Extended DISC
Lead & Manage Development 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 oneself. The purpose of this assessment is to provide supporting information for the respondent in self-development. Note: This assessment is based on Extended DISC methodology.

Sam Sample

Organisation:

FinxS

Date:

14.11.2022

LEAD & MANAGE

TEAM & BUILD

RECRUIT & SELECT

GROW & DEVELOP

SALES & SERVICE

Extended DISC® Assessments

Background to Your Lead & Manage Assessment

This assessment is based on the widely recognised model of Situational or Adaptive Style Leadership.

Adaptive Leadership is the adjustment of a leadership style to specific situations to reflect employee needs (Robbins and DeCenzo, 1998). According to this model, there is no one best leadership style for all situations. An effective leader has an understanding of their natural leadership style and will adapt this to best suit the needs of the employees and the organisation as well as their current work environment.

To effectively adjust your leadership style, you need to build an awareness of your natural leadership style.

This assessment draws on the distinction between a Manager and Leader, in order to help you identify your natural style and improve your success as a leader.

Introduction to Your Lead & Manage Assessment

Sam, you may have realised that your success as a leader or manager is determined to a great extent by how well you interact with your employees and other people.

You might have noticed it is very easy to get along with certain people. You almost instantly and effortlessly understand the other person and the communication just flows.

However, with some people, interactions take more effort and they do not flow as easily. You may also have an uncomfortable feeling that the other person is experiencing the same thing. You are likely to feel disappointed, frustrated and even tired. Communicating takes energy, effort and concentration.

Sam, this Lead & Manage Assessment will provide you with a map for more successful interactions with others in your Leadership Role.

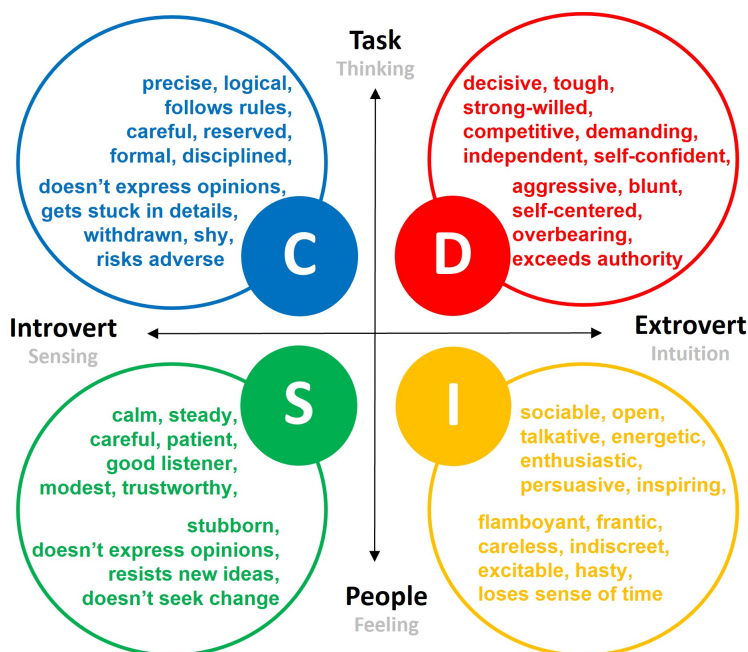## Extended DISC® Model Overview

Your Leadership Assessment is based on behavioural theories that have been used since 1880. The power of this model is that it is easy to learn, understand and use because it identifies four behavioural styles.

People can be divided into four main styles by identifying if they are more:

1. People orientated or Task orientated, or
2. Reserved or Active

The resulting four styles are called:

D-style (Dominance)

I-style (Influence)

S-style (Steadiness)

C-style (Compliance)

Task
Thinking

precise, logical, follows rules, careful, reserved, formal, disciplined, doesn't express opinions, gets stuck in details, withdrawn, shy, risks adverse

C

decisive, tough, strong-willed, competitive, demanding, independent, self-confident, aggressive, blunt, self-centered, overbearing, exceeds authority

D

Introvert
Sensing

Extrovert
Intuition

S

calm, steady, careful, patient, good listener, modest, trustworthy, stubborn, doesn't express opinions, resists new ideas, doesn't seek change

I

sociable, open, talkative, energetic, enthusiastic, persuasive, inspiring, flamboyant, frantic, careless, indiscreet, excitable, hasty, loses sense of time

People
Feeling

Your Behavioural Profiles

The Profiles are a visual representation of your behavioural style. They are based on your responses to the questionnaire. There are no right or wrong answers.

