

# 363 COACHING SUPPLEMENT

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EVERYTHING **DiSC**  
363® FOR LEADERS

*ASSESSMENT TO ACTION.*

This is a supplement to the report of:  
**Taylor Meyer**

Sunday, May 01, 2011

This report is provided by:

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## Taylor's DiSC® Style

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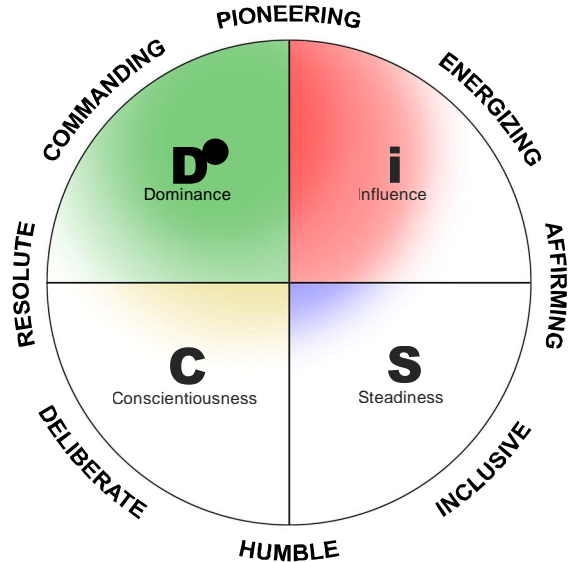
The purpose of this report is to provide supplemental information to help you coach Taylor Meyer through his feedback in *Everything DiSC 363® for Leaders*.

We'll start by giving you an overview of Taylor's DiSC® style.\* While *Everything DiSC 363 for Leaders* is based on the DiSC model, Taylor does not need to know his DiSC style to understand the feedback. However, for you as Taylor's coach, it may be helpful in interpreting the multi-rater feedback.

Next, you'll find Taylor's scores for the Leadership Behavior and Leadership Requests sections. In addition, we'll provide norms that represent the average score of all leaders who have taken this assessment.

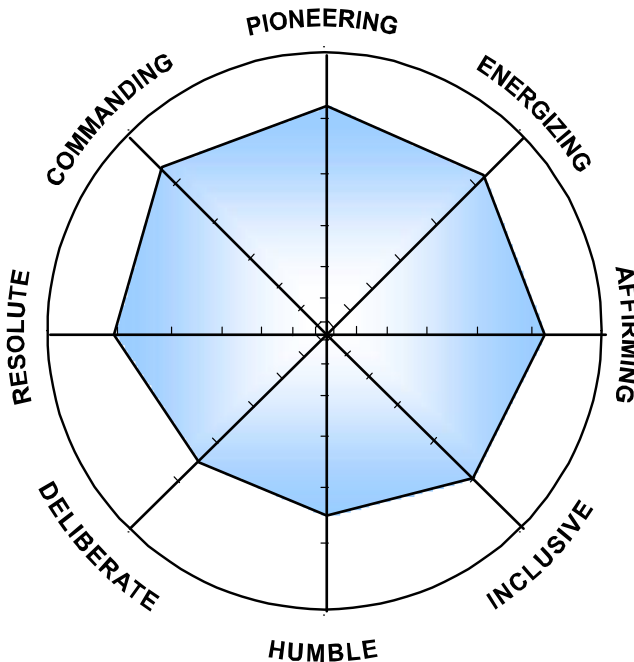
Finally, you'll find a Performance Gap Analysis that compares Taylor's performance to the typical performance expected for someone with his DiSC style.

## DiSC Style based on Leader's Responses



**Taylor's Style: Di**  
**Primary Style: D**  
**Secondary Style: i**

## Leader Performance Rating based on Rater Responses



### Close to the Edge or Close to the Center?

The position of the dot shows that Taylor is **moderately inclined** toward the Di style. His dot isn't at the outer edge of the circle, but it's still fairly close to the Pioneering, Commanding, and Energizing approaches.

Take a look at the graph to the left, which shows how Taylor's raters saw him on each approach. Consider the following questions:

1. Does Taylor's DiSC style seem to be affecting how his raters see him?
2. If so, what might be the best areas of focus for Taylor?
3. If not, what other factors might be influencing his ratings?

\*This report assumes that the facilitator/coach has a strong working knowledge of the DiSC model.

