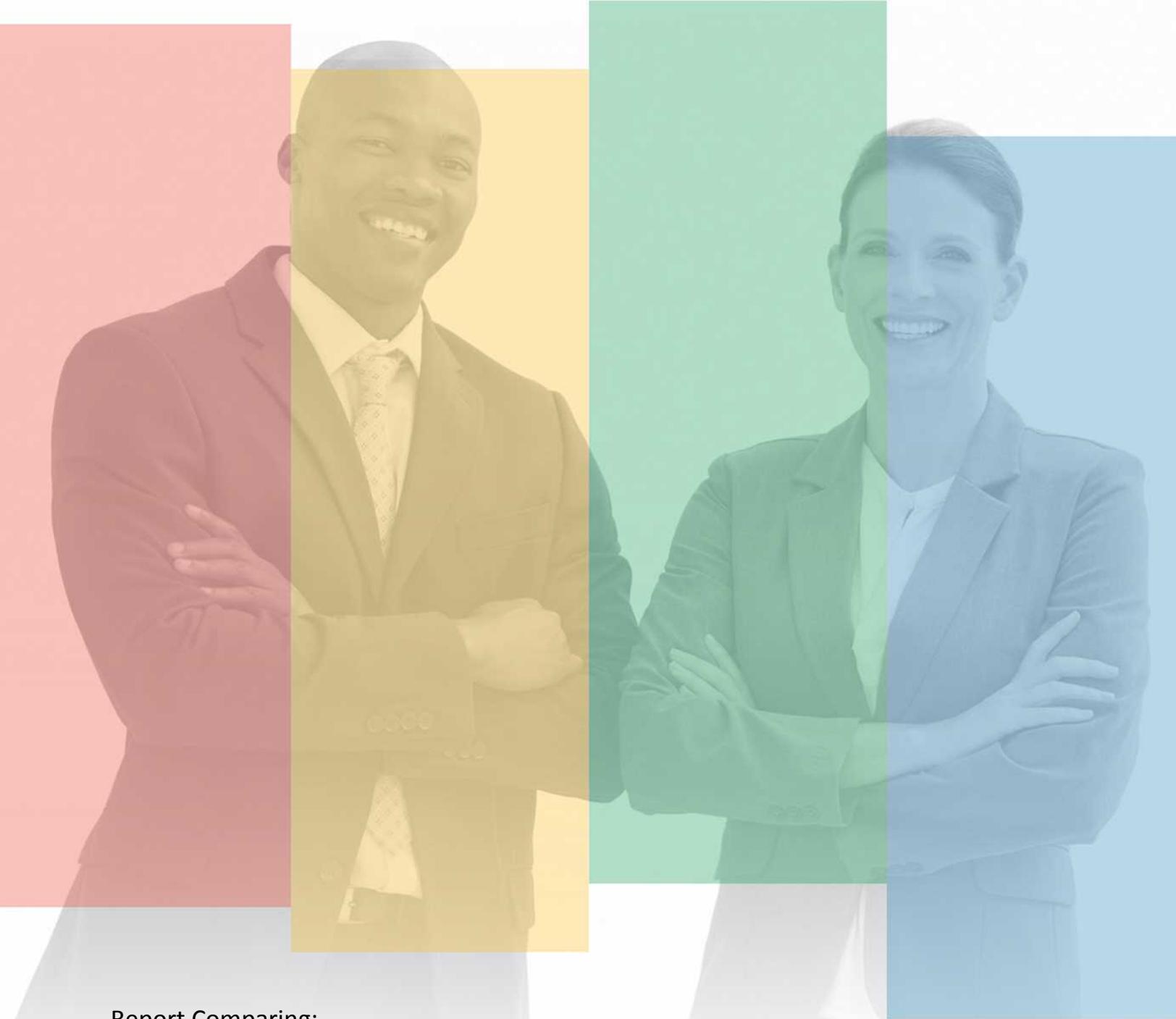




DISC Collaboration Report

Behavioral Style Comparison



Report Comparing:
Manuel Macias and Tiffini Countaway
Date: **March 9, 2020**

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Version 2.0

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Overview of the Four Basic DISC styles

