

Extended DISC Personal Analysis

REPORT

Person analysed

Sample Sam

Department

eDept

Team

Red

Organisation

eOrganization

Date

16/05/2005



This analysis is based on the responses given in the Extended DISC Personal Analysis questionnaire. This analysis should not be the sole criterion for making decisions about this individual. The purpose of this analysis is to provide supporting information to the respondent and his/her manager/leader.

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This page is a description of how this style of person is typically seen by others. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider the person's conscious ability to adapt his/her behaviour. In other words, while the text describes the typical behaviour for individuals with this style, a person certainly can modify behaviour to fit the needs of a particular situation or individual. It is also possible that they may have already addressed the development areas by learning new skills.

Attributes:

Pleasant, friendly, open-hearted, good listener, sociable, calm, undemanding, adjustable, helpful, steady, thorough, concentrating, doubtful, positive.

Motivators:

Sam wants to perform work where he can help others by caring, assisting or in other ways. He values honest conversations and likes to spend time with familiar people. He does not demand a lot, but appreciates if Sam is noticed. Secure conditions are very important to him.

Tries to avoid:

This person is rarely loses his temper first. He is flexible and adapts to other wishes. Sam turns his back on sudden changes as the most important thing to him is security of his team and himself. He has difficulty entering situations where he has to compete with people important to him.

Ideal manager-leader:

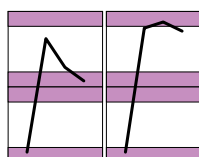
His spirits are high if the manager/leader is honest, helpful, reliable and ready to take responsibility in complicated situations. The manager/leader must support the team and be there when things get off track.

Communication style:

He is a pleasant and calm conversationalist who doesn't promote himself nor his own opinions and who is ready to see the viewpoint of others. He has the patience to explain thoroughly without showing his real feelings about the other person's stupidity and simple-mindedness. He is not very results-oriented in his communication. Consequently, he does not always succeed in making people do things his way but has to adapt to behaving according to others' terms.

Decision making:

He may be insecure as he cannot always decide what he wants. He would like to attain the set goals (however, without insulting people or taking unnecessary risks). For that reason he lets others take responsibility in unpleasant situations or when deciding on broader frameworks.



Motivators

These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Good team-spirit
- Togetherness, doing together
- Security - solid foundation
- Reliable employer
- Possibility to help and be useful
- Going to the unknown together
- Receiving personal encouragement
- Friendly guidance in new things
- Support and help in decision making
- Discussions with familiar people
- Creating ideas together
- Working with people

Tries to avoid / Fears

These are items that this style of person typically does not like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Insecurity and uncertainty
- Having to take responsibility all alone
- Ordering people
- Sudden changes in operating direction
- Blunt, facts-oriented people
- Making mistakes and breaking rules
- Diving into the unknown
- Betraying own promises
- Dishonest behaviour
- Discrimination
- Betraying your team
- Inability to get support from anywhere

