
- Rush the issues or the decision-making process until you have buy-in.
- Use someone else's opinions as evidence.
- Use unreliable evidence or testimonials.
- Be impersonal or judgmental.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Talk down to Chris.

Your Motivators: Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- A system of support to assist with the details and follow-through.
- Having sufficient time to consider all options before making a final decision.
- Environments in which changes are made in a controlled way, and only when necessary.
- Security in knowing that the products and services are of the highest quality.
- Awards that recognize ability, competence, or achievements.
- Assignments that allow for a variety of interpersonal contact and mobility.
- A strong, visible group or organization to identify with.

People With Patterns Like You Tend to Need:

- Increased authority to delegate routine tasks and procedures.
- Sufficient time for effective planning.
- Clear and specific job descriptions and role responsibilities.
- An environment where there is frequent communication and contact with people.
- Work assignments requiring precision and accuracy to capitalize on attention to detail, as well as sufficient interpersonal contact.
- Complete explanations of the nature of a process, and systems used.
- A democratic environment with participatory management.

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You are deadline-savvy and able to juggle many issues simultaneously.
- You have the ability to handle both people and details, with equal skill and confidence.
- You bring a positive sense of humor and know how to break the ice or combat hostility tactfully.
- You are people-oriented, but also rather modest, so you have the ability to get along with a wide variety of people.
- You are able to negotiate conflicts between people and teams in a win-win manner.
- You tend to demonstrate technical competence, as well as skill in dealing with people.
- In meetings, you will communicate your opinions in a positive and solution-oriented way.

Your Work Style Tendencies:

- You want to be perceived as someone with the ability to take the seed of an idea and develop it into a successful solution.
- You tend to be considerate of others on the team and are persuasive without being demanding.
- You show a special ability to help others on the team visualize the activities necessary to obtain success in a complex project.
- You make job-related decisions by gathering facts and considering the needs of the people involved.
- You may be overly afraid of losing on a project or proposal.
- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.
- You may tend to overuse your power in order to get your way.

You Tend to Be Most Effective In Environments That Provide:

- An environment that supports your critical thinking skills.
- Projects requiring you to motivate and persuade people.
- Public recognition for accomplishments.
- Highly specialized assignments and technical areas of responsibility.
- Variety in work tasks and projects.
- Complete explanations of areas of responsibility and control.
- Freedom to express your ideas.

The C Style

Under Stress - Perceptions, Behavior and Needs for the C

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:

- High detail orientation
- Develop detailed action plans
- Good with people and quality control
- Respects authority and tradition

Under Stress, May be Perceived by Others:

- Wants the spotlight
- Whiner during down times
- Impatient with time-lines
- Low follow-through

Under Stress You Need:

- Accuracy
- Guarantees that you are right
- A slow pace for "processing" information

Your Typical Behaviors in Conflict:

- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.

Strategies to Reduce Conflict and Increase Harmony:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.

Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

- You may be overly defensive about your position, especially when faced with change or threats.
- You may be overly optimistic in judging others' abilities.
- You may tend to promise a bit more than you can deliver, then enlist the help of others to ensure timely delivery.
- You may get bogged down in details, like a security blanket in a high-pressure climate.
- You may be overly optimistic in your ability to persuade or manage others.
- Your high level of enthusiasm may be seen by some as shallow or self-absorbed.
- You may tend to oversell your ideas.



resonant

StratOp

StratOp begins with an engaging multi-day team-discovery planning process, Once in place, StratOp drives the strategic, operational, and financial aspects of the enterprise. Altogether, StratOp is more than just a set of strategy sessions; it is a comprehensive system for leading your organization

LifePlan

A custom-tailored MasterPlan that defines your total-life strategy. It's a two-day, one-on-one deep dive into all of your life's domains. The LifePlan is a facilitated experience, with powerful process tools that help you make sense of today's realities, focus your future vision, and create a plan to help get you there.

Coaching

Every person and situation is unique. This is a custom to navigating what you're facing. We'll craft a personalized game plan around some clearly defined objectives and provide accountability. Ongoing support is there to help so your plan can gets traction and hit your target goals.

Leadership Development

Individual strengths profiles, leader coaching, pipeline development, team leader roadmaps, workshops and keynote speaking are all options as we address how to take leadership to the next level.

Visit www.ResonantVision.com to find out more.



With over 15 years of experience facilitating transformational experiences for individuals and organizations in faith-based, non-profit and marketplace sectors, Paul is truly passionate about leading others to more compelling engagement with their work and their world.



"I had the opportunity recently to experience Paul's excellent leadership coaching first hand. He brings a very thoughtful approach that pushed me toward new insights about myself and helped me discover ways I can do even better as a team leader. I look forward to partnering with Paul again in the future."

- Chris Mason, Ph.D

Head of Talent Management, Compensation & Workforce Analytics at Patagonia



I just can't speak highly enough of Paul. Paul not only delivered a very impactful session but the information and learning was completely tailored to our culture and audience. He was able to weave in impactful connection points that allowed the audience to "connect the dots". If you're looking for someone to motivate your team....someone who can bring a team to the same page....someone who can show teams how to look beyond themselves....then Paul's your guy.

- Holly Smith

Senior Marketing Director at Sodexo

Contact

paul@resonantvision.com

484.707.9306

