

## Strengths

Wants to maximize time and resources now, as opposed to later.

Very creative in solving problems.

Thrives on the challenge of solving problems.

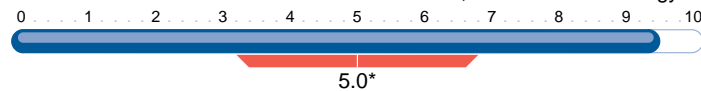
Uses knowledge to support his position.

Completes a due diligence process when making investments or taking risks.

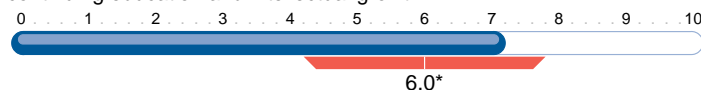
Defines and clarifies procedures clearly by having and providing necessary information.

## Motivators

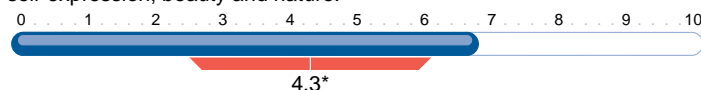
**1. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



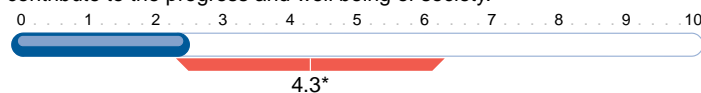
**2. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



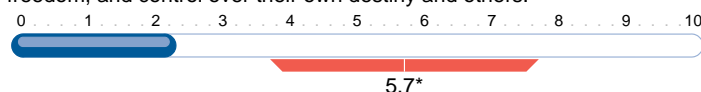
**3. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



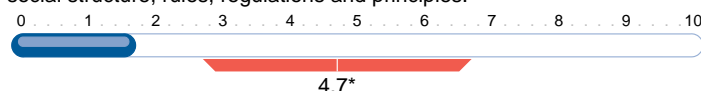
**4. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



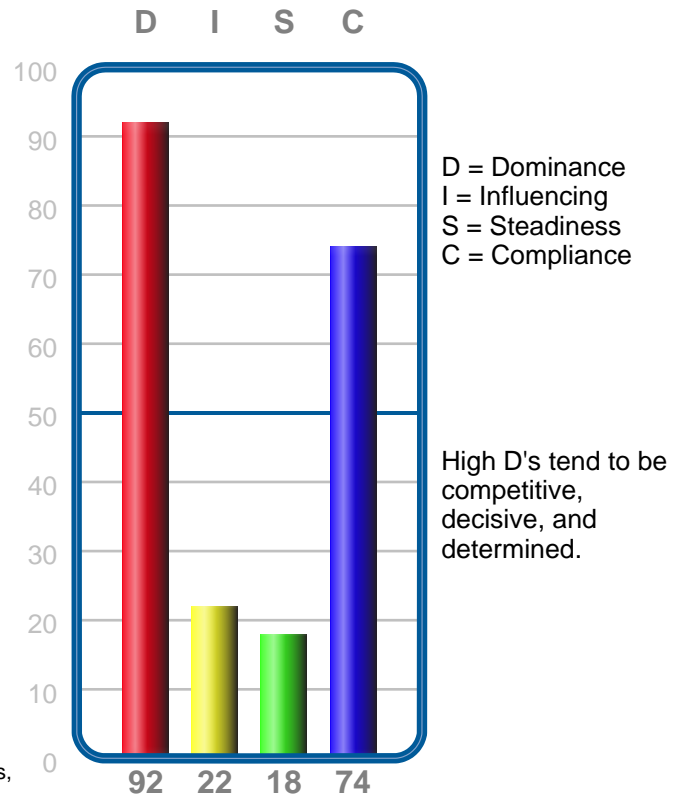
**5. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



**6. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



## Behaviors



## Value to a Team

Ability to handle many activities.