Strengths

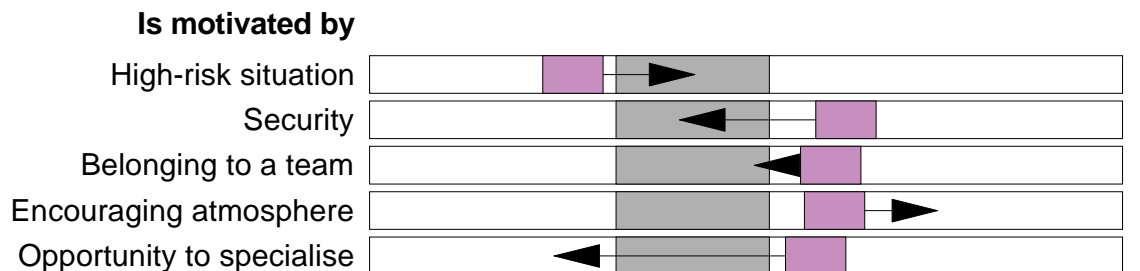
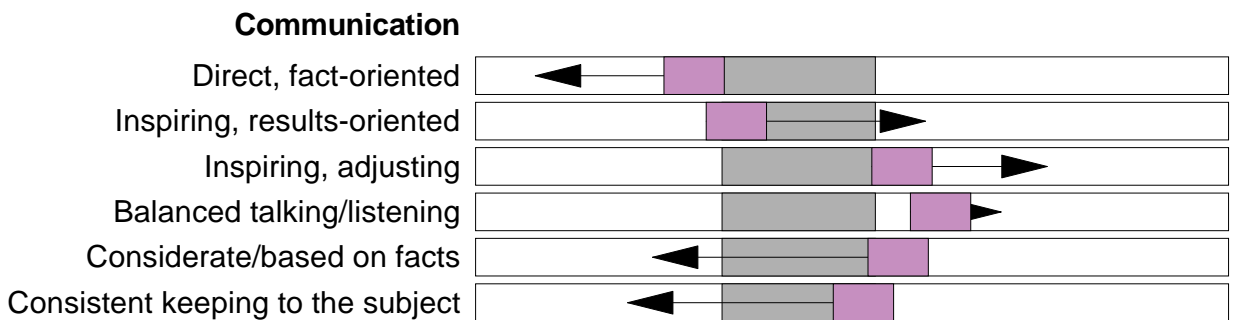
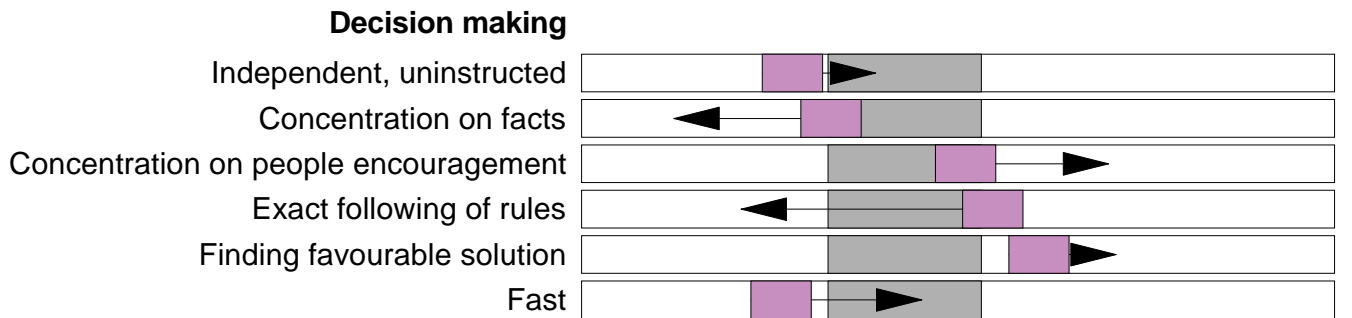
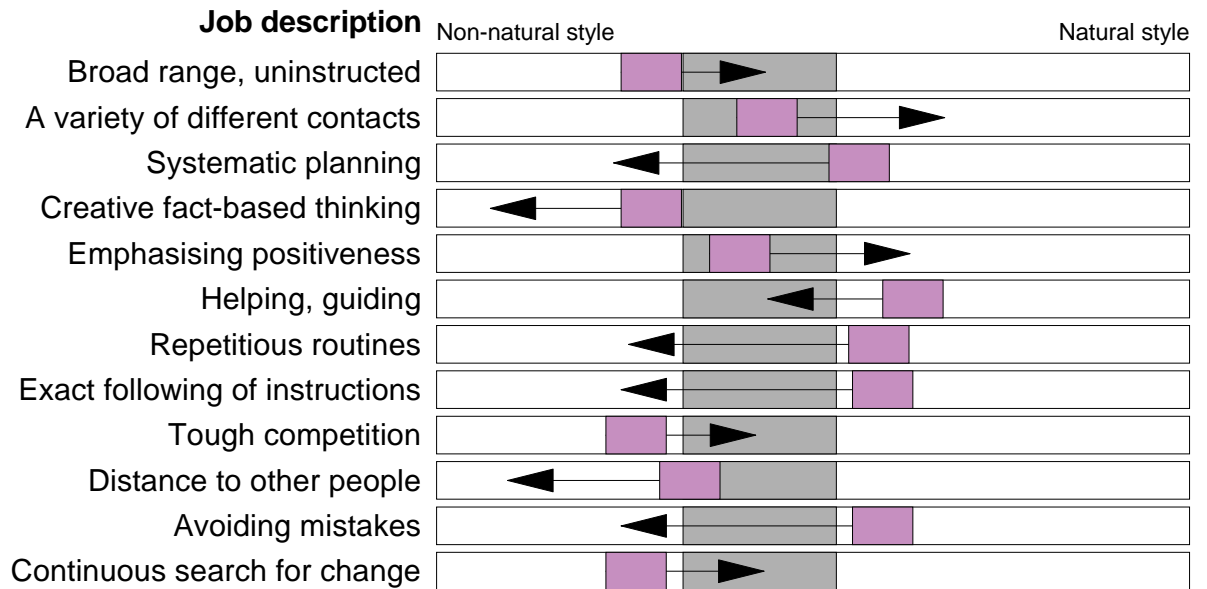
The behavioural skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Doesn't allow problems to weaken the team-spirit
- Doesn't look only for personal benefit
- Always has a people-oriented approach
- Follows instructions extremely well
- Makes impartial solutions
- Has the patience to wait - doesn't act rashly
- Can sacrifice oneself for others
- Takes other people into account
- Doesn't need personal glory
- Is friendly to everyone
- Says the negative in a constructive way
- Is thorough

