

# HR Profiling Solutions Ltd

## Lead & Manage Style Assessment

This report is based on the responses given in the online questionnaire. This report should not be the sole criterion for making decisions about oneself. The purpose of this report is to provide supporting information for the respondent in self-development

### Sam Sample

Organisation:

FinxS

Date:

24.07.2019



## Your DISC Leadership and Management Styles

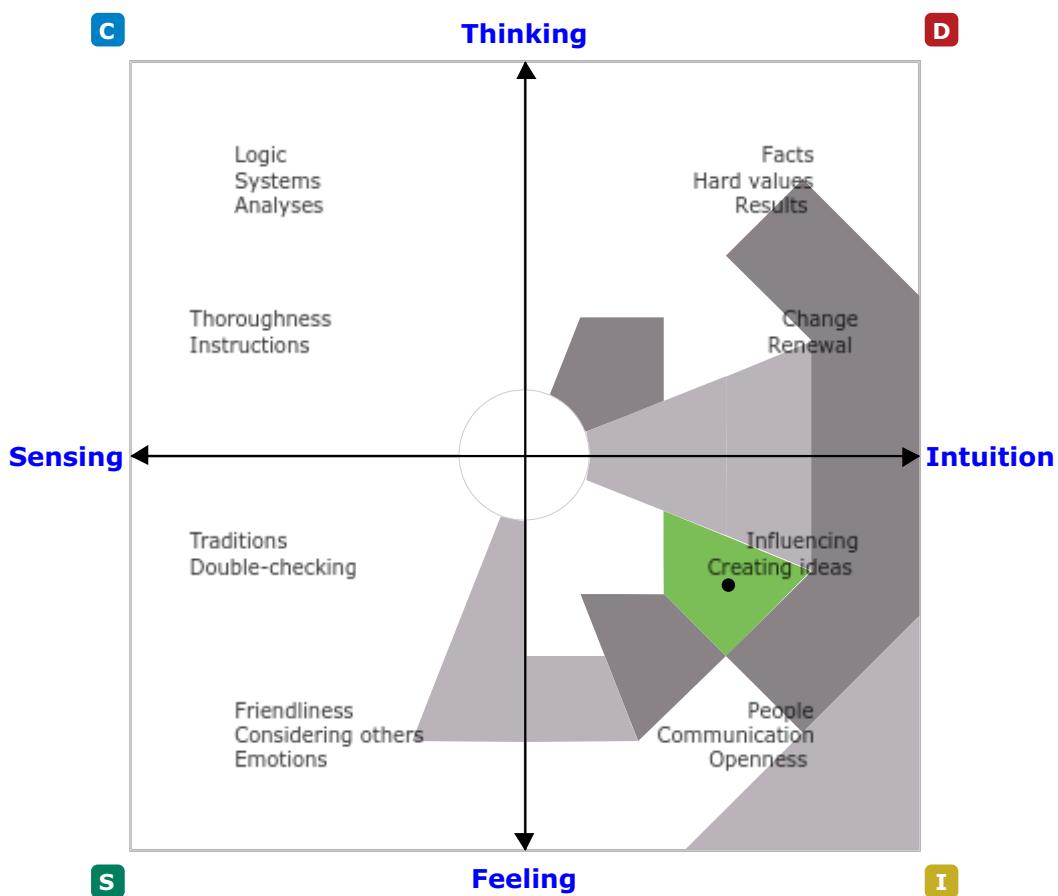
The DISC Model is divided into four quadrants: D, I, S and C.

The area identified in colour shows the location of your most natural behavioural style.

The DISC quadrant/s that have darker **grey shading** represent your Natural Flexibility Zone, or the area where the profile will most likely shift.

The DISC quadrant/s that have lighter **grey shading** represent your Easiest Development Zone, or the area toward which the profile is easiest to develop.

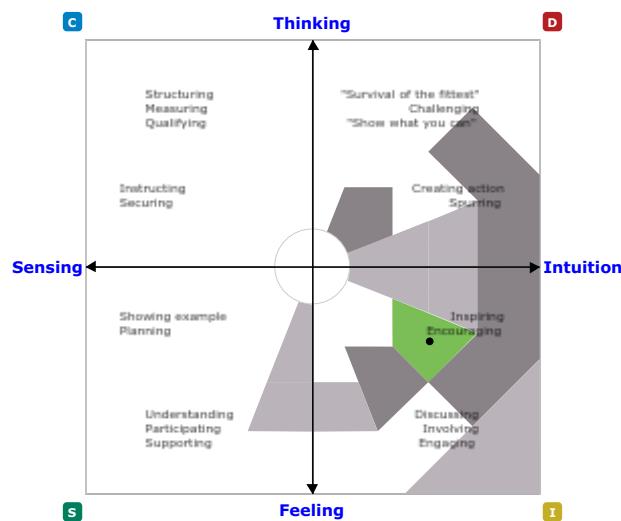
The DISC quadrant(s) that have **no shading** represent your Most Difficult Development Zone, or the areas that require stronger conscious adjustment of behaviour.



