

Extended DISC Personal Analysis

REPORT

Person analyzed Sample, Samantha	
Department	Team
Organization abc company	Date 10/15/2005



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 oneself. The purpose of this analysis is to provide supporting information to the respondent in self-development.

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

Attributes:

Friendly, open, helpful, exact, obedient, people-oriented, communicative, sociable, team-oriented, participating, thorough, meticulous, adjustable, kind, sensitive, careful.

Motivators:

Samantha likes companionship and a well supervised working atmosphere. She wants to be respected but not over-estimated by the supervisor. She values safety and correctly supervised work where everybody knows his/her task and teamwork prevails.

Tries to Avoid:

This type of person is very kind and gives in easily. She does not oppose others but agrees with them to avoid conflicts. Samantha does not enter reckless and unknown situations alone nor even with others. She is concerned about deadline changes as these force her to modify her well-planned schedule.

Ideal Supervisor:

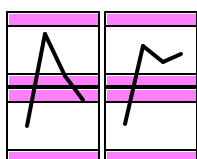
Her supervisor can be her friend but should not forget to be practical and take work seriously. The supervisor should bear the responsibility in important matters and not force her into decision making in uncertain situations.

Communication Style:

Most people like her as a conversationalist, as Samantha is calm, friendly, positive and attentive to others' opinions. She never takes advantage of her partner and is always willing to give more than is asked. She never expresses her opinion in a sharp way.

Decision-making:

She is not effective, calculating nor coldly purposeful in making decisions; she tends to be shy, observant, obedient and traditional. She does not mind acting upon decisions that others have made. She does not have an inner need to control every possible thing.



Motivators - Comfort Areas

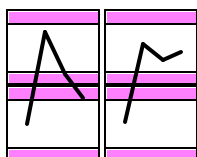
These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Secure and well-explained work
- Reliable people to work with
- Discussions to work out things
- Being accepted for who she is
- Neither pressure nor rushing
- Possibility to avoid making mistakes while working
- Honesty toward people
- Joint responsibility
- Team goals
- Neither above nor below others; an equal
- Knowledge about the future
- Participating in different projects

Situations that Reduce Motivation

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.

- Quarrels with people
- Stepping on others' toes
- Unpleasant situations
- Problems within the team
- Unfriendliness
- Making decisions for others
- Rude and ruling people
- Having to be all alone
- Insecurity
- Having to be too direct
- Working without any clear policy
- Withdrawing into her "shell"



Strengths

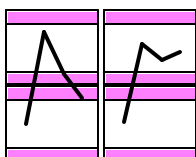
The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Can also contact team members when not on duty
- Is part of the team
- Works in a balanced and reliable way
- Takes care of matters with a long-term reliability
- Disciplined but still sociable
- Gains people's trust
- Is friendly to everyone
- Discusses peacefully
- Doesn't place herself always as "number one"
- Understands people's feelings
- Can both talk and listen
- Wants to follow instructions