Development areas

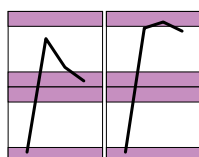
These are not a description of this person's weaknesses or present behaviour. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

- Considers also the non-essential
- Avoids participating in quarrelsome situations
- Thinks through one's emotions
- Doesn't act spontaneously
- Takes too much sorrow for others
- Doesn't care even when one is about to lose
- Doesn't make decisions when uncertain
- Allows oneself to be taken advantage of
- Doesn't speak out even when one should
- Suffers for others
- Is slow to change one's direction
- Allows other people to influence one's opinion



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10



Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job description - Helping, guiding

- When you guide others, do not do the task on their behalf but teach them how to do it
- Make it clear to yourself how much you are willing to help others

Communication - Balanced talking/listening

- Learn to make yourself look important in the eyes of others
- Learn to steer the conversation in the direction you want

Is motivated by - Security

- Learn to consciously look for something to change
- Learn to take risks

Is motivated by - Encouraging atmosphere

- Learn to work with different kinds of people
- Learn to be alone and to maintain distance from others

Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job description - Tough competition

- Accept that "eat or get eaten" is sometimes the way things happen
- Learn to imagine that your job is like a sports event where only the winner will be rewarded

Job description - Continuous search for change

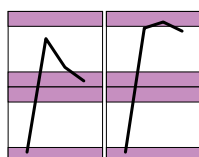
- Try not to do the same thing twice the same way
- Take time just to think about how to make changes

