



Understand yourself and others and leverage your strengths.

Report Comparing:
Ron Earl and Rich Creative
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Overview of the Four Basic DISC styles

Ron, 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 Rich 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

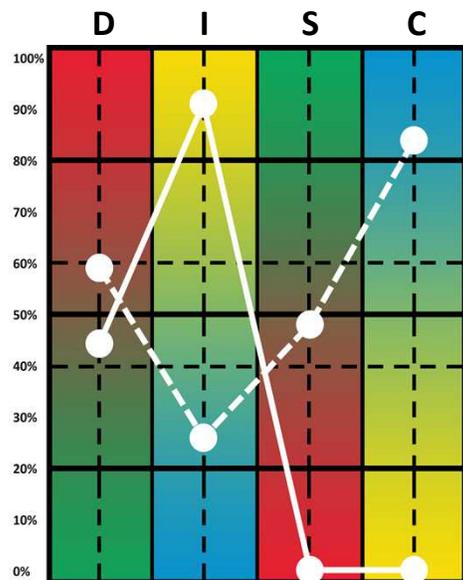
DISC Graphs of Ron and Rich

This DISC Collaboration Report shows how Ron and Rich 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.

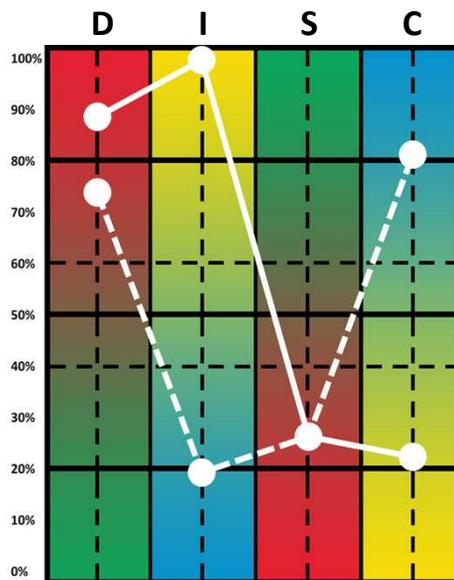
SOLID LINE = Ron Earl

DASH LINE = Rich Creative

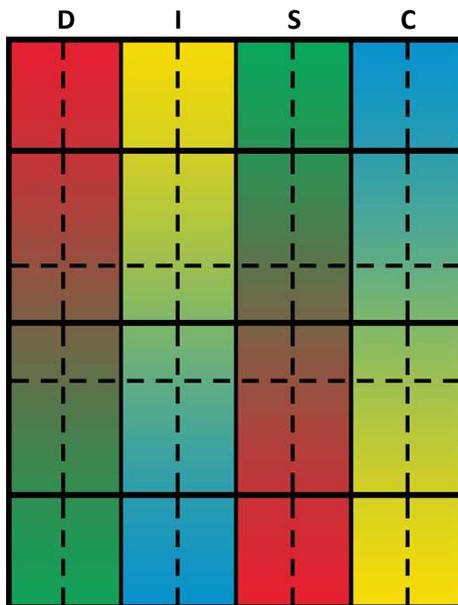
Adapted Behavioral Style



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 Ron and Rich 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 Ron and Rich typically function in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by Ron and Rich based upon the interpersonal dynamic of their relationship.

Ron Earl's DISC style: **Dynamo**

Dynamo Style Overview

Dynamos will make an attempt to adjust or modify the thoughts and actions of others. They are good at understanding how to steer others toward a predetermined result. They will set the stage for the desired result before they verbalize that desire. Their strong persuasive skills can elicit cooperation from others but sometimes create a feeling by others of being manipulated. Dynamos can be intimidating and can seek to override the decisions of others.

- **Emotional characteristic:** May appear to not need attention or affirmation from others.
- **Goals:** To gain control over circumstances, outcomes and other people.
- **How others are valued:** How they project their personal power.
- **Influences group:** Uses relationships, personal power, incentives and rewards to get the results they want.
- **Value to the organization:** Will be a "mover and shaker." Uses a variety of methods when interacting with others to move behaviors towards a desired result.
- **"Watch-out-for":** Understand that the ends do not always justify the means.
- **When under pressure:** Can be seen as manipulative, argumentative and abrasive.
- **Fears:** Being seen taken advantage of or losing social status in the group.

Rich Creative's DISC style: **Explorer**

Explorer Style Overview

Explorers display opposing directions in their behaviors. There is a desire for results and goal achievement AND a competing desire for those results to be perfect. Explorers shift between aggression and sensitivity, the desire for immediate results vs. consideration of alternatives. They often make routine decisions quickly but may need to exercise caution for bigger ones. They are change agents who will want the space and flexibility to explore by retesting and revisiting their conclusions over time. They can be seen as emotionally distant and sometimes surprisingly direct.