Profile I: Perceived Need to Adjust - Your adjusted style shows how you believe you must adjust to meet the demands of your present environment.
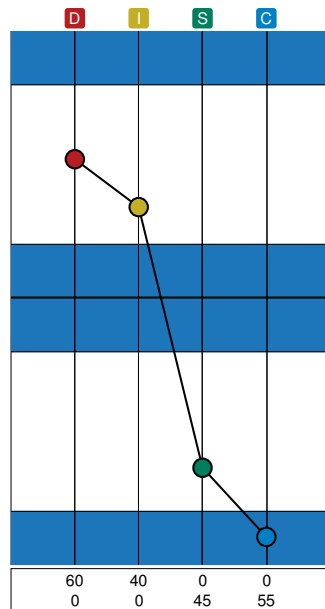
Profile II: Natural Style - Your natural style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable for you and uses the least energy. Most individuals are a combination of styles.

The styles (D, I, S, and C) that are above the middle line (top half of the Profile II) are your natural styles. The styles that sit below the middle line require more energy from you.
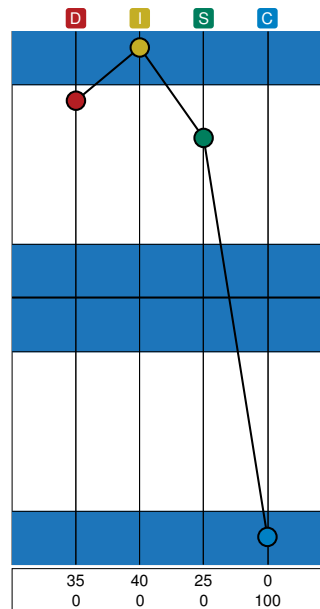
There are no good or bad behavioural styles - just different ones

Your DISC style is: IDS (I - 40%, D - 35%, S - 25%)

| Profile I - Perceived Need to Adjust	Profile II - Natural Style

	D	I	S	C		D	I	S	C
	60	40	0	0		35	40	25	0
	0	0	45	55		0	0	0	100

| PSiz	PSim	PPos
5	4	5

Your DISC Style

The DISC Model is divided into four areas on the Diamond: D, I, S and C. Within each quadrant there are 40 segments adding up to 160 different behavioural styles.