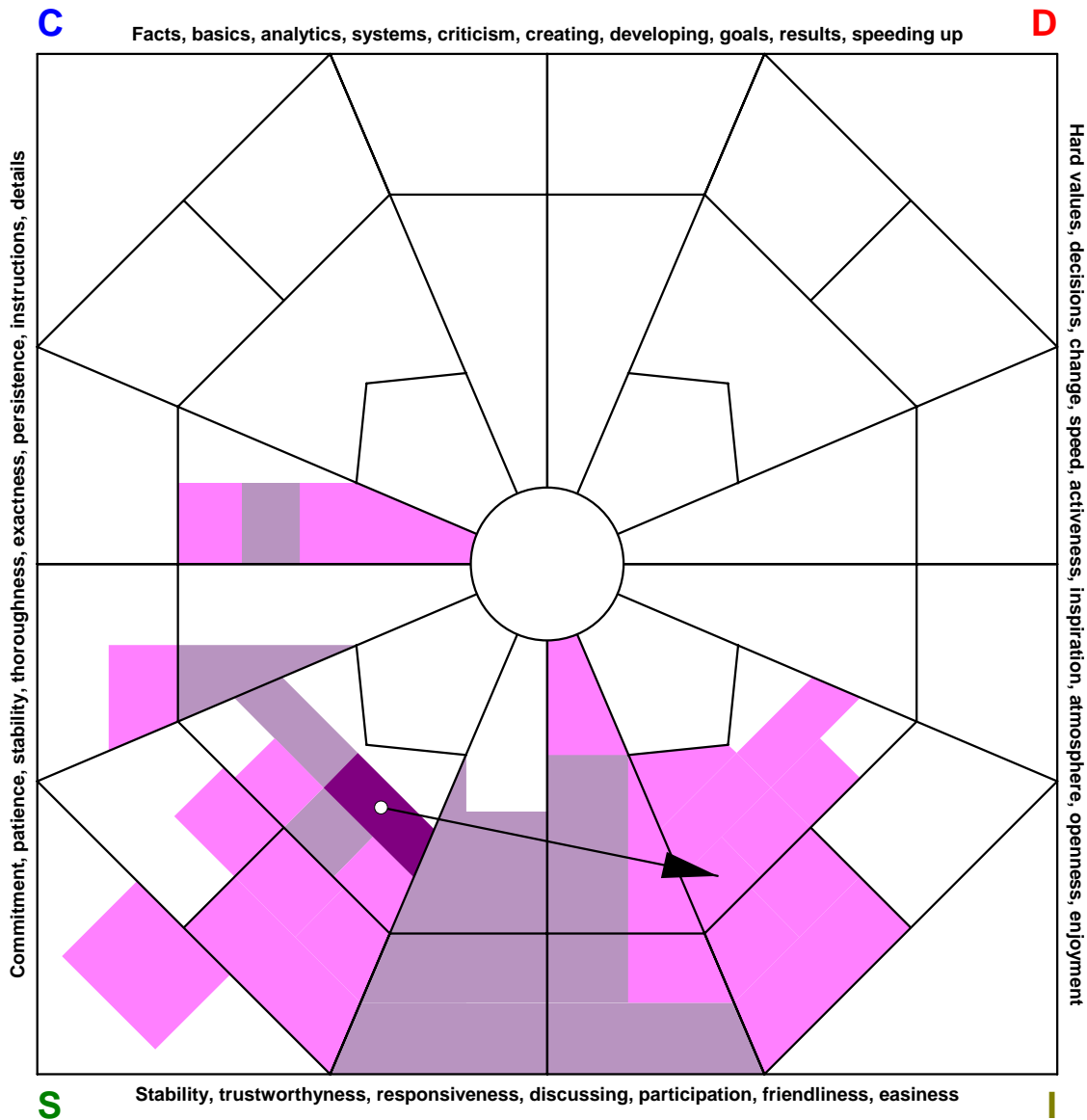
Decision making - Fast

- Learn not to think about the same thing twice
- Learn to make a decision based only on the most important criteria




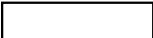
Is motivated by - High-risk situation

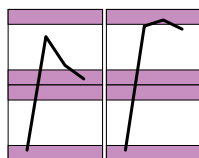
- In risk situations, talk to other people about the extent of the risks
- Do not leave the assignment undone even if it is risky





Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behaviour



Extended DISC Personal Analysis

Extended DISC - Profile

Person analysed

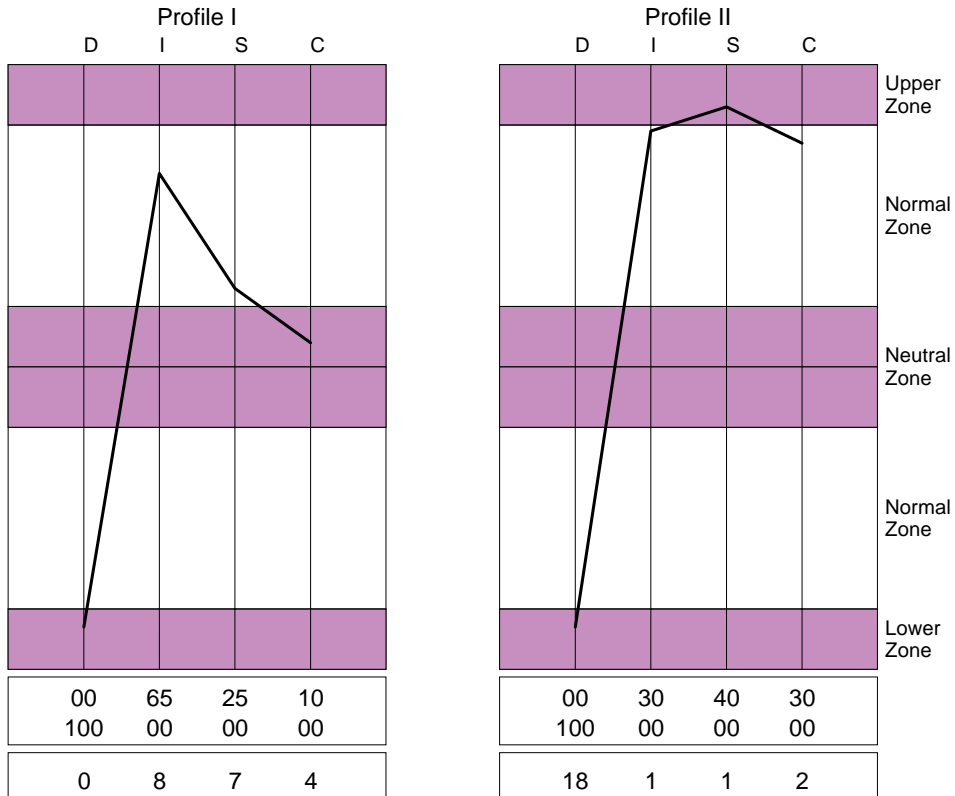
Sample Sam

Organisation

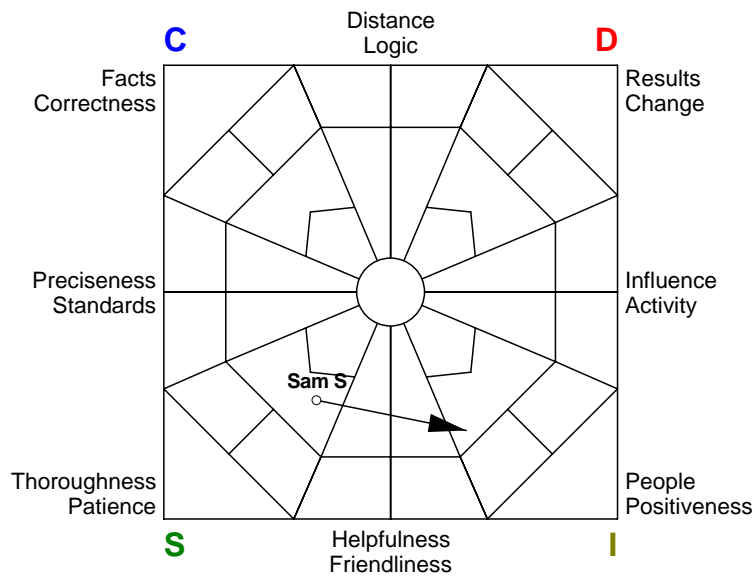
eOrganization

Date

16/05/2005



Extended DISC - Diamond



Your primary relationship role is: Participator

A participator is a pleasant and friendly conversationalist who likes to be with a familiar group. He likes exchanging thoughts and feelings before getting into action. He finds it important that every one in the group gets to perform and tell their own feelings. Other group members find him a person who is easy to be with and who is honest towards everyone but also a person who doesn't really speak his honest opinion. In reality he just finds it extremely unpleasant to bring up negative matters which would crush the other person, especially if they had to be justified. He likes doing and being together with others. He doesn't mind it if he has to guide, help or listen to other group members. Setting his own advantage as first place is not so important to him as the fact that the group works well together. He certainly doesn't want to decide on the other group members' matters.

An attitude towards team work

An extremely important and efficient way to work
A way to ensure everybody does what they should do
Making sure that the group stays together

A role in a team

The one who finds compromises
A listener and a helper
The one who participates and is present

A role as a decision maker

Makes decisions, at most, after having heard others
Wouldn't want to be in a decision making position
Makes cautious decisions

A role as a motivator

Understands people extremely well
Manages to discuss and listen
Brings up positive thought

A role as a performer

Does what has promised to do
Doesn't always manage to stay away from the others
Is able to act according to other people's instructions

The advancement the group makes

Taking notice of everybody's opinions
Treating people equally
Enough discussion and exchanging thoughts

Convergent styles

Stimulator, Doer

Complementary styles

Developer, Changer, Specialist

Instructions for Interpreting Personal Analysis

General Instructions

The Extended DISC® Personal Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

All of the information in the report is derived from your "natural behavioural style". It is a behavioural style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behaviour.

The Extended DISC® Personal Analysis divides all of the different behavioural styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

