



athleteassessments.com
personality profiling for athletes & sports teams

The
Athlete Assessments
Sports Management
DISC Profile

Personalized Sports Manager Report

For:

Les Massen

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*Please refer to the **DISC Application Report** for valuable background and reference materials that support this report.*

Introduction to the Athlete Assessments Sports Management DISC Profile

Congratulations. Taking the Athlete Assessments Sports Management DISC Profile ("ManagerDISC") is a performance enhancing decision, designed to enable you to take the next step in your professional development.

This ManagerDISC Report is a personalized, comprehensive behavioral profile. Use it as a tool to help you become a better professional with your work in sport. Use it to gain knowledge of your preferred "Management Style". Know how to apply the right style to the athletes, coaches, colleagues, fans and others you work with in your role in sports management. Consistently doing this enables you to have your communication received in the way you intended. It enables you to meet the needs of others. The pay off for you is your professional relationships will further improve, you'll achieve the outcomes you want more effectively and efficiently and you'll be able to have the right impact at the right time with the right people. Ultimately, this produces the winning results both you and your team want.

WHAT IS THE Sports Management DISC MODEL?

The ManagerDISC accompanies the other Athlete Assessments' profiles, including the CoachDISC profile for sports coaches and the AthleteDISC for athletes. These profiles are founded on the internationally recognized and respected work of Dr Tony Alessandra and DISC Profiling Theory. DISC Profiles have been in use since 1928 and millions of profiles are completed by business managers every year. Bo Hanson (four time Olympic Athlete, Triple Olympic Medalist and Specialist Corporate and Coaching Consultant) used Tony's excellent DISC Model and designed the only recognized, behavioral profiling tool specifically for athletes (AthleteDISC) and Coaches (CoachDISC), and now for those involved in sports management and administration (ManagerDISC). The profiles provide athletes, coaches and management staff with a performance improvement tool which is easily interpreted, practical and most importantly, is easy to remember and apply.

*DISC Theory works by grouping behavior into four categories. The Athlete DISC, CoachDISC and ManagerDISC models measure four areas of behavior: **D** is for **D**ominance, **I** is for **I**nteractive, **S** is for **S**teadiness and **C** is for **C**ompliance.*

Broadly speaking, the behaviors are described like this:

- **Dominant (D):** *are faster paced (movement, talking, deciding) more direct (to the point), task/goal orientated (want to win) and personally more guarded (do not disclose personal information readily)*
- **Interactive (I):** *are faster paced (movement, talking, deciding), more direct (to the point), people orientated (seek out and enjoy the company of others) and personally more open (disclose personal information readily)*

- **Steady (S):** are slower paced (slower to move, talk and respond), more indirect (take time to get to the point and gives detailed information), relationship orientated (want to get to know you) and personally more open (will disclose personal information)
- **Compliant (C):** are slower paced (slower to move, talk and respond), more indirect (take time to get to the point and gives detailed information), task/goal orientated (want to do things the right way first time) and personally more guarded (do not disclose personal information readily)

The Use of Graphs to Illustrate Behavioral Patterns

Within the ManagerDISC, we also refer to your **Adapting Style Pattern** and your **Natural Style Pattern**:

- **Adapting Style Pattern:** This is your self-perception of the way you believe you should behave in your role as a manager or administrator within the context of your sporting environment. This behavior may change in different environments. For example, you responded to the assessment with a work focus. Your **Adapting Style Pattern** may be different than if you responded with a family focus. It makes sense that the behavior required to be successful as a sports manager or administrator may and could be vastly different to the behaviors required to be a contributing member of your family.
- **Natural Style Pattern:** This is the self-perception of the “real you”. These are behaviors you are most likely to exhibit when in situations you perceive as being stressful or in situations where you can simply do as you choose without having to please or consider anyone else. The reason this is described as the real you, is in the times just mentioned, our reaction and thinking times are either dramatically reduced or we literally do not have to think about adapting ourselves to suit anyone else. Hence, the real you emerges. This **Natural style Pattern** tends to be fairly consistent even in different environments, that is, in and outside of your sporting role.