## Leadership Behavior

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The table below lists Taylor's ratings on the 24 leadership practices, from highest to lowest score. It includes only the scores from his raters, and not his own self ratings. The "Norm for all Leaders"\* column shows the average rating of all leaders who have taken this assessment.

Rating (1-7)	Norm for all Leaders	Leadership Practice Ranked by Rating
6.51	6.02	Being Approachable
6.46	5.88	Showing Confidence
6.32	5.73	Taking Charge
6.32	5.74	Focusing on Results
6.32	5.51	Stretching the Boundaries
6.28	5.56	Building Professional Networks
6.25	5.43	Promoting Bold Action
6.22	5.70	Showing Enthusiasm
6.20	5.60	Finding Opportunities
6.12	5.54	Setting High Expectations
6.12	5.75	Staying Open to Input
6.00	5.84	Speaking Up About Problems
5.97	5.51	Rallying People to Achieve Goals
5.96	5.67	Creating a Positive Environment
5.90	5.70	Improving Methods
5.87	5.61	Facilitating Dialogue
5.80	5.72	Acknowledging Contributions
5.71	5.78	Showing Diplomacy
5.62	5.62	Maintaining Composure
5.59	5.68	Providing a Sense of Stability
5.58	5.55	Being Fair-Minded
5.45	5.66	Promoting Disciplined Analysis
5.41	5.72	Communicating with Clarity
5.33	5.47	Showing Modesty

## Leadership Requests

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On each of the 24 leadership practices, Taylor's raters were asked if they would like to see him do more. The answer, "Yes, a lot more" has been given a weighted value of 10; "Yes, a little more" has a weighted value of 6.67; and "No" has a value of 0. Therefore, the higher the score, the higher the demand for improvement. Very few scores will fall above the 5.0 range. The table below lists these average Leadership Requests scores from highest to lowest score. The "Norm for all Leaders" column shows the average score of all leaders who have taken this assessment.

Score	Norm for all Leaders	Leadership Practice Ranked by Leadership Requests Score
4.20	1.97	Showing Diplomacy
3.77	2.34	Communicating with Clarity
3.19	2.94	Staying Open to Input
3.04	3.18	Improving Methods
2.90	2.26	Promoting Disciplined Analysis
2.75	1.64	Providing a Sense of Stability
2.75	3.31	Rallying People to Achieve Goals
2.61	2.52	Acknowledging Contributions
1.88	1.21	Showing Modesty
1.88	2.72	Setting High Expectations
1.74	1.71	Maintaining Composure
1.74	3.41	Stretching the Boundaries
1.74	1.87	Being Fair-Minded
1.59	2.34	Focusing on Results
1.45	2.80	Speaking Up About Problems
1.45	3.12	Finding Opportunities
1.16	2.61	Facilitating Dialogue
1.01	2.20	Creating a Positive Environment
1.01	2.19	Being Approachable
0.58	1.99	Showing Enthusiasm
0.58	2.68	Promoting Bold Action
0.58	2.07	Taking Charge
0.29	2.34	Building Professional Networks
0.29	1.77	Showing Confidence

### 363 Feedback vs. DiSC® Style

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The table below shows Taylor's 363 ratings compared to the expected performance for leaders with his Di style. Here's what to look for:

- **Expected Strengths:** In his 363, Taylor received high ratings on these practices, which are *expected* to be high for leaders with his Di style.
- **Expected Challenges:** Taylor received lower ratings on these practices, which are *expected* to be low for leaders with his Di style.
- **Unexpected Strengths:** Taylor received high ratings on these practices, which are *not expected* to be high for leaders with his Di style. These may be described as the areas where he is able to stretch beyond his natural DiSC® style.
- **Unexpected Challenges:** Taylor received lower ratings on these practices, which are *not expected* to be low for leaders with his Di style. These may be described as his potential blind spots.

#### Comparing Taylor's 363 Ratings to His Di Style

Unexpected Strengths	Expected Strengths
<p style="text-align: center;">                     Being Approachable                      Setting High Expectations                      Staying Open to Input                      Speaking Up About Problems                      Creating a Positive Environment                      Improving Methods                      Facilitating Dialogue                      Acknowledging Contributions                      Maintaining Composure                      Being Fair-Minded                 </p>	<p style="text-align: center;">                     Showing Confidence                      Taking Charge                      Focusing on Results                      Stretching the Boundaries                      Building Professional Networks                      Promoting Bold Action                      Showing Enthusiasm                      Finding Opportunities                      Rallying People to Achieve Goals                 </p>
Expected Challenges	Unexpected Challenges
<p style="text-align: center;">                     Showing Diplomacy                      Providing a Sense of Stability                      Promoting Disciplined Analysis                      Communicating with Clarity                      Showing Modesty                 </p>	

# Overview of the DiSC® Styles

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The graphic below provides a snapshot of the four basic DiSC® styles.