Self-starter.

Spontaneity.

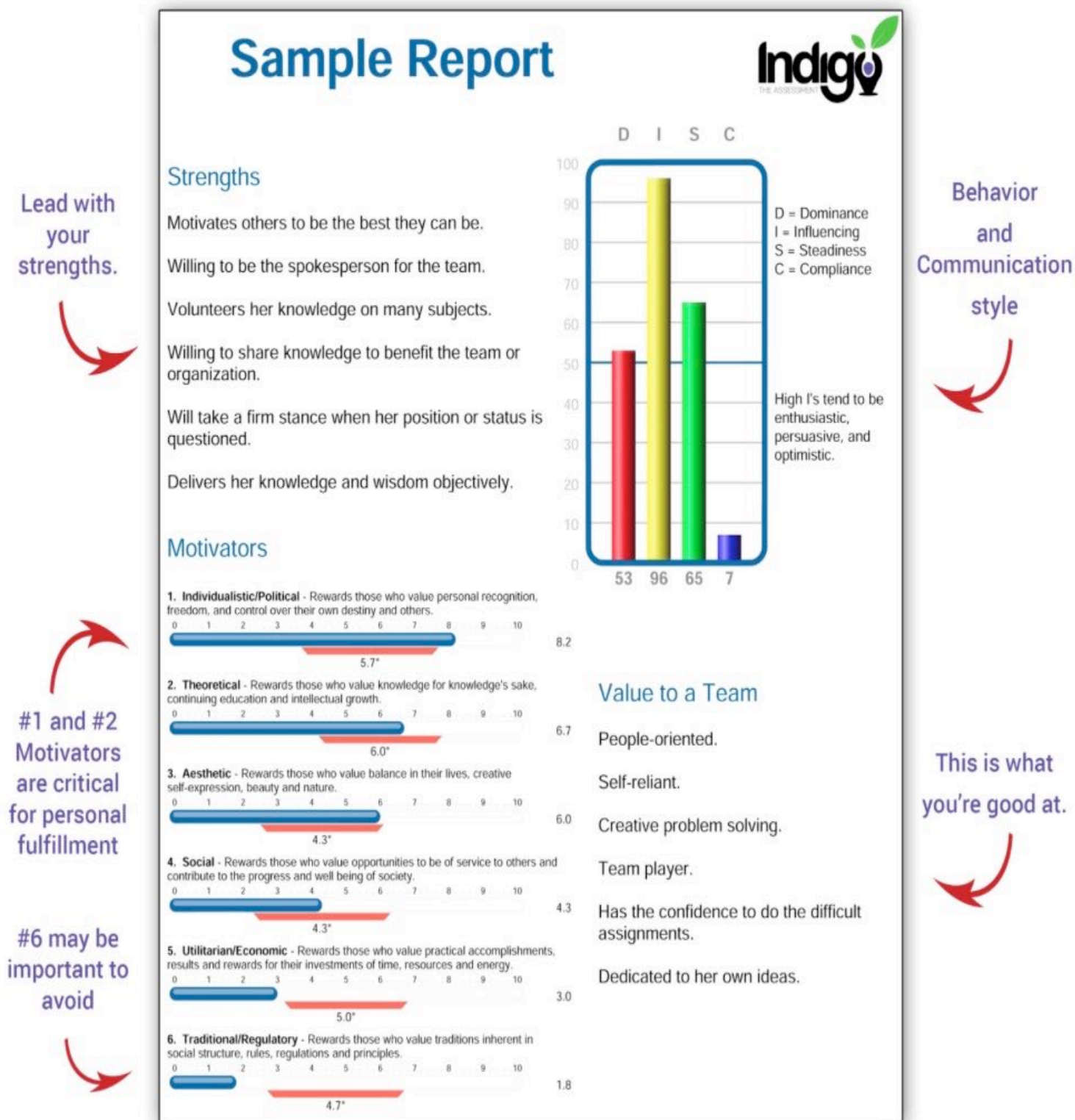
Creative in his approach to solving problems.