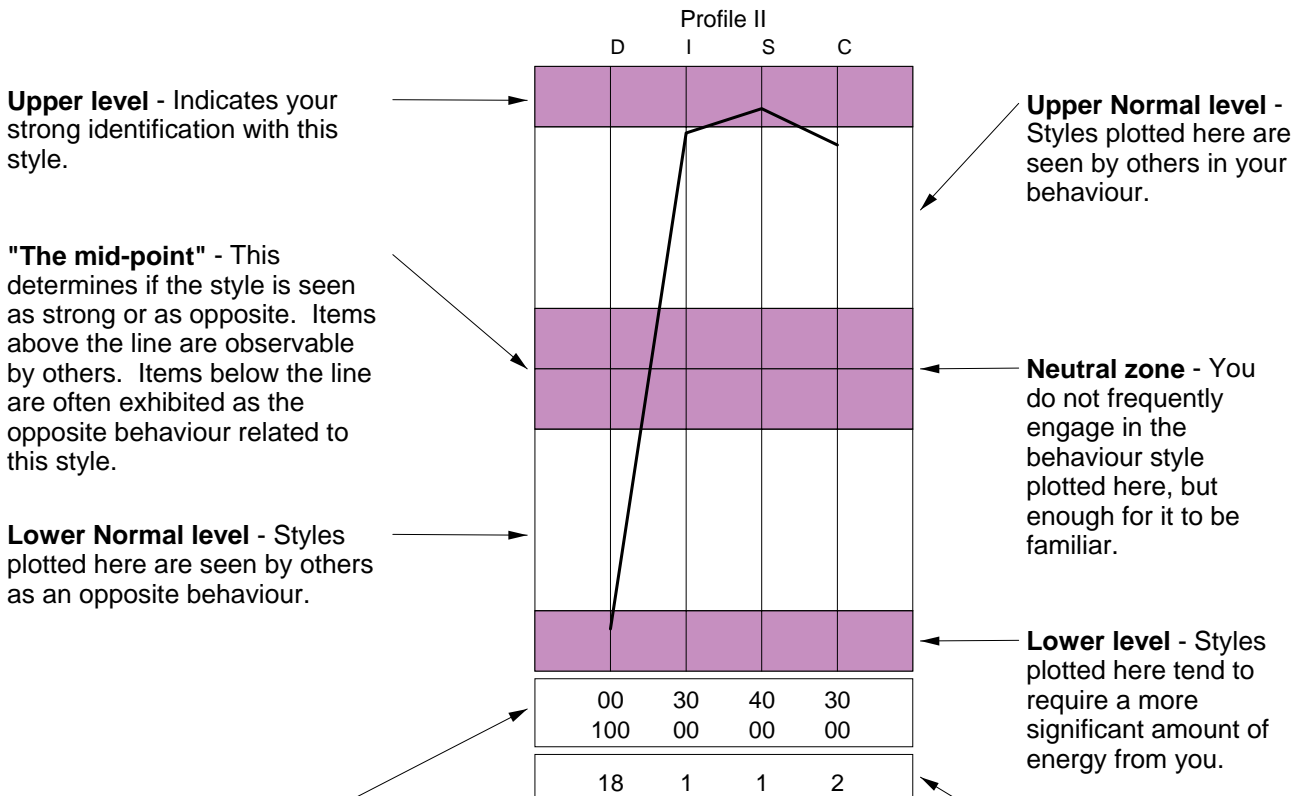
Understanding the Profile

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioural styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the Profiles and the Diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

Profile I - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

Profile II - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



Upper level - Indicates your strong identification with this style.

"The mid-point" - This determines if the style is seen as strong or as opposite. Items above the line are observable by others. Items below the line are often exhibited as the opposite behaviour related to this style.

Lower Normal level - Styles plotted here are seen by others as an opposite behaviour.

Percentages - Top row indicates the percentage distribution (out of 100 percent) of your strongest styles. Bottom row indicates the percentage distribution (out of 100 percent) of your less comfortable styles.

Upper Normal level - Styles plotted here are seen by others in your behaviour.

Neutral zone - You do not frequently engage in the behaviour style plotted here, but enough for it to be familiar.

Lower level - Styles plotted here tend to require a more significant amount of energy from you.

Profile Points - A profile ID number used to generate your report. They have no interpretative value.



