

# 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.

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## **Contents**

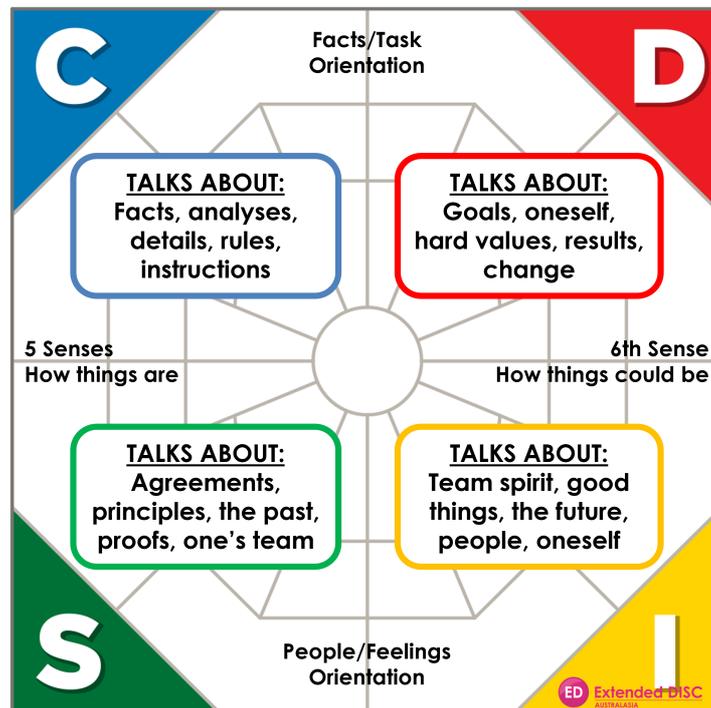
Introduction.....	3
Background.....	4
Conflict Resolution Profiles.....	5
Conflict Resolution Zones.....	6
Common Causes of Conflict by Behavioural Style.....	7
Strengths.....	9
The Overuse Diamond.....	10
Communication Styles.....	13
What Motivates Each Style.....	17
Moving Forward: Start - Stop - Keep.....	19

## Introduction

The Conflict Resolution Assessment combines your results with those of another team member into a single report. It provides insight into how you interact and work together, highlighting the dynamics of your partnership, including potential strengths and areas where development may support more effective collaboration.

If tension or misunderstandings are present, you can use this assessment as a constructive development tool. By understanding each other's behavioural style, communication preferences, and natural contributions, you can build more effective collaboration and strengthen your working relationship.

This assessment is based on behavioural styles. No style is better or worse than another. Each style has its own strengths and potential challenges, and recognising these differences is an important step toward resolving conflict and improving cooperation.



## Background

### Understanding Behavioural Styles

This behavioural assessment does not categorise or rank you or the other participant. It does not label behaviours as good or bad, and it is not designed to compare one person against another.

The information in this report is based on your **natural behavioural style**. This refers to the behavioural approach that feels most natural to you and requires the least conscious effort. It reflects how you are most likely to think, respond, and behave under typical circumstances, and is often the style that others recognise most easily in you.

For ease of understanding, behavioural patterns are grouped into **four broad styles**. No style is inherently better or worse than another. Each brings its own strengths, potential challenges, and valuable contributions. Recognising these differences can help you better understand variations in communication, decision-making, and interaction between you and the other participant.

#### Dominance (D)

Individuals with a Dominance style tend to be decisive, competitive, and strongly focused on results. They are often comfortable taking charge and making quick decisions. At times, their direct approach can be perceived as impatient or overly forceful.

#### Influence (I)

Those with an Influence style are typically sociable, enthusiastic, and optimistic. They enjoy interacting with others and often bring energy and positivity to a team. However, they may sometimes overlook details or become overly talkative when under pressure.

#### Steadiness (S)

People with a Steadiness style are generally calm, patient, and supportive. They value cooperation, stability, and maintaining harmonious relationships. Because they appreciate consistency, they may need more time and reassurance when facing change.