- The **coloured area** represents your most natural behavioural style. These are the behaviours which require the least energy from you.
- The DISC quadrant(s) that have a **darker grey shading** represent your **natural flexibility zone**/the area where your profile is most likely to shift.
- The DISC quadrants(s) that have a **lighter grey shading** represent your **easiest development zone**/the areas toward which your profile is easiest to develop.
- The DISC quadrant(s) that have **no shading** represent your most difficult development zone **requiring more energy** from you.
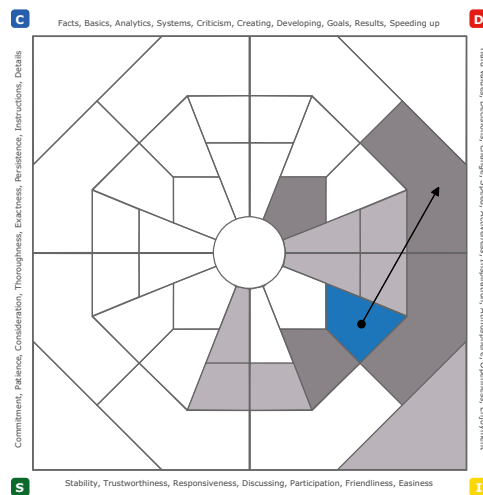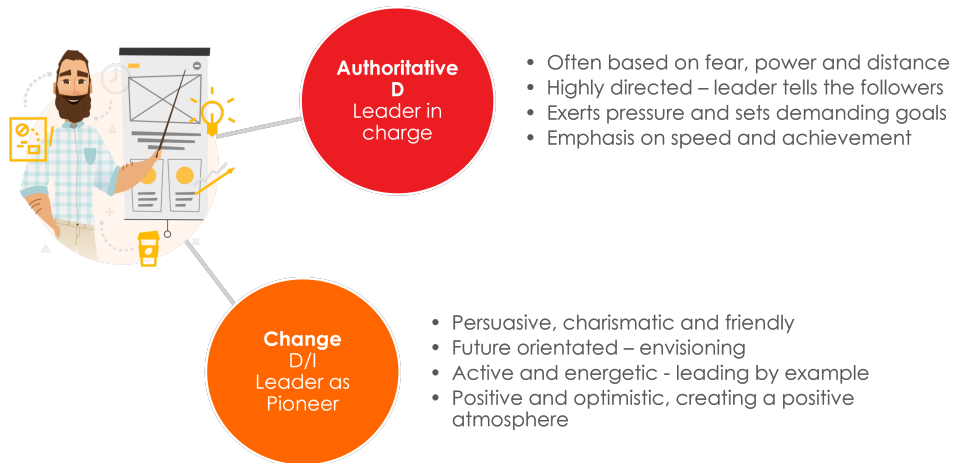

On the Diamond below we have identified management and leadership cultures. Your most natural style is situated on the Diamond above in relation to the leadership and management cultures below.
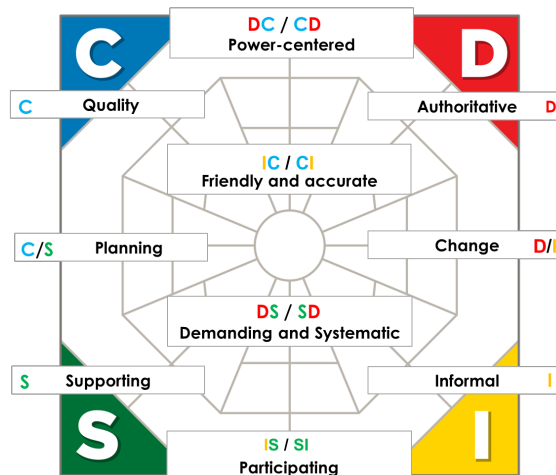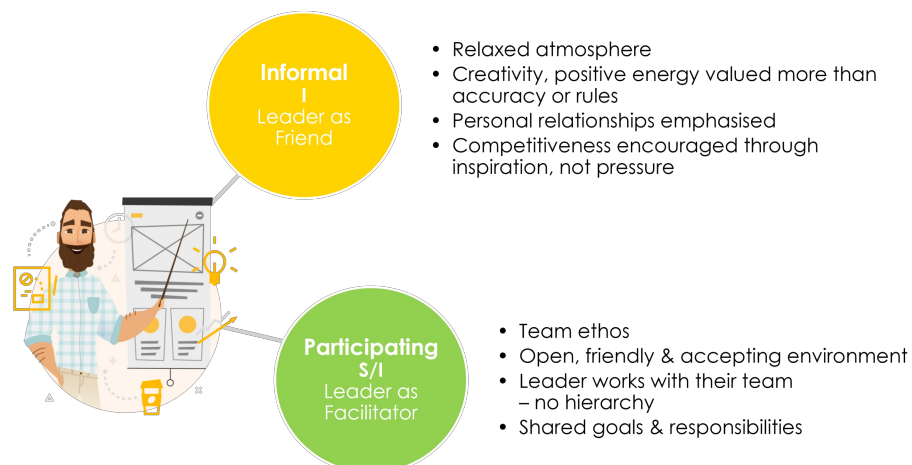
Management / Leadership Cultures of the Styles

Positioned around the Diamond on the previous page, you can see that we have identified different leadership cultures. Understanding where these fit on the quadrant also helps an individual to understand why their leadership culture is the way it is.

