

HR Profiling Solutions Ltd

Manager's

Communication 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 oneself. The purpose of this assessment is to provide supporting information for the respondent in self-development. Note: This assessment is based on Extended DISC methodology.

Sam Sample

Organisation:

FinxS

Date:

09.02.2023



Your Extended DISC Profiles

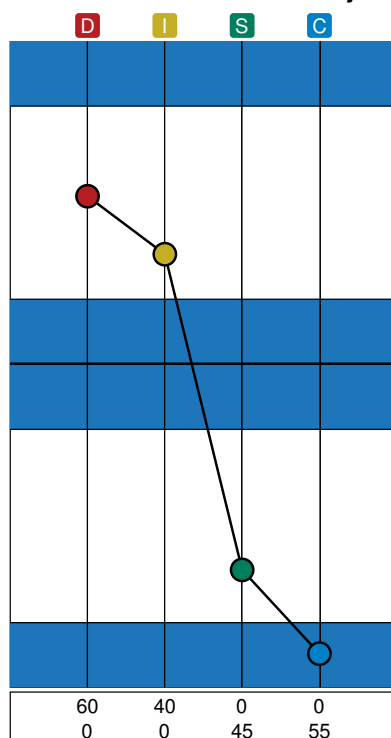
The following profiles are a visual representation of your behavioural style. They are based on your responses to the online questionnaire and have been calculated by your "most" and "least" selections into a frequency distribution of each of the behavioural styles - D, I, S and C.

Profile I - your adjusted style (conscious behaviour) shows how you believe you must adjust to meet the demands of your present environment.

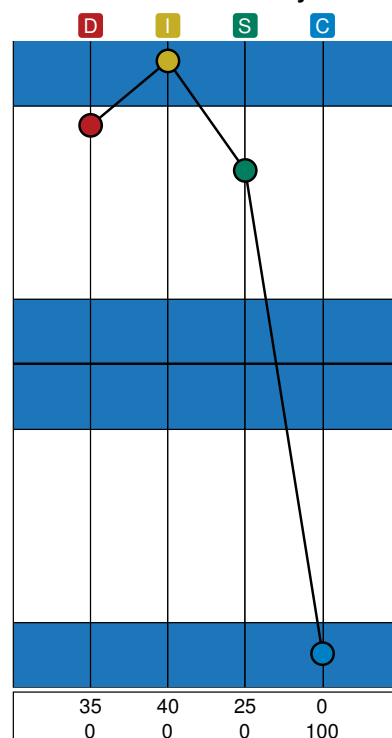
Profile II - your natural style (unconscious behaviour) remains fairly stable, but not rigid, over your lifetime. It is the style that is more comfortable to you and uses the least energy.

There are no good or bad profiles. Just different ones.

Profile I - Perceived Need to Adjust



Profile II - Natural Style



Sam at a glance

This page is a description of how your employees and others are likely to perceive you. In other words, while the text describes your typical behaviour as seen by others, you certainly can modify your behaviour to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

How your Employees may perceive you:

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

How your Employees may perceive your communication style:

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

How your Employees may perceive your decision-making:

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

Sam's strengths:

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

Your Verbal Communication Style

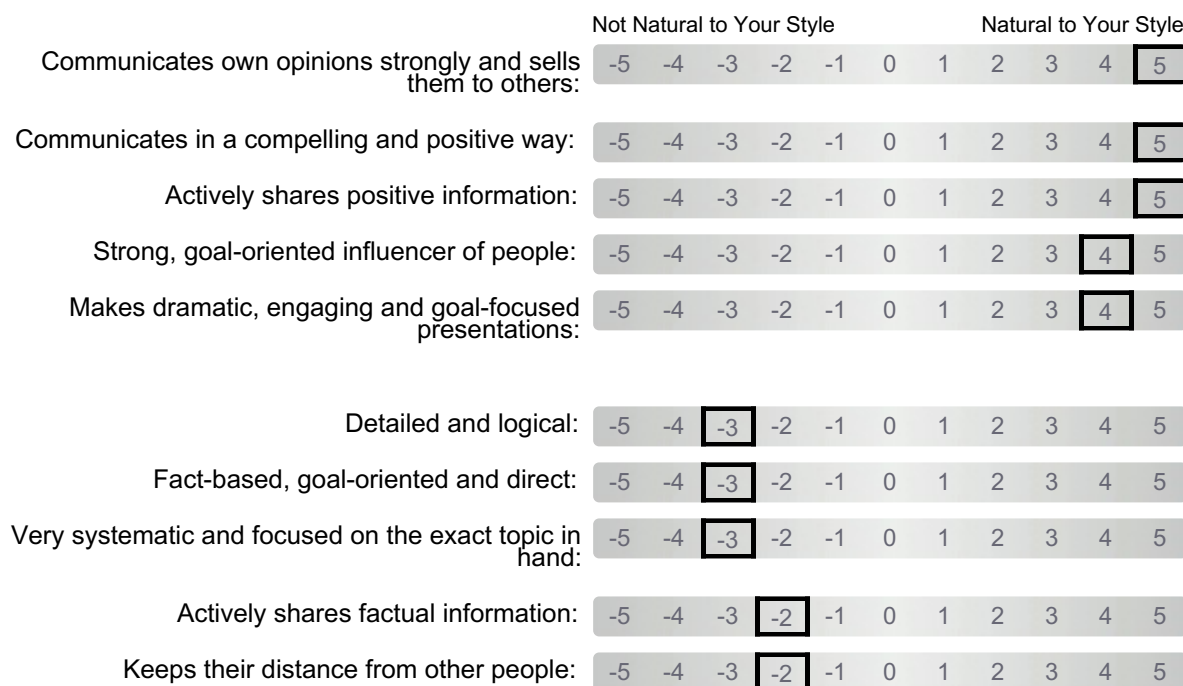
We all have our own unique communication style. When we become aware of how we tend to communicate with others, it becomes easier to make conscious modifications to our style. These modifications improve our effectiveness with others.

Interpreting the bar graphs is simple:

The **boxes to the right side** of the graph indicate your preferred communication styles. Be conscious not to overuse them.

The **boxes to the left side** of the graph indicate communication styles requiring more energy from you. You **CAN** communicate in these ways, but it may require more energy and concentration to do so.

The following are your five most natural and five least natural verbal communication style competencies from a total of 30.



Your Listening Style

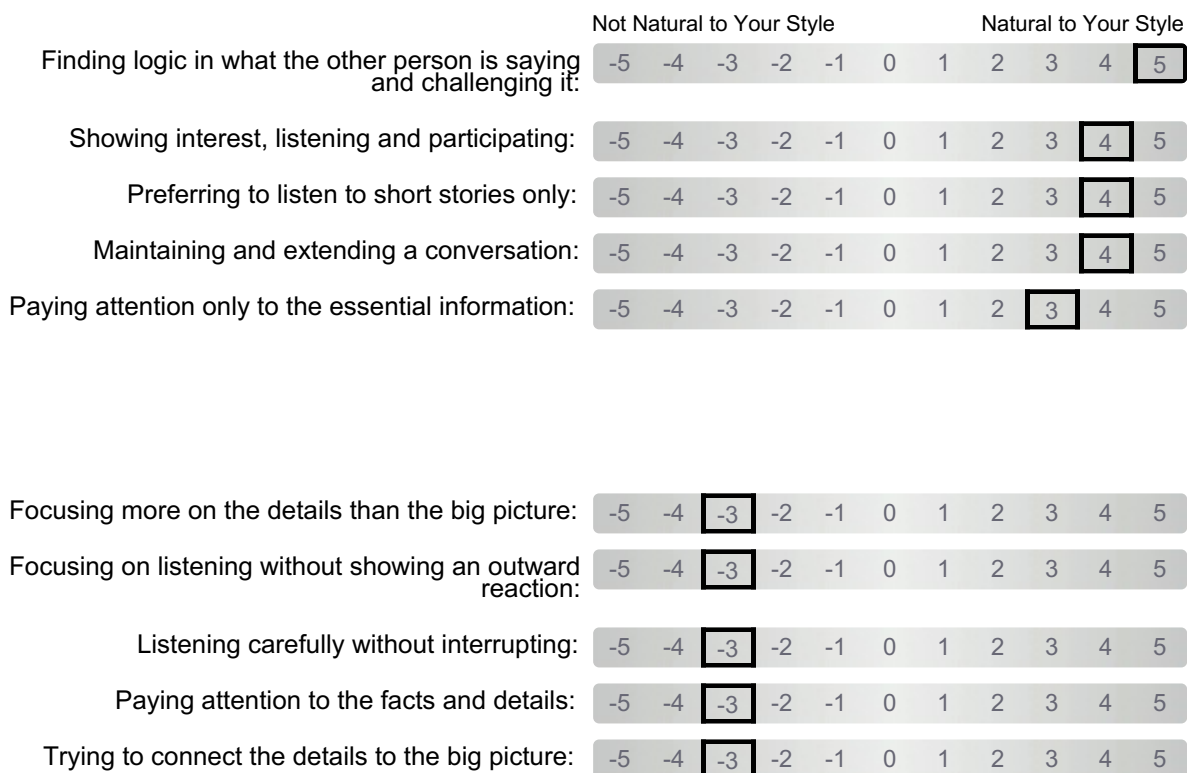
We all have our own unique listening style. When we become aware of how we tend to listen to others, it becomes easier to make conscious modifications to our style. These modifications improve our effectiveness with others.

