



athleteassessments.com  
personality profiling for athletes & sports teams

*The*  
***Athlete Assessments***  
***CoachDISC Profile***

*Personalized Coach Report For:*

*Robert Peter*

*08/04/2009*

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

## **Introduction to the Athlete Assessments CoachDISC Profile**

*Congratulations. Taking the Athlete Assessments CoachDISC Profile (“CoachDISC”) is a performance enhancing decision, designed to enable you to take the next step in your Coaching development.*

*This CoachDISC Report is a personalized, comprehensive behavioral profile. Use it as a tool to help you become a better coach. Use it to gain knowledge of your preferred “Coaching Style”. Know how to apply the right style to the right athlete in the right situation. Consistently doing this enables you to have your coaching message received in the way you intended. It enables you to meet the needs of your athletes. The pay off for you is your athletes perform better more often, due to your coaching having the right impact at the right time. Ultimately, this produces the winning results both you and your athletes want.*

### **WHAT IS THE CoachDISC MODEL?**

*The CoachDISC model is 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). The profiles provide athletes, coaches and sporting teams 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 and CoachDISC models measure four areas of behavior: **D** is for **Dominance**, **I** is for **Interactive**, **S** is for **Steadiness** and **C** is for **Compliance**.*

*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 CoachDISC, 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 coach within the context of your sporting environment. This behavior may change in different environments. For example, you responded to the assessment with a Coaching 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 coach 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 coaching 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 coaching role. It also offers strategies for increasing your coaching effectiveness. **It is important to note** that there is no “best” behavioral style or coaching 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 coach, to produce more consistent, higher level performances through your athletes. Knowing yourself is called “Self Awareness”. Great coaches, as well as great athletes, know what they do best and where they need to improve.*

*Most coaches 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, competing coaches, support staff and club 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.*

*Another valuable coaching resource is the report titled **Coaching Styles**.*

*Both of these additional resources are available to you through your personal login (where you downloaded this report).*

*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 Coaching Behavioral Style

Within the CoachDISC model:

- Your **Adapting Style** (how you think you should behave) indicates you tend to use the behavioral traits of the **Id** style(s) in your Coaching 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 **DI** 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 coaching goals and successes.

*You have the ability to take an ambiguous idea, modify it and create a practical solution... all very quickly. Your ability to quickly analyze a situation, even a disjointed situation or idea, synthesize it and craft a new cohesive idea is a rare skill. This is also a strength that should be amplified by the team or organization. You bring unique problem-solving skills to the table.*

*You seem to thrive in positions of power, authority and responsibility. You score like coaches who like to accept more work than they can do, then do it. When you are given authority, you step up to the challenge and deliver. Coaches who score like you have an organizational complaint: They are given a lot of responsibility by their sporting organization, but not the authority to carry out specific changes necessary. As a suggestion, be certain that you are given authority that is equal to the responsibility required for your coaching role and position.*

*Robert, you have a confident attitude and a forceful determination to succeed in any challenge you accept. Traits that fuel this attitude include your adventurous drive, realistic optimism, urgency and your ability to challenge existing rules and club or team cultures. This allows you to have an impact that positively affects the team or organization in ways that are new and innovative. We suggest you govern a bit of your inherent sense of urgency so that others in the process aren't left behind or so that they don't feel ignored. This is particularly applicable to the slower paced behavioral styles.*

*Fueled by ego and optimism, you may be seen as a bold risk-taker by those in your sport who tend to be a bit more shy of taking risks. This is something that can be good for you and for the team because your input can take the team to new levels of accomplishment. On the individual side, you already know that this drive has helped you personally succeed in previous challenges.*

*You are known to those in your sport as a self-starter and a coach who makes things happen rather than one who waits for things to happen. You score like coaches who, in a pro-active way, could be called opportunists as they see something that needs to be done or a program element that needs to be changed and uses their enjoyment of a challenge to create an appropriate solution. This is a strength that can have enormous positive impact within any sporting organization, as long as you spend the time and attention to prevent potential negative fallout from the various stakeholders within the organization or team. Fallout in particular could come from those who may not embrace change as quickly as you do. Be certain to communicate plans and frame these changes appropriately for those in the organization who prefer the status quo.*

*You demonstrate a high degree of assertiveness and persuasiveness. As a coach, this can be a strength as long as it is monitored and governed so as not to alienate either your athletes or*

*fellow sporting peers who may not be as vocal in their opinions as you are. Coaches who score like you can also be perceived by others as overly aggressive. When you are coach and working with some people who may not be as assertive as you are, attempt to soften your approach and you'll find that you will be able to influence and persuade them to get on board with an idea or coaching suggestion more easily.*