Places high value on time.

Tenacious.

## SUMMARY PAGE EXPLAINED

Welcome to the Indigo Report! This page provides a quick overview regarding what's on your Indigo Summary page. For more details visit, [www.IndigotheAssessment.com](http://www.IndigotheAssessment.com).



## ABOUT YOU

*Everyone is different and there is no right or wrong way to be. These paragraphs describe how you likely show up in your natural style.*

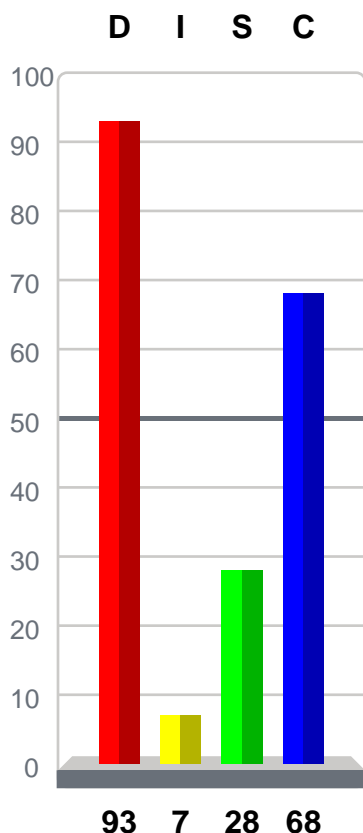
Sam embraces visions not always seen by others. Sam's creative mind allows him to see the "big picture." He prefers an environment with variety and change. He is at his best when many projects are underway at once. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Sam is a creative person and uses this creativity to solve problems. Many people see him as a self-starter dedicated to achieving results. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Sam establishes many standards for himself and others. His high ego strength demands that his standards will be met. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths.

Sam is logical, incisive and critical in his problem-solving activities. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sam has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He likes setting the pace in developing systems to achieve results. He sometimes requires assistance in bringing major projects to completion. He may have so many projects underway that he needs help from others. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.

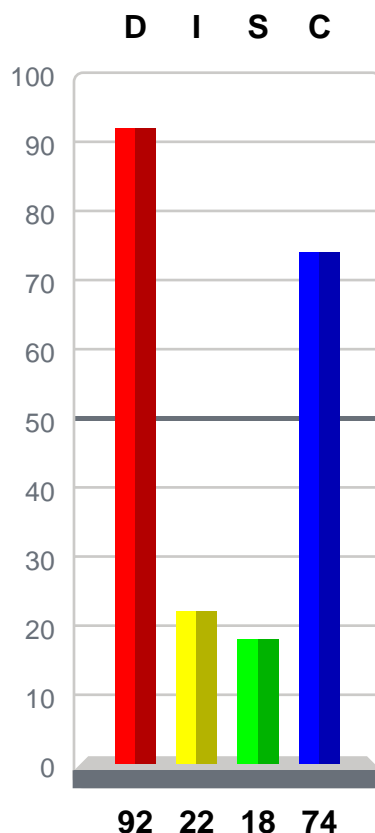
Sam is not influenced by people who are overly enthusiastic. They rarely get his attention. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. When appropriate, he could be more effective by showing warmth, cooperation and more tact at the appropriate time. He has a tendency to tell and not sell. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. Others often misunderstand his great ability as a creative thinker. He tends to be intolerant of people who seem ambiguous or think too slowly. He doesn't seek out conflict; however, he will confront those who stand between him and success. He usually communicates in a cool and direct manner. Some may see him as being aloof and blunt.

# YOUR NATURAL AND ADAPTED BEHAVIORAL STYLES

Adapted Style



Natural Style



The graphs represent your behavioral styles based on the DISC model.