Manuel, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with Tiffini and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

	HIGH D DOMINANCE STYLE	HIGH I INFLUENCING STYLE	HIGH S STEADINESS STYLE	HIGH C CONSCIENTIOUS STYLE
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal strength	Problem solver	Encourager	Supporter	Organizer
Strength out of control	Preoccupation on goals over people	Speaking without thinking	Procrastination in addressing change	Over analyzing everything
Personal limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal wants	Control, Variety	Approval, Non-structure	Routine, Harmony	Standards, Logic
Personal Fears	Losing, Being taken advantage of	Rejection, Rigid structure	Change, Confrontation	Criticism, Illogical thinking
Blind spots	Being held accountable	Follow through on commitments	Embracing need for change	Making decisions without analysis
Needs to work on	Empathy, Patience	Controlling emotions	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized

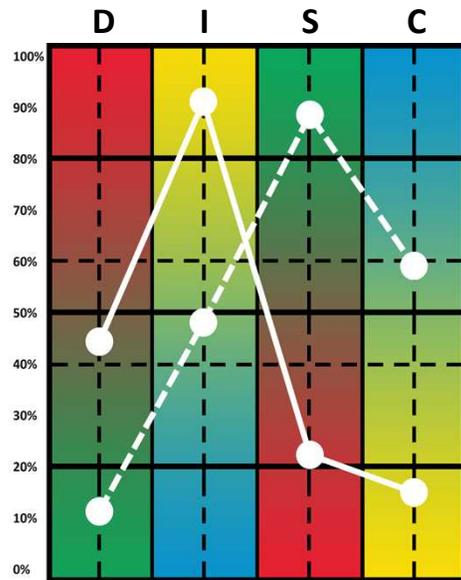
DISC Graphs of Manuel and Tiffini

This DISC Collaboration Report shows how Manuel and Tiffini interact with each other in order to develop a better relationship and get enhanced results. Their DISC behavioral style is only one aspect within their relationship, but it is one of the most crucial, as it defines how they interact and communicate with each other.

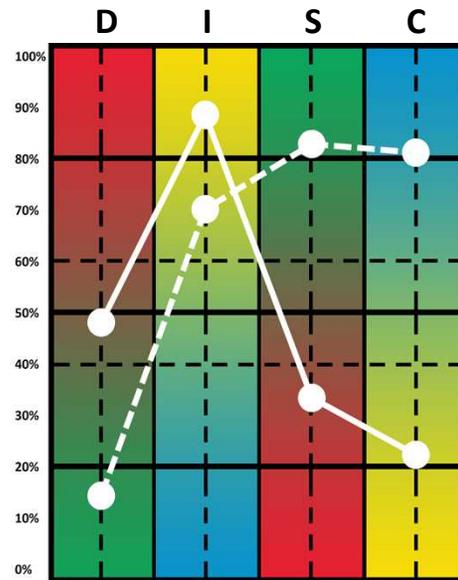
SOLID LINE = Manuel Macias

DASH LINE = Tiffini Countaway

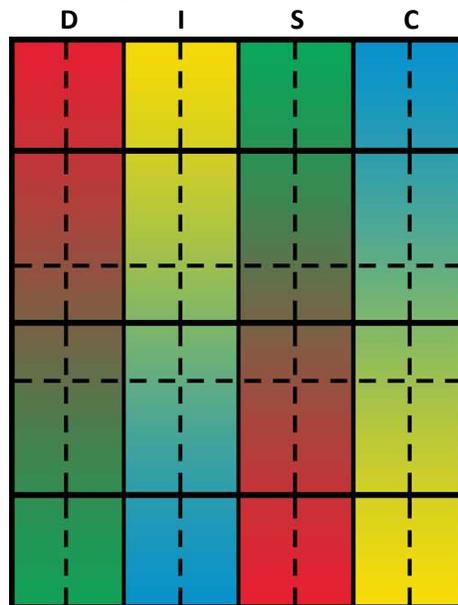
Adapted Behavioral Style



Natural Behavioral Style



Review both your Natural and Adaptive graphs above and determine which graph best describes your core behavior in this relationship. Draw each of your graphs below and use it as the template in completing the four exercises found on pages 12-15 in this Collaboration Report.



