

# HR Profiling Solutions

## Conflict Resolution Assessment

This assessment is based on the responses given in the online questionnaire. This assessment should not be the sole criterion for making decisions about this person. The purpose of this assessment is provide supporting information for the respondent and their manager. Note: This assessment is based on Extended DISC methodology.

**(Group Name)**

**Organisation:**

**(Organisation)**

**Date:**

**28.10.2018**



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## Introduction

The Conflict Resolution Assessment is a tool that can combine two candidate's results into one report. It shows a work pair's dynamics, strengths, and development areas.

If the pair is experiencing conflict you can use the Conflict Resolution Assessment as a development tool to help them develop skills to better relate to one another by understanding each others unique style and contributions.

The Assessment 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.

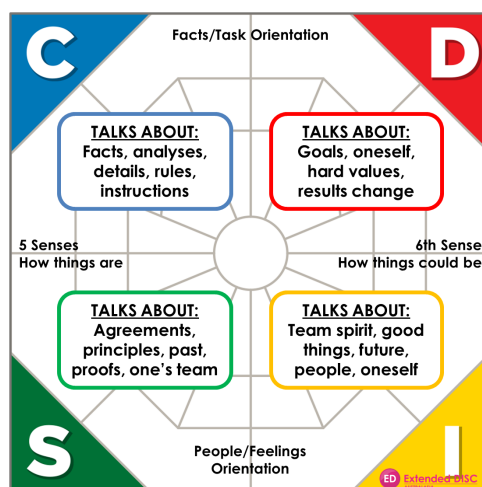
## Background

This Behavioural Assessment 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 this 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 comfortable to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behaviour.

This Behavioural Assessment 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**ominance - D styles are competitive, aggressive decisive and results-oriented, but can also be impatient, overbearing and even rude.
- **I**nfluence - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- **S**teadiness - S styles are calm, helpful, patient, modest and laid back, but also need stability and security and, therefore, help with change.
- **C**ompliance - Precise, logical, matter-of-fact, analytical and careful, but can also focus too much on details and lose the big picture.



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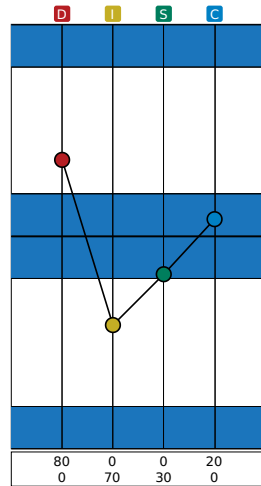
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## Conflict Resolution Profiles

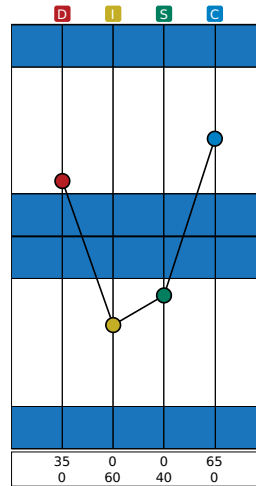
The profiles are a visual representation of each of your behavioral styles. Your Natural Style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable to each of you and uses the least energy. There are no good or bad behavioral styles - just different ones.