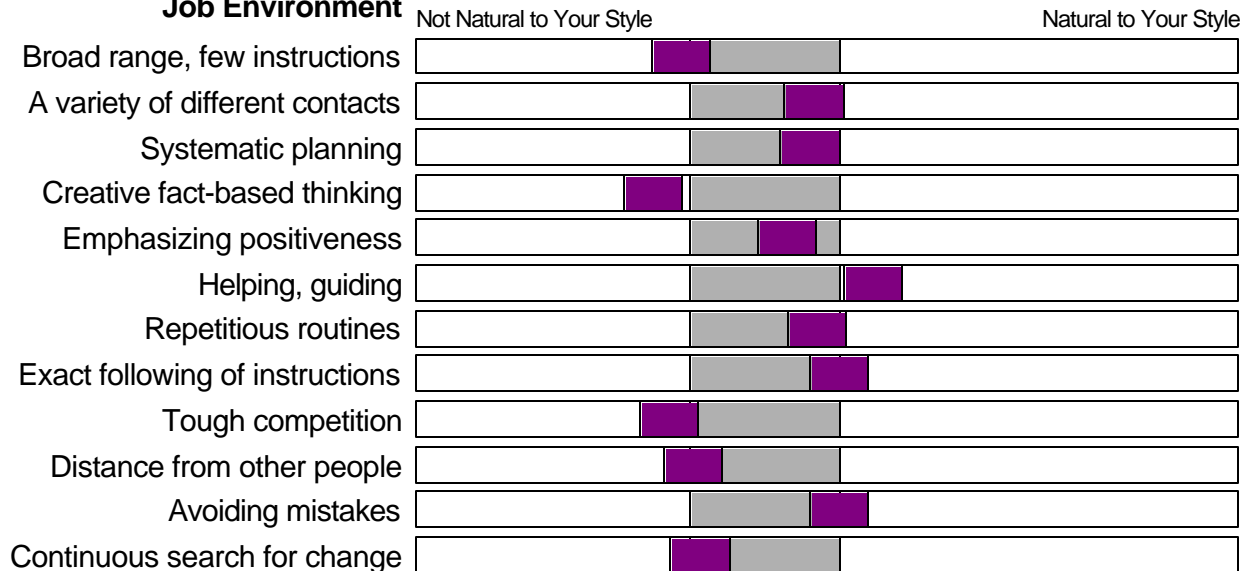
Reactions to Pressure Situations

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

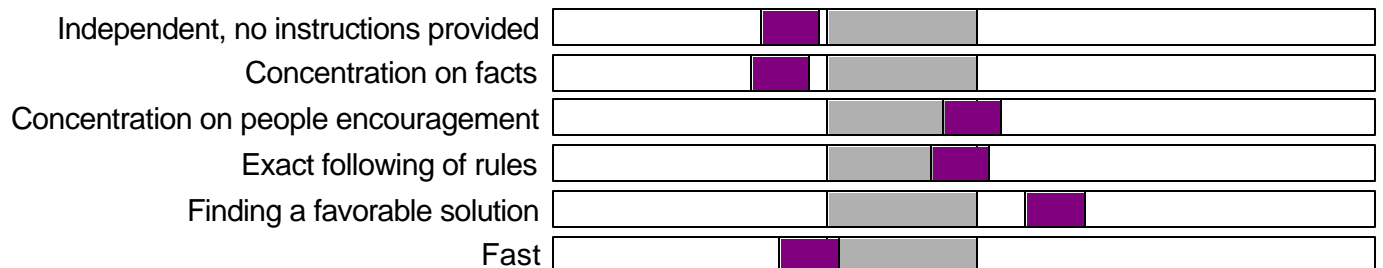
- Works for everyone - gets confused about the roles
- Looks too long for the ideal solution
- Is friendly also to those one shouldn't be
- Continues discussion - doesn't act
- Delays when trying to avoid mistakes
- Is too kind and allowing
- May disturb the silent types by talking too much
- Doesn't take a clear stand in quarrels
- Trusts the people close to herself too much
- Forgets her own opinion
- Tries to please others too much
- Is afraid to take a stand voluntarily



