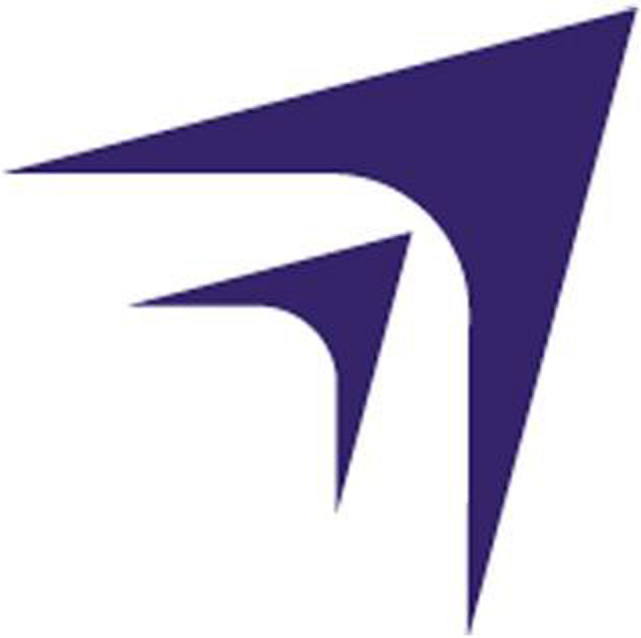


MAXWELL
LEADERSHIP®

Team name: BUSSW Dean, Associate Deans, and Chairs

Number of people in team: 10

Presented By : BSCorbett Consulting, LLC

Date: 9/22/2026

Welcome to the Maxwell Method DISC Group Report

Welcome to the **Maxwell DISC Group Report**! Congratulations on the investment you have made into understanding, better valuing, and maximizing the styles and strengths of your team.

This report is designed to help you understand your individual team members, the combined style of your team, and the collective strength of your team. Our hope is that this report will help you to lead your team to reach a greater level of achievement and success by understanding the incredible value and power within the group.

"Every day, you are part of a team.
The question is not, *Will you participate in something that involves others?*
The question is, *Will your involvement with others be successful?"*
- Dr. John C. Maxwell

John Maxwell says, "Nothing of significance was ever achieved by an individual acting alone." Teamwork has been at the heart of every great achievement, accomplishment, and transformational experience throughout history. As the ancient Chinese proverb states, "Behind an able man (or woman) there are always other men (or women)." The information in the coming pages will help you to better understand the abilities, interests, strengths, and weaknesses of those serving on your team. It will also help you to gain a greater perspective on the collective abilities, interests, strengths, and weaknesses that you can leverage in order to achieve greater success.

On the following pages of this report, you will get a picture of **Individual Team Member Styles**, a **Combined Group Style**, your **Combined Group Strength**, and **Building Your Team for Success**. Each Section will provide you with a different perspective of your team. This report will help you to not only be a better team member, but also to be a better team builder.

Throughout this report you will see leadership principles as taught by John Maxwell. Many of them are from his best-selling book, **Leadership Gold**. We invite you to take note of these principles, teachings, and quotes as you utilize the information in this report to be a better leader and build a stronger team. As your Maxwell DISC Consultant I can provide you more information on the other principles taught in **Leadership Gold** and how to access them.

Let's embark on the journey of understanding the power and potential of the team you serve!

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Report Sections

Section 1: Introduction to Your Team Impact Report

We will discuss team dynamics, overview team style, and show how understanding individual strengths and challenges helps you build and sustain high-performing teams.

Section 2: Overview of Team Styles and Your Team Map

In this section, you will find characteristics of each team style, followed by a map representing the primary style expressed by your team.

Section 3: Individual Team Member Styles and DISC Graphs for Participants

This section provides the individual styles of each of your selected team members and provides valuable insight into the individuals on your team.

Section 4: Working with Your Team

Each style in your team has unique characteristics, strengths, limitations, frustrations, and means of communication. In this section, you will learn specific ways you can work with your team to help them perform at their best.

Section 5: Your Team's Combined Style and Emphasis

This section will provide you insights into the collective strengths of your team, and how to lead them in a way that is unique to them and highly effective for the organization.

Section 6: Strategies for Strengthening Team Performance

Here you will find ideas on ways for the team to engage and work together by balancing their strengths and potential limitations.

Section 7: Your Team's Combined Style Under Stress

This will provide a snapshot of how your team style transforms under pressure. It will help you identify ways to develop and encourage better stress management coping mechanisms.

Section 8: Your Team's Combined Strengths and Impact

This section covers the seven primary ways to influence people and outcomes, and graphically shows how your team potentially will perform in each area. This will enable you to strategically direct the efforts of the combined team in a way that leverages the power of your team to reach objectives and accomplish your mission.

Section 9: Your Team Communications

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

When working with teams, communication can make the difference between success and failure, mission accomplished or losses incurred. In this section, you will learn how to identify DISC style characteristics and how to best communicate with each style. You will also learn the Communication Do's and Do Not's for your specific team.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Report Sections

Section 10: Building Your Team for Success

For best results, you will want to partner with your Executive Program Leader with Maxwell Leadership to review this report together and assess areas your team would benefit from addressing with deeper focus. Your Executive Program Leader can help you create customized strategies for success that you can put into action.

Section 11: Group Report Worksheet

This part of the report will help you identify specific ways you can use the information to affect the desired team and company culture.

Your Next Step

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

High-performing companies have high-performing teams.

Outstanding teams are intentionally crafted and cultivated, so it is no accident that some teams are better aligned and perform at higher levels than others.



This high-performance team tool uses DISC to explore the traits that make independently talented people come together to form a winning team culture.

Your report may include information on individuals from different "work teams."

We often think of work teams as different departments or teams of people with unique responsibilities within the organization. Work teams are as unique as individuals. When different people work together, they may even form their own culture within their team. Healthy organizations and teams bust the silo mentality. And when work teams work toward a collective goal, they form "one team" – which is the organization. This report uses the terms "work team" and "team" interchangeably.

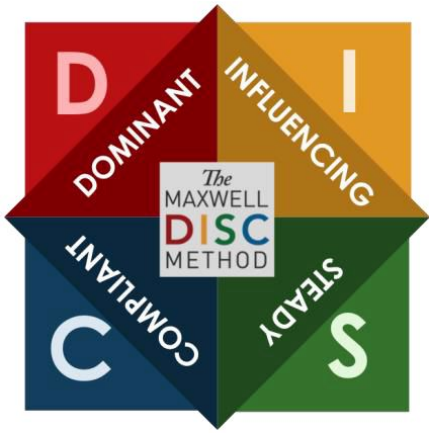
"It takes teamwork to make the dream work."
- John Maxwell

Culture can be described as "shared ways, shared values, and shared goals."

The Maxwell DISC Group Report is designed to equip you to understand the behavioral strengths and characteristics of each team member individually, as well as collectively. Used as a springboard for enhanced collaboration, this report will shed light on leadership impact, provide strategies for improved communication/task flow, and highlight the differences among your team members in order to increase their awareness of and respect for individual strengths and team diversity.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Analyzing Team Impact with The Maxwell Method of DISC System



Your report uses the DISC Personality System as the lens to view your team's current culture.

The DISC Personality System is the universal language of behavioral styles.

Research has shown that behavioral characteristics can be grouped together into four major styles. People with similar styles tend to exhibit specific behavioral characteristics common to that style.

All people share these four styles in varying degrees of intensity. The acronym “DISC” stands for the four personality styles, each represented by a letter.