### Donald Banks

Profile I - Perceived Need to Adjust

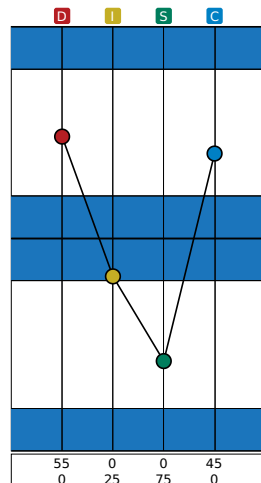


Profile II - Natural Style

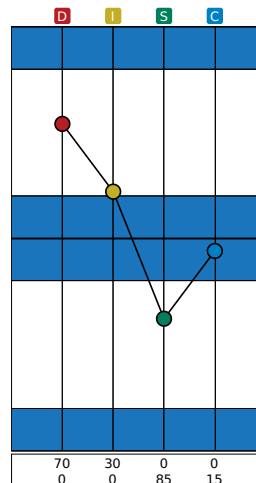


### Ellen Barnes

Profile I - Perceived Need to Adjust



Profile II - Natural Style



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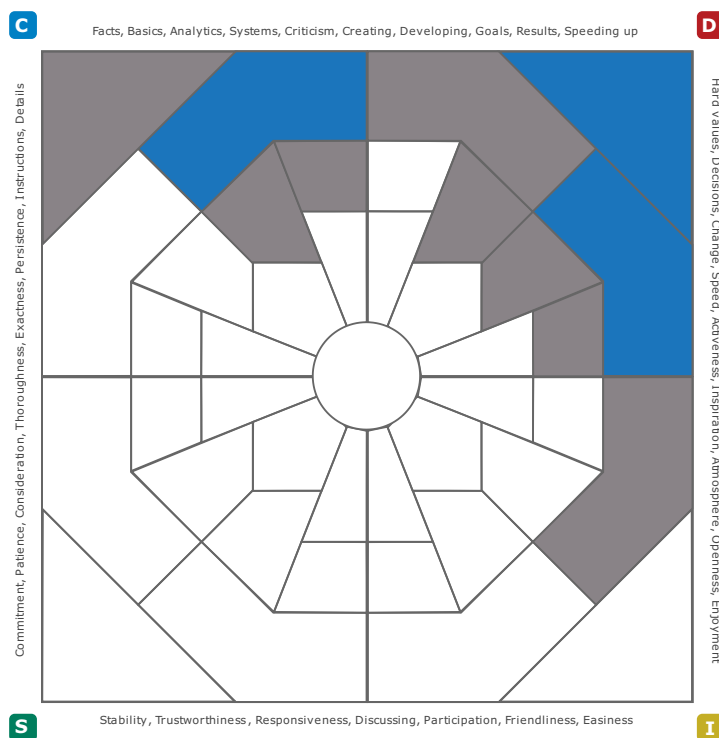
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### Conflict Resolution Flexibility Zones

The Extended DISC Diamond visually represents which behavioural styles are the most comfortable and which styles require the most energy from the work pair members. The deepest shade on the Diamond shows the location of the work pair members natural behavioural style. This is their most natural and comfortable behavioural style. The white areas illustrate the areas on the Diamond that require the most energy, effort and concentration from work pair members. The farther from the deepest shade the members move, the more energy is required.



#### Profile II

	D	I	S	C
<b>Donald Banks</b>	35%	0%	0%	65%
<b>Ellen Barnes</b>	70%	30%	0%	0%

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## Your Strengths

Most of us tend to overlook our strengths, even taking them for granted. Do not let that happen to you. Instead, consider the items listed below and think how well you are taking advantage of these valuable behavioural traits. Please use caution however; remember that an overused strength often becomes a weakness and a serious liability to our performance. Sometimes when we don't understand or appreciate others strengths it can cause conflicts.

### Donald Banks

- Can find new ideas
- Can think creatively
- Can distinguish facts from dreams
- Concentrates on facts
- Is analytical
- Wants to act toward the goal
- Is not bound to traditions
- Organises and arranges
- Creates an entity from details
- Does not get sentimental
- Is persistent and difficult to win over
- Wants to win

### Ellen Barnes

- Keeps the troops in shape
- Motivates with independence and challenge
- Direct and clear in multiple ways
- Can set the goals
- Demands and maintains speed
- Dares to dive into risks
- Can generate new ideas
- Doesn't stumble in chains
- Wants to be the best
- Wants to manage one's surrounding
- Doesn't allow jobs to become routine
- Is always ready for change

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## How You May View Each Other's Communication Style

Your message and your communication style comes across differently to different people. While you cannot control others, you can be more aware of your natural communication style and how it is perceived by others. You can then make the necessary adjustments in your interactions with others. This is how we typically perceive your individual communication styles.

### Donald Banks

When speaking about his specific field, nobody has to add a thing. Usually he keeps information to himself and is not very eager to spread it around. He prefers to talk to people who understand him.

### Ellen Barnes

This person, who usually has above-average intelligence, can control quite a broad scale of communication. As long as she knows what is expected from her, she is ready to do anything to attain the goal. By nature she usually just informs without explaining. Usually she thinks she is right and "God help those who doubt him" without a proper explanation.

## Natural Communication Styles of the Workpair

### Interpreting the bar graphs is simple:

The rectangles to the right side of the graph identify your preferred communication styles. Be conscious not to overuse them.

The rectangles to the left side of the graph identify communication styles requiring more energy from you. You CAN communicate this way, but it may require more energy and concentration.

The following are the work-pairs top five most natural and bottom five least natural verbal communication style competencies from a total of 30.