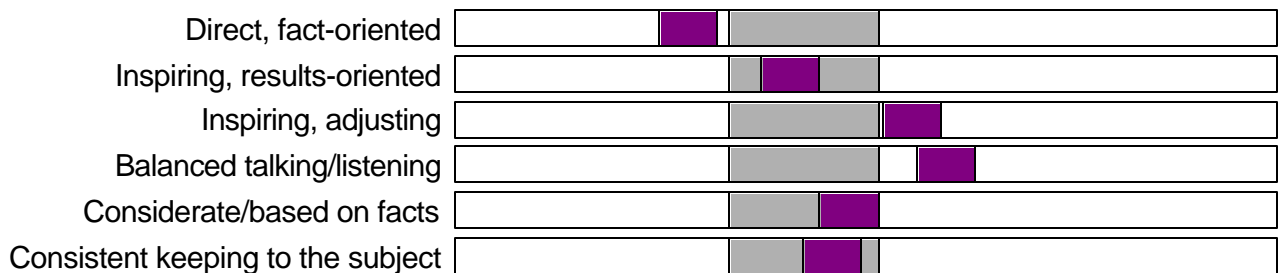
Job Environment



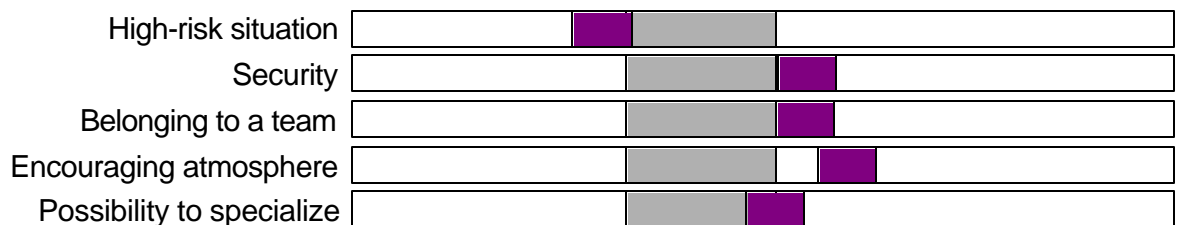
Decision-Making



Communication

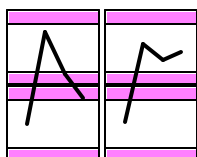


Is Motivated By



1

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.

Decision-Making - Finding a favorable solution

- Learn to identify the long- and short-term effects of decisions
- Make a distinction between making a difficult decision and relating it in a positive way

Communication - Inspiring, adjusting

- Do not change what you have to say to please the other person
- Learn to talk candidly about unpleasant things

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 - Encouraging atmosphere