D - Dominant, Driven

I - Influencing, Inspiring

S - Steady, Stable

C - Compliant, Correct

Knowledge of DISC empowers you to understand yourself, family members, your team, co-workers, and friends in a profound way. Understanding behavioral styles helps you become a better communicator, engage in healthy conflict when problem-solving, and appreciate the differences in others so you can positively influence those around you.



Do you know someone who is assertive and wants the bottom line? **This is the D Style**

Do you have team members who are great communicators and friendly? **This is the I Style**

Do you have individuals on your team who are good listeners and team players? **This is the S Style**

Do you have team members who are factual and detail-oriented? **This is the C Style**

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Overview of Team Styles

D Teams: Teams led by or comprised of mostly "D" Personality Styles may exhibit these characteristics.



- Fast-paced
- Decisive
- Thinks Big
- Impatient
- Seeks Change
- Competitive
- Seeks Recognition
- Sets Goals
- Results-focused
- Wants Tangible Results
- Direct Communication
- Good Under Pressure

I Teams: Teams led by or comprised of mostly "I" Personality Styles may exhibit these characteristics.



- Talkative
- Flexible
- Informal
- Fast-paced
- Outgoing/Social
- Disorganized
- Seeks Adventure
- Lively
- Sensitive/Emotional
- People-oriented
- Seeks Acceptance
- Seeks Change

S Teams: Teams led by or comprised of mostly "S" Personality Styles may exhibit these characteristics.



- Thoughtful
- Steady/Stable
- Peacemaker
- Sympathetic
- Supportive
- Active Listener
- Loyal
- Avoids Conflict
- Creates Personal Bonds
- Resistant to Change
- Consistent/Reliable
- Good Follow-through

C Teams: Teams led by or comprised of mostly "C" Personality Styles may exhibit these characteristics.



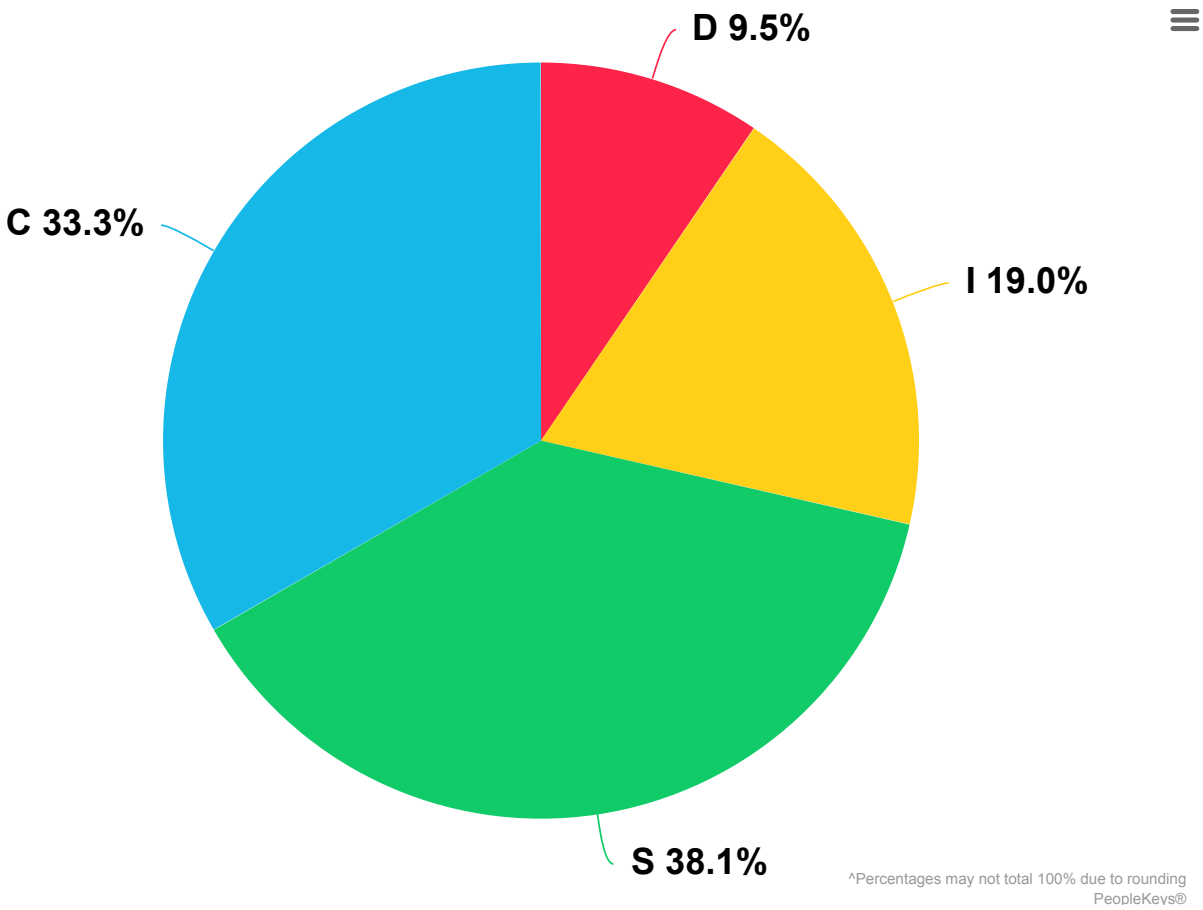
- Perfectionist
- Logical/Analytical
- High-quality Work
- Researcher
- Conscientious
- Slow-paced
- Organized
- Detail-oriented
- Resistant to Change
- Slow to Make Decisions
- Focused on Processes
- Seeks Tangible Results

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Your Team Map

Your Team's Combined Expressed Style

Expressed Styles are each person's primary profile based on Graph #3 of their individual report. The graph below shows the percentage of individuals on your team who represent each of the different primary styles.



"The best leaders are highly intentional about leading their people"
Leadership Gold, John Maxwell

Intentionality is vital to effectively leading a team. That intentionality requires a deliberate understanding of the uniqueness of the individuals serving on the team. John Maxwell says, "Team building is not working on an assembly line. As you work to build a team, evaluate each person's experience, skills, temperament, attitude, passion, people skills, discipline, emotional strength, and potential. Only then will you be ready to help a team member find his (her) proper place." The most powerful and exciting teams understand and value the unique contribution of each team member. The leader knows who each person is, what their strengths and motivations are, and how to best add value to them.

Every individual has something to contribute to the common good and common goal of a team. By understanding each individual DISC style, we gain insight into better understanding what the contribution is to the team. Every style has some unique value to give to the team. The next few pages will help you to have a broad view of the various styles of your individual team members, as determined by the responses they provided in the **Maxwell Method Disc Personality Indicator Report**. You will also find vital information on working with those various styles. This section of the report will enable you to see easily and quickly the value each adds to the team either in the area of Team Results, Team Inspiration, Team Cooperation or Team Quality. Take special note of the section in each style that offers "Tips for Improving Communication." One of the things we know about teamwork is that when team members are able to talk to and listen to one another better, their work together as a team is more effective.

