

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.

Date:

28.01.2026



Introduction

The Conflict Resolution Assessment is a tool that can combine two candidates' 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 other's unique style and contributions.

The 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.

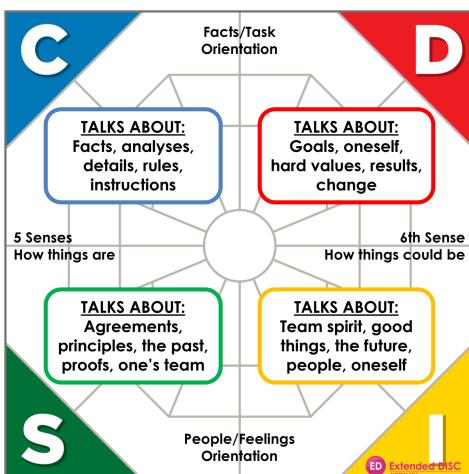
Background

This Behavioural Assessment does not categorise or rank individuals. It does not identify behaviours as good or bad, nor does it compare people against one another.

The information in this report is based on an individual's **natural behavioural style**. This refers to the behavioural approach that typically requires the least conscious effort and is most instinctive. It reflects how a person is most likely to respond or behave under normal circumstances and is the style most commonly observed by others.

The assessment groups all different behavioural styles into four broad styles. No style is inherently better or worse than another. Each style brings its own strengths, potential challenges, and contributions, all of which are relevant to understanding differences in communication and interaction.

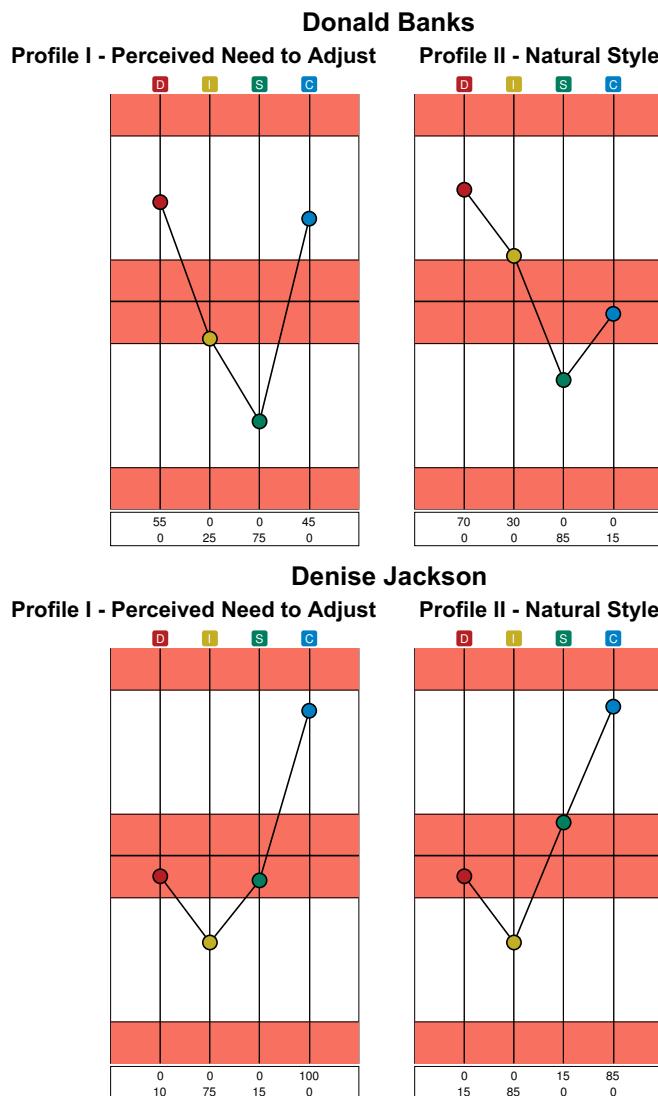
- **Dominance** - D styles are competitive, aggressive, decisive and results-oriented, but can also be impatient, overbearing and even rude.
- **Influence** - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- **Steadiness**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



Conflict Resolution Profiles

The profiles provide a visual representation of each individual's behavioural style. An individual's Natural Style tends to remain relatively stable throughout adult life, while still allowing for flexibility and adaptation to different situations. It represents the behavioural approach that is most comfortable and typically requires the least amount of energy.