## Communication Strengths

### Donald Banks

Very systematic and focused on the exact topic in hand:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Fact-based goal-oriented and direct:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed and logical communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Build distance from other people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very systematic and focused communication style :	-5	-4	-3	-2	-1	0	1	2	3	4	5

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### Ellen Barnes

Making dramatic, engaging and goal-focused presentations: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Direct, goal focused communication: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Communicating details in a goal-oriented way: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Strong goal-oriented influencing of people: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Influences people by inspiring and motivating: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

### Communication Development Areas

#### Donald Banks

Empathetic, positive and understanding: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Encouraging, participating and involving communication: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Active sharing of positive information: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Communicating in a compelling and positive way: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Communicating own opinions strongly and selling them to others: -5 -4 **-3** -2 -1 0 1 2 3 4 5

#### Ellen Barnes

Considerate and careful communication: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Discussing about details positively in supporting role: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Listening, paying attention to and understanding everything: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Positive guidance and sharing of information: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Talking about own area of specialisation in a trustful way: -5 -4 **-3** -2 -1 0 1 2 3 4 5

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### The Way you Prefer to Listen:

The following are the work-pairs top five most natural and bottom five least natural listening style competencies from a total of 30.

### Listening Strengths

#### Donald Banks

- Trying to connect the details to the big picture: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Paying attention to the facts and details: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Focusing more on the details than the big picture: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Listening carefully without interrupting: -5 -4 -3 -2 -1 0 1 2 3 **4** 5
- Focusing only on the essential information: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

#### Ellen Barnes

- Preferring to listen to short stories only: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Paying attention only to the essential information: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Focusing on the next step and how to proceed: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Challenging the other person to change their opinion: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Being ready to challenge immediately: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

### Listening Development Areas

#### Donald Banks

- Showing interest, listening and participating: **-5** -4 -3 -2 -1 0 1 2 3 4 5
- Listening and expressing understanding with body language: -5 -4 **-3** -2 -1 0 1 2 3 4 5
- Listening by being present and available: -5 -4 **-3** -2 -1 0 1 2 3 4 5
- Showing excitement of people's ideas: -5 -4 **-3** -2 -1 0 1 2 3 4 5
- Allowing others to talk while expressing that he/she is listening: -5 -4 -3 **-2** -1 0 1 2 3 4 5



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### Ellen Barnes

Listening carefully without interrupting: -5 -4 -3 -2 -1 0 1 2 3 4 5

Focusing more on the details than the big picture: -5 -4 -3 -2 -1 0 1 2 3 4 5

Focusing on listening without outward reaction: -5 -4 -3 -2 -1 0 1 2 3 4 5

Listening attentively and asking specifying questions: -5 -4 -3 -2 -1 0 1 2 3 4 5

Showing interest, listening and participating: -5 -4 -3 -2 -1 0 1 2 3 4 5

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## What Motivates You

### Donald Banks

Truth motivates him. Donald needs to see things from different angles, find new solutions and create something perfect. Sometimes he likes to be alone, so that nobody interferes in his business. He values rules and a structured organisation, convinced that these give a clear picture of the whole and help all to concentrate on their tasks.

### Ellen Barnes

Ellen is motivated by the opportunities to rule herself and her actions. She likes freedom, variation, challenges and clear projects. This person should decide work-related matters for herself and after that have the freedom to complete them. She likes measurable goals.

Each of you are more likely to respond positively and feel energised if these factors are present in your work environments.

### Donald Banks

- Freedom in developing something new
- Talking about the essential and nothing else
- Examining the problem from different angles
- Advancing in the matter
- Concentrating on visible goals
- Setting goals
- Quality control
- Knowledge about where one is headed
- Freedom from disturbing people
- Freedom to make decisions concerning oneself
- A strong and competent supervisor
- Forgetting idealism

### Ellen Barnes

- Renewal, generating ideas
- Opportunity to win and achieve
- Freedom from boring and tedious tasks
- Getting people involved in the action
- Achieving results by influencing people
- Varying and multi-faceted situations
- Freedom caused by change
- Facing new situations
- Opportunity to react freely
- Generating new and creative ideas
- Daring to enter the unknown
- Deciding one's own matters

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### Conflict Resolution Behavioural Competencies

These behavioural competencies contain graphical comparisons of two individuals' natural behavioural tendencies. The higher the number (items more to the right of the graph), the more comfortable the individual is with this behaviour. The lower the number (items more to the left of graph), the more energy and concentration needed for this behaviour. **The numbers indicate energy levels - not ability!**

If the DISC style for the behaviour is very natural for the person (on the right half of bar) it means he/she is willing to accept responsibility for it in the work pair. If the DISC style for the behaviour falls to the left half of the bar, it means that this type of behaviour is not very natural for the person and it would most likely require more energy for him/her to work in that way for longer periods of time.