DISC Behavioral Patterns (Graph II)

The behaviors of Manuel and Tiffini displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of their behavioral patterns along with some insights into how Manuel and Tiffini typically function in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by Manuel and Tiffini based upon the interpersonal dynamic of their relationship.

Manuel Macias's DISC style: **Networker**

Networker Style Overview

Networkers have many personal contacts who support their efforts. They are outgoing, socially comfortable and make friends with ease. They promote with enthusiasm and draw on their contacts to help them achieve their goals. They are quite optimistic, which can lead to misjudging others. They may not spend time on considering negative consequences of their "gut feel" inclinations. They can over-talk as they pursue their objectives.

- **Emotional characteristic:** Very willing to accept and include others.
- **Goals:** To gain approval, popularity and recognition.
- **How others are valued:** Through verbal skills and ability to create mutual experiences.
- **Influences group:** Through praise, opportunities and providing favors.
- **Value to the organization:** Ideal for promoting, gaining attention and generating energy for their ideas and projects.
- **"Watch-out-for":** Can overuse praise; be too optimistic; appear superficial and not genuine.
- **When under pressure:** Can become even less detail focused and disorganized; become overly focused on the big picture; overly emotional and may struggle focusing on the task.
- **Fears:** Being viewed in a bad light that detracts from prestige and self worth.

Tiffini Countaway's DISC style: **Technician**

Technician Style Overview

Technicians will seek projects in their area(s) of expertise. They constantly challenge their own work and results. They are likely knowledgeable in many areas. They are easy to work with unless their expertise is challenged. They are quality oriented and expect strong results from themselves and others. They can become critical of others if they achieve poor results. At times, they can become too insistent on doing things a "certain way."

- **Emotional characteristic:** Need to be current and keep pace with others.
- **Goals:** High expectations for their own growth and advancement.
- **How others are valued:** Through demonstrated self-discipline, position and authority.
- **Influences group:** Projecting confidence in ability to create, implement and expand the correct activities and actions.
- **Value to the organization:** Skilled problem-solvers and experts in identifying solutions for their own area(s) of experience.
- **"Watch-out-for":** Over-focus on personal goals and may expect too much from others.
- **When under pressure:** Can become inhibited and overly sensitive to critical feedback.
- **Fears:** Being too predictable or being unrecognized for their contributions.

Strengths of Manuel versus strengths of Tiffini

Manuel and Tiffini likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can Manuel & Tiffini best utilize their strengths when relating with each other?

Manuel's strengths:

- You demonstrate excellent people skills.
- You are able to generate enthusiasm in others.
- You bring optimism to the team.
- You are a flexible problem solver.
- You're an excellent team player.
- You supply a positive sense of humor.
- You demonstrate excellent verbal skills.

Tiffini's strengths:

- You can be depended upon to do what you say you will do.
- You are skilled in dealing with details (e.g., precise standards, data, and fine print) with accuracy and confidence.
- You are conscientious and serious about doing things the correct way.
- You are excellent at motivating others toward team goals with your enthusiasm and optimism, as well as your sensitivity to their needs and concerns.
- You are deadline conscious, with excellent time-management skills.
- Your remarkable consistency allows you to maintain a stable and predictable pace to complete complex projects. You demonstrate a tireless work ethic in getting the job done.
- You are willing to work hard for a mission, cause, project, or purpose.

Struggles of Manuel versus struggles of Tiffini

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Manuel's and Tiffini's struggles are listed below. A best practice is to read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help their colleague overcome or minimize a struggle.

Manuel's struggles:

- Your strong enthusiasm may be seen by some as shallow or self-absorbed.
- Your decisions may sometimes be based on superficial information. You may need to dig deeper before coming to a conclusion.
- You may be overly optimistic in your ability to persuade or manage others.
- You may tend to promise a bit more than you can deliver, then enlist the help of others to ensure timely delivery.
- You may tend to react on impulse as opposed to thinking things through.
- You could use help in building time-management skills.
- You may be easily distracted, sometimes finding it hard to stay on point in meetings, projects, or presentations.