*You are seen by others as a mover and shaker who jumps in to compete with the best. Your competitive spirit brings a sense of challenge and willingness to try the new and difficult assignments. This can serve as a model of leadership to the sporting organization. You have the ability to influence both the athletes and officials to join in with the goals to be achieved and set the pace yourself as to what needs to be done. You have the ability to delegate certain tasks to any available assistant coaches with rapid speed. Our suggestion is to delegate those logistical tasks requiring lots of detail work, so that you can maintain focus on the big picture and the global aspects of the sporting program you have set.*

*You are able to see the big picture and communicate it clearly to both the athletes and officials within your sporting organization. Your rapid insight, quick analysis and fluent verbal skills combine into a rare strength that allows you to verbalize complex ideas in a concise manner, without embellishments and rambling. This helps to get a lot of information in front of a lot of people with maximum clarity and minimum fog. Always remember to check for understanding and it pays to realize that this approach to giving information will not suit types who require a slower approach.*

## **Your Strengths and Limitations**

*You are likely to display your strength characteristics reasonably consistently in both training and competition. For the most part, these qualities tend to enhance your performances. You can actually improve your performance by avoiding an overextension of these strengths. An overextension of your strengths becomes a limitation. For example, a coach who is highly analytical has the ability to interpret data and see the details. However, if overused, this same coach may struggle to make rapid decisions in a competition. And so on...*

**Mark the two most important strengths** as they apply to your coaching 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:**

- *Able to use a directive coaching style in combination with a motivating style when coaching your athletes. At the same time you still maintain an ability to be sensitive to your athlete's needs and concerns.*
- *You are highly driven toward solutions and success and enjoy bringing and including others with you on the journey.*
- *As a coach one of your core strengths is in your ability to motivate and manage others through an optimistic attitude and firm outlining of performance standards and goals to be achieved.*
- *You have the ability to be both firm and friendly with your athletes and those involved on other levels with your program. You choose your approach as the situations demand.*
- *You approach challenges in a forceful, direct and bottom-line manner.*
- *You are ready to take the credit or the blame for the results your team or athletes achieve.*
- *Socially poised and confident and can usually speak in a persuasive way to your athletes and others within your sporting club or organization.*

## **Your Strengths and Limitations** (continued)

### **Potential Areas for Improvement:**

- *A combination of the ego and optimism may lead you to act too impulsively at times.*
- *The high ego may appear as blunt and critical to those you coach who don't share the same ego strength. You may get more positive reactions by softening the approach and ego at times and being more relationship oriented in your coaching style, that is, being either more participative or motivating / supporting in style.*
- *You may sometimes make decisions without consulting others including key athletes and officials within your sporting organization and without sharing information after the decision is made.*
- *The high urgency may lead you to do too many things yourself. It takes too long to explain it to someone else, so you'd rather just do it.*
- *While coaching your athletes and team, you may prefer to keep your own council rather than allowing others to directly participate in the outcomes to be achieved.*
- *May be overly optimistic in relation to the goals to be achieved and the ability of the athletes or team to achieve them.*

## **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, your fellow coaches, athletes and others.*

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

### **Coaches like you tend to need:**

- *To understand the limits of your empowerment and coaching boundaries and not to overstep them.*
- *To realize that although you may be the formal leader of your group of athletes, it is important to know that within the context of any sporting organization, that there are other important leaders who may have specific authority over you and your role and for you to be able to follow when necessary instead of leading.*
- *A team of competent people such as coaching staff and sports administrators who understand times of high urgency requirements and therefore are able to cut through hindering red tape.*
- *To communicate with athletes, fellow coaches and officials in a real-time, face-to-face manner, rather than through electronic means.*
- *To soften or mask high emotions of frustration or similar negative emotions, especially with more introverted athletes and people (for example S or C type behavioral profiles). This is especially important when giving feedback to your more sensitive athletes.*
- *A coaching structure that includes within it support staff to handle the detail work and other logistical issues that are part of conducting any holistic athletic program.*
- *To be able to get rapid answers to questions about the status of projects, activities, athlete and administrative issues.*
- *To soften the ego and challenge preference, especially when coaching or interacting with those who don't share the same high ego and optimistic position as you do.*
- *To be part of a sporting organization that practices participatory leadership.*

## **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 coaches are most motivated to achieve results. Others are most motivated to build relationships. Others are motivated to perfect the technique of their 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 coaches. You are expected to role model successful behaviors to your 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:**