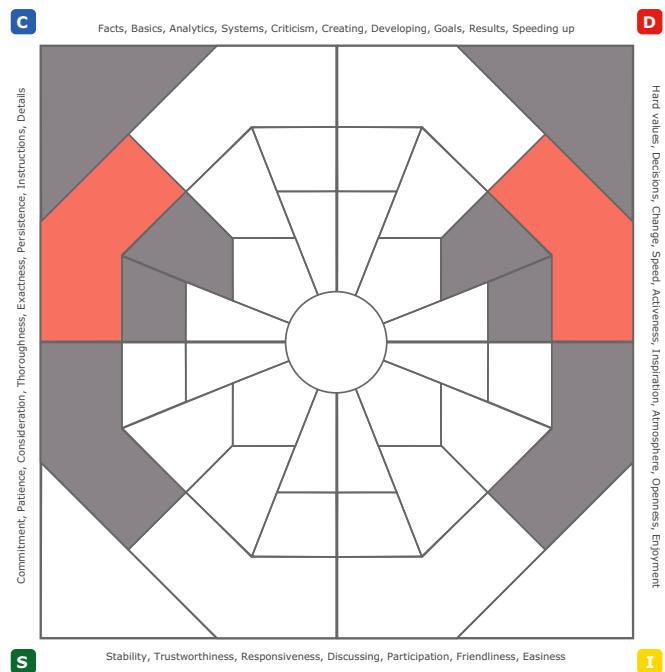
There are no good or bad behavioural styles – only different ones. Each style reflects distinct preferences in communication and interaction, which can be helpful in understanding differences between individuals.



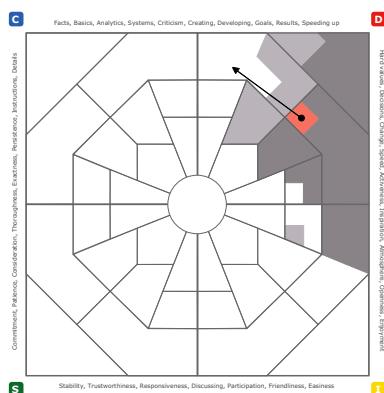
Conflict Resolution Flexibility Zones

The Extended DISC Diamond provides a combined visual representation of the behavioural styles that are most comfortable for the work pair, as well as those that require greater energy and conscious effort. The deepest shading on the Diamond indicates the area where the work pair's natural behavioural preferences are most strongly expressed and require the least effort.

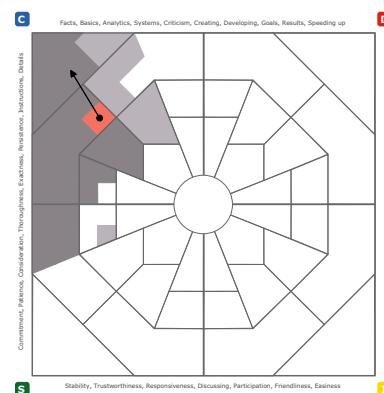
The lighter or white areas on the Diamond represent behavioural approaches that generally require more energy, focus, and intentional adjustment for the work pair. The further they move away from the deepest-shaded area, the more effort is typically required.



Donald Banks



Denise Jackson



Strengths

Individuals often overlook their own strengths or take them for granted. The items outlined below highlight valuable behavioural traits and invite reflection on how these strengths are currently being applied.

It is also important to note that strengths, when overused, can unintentionally become limitations or create challenges in working relationships. Similarly, misunderstandings or a lack of awareness of others' strengths can contribute to tension or conflict.

Donald Banks

- 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

Denise Jackson

- Respects instructions
- Respects work of high quality
- Works according to the system
- Behaves methodically
- Doesn't look for personal power
- Doesn't overemphasise oneself
- Avoids quarrels to the last possible moment
- Avoids mistakes and going alone
- Is not arrogant nor indifferent
- Stays in own 'turf'
- Aims for the perfect solution
- Finds the shortcomings

How Communication Styles May Be Perceived

Communication style and messaging can be interpreted differently by different people. While individuals cannot control how others respond, increased awareness of one's natural communication preferences can support clearer and more effective interactions.

The observations below describe how each individual's communication style may typically be perceived by others. These perceptions are not intended as judgements, but as insights to support understanding and adjustment in interactions where needed.

Donald Banks

This person can control quite a broad scale of communication situations. 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. As a result, people who disagree with her need to be able to explain their viewpoints clearly.

Denise Jackson

She is not very sociable, but among friends she is respected for her calmness. Outsiders may find her too reserved and difficult to approach. She likes to expose her ideas in a very organised way and avoids saying something she is not convinced with.

Natural Communication Styles of the Work Pair

Interpreting the bar graphs is simple:

The bar graphs provide an overview of each individual's communication style preferences and are presented separately for clarity.

For each graph, bars extending to the right indicate communication styles that are more natural and comfortable for the individual, and are therefore more likely to be used. While these styles represent strengths, overreliance on them can, at times, create challenges in interaction.