As you look through this section of the report, work to:

- See the individual style of each team member
- Gain insight into how you provide each with the encouragement and affirmation they need
- Consider the areas that each member best flourishes and shines within the team
- Develop ideas for elements of training and equipping for each member
- Understand the communication approach that each individual style needs

This section of the report will help you to be more intentional in the way you understand and lead your team. Intentionality is important to effective leadership. John Maxwell teaches us that, "When you intentionally use your influence every day to bring about positive change in the lives of others, you achieve significance." There is a big difference between a life of good intentions and an intentional life. All leaders have good intentions, but successful leaders live intentional lives. And it shows up in their leadership. Intentional leadership, as with an intentional life, has thought and purpose to it. You can find more principles and practices of intentional living and leadership in the **Intentional Living** resources available to you and your team through your Maxwell DISC Consultant. They can help you to maximize this part of your report.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

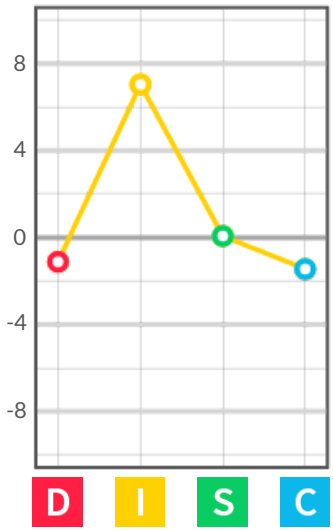
We know that teams come in all sizes and shapes, but they also come with all types of behavioral and communication styles. The key to an effective team and effective team leadership is found in empowering a team to better understand one another, along with valuing what each team member contributes to the overall strength and success of the team. This empowerment works to build a team that trusts, appreciates, and values one another in addition to sharing a more common culture. When teams recognize and capitalize on their individual strengths, everyone wins! And when a leader is building a team where everyone wins, we call that Leadership Gold!

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Individual DISC Graphs for Participating Team Members

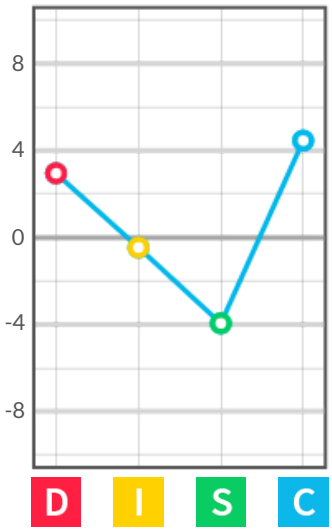
Barbara Jones

Style: **IS**



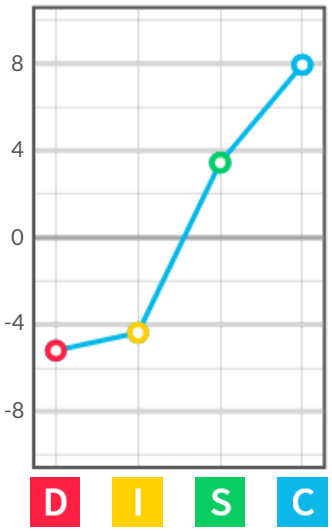
Ellen DeVoe

Style: **CD**



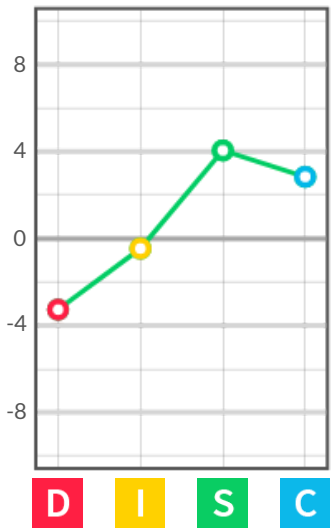
Renee Spencer

Style: **CS**



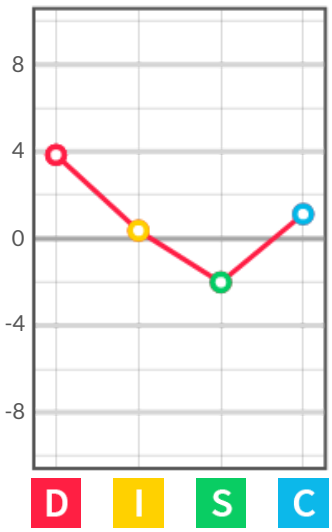
margaret Lombe

Style: **SC**



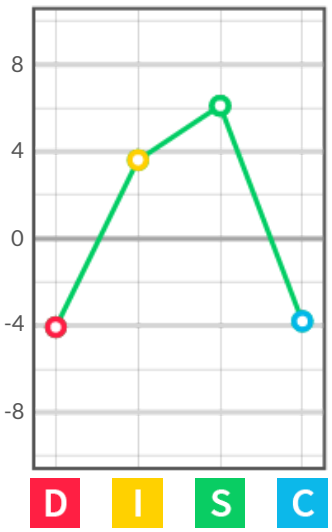
Hyeouk (Chris) Hahm

Style: **DCI**



Astraea Augsberger

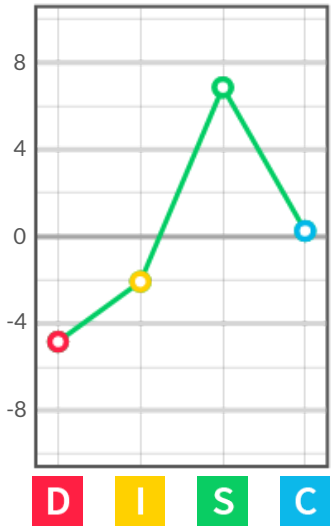
Style: **SI**



© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

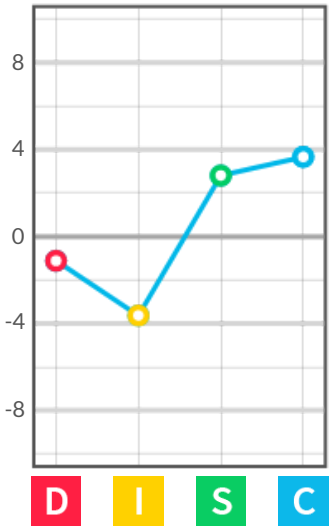
Jordana Muroff

Style: **SC**



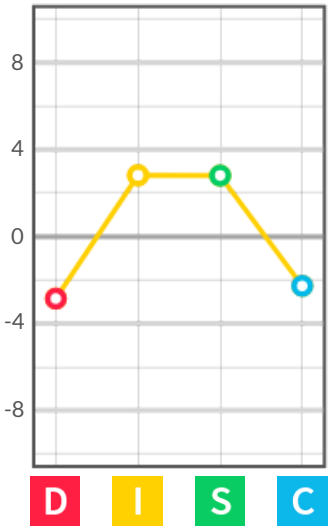
Christina Lee

Style: **CS**



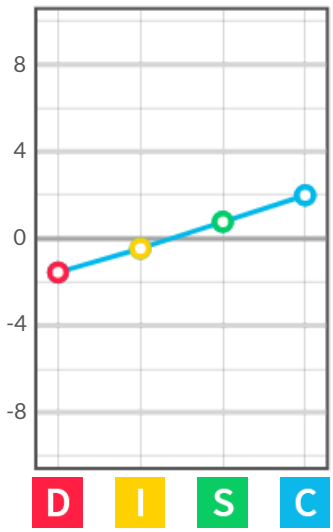
Dawn Belkin Martinez

Style: **IS**



Yoonsook Ha

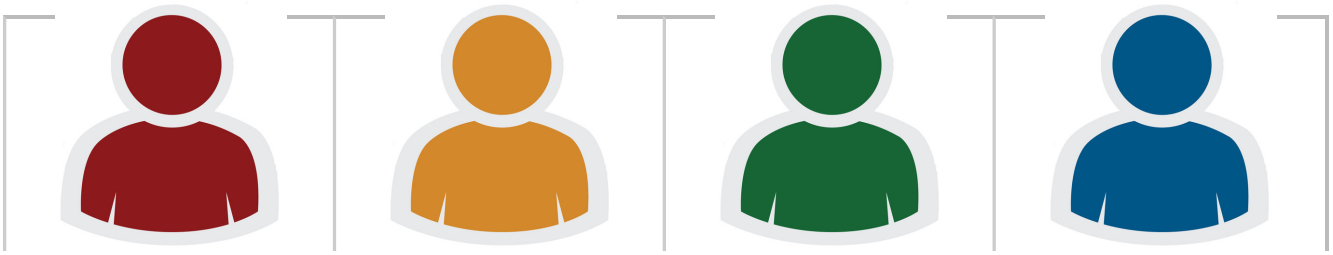
Style: **CS**



© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Individual DISC Graphs for Participating Team Members

Your individual team members will be listed under their respective primary style.