#### Compliance (C)

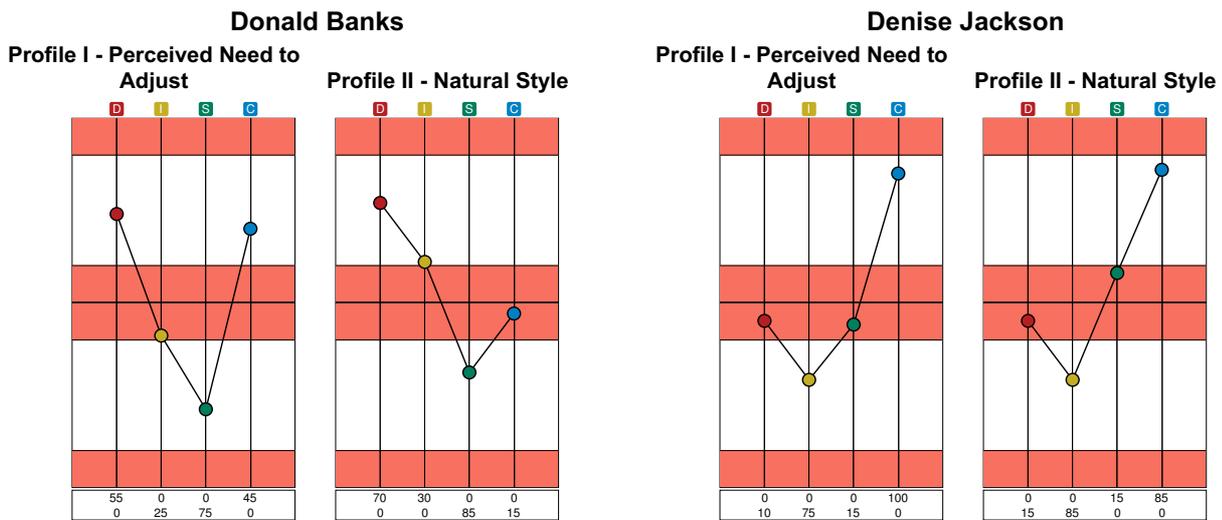
Individuals with a Compliance style are analytical, logical, and detail-oriented. They often focus on accuracy, quality, and careful decision-making. At times, their attention to detail may lead them to focus heavily on specifics and lose sight of the broader picture.