## Leadership Diamond

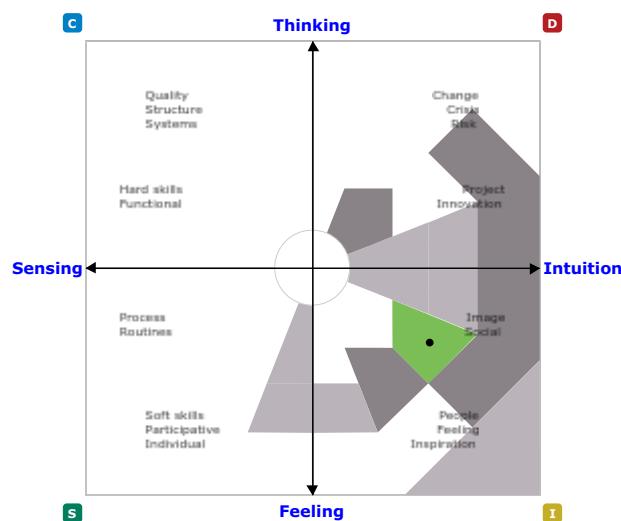
The Leadership Diamond includes generic text related to the various leadership behaviours of the different styles.

The individual's most natural behavioural style is represented by the coloured area together with their flexibility zones represented by the shaded areas.



## Management Diamond

The Management Diamond includes generic text related to the various management behaviours of the different styles.



## Leadership Cultures of the Styles

You can see around the diamond below we have different leadership cultures identified. Understanding where these fit on the quadrant also helps to understand why their leadership culture is like it is.

### Authoritative style Leader (D style)

Their authority tends to be based on fear, power and distance. However, they are great in crisis situations and can even create a crisis of their own if there isn't one!! They are looked at as a "things leader" and look for results and may see people as any other resource. They tend to get bored easily – so a crisis is a great way for them to be challenged and make fast decisions as they are good at it. They are highly directive and tend to have one way communication – they are the leader and therefore they TELL the followers. They tend to exert pressure through the setting of demanding goals. Their emphasis is on speed and achievement of results and they see themselves as very much in charge.

### Change Leadership (D/I style)

A DI leader tends to be persuasive, charismatic and friendly. They are also competitive and demanding – and want results! They are very much future oriented – a great visionary and big picture thinker. A DI leader tends to be active and energetic. Being an extrovert they have no trouble leading by example. As a rule they are positive and optimistic leaders and good at creating a positive atmosphere for their people. As a leader they are seen as a pioneer and early adaptor of new ways and ideas.

### Informal Leadership (I style)

Their authority is based on charisma and motivation. As a leader they tend to be comfortable and able to create a relaxed atmosphere for their people. They will often lead through being a friend to their followers - as they are a 'people' leader so they want and need a lot of contact with people. Creativity, positiveness and good energy tends to be valued more than accuracy or rules at times. Personal relationships are important to them and at times are more emphasised than arriving at the end results. An I-style leader encourages competitiveness through inspiration rather than applying pressure.

### Participating Leadership (I/S style)

Team ethos is very important to them. They are open and friendly leaders and create a very accepting environment. They are often seen as more of a facilitator than a manager and this can work very well for them with empowering their people. As a leader they tend to be very hands on and work with the followers – so a very flat hierarchy often develops. Because they enjoy the feeling of togetherness there are a lot of shared goals and responsibilities within the group or organisation.

### Supporting Leadership (S style)

An S-style leader's authority is based on experience, expertise and bureaucratic status. They are comfortable in maintaining routines and in general tend to be stable and service-orientated. They prefer "small teams" as they have a very participative approach to their leadership. Because this type of leader is so patient they also have a great ability to guide, teach and develop their people. They are forever the patient helper. Their emphasis is on trust, loyalty and sincerity – so privacy and confidentiality of a team member is important to them and expected in reverse. Help is mutual – given and expected. As a rule they don't tend to have a strong goal focus and emphasis is then put on a gradual evolution of goals.

### Planning Leadership (S/C style)

These leaders tend to be thoughtful, cautious and structured with their leadership. They generally operate in known areas, recalling past experiences to help them through new issues. Outwardly they are calm leaders but internally strong and very determined to do things right. Because they are great planners they tend to have clear communication of their expectations and objectives. Careful preparation often ensures the objectives are met.

**Quality Leadership (C style)**

A C-style leader tends to be based on rules, standards and quality. They are seen as a “things” leader: interested in facts, details and analyses. They have an emphasis on rules and compliance and not usually through inspiration or words of encouragement. As a leader they don't feel they need to connect or have a relationship as such with their followers and therefore tend to be remote or emotionally disconnected. (if you think about what an I-style person needs then this can be difficult for them as they like to connect!). A quality style leader like this, is very systematic in their approach and that tends to ensure that everyone knows what is expected. In their case they look at the ‘systems’ as a leader not so much themselves – hence they keep their systems highly detailed, structured and enforce the rules!

