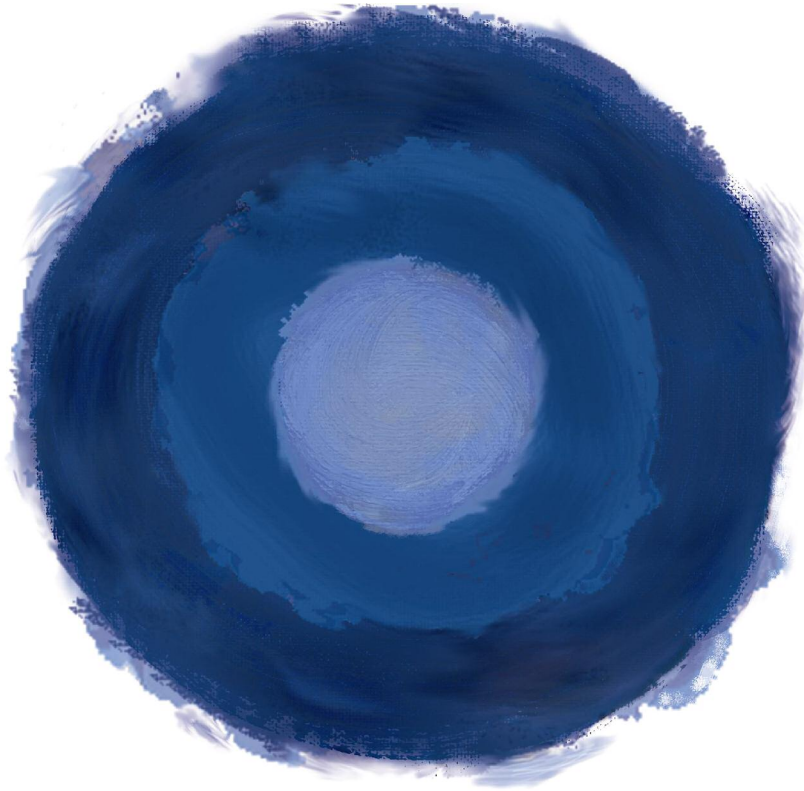




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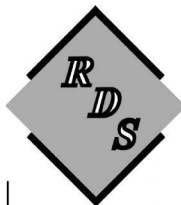


Pat Fergusson with Anne Pricer

Thursday, August 27, 2009

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**Resource
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Managing the Human Side of Business SM