Authoritative Leadership (D style) and Change Leadership (D/I style)

Authoritative
D
Leader in charge

- Often based on fear, power and distance
- Highly directed – leader tells the followers
- Exerts pressure and sets demanding goals
- Emphasis on speed and achievement

Change
D/I
Leader as Pioneer

- Persuasive, charismatic and friendly
- Future orientated – envisioning
- Active and energetic - leading by example
- Positive and optimistic, creating a positive atmosphere

Informal Leadership (I style) and Participating Leadership (I/S style)

Informal
I
Leader as Friend

- Relaxed atmosphere
- Creativity, positive energy valued more than accuracy or rules
- Personal relationships emphasised
- Competitiveness encouraged through inspiration, not pressure

Participating
S/I
Leader as Facilitator

- Team ethos
- Open, friendly & accepting environment
- Leader works with their team – no hierarchy
- Shared goals & responsibilities

Planning Leadership (S/C style) and Supporting Leadership (S style)

Planning S/C
Leader as Planner

- Thoughtful, cautious, structured
- Generally operates in known areas
- Calm but determined to do things right
- Clear communication of expectations and objectives

Supporting S
Leader as Helper

- Guides, teaches and develops followers
- Emphasis on trust, loyalty and sincerity
- Help is mutual – given and expected
- No strong goal focus – gradual evolution

Quality Leadership (C style) and Power-centered Leadership (C/D style)

Quality C
Leader ensures Compliance

Power-centred C/D
Leader has Authority

- Emphasis on rules & compliance – not inspiration
- Leader is remote – no emotional connection
- Systematic approach
- Ensures everyone knows what is expected

- High individualism, leader is remote
- Formal, hierarchical environment
- High standards, conformity is expected - zero tolerance
- Rigid structures, inflexible and slow to react

Friendly and Accurate Leadership (I/C style) and Demanding and Systematic Leadership (D/S style)

Demanding - Systematic D/S
Leader with Experience

Friendly - Accurate I/C
Leader as Explainer

- Prefers to base their authority on their experience
- Solves issues by adopting a convincing approach
- Convinces others that their experience makes them right
- Prefers a participative approach but can become demanding

- Helpful
- Focuses on explaining the importance of rules and standards
- Focuses on people and training as a way of leading
- Enjoys role when team member seeks advice as they can provide an explanation to help

Sam at a glance

This page is a description of how your employees and others are likely to perceive you. While the text describes your typical behaviour as seen by others, you can certainly modify your behaviour to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

How your Employees may perceive you:

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

Sam's strengths:

- 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

Managerial Style

There is no one best Management Style. However, successful professionals often have certain things in common. Managers are often responsible for maintaining routines, managing individual performance and facilitating group performance. They focus on results, supervision, organisation, and performance.

Managers are usually more task focused and tend to plan, organise and coordinate to achieve results. Characteristics of your Management Style include:

- The ability to carry out projects that need to be done in a systematic and structured manner
- Effective Management in crisis and emergency situations
- The ability to achieve short-term goals quickly
- The ability to deliver consistent results
- The ability to maintain established procedures across the organisation