When comparing the two individual's bar graphs it is possible to identify the areas for the Work Pair to focus on:

- Areas where we both fall more to the right side of bar graph (Natural to My Style) - typically this type of work pair, when working together, easily forgets. Many of the items are self-evident, but it is likely that they tend to be forgotten. Hence, pay special attention and talk about these items periodically
- Areas where our DISC Styles are different on the Behavioural Competency Bar Graphs: (gaps between our positions on bar graph) - If you have different underlying opinions and values, the differences are likely to cause different preferences.
- Areas where both our DISC styles fall more to the left side of bar graph (Not Natural to My Style) - It is recommended that you, both together and perhaps with the help of someone who knows both of you, analyse the items and try to find out if some of them are problems that need to be addressed.

### Conflict Management

Conflict management is the process of being able to identify conflict and reduce the negative aspects of conflict.

Below are the different ways the workpair naturally goes approaches conflict management.

#### Minimising conflict by discussing and analysing all details

Donald Banks: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Ellen Barnes: -5 -4 **-3** -2 -1 0 1 2 3 4 5

#### Avoiding conflict by adjusting and compromising

Donald Banks: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Ellen Barnes: -5 -4 **-3** -2 -1 0 1 2 3 4 5

#### Actively and constructively dealing with conflict

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

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**Bravely continuing to take action when facing conflict**

Donald Banks: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

**Reducer of conflicts and a guide for others**

Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 **-3** -2 -1 0 1 2 3 4 5

**Empathetic, positive and understanding**

Donald Banks: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Listening by being present and available**

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Being willing to work with others in reaching a solution**

Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 **-3** -2 -1 0 1 2 3 4 5

**Being alert to one's own mistakes and willing to fix them**

Donald Banks: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Ellen Barnes: -5 **-4** -3 -2 -1 0 1 2 3 4 5

**Being mindful of one's style and its impact**

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Being open to detailed advice for personal development without becoming defensive**

Donald Banks: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Ellen Barnes: -5 -4 **-3** -2 -1 0 1 2 3 4 5

**Providing constructive feedback**

Donald Banks: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Helping others by providing the support they need**

Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Respecting other people's opinions and providing them with the support they need**

Donald Banks: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Creating a positive bond between team members**

Donald Banks: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

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**Focusing on team goal compared to personal preferences**

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Being a participative and supportive member of the team**

Donald Banks: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Developing positive atmosphere within the team**

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

**Being willing to both share and accept ideas in solving problems**

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

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## Problem Solving

Problem solving is the process of working through an issue to reach a desired outcome.

Below are the ways the workpair typically react to problem solving.

### Logically identifying strong and weak approaches to a problem

Donald Banks: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

### Being willing to both share and accept ideas in solving problems

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Showing initiative in solving problems

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

### Detailed analysis of problems

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Constructively solving daily routine problems

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Evaluating and analysing a range of alternatives before making a decision

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Identifying new unanticipated opportunities and threats in the environment

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

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## Decision Making

Decision making is the process of reaching a decision usually by making a choice between a number of options and committing to a future course of actions.

Below is the workpair's natural approach to Decision Making.

### Being a tough decision-maker

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

### Being willing to both share and accept ideas in solving problems

Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Checking every detail when making decisions under pressure

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Explaining the emotions and facts behind the decision

Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

### Finding a balance between people and facts when making a decision

Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Listening to people's needs before making a decision

Donald Banks: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

### Making a decision based on logical analysis instead of emotions

Donald Banks: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

### Making a goal-based decision and promoting it to everyone quickly

Donald Banks: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

### Making considered decision based on detailed analysis

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Ellen Barnes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

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**Making fast decisions based on achieving goals**

Donald Banks: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

**Making logical decisions by linking it to previous and future decisions**

Donald Banks: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Ellen Barnes: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

**Making spontaneous decisions based on intuition**

Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

**Requiring all the details as well as being able to make quick decisions**

Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Ellen Barnes: -5 -4 -3 -2 -1 0 1 2 3 **4** 5



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### Change Management

Change management is the approach to reacting to, dealing with and making any large organisational change.

Below are the top seven ways each individual naturally approaches Change Management.

#### Donald Banks

Ensuring all details are in place before taking action: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Thriving and becoming more motivated under pressure : -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Takes strong action against resistance to change: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Sustaining a permanent state of change towards perfection: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Inventing new, fact -based ideas: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Being able to anticipate the long-term consequences: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Being a catalyst for thoughtful and appropriate change: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

#### Ellen Barnes

Thriving and becoming more motivated under pressure : -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Taking initiative to develop new business opportunities: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Sustaining a permanent state of change towards perfection: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Showing courage to stand up against opposition to promote change: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Reacting quickly and decisively to unexpected changes and events: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Is willing to try new approaches: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Is willing to invent and try anything new in the search for improvement: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

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## Relationship Roles

### Donald Banks

A developer is a very issue-centred and rational person. Even in a group they emphasise their own individuality, sees things their own way and don't let other people enter their own sensitive areas. They like an opportunity to develop, plan and create something new. A person like this acts according to facts - not so much feelings. Other group members see them as someone who knows their business and requires a lot from themselves but also criticising and peculiar. In reality they just don't believe in one truth and every time people get excited they fear that they lose the ability to think rationally. That is why they usually want to find something from a matter that others haven't found. They don't want to share their tasks with others because they don't believe that the others can do them the way they want them done. They find it important not to identify themselves with 'the masses' because they believe in their own uniqueness.

