Extended DISC® Interpretation Guide for Team & Build Analysis

Contents

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1. General Instructions for Interpreting the Team & Build Analysis

The Extended DISC® Team & Build Analysis provides valuable team and organisational analyses, compiling the results of individual Behavioural Assessments into a single report.

The Extended DISC® Team & Build Analysis is able to provide supporting information for most decisions relating to a team. It provides information on the distribution of behavioural styles within the team, how individual members are adapting and adjusting their behaviour, where the team flexibility zones are, the roles each member is likely to play in the team according to their natural behavioural strengths and consequently revealing which roles are missing, as well as providing scales comparing the different team members in various workplace competences, allowing you to identify close matches.

The benefit to the team itself is building an awareness of the strengths and development areas of each team member. This helps the team to communicate, cooperate and function in a more effective way.

Producing a team report is very simple as the user only needs to select the individual team members from the database. The results are generated immediately. In order to use the Team & Build Analysis effectively, the user should be familiar with interpreting the Extended DISC® Diamond.

IMPORTANT NOTE: To correctly interpret and apply the Extended DISC® Team & Build Analysis requires the person responsible for the project to have participated in Extended DISC® Training and be a certified Extended DISC® practitioner. Using the tool without sufficient information on the background of the Extended DISC® System may lead to misinterpretation of the results.

Extended DISC® divides all of the different behavioural styles into four main styles. No style is better or worse, each style having its own advantages and disadvantages.

It is recommended that each individual included in the team report should have done their individual behavioural assessment within three months of each other. However, if there have been no significant changes or stresses present, it may be possible to use results which are separated in time by a larger gap.

1.1 How to download a Team & Build Analysis

1. Log into your FinxS Account.

2. Click on the 'Database' tab along the top of the screen and select 'Individuals' from the dropdown menu.

3. In the column on the left-hand side of the screen, click on the arrow next to 'Behavioural Analysis' to expand it.

4. Click on the name of the project which contains the individuals you wish to select. (NB: You may only have one Behavioural Analysis project; if so, just click on it). A list of the names of all the people who have completed the DISC questionnaire with this access code/in this project will appear.

5. Click on the boxes next to the names of the individuals you would like to include in the Team & Build Analysis report.

6. Once the individuals have been selected, click 'Print PDF' on the top left of the screen.

7. Fill in the details in the screen that comes up:

   a. Ensure 'Multi-person Report' has been selected under PDF Type.

   b. Select 'Team & Build Analysis' under 'Report' (i.e., where it says 'Select Report' in red). Note: you will need to locate the report, by expanding the heading names that are there. It may be under 'Team and Build' or under 'New Reports Package', for example.

   c. Ensure that English (Australasia) has been selected as 'Language'.

   d. Add a Group and Organisation name – important, as it will print '(Group Name)' and '(Organisation)' if you don't.

   e. Select 'Download PDF' to download the report or 'Send Email' to have it sent to your own or someone else's email. In this case, you'll need to enter an email address.

   f. Click 'Ok'.

8. A Team & Build Analysis in PDF format will now download or be emailed.

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1.1. Interpretation/Application One: Behavioural Analysis Feedback to a Team

Application

If feedback from the Behavioural Assessment results is to be given to all members of a team you may choose to use a Team & Build Analysis for that purpose. Typically the session takes 2-4 hours.

Interpretation Agenda

Sample agenda for the session:

- Introduction to the 4-Quadrant Model and the four behavioural styles: D, I, S and C.
- A discussion on the different areas of the 4Q Model from a perspective that is relevant to the team.
- A brief explanation of the Extended DISC® Diamond.
- "Guessing" the results -
  - Ask individuals to position themselves where they believe they sit in terms of the four basic DISC styles.
  - Ask others where *they* think each person might sit.
- Display the Behavioural Assessment results on a Name Map to the group.
- Discuss the results.

Outcome of the Interpretation

The outcome of this session is often found to include:

- Increased understanding of one's own behaviour.
- Increased understanding of the behaviour of others.
- A new language for the team to use to give one another feedback.
- A good basis for further development activities.

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1.2.   Interpretation/Application Two: Team Training

Application

The following is an example of a first steps team training session where the concept of the Extended DISC® System is introduced to the team.

Interpretation Agenda

We recommend that a team training agenda should include:

- Introduction to Extended DISC® Theory.
- Introduction to the four main behavioural styles: D, I, S and C.
- Exercises: How to recognise the styles.
- Behavioural Assessment results + Name Map.
- Introduction to the concept of behaviour modification.
- Exercises on behaviour modification + Feedback on the exercises.
- Presentation of the Team & Build Analysis results.

Optional follow up:

- Team-tailored exercises or working with the Behavioural Competences.
- Exercises: Team exercises + Feedback on the exercises.
- One-to-one feedback session on the Behavioural Assessment results with the trainer.

Outcome of the Interpretation

The outcome of this session is often found to include:

- Increased understanding of team behaviour.
- A new language for the team to use to give one another feedback.
- A strong foundation for further development activities.
- An opportunity to develop and enhance internal and external relationships.

1.3. Interpretation/Application Three: Team Consultation about Team Roles

Application

The following is an example of a session that assists the development of team productivity and efficiency.

Interpretation Agenda

Sample agenda for the session:

- Introduction to Team Roles
- Workshop: What roles do we need in our team?
- Presentation of Team Roles results
- Workshop: Gap analysis between the "ideal" and the real roles.
- The next step requires analysis:
    o Reorganisation of responsibilities
    o Delegation
    o External support needs
    o Internal support needs

Outcome of the Interpretation

The outcome of this session is often found to include:

- An increased understanding of each individual's contribution to the team.
- The drawing-up of a detailed plan for team development.
- Ideas for future developments.
- Increased efficiency within the team.

1.4. Interpretation/Application Four: Management Team Consultation

Application

The following is an example of how the Diamond can be used in management team development.

Interpretation Agenda

Sample agenda for the session:

- Define and list the first and second priority tasks of the team and/or team members.
- Describe the 4Q Model and the Diamond.
- Workshop: Place the priority tasks on the Diamond.
- Presentation of the team's Name Map.
- Workshop: Gap analysis + conclusions and the development plan.

Outcome of the Interpretation

The outcome of this session is often found to include:

- A realisation of how our natural behaviour enhances team goals.
- An understanding of where the threats to development are.
- An understanding of what support and/or additional help and encouragement is required.
- A detailed plan to address areas that need attention.

1.5.   Overview of the Four Basic Styles

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, to control and hold the power. They like change and challenges. D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to making snap decisions. Others may perceive D-styles as being somewhat self-centred, demanding, blunt and dominating.

I-style

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 are eager to be popular. Others may perceive I-styles as being somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid-back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent. S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times may be taken advantage of. Others may perceive S-styles as being too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

C-styles are precise, logical, matter of fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work. C-styles may also focus too much on the details, becoming nit-picking, slow and losing the big picture. At times they might get lost in the analysis, focusing too much on the trees and not enough on the forest. Others may perceive C-styles as being too critical, distant, pessimistic, and even cold.

2. **What's in a Team and Build Analysis?**

1. Introduction
2. Shotgun Map + Worksheet
3. Name Map + Worksheet
4. Arrow Map
5. Flexibility Zones + Worksheet
6. Individual Profiles
7. Team Roles + Explanation
8. Competence Scales, displaying team members' strengths in:
    a. Management Duties
    b. People Duties
    c. Administration Duties
9. Worksheet: Devising 5 Team Development Areas

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Team & Build Assessment

This assessment is based on the responses given in the Behavioural Analysis Questionnaire. This assessment should not be the sole criterion for making decisions about this team. The purpose of this assessment is to provide supporting information for the team and management.

**(Group Name)**

Organisation:
(Organisation)

Date:
07.07.2017

3. Understanding the Diamond

The Extended DISC® Diamond shows where a team's behavioural styles can naturally shift or develop and what types of behaviours would require the most energy from them. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioural traits.

The dots (Shotgun Map), names (Name Map), and bases of each arrow (Arrow Map) on a Diamond show the location of the team members' natural styles. The tips of the arrows on the Arrow Map show the adjusted styles of the team members.

The shadings on the Team Flexibility Zones Diamond represent the behavioural styles that the team can easily shift to or develop. The white areas illustrate the behaviours on the Diamond that are the most difficult development zones for the team and therefore will require the most energy, effort and concentration from the team members. The farther from the deepest shade the members move, the more energy will be required.
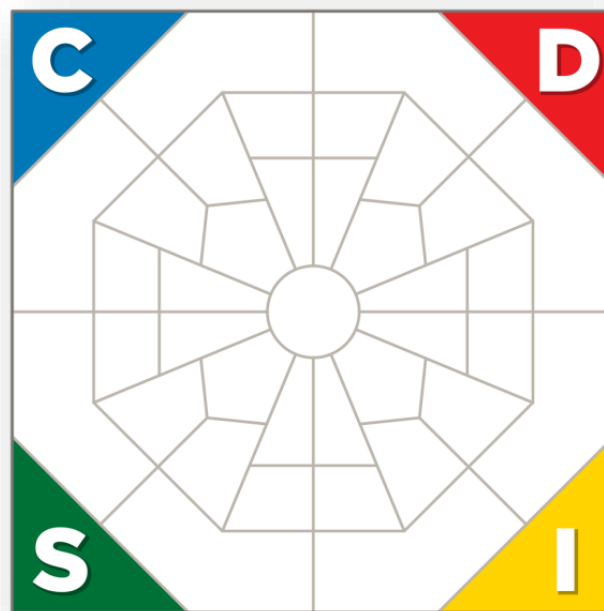
4. Shotgun Map

The Shotgun Map demonstrates where the natural behavioural style (i.e., Profile II) of each team member falls on the Extended DISC® Diamond. Each team member is represented by a dot on the Shotgun Map.

When to use the Shotgun Map

The Shotgun Map provides a team assessment in seconds. The system maps the human resources, providing valuable information about their behavioural makeup. The Shotgun Map allows the facilitator to show the team dynamics without sacrificing the confidentiality of the individual results. A few of the applications of the results include:

- To map the make-up of a team/organisation in order to identify strengths, weaknesses and areas needing improvement.
- To identify a team's behavioural style makeup.
- To reveal potential conflicts.

The Extended DISC® Shotgun Map is especially useful for:

- Keeping the identities of each team member anonymous.
- Getting an overall picture of a team/organisation.
- Establishing general guidelines for managing a team/organisation.

It can also be applied in:

- Recruitment
- Team Responsibilities Design
- Management Design
- Change Management
- Training Design
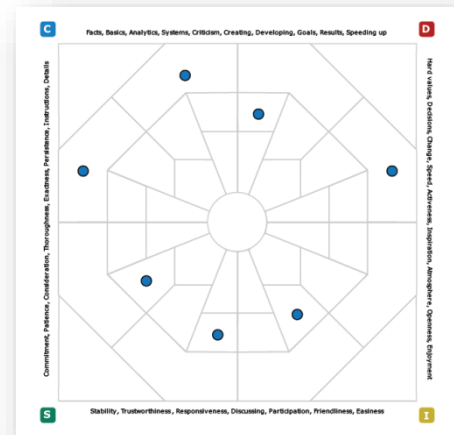
4.1.   Shotgun Map – Worksheet

Here are some areas to consider and discuss when you review the Shotgun Map with the members of the team:

Overall distribution

- How does the team's makeup relate to your overall objectives?

Where are your strengths?

- Is there an area on the Diamond where you have several individuals?
- What does it mean for your team that there are more people in this area, especially in relation to your team's goals?
- Is it possible that you may over-emphasise the strengths of this particular behavioural style?

Where are your weaknesses?

- Is there an area on the Diamond where there are no, or very few, individuals in your team?
- How are you going to compensate for this, especially as it relates to your team objectives?

Is your team divided into subgroups?

- Is there any conflict between the different groups?
- Are there different types of activities required from the team?
- Is there an opportunity for a better delegation of the team's responsibilities?

Are there individuals alone in certain areas?

- Is your team taking advantage of their special strengths?

5. Name Map

The Name Map provides the same information as the Shotgun Map but uses team members' names instead of dots.

The position of the name is the position of the person's Profile II (natural style) on the Diamond. When you review the results with the team members, below are some issues to consider and discuss:
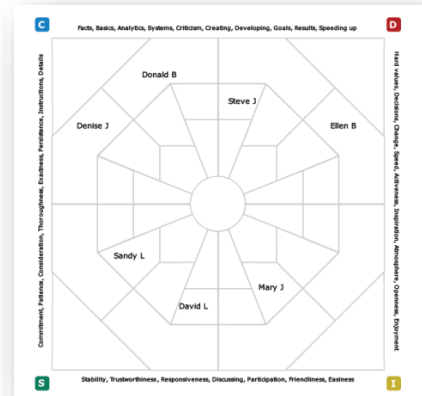
When should you use a Name Map?

A Name Map is used in situations where participants are comfortable sharing the results of their Behavioural Assessment results with one another. A Name Map sets the stage for powerful and effective discussion on their team building and development.

It helps participants to understand the dynamics of their team more fully. A few of the applications of the results include:

- To increase understanding of individual differences among team members.
- To enhance communication between team members.
- To improve division of responsibilities among team members.
- To increase self-awareness.
- To enable the management to 'tailor-make' its management approach to each team member.

The Extended DISC® Name Map is useful when:

- You specifically need to know who in a team is located where on the Diamond.
- You want to pay attention to each individual separately.
- You want to establish individualised managerial guidelines.

It can also be applied to:

- Recruitment
- Job Rotation
- Team Training
- Team Responsibilities Design
- Team Support Design

5.1. Name Map – Worksheet

Here are some areas to consider and discuss when you review the Name Map with the members of the team:

The position of each individual

- What specific strengths does each team member have?
- How is the specific behavioural style of each individual recognised in the course of the team's daily work?
- How well do the individuals and their job requirements match?

Similar styles (i.e., when there's only a small distance between individuals on the Map)

- Do the individuals with similar styles tend to seek each other's company most of the time?
- Are there any potential negatives to similar individuals working together? If so, how could these be avoided?

Different styles (i.e., when there's a big distance between individuals)

- What are the communication and cooperation needs of people who are far apart from one another on the Map?
- How can communication breakdowns between individuals with different behavioural styles be avoided?
  - Learning from past experiences.
  - What to remember in the future.
- Should some of the team's responsibilities be reassigned?

### Are there individuals alone in certain areas?

- Do they offer a special strength to the team?
- Is the rest of the team aware of the special strengths of these people?

Other Questions

- Can people be divided into subgroups?
- Is there any conflict between different groups?
- Is the team expected to perform different types of tasks?
- Is there an opportunity for delegation?

6. Arrow Map

The Arrow Map is based on the Extended DISC® Diamond. It indicates where each individual's natural behavioural style falls on the Extended DISC® Diamond (base of the arrow = Profile II) as well as showing the behavioural style they're adjusting to (tip of the arrow = Profile I).
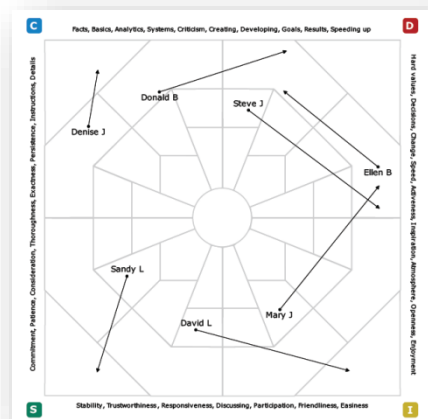
When should you use an Arrow Map?

An Arrow Map is a management tool that shows the level to which a team's natural style is being used in the present environment. The more the arrows point in a particular direction and the longer they are, the more likely it is that some change in the managerial approach towards the team needs to be taken. A few of the applications of the results include:

- To indicate the direction a team/organisation is heading in. Sometimes the direction is not what the management or a manager might expect.
- To determine if a team is making the desired behavioural adjustments.
- To identify the behaviours a team/organisation is moving away from.
- To reveal the type of pressures the team members are under.
- To make appropriate adjustments to how the team is managed.
- To find any indication of a potential problem in the team's performance

The Extended DISC® Arrow Map is useful when:

- The team has been working together for a period of at least a few months.
- There is conflict between the team and the management.
- The team is not performing to expectations.
- There is not much feedback available on the team's performance.

It can also be applied in:

- Management Development
- Team Development
- Team Support Design
- Team Profiles and Percentages

6.1. Arrow Map – Worksheet

Here are some areas to consider and discuss when you review the Arrow Map with the members of the team:

Direction of the Arrows?

- Why does the team feel pressure to adjust its behaviour away from what would be most natural for it?
- Is there something in the way the team is being managed that does not match their natural style or motivation?
- Are there external factors that make it difficult for the team to perform effectively?
- Why do the members of the team feel pressure to adjust in different directions?
- Are all the arrows pointing in the same direction or in different directions?
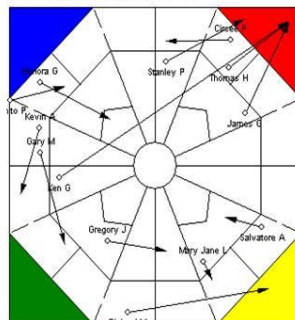- Does the team consist of sub-teams having different challenges?
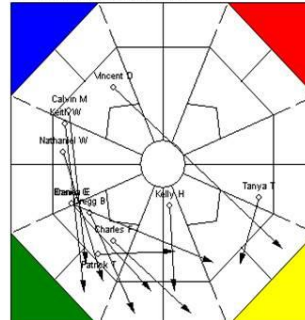
The Arrow Map – Team Dynamics
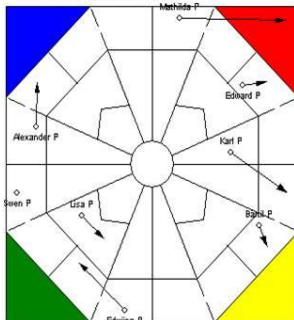
NO ARROW
- Does not express any pressure by the environment
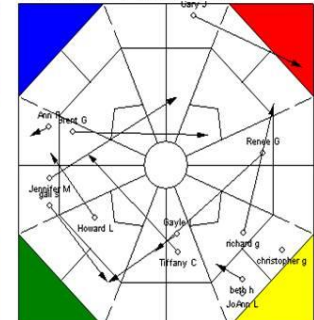- Does not mean everything is OK

PART ARROW
- There is no pressure towards the team
- Pressure from inside or outside towards some team members

FULL ARROW
- A strong pressure target towards the team
- Team feels pressured

MIXED ARROW
- Team may not be treated as a team
- Team may experience challenges working as a team

7. Flexibility Zones

The Flexibility Zones Map provides a quick overview of where the natural team strengths fall. The shaded sections show the areas that the team's behavioural styles spread across. The coloured section represents the combined team's most natural behavioural style (Profile II). The grey shaded areas represent where the team's behaviour is likely to shift to or develop in. The white areas of the Diamond indicate behavioural styles that are not natural for any of the team members and would require a strong conscious adjustment and more energy to perform.
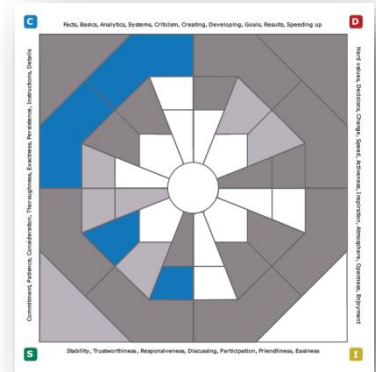
When would you use the Flexibility Zones?

- When defining behavioural preferences/needs at different organisational levels or in business units.
- To increase the effectiveness of Change Management, Conflict Management, Stress Management, Project Management, Time Management in a team.
- To improve the communication, decision making or leadership of a team.
- To enable sales and customer service teams to achieve required business results.
- When preparing an organisation for change and leading it through to a positive outcome.
- When designing organisational development processes.
- When redesigning organisational and job processes.
- To gain an understanding of the culture of an organisation.

Extended DISC® Flexibility Zones are useful for identifying:

- The specific strengths of a team.
- How well the team members and their job requirements match.
- The communication styles of a team.
- Whether team members prefer to work independently or together.
- When an adjustment needs to be made and the effort it will cost the team.

Other Questions

- What conclusions can be drawn by comparing the natural preferences of the team with the activities required?
- Are there 'blank' areas that need to be covered? Should this be considered when recruiting in the future?
- What specific managerial requirements are created by the distribution of team members' styles?

7.1.   Flexibility Zone – Worksheet

Here are some areas to consider and discuss when you review the Flexibility Zone Map with the members of the team:

- How do the comfort areas of the team relate to their objectives?
- If the team has responsibilities that fall into the white areas of the Diamond, are the team members modifying their behaviours adequately? Is there pressure on them to do so?

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8. Individual Profiles

Viewing both profiles of all team members in the one document makes it very easy to assess whether there are any 'Special Cases' and if any patterns can be observed.

The Team & Build Analysis includes all of the individual profiles, however if you wish to reproduce them in a separate document, it is very easy to do so using Open Preview in FinxS.

You may also wish to take advantage of some of the other invaluable team insights that Open Preview offers while you are there. Simply follow these instructions to access these additional features:

- Log in to your FinxS account.
- Select Database/Individuals/Behavioural Analysis.
- Select the team members you wish to print both profiles for by putting a tick in the box beside their names.
- Select Open Preview.
- Select the Graphics tab from the central area of the screen.
- Highlight the first heading 'Profiles' from the list on the left-hand side of your screen.
- Highlight the names of your team on the right-hand side of the screen.
- Both Profiles I and II will appear on the screen.
- Select Print PDF on top right-hand side of the screen.
- Fill in the text boxes.
- Click "OK".
- Save to your files and/or print a copy.

9. Team Roles

Extended DISC® Team Roles divide team functions into roles. Each of the 10 roles has its particular strengths and development areas. None of the roles are better or worse; they are simply different. In order to build an ideal team, you shouldn't select one person from each role but rather focus on the task requirements set for the team.
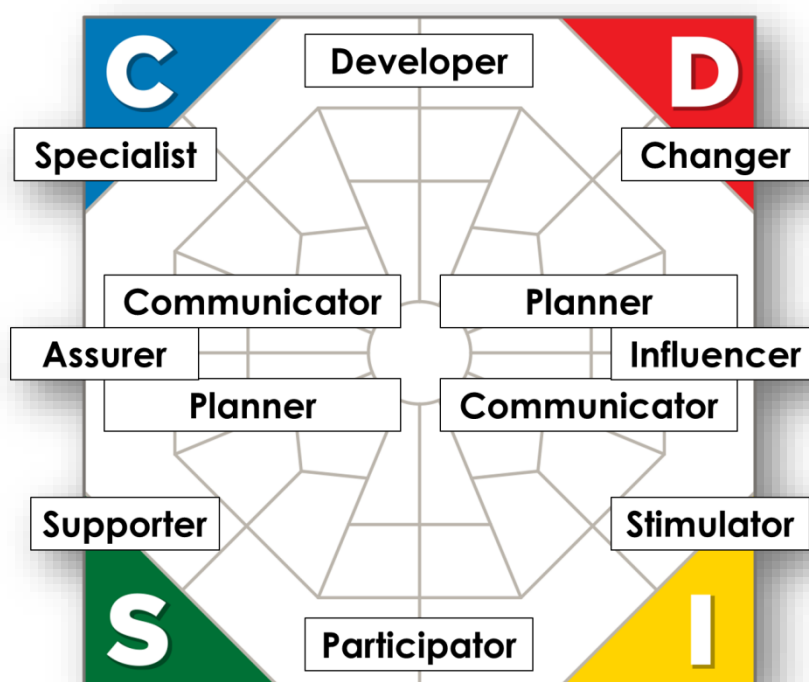
When to use Team Roles

The Team Roles are particularly useful when a team is expected to take more responsibility for its own tasks and when there needs to be a lot of communication between the team members. A few of the applications include:

- To identify the role each person is likely to adopt in a team.
- To increase understanding among team members about each other's behaviour.
- To help the team divide responsibilities.
- To solve people problems within a team.

Extended DISC® Team Roles are useful when:

- Team members need to work in close cooperation.
- The team is managed from a distance.
- The team has communication problems.
- The team is not working effectively.

It can also be applied in:

- Team Building
- Team Training
- Recruitment

Below are some other issues to review and discuss:

- Does everyone have the opportunity to operate in their natural role in the team?
- Could the responsibilities be adjusted so this would be possible?
- Are these roles important for the team?
- Is there a need to add a person with a particular role to the team?

10. Behavioural Competences

When to use the Behavioural Competence graphs:

The Behavioural Competence graphs can be extremely useful when there is a need to build team efficiency. They increase our understanding of how each team member can contribute in the best possible way, by concentrating on the type of actions that are most natural for the person. A few of the applications of the results include:

- To identify the potential strengths of the team;
- To identify the potential need for support;
- To help the members of a self-managing team communicate and divide responsibilities;
- To help the team leader with delegation and assigning jobs.

Extended DISC® Behavioural Competences are useful when:

- There are new team members.
- There's a new team leader.
- The team's area of responsibility is changing.
- The team is not performing effectively.

It can also be applied in:

- Team building
- Screening
- Organisational development
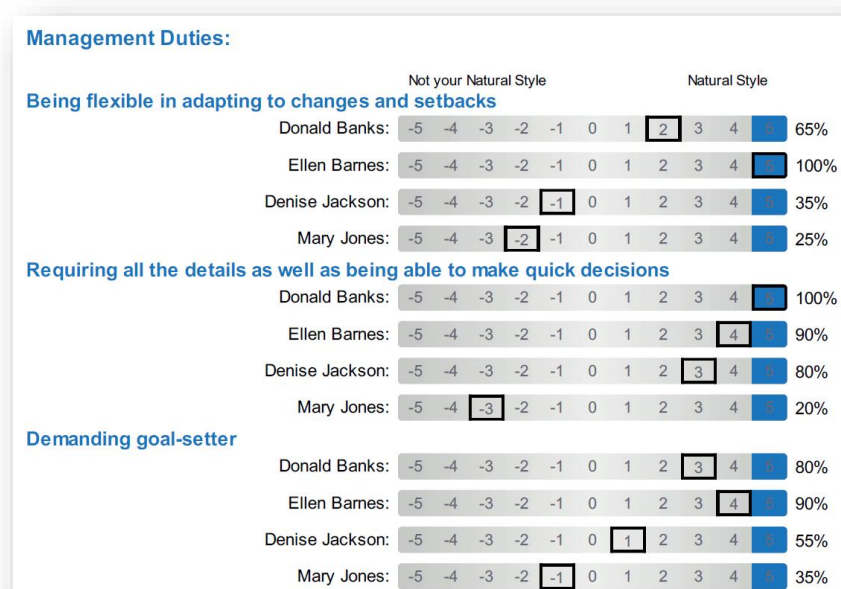
Behavioural competences divide the functions of the team into categories:

- Management Duties
- People Duties
- Administration Duties

For each team member a numerical value is calculated that reflects how natural (i.e. it requires little energy, concentration and effort) each competence is for them. The numerical values range from -5 to +5.

If there's a box around numbers 3, 4 or 5 on a graph, the individual doesn't feel much pressure to adjust their style to perform the corresponding action/competence. They are naturally comfortable in this area.

Boxes around -2 to +2 refer to areas where the team member is neither strong nor weak. With some effort, they can adjust to the demands of these actions/competences. However, over a long period of time they may have difficulty concentrating in these areas. As a result, these areas should not number amongst the most important functions of the team member.

Numbers -3 to -5 refer to areas that the person probably would not enjoy performing. To do so would require a lot of concentration and adjusting of the natural behavioural style. Also, these areas probably (at least in the long run) do not motivate the team member.

The strength percentage at the end of each graph indicates the percentage of the maximum score possible for each competence; the final 'Match Percentage' for the team member at the end of each category indicates the percentage the individual achieves overall in that category.

When the percentage is over 65, the individual is likely to be able to focus naturally in that area. It reflects the individual's natural behavioural tendency and should reflect as closely as possible the individual's actual ongoing focus and activity.

When the percentage is below 35, it is not natural for the individual to focus significantly in that area. Having to would require a lot of concentration and effort and would likely feel unnatural.

11. Appendix

11.1. Dysfunctions of Teams

The Five Dysfunctions of a Team is a business book published by consultant and speaker Patrick Lencioni. In the book, Lencioni reveals FIVE key dysfunctions a team may suffer from. The tables below are based on these five dysfunctions and map out the development areas of the DISC styles within each dysfunction.

BUILDING TRUST

Willingness to be vulnerable, to admit "I am wrong", "I made a mistake" and "I need help" within the team setting.			
D style	**I style**	**S style**	**C style**
• Uses power vs. trust. • Has difficulty admitting mistakes or asking for help. • Trust will come only over time and will usually be displayed privately.	• Likes to see the best in others and accepts their faults, although often I-styles do not accept differences. • If feels wronged, will disengage and have difficulty reengaging. • Often seen as "too scattered" to be trusted.	• If obligations are not met, will judge self negatively unless believes someone else is at fault. • If asked will often help more often than has time for. • If pushed, will defend and explain and become stubborn.	• Is reluctant to admit mistakes. • Needs to be prepared and have the facts. • Will deliver on promises. • Develops trust by acting predictably and being able to predict others.

MASTERING CONFLICT

Productive, ideological conflict: passionate, unfiltered debate around issues of importance to the team.			
D style	**I style**	**S style**	**C style**
• Has the "right" answers. • Needs strong evidence or resistance from team members to adjust views. • Can be impatient with debate - has mind made up already.	• Is either the team's most positive or most negative member. Depends on their view of the situation. • Avoids conflict unless forced to engage.	• Tries to sees all sides of a situation. • Can change own "external" opinion (but not their real opinion) for the sake of compromise. • Will engage in debate on the practical	• Avoids public conflict. • Sees conflict as risky, especially when it involves people's feelings. • Will use the facts only as a basis for debate.

	• Can be emotional and might speak without thinking.	problems of implementation.	

ACHIEVING COMMITMENT

Comes from a combination of Buy in and Clarity. Buy-in is the achievement of honest emotional support. Clarity is the removal of assumptions and ambiguity from a situation.			
D style	**I style**	**S style**	**C style**
• Strives for clarity. • Could assume that silence equals buy in. • Slow to provide support unless "what's in it for me" is clear.	• Provides encouragement and support. • Is excited by possibilities if likes the idea. • Is comfortable with ambiguity.	• Careful about committing, but once committed will work hard to make it happen. • Wants to see a clear plan. • Prefers slow, incremental change.	• While commitment is always somewhat relative to C-styles, it will be conditional until they have all the facts. • Will test the accuracy of any assumptions being made. • Will strive for clarity; may not speak up with their concerns.

FOCUSING ON RESULTS

The willingness of the team to establish, announce and track key objective measurements that will keep the focus on the right priorities. The team members' willingness to consistently show commitment to these results ahead of their owns needs and success.			
D style	**I style**	**S style**	**C style**

• Very bottom line + results oriented. • Constantly looking for ideas for breakthroughs. • Competitiveness and ambition could lead to pursuit of personal and departmental goals.	• Capable of inspiring the team to achieve the big goals. • Could lose sight of delivering on their own contributions or get side tracked by non-essential activities. • May be driven to succeed by a desire to be in the "limelight".	• Will remain focused on delivering their own promises. • Will regularly work at keeping the group on track and will help others. • Can put the good of the team above themselves (too much sometimes).	• Will skilfully define and track the "scorecard" to keep the group up to date. • Will be proud of personal contributions and will work hard to achieve their objectives. • Will work hard to succeed if convinced the goal is worthwhile.

EMBRACING ACCOUNTABILITY

The willingness of team members to remind one another when they are not living up to the performance standards of the group.			
D style	**I style**	**S style**	**C style**
• Will set a high standard for self and others. • Will directly confront others, maybe using a blunt tone. • May not listen well or might discount others' comments about their behaviour.	• Likes to emphasise and praise the positive. • Enjoys producing work that's a team effort. • Will either joke or indirectly comment on deficiencies, hoping the person will get the point. Sometimes may also comment behind people's backs.	• When sees accountability as fair, likes it and will work to get clarity. • Will often be accommodating of others' behaviour. However, tends to become quiet if others do not fit their style – rather than adjust their own. • Reluctant to confront others - very loyal to fellow team members.	• Likes the clarity of accountability and clear standards. • Quick to recall standards and judge others shortcomings privately. • Reluctant to actually remind others since it could lead to confrontation.