**There is no "correct" score. Your personal style is a unique blend of D, I, S, and C.**

*D stands for dominance.  
I stands for influencing.  
S stands for steadiness.  
C stands for compliance.*

A score over 50 indicates that you are "High" in that behavior. A score under 50, indicates "Low". Scores close to the middle indicate a more adaptable style in this category.

The graph on the right represents your natural style and the graph on the left represents how you feel like you have to "adapt" your behavior based on current circumstances.

**D, the red bar on the graphs, stands for Dominance.** High D's tend to be direct, forceful, results oriented, and bold. Low D's tend to be non-confrontational, low key, cooperative, and agreeable.

*Famous high D's are Lionel Messi, Princess Leia (Star Wars), Steve Jobs, and Tyra Banks.*

*Famous Low D's are the Dalai Lama, Yoda (Star Wars), Malala Yousafzai, and Drake.*

**I, the yellow bar on the graphs, stands for Influencing.** High I's tend to be enthusiastic, persuasive, and talkative. Low I's tend to be good listeners, reflective, skeptical, and factual.

*Famous high I's are Jimmy Fallon, Jennifer Lopez, Jar Jar Binks (Star Wars), and Oprah Winfrey.*

*Famous low I's are Abraham Lincoln, Anakin Skywalker/Darth Vader (Star Wars), Mark Zuckerberg, and Adele.*

**S, the green bar on the graphs, stands for Steadiness.** High S's tend to be patient, predictable, and calm. Low S's tend to be change oriented, restless, and impatient.

*Famous high S's are Michelle Obama, Gandhi, Duchess Kate Middleton, and Obi-Wan Kenobi (Star Wars).*

*Famous low S's are Kevin Hart, Elon Musk, Finn (Star Wars), and Lady Gaga.*

**C, the blue bar on the graphs, stands for Compliance.** High C's tend to be analytical, detail oriented, and cautious. Low C's tend to be independent, unsystematic, and less concerned with details.

*Famous high C's are Neil Degrasse Tyson, JayZ, Supreme Court Justice Sonia Sotomayor, and C-3PO (Star Wars).*

*Famous low C's are Rosa Parks, Ellen Degeneres, Han Solo (Star Wars), and Justin Bieber.*

## DISC REFERENCE GUIDE

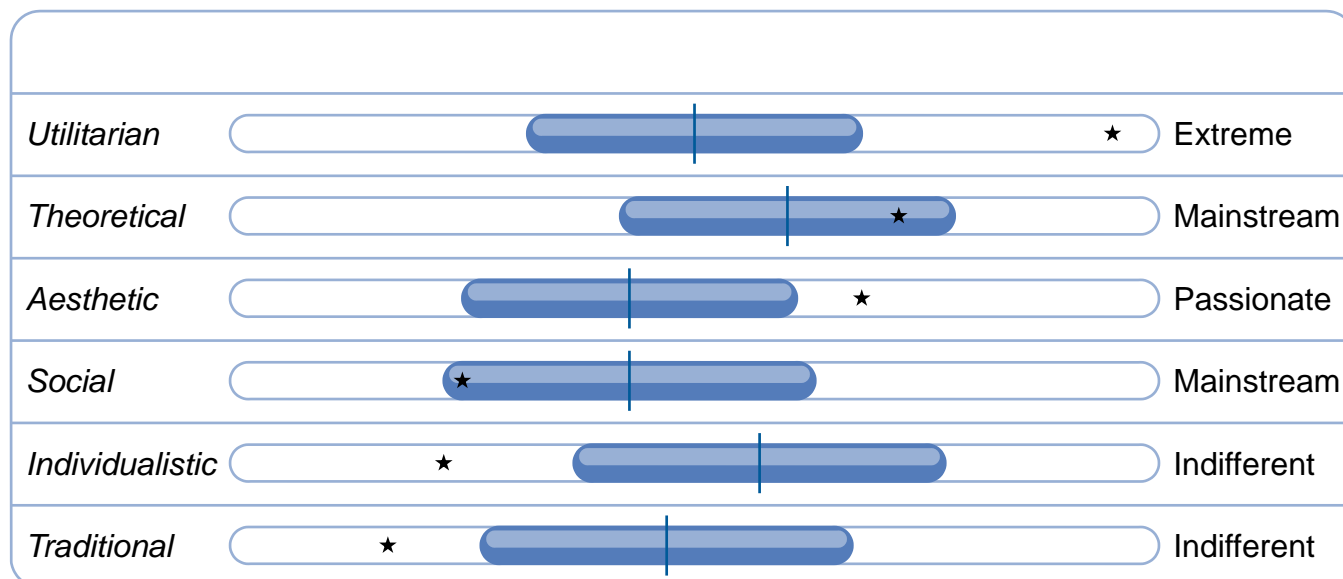
**Find your DISC Graph on the Indigo summary page:** Take note of scores furthest away from 50 on the DISC graph (high or low). These are the **behaviors that will stand out most for you**. Reference "stand-out" scores below. Various combinations of stand-out DISC factors will influence communication styles and environmental needs. For example, a *High D, Low C* will need a *fast-paced, results-oriented environment with lots of freedom*. However, a *High D, High C* will need an *environment where results can be achieved through structure, quality, and attention to detail*. If all scores are **near the middle**, you are likely adaptable to many environments.