## Conflict Resolution Profiles

### Behavioural Profiles

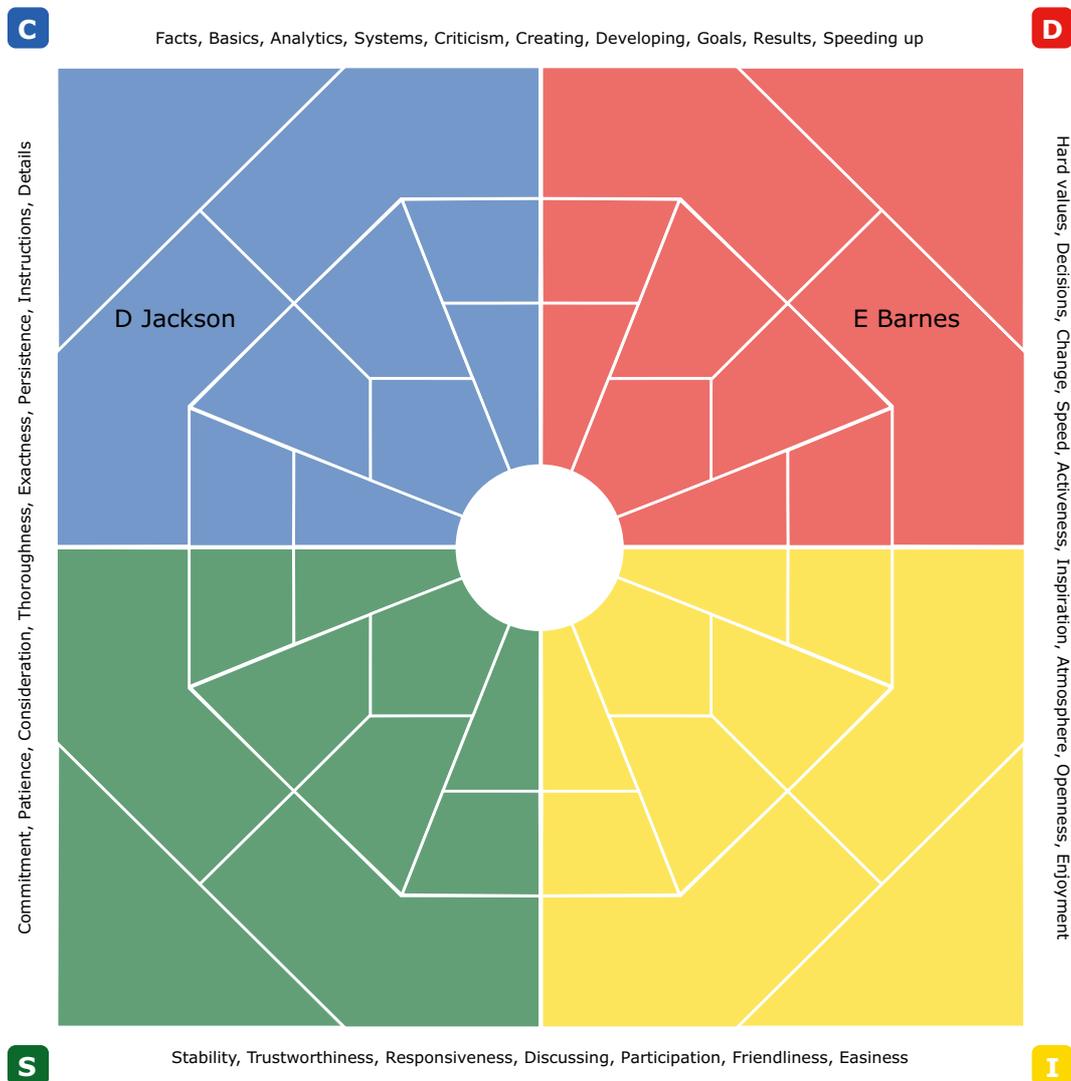
The profiles provide a visual representation of your behavioural style and that of the other participant. Your **Natural Style** tends to remain relatively consistent throughout adult life, while still allowing for flexibility and adaptation to different situations. It reflects the behavioural approach that feels most comfortable to you and typically requires the least amount of conscious effort or energy.

There are no good or bad behavioural styles — only different ones. Each style represents distinct preferences in communication, decision-making, and interaction. Understanding these differences can provide valuable insight into how you and the other participant may approach situations and relate to one another.



## Conflict Resolution Zones

Your **Extended DISC Diamond** provides a combined visual representation of the behavioural styles that feel most natural and comfortable for you and the other participant.



## Common Causes of Conflict by Behavioural Style

This graphic illustrates how different behavioural styles may experience or trigger conflict in the workplace. Each style tends to prioritise different needs, expectations, and approaches to work. When these preferences are not recognised or understood, misunderstandings can easily arise.