**Power-centered Leadership (C/D style)**

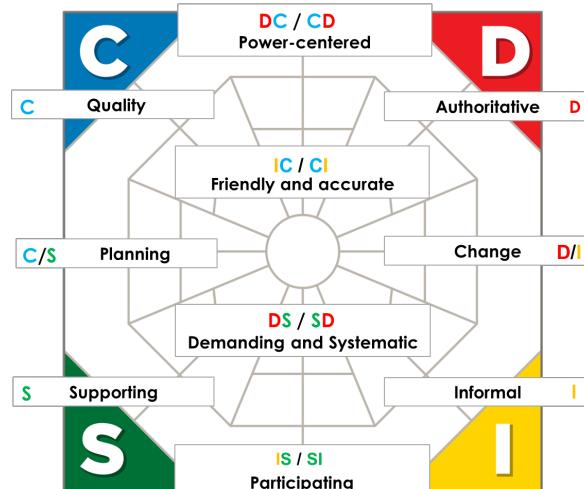
The CD style leader is a power centered leader – to them their position holds the authority. They have high individualism and again their leadership styles see them being more remote from their followers. They develop a formal environment and hierarchy is very important. They have high standards for themselves and this is transferred in what they expect of their people. Conformity is expected and they tend to have very little tolerance and as a rule quite inflexible. This type of leader will bring in rigid structures and be at times slow to react. They prefer to think issues through if they think they are of enough importance to warrant their time.

**Friendly and Accurate Leadership (I/C style)**

An IC leader is interested in people and in helping their team members achieve their objectives through a friendly approach but with a focus on explaining the importance of rules and standards. They enjoy contact with people but they tend to focus on training rather than leading from the front. A friendly atmosphere is important to them. They enjoy their role best when a team member seeks help and advice and for this reason they will often spend more time than is necessary in explaining issues that they consider important and might have some difficulty in visualising the “big picture”. Other team members may consider they spend too long in their explanations but it is important to them that their communication is not too direct as they seek to maintain a friendly relationship.

**Demanding and Systematic Leadership (D/S style)**

A DS leader is capable of being direct and authoritative when they feel that it is necessary, but prefer to base their authority on experience. They will generally endeavour to resolve issues through a convincing but definite approach and others may tend to view them as stubborn and unmoving in their leadership style. They will generally try to convince others that they are right because of their expertise but they can become demanding if they do not achieve their objectives. They prefer to begin with a participative approach but if things aren't going their way, they are quite capable of becoming quite demanding and others may view their attitude as being stubborn.