- Learn not to take others coldness personally
- Learn to work with different kinds of people

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 Environment - Creative fact-based thinking

- Learn to visualize entireties with drawings
- Learn to not to think what "other people think about this"

Decision-Making - Independent, no instructions provided

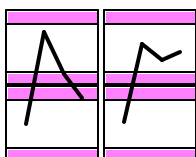
- Remember that often any decision is better than no decision at all
- Before asking for advice, decide what you would do in that situation

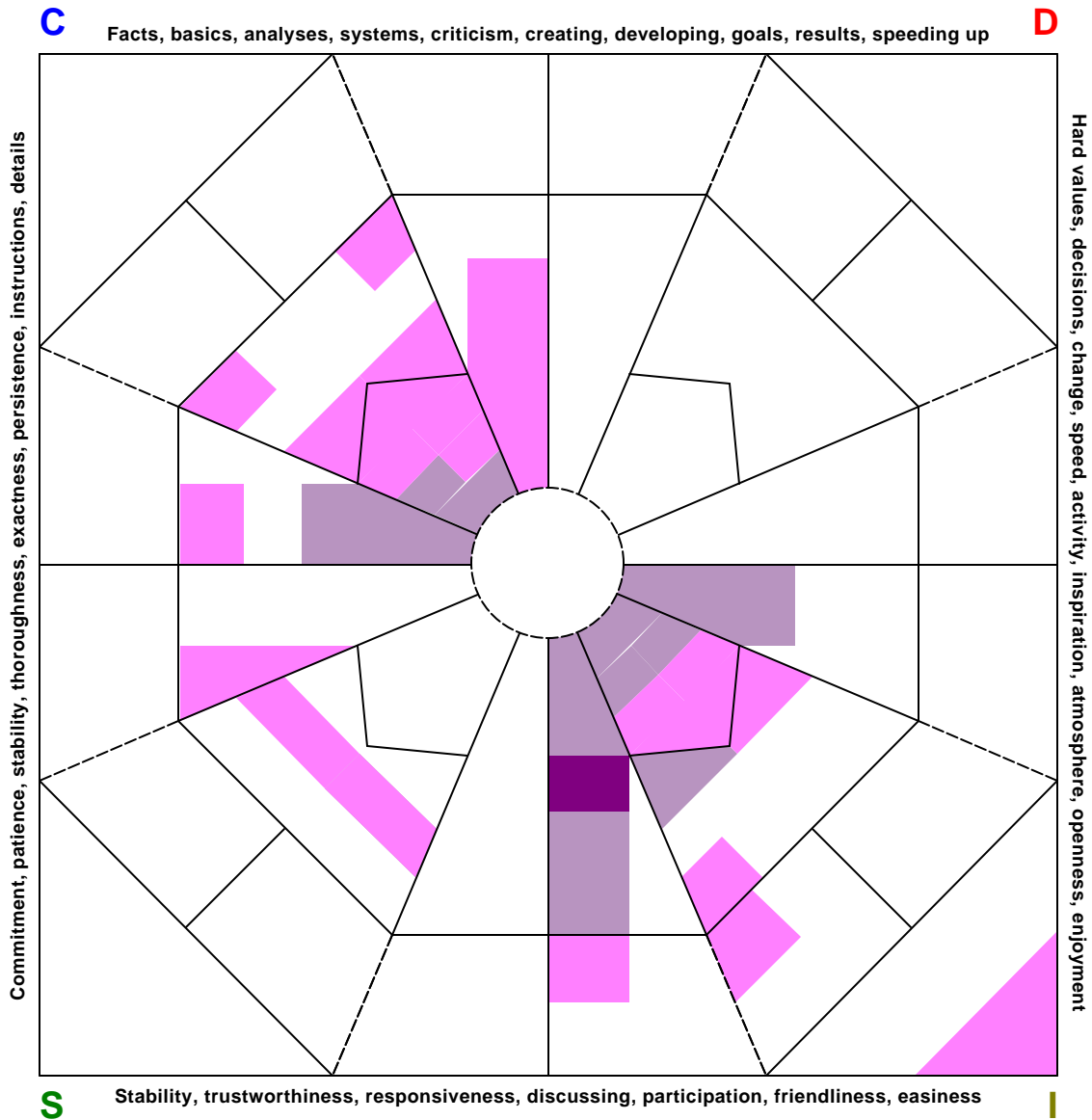
Decision-Making - Concentration on facts