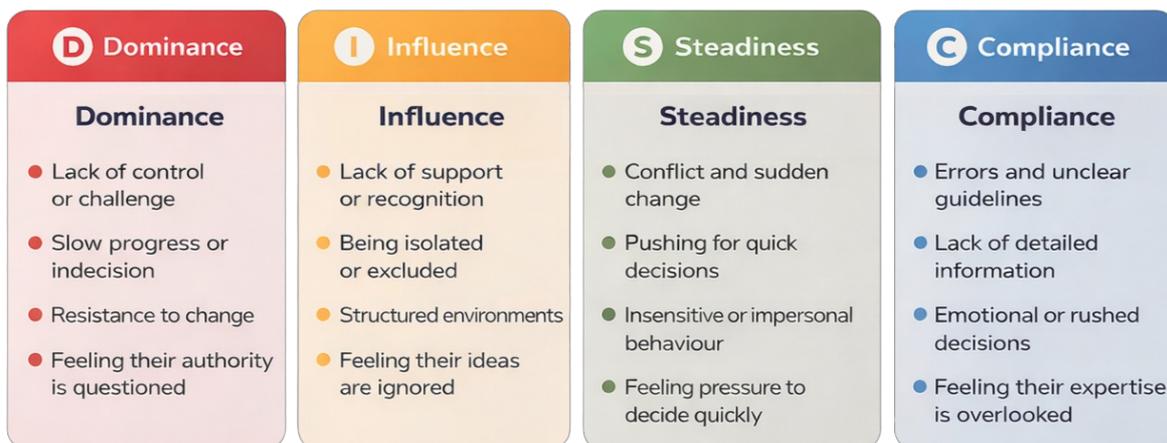
Individuals with a **Dominance (D)** style are typically focused on progress, results, and maintaining control over outcomes. Conflict may arise when decisions move too slowly, when authority is challenged, or when they feel momentum is being lost.

Those with an **Influence (I)** style often value positive relationships, collaboration, and recognition. Tension may occur if they feel excluded from discussions, unsupported by others, or if their ideas are overlooked.

People with a **Steadiness (S)** style generally seek stability, cooperation, and a harmonious work environment. Sudden change, direct confrontation, or pressure to make rapid decisions can create discomfort and lead to conflict for this style.

Individuals with a **Compliance (C)** style tend to prioritise accuracy, structure, and well-informed decision-making. Conflict may arise when information is unclear, decisions feel rushed, or when they believe quality and careful analysis are being overlooked.

Understanding these different triggers can help individuals recognise that many conflicts are not personal but stem from differences in behavioural preferences. By becoming aware of these tendencies, work pairs can adjust their communication and approach to reduce tension and improve collaboration.



## Questions

What situations tend to trigger tension between us?

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Are our differences more related to **pace, communication style, decision-making, or priorities**?

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How might our behavioural differences actually complement each other?

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## Strengths

You may sometimes overlook your own strengths or take them for granted. The points outlined below highlight key behavioural qualities and encourage you to reflect on how these strengths are currently being used in your day-to-day interactions.

It is also important to recognise that strengths, when overused, can unintentionally create challenges in working relationships. Similarly, misunderstandings or limited awareness of the strengths that the other participant brings can contribute to tension or conflict. Developing a clearer understanding of these differences can help you improve communication and collaboration.

### Donald Banks

- Keep the troops in shape
- Motivate with independence and challenge
- Direct and clear in multiple ways
- Can set the goals
- Demand and maintain speed
- Dare to dive into risks
- Can generate new ideas
- Don't stumble in chains
- Want to be the best
- Want to manage your surrounding
- Don't allow jobs to become routine
- Are always ready for change

### Denise Jackson

- Respect instructions
- Respect work of high quality
- Work according to the system
- Behave methodically
- Don't look for personal power
- Don't overemphasise yourself
- Avoid quarrels to the last possible moment
- Avoid mistakes and going alone
- Are not arrogant nor indifferent
- Stay in own 'turf'
- Aim for the perfect solution
- Find the shortcomings

Which of my natural strengths might sometimes contribute to tension with others?

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What strengths does the other person bring to the partnership?