- *A trusted support team to assist with the detail work and the follow-through.*
- *A variety of activities involving people, both in and outside of your sport.*
- *Recognition for your contributions to the success of the team or individual athletes.*
- *Feeling free to express your ideas to interested listeners.*
- *Awards to confirm ability, skill or achievements.*
- *Interesting activities outside of the sports environment. Some with similar scores like to be involved in volunteer and community activities.*
- *A strong, visible team or sports organization with which to identify.*

## **Your Motivation Style** (continued)

### **You tend to be most effective in environments that provide:**

- *Wide scope of involvement with a variety of people.*
- *Opportunities to try new ideas in both training programs and competition strategies.*
- *Mobility and freedom to travel around the organization or around the country.*
- *New and varied activities; a change-oriented culture in your sports organization.*
- *Authority to make performance related decisions such as recruitment and positional roles for your athletes and support staff that is equal to your coaching responsibility.*
- *Ability to see rapid results from your coaching efforts.*
- *Challenging goals to achieve with your athletes.*

## **Your Preferred Behaviors in the Coaching Environment**

*Your preferred behavioral style provides useful insights for you when training and preparing your athletes for competition. 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 coaching behaviors in training and competition:**

- *You can work with a variety of athletes and types of people and achieve goals through mutual cooperation.*
- *You seek freedom from routine, control and minutia often associated with the role of a sports coach.*
- *Able to maintain a positive public image through a variety of friendly interactions with your athletes, support staff and others in the sporting organization.*
- *You tend to evaluate your athletes by their ability to express themselves verbally and fluently and to give you important feedback so to enable you to coach them more effectively which also makes your job easier.*
- *You seek opportunities as a coach where you have an image of authority or specialist knowledge in an area of your sport.*
- *You are able to handle coaching assignments of authority with confidence and obtain the respect of your athletes and others in the sporting organization.*
- *You are persuasive towards your athletes and other sports officials with your personal and friendly approach.*
- *You enjoy working and coaching with other sports coaches and can make friends easily on and off the job.*
- *You appreciate others who show a similar high degree of flexibility and spontaneity in regard to training programs and methods.*

## **Communication Tips for Others to be Aware Of**

*The following suggestions assist your fellow 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 Robert, you should:**

- *Be specific about what's needed to be done and who is going to do it.*
- *Be efficient: Hit the major points first in order to capture their attention and spark their enthusiasm.*
- *Quickly get to the point you are trying to make. Never ramble in your conversations with this style of coach.*
- *Provide options for Robert to express his opinions and make some of the decisions.*
- *Be certain to conclude the communication with some modes of action and specific next-steps for all involved as this style of coach responds to specific instructions and outcomes.*
- *Put the details of training and competition programs in writing, but don't plan on discussing them too much.*
- *Plan some extra time in your schedule for talking, relating and socializing, but let him take the lead and don't be surprised if the socializing ends abruptly.*
- *Join in with some name-dropping and always talk positively about the athletes and their goals for achievement.*
- *Plan to talk about things that support his dreams and coaching goals.*

## **Summary of Robert Peter'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 and even the athletes you coach. Great coaches build great relationships. Great coaches also understand themselves and they understand their athletes. 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 COACHING 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 CoachDISC, (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. A coach 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 coaching role and sporting environment. This graph may change in different environments. For example, you responded to the assessment with a coaching 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?

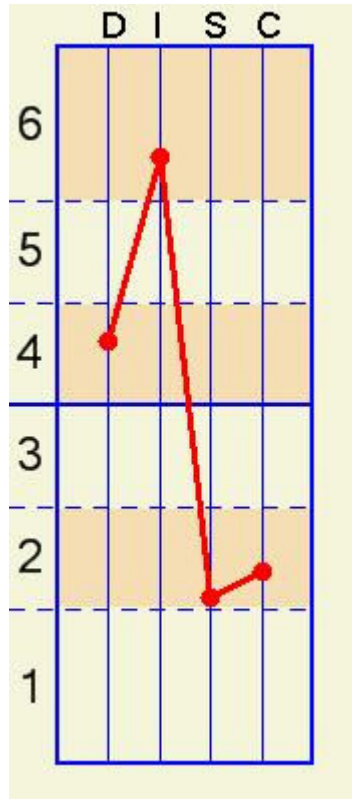
As well, if your Adapting Style (Graph I) is different from your Natural Style (Graph II), this can cause stress, when done over a long period of time. This is because you are using behaviors that are not as comfortable or natural for you.