Tiffini's struggles:

- You may sometimes show unreasonable expectations of the capability or capacity of others.
- Because of your desire for completeness, you may encounter some difficulty in meeting deadlines.
- You may be considered a grudge-holder, as you tend to have a long memory for wrongs committed.
- You tend to promise a bit more than you can deliver, then enlist others to help deliver it.
- You may hold on too tightly to past tradition in procedures and processes, thus requiring a complete explanation of details before changes are made.
- You may react on impulse rather than thinking things through before responding.
- When under pressure, you may become overly sensitive to criticism and/or become bogged down in details.

Communication Plans

The following suggestions can help Manuel and Tiffini understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other and discuss your communication preferences to form a more effective, less stressful interpersonal relationship.

When communicating with Manuel, **DO**:

- Be engaging, stimulating, and fast-paced.
- Provide immediate incentives for Manuel's willingness to help on the project.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Plan some extra time in your schedule for talking, relating, and socializing with Manuel.
- Ask for Manuel's input regarding people and specific assignments.
- Use Manuel's own words to direct you back to the topic or issue at hand.
- Plan to talk about things that support Manuel's dreams and goals.

When communicating with Manuel, **DON'T**:

- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Stick too rigidly to the agenda.
- Get bogged down in facts, figures, or abstractions.
- Let the discussion with Manuel get caught in dreams too much, otherwise you'll lose time.
- Be cool, aloof, or regimented.
- Talk down to Manuel.

When communicating with Tiffini, **DO**:

- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Do your homework, because Tiffini's homework will already be done.
- Ask for Tiffini's input regarding people and specific assignments.
- Be candid, open, and patient.
- Provide clear, specific solutions, and support your position with pros and cons.
- Be certain that individual responsibilities are clear, in writing, and that there are no ambiguities.
- Provide logical and practical evidence.

When communicating with Tiffini, **DON'T**:

- Offer promises that you can't keep.
- Be disorganized or sloppy.
- Push too hard.
- Be vague about what's expected of the group.
- Be unrealistic with deadlines.
- Rush the issue or the decision-making process.
- Get in the habit of manipulating ideas quickly.

Work Style Tendencies

Work Style Preferences provide useful insights as Manuel and Tiffini work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

Manuel's work style tendencies:

- You are motivated to be well-networked, and thus tend to know a wide variety of people within your profession. This can be of enormous benefit to the team or organization as additional contacts become necessary.
- You tend to be very extroverted and may rely on creativity or spontaneity to make an activity more exciting.
- You tend to be action-oriented and are able to handle many projects simultaneously.
- You convey a high trust level in the ability of others on the team to carry out their responsibilities and commitments.
- You are able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.
- You have the ability to speak to audiences, and motivate others with poise, confidence, and excellent verbal skills.
- While you may tend toward surface analysis in some cases, you can also show very keen awareness of important details.

Tiffini's work style tendencies:

- You tend to be rather friendly and easy-going in your interactions with others.
- You place high expectations on yourself and others and are able to help coach others to higher standards of quality.
- You have the ability to focus on building your own skills and talents, while also assisting others on the team in building their own skills.
- You have the ability to handle people with patience.
- You are articulate about many different topics and issues.
- You are able to express a sense of humor, while remaining very serious about work tasks and projects, especially when it is necessary to maintain a high degree of quality control.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.

Motivations and Ideal Work Environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, Manuel and Tiffini can create an environment where they are most likely to be self-motivated and motivate each other.

Manuel tends to be most effective in environments that provide:

- Opportunities to express yourself.
- Freedom to move around, either in the office or around the country.
- A non-hostile working environment.
- Activities with many opportunities for interaction with people.
- A democratic environment with participatory management.
- Projects that allow you to motivate and persuade people.
- Public recognition for accomplishments.

Tiffini tends to be most effective in environments that provide:

- Complete information, details, and examples with no gaps or surprises.
- Time to reflect and think about pros and cons to solutions.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.
- Close relationships with small groups of associates, rather than superficial relationships with a large group of people.
- A place relatively free of interpersonal conflict and hostility.
- Clear areas of responsibility with minimal ambiguities.
- Opportunities for building a network of people and contacts.

