

# HR Profiling Solutions Ltd

## Grow & Develop 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 to provide supporting information for the respondent and their manager. Note: This assessment is based on Extended DISC® Methodology

### Sam Sample

Organisation:

FinxS

Date:

14.11.2022

## Extended DISC® Assessments



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## Introduction to your Behavioural Assessment

All of the information in this report is derived from your "natural behavioural style". Your natural behavioural style takes the least energy and effort, requires the least amount of concentration, and is usually the most comfortable for you. It is the style that you normally use to react to situations and is most frequently exhibited in your behaviour.

Your Extended DISC® Grow & Develop Assessment is a valuable resource that you can draw on to help you strengthen and develop your behaviours. This Grow & Develop Assessment can help when you encounter challenges in any area of your life as it provides insight into both your own behaviour and the behaviour of those around you. It allows for more effective communication, ways to relieve stress, as well providing insight into why you may find a particular situation challenging.

## How to identify the Behavioural Styles

### Dominance (D Style)



- D styles are competitive, aggressive, decisive and results-oriented, but can also be impatient, overbearing and even rude.
- D styles tend to dominate the conversation, so communication is often one-directional.

### Influence (I Style)



- I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- I styles love to talk about people and positive subjects. They tend to avoid negative issues and are not always direct in their approach to communication.

### Steadiness (S Style)



- S styles are calm, helpful, patient, modest and laid back, but also need stability and security and, therefore, help with change.
- S personality styles listen more than they talk. They are great instructors and can see things from many viewpoints. S styles are more comfortable in one-on-one communication.

### Compliance (C Style)



- C styles are precise, logical, matter-of-fact, analytical and careful, but can also focus too much on details and lose the big picture.
- C styles prefer to use written communication over verbal communication. They talk a lot about facts and figures and can be reasonably quiet and reserved.

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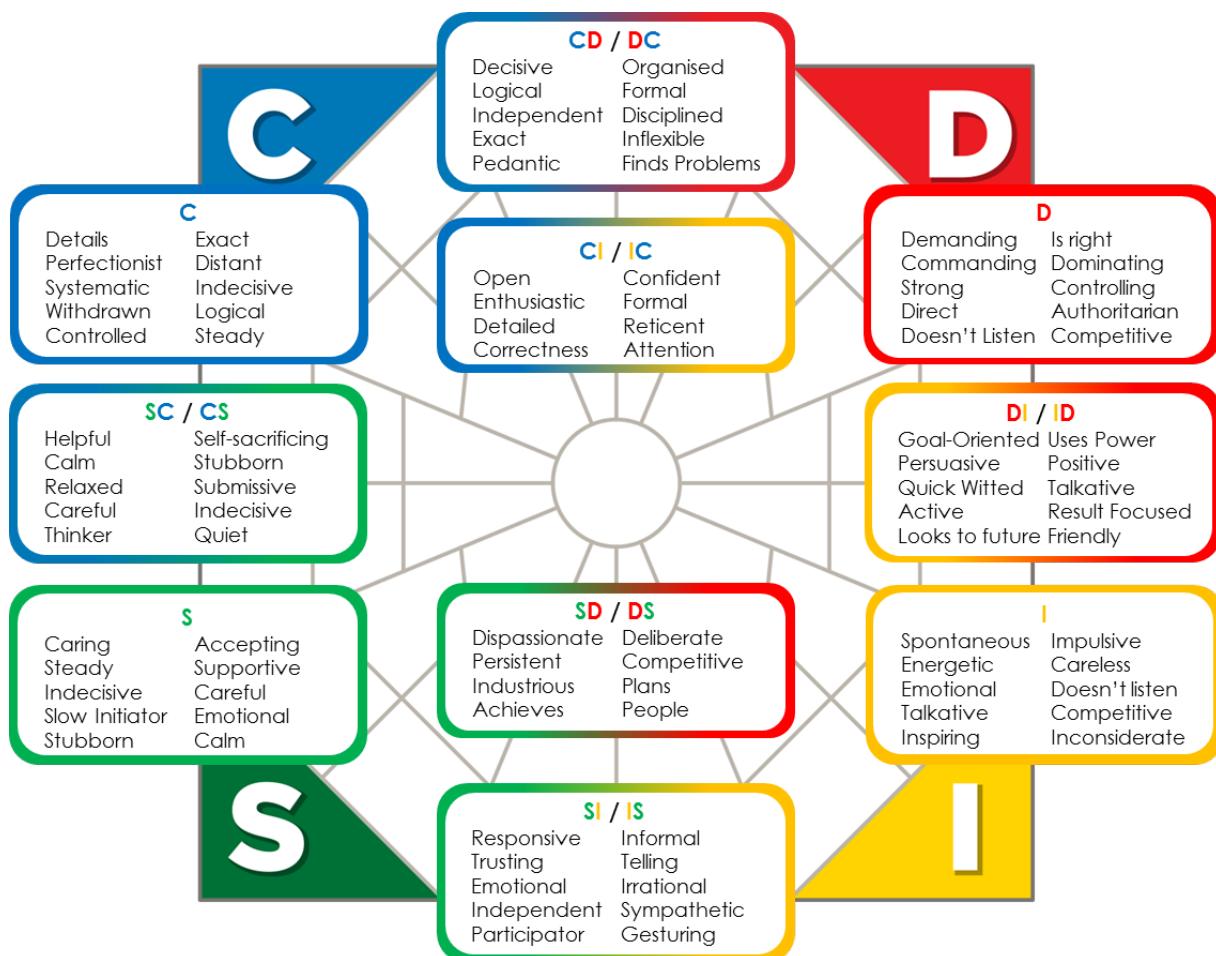
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## Behavioural Styles on the Extended DISC® Diamond

Extended DISC® identifies and reports on 160 behavioural styles. The graphic below shows the Diamond and adjectives associated with 10 of these behavioural styles.



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## Extended DISC - Profile

### How to Interpret the 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.

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

#### Profile I - your adjusted style (conscious behaviour).

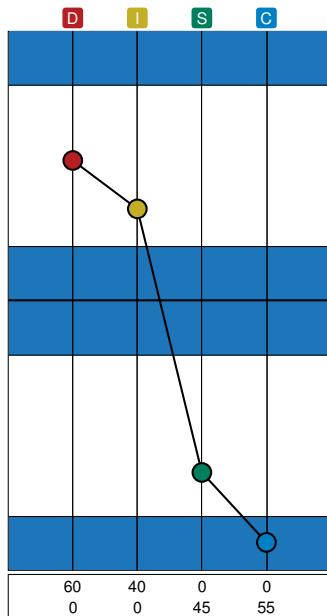
This is the style you believe you must adopt to meet the demands of your present environment.

#### Profile II - your natural style (unconscious behaviour).

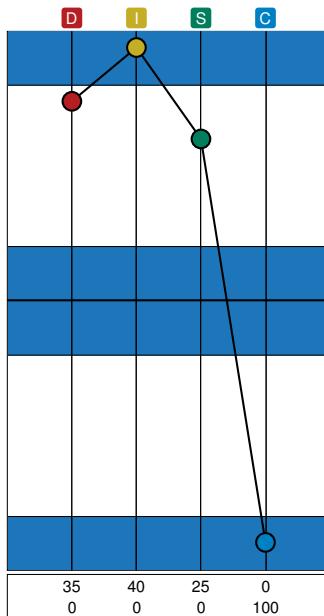
This style is innate and uses the least amount of energy. Your natural style remains fairly stable, but not rigid, throughout your life.

**Your Natural Behavioural Style is:**

Profile I - Perceived Need to Adjust



Profile II - Natural Style



PSiz	PSim	PPos
5	4	5

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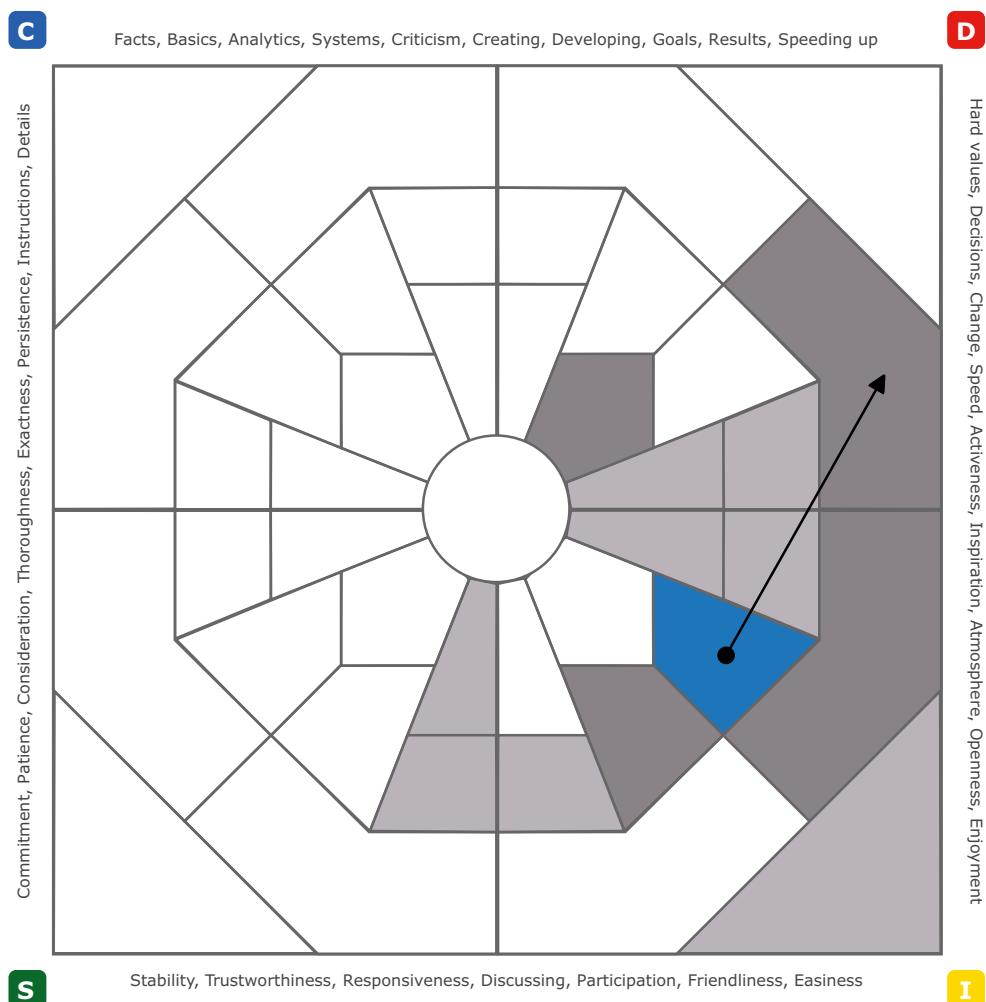
## Flexibility Zones

The Extended DISC Diamond is a visual representation of your most natural behavioural styles and the styles that require the most energy from you.

- The coloured area on the Diamond displays the location of your natural behavioural style. This is your most natural and innate behavioural style.
- The remaining shadings demonstrate the behavioural styles that are the easiest for you to develop.
- The white areas of the Diamond illustrate the behavioural areas that are the most difficult for you to develop. They require the most effort, concentration and a stronger conscious adjustment of behaviour.

The arrow represents your natural style and where you are shifting to meet the demands of your current environment.

The further you move from the coloured area, the more energy required.



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## Your Strengths, Motivators and Development Areas

The Motivators Pages describe you, using four main categories. Read through each category and evaluate if you are using your strengths and how to work on the development areas. If these areas are not being fully utilised, this provides an opportunity to develop and enhance performance.

### Motivators

Sam is motivated by social human contacts, good human relationships, acceptance in the team and co-operation. Actually he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organised company. Sam also needs a certain amount of freedom.

You are more likely to respond positively if these motivators are present or increased in your workplace:

- Good and lively friends
- Positive and excited atmosphere
- Freedom in how to take care of responsibilities
- People who are easy to get involved
- Openness in communication
- Freedom from detailed tasks
- Opportunity to join in
- Free discussion
- Lofty ideas and changes to work with them
- Having own opinion been heard
- New opportunities
- Positive way to promote things

### Strengths

These strengths come easily and naturally to you and take little energy:

- 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

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### Situations that reduce motivation

Your motivation is likely to decrease if these situations are present or increased in your workplace.

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each others' company.

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

### Development areas

These reactions to pressure situations may become more evident when you are under pressure or over enthused.

- Makes inaccurate assessments
- Operates superficially
- Allows emotions to influence oneself
- Tries to please too much
- Doesn't behave directly
- Doesn't always expose one's real opinions
- Needs popularity
- Spends too much time with people
- Makes mistakes by being inaccurate
- Thinks about oneself a little bit too much
- Gets excited without proper analysis
- Wants to retain friends at any cost

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## Your Learning Style

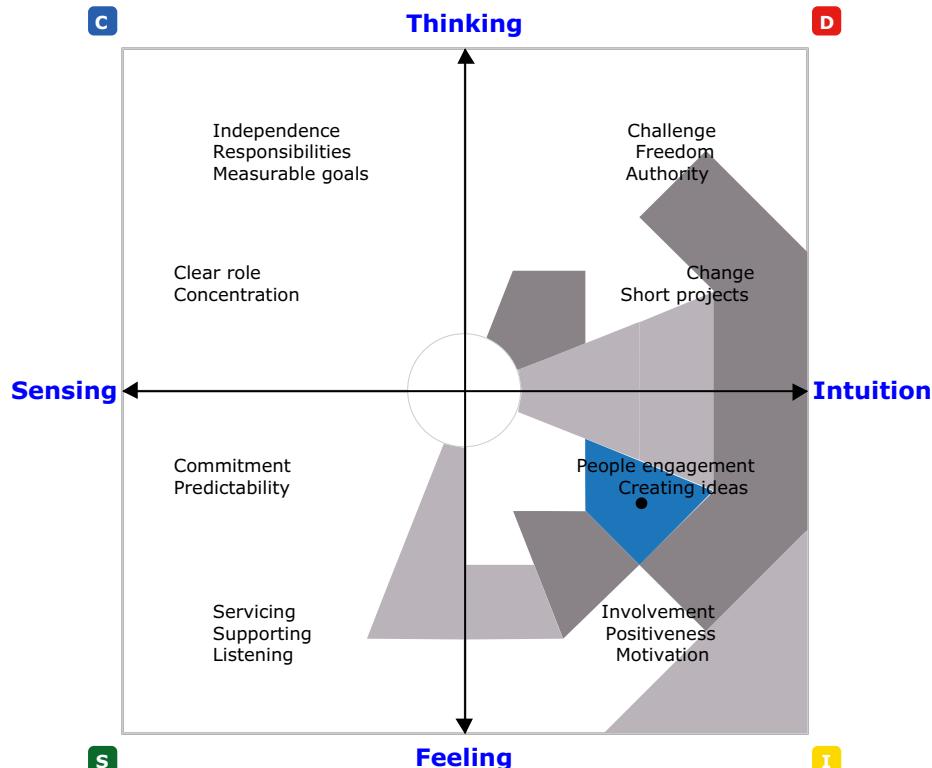
Below are the top seven ways you prefer to absorb, process, comprehend and retain information.

Being an eager learner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Action oriented learning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Trial and error learning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Experimental learning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Learning by sharing ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Learning in group exercises:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Learning by understanding logical processes:	-5	-4	-3	-2	-1	0	1	2	3	4	5

## Your Preferred Job Content

The Job Content Diamond includes generic text relating to the preferred job content of the different styles.

Your most natural behavioural style is represented by the coloured area together with your development zones, represented by the shaded areas.



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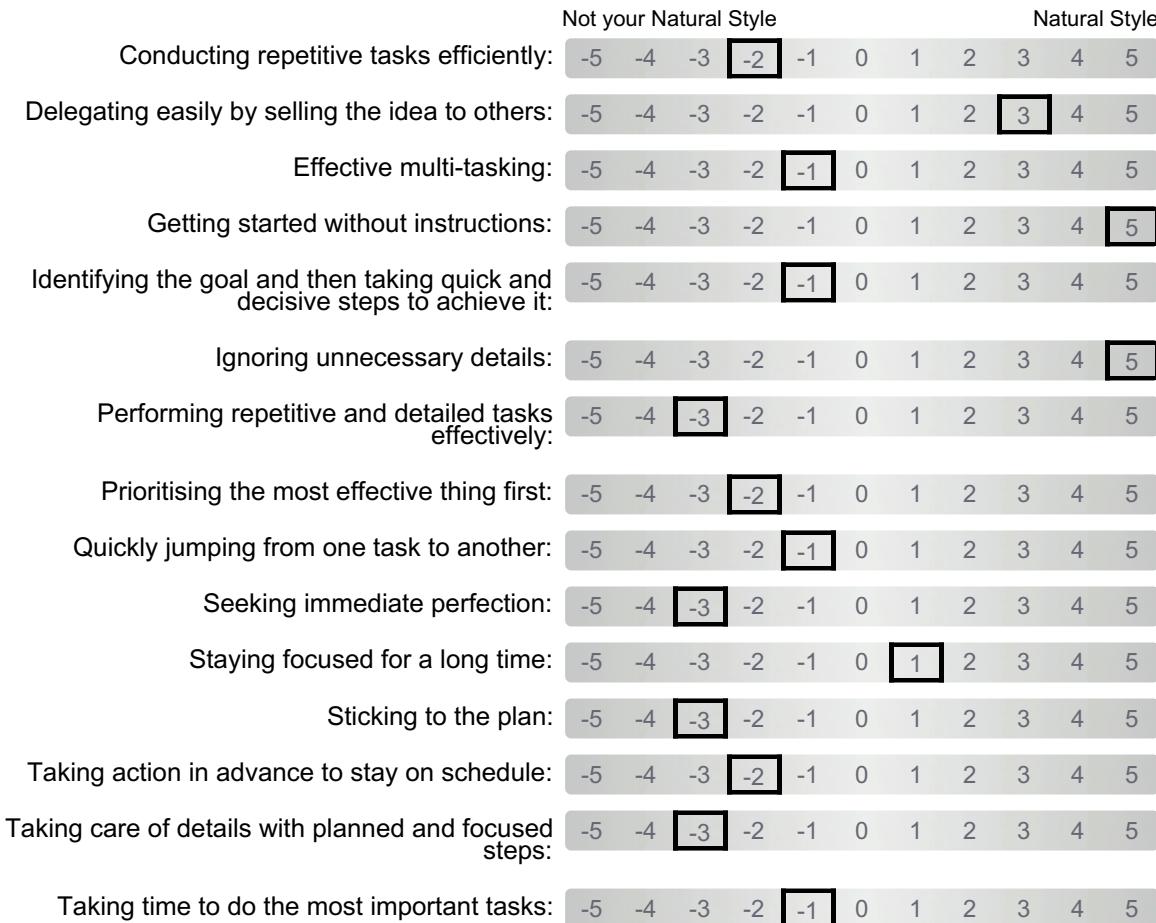
## How does your profile fit within your role?

Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A grade below -1 means this competency would require more energy. If you score from -1 to 1 this area can be developed comfortably. A score of 2 or more means this competency requires very little energy from you.

As with the Flexibility Diamond, a lower score does not mean you are not capable, but simply that this competency requires more energy. *This is not a "can or cannot" scale.*

### Time management

“Time management” is the process of organising and planning how to allocate your time between specific tasks. Good time management enables you to achieve more in less time, even when time is tight and pressures are high. Failing to manage your time effectively can damage your effectiveness and lead to stress.



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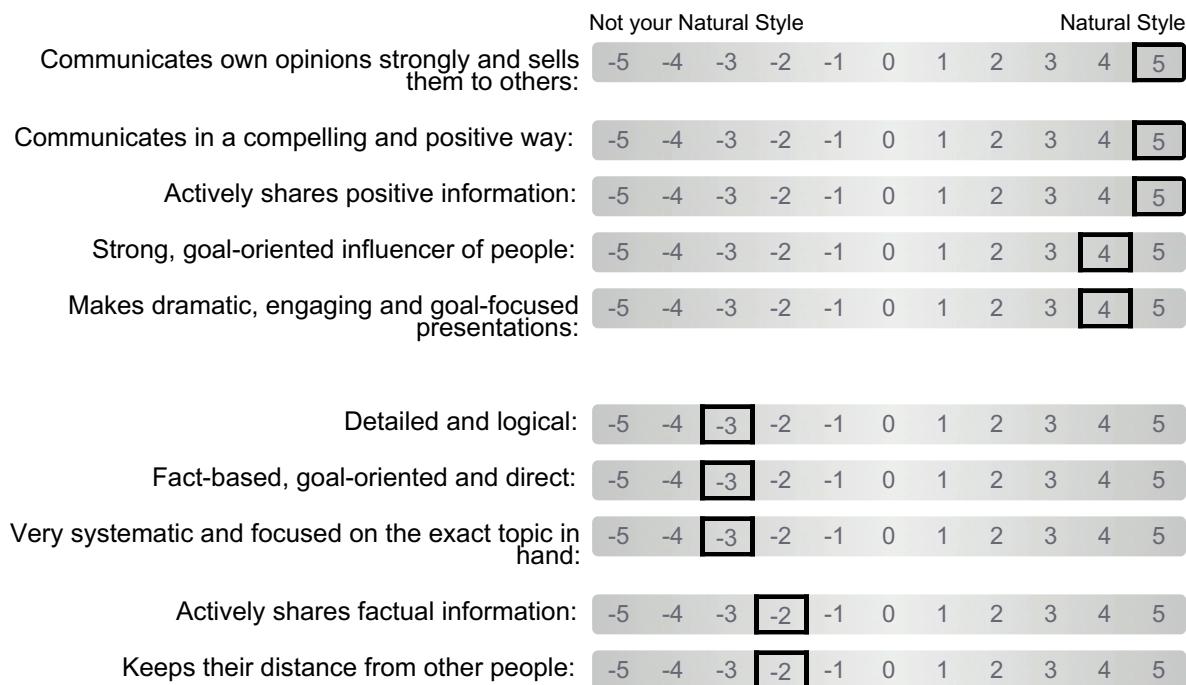
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## Communication

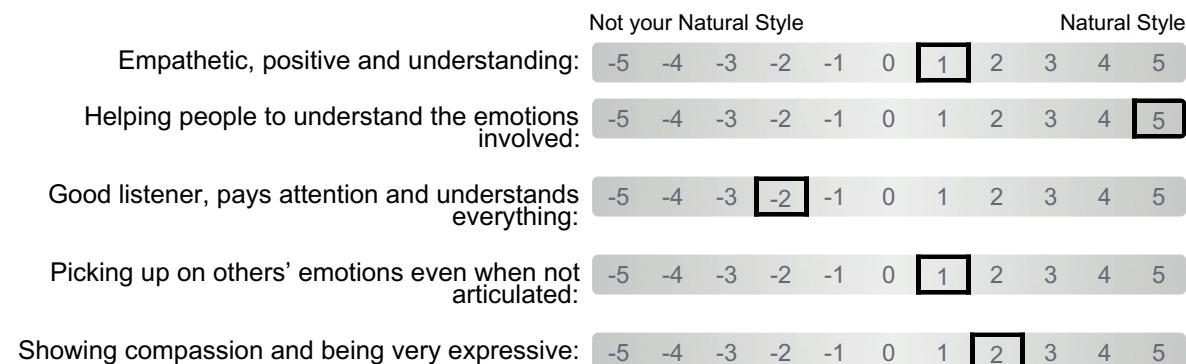
It's nearly impossible to go through a day without the use of communication. Communication is the act of sending and receiving information between two or more people. The table below describes your top 5 most and bottom 5 least natural ways of communicating with others.

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.



## Empathy

Empathy is the feeling that you understand and share another person's experiences and emotions.



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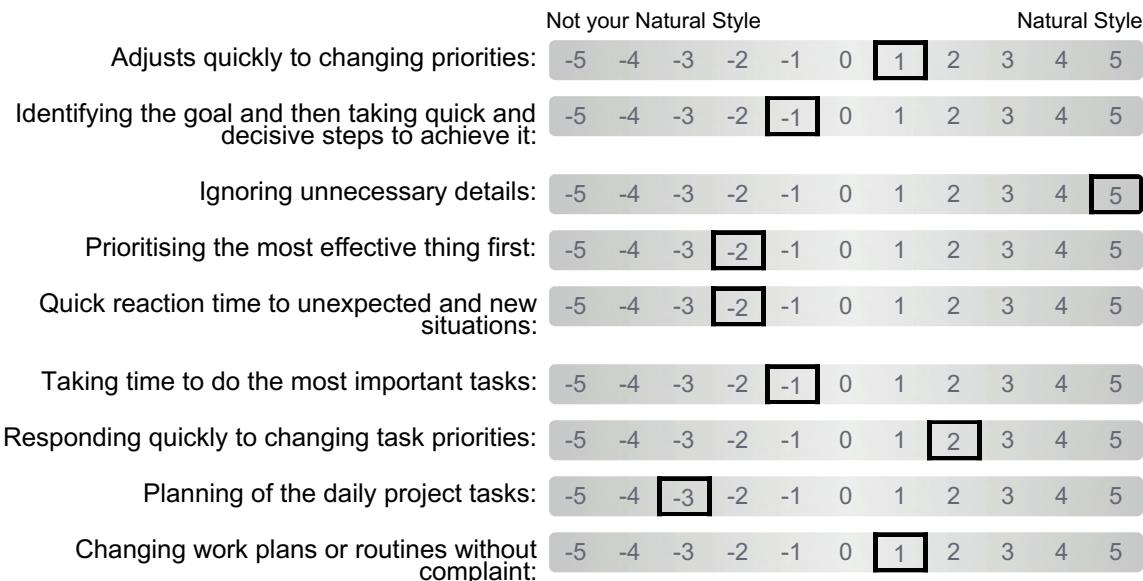
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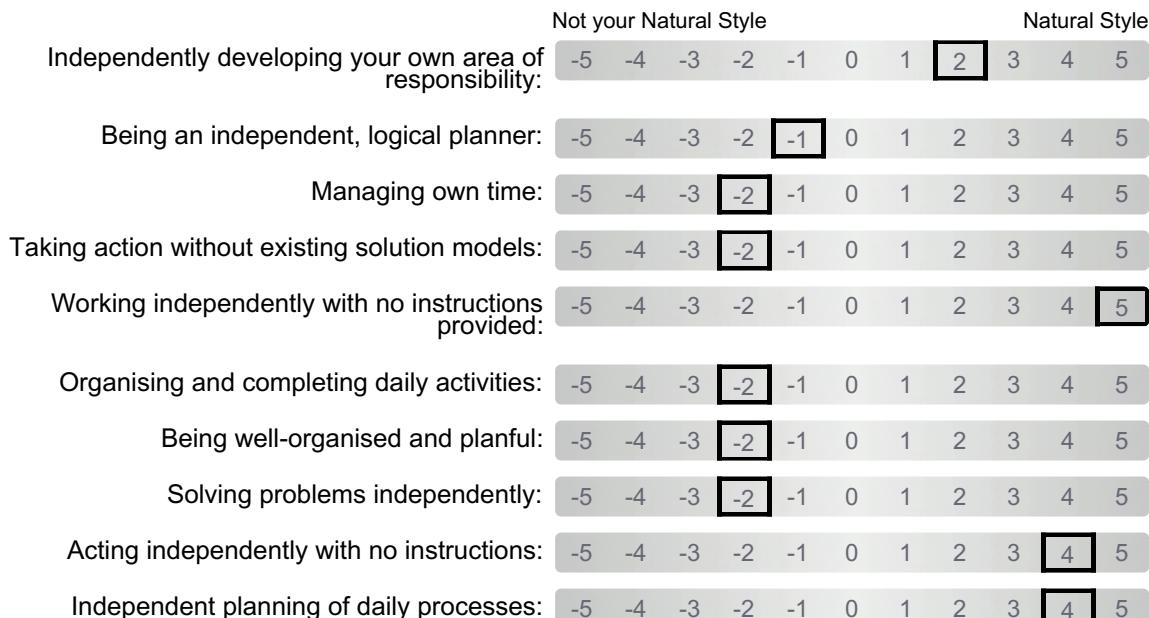
## Prioritising

Prioritising is characterised by the ability to identify and determine the importance of each task. Prioritising measures the tendency to make the best use of your time and efforts to reach individual and team goals.



## Independence

Independence measures a person's eagerness to take action and make independent decisions. Independence is the ability to think and / or act for oneself without support and be resourceful in the face of challenges.



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### Initiative

Initiative is the ability to assess and initiate things independently, and to act or take charge before others do.

	Not your Natural Style					Natural Style					
Anticipating change in the environment and preparing for it:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Finding new, creative but logical solutions:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Independently developing your own area of responsibility:	-5	-4	-3	-2	-1	0	<b>1</b>	<b>2</b>	3	4	5
Knowing when to analyse and when to act:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Managing own time:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Showing initiative in solving problems:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Shows initiative:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	5
Taking action without existing solution models:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Taking initiative to achieve goals:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	5
Taking the initiative to ask for information:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Thoroughly preparing for change:	-5	<b>-4</b>	-3	-2	-1	0	1	2	3	4	5
Taking into account everyone's needs before deciding on how to change:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Ensuring all details are in place before taking action:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Thinking before taking an action:	-5	<b>-4</b>	-3	-2	-1	0	1	2	3	4	5
Communicating own special knowledge to others:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5

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## Self-Development

Self-Development is taking personal responsibility for one's own learning and development through a process of assessment, reflection and taking action. It is the process by which a person's character and / or abilities are gradually developed.



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## Stress & Pressure

### Causes of Stress

Causes of stress differ from one person to another.

The five factors that are most likely to generate stress for you, are given below.

	Not significant										Significant	
Losing freedom:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Inability to influence people:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Being put aside:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
An unfriendly environment:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Being excluded from communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5	

### Signs of Stress

Under stress or pressure we can revert back to our natural behavioural style because it is the style that requires the least amount of energy.

Five significant indicators that you are under stress, which may or may not become apparent, are given below:

	Not significant										Significant	
Is overly interested in the opinions of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Has strong emotional opinions:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Becomes overly concerned about relationships:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Wants to take action without being sure of the best thing to do:	-5	-4	-3	-2	-1	0	1	2	3	4	5	
Becomes overly concerned about relationships and seeks attention everywhere:	-5	-4	-3	-2	-1	0	1	2	3	4	5	

### Stress Release

Below are the top five ways that your stress can be alleviated:

Not significant

Significant

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Suggest talking about the problem from different angles:

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

Give more room to solve the problem independently:

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

Give the opportunity to meet people and hear what they have to say:

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

Emphasise positivity in solving the problem:

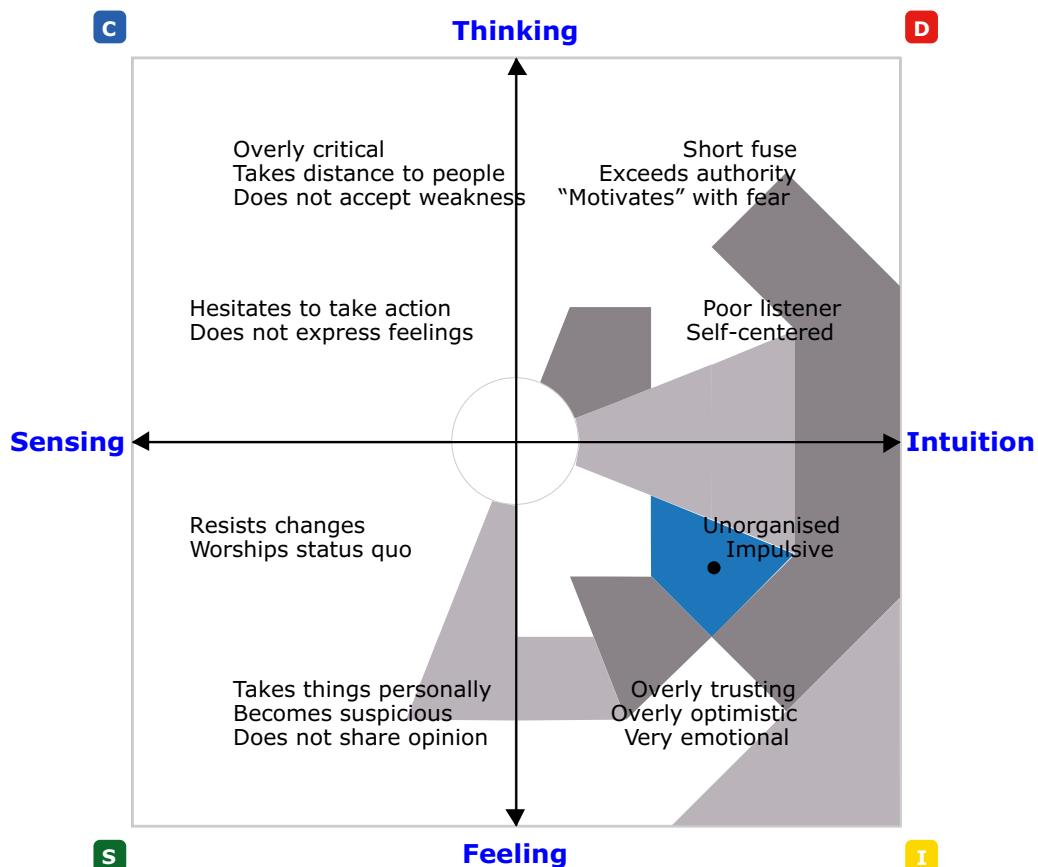
-5 -4 -3 -2 -1 0 1 2 3 4 5

Emphasise good team spirit in solving the problem:

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

## Overuse Diamond

The Overuse Diamond includes generic text of how an individual may behave when under stress or pressure, or simply when overusing/emphasising their natural behavioural style.



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### In a Team Environment you are:

Extended DISC® Team Roles, divide team functions into roles. Each of the 10 roles has its special strengths and weaknesses. None of the styles are better or worse; they are simply different.

#### Your Role in the Team

##### Influencer

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

#### An attitude towards team work

- A means to get people's attention
- A way to get the group motivated
- An opportunity to delegate boring routines away

#### A role in a team

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

#### A role as a decision maker

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

#### A role as a motivator

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

### A role as a performer

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

### The advancement the group makes

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

## Convergent and Complementary Styles

Behavioural Styles that are similar to your own are called convergent styles. They lie on either side of your own profile on the Extended DISC Diamond. Due to the similarities between you, these styles are easier to get along with.

Behavioural Styles that are different to your own are called complementary styles. They are often opposites to you and have the skills and talents that you do not have and hence complement your own. Since these styles are quite different to your own, it may require more effort to work together harmoniously.

### The easiest way of finding the joint rhythm - convergent styles

Changer, Stimulator

### The most difficult way of finding the joint rhythm - complementary styles

Supporter, Assurer, Specialist

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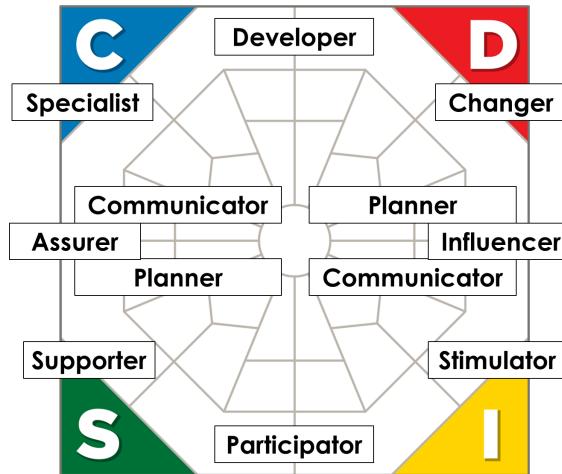
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### How you may work within a team

This page describes how you behave in a team environment. It shows how you participate, relate to and work with others.

	Not your Natural Style										Natural Style				
	-5	-4	-3	-2	-1	0	1	2	3	4	5				
Being an accurate and demanding emphasiser of quality:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5				
Steering teammates towards goals:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>				
Being a demanding goal-setter:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5				
Determinedly speeding others up:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	5				
Independently developing your own area of responsibility:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5				
Being an independent, logical planner:	-5	-4	-3	-2	<b>-1</b>	0	1	2	3	4	5				
Introducing fresh perspectives:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>				
Being a lively team member who involves others:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>				
Organising team duties and ensuring they get done:	-5	-4	-3	-2	<b>-1</b>	0	1	2	3	4	5				
Being a participative and talkative doer:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5				
Being a people-focused and conscientious doer:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5				
Being pleasant while doing routine work and helping others:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5				
Being an agent of positive change; able to eliminate boredom:	-5	-4	-3	-2	-1	0	1	2	<b>3</b>	4	5				
Being a positive guide and advisor:	-5	-4	-3	-2	<b>-1</b>	0	1	2	3	4	5				
Reducing conflicts and guiding others:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5				
Being a reliable and participative care-taker:	-5	-4	-3	-2	<b>-1</b>	0	1	2	3	4	5				
Being a specialist concentrating on work, alone:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5				

## Improving your Performance

There is no one best style, each style has its own unique strengths and challenges. How we choose to employ our strengths and deal with our challenges will determine how successful we are at work, in our communication and in other interactions. There is always room for improvement and we can always continue to grow and develop our behavioural style. Here are some of the most important steps you can take to improve your performance.

**C Style:**

- Talk more
- Decide and take faster action
- Do not be afraid to make mistakes
- Do not lose the big picture
- Accept ambiguity

**D Style:**

- Slow down, be more patient
- Try to avoid jumping to conclusions or making snap decisions
- Listen to others more
- Be more aware of how you impact others
- Try not to overreact

**S Style:**

- Be more assertive and aggressive
- Speak out
- Act now, think less
- Keep your emotions under control
- Do not be afraid of change and new things

**I Style:**

- Talk less, listen more
- Do not react emotionally
- Do not over promise
- Focus more on details
- Follow up

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## General Tips

The following are General Tips for your Behavioural Style in the following roles/duties:

### Customer Service

- Recognise that the client's perception of your organisation may not be the same as yours
- Remember to ask if the customer wants more detailed information
- Remember to proceed logically
- Beware of assuming that every client is the same
- When you are learning something new, take notes
- Set aside time when you can review and update the customer database
- Try to maintain a consistent style of service - strive to give the same image every time

### Administration

- Give others a chance to ask questions, but be careful not to get sidetracked
- When starting from the beginning, pull out a clean piece of paper and draw up your plan
- Try to complete a task and then to immediately write down how you did it
- Learn to stay in your own role
- Before beginning, collect as much detailed information as possible
- Document procedures as much as possible
- If something does not feel right, do not ignore it. Double-check it

### Project Management

- Write down the details even if you're confident you could explain them if necessary
- First try something out in practice, then document the process or ask someone else to document it
- Try to avoid drawing 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 what you do, ask others what they'd like to hear about

### Specialist

- Always base your conclusions on the information you have available - not your own opinions
- After doing something, write down what and how you did it
- Listen carefully to the instructions and always learn to ask something about them
- Learn to keep a record of everything you do, when you do it
- Learn to plan things in detail
- After checking, write down a summary immediately
- Try to remember to check the organisation's resources before making the final decision

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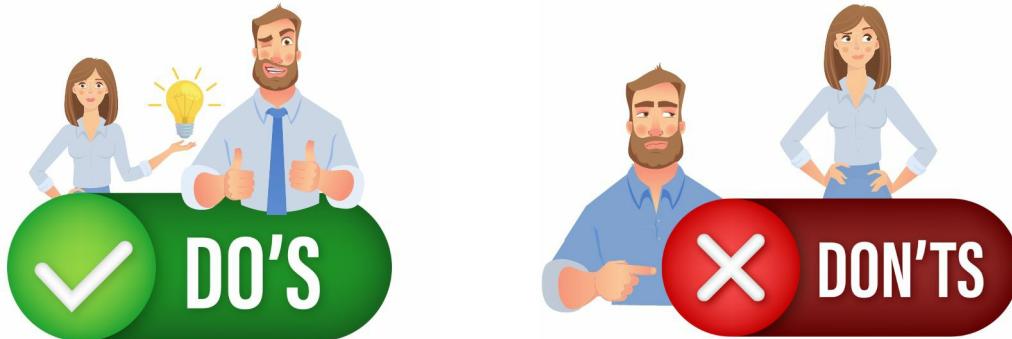
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### Teamwork

- 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 reacting emotionally to their level of performance

### Management



- 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
- 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

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## QuickFIX 5-Point Behavioural Action Plan

1. Go through your Extended DISC General Tips Pages and put a tick beside **ten tips** that relate to an important aspect of your role or personal development.
2. Go through and rate the 10 tips you selected with an A, B or C:  
A= must have  
B= helpful to have  
C= nice to have
3. Now go through and rate those 10 tips according to how you perceive your ability:  
1= already competent  
2= some development needed  
3= behaviour to be developed
4. Highlight any A3s or A2s to start forming your own Behavioural Action Plan. Repeat the process with any B3s or B2s. This will give you a clearly prioritised Action Plan.
5. Most Action Plan development areas fall into one or both of the following categories:
  - Improved Time/Process Discipline = TD
  - Overcoming an interaction constraint = BD

Go back and analyse your 10 development areas and mark them with TD or BD. If they are a TD than add a realistic time frame.

### Behavioural Discipline Hints:

It takes longer to change behaviours than you might think and reinforcement is essential.  
Go through your plan with someone else, who can support your commitment.

### Time Discipline Hints:

- Consider whether you are an a.m. or a p.m. person.
- Start the day with something you like doing – but be disciplined with your time.
- Schedule the first small step of a big project in your diary (e.g., 'Gather data for sales meeting next week') and make a commitment to stick to it!
- Schedule the next step and try making yourself accountable to someone.

## Grow & Develop Assessment

# Sam Sample

### Organisation:

Date:

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## **Questions relating to the person's expressed emotions**

Presently he feels that he wants to / has to be even stronger, bolder and more independent than he naturally is.  
Are you being pressured into generating profit or making decisions?

He feels that he is getting all the attention and feeling of belonging that he wants and does not feel that he should stay away from people.

How do you show it when you are no longer motivated?

He tries to be more active than his natural style and may feel that he has to do several things at the same time and not be able to do them properly. At the same time he may be a little restless.

What would you leave out of your current responsibilities?

He needs an extremely great level of independence in his own work and does not like chains or restricting rules.  
At the moment, he does not seem to have any.

In making decisions, which issues would you like to keep to yourself?

## **Questions relating to the person's role**

You get along with people very well. What kind of work co-workers would you not want to have?

You usually see good in all people. What good do people see in you?

You live through emotions. What do you do if you feel that things are going well and I say that they are not?

You are not very careful. How can one make sure that you will not make visible mistakes with the customer?

You are enthusiastic and seek acceptance. Can people sometimes manipulate you? When do you put your foot down?

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