Interpreting the bar graphs is simple:

The **boxes to the right side** of the graph indicate your preferred listening styles. Be conscious not to overuse them.

The **boxes to the left side** of the graph indicate listening styles requiring more energy from you. You **CAN** practice listening in these ways, but it may require more energy and concentration to do so.

The following are your five most natural and five least natural listening style competencies from a total of 24.



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How Others View Your Communication Style

Your message and your communication style come 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. Then you can make the necessary adjustments in your interactions with others.

Sam, this is how others may perceive your communication style.

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

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

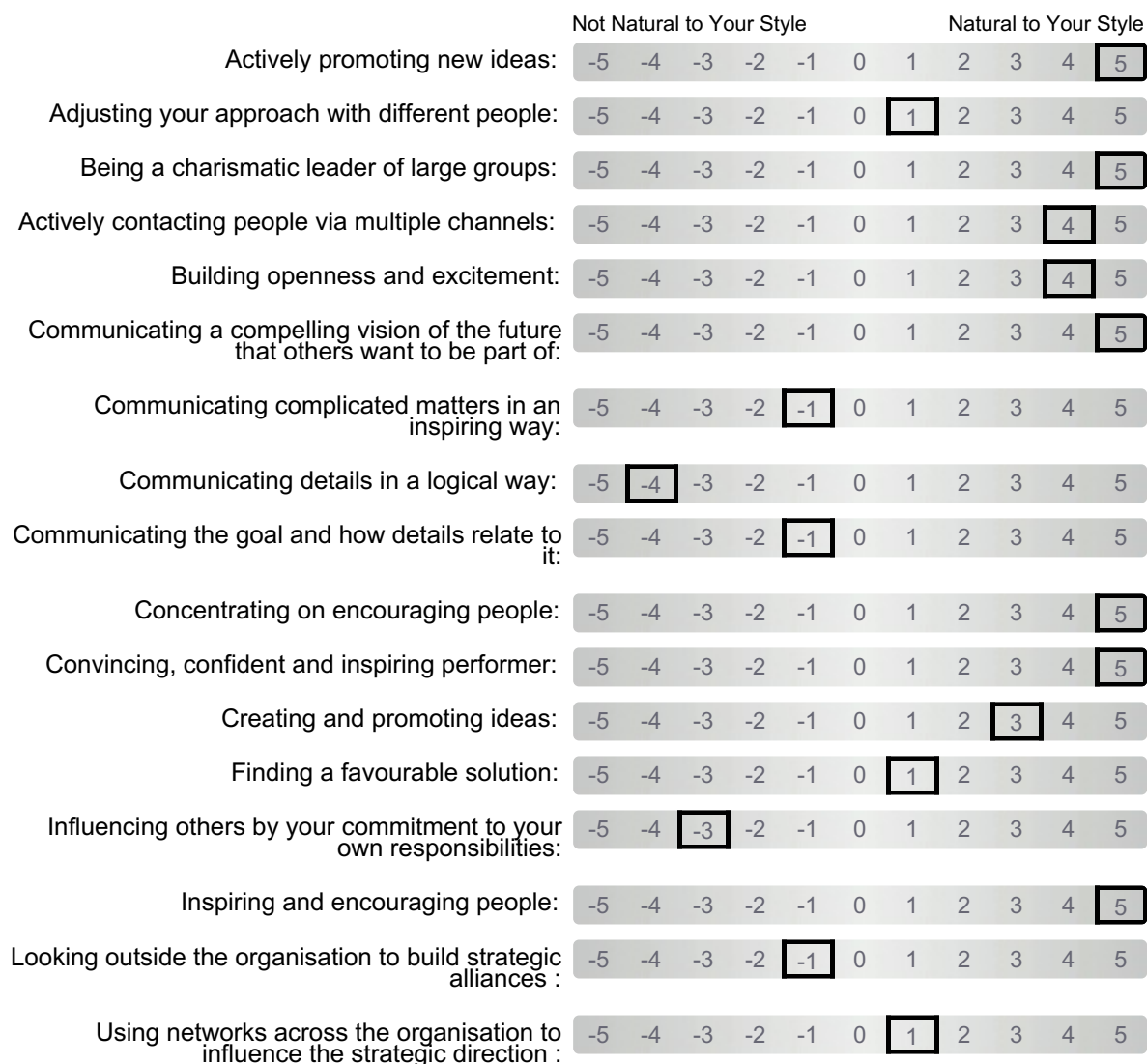
Identify a communication style that is not comfortable for you. What impact does this have on your current position? What can you do to improve?