HOW TO USE THIS REPORT

*First, read the entire report and make highlighter notes as you go. The report focuses on understanding your behavioral style characteristics in your sports management role. It also offers strategies for increasing your professional effectiveness. **It is important to note** that there is no “best” behavioral style or management style. Each style has its unique strengths and opportunities for improvement. As well, each style has its own limitations. Knowing what your strengths and limitations are, enables you as a sports professional, to produce more consistent, higher level performances through your work with others. Knowing yourself is called “Self Awareness”. Great managers, as well as great coaches and athletes, know what they do best and where they need to improve.*

*Most people are very eager to jump straight into the information about their personal profiles – so this is what we’ve done with this report. We have also provided valuable background and reference materials supporting this report. This is a separate report titled **Application of the Athlete Assessments DISC Profiles** (“DISC Application Report”).*

You can use the DISC Application Report to begin to identify likely behavioral styles of your athletes, coaches, support staff and management. Knowing this information can help you find ways to get the edge on your competition or build more productive relationships. The report assists you to understand their likely modes of operation and associated behaviors. There are also action plans provided - we recommend that you share these action plans with others you work with closely. This can greatly enhance each of those relationships.

The DISC Application Report is available to you through your personal login (where you downloaded this report), along with many other valuable resources.

*We suggest that you complete the **Summary of Your Style** on page 15. This **Summary** becomes a very useful tool you can easily share with others should you choose.*

Overview of Your Management Behavioral Style

Within the ManagerDISC model:

- Your **Adapting Style** (how you think you should behave) indicates you tend to use the behavioral traits of the **Is** style(s) in your professional role.
- Your **Natural Style** (how you are most likely to behave in situations you perceive as being stressful) indicates that you naturally tend to use the behavioral traits of the **Id** style(s).

The information below serves as a personalized overview of your behavioral tendencies in your sporting environment. It sets the state of play for the report which follows and provides a framework for understanding, reflecting and applying your results. We've provided key improvement ideas throughout the report. This is so you can leverage your strengths whenever possible to maximize your personal goals and successes.

Your enthusiasm and openness to alternatives allows you to influence others. You score like those who come to a project with some ideas of their own, as well as an open mind to listen to the ideas of others. When a solution is decided upon, you have the skills to enlist others in an enthusiastic manner and get them on board. Your flexibility to adapt to new approaches, or to unexpected changes is an asset to the team, as others will look to you for leadership.

You are able to persuade others with a personal and friendly approach. This is a great strength because others don't feel pressured into a situation, rather they sense that your enthusiasm is contagious and get on board because of that and your sincere interest in people. In a sense, you can sell people on an idea almost in a way that people don't notice that they're being sold to. This trait comes from several sources: Your confidence, your interest in others, your sense of urgency, and your flexibility all combine in a unique way to provide this special presentation style that is yours.

You convey a high trust level in working with others. This is a strength. People will trust you because they get the sense that you trust them. That's good. However, you will experience situations where you may get "burned" by trusting someone, and then having that trust betrayed. Typically, those who score like you tend not to let those events get them down, or diminish their trust for others. They simply become a bit more cautious around certain people. Back to the good news side, by setting the example of trusting others, you help to establish a positive climate of trust.

You score like those who seek assignments with high people contact, and an image of authority or knowledge in an area. Your responses indicate that you have natural people-skills and enthusiasm. Combined with a moderate-to-higher sense of urgency, you thrive in an environment that provides you an audience of people (large or small) with whom to share you ideas and enthusiasm. People who score like you will always choose assignments involving people over assignments involving solitary work with paper.

Les, you score like some people who, when pressured, may become more persuadable and less firm in opinions. This comes from the traits of wanting to please people, and also having a sense of urgency to get things done. That means you are more willing to yield your own position in favor of completing a project, than to stand firmly only on the solution that you offered. This is a valuable strength as it indicates that you can be a team player and shift gears when necessary.