Bars extending to the left indicate communication styles that generally require more energy, focus, and conscious effort. These styles remain accessible, but may be less instinctive and require greater concentration to apply.

The lists on the next pages outline each individual's five most natural and five least natural verbal communication competencies, drawn from a total of 30 assessed competencies.

Conflict Resolution Assessment

Date:

28.01.2026

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 |
| Strong, goal-oriented influencer of people: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Influences people by inspiring and motivating them: | -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 |
| Very systematic and focused: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Thoughtful and fact-based: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Communication Development Areas

Donald Banks

| | | | | | | | | | | | |
|---|----|----|----|----|----|---|---|---|---|---|---|
| Talks about own area of specialisation in a trusting way: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Offers positive guidance and shares information: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| 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

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

Preferred Listening Styles:

The sections below outline the work pair's five most natural and five 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 |
| 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 |

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 |
| 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 Development Areas

Donald Banks

| | | | | | | | | | | | |
|--|----|----|----|----|----|---|---|---|---|---|---|
| Showing interest, listening and participating: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Listening attentively and asking specific questions: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| 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

| | | | | | | | | | | | |
|---|----|----|----|----|----|---|---|---|---|---|---|
| Showing interest, listening and participating: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Showing excitement about people's ideas: | -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 |
| Preferring to listen to short stories only: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

What Motivates Each Individual

Donald Banks

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.

Denise Jackson

Denise values thoroughness, knowledge and facts. She operates deliberately and reasonably, leaving out emotions. She values practical criticism and appreciation concerning the results of her work and her skills.

Each individual is more likely to respond positively and feel energised when these factors are present in their 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 one's own matters

Denise Jackson

- Matter-of-fact and progressive working style
- A job guided by details
- Chance to concentrate on one's 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 one's work
- Enough time to delve into the decisions
- Feedback for work well done
- Freedom from unnecessary socialising
- Thorough progress

Conflict Resolution Behavioural Competencies

These behavioural competencies provide a graphical comparison of the two individuals' natural behavioural tendencies. Higher scores (positions further to the right on the bar graph) indicate behaviours that feel more comfortable and require less conscious effort. Lower scores (positions further to the left) indicate behaviours that typically require greater energy, focus, and concentration. The scores reflect **energy and comfort levels, not capability or competence**.

When a behaviour aligns strongly with an individual's natural DISC style (positioned on the right side of the bar), it suggests a greater willingness to take responsibility for that behaviour within the work pair. When a behaviour falls on the left side of the bar, it indicates that the behaviour is less instinctive and may require sustained effort to apply over longer periods.

When comparing the two individuals' bar graphs, several areas may be useful for the work pair, and any supporting third party, to explore further:

- **Areas where both individuals score toward the right side of the graph**

These represent shared natural strengths. Because these behaviours feel intuitive, they may be assumed or taken for granted and therefore receive less conscious attention. Periodic reflection on these areas can help ensure they continue to support effective collaboration.

- **Areas where there is a noticeable difference between the two profiles**

Gaps between positions on the bar graphs highlight differences in behavioural preferences. These differences may reflect varying priorities, assumptions, or values, and can be potential sources of misunderstanding if not acknowledged and discussed.

- **Areas where both individuals score toward the left side of the graph**

These behaviours are less natural for both parties and may require deliberate effort. These areas may benefit from joint discussion and, where appropriate, support from a third party to determine whether they represent practical challenges that need to be addressed.

Conflict Management

Conflict management refers to the ability to recognise conflict and minimise its negative impact, while supporting constructive discussion and resolution.

The sections below outline the ways in which the work pair naturally approaches conflict management.

Minimising conflict by discussing and analysing all details

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

Denise Jackson:  -5 -4 -3 -2 -1 0 1 2 3 4 5

Avoiding conflict by adjusting and compromisingDonald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5Denise Jackson: -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 5Denise Jackson: -5 -4 -3 **-2** -1 0 1 2 3 4 5**Bravely continuing to take action when facing conflict**Donald Banks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**Denise Jackson: -5 -4 -3 -2 **-1** 0 1 2 3 4 5**Reducing conflicts and guiding others**Donald Banks: -5 -4 **-3** -2 -1 0 1 2 3 4 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Respecting other people's opinions and providing them with the support they needDonald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5Denise Jackson: -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 5Denise Jackson: -5 -4 -3 **-2** -1 0 1 2 3 4 5**Focusing on team goals instead of personal preferences**Donald Banks: -5 -4 -3 **-2** -1 0 1 2 3 4 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -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 5Denise Jackson: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Problem Solving

Problem-solving refers to the process of working through issues in order to reach a desired outcome.

The sections below describe how the work pair typically approaches problem-solving.