TEAM RESULTS	TEAM INSPIRATION	TEAM COOPERATION	TEAM QUALITY
Ellen DeVoe - CD	Barbara Jones - IS	Barbara Jones - IS	Ellen DeVoe - CD
Hyeouk (Chris) Hahm - DCI	Hyeouk (Chris) Hahm - DCI	Renee Spencer - CS	Renee Spencer - CS
	Astraea Augsberger - SI	margaret Lombe - SC	margaret Lombe - SC
	Dawn Belkin Martinez - IS	Astraea Augsberger - SI	Hyeouk (Chris) Hahm - DCI
		Jordana Muroff - SC	Jordana Muroff - SC
		Christina Lee - CS	Christina Lee - CS
		Dawn Belkin Martinez - IS	Yoonsook Ha - CS
		Yoonsook Ha - CS	

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®



The "D" Styles on your Team:



Appreciate them for:

- Making decisions quickly and confidently
- Moving projects forward, creating a sense of urgency
- Taking risks
- Setting goals and working to achieve them
- Wanting to beat the competition
- Being confident about their goals and progress

Limitations for them:

- Can be quick to react or "see red"
- Can become easily frustrated with non-producers
- May not listen well or accept opinions of others
- Can be stubborn or unwilling to back down
- Can think of things as either black or white
- May be intense in tone and body language

They become frustrated with others who:

- Over-analyze information
- Think about the steps and not the end goal
- Are overly sensitive or show weakness
- Move slowly, and do not show results
- Are indecisive or indirect

Tips for improving communication with them:

- Focus on solutions instead of why things won't work
- Don't ramble or use hints; be direct
- Don't overly focus on details
- Have information ready and be able to solve problems

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Working with Your Team



The "I" Styles on your Team:



Appreciate them for:

- Being optimistic, charismatic, and passionate
- Their ease with engaging and being talkative with everyone
- Creative thinking, brainstorming, originality
- Motivating and inspiring others
- Creating a positive and fun work environment
- Their ability for presentation, articulation, and demonstration

Limitations for them:

- They may become bored or distracted with repetitive or detail-oriented tasks
- Can over-promise and lack follow-through because of their people-pleasing nature
- Their verbal, talkative, or outgoing nature can be uncomfortable for some
- They may become highly emotional, animated, and unstructured
- Can be overly sensitive to rejection
- They can change direction or be impulsive

They become frustrated with others who:

- Are disinterested in them, or reject them
- Are overly cautious or bound by rules or structure
- Take away their personal freedom, flexibility, or fun
- Appear to be introverted, shy, or non-communicative
- Operate in set systems that don't change or evolve

Tips for improving communication with them:

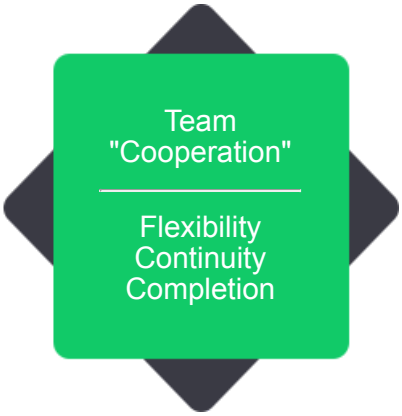
- Be positive, engaging, and show interest in them and their ideas
- Surround them with others who can manage their details
- Be enthusiastic and show friendly body language
- Provide opportunities for them to use their people and presentation skills

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Working with Your Team



The "S" Styles on your Team:



Appreciate them for:

- Their ability to create a harmonious environment and make peace
- Their strong follow-through, consistency, and practical nature
- Being reliable, responsible, and loyal to the team
- How they can be empathetic, understanding, humble, and supportive
- How they can create consensus and be diplomatic with sensitive issues
- Being loyal co-workers, managers, and leaders

Limitations for them:

- They don't like sudden changes, prefer to know well in advance
- Prefer to avoid conflict or controversy at all costs
- May act out in passive-aggressive ways
- May manipulate rather than be direct or risk stability of relationships
- They would rather not speak up or speak out, and prefer the background
- Can become possessive if they feel threatened
- May give up if something is too difficult or requires too much independence or instability

They become frustrated with others who:

- Are aggressive, pushy, or demanding
- Take advantage of their good nature
- Don't show appreciation for all they do
- Change goals or environments
- Take uncalculated risk or who are impractical or impulsive

Tips for improving communication with them:

- Talk about meaningful things concerning their life, family, and things they care about
- Surround them with others they can identify with and build relationships
- Be open, supportive, and appreciative of them
- Establish trust and honesty

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®



The "C" Styles on your Team:



Appreciate them for:

- How they can be thorough, thoughtful, and accurate
- Their ability to work hard, be disciplined, and work with diligence
- Being practical, loyal, and dependable
- Their knack for being highly skilled and achieving mastery and expertise in their field
- Their ability to work independently and stay on-task

Limitations for them:

- Slow decision makers because they want to gather complete information first
- Prefer to avoid conflict or controversy at all costs
- Crave recognition and appreciation for their hard work
- Need to complete a task before moving on
- High standards of quality can hold them back from completion
- Take criticism of their work personally

They become frustrated with others who:

- Overlook details or are vague
- Make decisions without research or complete information
- Have unrealistic timeframes and expectations
- Are critical of their work
- Think that something is simpler than it is in reality
- Don't allow them to finish what they started

Tips for improving communication with them:

- Be as specific as possible
- Allow them to work independently
- Allow them to establish their own process
- Let them finish a task with quality
- Compliment their high-quality work

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

- Be patient with them

"Be a connector, not a climber"
Leadership Gold, John Maxwell

For each level of the success climb, a higher degree of teamwork is required. But the leader must focus on connection, not climbing. Being able to connect to people and being able to connect people together is a key responsibility of a leader and a key component of an effective team. It takes interaction to fuel action. While it is great to have individual team members with strengths and abilities, no one individual alone will be responsible for the success of the team. Success requires a team. It requires the collective strengths and effort of the team in order to be successful. As John Maxwell says, "Teamwork makes the dream work." Great teamwork involves the task of putting together a team and their collective strengths, combined in a harmonious, intentional, strategic manner in order to accomplish goals leading to the fulfillment of a dream and vision. This part of the **Maxwell DISC Group Report** will help you to do just that and to see the combined style of your team as all individual styles are synched together. The value and power of a team is evidenced in your combined style.