Les, the response pattern to the survey shows that you tend to seek freedom from routine, control, and minutia. That is, you prefer a change-oriented environment, one that you can make

your own decisions, and that has minimal paperwork. If you are working in an environment that has a lot of controls and paperwork, you may avoid some of it by reducing some of the paperwork on your own: Perhaps by forgetting to do it, or turning it in late. (This might even include expense forms.)

Les, you appreciate flexibility and spontaneity in others, and conversely, may fear limitations or restrictions on your own flexibility or spontaneity. People who score like you say that their creativity comes alive when they are given freedom to do an assignment in creative ways and with few if any restrictions. Conversely, their creativity goes into hibernation when they are presented with rules, regulations, forms, and requests for justification of many phases of a project. As a piece of coaching, when you have opportunity, seek those assignments with the fewest strings attached, and your internal motivation will remain at the highest levels.

You make friends easily, and show a high interest level in working with others. You have a sincere interest in others, you are perceived as an easy person to talk with, and people respond to both of these traits in open and positive ways. Some who score like you say that they are never lonely, even if standing in a waiting line, they'll begin talking to others in line and enjoy the time waiting because they're learning about others. On the job, you have the ability to enlist a wide variety of people to work on projects, even some who may not choose to work with each other will weigh in and assist primarily because you asked them.

Your Strengths and Limitations

You are likely to display your strength characteristics reasonably consistently at work within your sporting environment. For the most part, these qualities tend to enhance your professional performance. You can actually improve your performance by avoiding an overextension of these strengths. An overextension of your strengths becomes a limitation. For example, a manager or administrator who is highly analytical has the ability to interpret data and see the details. However, if overused, this same person may struggle to make rapid decisions in a situation where time and/or resources are limited. And so on...

Mark the two most important strengths as they apply to your role. Then **mark two areas that you are committed to improve upon**. Transfer these behaviors to the **Summary of Your Style** on page 15.

Your Strengths:

- *A self-starter and active agent in all you do.*
- *You are very much at ease in making presentations to large or small groups.*
- *You understand people very well, and use that understanding to lead, persuade, and motivate.*
- *You have a high sense of urgency to get things done... now.*
- *You can handle objections, questions, and pressure with poise and confidence.*
- *Able to sell others on a variety of ideas and concepts.*
- *You are an excellent team-player, who is very effective at training or developing others.*

Your Strengths and Limitations *(continued)*

Potential Areas for Improvement:

- *Sometimes inattentive to details, and may need support in this area.*
- *The optimism and high trust level may overestimate the ability or intentions of others, and may end up receiving less than expected results.*
- *You may sometimes be a selective listener, hearing only what you want to hear.*
- *You may be somewhat disorganized behind the scenes, but the public presence will maintain an orderly image.*
- *Your natural optimism may yield a tendency to over-forecast or over-estimate the success of the project.*
- *You may sometimes act impulsively, favoring emotions over facts.*

What You Need

All of our behaviors are driven by our needs. Each behavioral style has different needs or drivers to be met. All of our behavior is simply an attempt to meet our different individual needs.

Of course it is critical each person understands what their real needs are and how to have them met in a positive, sustainable and emotionally productive manner. The more fully our needs are met, the easier it is to perform at an optimal level. It is your responsibility to meet your needs. You therefore need to discuss with others what your needs are and how you think it is best to meet them. This understanding will help build stronger bonds between you, coaches, athletes, staff, management and others.

Mark two of your most important needs and transfer to the **Summary of Your Style** on page 15.