Behavior Style	People with this style have a difficult time in...	Communication with people having this style:	Ideal environments for this style:	Job Tips
<b>High D</b> Direct Forceful Bold	...situations where they can't express themselves. ...controlled environments. ...people without opinions.	Be clear. Don't be intimidated. <b>Get to the point.</b>	Competitive. Results-oriented. Opportunities to lead.	<b>Results-focused</b> job.
<b>Low D</b> Cooperative Agreeable Peaceful	...anger-charged situations. ...competitive projects and programs.	Connect personally. Ask questions. Stay <b>calm</b> .	Collaborative. Low conflict.	Jobs with <b>little confrontation</b> .
<b>High I</b> Talkative Sociable Enthusiastic	...lecture-based classes. ...being alone too long. ...impersonal, business-like instruction.	Be <b>friendly</b> . Act enthusiastic. Speak warmly.	Friendly. Group projects. Class discussions.	Must work with <b>people</b> .
<b>Low I</b> Reserved Reflective Listens	...facilitating groups. ...activities with prolonged interaction, especially without reflection time.	Don't crowd them. <b>Short dialogues</b> . Give time to process.	Independent projects. Classes that do not grade for verbal participation.	Jobs where you <b>don't need to talk</b> too much.
<b>High S</b> Loyal Patient Understanding	...quickly changing activity. ...chaotic classrooms. ...confusion/lack of clarity in instructions.	Be soft. Speak calmly. Be <b>patient</b> .	Well-defined expectations. Clear path to graduation/success.	Jobs with <b>stability</b> and clear expectations.
<b>Low S</b> Flexible Restless Impulsive	...monotonous classes. ...highly structured situations with minimal choice or flexibility.	Be spontaneous. <b>Show emotion</b> .	Flexible course work. Room for change and variety.	Jobs with a <b>variety of tasks</b> and adventure.
<b>High C</b> Precise Conscientious Cautious	...tasks and grading systems without clearly-defined expectations. ...risky situations.	Be <b>accurate</b> . Be factual. Be realistic.	Structured activities where quality matters. Classes with a detailed syllabus.	Jobs where <b>quality</b> and detail matter.
<b>Low C</b> Unsystematic Instinctive Avoids details	...assignments with lots of rules to follow. ...activities that demand quality and detail.	<b>Big picture</b> focus. Talk fast. Be casual.	Broad view. Low detail assignments. Few rules and structure.	Jobs with <b>freedom</b> from rules and micromanaging.