Management Diamond

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

Your most natural behavioural style is represented by the coloured area together with your flexibility zones, represented by the shaded areas.
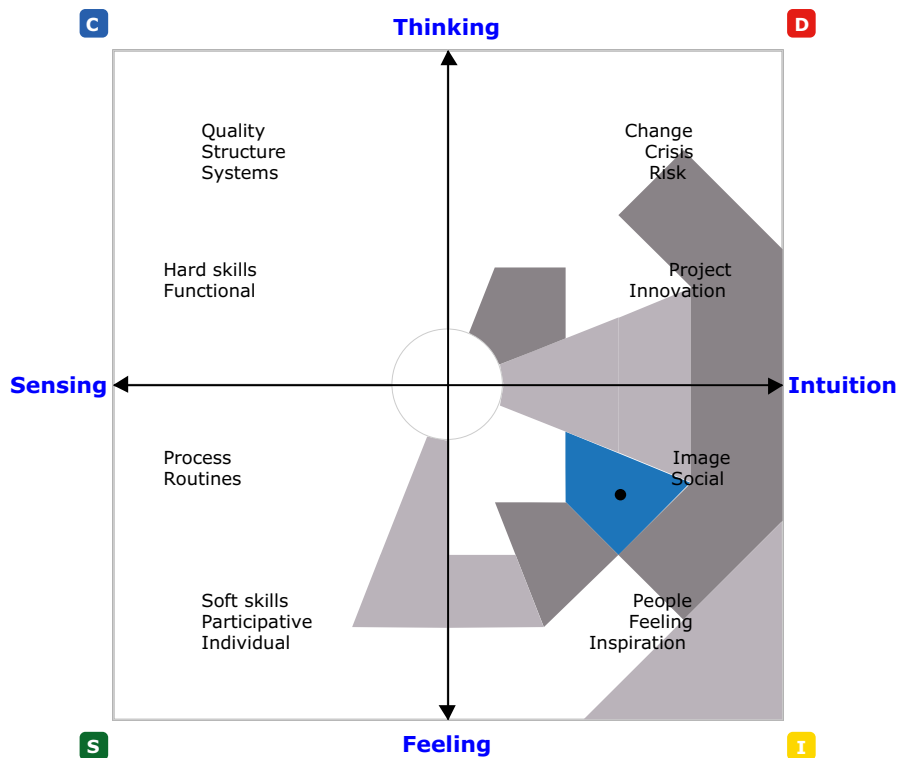
Competency Reading Instructions

Each competency has been graded on a scale from -5 to 0 or 0 to +5. A score of 2 or more means this competency requires very little energy from you. If you score from -1 to 1, this area can be developed with a little energy. A grade below -1 means this competency would require more energy.

As with the Flexibility Diamond, this does not mean you are not capable of it, but simply that it would require more energy. This is not a "can or cannot" scale.

Each category below displays your top and bottom five competencies in each area, based on your natural behavioural style.

Adaptability to Pressure Situations

	Not Natural to Your Style							Natural to Your Style			
Implementing change in a positive way:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Willing to try a new course of action:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Showing a positive example when dealing with change:	-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
Being open to new experiences, ideas and cultures:	-5	-4	-3	-2	-1	0	**1**	2	3	4	5

Thoroughly preparing for change:	-5	**-4**	-3	-2	-1	0	1	2	3	4	5
Anticipating change in the environment and preparing for it:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Being able to anticipate the long-term consequences:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Being flexible in adapting to changes and setbacks:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Ensuring the change is without unnecessary risks:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5

Organisation to Achieve Results

	Not Natural to Your Style						Natural to Your Style				
	-5	-4	-3	-2	-1	0	1	2	3	4	5
Organising people to better achieve the goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Being a leader who both plans and participates:	-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
Taking action in advance to stay on schedule:	-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
Planning of the daily project tasks:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Systematic planning of activities:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Being well-organised and planful:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Completing each task in a systematic, pre-planned way:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Making plans with detailed goals, responsibilities and milestones:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5

Driving Individual and Team Performance

	Not Natural to Your Style						Natural to Your Style				
	-5	-4	-3	-2	-1	0	1	2	3	4	5
Showing interest, listening and participating:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Goal-oriented motivation:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Being a goal-oriented leader in project team:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Showing a positive example when dealing with change:	-5	-4	-3	-2	-1	0	1	**2**	3	4	5
Connecting data with goal and learning what needs to be done next:	-5	-4	-3	-2	-1	0	1	**2**	3	4	5
Demonstrating compliance and aiming for high standards:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Constantly driving to achieve higher levels of performance:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Critically evaluating performance of others :	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Driving continuous performance improvement against quality goals :	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Following the rules and ethics of the organisation:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5

Supervision of Procedures

	Not Natural to Your Style						Natural to Your Style				
Emphasising people as goal-achievers:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Delegating tasks easily :	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Coaching others to support their development and reaching goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Delegating and allowing people to perform:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Committing others to goals with their own approaches:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Assuring and checking the quality of activities:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Influencing team performance by quality control:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Converting strategy into detailed action plans:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Letting people focus on and take their time to succeed in their work:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Monitoring the execution of action plans and taking immediate action when needed:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5

13

Leaders

There is no one best Leadership Style. However, successful professionals often have certain characteristics in common. Leaders are more people focused and tend to inspire and motivate others to high levels of performance and success.They are generally energetic, enthusiastic, and passionate.