Sports Managers and Administrators like you tend to need:

- *To feel valued as an important member of the sporting organization in order to work at top effectiveness.*
- *Better control of body language and personal space. Some people don't like grand gestures, and don't like to be touched.*
- *Greater control over emotions.*
- *Increased organizational skills to reduce the potential for clutter and confusion.*
- *Support work with some of the details, especially when the organization is under pressure.*
- *To know the results that are expected of you, and to be judged on the results, not on the methods used to achieve the results.*
- *Some independence and flexibility in work projects, activities, and schedules.*
- *A greater control over time management.*
- *Opportunities for involvement with a wide scope of people.*

Your Motivation Style

Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated. For example, some people are most motivated to achieve results. Others are most motivated to build relationships. Others are motivated to perfect the technique of their work or sport. Others are more motivated to be part of an energetic club or team. The list is endless. Suffice to say, understanding your motivation strategies enables you to achieve a motivated state more often. This is critical for everyone involved in sport. You are expected to role model successful behaviors to your peers, colleagues, coaches and athletes.

*Check the two most important motivators and environment factors and transfer to the **Summary of Your Style** on page 15.*

You tend to be motivated by:

- *Acceptance as a positive and supportive member of the sporting organization and team.*
- *Flexibility to circulate and talk with a variety of people.*
- *Some evidence that a new process has been successful in similar applications.*
- *A supervisor, manager, or board who practices a democratic leadership process.*
- *A work culture that is supportive of family activities and commitments.*
- *Identification with the organization, team, and others with whom a spirit of work responsibility has been established.*
- *Projects and assignments that provide people-contact, and opportunity to help both internal and external stakeholders.*

Your Motivation Style (continued)

You tend to be most effective in environments that provide:

- *Specialized assignments that also involve communicating and working with a variety of people.*
- *A participatory sporting or club management with whom a democratic relationship has been established.*
- *A work culture that allows for your natural interest in helping others learn and grow professionally.*
- *A work culture that takes pride in the systems, processes and people working behind the scenes.*
- *Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.*
- *A balance between some stable, predictable work activities and some variety and change on a regular basis.*
- *Favorable working climate with positive attitudes, and optimistic spirit.*

Your Preferred Behaviors in the Work Environment

Your preferred behavioral style provides useful insights for you at work in the sports industry. It also suggests how you are likely to behave in these environments.

*Highlight the two most important behaviors and transfer to the **Summary of Your Style** on page 15.*

Your preferred working behaviors:

- *You tend to be an excellent 'teacher' to peers on the team, at any level of the organization.*
- *On the job, you have a high need to be patient, polite, and create an environment of good-will for internal and external stakeholders.*
- *Your sensitivity to the needs of others on the team, and empathic nature may lead others to seek you out as a coach, counselor, or to assist with a personal or team problem.*
- *You are motivated to be an excellent team player because of your high optimism and ability to defer ego to others who may prefer more attention or control of the situation.*
- *On the job, you tend to say 'yes' more than 'no' when asked to help out with a colleague's project or problem.*
- *On task, you show a high degree of persistence in working on projects, especially over the long haul.*
- *You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.*
- *You are known by others on the team as a good listener.*
- *At work, you tend to have a 'long fuse' and are not easily angered while on the job, although you may take some of the anger and vent it at home.*

Communication Tips for Others to be Aware Of

The following suggestions assist your fellow staff, coaches, athletes, management and others who interact with you. This information gives them an understanding of your communication preferences. Everyone has a unique communication style. For example, how do you like to be spoken to? Perhaps directly and to the point or do you prefer a more considered approach with a slightly slower pace. Maybe you prefer lots of details and information or maybe you are a bigger picture communicator who does not like details and too much information? To use this information effectively, share it with others. Find out and discuss their preferences also. The result of this increases understanding and rapport. Importantly, when pressured in training or competition there is less confusion and more productive action.