## WHAT MOTIVATES YOU

Motivators are like an engine beneath the hood of a car. Motivators aren't easily seen from the outside but they are what power you. This is important to your college and career choice because motivators correlate directly to fulfillment and meaning. Most people are happiest selecting a major and career based on their top two motivators.



- 68 percent of the population   
 | - national mean   
 ★ - your score   
 Mainstream - one standard deviation of the national mean  
 Passionate - two standard deviations above the national mean  
 Indifferent - two standard deviations below the national mean  
 Extreme - three standard deviations from the national mean



### TRADITIONAL:

Beliefs, Values,  
Family



### INDIVIDUALISTIC:

Independence,  
Recognition, Choice



### SOCIAL:

Helping Others,  
Making a Difference



### UTILITARIAN:

Efficiency, Money,  
Practicality



### AESTHETIC:

Balance, Art, Music,  
Beauty, Nature









### THEORETICAL:

Knowledge,  
Continually Learning

## MOTIVATOR REFERENCE GUIDE

**Find your motivators on the Indigo summary page:** Connecting with the **top two motivators** are most important. A secondary motivator supports the first motivator; for example, a "Social/Theoretical" will use knowledge to help people. But a Social/Utilitarian will want to help people in an efficient and results-oriented way. A Social/Individualistic wants to help in their own way. **NOTE: The third motivator might be important as well, especially if it is above the Adult Mean. And the last motivator may be important to avoid!**

Motivators	Things to Do	Activities You Might Enjoy	Major/Career Ideas
<b>Theoretical</b>  <i>Value learning and knowledge.</i>	Continuing education. Start a blog. Research. Experiment. Work in a bookstore.	<ul style="list-style-type: none"> <li>* Research-based tasks.</li> <li>* Lectures with lots of facts or high concept load.</li> <li>* Robotics and science clubs.</li> <li>* <b>Continuous education and learning opportunities.</b></li> </ul>	Science, R&D, Astronomy, Engineering, Education, IT, Mathematics, Economics, Journalism, Law, Medicine, Aerospace, Think Tanks, Healthcare, Psychology.
<b>Utilitarian</b>  <i>Value practical accomplishments.</i>	Get a paying job. Internships to enhance your resume. Build something tangible.	<ul style="list-style-type: none"> <li>* Assignments that <b>connect to the real world (experiential learning).</b></li> <li>* Explicit connections between what you are learning and how you can use them to reach your goals.</li> <li>* Real-world mentors.</li> <li>* Business and finance programs.</li> </ul>	Sales, Finance, Entrepreneurship, Law, Programming, Medicine, Consulting, Accounting, Engineering, Real Estate, Construction, Trade Jobs, Software Development.
<b>Aesthetic</b>  <i>Value beauty and harmony.</i>	Volunteer outdoors. Decorate your room. Participate in a local music or art festival.	<ul style="list-style-type: none"> <li>* Beautifying the community/school.</li> <li>* Hands-on, creative self-expression of learning.</li> <li>* Harmony in the classroom &amp; world.</li> <li>* <b>Physical environment matters!</b></li> </ul>	Visual Arts, Architecture, Event Planning, Design, Culinary Arts, Music, Environmental Studies, Landscaping, Marketing/PR, Outdoor/Adventure.
<b>Social</b>  <i>Value being of service.</i>	Peer Mentor/Tutor. Community Service. Non-profits. Homeless volunteering. Animal care.	<ul style="list-style-type: none"> <li>* Opportunities to <b>help others</b> in activities and assignments.</li> <li>* Learning about things that make a difference in the world.</li> <li>* Rewards for serving peers and community members.</li> </ul>	Non-Profits, Social Entrepreneurship, Corporate Social Responsibility, Education, Healthcare and Social Services, Community Programs, Physical Training, Psychology.
<b>Individualistic</b>  <i>Value personal achievement, freedom, and independence.</i>	Assist a local political campaign. Start your own business. Create your own music. Participate in individual sports.	<ul style="list-style-type: none"> <li>* Opportunities for <b>public recognition</b> in class or job.</li> <li>* Independent learning and freedom.</li> <li>* Control over assignments and delivery of that assignment.</li> <li>* Theater, student government, music performance, leadership programs.</li> </ul>	Entrepreneurship, Politics, Chef, Public Speaker, Consulting, Driver, Actor/Singer, Pilot, Outdoor/Adventure Jobs, Investment Banking, Accounting, Gaming, Trade Jobs such as Welding, Plumbing, Masonry etc.
<b>Traditional</b>  <i>Unique system of driving values.</i>	Help local military groups and veterans. Volunteer at your religious institution. Work with cultural or government groups. Family time.	<ul style="list-style-type: none"> <li>* Opportunities to share your beliefs with others.</li> <li>* Assignments and activities that <b>align with your core values.</b></li> <li>* Joining a cultural or religious group.</li> </ul>	Government, Education, Banking, Military, Engineering, Health Services, Insurance, Religious Roles, Lobbying, Oil and Gas Jobs, Quality Control, Industrial Jobs, Activism.