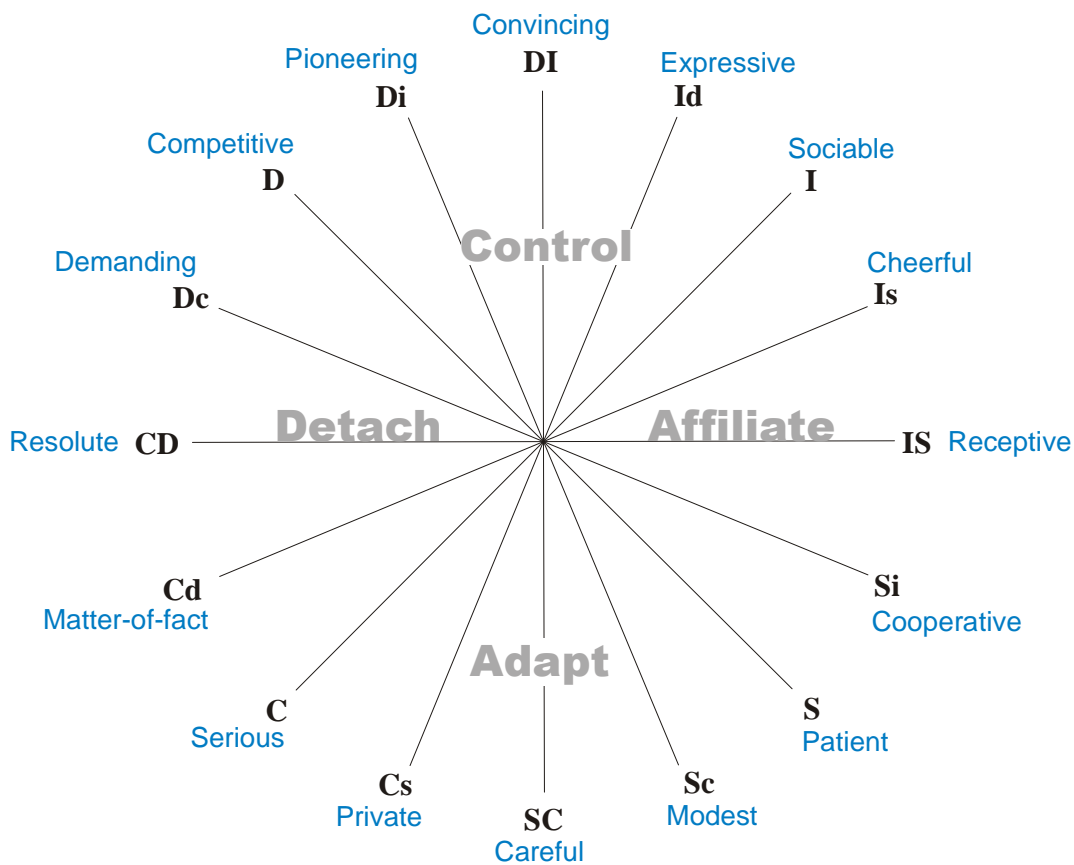
The DiSC® Indra® Report

DiSC® Indra®

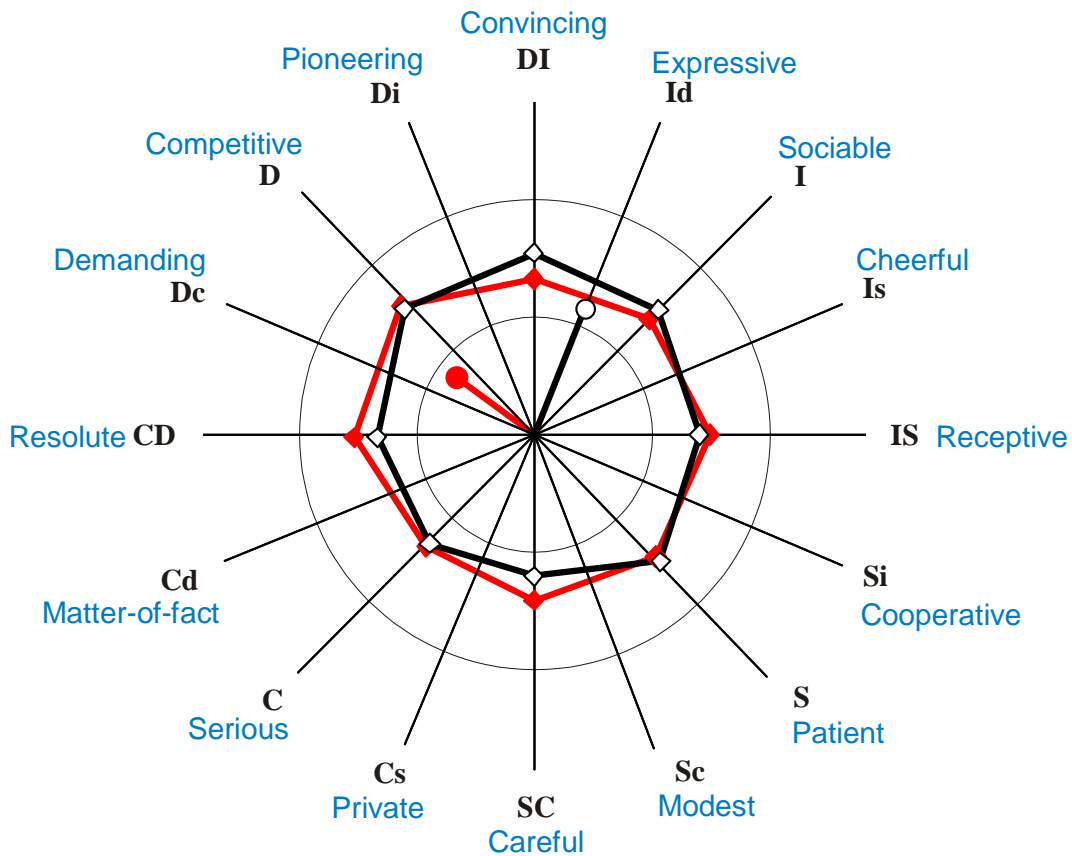
DiSC® Indra® offers an in-depth understanding of relationship dynamics by applying the time-honored DiSC model to interpersonal style. Using the feedback provided by *Indra*, individuals and groups are able to reduce conflict and increase their comfort and effectiveness when relating with others.