- When making decisions, do not think about other people's opinions
- Try to change the decision-making situation so that it can be solved with figures





Communication - Direct, fact-oriented

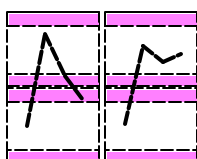
- Learn not to smooth out your message or to make things you say sound nicer
- Try to say things as concisely as possible without leaving anything out





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 behavior



Extended DISC Personal Analysis

Extended DISC - Profile

Person analyzed

Sample, Samantha

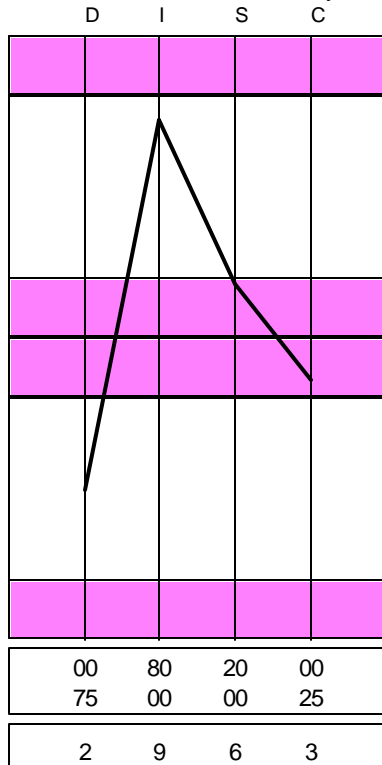
Organization

abc company

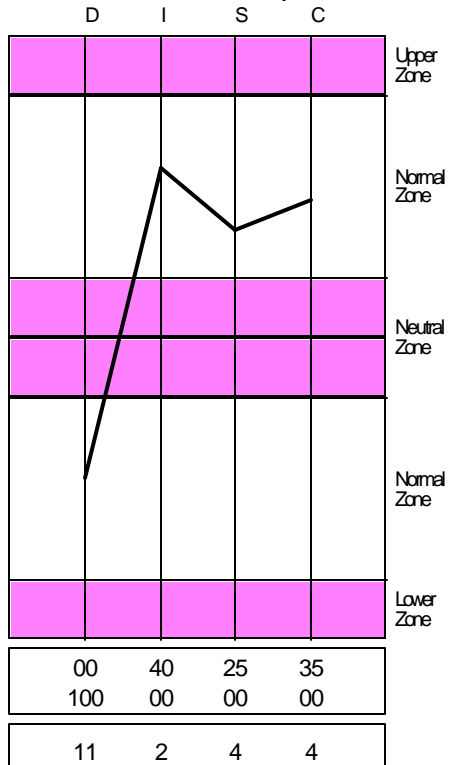
Date

10/15/2005

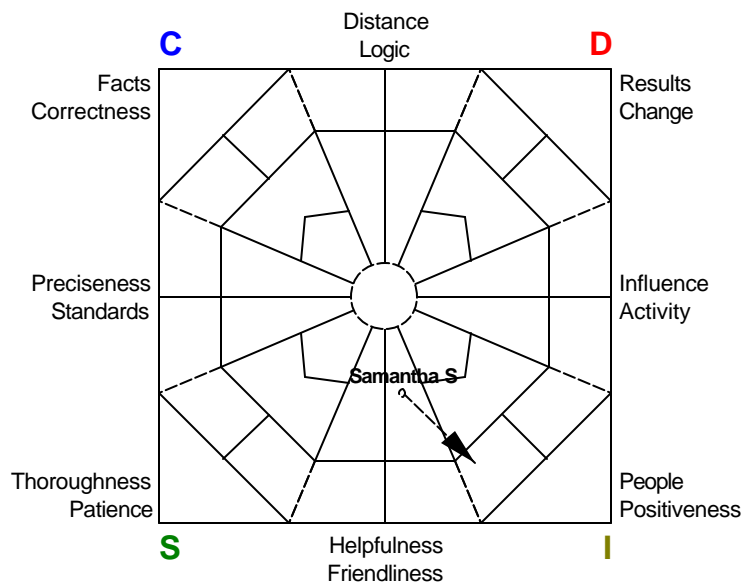
Profile I - Perceived Need to Adjust



Profile II - Natural Style



Extended DISC - Diamond



Your primary relationship role is: Communicator

A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. She has an excellent ability to make boring matters interesting. The Communicator seeks change but not at the expense of people or the organization. Others find her very genial and easy-going but also a little mysterious and evasive. In reality the Communicator wants to avoid quarrels and does not want to interfere with other people. She is afraid of arguments, which is why she does not reveal all of her own feelings to people. The Communicator likes the fact that people know what they are expected to do. Meeting different kinds of people in positive situations is ideal to her. She enjoys investigating things, deliberating different points of view and creating new ideas. However, she does not always want to advance those ideas aggressively with others.

An attitude toward teamwork

A pleasant way to meet people
A place to ask for and get information
A means to ensure a good atmosphere remains

A role in a team

The one who corrects errors positively
Presents a familiar matter in a new way
Is a team player

A role as a decision maker

Cautiously and willingly gives responsibility to others
Emphasizes the meaning of information
They want to hear everybody's opinion first

A role as a motivator

Manages to see things in a positive way
Guides people and at the same time praises positively
Brings new ideas

A role as a performer

Wants to avoid errors
May stay to discuss and think
Gets bored if the job gets too routine

The benefit the group receives

Positive energy for pertinent people
The one who levels down disagreements
Information for everybody about issues

Convergent styles

Stimulator, Specialist

Complementary styles

Changer, Doer, Planner



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 behavioral style". It is a behavioral 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 behavior.

The Extended DISC® Personal Analysis divides all of the different behavioral 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.