## DO'S: HOW OTHER PEOPLE SHOULD COMMUNICATE WITH YOU...

*This page provides other people a list of things to DO when communicating with you. This is how you like to be communicated with. Everyone has different communication styles. Knowing your style and acknowledging other's styles is critical to success in any job or relationship.*

- Take issue with facts, not the person, if you disagree.
- Be isolated from interruptions.
- Stick to business--let him decide if he wants to talk socially.
- Understand his sporadic listening skills.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Verify that the message was heard.
- Read the body language--look for impatience or disapproval.
- Be specific and leave nothing to chance.
- Support and maintain an environment where he can be efficient.
- Provide systems to follow.
- Be clear, specific, brief and to the point.

## DON'TS: ... AND HOW OTHERS SHOULD NOT COMMUNICATE WITH YOU

*This page provides other people a list of things NOT to do when communicating with you. Everyone has different communication styles. Knowing your style and acknowledging other's styles is critical to success in any job or relationship.*

- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Come with a ready-made decision, or make it for him.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Forget to follow-up.
- Ramble on, or waste his time.
- Let him change the topic until you are finished.
- Use paternalistic approach.
- Direct or order.
- Let disagreement reflect on him personally.
- Ask rhetorical questions, or useless ones.
- Be redundant.
- Talk too slowly, or dwell on details to excess.



## THINGS YOU MAY WANT FROM OTHERS

*People are more motivated when they choose careers and college programs that satisfy their unique set of "wants".*

- Instructions so he can do the job right the first time.
- Evaluation based on bottom line.
- To understand why a procedure is going to change or not be followed prior to the start of that change.
- Information on how to do things right, for fear of making a mistake.
- Freedom to get desired results through efficiency and a "can do" attitude.
- Opportunities for achieving things faster and of more value.

## YOUR IDEAL WORK ENVIRONMENT

*An ideal working environment for you should include elements from this list.*

- An environment dictated by logic rather than emotion.
- Evaluation based on results, not the process.
- Appreciation for the process of gathering data in order to avoid mistakes.
- Ability to be an independent thinker.
- Key performance measured on results and efficiency rather than people and process.
- An environment where direct, bottom-line efforts are appreciated.

## SOME POTENTIAL CHALLENGES

*The areas below are things to be careful of because they may create roadblocks to your success. Identify any areas that may be affecting your success now and develop an action plan to overcome these challenges.*

- Will override other variables for the sake of an investment.
- May offend others with too much discussion of results.
- A focus on quick results may hinder quality of information.
- When confronted with a major decision, he will want the facts before deciding but may make the decision anyway.
- Only looks for the safe investment of time and resources.
- Will have a desire to take risks, but will be fearful of failure.
- May be seen as a procrastinator due to his desire for all information and fear of making a mistake.
- Never enough facts to prove the new theory.