- **Emotional characteristic:** May shift between being aggressive or restrained.
- **Goals:** Achieving dominance and reaching unique goals.
- **How others are valued:** Do others meet their standards? Can others present unique ideas that move things forward both effectively and accurately?
- **Influences group:** Will establish an observable focus on building structures to help the group achieve objectives and accomplish goals.
- **Value to the organization:** Will initiate or adjust tactics and plans.
- **"Watch-out-for":** Can become overly critical, blunt with others and sometime look down at other peoples ideas.
- **When under pressure:** Can become bored with routine tasks. Does not respond well to micro-management. Can attempt to dominate situations and trailblaze.
- **Fears:** Situations without personal influence; will struggle with personal poor performance.

Strengths of Ron versus strengths of Rich

Ron and Rich 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 Ron & Rich best utilize their strengths when relating with each other?

Ron's strengths:

- You are able to juggle many projects and activities simultaneously, while maintaining a keen awareness of the status of each.
- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.
- You are a very active agent in all that you do.
- You have excellent presentation skills when dealing with groups. You bring a poised, confident, and engaging message to any audience.
- You demand a high performance from yourself and others.

Rich's strengths:

- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.
- You tend to be a strong agent of change.
- You are able to make decisions having the bottom-line in mind.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You are a very creative thinker and innovator.

Struggles of Ron versus struggles of Rich

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Ron's and Rich'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.

Ron's struggles:

- You may become somewhat angry or belligerent when under pressure, or when threatened.
- You may sometimes take an "ends justify the means" approach.
- You may lack follow-through, expecting others to pick up the loose ends.
- You may not always verbalize the complete story and tend to consciously withhold some information.
- You may sometimes intimidate others with power, position, or politics.
- You may need to lower project expectations a bit in light of real-world constraints.
- You may lose interest in a project or initiative once the challenge is gone.

Rich's struggles:

- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- Others may have difficulty keeping up with your opposing desires for quick, yet perfect results.
- You may appear indecisive to some because of the need to re-examine evidence, or even wait for new evidence prior to making decisions.
- You could use some assistance in prioritizing issues.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.
- You have a strong need for perfection and may not be satisfied until it has been reached.

Communication Plans

The following suggestions can help Ron and Rich 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 Ron, **DO**:

- Be engaging, stimulating, and fast-paced.
- Plan to talk about things that support Ron's dreams and goals.
- Provide testimonials from people Ron sees as important and prominent.
- Put the details in writing, but don't plan on discussing them too much.
- Give Ron the opportunity to express opinions and make some of the decisions.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Stay on track. Hit the major points first, and get to the main point quickly.

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

- Confuse or distract Ron from the issues at hand.
- Forget or lose things necessary for the meeting or project.
- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Don't stick too rigidly to the agenda.
- Leave loopholes or vague issues hanging in the air.
- Engage in rambling discussion, and waste Ron's time.

When communicating with Rich, **DO**:

- Be prepared to handle some objections.
- Be specific about what's needed, and who is going to do it.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Be efficient: Hit the major points first.
- Give Rich the opportunity to express opinions and make some of the decisions.
- When you disagree, take issue with the methods or procedures, not with the person.
- Beware of indecision, and be sure to keep the "data gate" open for more information.

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

- Whine about all of the work you have to do.
- Fail to follow through. If you say you're going to do something, do it.
- Leave things up in the air, or decide by chance.
- Confuse or distract Rich from the issues at hand.
- Use unreliable evidence or testimonials.
- Forget or lose things necessary for the meeting or project.
- Try to develop "too close" a relationship, especially too quickly.

Work Style Tendencies

Work Style Preferences provide useful insights as Ron and Rich 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?

Ron's work style tendencies:

- You wish to be seen as an easy person to get along with. You won't deliberately antagonize others.
- 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 seek specialized assignments that capitalize on your social and motivational skills.
- You convey a high trust level in the ability of others on the team to carry out their responsibilities and commitments.
- While you may tend toward surface analysis in some cases, you can also show very keen awareness of important details.
- You tend to be optimistic and rely on that positivity to engage and motivate others.
- You tend to be action-oriented and are able to handle many projects simultaneously.

Rich's work style tendencies:

- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You motivate others on the team with a sense of competition and urgency.
- You are motivated to be creative and tend to become bored with routine work.
- You seek authority equal to your responsibility.

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, Ron and Rich can create an environment where they are most likely to be self-motivated and motivate each other.

Ron tends to be most effective in environments that provide:

- Variety in work tasks and projects.
- Public recognition for accomplishments.
- Projects that allow you to motivate and persuade people.
- Freedom from controls, detail, and paperwork.
- The opportunity to network with others.
- Opportunities to express yourself.
- Activities with many opportunities for interaction with people.

Rich tends to be most effective in environments that provide:

- Opportunity for advancement to positions allowing for creativity.
- Support of some occasional vacillation in decisions or ideas.
- Freedom to create in new and different ways.
- Opportunities for one to work alone, and to think things through.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Security and confidence in quality control measures.
- Challenging assignments that are both detailed and wide in scope.

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 Ron's and Rich'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 Ron and Rich 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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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.