*Mark the **two most important ideas** for when others communicate with you and transfer to the **Summary of Your Style** on page 15.*

When communicating with Les, you should:

- *Offer input on how to make the ideas become reality.*
- *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.*
- *Try to be engaging, stimulating, and fast-paced.*
- *Provide testimonials from people he sees as important and prominent.*
- *Offer specific evidence about the probability of success or effectiveness of some of the options.*
- *Be clear in your explanations.*
- *Be certain to emphasize next action-steps.*
- *Be specific about what's needed to be done, and who is going to do it.*
- *Use his own words to direct you back to the topic or issue at hand.*

Summary of Les Massen's Style

Consistently high performance is directly related to knowing yourself well - Self-awareness. Review this summary profile and discuss your preferences, needs and wants with the people who you work with. Great sports professionals build great relationships. They also understand themselves and they understand the people they work with. Use this summary to share yourself with those who matter most to achieving high performance results.

YOUR STRENGTHS from page 8

1. _____
2. _____

YOUR AREAS FOR IMPROVEMENT from page 9

1. _____
2. _____

YOUR NEEDS from page 10

1. _____
2. _____

YOUR MOTIVATORS from page 11

1. _____
2. _____

YOUR MOST EFFECTIVE ENVIRONMENT from page 12

1. _____
2. _____

YOUR PREFERRED WORKING BEHAVIORS from page 13

1. _____
2. _____

COMMUNICATION TIPS FOR OTHERS TO BE AWARE OF from page 14

1. _____
2. _____

How to Read and Interpret Your Graphs

Your **Pattern Preference** for the ManagerDISC, (page 17 of this report) is indicated by the highest plotting point(s) above the midline (Segments 4-6). It's indicated by a **capital letter** in the pattern description. You may have **more than one plot point above the midline**. If this is the case, and the second (or third) plot point is of a lesser intensity, it's indicated by a lowercase letter in the pattern description. It's often referred to as a **secondary style**. Some people may or may not have secondary styles.

Graph I is the Adapting Style Pattern. It's a self-perception of the behavioral tendencies you think you should use in your professional role and sporting environment. This graph may change in different environments. For example, you responded to the assessment with a sports management focus, your Adapting Style Pattern may be different if you had responded with a family focus. It makes sense, that the behavior required to be successful in the sporting environment could be vastly different to the behaviors required to be a contributing member of your family.

Graph II is a self-perception of the "real you" – one's Natural Style Pattern. These are behaviors you are most likely to exhibit when in situations you perceive as being stressful or in situations where you are completely comfortable and you therefore show the real you. The reason this is described as the real you, is that under stress or in these comfortable environments we revert to well practiced, habitual behavior. Perhaps even instinctive behaviors. This graph tends to be fairly consistent even in different environments.

Graph III helps you understand the overall relationship between Graphs I and II by providing a combination of the results from both graphs. This is especially helpful when Graphs I and II vary substantially from each other. As a result, Graph III helps illuminate the predominant style traits that emerge by combining the differences between Graphs I and II. It is a summary graph. When Graphs I and II are similar, there will not be substantial change in Graph III.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in your sporting environment. That is, you do not adapt to behave differently. We see this regularly just as we see higher levels of adaptation. Anything is possible. The question to ask yourself is. Are you getting the results you want? It is possible that without modifying your behavior you may still be achieving your desired results. If you are not, then what do you need to change in your behavior to achieve better results?

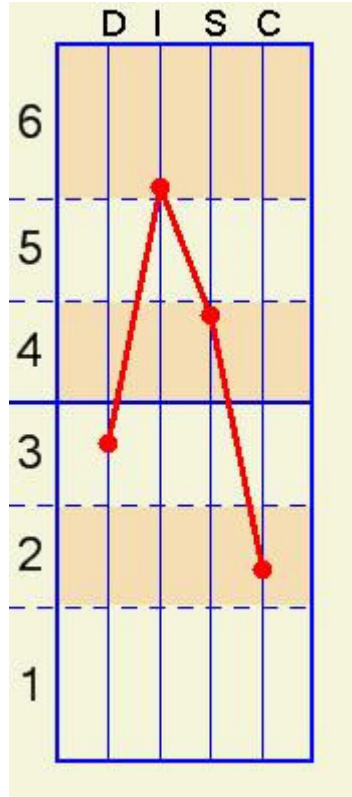
As well, if your Adapting Style (Graph I) is different from your Natural Style (Graph II), this can cause stress, when done over a long period of time. This is because you are using behaviors that are not as comfortable or natural for you.