How You Motivate Your Employees

Interpreting the bar graphs is simple:

The **boxes to the right side** of the graph indicate how you prefer to motivate your employees. These items require very little energy from you.

The **boxes to the left side** of the graph identify behaviours that require more energy from you. You **CAN** motivate others in these ways, but doing so is likely to require more energy and concentration.

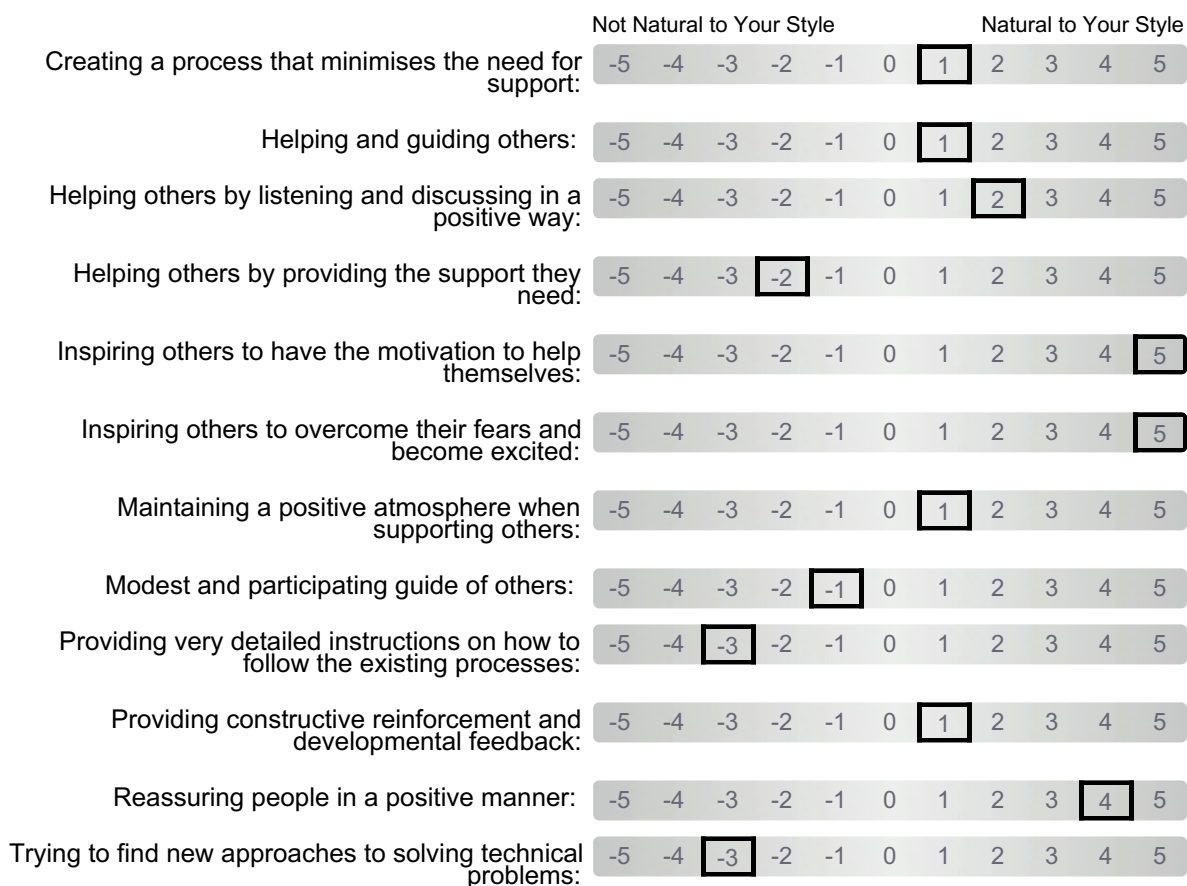


How You Help Your Employees Achieve Their Goals

Interpreting the bar graphs is simple:

The **boxes to the right side** of the graph indicate how you prefer to help your employees achieve their goals. These behaviours require very little energy from you.