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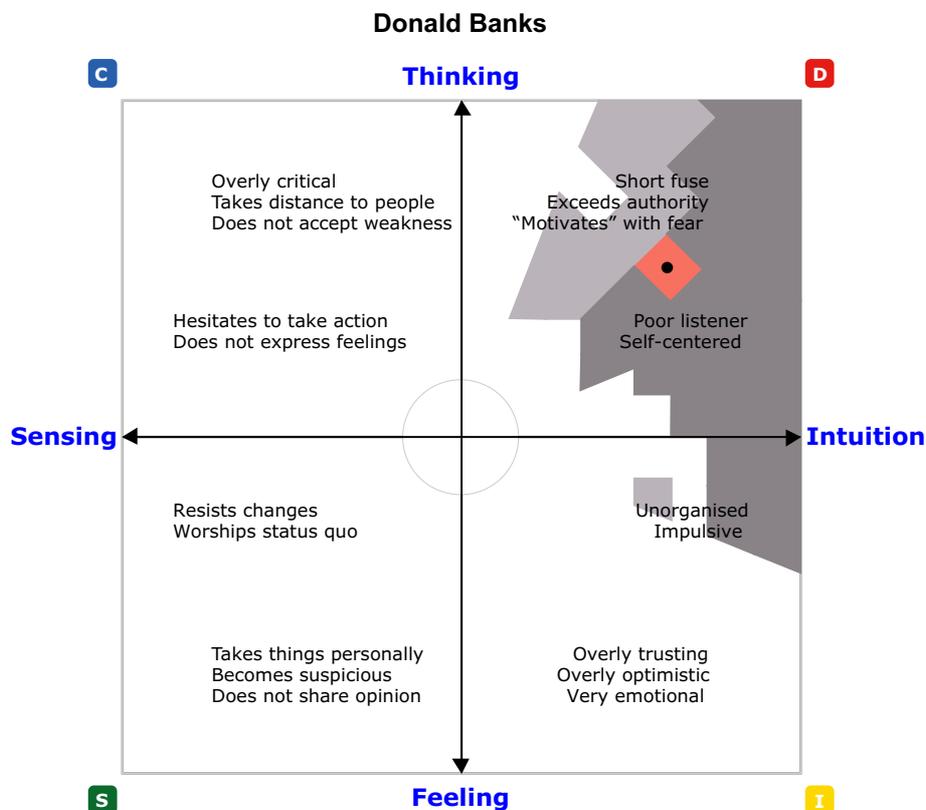
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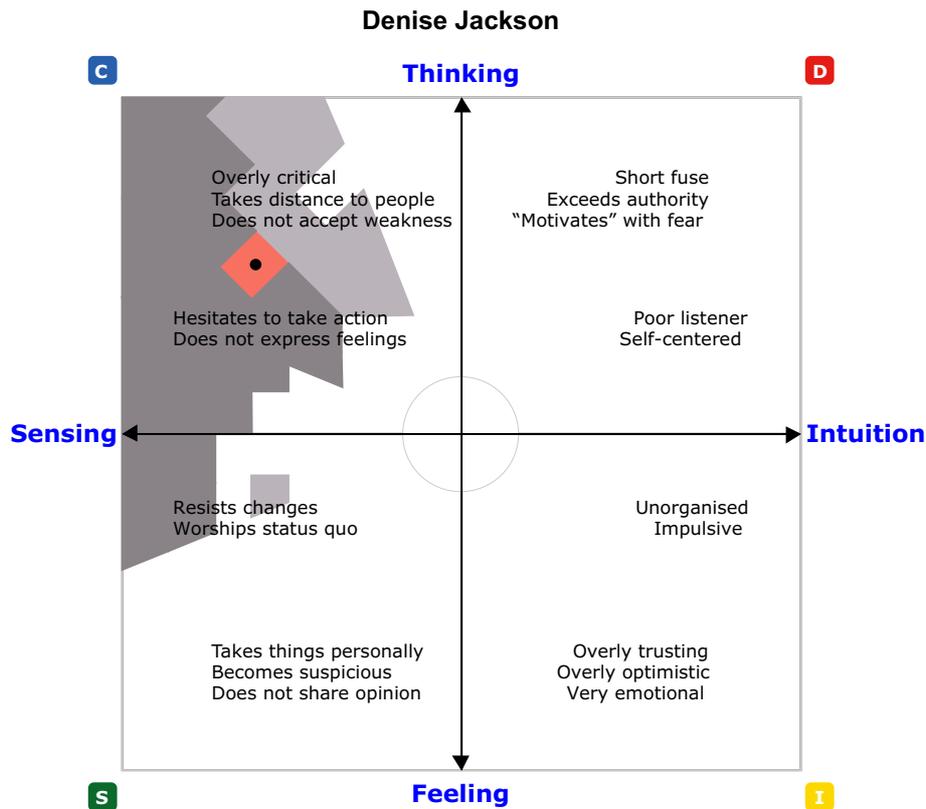
## The Overuse Diamond