You will better understand the combined value and power of your team by better understanding the combined style of your team. This section of the report is designed to help you understand the combined style of your team once all individual styles are merged together. It considers the styles of each individual member and the frequency of which those same styles show up in your team. As Coach John Wooden said, "The main ingredient of stardom is the rest of the team." The power of a team is found when its strengths are collectively combined into action toward a common goal. The team's strength and ability can then be both intentionally multiplied and maximized.

As you look through this section of the report, work to:

- Take note of the Group's Combined DISC Style and the characteristics of that combined style
- Consider where the team will tend to place emphasis when it comes to people and tasks
- Gain insight into specific communication & collaboration ideas that will work best for your team
- Consider what challenges your team can overcome based on collective strength
- Understand the areas that you may need to pay more attention to when it comes to group weaknesses, blind spots, and people skills
- Remember that your Maxwell DISC Consultant is equipped and ready with debrief ideas, coaching, leadership, and team-building insight to help you maximize this report.

Additionally you can maximize your team effectiveness by building on their preferred styles of communication in a way that will create better connection and collaboration. In **Everyone Communicates, Few Connect**, John Maxwell teaches five connecting principles and five connecting practices. Understanding these principles and practices will help you build a stronger team, as well as be a more connecting leader. Your team understanding these principles and practices will help them better understand, connect to, and collaborate with one another. Let's connect on these powerful team building resources.

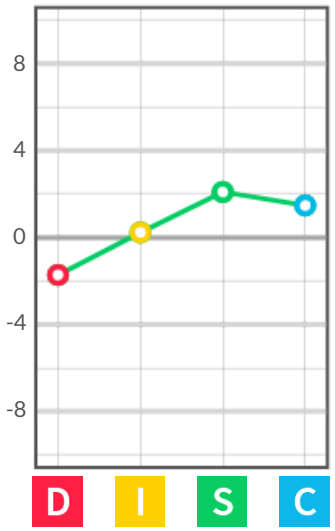
© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

It is most helpful as you work through this section of the report, to consider what John Maxwell says: “To help people reach their potential and maximum effectiveness, stretch them out of their comfort zones, but never out of their strength zones. Moving people outside of their gifts leads to frustration but moving people outside of their comfort zone leads to fulfillment.”

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Your Team's Combined Style

Your Team's Combined Style is: SCI





By averaging all the points on all team members' third graphs, you can see the combined style of your entire team.

The higher the point on your graph, the more energy your team devotes to the dimensions of that personality style.

Conversely, the lower the point on your graph, the less energy your team devotes to that behavioral dimension.

The middle of the graph "0" is the midline or "average" energy.

This group has some passive, slower-paced team members (*C & S*) and some active team members (*I*). It also has both task (*C*) and people-oriented team members (*S & I*). With S being the most represented Style on your team, there's a focus on keeping a slower pace, having a cooperative environment, and including people. The *S* and *I* team members love to work together, process ideas out loud, and brainstorm solutions to problems. The *S S*tyles are concerned with security within situations. They will seek to collaborate and gather input to ensure this security. They enjoy repeated work patterns, while the *I* Style desires constant change. The *C* Styles on this team are more task oriented. They seek to obtain accurate results and are less interested in the social aspects of their job. The team is comprised primarily of steady, sociable individuals who strive for positive relationships at home and at work. This group is people oriented but can be detail and task oriented as well. The members of this group are often seen by others as humble and thoughtful people.

When it comes to working, some members of this team can be very detail oriented. Most team members prefer for parameters of authority to be clearly defined when decisions are being made and will make decisions based on facts as opposed to feelings. They have respect for leaders and are both quality and service minded. Some members of this group are motivated by joint collaboration and like to work in groups, but others work well independently as they value individuality. This group tends not to be argumentative and doesn't like leaving situations unresolved. The members of this team need to be accepted, and they want people to like them.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Your Team's Emphasis



This Group will place emphasis on:

S Style:

- Accomplishing goals and individual roles in collaboration with one another
- Checking in with one another to ensure that everyone is on board with a plan
- Finding easier ways to accomplish goals
- Working on one project (or aspect of a project) at a time

C Style:

- Accomplishing tasks the correct way using research-validated processes, creating systems
- Researching options, making sure the data supports the group's choices
- Having enough time to think a project through, doing tasks the right way, creating high-quality work

I Style:

- Positive interactions with team members and clients, win-win situations, motivating others
- Promoting ideas, brainstorming, and using discussions to work through obstacles as a group
- Opportunities for the group to shine or have influence and prestige

This Group will place less emphasis on:

D Style:

The least represented style on this team is D. The D style personality is very results driven and decisive. Without it, there may not be a sufficient amount of time spent on this team considering the bottom line or pushing for progress, and this team could struggle with making decisions and dealing with confrontation.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Strategies for Strengthening Team Performance

Tips for the SCI Group



Tip 1: Create Systems to Help You Stay Organized

The *S* Style personalities enjoy routine and security. They will want to create systems that will solidify expectations. These can include project management systems, ticketing systems, shared calendars, organizing folders on your computer, etc. These types of constructs will help to clarify expectations and roles. Additionally, if this team can find a way to systematically double check their work to ensure that they haven't neglected any important information, they can be more effective. *I* Style personalities may struggle with using a system for organization. They are very creative thinkers, so be sure to create a space for their input. But these styles tend to be big-picture thinkers and hate to attend to details because they find them boring. They may have their own personal system for organization, but it may not be one that is easily comprehended by others. Try to get them on board by emphasizing the benefits, and by selecting a system that isn't too labor intensive or detailed. The *C* *S*tyles tend to be perfectionists, and they excel at creating accurate, high quality, detail-oriented work. Because of this, the *C* is excellent at organizing and analyzing. Set up systems like notifications on the calendar, making lists, or having others double check your work. Collaborate on systems that can be put in place to assist with organization.

Tip 2: Recognize Each Other for Work Done Well

Everyone on this team wants recognition, appreciation for hard work, and approval from others. *S* and *I* Style personalities respond favorably to personal recognition for their accomplishments, and may feel rejected or disappointed when their efforts go unnoticed. *C* Styles hold themselves to very high standards and appreciate recognition of their unparalleled work. Acknowledging progress, contribution, good ideas, and the hard work of individuals will go a long way toward keeping people motivated and keeping productivity at the desired pace.

Tip 3: Try to Pick Up the Pace a Little

The *S* Style personalities on this team are people-oriented and prefer to collaborate and work in a group environment where they have clear expectations lined out for them. This entails a lot of discussion, and since *S* Styles don't want to disrupt the harmony of the group by stepping on anyone's toes, they probably don't want to make any firm decisions. The *C* Styles are also hesitant to make decisions, they prefer to do an exhaustive, comprehensive search for relevant data before they decide. They don't fear the disapproval of the team so much as they fear to make the incorrect choice because they made an incorrect analysis of the data. These aspects of the *S* Style, while they create a positive work environment, can impede upon people's abilities to accomplish their goals and complete their tasks. S Styles like to move at a slow, steady, and consistent pace. *C* Styles like to move at a slow pace because they tend toward perfectionism. But sometimes this slow pace may mean that the team doesn't accomplish as much as it could. Try to gently encourage the *S* Styles to be a little more self-reliant and to move a little bit quicker to achieve goals by deadlines. And

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

try to encourage the *C* Styles to understand when it is important to do work that is perfect, and when it is more of a priority to finish projects quickly.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Tip 4: Make Sure to Leave Time for Both Tasks and People and Use Your Strengths