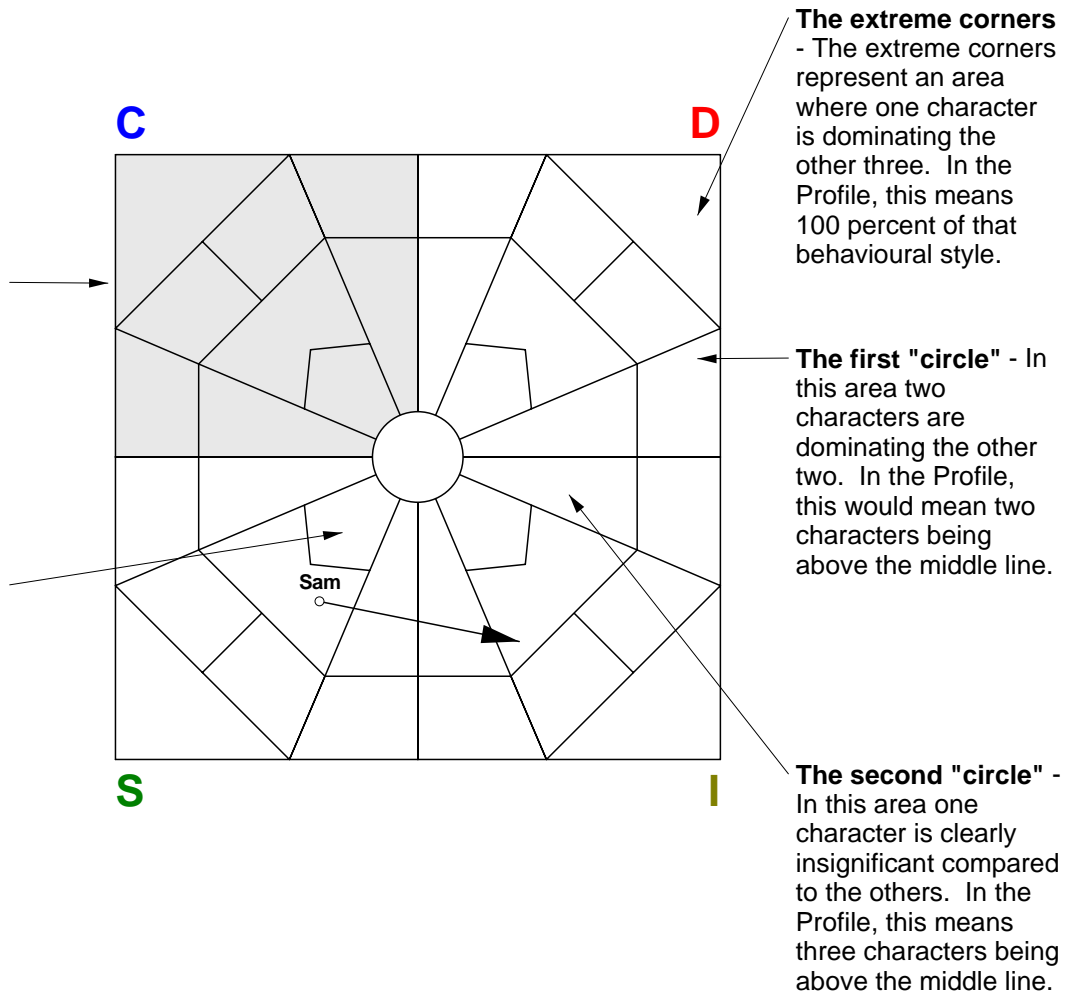
Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioural traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioural style (D, I, S or C). The shadings demonstrate the behavioural styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.

A quadrant - A person positioned in this quadrant has C as his/her dominant style.

The opposites - In these areas of the Diamond, two characters dominate the other two. The two dominating characters are the opposite characters (D and S, or I and C). In the Profile, those two characters would be above the middle line.



Text Page

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behaviour.

In other words, while the text describes the typical behaviour for individuals with your style, you certainly can modify your behaviour to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behaviour. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

Motivators Page

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus too much on the bottom halves of the Motivators pages - many people do. Make sure you are taking advantage of the strengths of your style.

Motivators = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

Situations that Reduce Motivation = You tend not to like these items as much.

Strengths = These items require less energy from you.

Reactions to Pressure Situations = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel in the items on the bottom halves of these pages. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behaviour. Ask for input from others.

Graphical Page

This page uses a 1-10 point scale, from "Non-natural to Natural".

Natural - most on the right. These items require less energy from you.

Non-natural - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioural dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioural dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioural dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioural aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behaviour. Ask for input from others.

The Text Part of the Graphical Page highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasise these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioural dimensions with the help of the provided suggestions.

Additional Pages

Interpret Additional Pages just like the Graphical Page. The pages also use 1-10 point scales, from "Non-natural to Natural".

Natural - most on the right. These items require less energy from you.

Non-natural - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioural dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioural dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioural dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioural aspect.

The Additional Pages focus on:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behaviour. Ask for input from others.

The Text Part of the Additional Page highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasise these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioural dimensions with the help of the provided suggestions.

Worksheet - The Text Page

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

Why do you think you may not see this in your behaviour?

What about others? Can they see it in your behaviour?

Worksheet - Motivators

Identify two *Motivators* that are being fulfilled in your current position:

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalise upon in your current position:

How can you maximise the impact of your *Strengths*? Be specific.

Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

How can you decrease their effect on your performance? Be specific.

Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

How can you develop in these areas to improve your performance? Be specific.

Worksheet - Graphical Page

Job Environment:

Identify two areas that are comfortable for you in your current position:

Identify two areas that are less comfortable for you in your current position:

Based on the above, how can you adjust your style to improve your performance?