The Overuse Diamond highlights behaviours that may emerge when you rely too heavily on your natural strengths. Every behavioural style has qualities that contribute positively to performance and relationships. However, when these strengths are used excessively or in the wrong situation, they can unintentionally create tension or misunderstanding with others.

In conflict situations, you may naturally default to behaviours that feel most comfortable to you. While these responses are often intended to solve problems or protect outcomes, they may be perceived differently by the other participant and can sometimes escalate the situation rather than resolve it.

The Overuse Diamond illustrates how a behavioural strength, when overextended, may be experienced by others as a potential challenge. By recognising these patterns, you can develop greater awareness of how your behaviour may be interpreted and make small adjustments to improve communication, reduce conflict, and strengthen your working relationship.





## Behavioural Styles and Perceptions in Conflict

### Donald Banks

#### Your Typical Behaviour in Conflict

Direct, decisive, focused on resolving the issue quickly. Pushes for action and clear outcomes.

#### How Other Styles May Perceive It

Abrupt, too assertive, impatient, dismissive of others' input.

### Denise Jackson

#### Your Typical Behaviour in Conflict

Analytical, asks questions, examines details and potential risks before agreeing.

#### How Other Styles May Perceive It

Critical, negative, overly cautious, slowing progress.

## Questions

When under pressure, which behaviours do you notice increasing in yourself?

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Which of their behaviours might you sometimes misinterpret?

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What might their intention be when they behave in a way that frustrates me?

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## How Your Communication Styles May Be Perceived

Communication style and messaging can be interpreted differently by different people. While you cannot control how others respond, increasing your awareness of your natural communication preferences can support clearer and more effective interactions.

**The observations below describe how each of your communication styles may typically be perceived by others.** These perceptions are not intended as judgements, but as insights to support greater understanding and help you adjust interactions where needed.

### Donald Banks

This person can control quite a broad scale of communication situations. As long as you know what is expected from you, you are ready to do anything to attain the goal. By nature, you usually just inform without explaining. Usually, you think you are right. As a result, people who disagree with you need to be able to explain their viewpoints clearly.

### Denise Jackson

You are not very sociable, but among friends you are respected for your calmness. Outsiders may find you too reserved and difficult to approach. You like to expose your ideas in a very organised way and avoid saying something you are not convinced about.

## Your Natural Communication Styles

**The bar graphs provide an overview of each of your preferred communication styles** and are presented separately for clarity.

Interpreting the graphs is straightforward. Bars extending to the **right** indicate communication styles that feel more natural and comfortable for you, and are therefore more likely to be used in everyday interactions. These styles often represent strengths; however, relying on them too heavily can occasionally create challenges in communication.

Bars extending to the **left** represent communication styles that may require more energy, focus, and conscious effort. While these approaches remain available to you, they may feel less instinctive and may require greater awareness or preparation to use effectively.

The lists on the following pages highlight the **three most natural** and **three least natural** verbal communication competencies for each of you, selected from a total of **30 assessed competencies**. Understanding these preferences can help you recognise differences in communication approaches and provide useful insights when navigating discussions or resolving conflict.