## D: Dominance

**Priorities:** getting immediate results, taking action, challenging self and others

**Motivated by:** power and authority, competition, winning, success

**Fears:** loss of control, being taken advantage of, vulnerability

**You will notice:** self-confidence, directness, forcefulness, risk-taking

**Limitations:** lack of concern for others, impatience, insensitivity

Questioning  
Logic-Focused  
Objective  
Skeptical  
Challenging

## C: Conscientiousness

**Priorities:** ensuring accuracy, maintaining stability, challenging assumptions

**Motivated by:** opportunities to use expertise or gain knowledge, attention to quality

**Fears:** criticism, slipshod methods, being wrong

**You will notice:** precision, analysis, skepticism, reserve, quiet

**Limitations:** overly critical, tendency to overanalyze, isolates self

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

## i: Influence

**Priorities:** expressing enthusiasm, taking action, encouraging collaboration

**Motivated by:** social recognition, group activities, friendly relationships

**Fears:** social rejection, disapproval, loss of influence, being ignored

**You will notice:** charm, enthusiasm, sociability, optimism, talkativeness

**Limitations:** impulsiveness, disorganization, lack of follow-through

Accepting  
People-focused  
Empathizing  
Receptive  
Agreeable

## S: Steadiness

**Priorities:** giving support, maintaining stability, enjoying collaboration

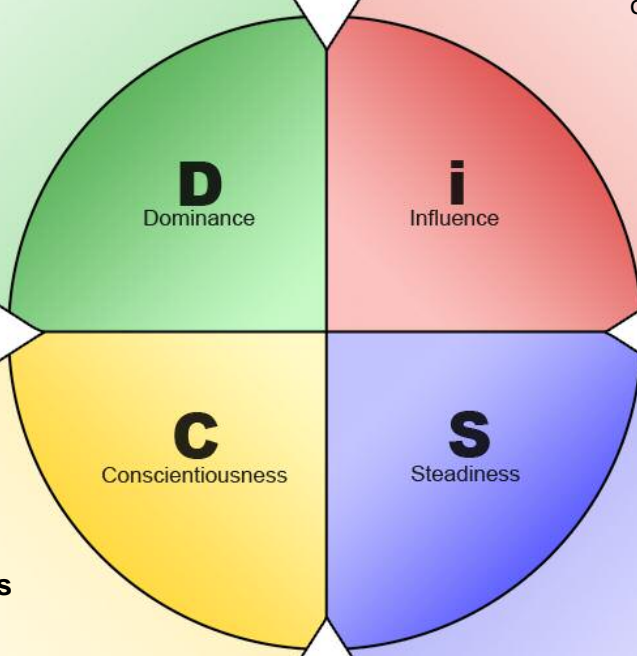
**Motivated by:** stable environments, sincere appreciation, cooperation, opportunities to help

**Fears:** loss of stability, change, loss of harmony, offending others

**You will notice:** patience, team player, calm approach, good listener, humility

**Limitations:** overly accommodating, tendency to avoid change, indecisiveness

Thoughtful  
Moderate-Paced  
Calm  
Methodical  
Careful



## Rater Summary

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A total of 23 raters contributed to Taylor's multi-rater feedback. The table below provides names of individual raters, as well as their roles.

### Managers (1)

Lucia Barton

### Peers (6)

Brad Swensson  
Kevin Campbell  
Latisha Jones  
Merril Phillips  
Olga Bellamy  
Rebecca Cohen

### Direct Reports (10)

Bernadette Mackey  
Brendan Kelly  
Colin Holmes  
Justin Case  
Lucy Steele  
Owen Weaver  
Phil Caruso  
Sheryl Grossman  
Tran Vu  
Winston Michaels

### Others (6)

Amit Patel  
Carolyn Barber  
Erica McFadden  
Frank DeNucci  
Juanita Sanchez  
Martin Kaplan