- **Inspirational Motivation**: Leaders promote a consistent vision and a set of values to the team. They guide their team by providing them with a sense of meaning and challenge. They work enthusiastically and optimistically to foster the spirit of teamwork and commitment.
- **Intellectual Stimulation**: Such leaders encourage their team to be innovative and creative. They encourage new ideas from team members and never criticise them publicly for mistakes they've made.
- **Idealised Influence:** Leaders influence through action. They act as role models that their team seek to emulate.
- **Individualised Consideration:** Leaders act as mentors to individuals and teams and reward them for creativity and innovation. The individuals being mentored are empowered to make decisions and are always provided with the support required to implement their decisions.

Leadership Diamond

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

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

14
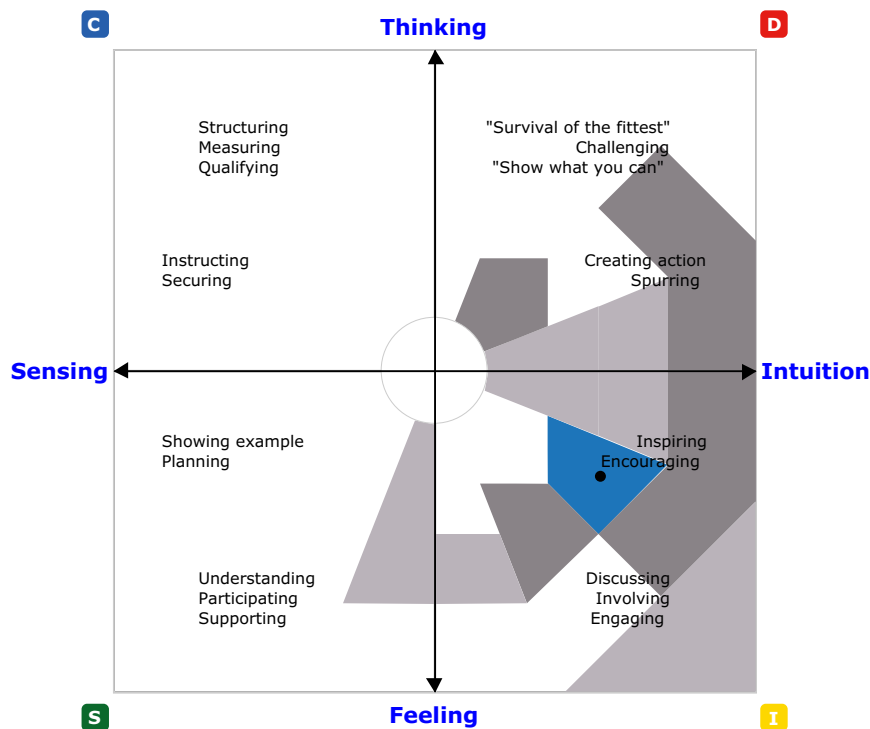
Competency Reading Instructions

Each competency has been graded on a scale from -5 to 0 or 0 to +5. A score of 2 or more means this competency requires very little energy from you. If you score from -1 to 1, this area can be developed with a little energy. A grade below -1 means this competency would require more energy.

As with the Flexibility Diamond, this does not mean you are not capable, but simply that it would require more energy. This is not a "can or cannot" scale.

Each category below displays your top and bottom five competencies in each area, based on your natural behavioural style.