Circle statements that communicate how to build a better relationship with either of you. Note differences.

3 R's of DISC Relationships	
<p style="text-align: center;">CONSCIENTIOUS (C)</p> <p>HOW TO RESPOND TO A HIGH C</p> <ul style="list-style-type: none"> • In conflict expect: Response to be cautious and/or negative • Focus: Patiently answer questions • Tone: Patient and persistent • Give: "Why" responses <p>HOW TO RELATE TO A HIGH C</p> <ul style="list-style-type: none"> • Answer questions in a patient and persistent manner • Mix accurate data with assurances • Allow time to validate information <p>HOW TO REINFORCE THE HIGH C</p> <ul style="list-style-type: none"> • Provide a step-by-step approach • Provide reassurances of support • Give permission to validate information with third parties 	<p style="text-align: center;">DOMINANCE (D)</p> <p>HOW TO RESPOND TO A HIGH D</p> <ul style="list-style-type: none"> • In conflict expect: Disagreement and debate • Focus: On actions and goals • Tone: Firm and direct • Give: "What" responses <p>HOW TO RELATE TO A HIGH D</p> <ul style="list-style-type: none"> • Be brief and to the point • Explain "How to achieve goals" using logic with an action plan • Allow time to consider your ideas <p>HOW TO REINFORCE THE HIGH D</p> <ul style="list-style-type: none"> • Repeat the plan of action, focusing on goals, objectives, and results • Give bottom line instructions • Get out of his/her way
<p style="text-align: center;">STEADINESS (S)</p> <p>HOW TO RESPOND TO A HIGH S</p> <ul style="list-style-type: none"> • In conflict expect: Time to process in accepting change • Focus: Harmony and stability • Tone: Nonthreatening and patient • Give: "How" responses while making allowances for family needs <p>HOW TO RELATE TO A HIGH S</p> <ul style="list-style-type: none"> • Use friendly tones when instructing • Give personal, nonverbal acceptance and assurances • Allow time to process information <p>HOW TO REINFORCE THE HIGH S</p> <ul style="list-style-type: none"> • Repeat any instructions • Provide hands-on reinforcement • Be patient in allowing time to take ownership 	<p style="text-align: center;">INFLUENCING (I)</p> <p>HOW TO RESPOND TO A HIGH I</p> <ul style="list-style-type: none"> • In conflict expect: Denial or shift blame • Focus: On relationships and fun activities • Tone: Informal, friendly and positive • Give: "Who" responses <p>HOW TO RELATE TO A HIGH I</p> <ul style="list-style-type: none"> • Use friendly voice tones • Allow time for them to verbalize their feelings • Help them transfer talk to an action plan <p>HOW TO REINFORCE THE HIGH I</p> <ul style="list-style-type: none"> • Offer positive encouragement and incentives for taking on tasks • Help them organize an action plan • Communicate positive recognition

Understanding Your Task Style

Circle the High and Low squares below that correspond with the High and Low plotting points on your graph on page 4. **Application:** Take a few minutes to consider the traits below and complete the blanks at the bottom of the page. Then share the information with a colleague and/or other important person in your life.

High Style	D	I	S	C
Preferred Tasks	Challenging	People Related	Scheduled	Detailed
Work Style	Decisive	Interactive	Cooperative	Traditional
Strength	Problem Solver	Encourager	Supporter	Organizer
Limitation	Too Direct	Too Disorganized	Too Indecisive	Too Detailed

----- midline -----

Preferred Tasks	Routine	Technical	Diverse	Unorthodox
Work Style	Participative	Structured	Reactive	Instinctive
Strength	Team Player	Logical Thinker	Energy Source	Risk Taker
Limitation	Too Indirect	Too Impersonal	Too Intense	Too Nontraditional
Low Style	D	I	S	C

Understanding Your Task Style

Example: “As a High D/C and Low I/S blend, I **prefer tasks** that are *challenging, detailed and diverse*. My **work style** tends to be *decisive and structured*. My **strengths** are being a *problem solver, organizer and logical thinker*. Regarding my **limitations**, I tend to be *too direct, impersonal and intense*; therefore, I **need** a High I, Low D on my team.”