Decision-Making:

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Communication:

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalise on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Is Motivated By:

Identify your greatest and lowest motivator from the five motivation factors.

How can you capitalise on your greatest motivator?

Do your current responsibilities require behaviours that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?

Improving your performance:

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

D-style:

Slow down, be more patient.
Do not jump to conclusions or snap decisions.
Listen to others more.
Be more aware of how you impact others.
Do not overreact.

I-style:

Talk less, listen more.
Do not react emotionally.
Do not over promise.
Focus more on details.
Follow-up.

S-style:

Be more assertive and aggressive.
Speak out.
Act now, think less.
Keep your emotions under control.
Do not be afraid of change and new things.

C-style:

Talk more.
Decide and take action faster.
Do not be afraid to make mistakes.
Do not lose the big picture.
Accept ambiguity.

How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

D-style:

Often appears to be in a hurry.
Is direct, says what he/she thinks.
May be blunt.
States own opinions as facts.
Interrupts others.
May talk to many people at the same time.
"What's the bottom line?"
Is aggressive.
Is demanding.
"How does this benefit ME?"
Very impatient.
Becomes irritated easily.

I-style:

Is open and friendly.
Talks a lot.
Gets easily excited.
Is animated.
Talks about people he/she knows.
Does not focus much on details.
Does not listen for long.
Does not pay close attention.
May ask same questions several times.
Jumps from subject to subject.
Stays away from hard facts.

S-style:

Appears calm.
Does not get easily excited.
Listens carefully.
Nods and goes along.
Is easy-going.
Asks questions and inquires about the specifics.
Seems to have strong opinions but does not express them vocally.
Appears thoughtful.
Completely new ideas/things seem to make him/her uncomfortable.

C-style:

Appears reserved and somewhat timid.
Is quiet.
Focuses on details.
Asks many questions.
Studies specifications and other information carefully.
Proceeds cautiously.
Doesn't easily express disagreeing views.
May have done homework on the topic.
May be very critical; criticism based on facts, not opinions.

Communication Considerations:

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

When communicating with D-styles:

Be direct and specific.
Provide alternatives.
Ensure he/she "wins".
Disagree only on facts.
Enjoy the battle.
Do not be emotional.
Do not dominate.
Act quickly, he/she decides fast.

When communicating with I-styles:

Be a friend, do not ignore.
Schedule time for chatting.
Have fun and act silly.
Let him/her speak.
Give recognition.
Speak about people and feelings.
Remember to follow up.
Move closer.

When communicating with S-styles:

Slow down your presentation.
Build trust.
Focus on people.
Provide the information he/she needs.
Present issues logically.
Secure commitment piece by piece.
Be sincere, do not dominate.

When communicating with C-styles:

Provide facts.
Do not touch.
Be patient, slow down.
Give plenty of detailed information.
Control your own activity.
Do not talk about personal issues.
Do not pressure.
Focus on issues.

Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

D-style:

Do:

Be direct.
Provide alternatives.
Ensure he/she "wins".
Give immediate feedback.
Concentrate on subject.
Act quickly.
Let him/her speak and listen.
Focus on issues.
Show interest.
Provide direct answers.

Don't:

Go into all the details.
Provide too much information.
Try to control the situation.
Talk too much.
Lose focus.
Slow down.
Take issues personally.

I-style:

Do:

Maintain positive atmosphere.
Help to achieve popularity and recognition.
Allow to express him/herself.
Take time to chat and talk.
Be more expressive.
Be more enthusiastic.
Focus on the big picture.
Focus on the people aspects.
Get involved in the process.

Don't:

Talk about too many details.
Fail to socialise.
Bring up negative issues.
Fail to have fun.
Set restrictions.
Be too practical.
Be pessimistic.

Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

S-style:

Do:

Proceed in logical order.
Ask specific questions to find out true needs.
Provide support.
Provide precedents to reduce uncertainty.
Remember fairness and justice.

Don't:

Forget your promises.
Make unexpected changes.
Be unreliable.
Forget to provide enough information.
Move too fast.
Be impatient.

C-style:

Do:

Listen carefully.
Answer questions calmly and carefully.
Be thorough; remember to include all relevant information.
Slow down your presentation.
Utilise written supporting materials.
Find out what the key issues are and focus on them.

Don't:

Move too fast.
Spend too much time with small talk.
Move too close.
Lose patience in providing all the requested information.
Expect decisions right away.