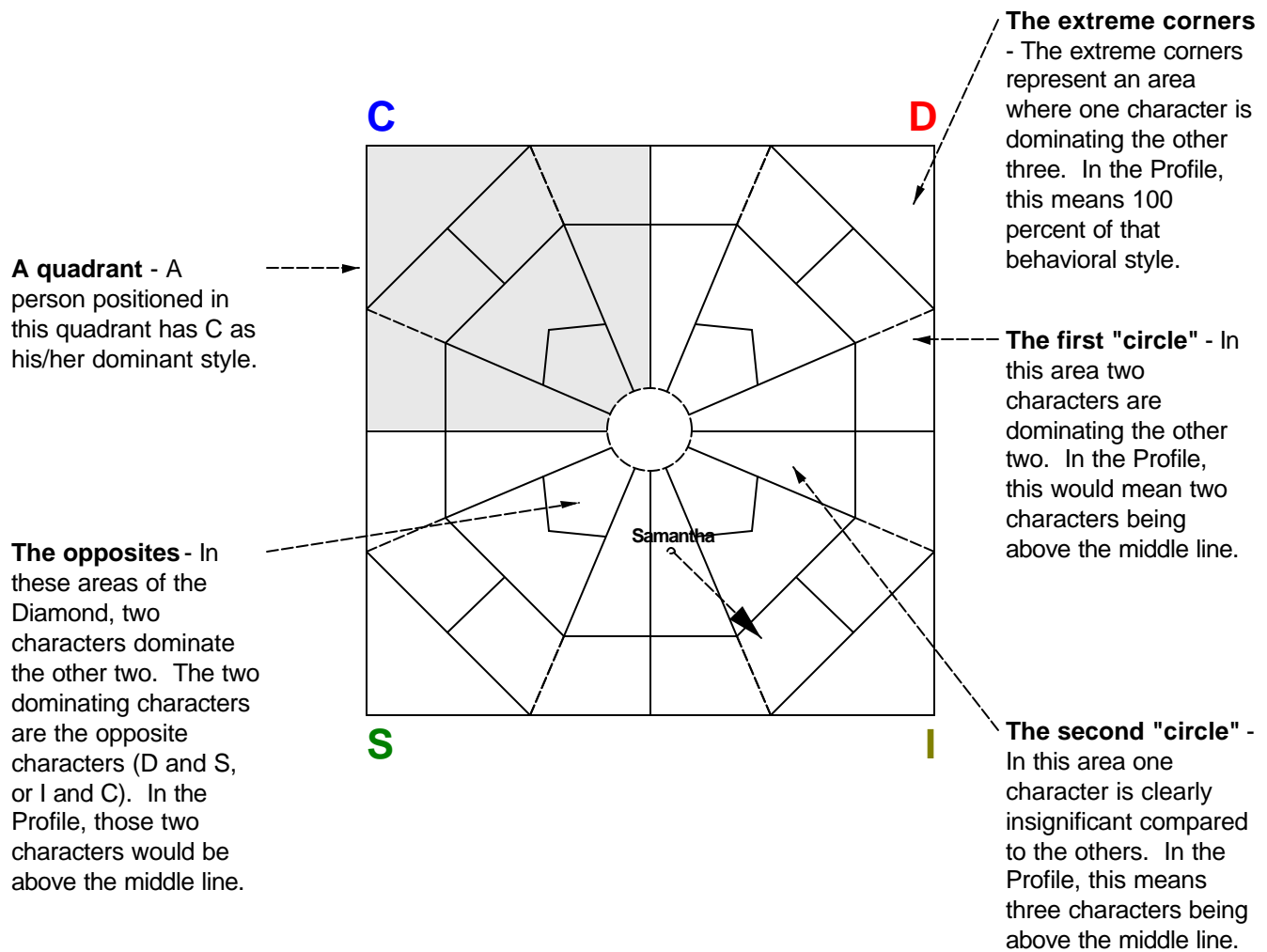
C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.



Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioral 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 behavioral 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 behavioral style (D, I, S or C). The shadings demonstrate the behavioral 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.



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 behavior.

In other words, while the text describes the typical behavior for individuals with your style, you certainly can modify your behavior 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 behavior. 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 behavior. Ask for input from others.

Graphical Page

This page uses a 1-10 point scale, from "Not Natural to Your Style to Natural to Your Style".

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

Not Natural to Your Style - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioral 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 behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral 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 behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. 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-emphasize 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 behavioral 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 "Not Natural to Your Style to Natural to Your Style".

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

Not Natural to Your Style - most on the left. These items require more energy from you.

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

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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 behavioral 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 behavior. 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-emphasize 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 behavioral 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 behavior?

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



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 capitalize upon in your current position:

How can you maximize 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 capitalize 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 capitalize on your greatest motivator?

Do your current responsibilities require behaviors 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.
Does not 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 socialize.
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.
Utilize 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.