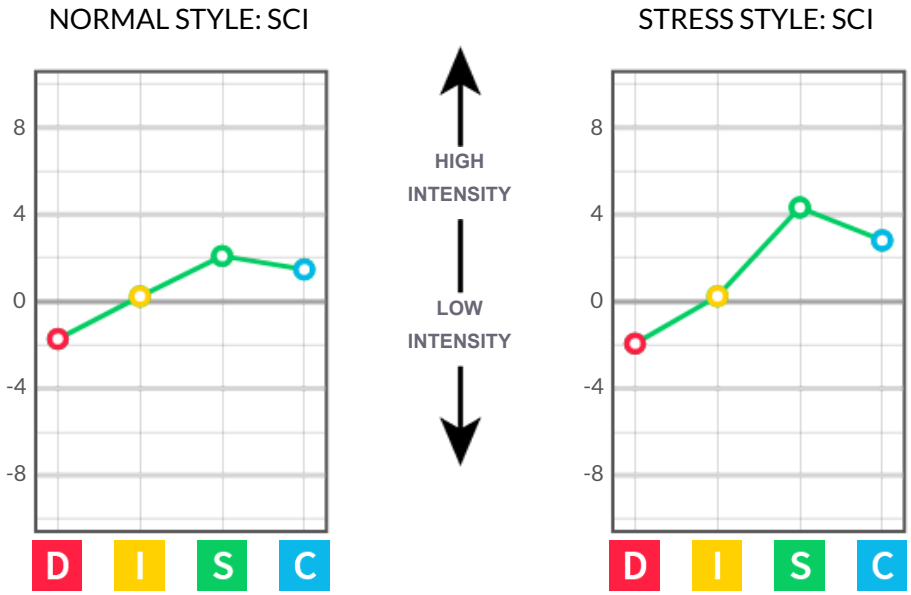
The *S's* and *I's* on this team are primarily people-oriented. They will crave interaction, a sense of teamwork, and a space to have fun and be a little goofy. They will want to form relationships and lighten up the mood at the office. Allow time for people interaction. But make sure that sufficient time is dedicated to completing tasks and accomplishing goals. This will help reduce the tension that the *C* Styles will feel when the team is too focused on people. Make sure to use the strengths of all of the Styles wisely. The *I* may get bored when it comes to a lot of repetition and detailed tasks, but they excel in areas requiring creativity, inspiring others, or working with people on any level. If new projects require a systematic approach or routine, consider asking an *S* Style personality to engage in this task. They excel at executing discrete tasks. Avoid being too critical when explaining why a plan or idea will not work with the *I* Styles. Offer solutions and feedback that will help the team reach its goals. The *C S*tyles strengths include their ability to be accurate analysts capable of creating unparalleled work. When given sufficient time to meet their own extremely high standards, the *C* can produce excellent results. Avoid giving the *C* a rushed deadline and insufficient alone time to accomplish their tasks.

Tip 5: Work on Communication

Be sure to work on listening to one another. The *S* Styles are naturally good at this, but the other styles may struggle with this for different reasons. The *S* Style is people-oriented, and so is the *I* Style. When they communicate with each other they should attempt to be friendly, complimentary, and listen to one another. The active Style I's like to talk a lot, and the opinion of the passive *C* or *S* Style may not be heard, causing them to feel frustrated. This team may struggle with communication between the *I* and *C* members, as the *I* and *C* personality Styles are opposites in many ways. The *I* can view the *C* as overly dependent, evasive, defensive, too focused on details. The *C* can view the *I* as egotistical, superficial, overly optimistic, too self-assured, and inattentive. To improve their communication with the *I's*, the *C's* should try to be friendly, complimentary, listen to ideas, and recognize the *I's* accomplishments. The *I's* and *S's* should attempt to present facts clearly when speaking with a *C S*tyle and be well prepared for discussion, remove any potential threats, expect the *C's* to express doubts and give them time to evaluate data before making a decision. When communicating with each other, remember that the differences between the personalities can be complementary. You can use the strengths of one style to buffer the potential weaknesses of another.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Your Team's Combined Style Under Stress: SCI



Another unique phenomenon to explore is how your team changes under pressure.

Different groups respond to pressure differently, and knowing how your team handles inevitable stress will help team leaders and members know where to develop better "coping" mechanisms.

For example, the collective "mood" of a group can become more aggressive or passive under stress. Where one group tends to react to adversity by choosing to be more self-reliant, another will react to the same situation by reaching out to others for help or support.

Knowing the tendencies of your group and how they react to pressure is vital to effective planning and decision making. Identifying the group dynamics under stress can provide an objective view of your group's tendencies.

Note the graphs above.

- Which behavioral dimensions intensify under pressure?
- Which dimensions are decreased under pressure?

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Your Team's Combined Style Under Stress

Look at your team's Combined Style Under Stress graph. Compare the graph points on the stress graph to the points on the normal graph:

D If your Group's D Goes Up:

- Team results and timelines will become more urgent
- Individual results will gain emphasis
- Decisions will be made more quickly
- Pressure will increase on the team in general

D If your Group's D Goes Down:

- Team results and timelines will become more flexible
- Decision-making may slow, and more reflection will occur
- Decisions will be made based on information
- Risk-taking will decrease, and caution will increase

I If your Group's I Goes Up:

- Collaboration will increase
- Team discussion will increase
- Verbal problem-solving will take place
- Team energy and optimism will improve

I If your Group's I Goes Down:

- The team will become quieter
- Individual work will increase
- Energy and optimism will decrease
- More tasks will get accomplished

S If your Group's S Goes Up:

- Team consensus will be more important
- Focus will increase on tried and true methods
- A stronger emphasis will be placed on the team's well-being
- Routine and stability will increase

S If your Group's S Goes Down:

- Openness to change and risk-taking will increase
- Consensus will be less important
- Work will become more individualized
- More "out of the box" thinking will take place

C If your Group's C Goes Up:

- Attention to detail and organization will increase
- Conflicts will be avoided
- Research will increase, in order to base decisions on information
- Sensitivity to criticism will increase

C If your Group's C Goes Down:

- Attention to detail and organization will decrease
- The pace will increase
- Decisions will be made more quickly, without the need for as much information
- Risk-taking will increase

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

"No matter if you're just starting out or if you are at the peak of your career, the more you work in your strengths, the more successful you will be."
Leadership Gold, John Maxwell

"People who build successful teams never forget that each person has a role to play, and every role plays its part in contributing to the bigger picture."- John Maxwell. The challenge of a team leader and team builder is to merge all roles into a collective work into which all efforts are directed toward and subordinate to a common goal and where everyone is working in their strength zone. An effective leader will learn how to connect roles together to accomplish goals for the good of the team in a way that still adds value to each person on the team and capitalizes on the value that each person adds to the team. Great team leaders make sure to build common goals off the common and collective power and strength of the team. As Ray Kroc so aptly states when it comes to a team, "No one of us is more important than the rest of us." The last section of the report helped you to ***see*** the combined strength of your team. This part of the **Maxwell DISC Group Report** will help you to ***use*** the combined strength of your team in relation to accomplishing common goals.

This section of the report provides you a view of your team in relation to these seven common strength dynamics needed to accomplish goals and achieve success: *collaborating, creating, detailing, directing, influencing, persisting, and processing*. The report evaluates the combined ability of your team and measures the combined effectiveness of the team in each of the seven areas. It also provides you with insight into how your team is equipped and will approach these seven areas. This can help you to look at the big picture of your team and to better understand how to direct the efforts and combined team style as you move toward success. In addition, it can aid you in fostering a team mindset and team culture in accomplishing your goals and reaching your objectives.

