HR Profiling Solutions Ltd
Retention and Motivation

This report is based on your responses given in the Extended DISC® online questionnaire.The purpose of this report is to provide supporting information for your personal and professional development.

John Smith

Organisation:

FinxS

Date:

06.01.2014

ED **Extended DISC**
AUSTRALASIA

FS **FinxS**
ONLINE PLATFORM

HR PROFILING
SOLUTIONS
ENHANCING ORGANISATIONAL PERFORMANCE

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INTRODUCTION

This report aims to provide you with useful, practical tips and insights for motivating and growing your staff in line with their natural behavioural styles and strengths. It addresses the issues of job satisfaction and high staff retention.

Extended DISC® will give you crucial information about an individual's behavioural style, which will help to minimise misunderstandings and promote more effective communication, in turn fostering engagement, respect and more positive working relationships.

Being aware of your valued employees' needs, strengths and preferences, as outlined below, will empower you to make adjustments to achieve a happier workplace and more satisfied employees.

- **Natural Strengths** – *Does this person perform best in a team? Are they patient and reliable? Disciplined? A decision-maker? A natural leader? A driver of change? Full of ideas? Able to spot errors?*

- **Motivation** – *Is the person motivated by facts or people-contact? Does winning spur them on? Does the chance to be influential inspire them? Do they thrive on solving problems?*

- **Preferred Job Content** *- Does this person prefer to work alone? Need a challenge? Prefer short projects? Enjoy support roles?*

- **Ideal Supervisor** *- Does this person need a leader who inspires? Is purposeful? Is approachable? Gives clear explanations?*

- **Preferred communication styles** – *Does the person prefer oral or written communication? Do they respond well to conciseness and brevity or more expressive language? Is face-to-face communication important? Are they comfortable in a large group situation? Is it hard for them to say 'no'?*

- **Reactions to stress & pressure** – *Do they display impatience or irritation? Become emotional, stubborn or tired? Speak bluntly? Become distant?*

In this report, you will find detailed information about John Smith's natural behavioural style including all the above factors.

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DISC OVERVIEW

What is Extended DISC®?

The Extended DISC® Behavioural Assessment is a self-assessment that identifies your natural strengths and development areas. Your Extended DISC® Assessment is a valuable resource that you can draw on to help you strengthen and develop your behaviours. This 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.

Extended DISC® Assessments are based on concepts of human behaviour from world-renowned psychologists and behavioural theorists. Today Extended DISC® assessments are part of the human management systems of organisations across the world, with over one million assessments completed annually.

- 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.

- This Behavioural Assessment recognises the uniqueness of individuals and divides the four main styles into 160 different combination styles. No style is better or worse than the others. Each of the styles has its unique strengths and development areas.

## OVERVIEW OF THE EXTENDED DISC® MODEL
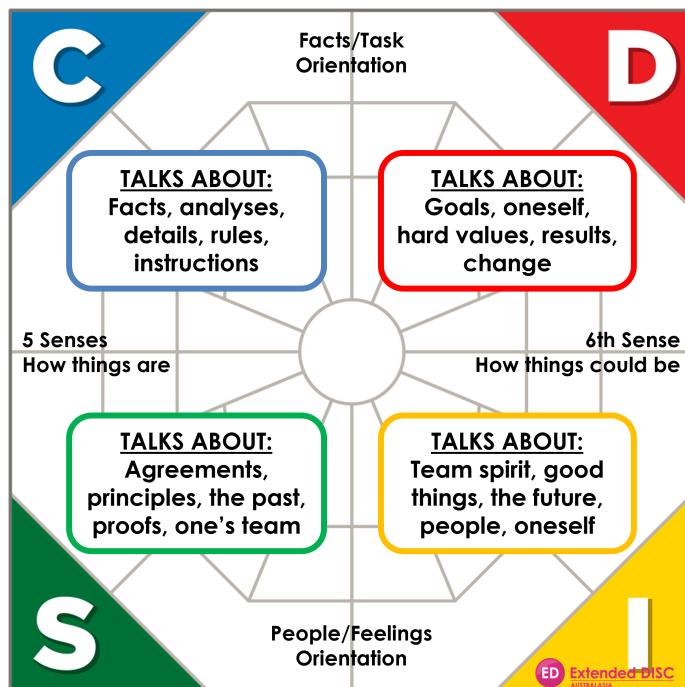
IDENTIFYING DISC STYLES

Here are some tips on how to identify the four DISC 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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John's DISC STYLE

How to Interpret the Profiles

The following profiles are a visual representation of John's behavioural style. They are based on their responses to the online questionnaire.

There are no good or bad behavioural styles / profiles. Just different ones.

Profile I - John's adjusted style (conscious behaviour). This is the style a person believes they must adopt to meet the demands of their present environment.

Profile II - John's natural style (unconscious behaviour). This style is innate and uses the least amount of energy; the natural style remains fairly stable, but not rigid, throughout a person's life.

Profile I - Perceived Need to Adjust

	D	I	S	C
	0	60	40	0
	60	0	0	40
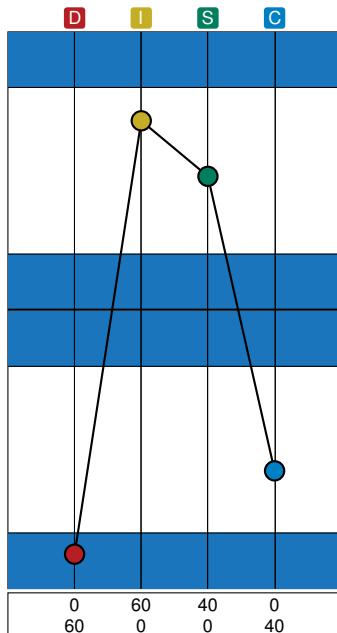
Profile II - Natural Style

	D	I	S	C
	0	50	50	0
	75	0	0	25
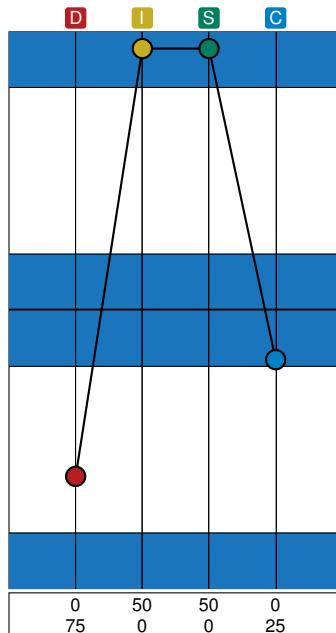
Most people are a combination of two or three behavioural styles. (The combination is shown above the midline on the graph).

It is important to look at the percentages along the bottom to get a clear idea of an individual's combination.

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DESCRIPTORS

The upcoming pages give a description of how John is typically seen by others. While they describe John's typical behaviour, a person can modify their concious behaviour to suit a particular situation. Reading the attributes, strengths, motivations and communication styles will help you develop an overall picture of John.

Note: It is important to understand that the following comments do not take into account learned behaviour. John may have already modified some of the attributes and styles described below.

John's Attributes

Extroverted, sociable, open, social, peaceful, thorough, good listener, pleasant, concentrating, stubborn, dutiful, undemanding, adjustable.

STRENGTHS

Consider the following questions when going through John's natural strengths:

- Does John have the opportunity to use all their strengths in their present work?
- Is there a way of utilising John's strengths more efficiently and effectively?

John's Strengths

- Encourages people to participate
- Looks for ways to improve job satisfaction
- Maintains a good atmosphere
- Takes care of all people-relations
- Wants to help
- Is a fixed part of the team
- Creates trust
- Has an open mind but takes time to make decisions
- Can listen and put oneself in the other's place
- Doesn't want to control every situation
- Takes care of one's friends
- Thinks about the benefit to others

MOTIVATION

Motivation gives us the impetus to perform, achieve and push forward.

The motivators section is very direct in style. At the same time, it is suggestive by nature. It lists items for discussion, but doesn't state that all of them describe John as they are today. A few of the applications of the results include:

- To find more effective ways of managing John.
- To identify motivators and demotivators in John's work environment.
- To determine the significance of any demotivators in John's current job role.

John's Motivators

John enjoys tasks where he can work with others in a pleasant and positive atmosphere. He likes to participate in discussing and producing ideas. He is also a good listener. Routine suits him. Sincere gratitude and attention are very important to him, as John is a sensitive person who wishes to experience positive emotions.

- Good people relations
- Opportunity to help and be useful
- Positive discussions
- Open and secure atmosphere
- Strong encouragement
- Work environment with no quarrels
- A team where people help each other
- Happy people
- Working together
- Appreciation as a human being
- Considerate and planned progress
- Working for the common good

John's Demotivators

He is not good at taking risks and responsibility in insecure situations. John does not want to face angry people. This person does not like to be forced or separated from familiar and secure surroundings. He does not like to be separated from his team and is ready to compromise to maintain a good atmosphere.

- Losing a good friendship
- Quarrels and conflicts
- Difficult and overly spontaneous decisions
- Working against people
- Heartless people
- Taking the responsibility alone
- Uncaring people
- Bold thinking
- Betraying people
- Losing the trust of friends
- Indefiniteness
- Insecurity about the future

Motivations in the Workspace

We spend a lot of time at work and making a few adjustments to our day-to-day can make a significant long-term impact on how we feel about our job and whether we choose to stay at it. This section of the report provides a brief, but detailed list of factors and situations, which would *ideally* form an everyday part of John's work environment. Another list follows, detailing aspects that are not likely to motivate John in their work environment.

Aspects of the work environment that will motivate John:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Working with people one can trust:											**5**
Sharing responsibilities with others:											**5**
Receiving positive encouragement:											**5**
Receiving constant positive motivation:											**5**
People being open with each other:											**5**
Participating in positive discussions:											**5**
Maintaining regular contact with people:											**5**
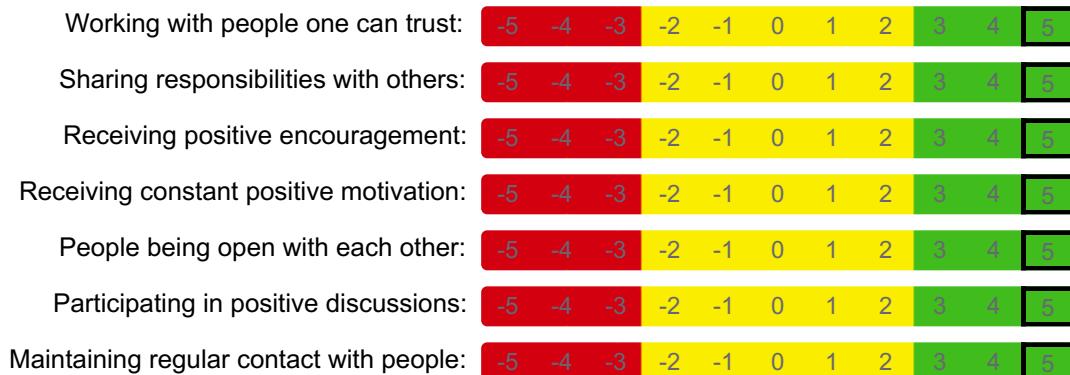
Aspects of the work environment that will not motivate John:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having the opportunity to decide who you work with:		**-4**									
Having an important role in the organisation:		**-4**									
Being able to keep control over your own tasks:		**-4**									
Receiving direct and to-the-point feedback:		**-4**									
Working independently from other people:		**-4**									

*The **rectangles to the right side** of the graph (1 to 5) identify motivating elements in their work environment. The **rectangles to the left side** of the graph (-5 to-1) identify aspects that will underline not create a motivating work environment.*

Job Content Diamond

Key elements of 'best fit' job roles for each of the four behavioural styles are shown on the Job Content Diamond.

The letters D, I, S and C, denoting each of the four behavioural styles, can be found in each of the corners. *(Refer back to pages 4-5 of this report for further information).*

The **blue** area shows where John*'s* natural style sits on the Diamond.

The **grey** areas, known as 'flexibility zones', show the areas where John can comfortably operate.

- The darker grey indicates a very comfortable area.
- The lighter grey, quite a comfortable area.

The **white** areas are zones that John will need concentration and lots of energy to function in.

C **Thinking** D

Independence
Responsibilities
Measurable goals

Challenge
Freedom
Authority

Clear role
Concentration

Change
Short projects

Sensing ← → **Intuition**

Commitment
Predictability

People engagement
Creating ideas

Servicing
Supporting
Listening

Involvement
Positiveness
Motivation

S **Feeling** I
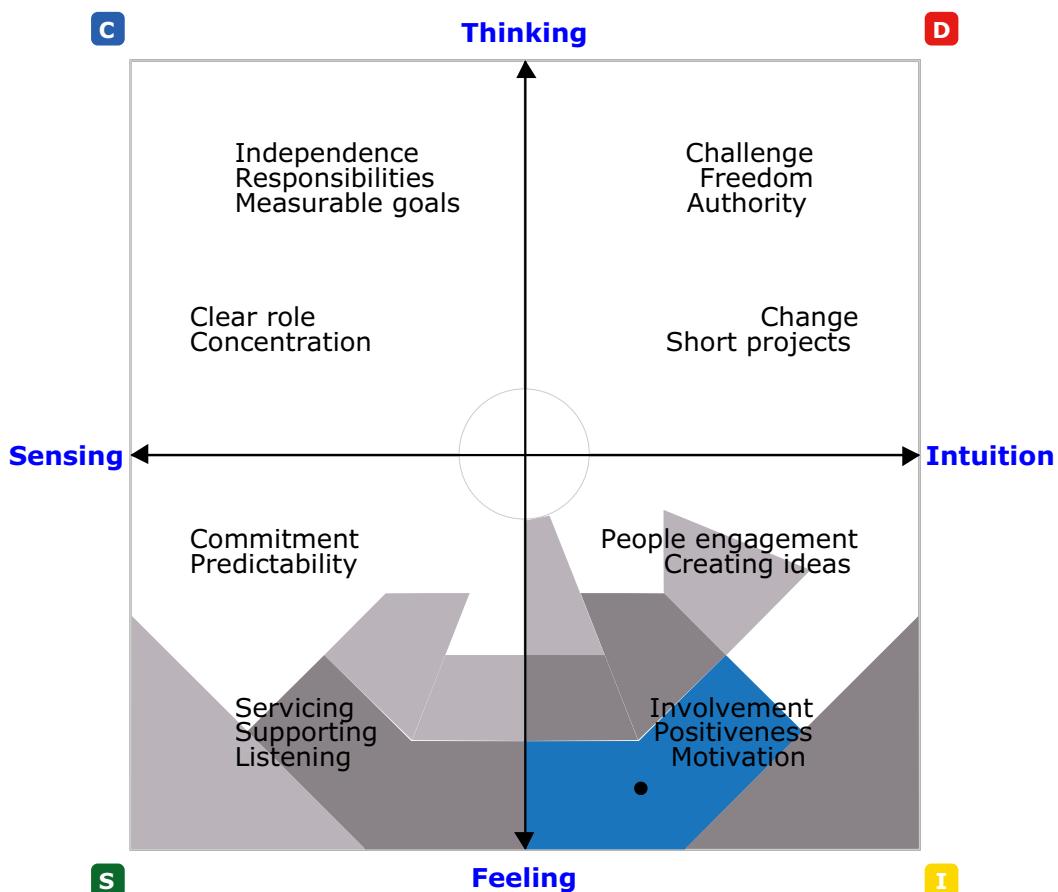
Employee Diamond

The Employee Diamond works on the same premiss, but it shows John' s natural abilities in the work environment – with their natural style again being represented by the blue area and the other areas they can 'flex' to comfortably shown in grey.

C   **Thinking**   D

Feet on the ground   Takes initiative
Sticks to the point   Is independent
Criticises   Exceeds borders

Follows rules   Finds new opportunities
Stays in place   Keeps up the speed

Sensing ←——————————————→ **Intuition**

Provides stability   Takes attention
Repeats routines   Maintains communication

Helps others   Adds openness
Listens   Involves people
Emphasises reliability   Shows emotions

S   **Feeling**   I

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IDEAL SUPERVISOR

It is useful for managers/supervisors to gain an insight into the *styles of management* that their team members respond best to. Even some small adjustments to the way managers communicate and behave could significantly improve workplace relationships and productivity.

John's Ideal Supervisor

He needs a manager/leader who stands by him. The manager/leader must be approachable and his management methods should not be authoritarian. If the situation gets out of control (for instance, when fast and unpleasant decisions need to be made), the manager/leader should be there to help him.

COMMUNICATION

Communication in the workplace is vital and its effectiveness directly impacts a person's ability to perform their job, achieve goals and meet the expectations of others.

Different behavioural styles have a different natural approach to communicating and where understanding may be instant for some, for others it may not be so clear.

The ability to adapt your communication style to John's preferred communication style will influence the effectiveness of your communication. Furthermore, it will eliminate confusion, conflict, hurt feelings and misunderstandings.

John's Communication Styles

We all have our own unique communi cation styles. The following sections give details about John's preferred communication styles and the styles that are least natural to them.

The following is a list of the communication styles that are the most natural for John:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
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**
Encouraging, participative and inclusive:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Empathetic, positive and understanding:	-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**
Talks repetitively about the same topic:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Positive, lively and inspiring:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
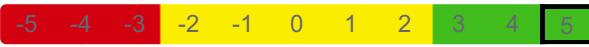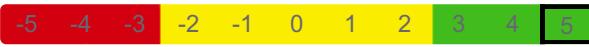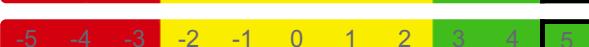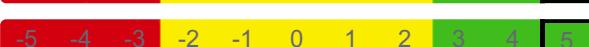
The following is a list of the communication styles that are the least natural to John:

	-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
Direct and goal-focused:	-5	**-4**	-3	-2	-1	0	1	2	3	4	5
Fact-based, goal-oriented and direct:	-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
Detailed and logical:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
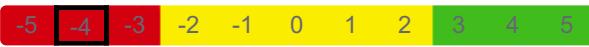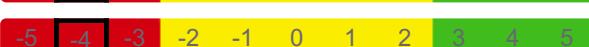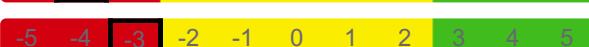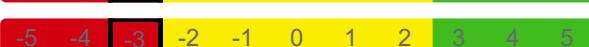
The **rectangles to the right side** of the graph (1 to 5) identify their preferred communication styles.
The **rectangles to the left side** of the graph (-5 to-1) identify communication styles requiring more energy from them.
They **CAN** communicate in these ways, but it may require more energy and concentration.

How the different DISC Styles Communicate

Favourite Question: Why?
(Why does it work this way? Why should we do it?)
• Better in written communication
• Doesn't express disagreeing views
• Includes a lot of facts and details
• May miss the big picture
• Doesn't talk

Favourite question: What?
(What is the bottom line?
What is in it for me?)
• Often to only one direction – he/she talks and expects others to listen
• Expresses own opinions as facts that need no further discussion
• May be blunt and challenge others
• Interrupts others often

Favourite Question: How?
(How are we going to do this?
How does this impact us?)
• Often only to one direction(listening)
• Answers when asked
• Talks calmly
• Creates trust
• Talks about topics he/she masters
• Better in one-to-one situations
• Good instructor

Favourite question: Who?
(Who is going to be at the meeting? Who else is using this?)
• Talkative, but not about details
• Selling and inspiring
• Talks about the pleasant and fun issues, avoids unpleasant subjects
• Good in providing constructive feedback
• Does not listen for very long
• Speaks about people and feelings

C   D
S   I

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STRESS

There is a degree of stress in most jobs, and while some stress is normal, it becomes a concern when it is excessive and ongoing. As a manager leading a team, or as an HR Professional, knowing the causes and signs of stress will give you the ability to help and support your employees.

Causes of Stress

As a manager, possessing knowledge of what factors trigger stress in each behavioural style is very valuable and then to know how to reduce this could be the difference between above average productivity and non-performance.

We recommend using this section to identify any stress factors that are currently present in John's environment and working with John to reduce these.

Factors that are likely to generate stress for John are listed below:

	-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]**
Unfair ways of treating people:	-5	-4	-3	-2	-1	0	1	2	3	4	**[5]**
Conflicts:	-5	-4	-3	-2	-1	0	1	2	3	4	**[5]**
Being neglected:	-5	-4	-3	-2	-1	0	1	2	3	4	**[5]**
Unexpected changes:	-5	-4	-3	-2	-1	0	1	2	3	**[4]**	5
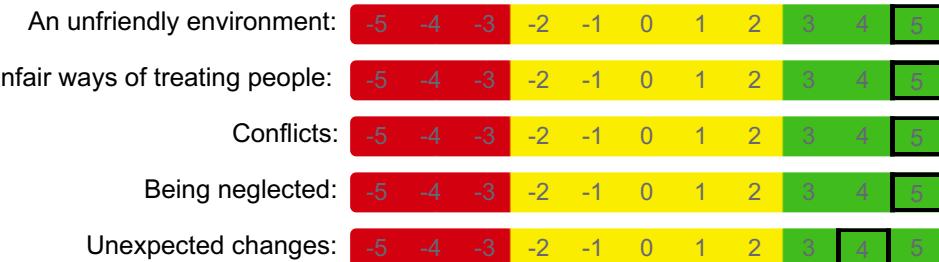
Factors that are less likely to cause John stress are listed below:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having goals that don't present a challenge:	-5	**[-4]**	-3	-2	-1	0	1	2	3	4	5
Being forced to follow rules rigidly:	-5	-4	**[-3]**	-2	-1	0	1	2	3	4	5
Being forced to participate:	-5	-4	**[-3]**	-2	-1	0	1	2	3	4	5
Having to show emotion:	-5	-4	**[-3]**	-2	-1	0	1	2	3	4	5
Inability to make decisions:	-5	-4	**[-3]**	-2	-1	0	1	2	3	4	5
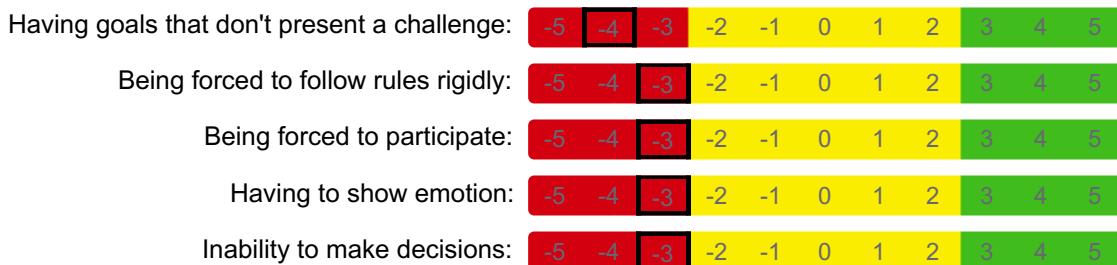
The **rectangles to the right side** of the graph (1 to 5) identify aspects that will cause a significant amount of stress.
The **rectangles to the left side** of the graph (-5 to-1) identify aspects that will not cause a significant amount of stress.

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Signs of Stress

The signs of stress competencies help managers identify if their employees are under stress/pressure. If these behaviours are on-going in the candidate's behaviour, it is evident that the candidate is in a stressful situation/environment.

Be aware that under heavy stress or pressure individuals may 'overuse' their natural traits and become an extreme or exaggerated version of themselves. This is because our natural behavioural style requires the least amount of energy.

We recommend using this section to identify if any of these factors are present in John's behaviour and working with John to understand why they may be exhibiting these signs of stress.

How John may exhibit stress is indicated below:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes suspicious:											**5**
Bases every action on what is just and fair:											**5**
Procrastinates and finds excuses:										**4**	
Becomes overly concerned about relationships and seeks attention everywhere:										**4**	
Bases every action on what has been agreed and avoids risks:										**4**	
Becomes overly concerned about relationships:									**3**		
Is overly interested in the opinions of others:								**2**			

Stress Release

The stress release competencies describe the most efficient ways of releasing stress/pressure for John. We recommend using this section to help implement strategies to manage and reduce stress in John's environment.

:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Involve them in planning the future:											**5**
Move closer; include them:											**5**
Give the opportunity to meet people and hear what they have to say:											**5**
Associate more closely with this person:											**5**
Emphasise positivity in solving the problem:											**5**
Allow space and time to talk and listen to people:											**5**
Allow enough time to discuss the situation:											**5**

Thank you for completing the online questionnaire and obtaining this Retention Report.