DiSC Indra displays a person's DiSC Interpersonal Style on two dimensions—Control-Adapt and Affiliate-Detach. Each of the 16 distinct styles represents a specific combination of these dimensions. There are no right or wrong styles in the *DiSC Indra* approach to understanding relationships in the workplace. *DiSC Indra* simply provides a map for understanding each other's view of how we handle the relationship dynamics of Control and Affiliation and strategies for bridging our differences so we can relate to each other with comfort and effectiveness.

The circular form of DiSC shown below represents the underlying relationships among all 16 DiSC Interpersonal Styles. The styles closest to each other are more similar than those that are more distant from each other. You can explore what this means to you and Anne in this report.



Pat relating with Anne



DiSC Interpersonal Style of Pat Fergusson: ● Competitive (D)
DiSC Interpersonal Style of Anne Pricer: ○ Expressive (Id)

The DiSC® Interpersonal Map displays each person's DiSC Vector and DiSC Contour. The DiSC Vectors represent the exact location of both of your DiSC Interpersonal Styles. The DiSC Contours are the shapes that result from connecting the eight scales (octants) that define DiSC Indra.

You can see your areas of similarity and difference from the position of both of your Vectors and shape of your Contours. The following pages will provide more information for understanding the unique combination represented by your two styles. On the next page, you will be presented with a description of each of your styles followed by the DiSC Interpersonal Behavior Continuum, which highlights your most important similarities and differences. Following the Continuum is your Relationship Fit Map, which describes the dynamics of your relationship in terms of comfort and effectiveness. In addition, you will find strategies for increasing comfort and effectiveness in this relationship. At the end of this report you will find a set of questions and an action plan for further exploration. This report is from the perspective of Pat and may be different if viewed from the perspective of Anne.