Logically identifying strong and weak approaches to a problem

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Decision Making

Decision making refers to the process of evaluating options and committing to a course of action.

The section below outlines the work pair's natural approach to decision making.

Being a tough decision-maker

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Explaining the emotions and facts behind a decision

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -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 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Making considered decisions based on detailed analysis

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Making fast decisions based on achieving goals

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

Denise Jackson: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Making logical decisions by linking them to previous and future decisions

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

Denise Jackson: -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

Denise Jackson: -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

Denise Jackson: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Change Management

Change management refers to how individuals typically respond to, navigate, and adapt to significant organisational change.

The section below outlines the top seven ways each individual naturally approaches change management.

Accepting and implementing new ideas

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Actively participating in the change process

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Being flexible in adapting to changes and setbacks

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Being open to new experiences, ideas and cultures

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Being prepared to listen to new ideas

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Creating and explaining new approaches

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Ensuring all details are in place before taking action

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Ensuring the change is without unnecessary risks

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Giving people the confidence to take on new and challenging tasks

Donald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Is willing to try new approachesDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Reacting quickly and decisively to unexpected changes and eventsDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Showing a positive example when dealing with changeDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Supporting people with their need for understanding changeDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Thoroughly preparing for changeDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Sustaining a permanent state of change toward perfectionDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Taking into account everyone's needs before deciding on how to changeDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Communicating and motivating the need for change to the organisationDonald Banks:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Denise Jackson:

| | | | | | | | | | | |
|----|----|----|----|----|---|---|---|---|---|---|
| -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
|----|----|----|----|----|---|---|---|---|---|---|

Relationship Roles

Donald Banks

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, though they might sometimes feel their energetic nature leaves less room for deeper reflection on their concerns. 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 assert their own opinions and try to persuade others to agree with their group's views. 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.

Denise Jackson

A specialist attends to their own concerns carefully and lets others take care of their own business. They find it important to do their work as well as possible. Time and other people's pressure don't bother them - they have set themselves their own quality criteria which they strictly follow. In the group they are seen as someone who knows their business and someone who secures everything but also isolating and someone who has separated themselves from reality. In reality they are a shy person so they don't always find the right words and because they require a lot from themselves they don't want to speak out until they are absolutely certain about their concerns. When they get ready to give reasons for the concern not many people have got the patience to attend to the matter as carefully as it would take to understand this person. They want to know what leads to what and what kinds of requirements have been given to each in the group. They don't always feel that it is important to be with the other group members. It is more important that the other group members don't mess up their work.

Donald Banks

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

Denise Jackson

- The one who calmly takes care of one's own business
- Gets into a conversation only at important moments
- Doesn't always manage to get enthusiastic

The benefit our work pair receives

Donald Banks

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

Denise Jackson

- Analysing things to the end
- Avoiding unnecessary risks
- Sticking to an organisation's rules

Our work pair role as a motivator

Donald Banks

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

Denise Jackson

- Believes that everybody motivates themselves
- Gives all the information needed when asked
- Provides Instructions for everybody

Our work pair role as a performer

Donald Banks

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

Denise Jackson

- Reliable but still continuously thinking
- Enters into own work with care
- May be inflexible about changing one's habits

Our work pair role as a decision maker

Donald Banks

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

Denise Jackson

- Takes a stand only when the matters concern him/her
- Prepares an issue bit by bit to the end
- Doesn't often want to take part

Behavioural Tips for Each Individual to Remember When They 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
- Let people adjust to one new thing at a time
- Learn to complete one thing at a time
- Be careful about telling others how often you have changed your mind
- Evaluate how committed others are before reacting emotionally to their level of performance

Denise Jackson

- Learn to express yourself simply and clearly
- Practice talking about your own thoughts
- Learn to ask for other people's opinions
- Create a system that ensures that people understand you
- Regularly check that every quality standard makes sense
- When planning bigger issues, try to do so in many different physical places
- Assume the role of quality assurer, but remember that this role does not fit everybody

Questions for the Work Pair Coach: Based on DISC Profiles

Donald Banks

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?

Denise Jackson

She does not feel the need to change her behaviour to be any tougher or more competitive. She believes that she will do well by being her humble self.

When was the last time you conquered an adversity?

Her natural style is not very social but rather analytical. The current surroundings do not seem to force her to change her style.

What kind of people would you like to work with?

It seems that there are some new things in her life and they disturb the old ones. They have to be dealt with at the same time. As a result, she does not feel that she can focus fully on her work.

What do you do when you have to jump from one thing to another?

She really appreciates working in a well-structured organisation where she has a clear role and where she does not have to intervene in other people's issues. At the moment she does not feel any contradiction in this matter.

What decisions do you feel that do not belong to you?