## Behavioral Graphs for Robert Peter

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

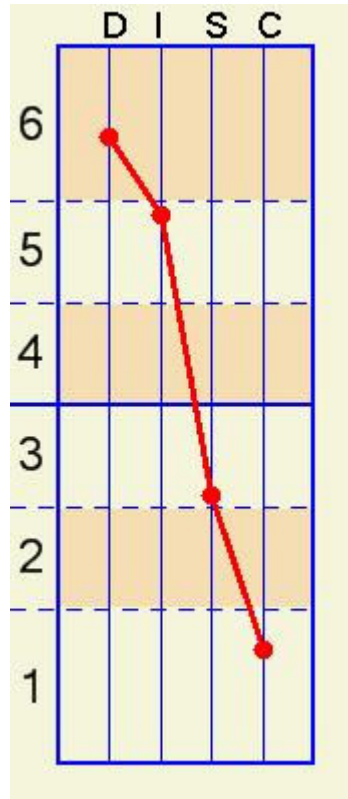
Your *Natural Style* indicates that you naturally tend to use the behavioral traits of the DI style(s).

**Adapting Style  
Graph I**



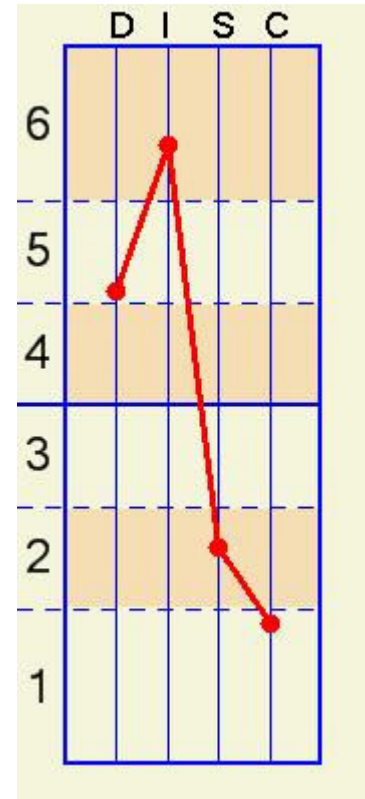
Pattern: Id (4622)

**Natural Style  
Graph II**



Pattern: DI (6531)

**Combined Style  
Graph III**



Pattern: ID (4621)

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 reports titled **Application of the Athlete Assessments DISC Profiles** ("DISC Application Report") and **Coaching Styles Report**. These are available to you through your personal login (where you downloaded this report). You can use these report to begin to identify likely behavioral styles of others including your fellow coach staff, team members or even your competitors.

## ***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 coaching 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.*

***In his coaching role, what do you consider to be Robert's strengths? That is, what do they do well?***

***Direct Feedback from Observers (continued)***

***In his coaching role, what do you consider to be Robert's performance limitations?***

***Direct Feedback from Observers (continued)***

***In his coaching role, what do you consider to be Robert's opportunities for improvement?  
That is, what can they do better?***

## Next Steps

*This report is filled with information about you as a coach and your preferred coaching 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 and the Coaching Styles 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 coaches get enormous value from using the AthleteDISC profile with their team of athletes. Simply contact the person who organized your profile or go to the [www.AthleteAssessments.com](http://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 coaching role and other relationships!*

## **Disclaimer**

**THERE ARE NO WARRANTIES, EXPRESS OR IMPLIED, REGARDING THE COACHDISC ONLINE ASSESSMENT, INCLUDING BUT NOT LIMITED TO, THE WARRANTIES OF MERCHANTABILITY OR FITNESS FOR PARTICULAR PURPOSE, OR WITH RESPECT TO THE ACCURACY, COMPLETENESS, OPERABILITY, OR USEFULNESS OF THE COACHDISC ONLINE ASSESSMENT OR THE RESULTS THEREOF.**

*You assume full responsibility, and Athlete Assessments, Alessandra & Associates, Inc. and Dr. Tony Alessandra shall not be liable for, (i) your use and application of the CoachDISC Online Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of the CoachDISC Online Assessment, and (iii) the results or information developed from your use or application of the CoachDISC Online Assessment. You waive any claim or rights of recourse on account of claims against Athlete Assessments, Alessandra & Associates, Inc. and Dr. Tony Alessandra either in your own right or on account of claims against Athlete Assessments, Alessandra & Associates, Inc. and Dr. Tony Alessandra by third parties. You shall indemnify and hold Athlete Assessments, Alessandra & Associates, Inc. and Dr. Tony Alessandra harmless against any claims, liabilities, demands or suits of third parties. The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with the CoachDISC Online Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of the CoachDISC Online Assessment, or the results or information developed from any use or application of the CoachDISC Online Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise. In no event will Athlete Assessments, Alessandra & Associates, Inc. or Dr. Tony Alessandra be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if Athlete Assessments, Alessandra & Associates, Inc. and Dr. Tony Alessandra has been advised of the possibility of such damages.*