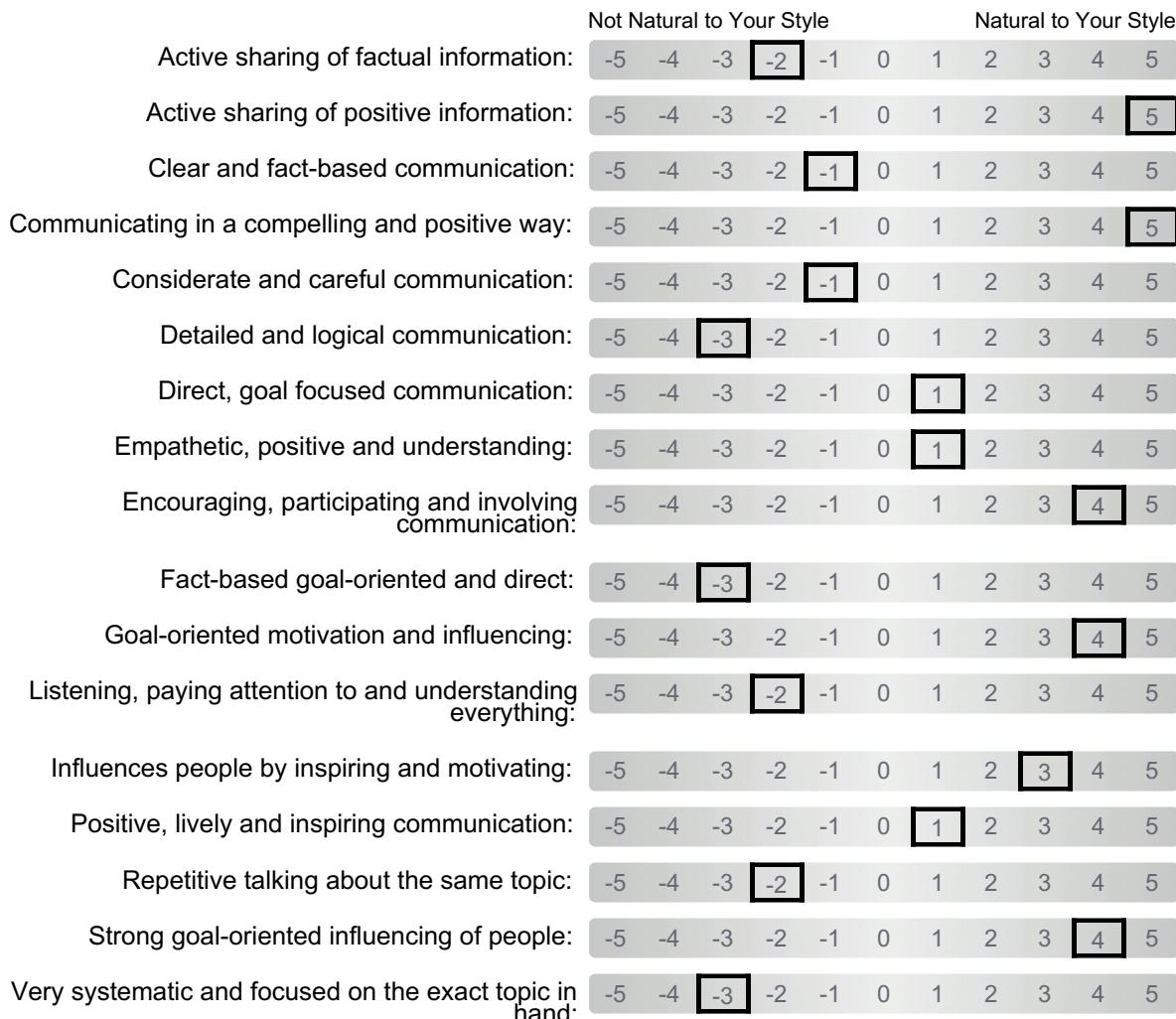
## Your Communication Style

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 **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.



## 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.

*Please note: The competency group displays your top and bottom seven behavioural competencies.*

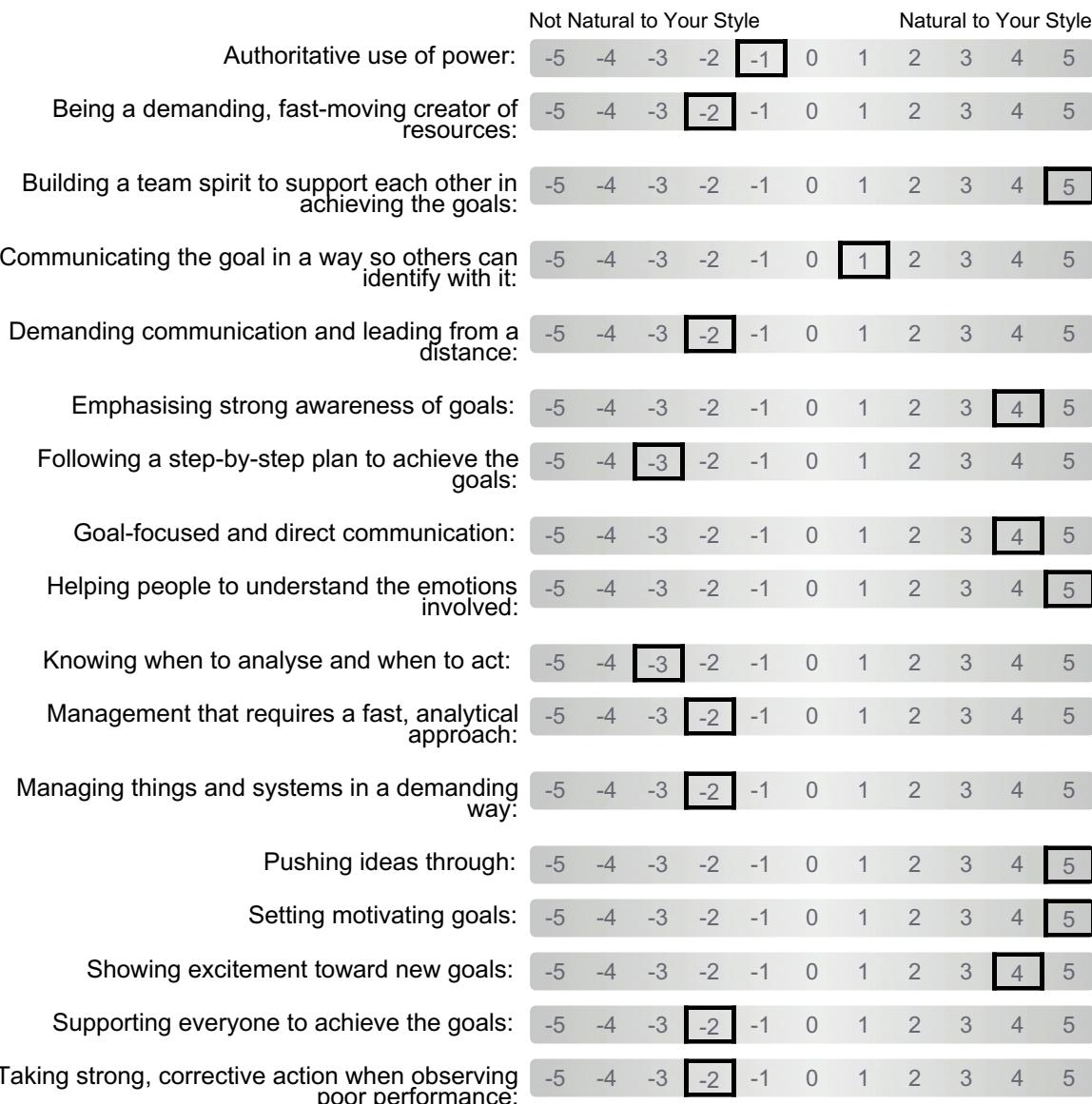
	Not Natural to Your Style										Natural to Your Style			
	-5	-4	-3	-2	-1	0	1	2	3	4	5			
Finding a logic in what the other person is saying and challenging it:	-5	-4	-3	-2	-1	0	1	2	3	4	5			
Showing interest, listening and participating:	-5	-4	-3	-2	-1	0	1	2	3	4	5			
Preferring to listen to short stories only:	-5	-4	-3	-2	-1	0	1	2	3	4	5			
Being able to take over the conversation from where the other person stopped:	-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			
Showing excitement of people's ideas:	-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			
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 carefully without interrupting:	-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			
Trying to connect the details to the big picture:	-5	-4	-3	-2	-1	0	1	2	3	4	5			
Allowing others to talk while expressing that they are listening:	-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			