As you look through this section of the report, work to:

- Take note of the levels of intensity of your team in each of the seven areas
- Consider where the team will tend to place the most emphasis in the seven areas
- Gain insight into how the team can be more specialized in accomplishing goals
- Consider how you could increase team effectiveness in the seven areas through group training and development
- Enlist the aid of your Maxwell DISC Consultant in better understanding how these intensity levels contribute to your work as a team and overall effectiveness in reaching your objectives and accomplishing your mission. They all have training resources to help you maximize each of these seven areas

Two resources that are available to you through your Maxwell DISC Consultant can help you develop your ability to develop the strengths of your leadership and your team. They include:

- **Leadership Gold** – This leadership empowerment program is based on 26 lessons in effective and transformational leadership learned by John Maxwell over his decades of leadership. These programs help a person in raising the level of personal leadership effectiveness through an increased understanding of

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

leadership principles and practices, along with influencing others. This is an exploratory journey into maximizing your leadership influence and raising your leadership lid to exponential levels.

- **Developing the Leader Within You** – Twenty-five years ago, John Maxwell turned the business world on its head with this simple statement, "Leaders are not born, they're made." This groundbreaking leadership development program is comprised of 10 critical components of authentic, personal leadership and how leaders are made. These time-tested truths equip a leader with the core elements for effective leadership success and increased influence, impact, and income.

John Maxwell has taught the world that "working together means winning together." As you work through this section of the report, take notice of the strengths that make you a winning team. And remember, as a team leader, you lift the morale of the team when you can give credit for success to the team!

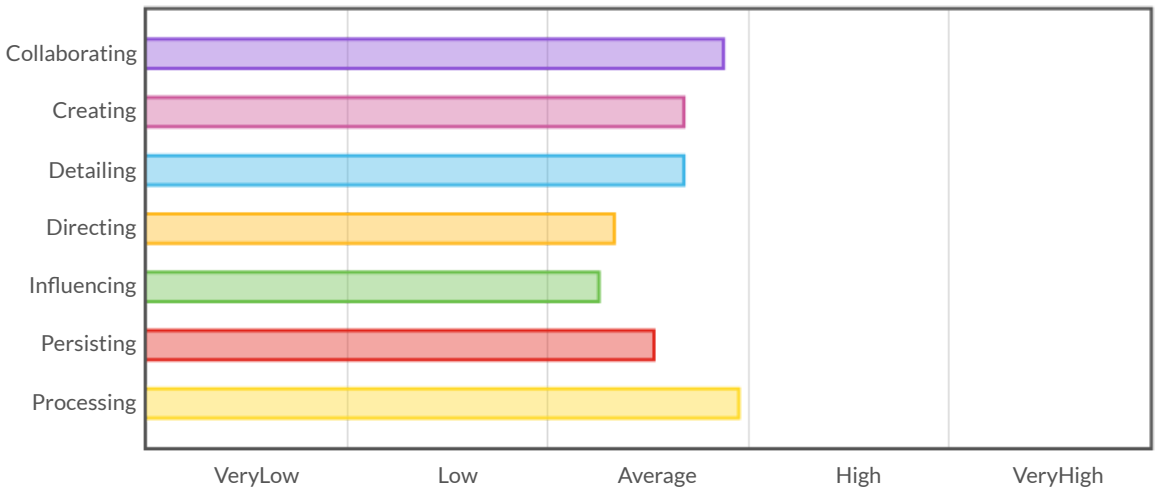
© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Impact of Your Team's Strengths

Strengths are really nothing more than methods we use to impact people and outcomes. This report provides you with an aggregated result of your team's intensity in each of these seven areas.

Seven Primary Ways to Influence People and Outcomes

Teams are dynamic and effective when they move towards a common goal. Like individuals, teams can become specialized around the requirements to achieve their objective. Think about your team's goals and check the chart below. Does your team have the lanes of impact necessary to achieve its goals?



COLLABORATING (AVERAGE)

Your team values relationships and will work to preserve and nurture team relationships. Equally important is your group's focus on task accomplishment. Your group wants to please others and so will want to move tasks ahead and accomplish project goals. This team is in a good position to collaborate and relate well, yet not to get caught up in social aspects of group work.

CREATING (AVERAGE)

Your team is more comfortable moving ahead in areas in which they have experience and proven results. Sometimes your team prefers to have the pace slowed down a bit so that one project can be completed before another venture is begun. Your team's creativity can sometimes give way to safety, but don't be afraid to take risks and be original.

DETAILING (AVERAGE)

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Others appreciate that this group takes the time to make sure the little things get done. This group has a tendency to start at a quick pace but may not complete the task. This group has the ability to look logically at a situation and rearrange things for a more efficient operation. The members of this group pay attention to the details and put the finishing touches on projects. This group likes to operate in surroundings that are neat and efficient and they appreciate it when others follow suit.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Impact of Your Team's Strengths

DIRECTING (AVERAGE)

Your team has a good combination of task and people orientation; realizing that both are critical to a healthy team. Your group's ability to direct others and hold others accountable is good overall, however your team may need to work on leadership and focus on holding member's feet to the fire. Your group may not always have the tenacity to plow through their task list quickly, but they get the job done and with quality.

INFLUENCING (AVERAGE)

Leading and influencing as a group is not something that comes naturally to your team. However, they are able to set goals and accomplish tasks and step up to the plate as necessary. Your group has a balance between leading and following, which is great because they should be able to both plan and execute their plans. Your team can probably harmonize well in most capacities, but they shoud not be afraid to show their assertiveness when necessary.

PERSISTING (AVERAGE)

Your group consists of strong, steady workers who want to do quality work. Sometimes they may begin to look at other alternatives to completing a project when the going starts getting rough. Encourage your group not to quit nor lose focus on what they have started. Others like working together with your group because they typically do more than their share of whatever is required, and this makes the entire project look good. This group likes to maintain a hands-on approach and will let others visibly see that they are team players.

PROCESSING (AVERAGE)

Your group is made up of stellar team players who can create and implement processes. They can take an idea or a project and follow through from start to finish. Members of your group are not afraid to change roles and responsibilities to get the task accomplished. Your group will stick to a routine if it is necessary to fulfill the task. Being conscientious and quality-control minded is very important to your group.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

The chart below provides you with a baseline method to identify the best approach in communicating with various individuals in those situations where you don't have a completed assessment for them.



The MAXWELL METHOD

DISC STYLES OF COMMUNICATION

If you are communicating with someone who demonstrates these CHARACTERISTICS	THEY MAY BE A	Consider using this COMMUNICATION APPROACH
» Confident » Assertive or aggressive » Challenges the status quo » Seems to like control » Dislikes routine	D	• Be direct and brief. • Stay in the big picture. • Don't try and share all of the details. • For a decision, provide them with options. • Maintain your focus on results, not process.
» Talkative » Optimistic » Encourages others » Fun to be around » Very social	I	• Allow them the opportunity to share their ideas. • Keep the conversation fun. • Don't overwhelm them with too much data. • Expect to follow up with them. • Provide short, concise information in a friendly way.
» Loyal » Reliable » Good listener » Avoids confrontation » Mediator	S	• Keep the conversational tone pleasant and friendly. • Steer clear of confrontational words or attitude. • Express your appreciation for their dedication and loyalty. • Focus on maintaining a supportive tone. • Provide them with time to adjust to changes.
» Analytical » Organized and structured » Works well with a schedule » Prefers to work alone » Quiet and reserved	C	• Focus on facts. • Keep the tone professional. • Give them all of the details. • Provide them with time to analyze options for decisions. • Remember they may ask many questions because they process by gathering more facts.