Your DiSC Interpersonal Styles

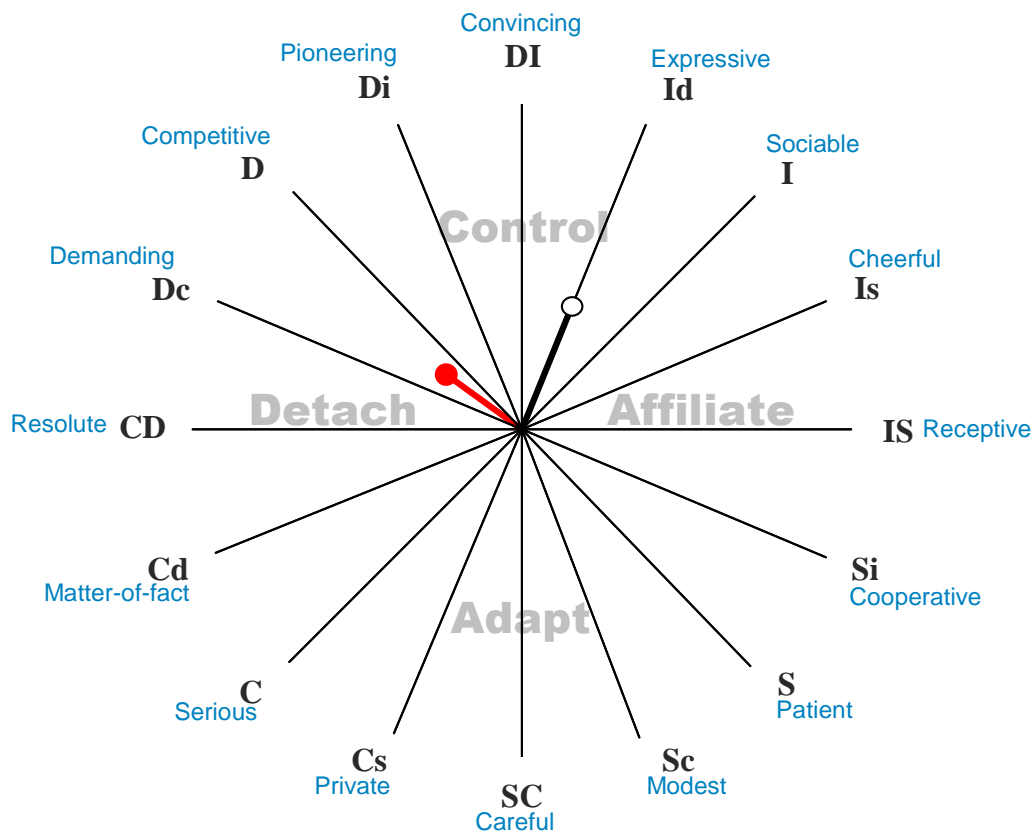
DiSC® Indra®

Pat's Competitive Style ●

People with your Competitive (D) style tend to be strongly individualistic and determined. You tend to prefer dealing with people in a direct, straightforward manner and are likely appreciate others engaging you candidly as well. Tending to be self-reliant, resourceful, and self-sufficient, you may be quite comfortable in aggressive interactions with others. You are likely to seek competitive situations and sometimes your desire to win may be stronger than your sensitivity to the needs of others. Your firm approach to situations tends to communicate to others that they'd be wise to take their complaints elsewhere if they are looking for a soft-hearted response.

Anne's Expressive Style ○

People with Anne's Expressive (Id) style tend to approach people and situations in an energetic, lively manner. Anne seems to enjoy the challenge of meeting new people and getting them to like her. She tends to communicate clearly and vividly, using an emotionally expressive and demonstrative style. With this inspiring approach, Anne is likely to sway people to her point of view. She seems to be quite good at attracting people and keeping them as colleagues, clients, or friends. Anne is a true extrovert and is likely to find herself easily wrapped up in her interpersonal environment.



DiSC® Interpersonal Behavior Continuum

DiSC® Indra®

The Interpersonal Behavior Continuum maps those behaviors that people with your DiSC® Interpersonal Styles are most and least likely to use. The behaviors on this Continuum may be different than the behaviors in your individual report, as they have been selected based on their relevance to your interactions with Anne. *Low* behaviors are those that are less likely to be used even though the situation may require them. *High* behaviors are those that are more likely to be used even though the situation may not require them. The Continuum displays the potential for certain behaviors to occur but not the certainty that they will occur. Both of you may have modified these potential behaviors based on your life experience and value system.