### Ellen Barnes

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. They don't stay in one place hesitating and deliberating but believe in their own instinct and spontaneity. They like change and taking part in many different kinds of groups, situations and roles. Other group members see them as an open and sociable person but somewhat superficial and self-absorbed. In reality they are just so full of action that they don't have time to stop and deliberate other people's worries, even if they would like to. They like to bring out their own opinions and try to persuade others onto the side of their group. They aren't very patient listeners. They have to stand out in a group somehow; they find it awful to be an average person in an average group. Concentrating on one thing is difficult for them because they are a lot better at thinking up ideas and starting them than finishing them.

### Donald Banks

- The one who makes analytical summaries
- Maker of new interpretations
- Manager of one's own special field

### Ellen Barnes

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

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### The benefit our work pair receives

#### Donald Banks

- Continuous evaluation of one's own work result
- Clear opinions and reasons
- A lot of new thoughts

#### Ellen Barnes

- The group is able to be renewed - doesn't get stuck
- Group's atmosphere stays open
- Includes people

### Our work pair role as a motivator

#### Donald Banks

- Believes people should be self-motivated
- Gives oneself the opportunity to develop
- Motivates by leaving in peace

#### Ellen Barnes

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

### Our work pair role as a performer

#### Donald Banks

- Does everything in one's own area
- In one's own estimation doesn't do overly easy work
- Doesn't settle for staying put

#### Ellen Barnes

- Aims at simplicity
- Does not deliberate for long
- Applies rules

### Our work pair role as a decision maker

#### Donald Banks

- Wants to have the last word
- Takes notice of facts - not wishes
- Doesn't take part in joint discussion

#### Ellen Barnes

- Wants to make quick decisions
- Brings up decisive ideas
- Doesn't analyse all the alternatives

(Group Name)

Organisation:

Date:

(Organisation)

28.10.2018

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## Behavioural Tips to Remember When You are Working with Others

### Donald Banks

- Try to find each employee the role he/she wants
- Make the team members get acquainted with each other as well as possible
- Try to compliment others as much as possible when you guide them
- Encourage and set an example on openness and sharing
- Try to be flexible with others - they may become more flexible with you
- Make sure the other team members get to know who you are
- When other people get excited, let them

### Ellen Barnes

- Do not go to battle unprepared - practice first
- Be careful not to appear impatient when you have to help others
- Let others define the problem first and show them that you understand
- Give people time to adjust to one new thing at a time
- Learn to complete one thing at a time
- Try to be careful about telling others how often you have changed your mind
- Evaluate how committed others are before emotionally reacting to their level of performance

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## Questions for the Work Pair Coach: based on DISC Profiles

### Donald Banks

Presently he feels that he wants to / has to be even stronger, bolder and more independent than he naturally is.

Are you being pressured into generating profit or making decisions?

His natural style is not very social but rather analytical. The current surroundings do not seem to force him to change his style.

What kind of people would you like to work with?

He likes freedom and feels he is getting it now, although not quite as much as he would usually want. However he does not suffer from this in a significant way yet.

What detail would you remove from your current surroundings?

He aims at being perhaps a little bolder and more independent in the current situation than he would naturally be, yet he still maintains his thorough and analysing way of approaching things.

Do you feel that you do not get enough support from your environment?

### Ellen Barnes

She does not feel any significant need to slow down or give up her goals. She believes that she will find the challenges she wants in her current surroundings.

Describe an incident when you felt like you exceeded your level of authority?

She feels that in the current situation she has to emphasise her style's businesslike and methodical characteristics at the expense of being social and open. This may lower her motivation.

In your opinion, what kind of a person is a cold one?

This person is extremely active and hard-working by nature. It is very important for her to constantly get new incentives so that she will not get bored. The current surroundings seem to offer just enough.

When was the last time you were bored?

Her life does not feel quite as free as she would like it to be. It is being restricted with things that she has to obey. She may also experience feeling of insecurity.

What things lift your self-esteem?