## How You Achieve Your Goals

Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify how you prefer to achieve your goals. These items require very little energy.

The **rectangles to the left side** of the graph identify items requiring more energy from you. You **CAN** achieve your goals in this way, but they are likely to require more energy and concentration.

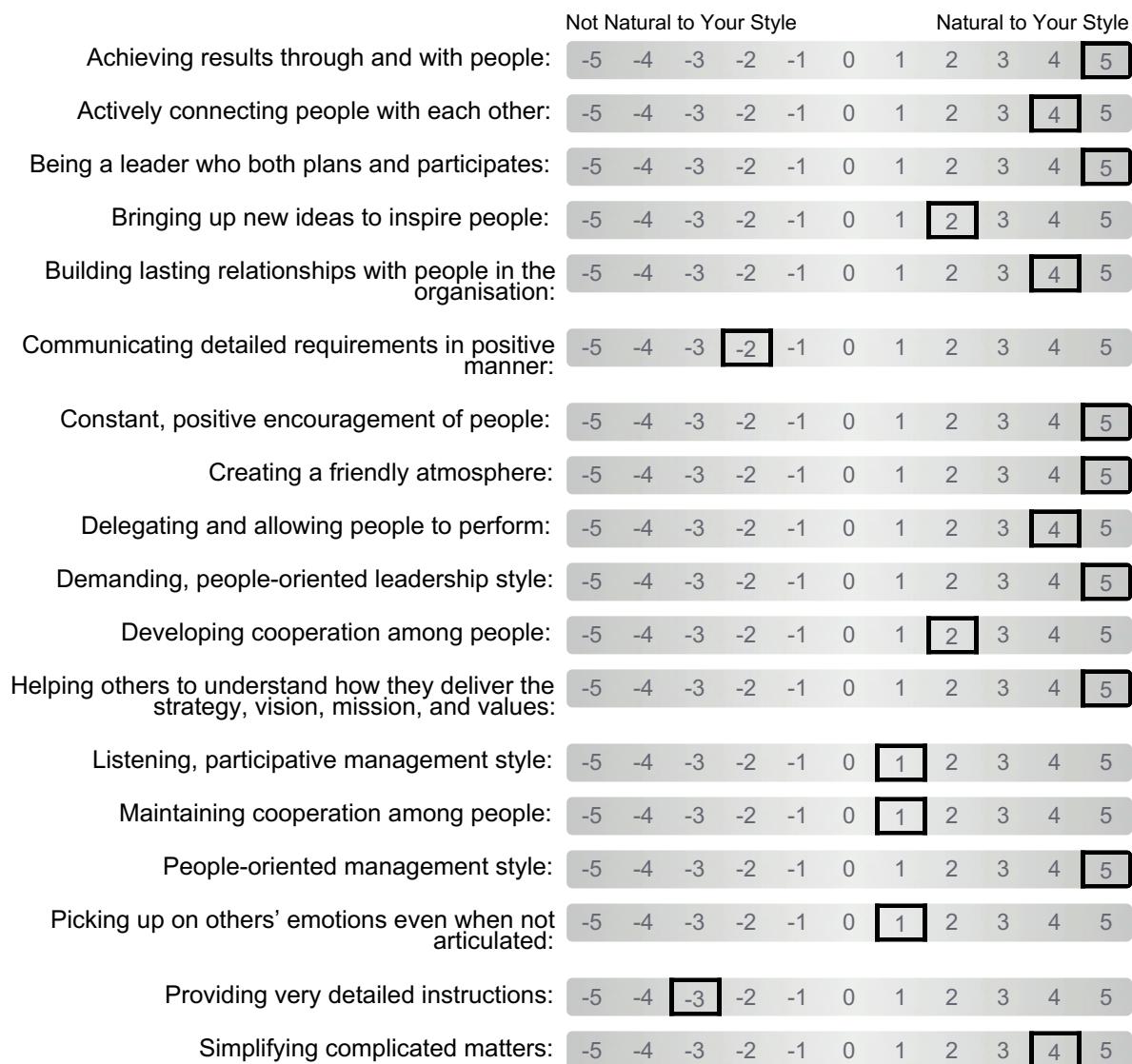


## How You Lead Your Employees

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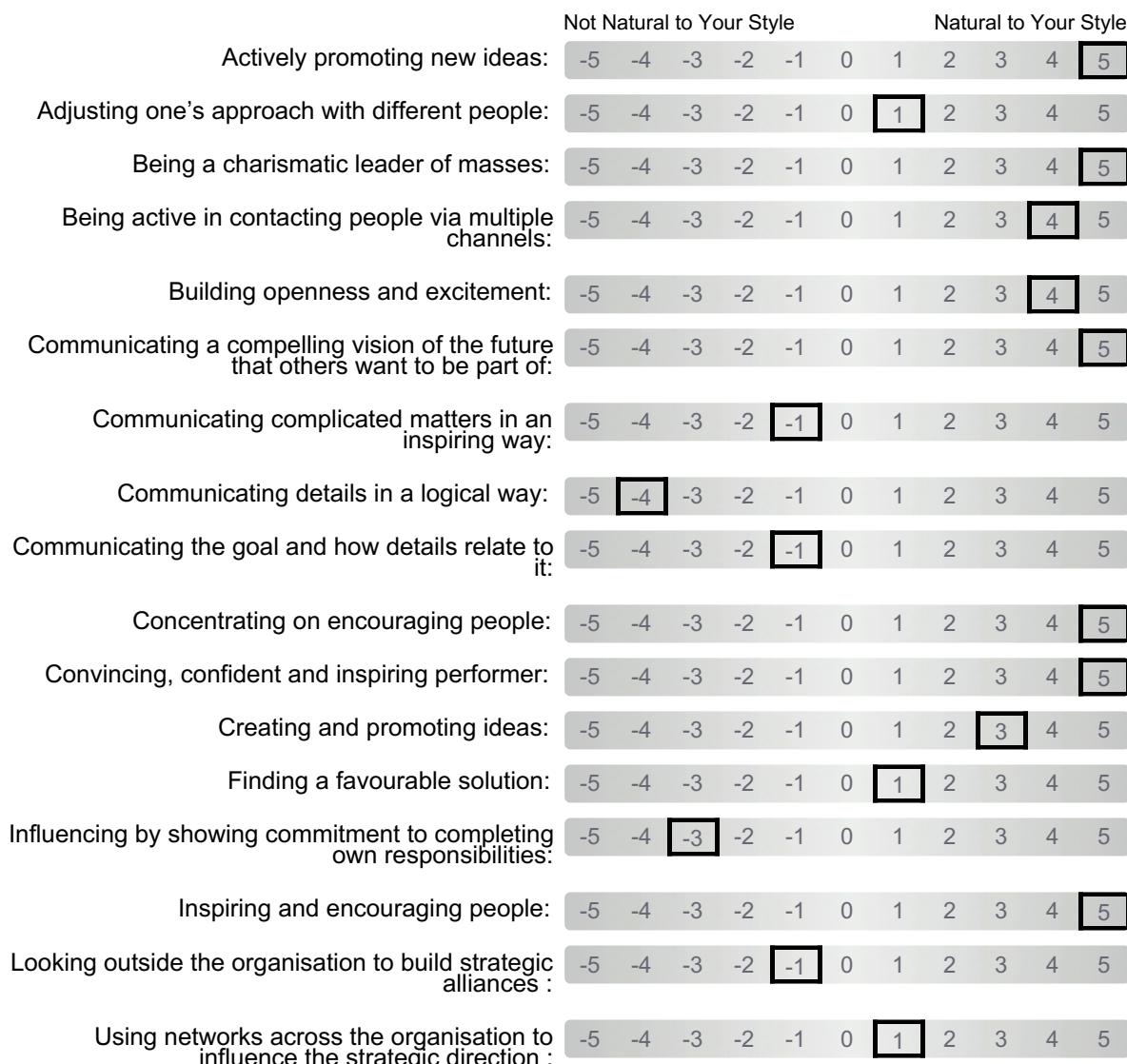