Pat ● Anne ○

	Low ————— High
obliging Ready to do favors for others; accommodating	● ○
quiet Reserved; soft-spoken; mild	○ ●
boisterous Noisy and lacking in restraint; loud, exuberant	● ○
soft-hearted Full of compassion or tenderness	● ○
submissive Inclined or willing to yield to orders or wishes of others	● ○
unassuming Not bold, forward or arrogant; humble, modest	● ○
compelling Demanding attention; irresistible	● ○
determined Showing force of will; resolute, unwavering	○ ●
direct Straightforward and candid; frank, to the point	○ ●
dominant Exercising the most influence or control	○ ●
dynamic Marked by intensity and vigor; forceful, energetic	● ○
energetic Displaying vigor; active	● ○
enterprising Showing initiative; goal-oriented	○ ●
expressive Showing feeling; emotional	● ○
extraverted More interested in external conditions	● ○
frank Open and honest expressing what one thinks and feels	○ ●
humble Meekness or modesty in behavior, attitude, or spirit; deferential	● ○
inspiring Stimulating to action; motivating	● ○
introverted Concentrating upon one's own thoughts as opposed to external conditions	○ ●
lenient Inclined not to be harsh or strict; merciful, generous, or indulgent	● ○

Relationship Fit

DiSC® Indra®

In addition to similarities and differences, we can look at the effectiveness and comfort of our relationships. This is called Relationship Fit, which involves a mutual give-and-take such that each person’s behavior supplements the other, resulting in a more effective and comfortable relationship. We tend to be most effective when we relate to those with a reciprocal preference for Control (Control is effective with Adapt and Adapt is effective with Control). On the other hand, we find that comfort is increased when we share preferences for Affiliation (Affiliate is comfortable with Affiliate, and Detach is comfortable with Detach).

Based on our preferences for Control and Affiliation, we find that relationships can have a Fit on both dimensions, one, or none. These three categories of Relationship Fit are:

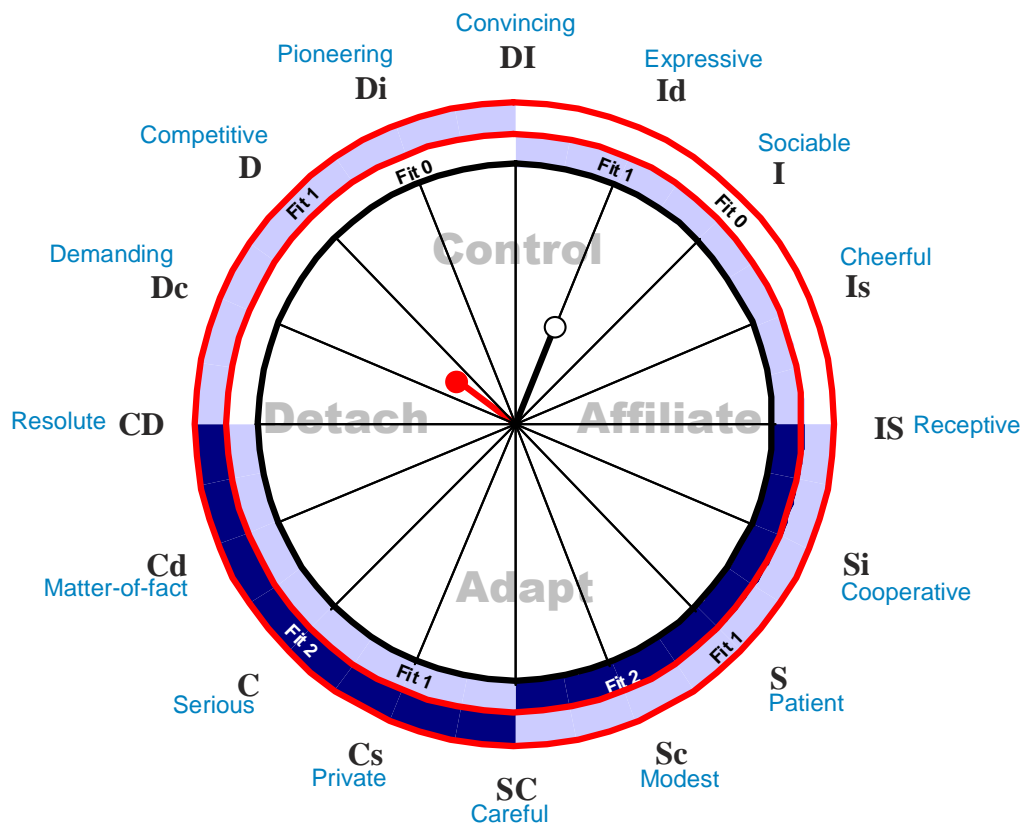
Fit on 2 Dimensions—fit on *both* Control and Affiliation