The **boxes to the left side** of the graph identify behaviours requiring more energy from you. You **CAN** help others achieve their goals in these ways, but doing so is likely to require more energy and concentration.



Improving Your Success As A Leader

Sam, below are a few reminders and suggestions on how to further improve your success as a Leader.

Reminders:

- Try to keep your written communication as matter-of-fact as possible
- Learn to find errors - and do something about them
- Learn to ask for and listen to feedback about what you say
- Make sure you have a detailed follow-up system - and that everybody is aware of it
- Create a system that identifies problems when they occur
- Go to the trouble of writing down how things should be done
- Set aside time for people who demand more information

Suggestions of what to avoid:

- Spend less time with people than you would like to
- Do not take quality for granted - create a system that rewards quality
- Interfere with the experts' work as little as possible
- Do not assume that policies and procedures on quality are enough to achieve quality
- Be careful not to implement bigger and bigger changes
- Encourage employees to analyse their own situation without saying what you think it is
- Do not make people compete too much

D-styles

"I never worry about action, but only inaction." Winston Churchill

The D-style is the most aggressive and assertive of the four styles. D-styles tend to be quite competitive and results oriented. As a result, you may identify D-styles as being quite aggressive, blunt and even rude. Under pressure they can appear to have a lack of concern for others. They do not want to lose control. D-styles want to be in charge and have the power.

D-styles prefer to move fast, take risks and get things done now. They like change and challenges. D-styles may also often want to create change.

D-styles can also be impatient and overbearing. They are often not very good listeners and are prone to making snap decisions.

Motto: I did it my way.

Focus: Actively controlling tasks and things.

Under pressure – Lack of concern. This refers to the D-style's tendency to overlook how their actions and behaviours affect others.

Fear – Loss of control. This refers to the D-style's desire to be in charge. They do not want to give up control.

Favourite question: What? (What is the bottom line? What is in it for me?)

Communication Style:

- Often in only one direction – talks and expects others to listen
- Expresses own opinions as facts that need no further discussion
- May be blunt and challenges others
- Interrupts others often

Sam, when communicating with a D-style, remember to:

- Show that you are strong but you also respect their strength
- Summarise the main points that you have discussed and agreed upon
- Focus on the topic in your product presentation
- Justify your opinions to them
- Be very systematic and concise in what you say
- Offer them other topics of discussion but let them decide what to talk about
- Create a friendship that they can control

Sam, tips on how to develop a relationship with a D-style:

- Do not pretend to him/her that your relationship is any closer than it actually is
- Make him/her aware of how you are outside the work environment but do not make it a separate discussion topic
- Always stay in a role of an expert in only one area - do not try to solve all of his/her problems
- Do things for him/her, but never without their knowledge
- Make sure he/she always owes you a little
- Be friendly, but don't be afraid to state your opinion
- Always be punctual in providing service or support

Sam, what NOT to do with a D-style:

- Do not be more friendly than he/she is
- Do not talk for too long - let him/her control how much you talk
- Be careful not to be too personal unless he/she gives you permission to be
- Do not try to sweet talk him/her
- Be careful that the conversation does not get side-tracked
- Never offer him/her only one option - let them decide
- Never try to be better than he/she is

Moving the relationship forward with a D-style:

- Appear as a true professional but still make him/her believe they know something you do not
- Demonstrate how he/she could benefit from your product/service, but remember to maintain your integrity
- Sell him/her only what is the best quality and the latest technology
- Boost his/her ego by telling them what they are capable of
- Make it easy for him/her to make the decision - but let them make it
- Find out what you can agree upon, and shake hands on it
- Explain everything to him/her so thoroughly that they want to proceed to the next step

I-Styles

"Why fit in when you were born to stand out?" Dr. Seuss

I-styles are outgoing, social, and talkative, and like to be the centre of attention. They like to interact with others and meet new people. They do not like to focus on details, or spend a lot of time by themselves. Others tend to perceive I-styles as very friendly, enthusiastic and animated.