Using the chart above, define your task style by completing the statements below.

Defining Your Task Style

As a high _____ and low _____ blend, I **prefer tasks** that are _____.

My **work style** tends to be _____.

My **strengths** are being a _____. Regarding my **limitations**, I tend to be too _____, therefore I **need** a High _____, (opposite) Low _____ (opposite) on my team or in my life.”

Understanding Your Communication Style

Circle the High and Low squares below that correspond with the High and Low plotting points on your graph on page 4. **Application:** Take a few minutes to consider the traits below and complete the blanks at the bottom of the page. Then share the information with a colleague and/or another important person in your life.

High Style	D	I	S	C
Act	Assertive	Persuasive	Patient	Contemplative
Want	Control	Approval	Routine	Standards
Fear	Losing	Rejection	Change	Being Wrong
Fear Response	Anger	Blame	Nonparticipation	Criticism

-----midline-----

Act	Cooperative	Unemotional	Responsive	Free-spirited
Want	Harmony	Logic	Variety	Non-structured
Fear	Confrontation	Illogical actions	Status Quo	Conforming
Fear Response	Indifference	Suspicion	Physical Action	Emotion
Low Style	D	I	S	C

Understanding Your Communication Style

Example: “As a High D/C and Low I/S blend, I naturally **act** *assertive and responsive* because I **want** *control and logic*. If I perceive that I may face (**fear**) *losing or illogical actions*, I may **respond** with *anger or suspicion*.”

Using the chart above, define your communication style by completing the statements below.

Defining Your Communication Style

As a high _____ and low _____ blend, I naturally **act** _____

because I **want** _____

If I perceive that I may face (**fear**) _____

I may **respond** with _____

Understanding Your Negotiating Style in Resolving Conflict

Circle the High and Low squares below that correspond with the High and Low plotting points on your graph on page 4. **Application:** Take a few minutes to consider the traits below and complete the blanks at the bottom of the page. Then share the information with a colleague and/or another important person in your life.

High Style	D	I	S	C
Comfortable	Decisive	Enthusiastic	Supportive	Structured
Fears	Losing	Rejection	Change	Being Wrong
Tension	Demand Action	Attack	Comply	Avoid Disagreeing
Conflict	Withhold Contact	Shift Blame	Passive/Aggressive Behaviors	Demand Details

-----midline-----

Comfortable	A Team Player	Detached	Spontaneous	Unstructured
Fears	Confrontation	Illogical Actions	Status Quo	Conforming
Tension	Become Quiet	Remain Calm	Challenge Others	Become Arbitrary
Conflict	Stuff Feelings	React Covertly	Punitive action	Emotional denials
Low Style	D	I	S	C

Understanding Your Negotiating Style in Resolving Conflict

Example: “As a High I/S and Low D/C blend facing conflict, I am most **comfortable** being *enthusiastic and supportive*. When I feel **fears** of *confrontation and rejection* it causes tension for me. Under **tension**, I may *become quiet and comply*. If this intensifies the **conflict**, I may *shift blame* or use *emotional denials*.”

Using the chart above, define your negotiating style in resolving conflict by completing the statements below.

Defining Your Negotiating Style in Resolving Conflict

As a high _____ and low _____ blend, I am most **comfortable** being

When I feel **fears** of _____ it causes tension for me.

Under **tension**, I may _____

If this intensifies the **conflict**, I may _____ or use _____.

Understanding Your Relational Style

Circle the High and Low squares below that correspond with the High and Low plotting points on your graph on page 4. **Application:** Take a few minutes to consider the traits below and complete the blanks at the bottom of the page. Then share the information with a colleague and/or another important person in your life.