## How You Motivate Your Employees

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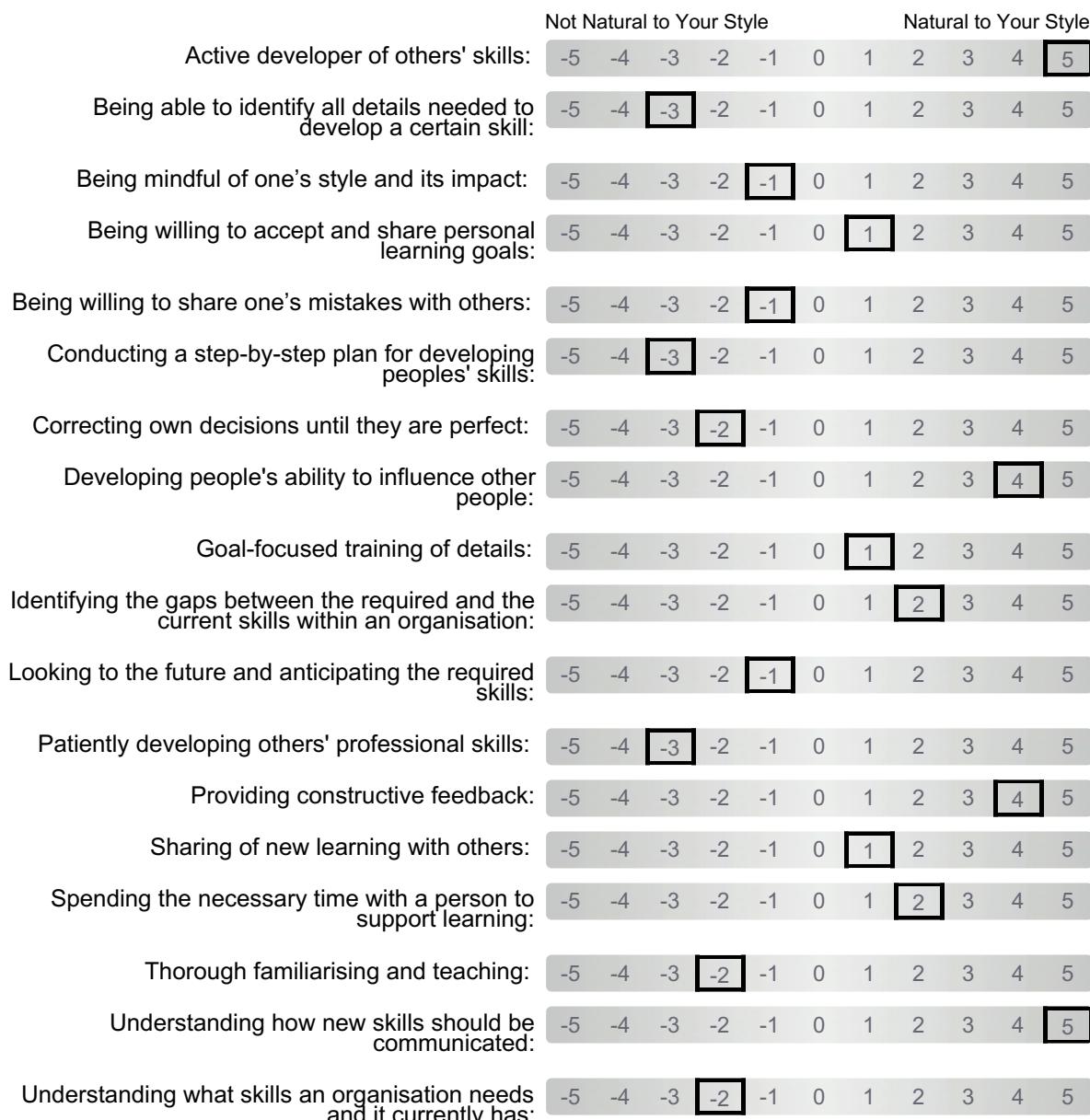


## How You Develop Your Employees

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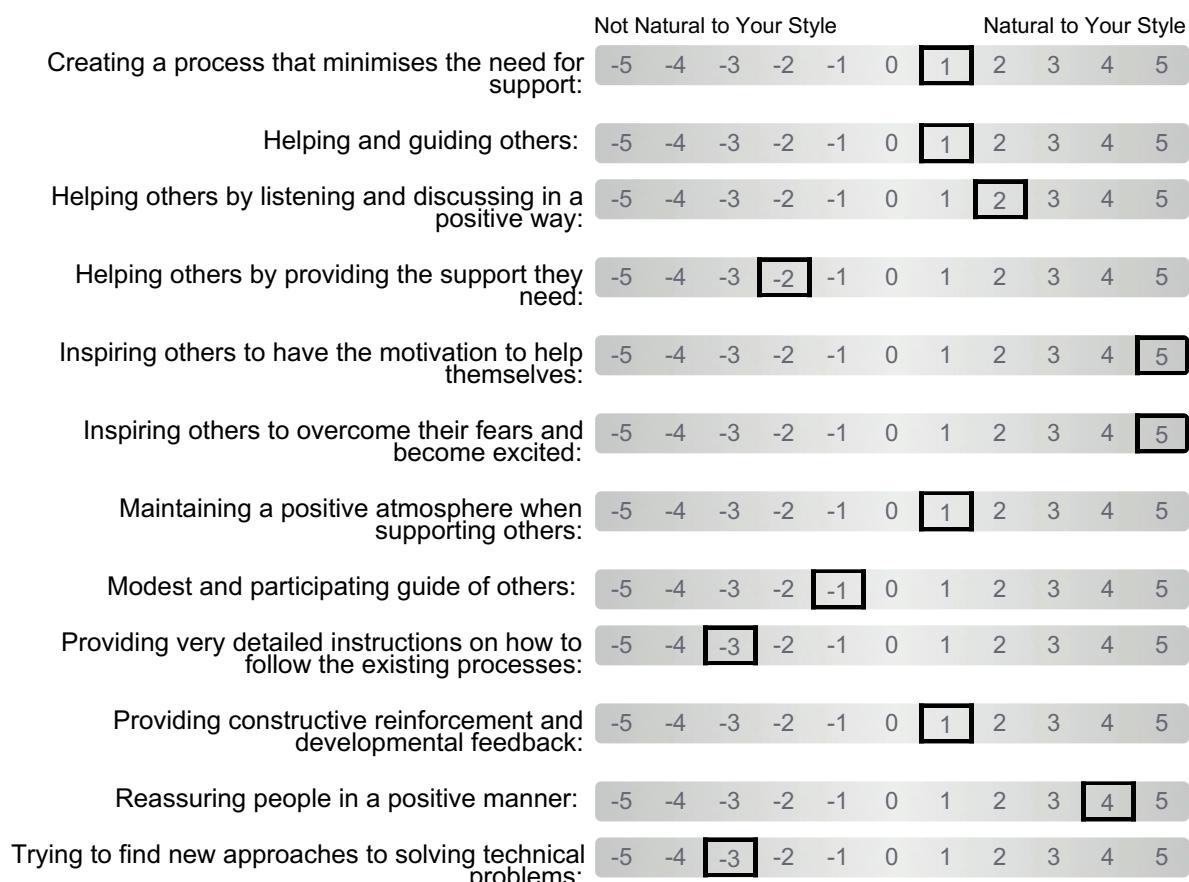


## How You Help Your Employees Achieve Their Goals

Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify how you prefer to achieve your goals. These items require very little energy.

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## Improving Your Success As A Leader

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

### Your behavioural style in Management - General Tips: Do's

- Try to keep your written communication as matter-of-fact as possible
- Learn to find the 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 the problems when they occur
- Go through the trouble of writing down how things should be done
- Set aside time for people who demand more information

### Your behavioural style in Management - General Tips: Don'ts

- Spend less time with people than you prefer 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 is 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

### Your behavioural style in a Team - General Tips

- At the end of every day or project, review the completed tasks
- Before problems arise, make clear what your quality expectations and demands are
- Do not force everybody to be friends with everyone
- Learn to control your schedule
- If you make plans, write them down
- Keep a list of things that have to be checked
- Evaluate how committed others are before emotionally reacting to their level of performance

### Your behavioural style in a Project Role - General Tips

- Write down the details even if you believe that you could explain them if necessary
- First try it out in practice but then document the process or ask someone else to document it
- Try to avoid drawing any conclusions - look for facts only
- Pay attention to everything, even the smallest details, that relate to the project
- Learn to use logical figures and tables instead of just words
- Remember to provide enough concrete instructions
- Before you begin to explain about what you do, ask others what they want to hear

## How your behavioural style can retain the relationship with the different styles

### How to retain the relationship with "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

### How to retain the relationship with "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

### How to retain the relationship with "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

### How to retain the relationship with "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

## What you should NOT DO with the DISC styles

### What NOT TO do with "D"

- 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

### What NOT TO do with "I"

- 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 him/her 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

### What NOT TO do with "S"

- 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

### What NOT TO do with "C"

- 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

## What you should do when communicating with the DISC styles

### When communicating with "D" remember

- Show that you are strong but you also respect his/her strength
- Summarise the main points that you have discussed and agreed upon
- Focus on the topic in your product presentation
- Justify your opinions to him/her
- Be very systematic and concise in what you say

### When communicating with "I" remember

- 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

### When communicating with "S" remember

- 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

### When communicating with "C" remember

- 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

## Personal Action Plan: Your Next Steps

Experience has shown that by 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 through this report, list three important items you will **START** doing.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Based on what you have learned, discovered and realised through this report, list three important items you will **STOP** doing:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