Behavioral Graphs for Les Massen

Your *Adapting Style* indicates you tend to use the behavioral traits of the *Is* style(s) in your professional role and sporting environment.

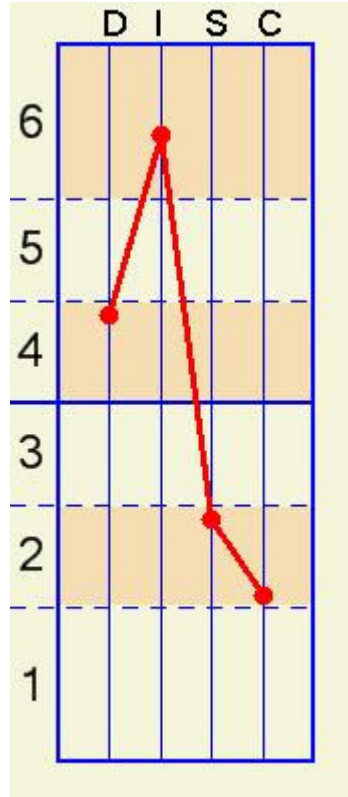
Your *Natural Style* indicates that you naturally tend to use the behavioral traits of the *Id* style(s).

**Adapting Style
Graph I**



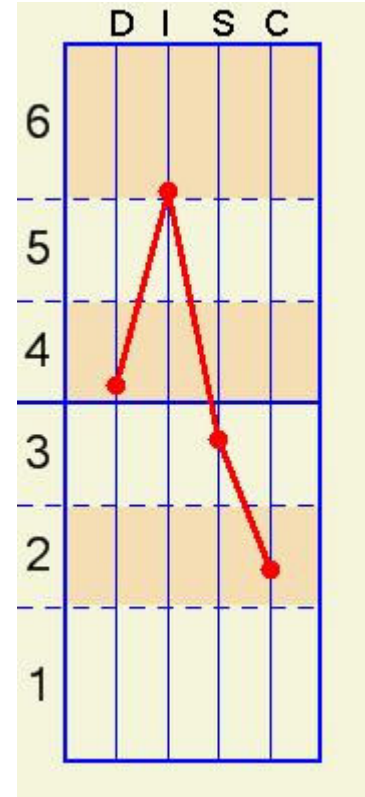
Pattern: Is (3642)

**Natural Style
Graph II**



Pattern: Id (4622)

**Combined Style
Graph III**



Pattern: Id (4632)

Your *Style* is indicated by your highest plotting point(s) above the midline (Segments 4-6). Capital letters indicate your primary behavioral style(s) and lowercase letters indicate your secondary style(s). Some people may or may not have secondary styles. The numbers represent your segment numbers in DISC order. Please refer to **How to Read and Interpret Your eGraphs** from the eGraph section of your Home Page.

We have provided valuable background reference materials in the separate report titled **Application of the Athlete Assessments DISC Profiles** ("DISC Application Report"). These are available to you through your personal login (where you downloaded this report). You can use this report to begin to identify likely behavioral styles of others including your fellow staff, coaches, team members or even your competitors.

Personal Review Questions

What behaviors do you consider to be your strengths in relation to your role?

I am very passionate about my work and always give my all. I do love what I do and I think it shows. People tell me that I look after them well and give exceptional service and that is what I aim to do. I am a people-person but also aim high to achieve great things.

What behaviors do you consider to be your limitations in relation to your role?

I can be distracted and be working on too many things at one time. I sometimes neglect part of my role in favor of the bits I really like and enjoy. I have to really focus when I need to get things done accurately and perfect detail. I can be too agreeable sometimes when I really should push back.

What behaviors do you commit to improve and what would the payoffs be when you make these improvements?