	D	I	S	C
High Style				
Respond	Be Direct	Be Friendly	Be Nonthreatening	Be Specific
Relate	Briefness	Freedom to Express Feelings	Friendly Tones	Patient Answers
Reinforce	The Bottom Line	Social Recognition	Time to Process	Freedom to Validate
Help	Get Out of the Way	Talk to Me	Give Assurances	Leave Me Alone

-----midline-----

Respond	Allow Time to Process	Be Logical	Focus on Action	Focus on Activities
Relate	Nonverbal Assurances	Accurate Data	Variety	Non-structure
Reinforce	Time to React	Support	Control	Encouragement
Help Low Style	Give Me a Hug	Respect Privacy	Allow Spontaneity	Allow Flexibility
	D	I	S	C

Understanding Your Relational Style

Example: “As a High I/S and Low D/C blend, my suggestion to others in **responding** to me is *be friendly and nonthreatening*. **Relate** to me with *freedom to express my feelings*. In **reinforcing** me give me *verbal encouragement*. When I’m under stress, you can be **helpful** to me if *you talk to me*.”

Using the chart above, define your relational style by completing the statements below.

Defining Your Relational Style

As a high _____ and low _____ blend, my suggestion to others in **responding** to me

is _____

Relate to me with _____

In **reinforcing** me, give me _____

When I'm under stress, you can be **helpful** if you _____.

Collaboration Action Plan: Working Together Effectively

Refer back to what you and your colleague discussed and learned in the Collaboration Report. Fill in the spaces below together and create strategies to work together more effectively.

Name & DISC Style: Colleague 1 _____ Colleague 2 _____

I appreciate your strengths of ... (p 6)	
I can help with your struggles by ... (p 7)	
I will communicate with you by doing ... And not doing... (p 8)	
I am aware of the following areas that may cause conflict ... (p 14)	
I will respond to you by ... (p 11)	
I will relate to you by... (p 11)	
I will reinforce you by... (p 11)	

Name & DISC Style: Colleague 2 _____ Colleague 1 _____

I appreciate your strengths of ... (p 6)	
I can help with your struggles by ... (p 7)	
I will communicate with you by doing ... And not doing... (p 8)	
I am aware of the following areas that may cause conflict ... (p 14)	
I will respond to you by ... (p 11)	
I will relate to you by... (p 11)	
I will reinforce you by... (p 11)	

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So Now What?

This report is filled with information about Manuel's and Tiffini's style and how each, with the in-depth knowledge of each other's behavioral preferences, can develop a better relationship and get better results when working together.

There are many suggestions in this report for Manuel and Tiffini to apply these behavioral style tips to improve their relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Keep this report where it is readily accessible. It is important to use this information to open up a meaningful dialogue with each other to improve all aspects of your relationship. Use this report as a reference tool. There is a lot of information in it - it is not meant to be digested in just one reading.

Have fun with making a few minor changes and/or adapting your behavior to lead to better relationships and results. You might be surprised at how small shifts can make a difference! Remember The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

Disclaimer

There are no warranties, express or implied, regarding the Collaboration Report. You assume full responsibility, and Assessments 24x7 LLC, IHG, Inc. and LLJ (THE GROUP) shall not be liable for, (i) your use and application of the Collaboration Report, (ii) the adequacy, accuracy, interpretation or usefulness of this report, and (iii) the results or information developed from your use or application of it.

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In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.

DISC Assessments

The DISC model of human behavior is the most widely used behavioral model in the world, and has helped millions of people improve communication, productivity, team building and leadership, as well as their personal and professional relationships within the workplace and home. Continue your journey of learning and applying the language of DISC through the additional resources below.

Additional Resources and Applications

CEO or manager, teacher or trainer, coach or parent—if you desire to impact people by helping them discover and capitalize on their strengths, then continue your journey of applying the DISC style information and behavioral adaptability out into your spheres of influence.

DISC STYLES COACHING

Explore how you can become a more effective manager, parent or leader by engaging in DISC styles coaching to better understand yourself and how to maximize your style for improving relationships and getting greater results.

DISC STYLES COUNSELING

Qualified therapists and counselors can provide DISC styles counseling to improve individual performance or build stronger family/marriage relationships.

DISC STYLES WORKSHOPS

The DISC styles information lends itself well to a variety of workshops/seminars on topics such as Coaching, Communication, Conflict Management, Customer Service, Team Building, Leadership and Management.

DISC STYLES CERTIFICATION

Become certified to use the DISC styles assessments and additional resources in your own coaching, consulting, counseling or training applications.

The Collaboration Report is a product of LLJ, offering leadership solutions for individuals and organizations through their authorized Certified DISC Practitioners.