## YOUR STRENGTHS

*These are areas where you really shine! Use these strengths to talk about yourself on college applications, job/internship interviews, and with teammates for school projects and extracurricular activities. Practice using your strengths every opportunity you can.*

- Tends to be futuristic.
- Can be resourceful to influence others to get results.
- Demonstrates a forward-looking approach to old questions.
- Thrives on the challenge of solving problems.
- Completes a due diligence process when making investments or taking risks.
- Tends to make accurate decisions based on facts and return on investment, rather than emotions.
- Defines and clarifies procedures clearly by having and providing necessary information.
- His desire to learn more allows processes to become more effective.

## WHAT OTHERS MAY VALUE IN YOU

*These are qualities that you bring to teams and organizations.*

- Will join organizations to represent the company.
- Deadline conscious.
- Challenges the status quo.
- Spontaneity.
- Innovative.
- Ability to handle many activities.
- Few dull moments.

## POTENTIAL WEAKNESSES WITH YOUR STYLE

*Every behavioral style has inherent positives and negatives. This section lists some possible behaviors that may hold you back in life. Knowing what they are will help you get along with others and reduce stress.*

- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Overuse fear as a motivator by being overly demanding.
- Be explosive by nature and lack the patience to negotiate.

## Possible Degree Matches

*These are potential degrees and directions that fit your personal profile. Not all of these will be a perfect fit. However, they provide a good starting point for programs to research and consider.*

### Arts and Sciences

Architecture  
 Botany  
 Computer Science  
 Criminology, Forensics  
 Geography  
 Information Technology  
 Interior Design  
 Mathematics, Applied Math  
 Microbiology  
 Physics, Applied Physics  
 Quantitative Analysis  
 Statistics  
 Web Design, Web Administration

### Business

Business Management, Consulting  
 Facilities Planning and Management  
 Finance and Investments  
 General Business  
 Hospitality, Hotel Management

### Career and Technical

Building Inspector  
 Chef, Food Preparation  
 Drafting  
 Electrician  
 Electronics, Appliance Installation and Repair  
 Welding

### Engineering

Aerospace Engineering  
 Bio Engineering  
 Chemical Engineering  
 Civil Engineering  
 Computer Engineering  
 Electrical Engineering  
 Environmental Engineering

## Possible Degree Matches

Materials Engineering  
Mechanical Engineering  
Nuclear Engineering

## Environmental, Agriculture and Food

Fish, Game and Wildlife  
Forestry, Natural Resources  
Landscape Architecture  
Natural Sciences

## Evolving Opportunities

Biotechnology  
Desktop Publishing  
Diagnostic, Scanning Technician  
Ecommerce  
Entrepreneurial Studies  
Genetics, Reproductive Technology and Research  
Health Technology  
Multimedia, Digital Communications  
Outdoor Studies, Outdoor Leadership  
Videography

## Other Career Paths

Apparel Fashion  
Data Entry and Processing  
Event Planning

## LIKELY TIME WASTERS

*This section is designed to identify potential distractions that could impact your effectiveness and use of time. Possible causes and solutions outlined can serve as a basis for creating an effective plan for increasing your overall performance.*

### 1. Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

#### Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

#### Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

### 2. Vacillation

Vacillation is the process of regarding an issue or a requirement in one way at one time and a different or the opposite at another time. It is the inability to make an immediate decision and stick with it.

#### Possible Causes:

- Lack confidence in information
- Fear making the wrong decision
- Lack a systematic decision making process
- Hope that time will eliminate the problem or issue

#### Possible Solutions:

- Acknowledge that the decision will be the best based on experience and available information
- Establish a time frame for making decisions
- Develop a method for analyzing a problem and choosing a solution
- Seek the advice or input from key people involved in the issue

### 3. Poor Delegation

Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

#### Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others



## LIKELY TIME WASTERS

### Possible Solutions:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

## 4. Crisis Management

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

### Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

### Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

## 5. Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

### Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

### Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach