

Extended DISC®

Recruit & Select 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 a candidate. The purpose of this report is to provide supporting information for a prospective employer or recruitment consultant.

Note: This assessment is based on Extended DISC Methodology®.

Sam Sample

Organisation:

FinxS

Date:

23.10.2025

Extended
DISC®
Assessments



Identifying the 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.

Preferred work environment



Dominance (D Style)

- Enjoys a challenge
- Independent
- Comprehensive
- Risk taking
- Multi-dimensional
- Likes clear, quantifiable goals
- Enjoys freedom from routine



Influence (I Style)

- Enjoys working with people
- Positive atmosphere
- Lots of communication
- Multi-dimensional
- A variety of contacts
- Freedom from hard facts
- Limited detail



Steadiness (S Style)

- Likes things to be clearly defined
- Predictability
- Working at own pace
- Tasks relating to own expertise
- Being part of a team
- Risk-free situations
- Honesty



Compliance (C Style)

- Likes the opportunity to upskill
- Clearly defined tasks
- Working independently
- Things being logical
- Things being organised
- Needs time to make decisions
- Freedom from aggressiveness

Sam's Extended DISC Style

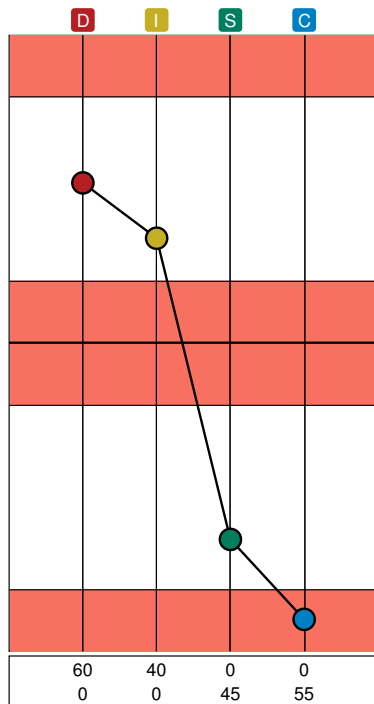
There are no good or bad behavioural styles - just different ones.

Profile I: Perceived Need to Adjust

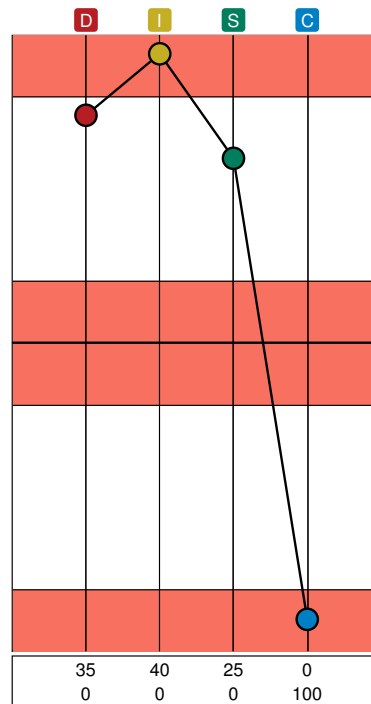
Adjust - Sam's adjusted style shows how they believe they need to adjust to meet the demands of their present environment.

Profile II: Natural Style - A person's natural style remains fairly stable, but not rigid, throughout their adult life. It is the style that is most comfortable for an individual and uses the least energy. Most people are a combination of styles.

Profile I - Perceived Need to Adjust



Profile II - Natural Style



PSiz	PSim	PPos
5	4	5

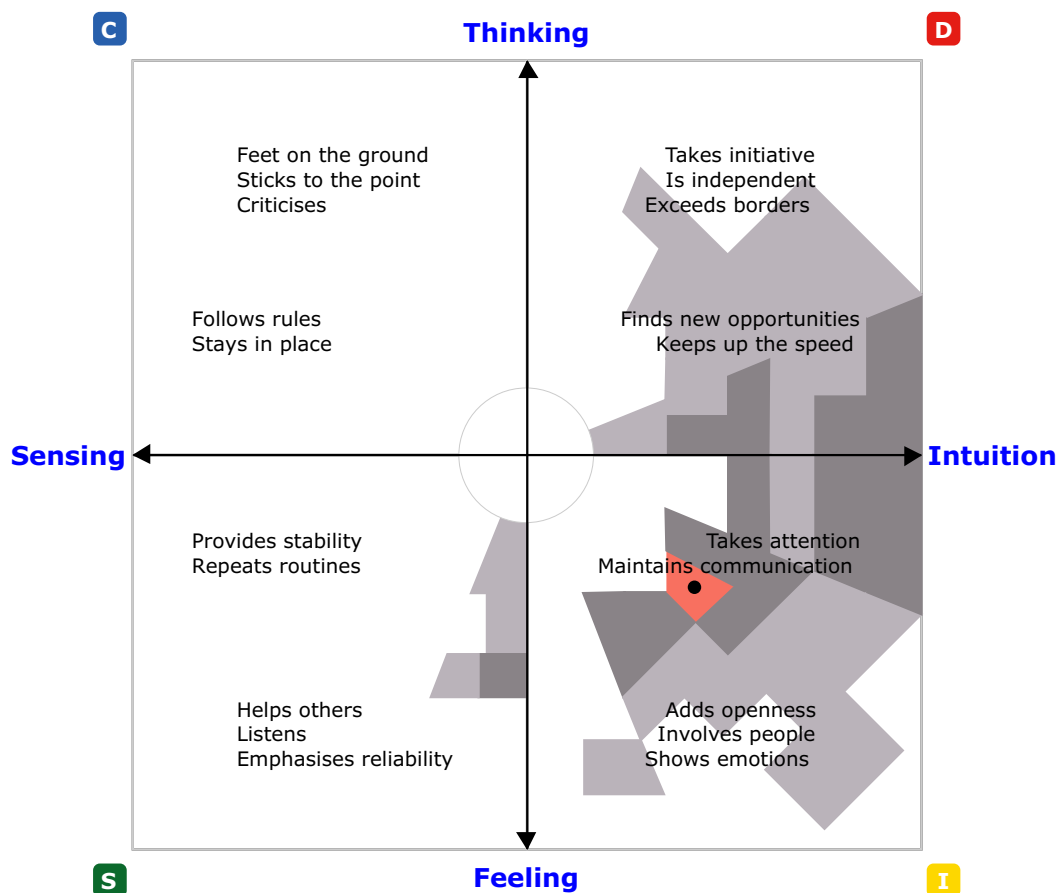
Sam's Flexibility Areas

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

The coloured area shows the location of Sam's natural style. Note what quadrant it's in. This is Sam's most natural and comfortable behavioural style (D, I, S or C).

The DISC quadrant(s) that contain **grey shading** represent Sam's DISC **comfort areas** or their natural style.

The DISC quadrant(s) that have **no shading** (i.e. the white areas) represent DISC styles **requiring more energy** from Sam.



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Characteristics of Sam's DISC Style

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

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.

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

Sam's Natural Strengths

The behavioural skills in the section below are Sam's clear natural strengths. They may not be exceptional skills, however they come to Sam very naturally and performing them in the work environment costs Sam very little energy. Increasing opportunities to use these strengths in the work environment would have a positive effect on Sam.

- 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

Sam's behaviour when under pressure

These reactions to pressure situations may become more evident when Sam is under pressure or over enthused.

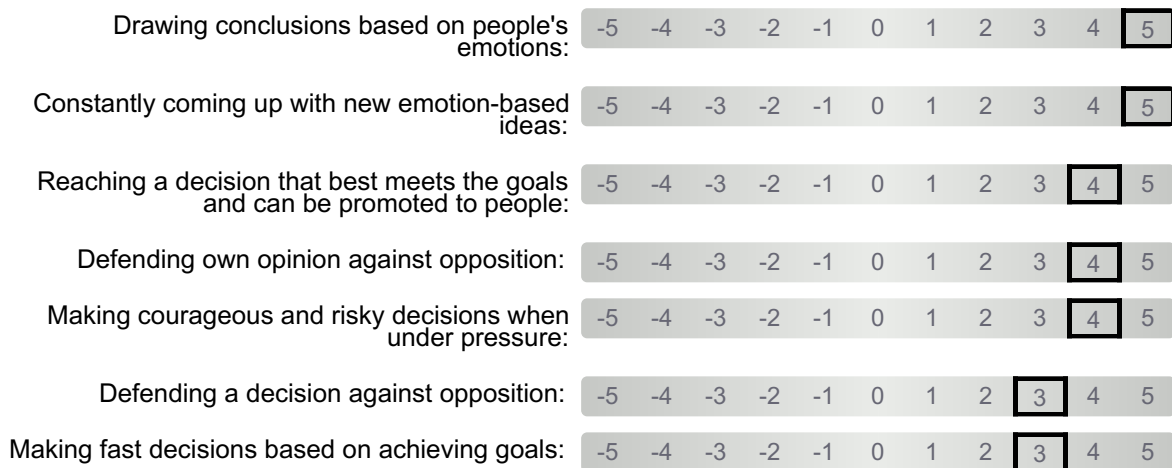
- Makes inaccurate assessments
- Operates superficially
- Allows emotions to influence oneself
- Tries to please too much
- Doesn't behave directly
- Doesn't always expose one's real opinions
- Needs popularity
- Spends too much time with people
- Makes mistakes by being inaccurate
- Thinks about oneself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

Sam's Decision Making

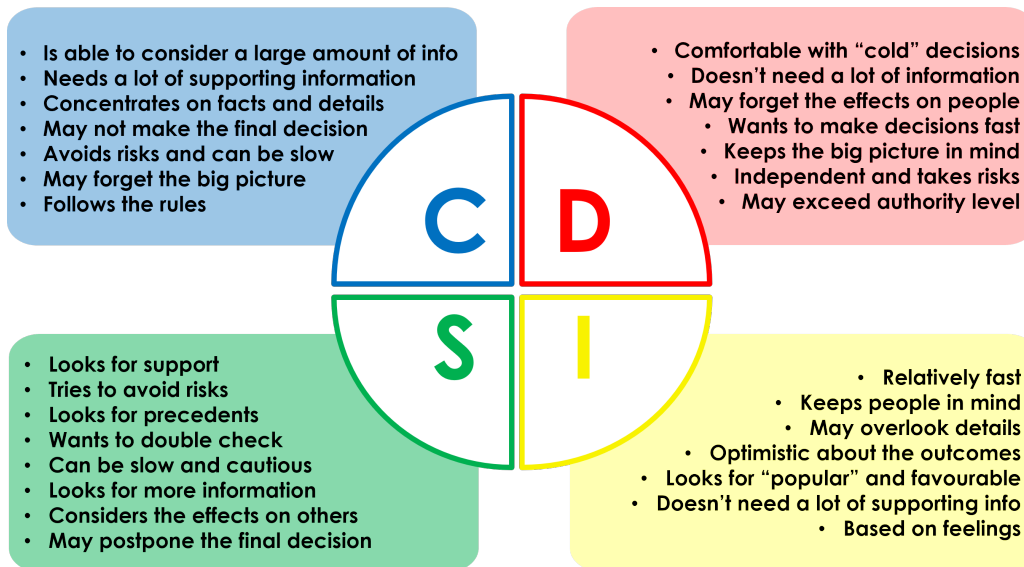
He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

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

There is no best decision making style. However, we all have our preferred ways. The seven most natural ways for Sam are listed below. The further to the right a box is located on each scale, the more comfortable the decision making style is for them.



How Different Styles Make Decisions



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Motivation & Demotivation

Motivators are what drive us as individuals. Knowing a candidate's motivators can help us make informed assumptions about what they would like to spend their time and energy doing.

An explanation of what motivates Sam can be found here.

Sam is motivated by social human contacts, good human relationships, acceptance in the team and co-operation. He thrives when he has the freedom to make his own decisions rather than strictly following others, but he enjoys creating a dynamic and uplifting atmosphere. Sam likes independence inside an organised company. He also needs a certain amount of freedom.

His manager/leader should be able to stop and move forwards purposefully. The manager/leader must be able to listen, discuss things besides business and be easy to approach. From time to time the manager/leader has to give him energy, especially when beginning new tasks and when different opinions arise.

Sam's Motivators:

- 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

What motivates Sam in the work environment

Seven factors that motivate Sam are listed below. The further to the right each box is located, the more motivating the factor is for Sam.

Having opportunities to influence people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Creating positive, people-related ideas: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being able to leave the details to other people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

The opportunity to influence people: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Receiving instructions that do not go into details: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Having the right to make decisions: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Working with inspiring people: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

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Demotivators are features of the workplace that the candidate does not particularly enjoy and will require more energy to deal with. It is likely that the effect on their motivation will be negative if these elements are increased in their work role.

An explanation of what demotivates Sam can be found here:

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

Sam's Demotivators:

- 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

Sam's DISC Style and Stress

While a certain amount of positive stress is likely to increase an individual's motivation and empower them, negative stress can make an individual lose concentration and become less productive and it can have an impact on their general well-being.

When the factors below are present in Sam's environment for an extended period of time, they may make Sam feel negatively stressed .

Causes of Stress for Sam

Five factors that cause Sam stress are listed below. The further to the right each box is located, the greater the stress this factor or situation is likely to cause them.

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



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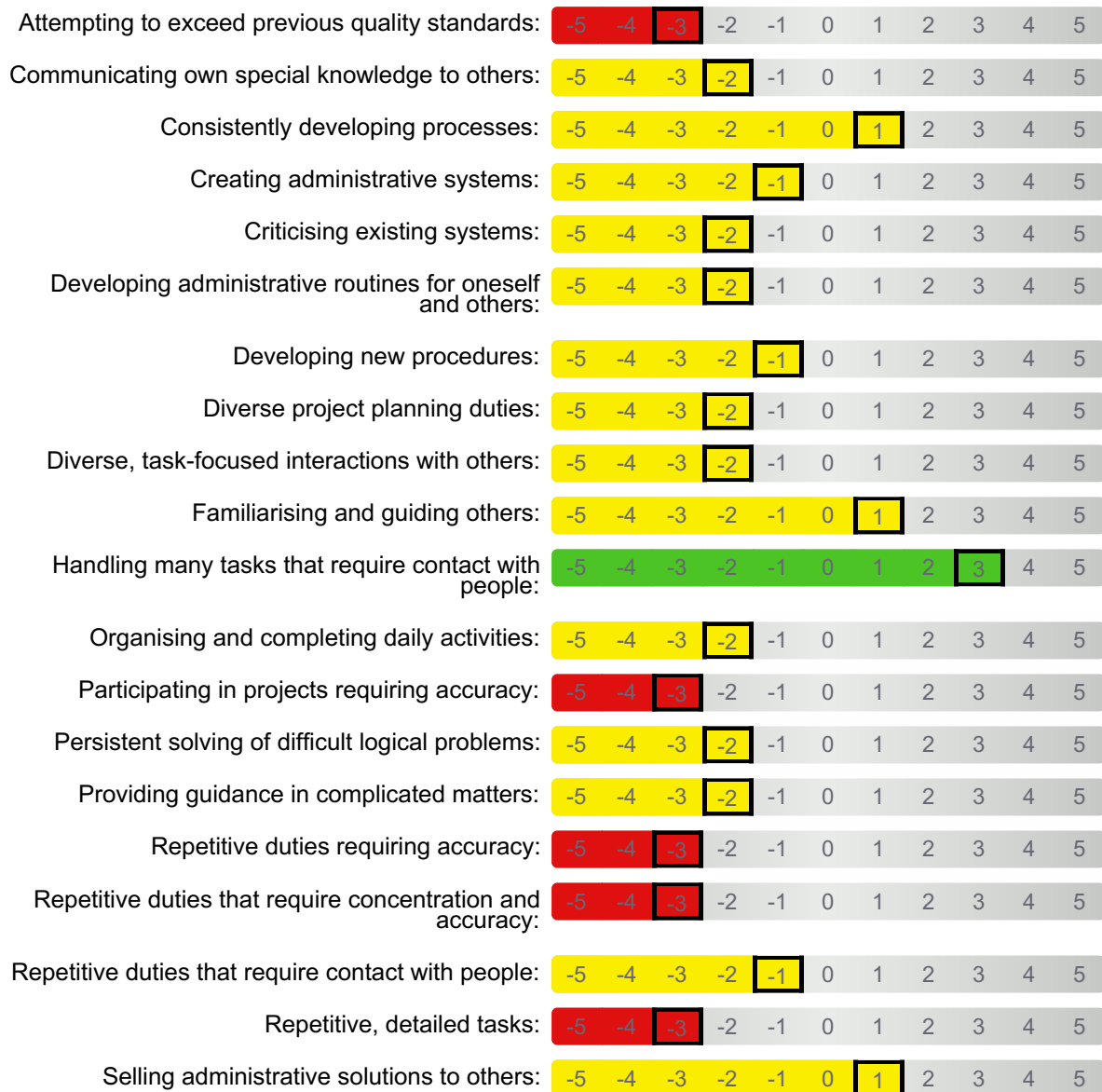
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Workplace roles Job Templates

The graphs on the following pages show Sam's natural aptitude for different aspects of a number of workplace roles. Red indicates that Sam has little natural aptitude for this task, though with energy and concentration they will still be able to do it. Yellow indicates that Sam has some natural aptitude for this task, but it will still cost them some energy to perform it. Green indicates that Sam has a strong natural aptitude for this task or type of task. It will cost them very little energy to perform it.

Administration



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Project Management

Comprehending the whole project to the last detail:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Selling of the project idea:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Setting up a detailed project plan:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Motivating the project members to get started:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Planning of the daily project tasks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Helping the other project team members:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Discussing and listening during the project:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participating in implementing the project routines:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demonstrating the project details to outsiders:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Daily motivating of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Setting up the follow-up reporting:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Working steadily and closely with people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Assuming of a distant, expert role:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Steady and exact following of the project instructions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Active expression of own opinions and ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasising positive issues during the project:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Selling the project to outsiders:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Decision-making in crisis situations:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building of new structures and systems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Seeking of new details:	-5	-4	-3	-2	-1	0	1	2	3	4	5

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Leadership

Being a leader who both plans and participates:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Constant, positive encouragement of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing guidance and support to experts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a participative and supportive member of the team:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive encouragement of specialists:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Achieving results through and with people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating routines and systems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Motivating by being knowledgeable and systematic:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a demanding, fast-moving creator of resources:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a charismatic leader of large groups:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new systems independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding, people-oriented leadership style:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Modest and participating guide of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Patiently developing others' professional skills:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reassuring people in a positive manner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making complex issues more pleasant:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Strongly influencing people to achieve results:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Testing new operational procedures:	-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
Bringing up new ideas to inspire people:	-5	-4	-3	-2	-1	0	1	2	3	4	5

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Management



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Customer Service

Brief, goal-oriented customer contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building and maintaining customer files:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Consistent and stable customer relations:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Discussing and taking care of customer needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Finding the details that are in error when handling customer complaints:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-oriented customer motivation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Guiding the customer through complicated matters:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Long-term customer relations -- fulfilling customer needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining customer relations to achieve results:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Managing long-term customer relations:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Mastering the product/service and providing backup support:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Polite and repetitive customer contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive, diverse contacts with customers:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positively influencing customer towards own goal:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Product-oriented customer contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing service to a satisfied customer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing service to a unsatisfied customer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thorough presentation of technical features:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking care of the customer and creating goodwill:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Responding actively to new needs for service :	-5	-4	-3	-2	-1	0	1	2	3	4	5

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Sales

Direct, one-off selling:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Strong, goal-oriented influencer of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Development & assessment of systematic sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-oriented selling while considering prospects' needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Technical selling that requires expertise:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Inspired image-selling:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Short-term selling; inspiring and motivating buyers quickly:	-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
Long-term customer relations -- fulfilling customer needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sales planning, reporting and documentation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively listening to the prospect's/customer's needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Selling complicated solutions requiring product expertise:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking care of after-sale activities with existing clients:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Mastering the product/service and providing backup support:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Contacting customers in an expert role:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Complex selling that requires a custom product solution:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring the quality of the product:	-5	-4	-3	-2	-1	0	1	2	3	4	5

If you require a specific Job Template, please contact your Extended DISC provider.

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Interview Questions

Work History

What do you like about your current job?

What do you dislike?

What has been your greatest accomplishment there?

Why are you leaving your current position?

What were your main responsibilities?

What are some of the challenges you've overcome in your current position?

Personal Knowledge

How would you describe yourself?

Why are you the best person for the job?

What are your greatest strengths?

What are your development areas?

What are you passionate about?

What are your interests?

Teamwork and people skills

How would other people describe you?

What do you expect from a supervisor?

What do you know about this company?

What makes a team function successfully?

Tell us about a time that you had to work with someone whose behavioural style was very different from your own.

How do you personally deal with conflict?

Career Trajectory

What do you know about this industry?

Describe your career goals.

Why do you want this job?

What can we expect from you in the first three months?

What would be your ideal company to work for?

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Suggested Interview Questions

These questions relate to Sam's natural behavioural style.

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?

Additional interview questions based on Sam's behavioural style

- Describe a time when your ideas were put to use in the workplace and what the benefit to your employer was.
- Describe a time when you worked with a difficult co-worker and how you resolved the issue.
- Give an example of how you have influenced people to your way of thinking.
- What type of person do you like to work with?
- Have you ever had a job that required detailed work? Give an example of how you dealt with it.

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We hope you enjoyed reading this report. If you have any questions, please contact your Extended DISC provider.
Thank you!