The JOHN MAXWELL Team

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

"To be a successful leader, find and develop the strength zones of your people."
Leadership Gold, John Maxwell

This report has provided you with valuable insight into the strengths of your individual team members, along with the combined strengths of your team. As a leader, you can use this information to develop the strength of your team and the strengths within your team. As a result of the information in this report you should be able to see two things more clearly. First, how the investment made in the team is paying off. Secondly, you can now be more effective and intentional about investing in your team. John says, "Deciding that people on your team are worth investing in is the first step in building a better team." This report provides you with some great insight into not only understanding your team but also in building a better team. The following pages are designed to guide you in thinking into a process for team success and development. We encourage you to be intentional in working through the questions provided in order to get the most out of the investment that you made in this report.

One thing that you will find in working through the next pages is that you will be flooded with new ideas and insight into capitalizing on what you have gleaned from the information on the preceding pages. By now, you are feeling the inspiration and the challenge to be a better team leader and build on the great strengths of your team that you have discovered. The greatest way to capitalize and build on the strengths of your team is through continued awareness, training, and development. This gives your team the best possible chance to succeed. Think through your training needs as you work on the pages.

In his book **Leadership Gold**, John outlines 4 questions a leader must ask to see how their people are doing. These questions are:

- Are People Following?
- Are People changing?
- Are People growing?
- Are People succeeding?

Ask yourself these questions as you look at the health of your team and the future development you may want to provide them. We at Maxwell Leadership are committed to helping you to be a great team leader and build a great team. It is not only part of our mission, but also our passion. Your Maxwell DISC Consultant has been personally trained and equipped by John Maxwell, the #1 leadership expert in the world, and his staff mentors and faculty members. Your Maxwell DISC Consultant has direct access to resources that will help you grow yourself and your team. One of the best growth tools available through them is:

- **15 Invaluable Laws of Growth** – Personal growth is essential to your success as an entrepreneur. Equipping others and making a great and lasting impact in your realms of influence. This program of training and coaching will help you to learn and apply the 15 proven laws of growth in developing your potential and increasing your capacity for long-term success. This journey with your Maxwell DISC Consultant will help you to become more intentional in your growth, helping you to understand how

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

personal growth really works and how you can develop yourself to become a more effective and fulfilled individual. You will build up your sense of purpose and become more successful in every area of your life. These laws of growth will help you aid those you lead in their growth.

In addition to training and development solutions, they have licensed access to the suite of **Maxwell DISC Reports** to help you gain a deeper understanding of your team's communication styles, sales styles and your sales leadership style. These reports and associated training workshops can help you deepen awareness and train in specific areas that will help increase the effectiveness of your team in communicating effectively, accomplishing goals, reaching objectives, nurturing culture, and sustaining growth.

So, as you work through the following pages, make notes of areas where you would like to develop your team and where we may be able to further assist you. Better yet, invite your Maxwell DISC Consultant to aid while you work through the following pages. Your work on the following pages and the future action you take can help turn the investment in this report into a compounding effect over a longer period of time.

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

The Law of Identity

Shared Values Define the Team

- John Maxwell

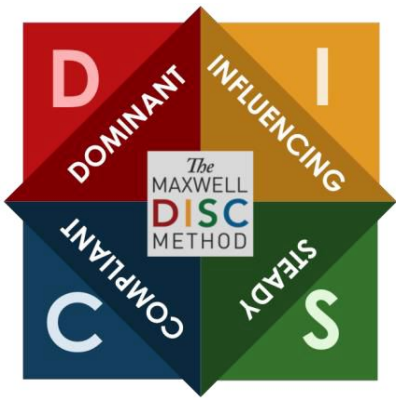
Consider the desired culture of your team.

Just as individual values influence and guide an individual's behavior, organizational values influence and guide the team's behavior.

Refer to the behaviors your organization values in its people.

As a team leader, work with your team to define clear behavioral expectations that facilitate the achievement of your team's goals.

Essentially, this is defining "How we do what we do."



Does this particular team have a leader?

If so, determine the personality style of the leader(s) on this team by looking at their individual graphs. Does the leader's style guide the culture of the team?

Look at your team's individual graphs.

Of the expressed styles (over the midline) which team members have the most intense styles? How does the intensity of those behavioral styles impact your team?

Do you see any dimensions of the "Team Dynamics" graph that your team would benefit by working on?

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Team Impact Worksheet

Consider how your team can take full advantage of its strengths, while also addressing important issues that distract from your desired culture and goal achievement.

Culture can be described as "shared ways, shared values, and shared goals."

1. What are some of the traits of the team that you view as positive strengths for your culture?
2. What are some of the traits of the team that you view as negative (or opportunities) for your culture?
3. What strategies can you set in place to build upon your team's strengths?
4. What strategies can you set in place to address your team's limitations, turning the negatives into positives?
5. Are the members of your team each placed within their areas of strength?

    Who is the most organized?

    Who is the best at changing gears quickly?

    Who is the best listener?

    Who produces the fastest results?

    Are there any ways that the team could better place people in their areas of strengths?

    Where are the gaps in your team style?
6. What strategies could you put into place that would leverage your team while building a deep and strong bench?
7. How will you prepare each person to maximize their potential?
8. What resources will you need to make sure everyone on the team is successful (realistic deadlines, more information, more teamwork, more quiet time, etc.)?

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®

Your Next Step

How to Best Utilize the Maxwell Method DISC Group Report

Leaders who desire to build high-performing teams recognize the value of solid leadership principles and practices. For decades, John Maxwell has been influential in equipping leaders across the world with solid principles and practices for building high-performing teams.

The Maxwell DISC Group Report provides a solid foundation on which you can build your own unique and high-performing team. An in-depth view, such as this report, can provide an overwhelming amount of information; however, as your Maxwell DISC Consultant, I can provide you with guidance and insight on how to best use this information to build the framework that will best support your team.

Whether we work together in a coaching, mentoring, or training capacity, I can provide you a path forward to develop your organization into a high-performing team. We will use solid and proven leadership principles to establish team values and focus; unique insight as provided in this report to set a foundation; and a customized framework to build your own uniquely high-performing team that operates at its highest potential.

John Maxwell teaches that the first step toward reaching our potential as individuals and organizations is to realize we cannot do it alone. I can provide you and your team with an actionable plan to reach your targeted results.

In addition to individualized coaching and consulting, we also offer you a variety of team workshops and training programs – any of which can be customized to you and your unique team. From communication to collaboration to John Maxwell's signature workshops on Everyone Communicates, Few Connect and Developing The Leader Within You, together we can customize a plan and provide the tools and training to help you lead your team to maximum impact.

The Law of the Catalyst tells us that "winning teams have players who make things happen!"

This is your opportunity to lead a team of catalysts.

Our next step can create a pathway for you to lead such a team. In my next call to you, we will set a time to meet and discuss a plan of action customized for you and your team.

To Your Continued Leadership and Team Success,

Your Maxwell DISC Consultant

© 2026, PeopleKeys, A Division of Pryor Learning / PeopleKeys ®