Focus on the areas of my work I let slip sometimes. Be more demanding of others when needed. Get others to help me rather than going alone like I often do with too much work on my plate. Learn to delegate more to people who are capable. Continue to focus on developing my career and look for opportunities for promotion.

Direct Feedback from Observers

As part of your profile, you are able to invite observers to complete an assessment questionnaire about you, as they see you in your sports management role. This is valuable 360 degree feedback. Comments in this report are included exactly as they are answered by the observers - without any editing, spelling corrections or censoring. Please note that comments are also only displayed if more than three observers completed the assessment questionnaire (this is to protect their identity).

PLEASE NOTE: If your feedback is missing and you anticipate that it should be within this report, you can login to your webpage (where you downloaded this report) and click on the 'Regenerate Your Report' button on the home page. To ensure your report is up to date, you should do this after new Observers complete their surveys.

What behaviors do you consider to be Les's strengths in relation to his role?

Does a great job at organizing everything within the team and department. Has a great network of people that he taps into when ever he needs. Just when you think there is a dead end, Les finds someone who can help. Really loves his work and does work extremely hard. He is popular with everyone.

Les is a very important person in our team and is really the glue that holds us all together. Some of us can be all over the place but he provides consistency to the team and you can ALWAYS rely on him to pull through any challenges we are having. He also is very caring and personally helped me with some stuff at home last year which really helped me out. he cares about the people he works with and does a great job. He has been here a long time but has passion for his work and always gives.

Les seems to really love his job and has been extremely loyal to our Team and group overall. He is always keen to assist, jump in and get into what ever needs to be done. he definitely has a 'can do' attitude and I can always rely on his support and help. I think everyone likes him and he has a great way with people to keep them on side.

Direct Feedback from Observers (continued)

What behaviors do you consider to be Les's limitations in relation to his role?

Can be a little distracted at times when he has too much on his plate to handle. Should say no more often to some of the demands that are put on him.

Les is one of my most favorite people I work with so hard to see his limitations. Maybe he needs a bit more life-balance because he works really hard and always puts his job and the team first. He could be also more forward about asking for a promotion!

Sometimes says 'yes' to too many things then doesn't get the most vital things done on time. He does put people and relationships first but sometimes he really needs to be tough and push through obstacles rather than nicely gettin around them. He could be tougher and more outcome focused at times.

Direct Feedback from Observers (continued)

What behaviors do you believe Les could improve and what would the payoffs be if Les made these improvements?

I think it is time for him to have bigger and better challenges. He does a great job and I think it would be a great development opportunity to stretch outside his comfort zone.

Be tougher with some people to get the job done quicker. Not take on so much personally.

He is definitely inline for a promotion and should be given the opportunity. this will see if he is tough enough to get to the next level and show more strength in his leadership. He can be a little distracted at times and needs to work out what is the most important issue to get achieved. But I say all this with the very best of intentions as he is a fine administrator and does an excellent job.

Next Steps

This report is filled with information about you as a sports professional and your preferred management behaviors.

Have this report printed into a hard copy form and keep with you. Digest it slowly and look at it often. Let it sink in. There is a lot of information here and it is not meant to be digested in just one reading.

Ensure that you have completed your Summary Page on page 15. This is useful as an exercise for you to review the report content and is also useful to share as a one-page summary with others.

There are also valuable resources available to you through your personal login, including the DISC Application Report.

You may also like to consider getting feedback from others as your 'Observers'. It is completely optional and at your control. Access this through your personal login.

If you haven't already, many teams get enormous value from using the CoachDISC and AthleteDISC profiles with their coaches and team of athletes. Simply contact the person who organized your profile or go to the www.AthleteAssessments.com website for more information.

*Have fun with making a few changes in your behavior and experience the results. You might be surprised! There is a great rule to apply called **The Platinum Rule™**: "Treat others the way **THEY** want to be treated" and you will have much more success in all your professional role and other relationships!*

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