I-styles are the influencing and interactive individuals who shake up their environment by bringing others into alliance with one another. They know what they want, align everyone together to get it done, and want everyone to like them as they move forward. Social acceptance is very important for I-styles – they like to be liked.

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

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

Motto: "I am a nice person. Everyone should like me."

Focus: Actively involved with people and emotions.

Under pressure – Disorganised. I-styles have a tendency to focus so much on people that they may overlook details and tasks.

Fear – Social rejection. I-styles have a strong desire to be liked by others.

Favourite question: Who? (Who is going to be at the meeting? Who else is using this?)

Communication Style:

- Selling and inspiring
- Talks a lot, but not about details
- Avoids unpleasant subjects
- Good at providing positive, constructive feedback
- Not always direct

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Sam, when communicating with an I-style, remember to :

- Talk briefly and clearly, offering him/her more opportunities to talk
- Get to the point but do not talk too long
- Try to get him/her to talk
- Let him/her tell the best story
- Make sure that you are not pushy
- Show that you are also interested in the topic and are not just trying to sell
- Be prepared to listen a lot

Sam, tips on how to develop a relationship with an I-style

- Although you can get him/her excited about doing many things, make sure they don't do something that makes them look bad
- Do not always ask for anything - give him/her something for free
- Make sure that you remember what he/she has told you
- Boost his/her ego and put yours aside
- Remember that you are playing his/her game; it does not really matter what happens to you
- Confirm in writing everything you have agreed upon
- Spend time discussing his/her real issues and problems

Sam, what NOT to do with an I-style:

- Do not interrupt him/her if they get excited
- Do not control the discussion
- Do not forget that having fun does not always equal to getting his/her business
- Do not get them enthusiastic about something they will postpone later
- Do not progress faster than he/she is willing to
- Do not let him/her drift to another topic
- Do not believe everything he/she says - they are good at influencing other people

Moving the relationship forward with an I-style:

- Go through everything with him/her and make buying a natural step in the process
- Talk about details for so long that he/she gets bored and are ready to sign the deal
- Immediately afterward, confirm in writing what you agreed upon
- Double check with him/her on what you have agreed to do next
- Assure him/her that you will provide them with ongoing support
- Give your personal guarantee that this is a good buying decision and that he/she will be satisfied
- Agree on the deal but give him/her a one more chance to back out

S-Styles

“Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb.”
- Calvin Coolidge

S-styles are steady, calm and laid back. While they do like interaction with other people, they are more reserved and less animated than I-styles. S-styles prefer things to remain the same because changes and surprises threaten their sense of security. Family and friends tend to be very important to S-styles. They often defend their own group or team almost emotionally; fairness and justice are very important to S-styles.

S-styles are reliable and stable with an emphasis on co-operating with whoever is in charge to carry out the tasks. They say: “Tell me what, when and how you want it done and I’ll be glad to do it, as long as you give me enough details because I don’t want to be blamed if it’s done wrong.”

Since S-styles prefer stability and security, they tend to resist change and need support with it. They want to know how the change will affect their lives. S-styles also tend to be hesitant in their actions and decision making. This is primarily caused by their consideration for others and their desire for everyone to get along.

Motto: If it’s not broken, don’t fix it.

Focus: Involvement with familiar people.

Under pressure – Too willing. S-styles have a tendency to be accommodating and polite. Often they say “yes” too easily.

Fear – Loss of stability. S-styles like to have a stable and secure environment. Change can be challenging for S-styles.

Favourite Question: How? (How are we going to do this? How will this impact us?)

Communication Style:

- Often only in one direction - they listen
- Answers when asked
- Talks calmly
- Creates trust
- Talks about topics they've mastered
- Better in one-to-one situations
- Good instructor

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Sam, when communicating with an S-style, remember to:

- Use a modest tone of voice
- Provide him/her with all of the facts they need
- Provide an overview of what you are going to say before you begin
- Progress step-by-step
- Demonstrate that you are honestly trying to help him/her
- Do not patronise him/her - even if they let you
- Listen carefully to what he/she says

Sam, tips on how to develop a relationship with an S-style:

- Create a distant friendship
- Spend enough time with him/her - but not too much
- Regularly send information about the product
- Ask his/her permission to use them as a reference - but only when you know that they will agree
- Call him/her regularly just to ask how they are doing - do not try to sell them anything then
- Always be thorough and maintain a good service-orientation
- Do not make changes to the product/service without consulting him/her first

Sam, what NOT to do with an S-style:

- Do not force him/her to talk before they are ready
- Do not forget to cover every issue
- Do not brag too much
- Do not forget what you have promised
- Do not assume that he/she likes you when they are polite to you
- Make sure that you are not cursory about anything
- Do not forget what he/she has said

Moving the relationship forward with an S-style:

- Make him/her say what they want - and give them exactly that
- Give him/her the possibility to withdraw
- Do not be superficial
- Become friendly with him/her but on their terms
- Tell him/her logically how things would work
- Bring up the limits of what your product/service can do (what it cannot do)
- Make sure that your written offer is extremely logical

C-Styles

"I have no special talent. I am only passionately curious." Albert Einstein

C-styles are the most analytical of the four behavioural styles. C-styles can be very detail oriented, focusing on facts, information and proofs. They are comfortable working alone and are the most reserved of the four styles. C-styles are logical and methodical in their approach.

C-styles are cautious and comply with their own high standards. Their emphasis is on working with the existing circumstances to ensure the quality of the product or service. C-styles make sure that everything works the way it should.

C-styles are sometimes too critical of others. They expect everyone to follow their standards. Their attention to detail and correctness can be perceived as nit-picky by others. The C-style's desire to do things correctly can also slow down their decision making. They can over analyse issues and need a lot of information.

Motto: "If we do not have time to do it right, do we have time to do it over again?" As a result, C styles are good at ensuring quality control.

Focus: Analysis of tasks and things.

Under pressure – Overly critical. C-styles have a tendency to be so focused on the details that they often find mistakes and errors. The other styles may find C-styles too critical.

Fear – Criticism of work. C-styles want to be correct and to produce high quality work. They do not want to make mistakes.

Favorite question: Why? (Why does it work this way? Why should we do it?)

Communication Style:

- Better in written communication
- Doesn't express disagreeing views
- Includes a lot of facts and details
- May miss the big picture
- Doesn't talk

Sam, when communicating with a C-style, remember to:

- Set aside time proving the quality of your product/service
- Maintain the distance he/she wants to keep
- Provide him/her with more facts than they have asked for
- If you require anything from him/her state it well in advance
- Be prepared to present all possible details but do not do it before he/she asks for them
- Cover one topic at a time and do not skip anything too quickly
- Talk more about the product/service than about him/her

Sam, tips on how to develop a relationship with a C-style:

- Inform him/her in advance about any unplanned changes to the rules
- Be social, but not superficial, when you talk about the product
- It may become your responsibility to provide follow-up service to ensure that he/she will actually benefit from your product/service
- Demonstrate that you are committed to continuous product development
- Be distant but make regular contacts
- Provide all material in writing also - but do not expect him/her to give feedback on it
- Provide him/her with material (brochures, samples, etc.) that they can share with their associates and/or friends

Sam, what NOT to do with a C-style:

- Never allow him/her to think your product is anything but of the highest quality
- Do not get caught giving inaccurate information
- Do not forget to cover the available support and guarantees
- Avoid trying to put him/her into situations they would consider silly and professionally not challenging
- Do not bore him/her by explaining to them what they consider basic knowledge
- Do not forget to ask what he/she considers important
- Do not be too friendly before he/she allows you to be

Moving the relationship forward with a C-style:

- Include his/her requirements/demands in your offer
- Respect his/her opinion and use it when making your offer
- Agree on the after the sale follow-up items before the actual buying decision is made
- Create a process that leads to a decision and describe it to him/her - always ask for their permission to move on to the next step
- Offer him/her an opportunity for professional development if they accept your offer
- Ensure that all of the information you provide him/her is accurate
- In the beginning, ask what he/she needs and then offer them a little more than they expect

Personal Action Plan: Your Next Steps

Experience has shown that creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become more successful.

My Top 3 Start and Stop List :

Based on what you have learned, discovered and realised in this report, list three important actions you will **START** doing.

- 1 _____
- 2 _____
- 3 _____

Based on what you have learned, discovered and realised in this report, list three actions you will **STOP** doing:

- 1 _____
- 2 _____
- 3 _____



Thank you Sam for completing the HR Profiling Solutions Ltd online questionnaire and obtaining this assessment!