### Verbal Communication Strengths

**Donald Banks**

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

Direct and goal-focused: -5 -4 -3 -2 -1 0 1 2 3 4 5

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

**Denise Jackson**

Very systematic and focused on the exact topic in hand: -5 -4 -3 -2 -1 0 1 2 3 4 5

Detailed and logical: -5 -4 -3 -2 -1 0 1 2 3 4 5

Keeps their distance from other people: -5 -4 -3 -2 -1 0 1 2 3 4 5

### Verbal Communication Development Areas

**Donald Banks**

Good listener, pays attention and understands everything: -5 -4 -3 -2 -1 0 1 2 3 4 5

Discusses details positively in a supportive manner: -5 -4 -3 -2 -1 0 1 2 3 4 5

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

**Denise Jackson**

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

Goal-oriented, motivating and influencing: -5 -4 -3 -2 -1 0 1 2 3 4 5

Communicates own opinions strongly and sells them to others: -5 -4 -3 -2 -1 0 1 2 3 4 5

Which of my natural communication strengths help our discussions?

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What adjustments could you make to communicate more effectively with this person?

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### Preferred Listening Styles:

The sections below outline each of your three **most natural** and three **least natural** listening style competencies, drawn from a total of **30 assessed competencies**.

### Listening Strengths

#### Donald Banks

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

#### Denise Jackson

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

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

### Listening Development Areas

#### Donald Banks

Focusing on listening without showing an outward reaction:  -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

#### Denise Jackson

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

Preferring to listen to short stories only:  -5  -4  -3  -2  -1  0  1  2  3  4  5

## Questions

How do you typically listen during a disagreement?

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What could you do differently to ensure the other person feels understood?

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

### Donald Banks

- 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

### Denise Jackson

- Learn to express yourself simply and clearly
- Practice talking about your own thoughts
- Learn to ask for other people's opinions

## Motivation

### Donald Banks

You are motivated by the opportunities to rule yourself and your actions. You like freedom, variation, challenges and clear projects. This person should decide work-related matters for yourself and after that have the freedom to complete you. You like measurable goals.

### Denise Jackson

You value thoroughness, knowledge and facts. You operate deliberately and reasonably, leaving out emotions. You value practical criticism and appreciation concerning the results of your work and your skills.

**You are both more likely to respond positively and feel energised when these factors are present in your work environment.**

### Donald Banks

- 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 your own matters

### Denise Jackson

- Matter-of-fact and progressive working style
- A job guided by details
- Chance to concentrate on your own thing
- Feeling of close support
- A job with no need to argue or get nervous
- Systematic search for changes
- Assignments that require accuracy
- As much information as possible about your work
- Enough time to delve into the decisions
- Feedback for work well done
- Freedom from unnecessary socialising
- Thorough progress

## Questions

What motivates me most in my work environment?

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What motivates the other person?

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How might differences in motivation contribute to conflict between us?

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## Moving Forward:

### Start – Stop – Keep Reflection

The **Start – Stop – Keep framework** is a simple reflection tool that helps individuals identify practical behavioural changes that can improve working relationships and reduce conflict.

It encourages participants to reflect on three key areas:

#### Start

What new behaviours or approaches could you begin using to improve communication and collaboration?

This may include listening more actively, asking clarifying questions, or adapting your communication style to better suit the other person.

#### Stop

What behaviours may be contributing to tension or misunderstanding that you should reduce or stop?

These might include interrupting, making assumptions, avoiding difficult conversations, or reacting too quickly under pressure.

#### Keep

What behaviours are already working well and should continue?

These are strengths that support trust, cooperation, and effective problem solving within the relationship.

Using the Start–Stop–Keep approach helps individuals move from simply understanding behavioural differences to **taking practical steps that improve interactions and reduce conflict over time.**

## Action Plan

### Start – Stop – Keep Reflection

<p>START</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p>STOP</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p>KEEP</p>	<hr/> <hr/> <hr/> <hr/> <hr/>