Fit on 1 Dimension—fit on *either* Control or Affiliation

Fit on 0 Dimensions—fit on *neither* Control nor Affiliation

Relationship Fit Map for Pat with Anne

(Graphic is a reduced scale version of Page 3)



Your Relationship Fit Map displays both of your Vectors and Relationship Fit areas. To understand the Map, you need to look where Anne’s Vector (○) falls on your Fit areas (outer circle). You can also see where your Vector (●) falls on Anne’s Fit areas (inner circle).

Relationship Fit for Pat with Anne

There are no good or bad relationships, only relationships that require more or less energy to bridge our differences. As you can see on the Relationship Fit Map, you and Anne have a Relationship Fit on 0 dimensions. There is neither a Fit on the Control dimension (Control with Control) nor the Affiliation dimension (Detach with Affiliate). On the Control dimension you both are likely to seek to control the environment, which may cause some challenges in how you work together. You also are likely to have different expectations for the amount of distance in your interactions.

A lack of Fit on both dimensions does not mean you and Anne cannot or will not have a relationship that is effective or comfortable. You each may have already modified your behavior in ways that have improved your ability to interact with each other. Fit on 0 dimensions means that your relationship is likely to require more effort to achieve comfort and effectiveness than a relationship that has a Fit on 2 dimensions. The following strategies may be helpful for increasing both comfort and effectiveness in your interactions with Anne.

Strategies for Pat when relating with Anne

You are likely to prefer interactions that are more direct and to the point than may be comfortable for Anne. You might increase the effectiveness of this relationship by moving to a less comfortable type of interaction for you but one that is likely to be more comfortable for Anne. You might use the following strategies to do this:

- Maintain a more affiliative approach by asking personal questions
- Offer to meet in more informal, less structured settings such as over lunch
- Provide an opportunity for Anne to share ideas and experiences
- Use open-ended questions (who, what, where, when, how) to keep the discussion focused

You are likely to experience conflict in this relationship over issues of power and control unless you use strategies for dealing with your shared desire for control. You might find the following strategies effective:

- Discuss limits of authority
- Agree upon areas of responsibility
- Discuss expectations for who will be in charge in specific situations
- Agree to disagree when necessary
- Defer to Anne when necessary for increasing effectiveness

Relationship Fit: 0

Pat: Control and Detach

Anne: Control and Affiliate

Based on your understanding of the strengths and limitations of the DiSC® Interpersonal Styles of both you and Anne, you may want to explore the following areas to reduce potential conflicts and improve effectiveness in your relationship with Anne.

1. In what ways are the DiSC Interpersonal Styles of you and Anne similar?

How do your behavioral similarities positively contribute to your relationship with Anne?

2. In what ways are the DiSC Interpersonal Styles of you and Anne different?

How do those differences create challenges for you and Anne in working together?

3. In looking at your DiSC Interpersonal Behavior Continuum, you will see interpersonal behaviors that are similar and different for you and Anne. How would your relationship with Anne benefit if you *decreased* your use of any of your “*high*” behaviors? Which behaviors would you decrease to improve comfort and effectiveness?

How would your relationship with Anne benefit if you *increased* your use of any of your “*low*” behaviors? Which behaviors would you increase to improve comfort and effectiveness?

4. Does Anne’s DiSC Interpersonal Style Fit on 2, 1, or 0 dimensions with your style?

How do you experience this in your relationship with Anne?

5. What actions from the Strategies sections would be helpful in improving your relationship with Anne?