Inspirational Motivation

	Not Natural to Your Style							Natural to Your Style			
Setting motivating goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Inspiring and encouraging people:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Concentrating on encouraging people:	-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**
Communicating a compelling vision of the future that others want to be part of:	-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
Communicating complicated matters in an inspiring way:	-5	-4	-3	-2	**-1**	0	1	2	3	4	5
Communicating the goal and how details relate to it:	-5	-4	-3	-2	**-1**	0	1	2	3	4	5
Adjusting your approach with different people:	-5	-4	-3	-2	-1	0	**1**	2	3	4	5
Finding a favourable solution:	-5	-4	-3	-2	-1	0	**1**	2	3	4	5

Intellectual Stimulation

	Not Natural to Your Style						Natural to Your Style				

Introducing fresh perspectives: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Influencing team performance by inspiring to new ideas: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Giving people the confidence to take on new and challenging tasks: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Actively asking questions and proposing new ideas: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being a positive change agent and able to create excitement: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Being prepared to listen to new ideas: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Creating a variety of approaches to problem-solving: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Finding new, creative but logical solutions: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Accepting and implementing new ideas: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Creating and explaining new approaches: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Idealised Influence

	Not Natural to Your Style						Natural to Your Style				

Maintaining trust by inspiring people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Convincing, confident and inspiring performer: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Communicating to the team how it contributes to organisational strategy and success: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Communicating a compelling vision of the future that others want to be part of: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being a leader who both plans and participates: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Influencing others by your commitment to your own responsibilities: -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

Modest and participating guide of others: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Taking care of everything reliably and by participating: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Listening, participative management style: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Individualised Consideration

	Not Natural to Your Style								Natural to Your Style		
	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Understanding how new skills should be communicated:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Active developer of others' skills:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Providing constructive feedback:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Developing people's ability to influence other people:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Spending the necessary time with a person to support learning:	-5	-4	-3	-2	-1	0	1	**2**	3	4	5
Conducting a step-by-step plan for developing peoples' skills:	-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
Correcting own decisions until they are perfect:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Thorough familiarising and teaching:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Understanding what skills an organisation needs and it currently has:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5

How You Help Your Employees Achieve Their Goals

Interpreting the bar graphs is simple:

The **boxes to the right side** of the graph identify how you like to help your employees achieve their goals. These methods require very little energy from you.

The **boxes to the left side** of the graph identify methods that would require more energy from you. You **CAN** use these methods, but they are likely to require more energy and concentration.

	Not Natural to Your Style							Natural to Your Style			
Creating a process that minimises the need for support:	-5	-4	-3	-2	-1	0	**1**	2	3	4	5
Helping and guiding others:	-5	-4	-3	-2	-1	0	**1**	2	3	4	5
Helping others by listening and discussing in a positive way:	-5	-4	-3	-2	-1	0	1	**2**	3	4	5
Helping others by providing the support they need:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Inspiring others to have the motivation to help themselves:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Inspiring others to overcome their fears and become excited:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Maintaining a positive atmosphere when supporting others:	-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
Providing very detailed instructions on how to follow the existing processes:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Providing constructive reinforcement and developmental feedback:	-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
Trying to find new approaches to solving technical problems:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5

How You Achieve Your Goals

Interpreting the bar graphs is simple:

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

The **boxes to the left side** of the graph identify items requiring more energy from you. You **CAN** achieve your goals in these ways, but doing so is likely to require more energy and concentration.

Not Natural to Your Style   Natural to Your Style

Item	-5	-4	-3	-2	-1	0	1	2	3	4	5
Authoritative use of power:	-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
Building a team spirit to support each other in achieving goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Communicating goals in such a way that others can identify with them:	-5	-4	-3	-2	-1	0	**1**	2	3	4	5
Demanding communication and leading from a distance:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Emphasising a strong awareness of goals:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Following a step-by-step plan to achieve goals:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Goal-focused and direct communication:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Helping people to understand the emotions involved:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Knowing when to analyse and when to act:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Management that requires a fast, analytical approach:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Managing things and systems in a demanding way:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Pushing ideas through:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Setting motivating goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Showing excitement about new goals:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Supporting everyone to achieve goals:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5
Taking strong, corrective action when observing poor performance:	-5	-4	-3	**-2**	-1	0	1	2	3	4	5

Your Decision Making Style

There is no best style for making decisions. However, we all have our own most comfortable way of decision making. Successful people are aware of their preferred style and make conscious adjustments based on the requirements of each unique situation. Listed in the bar graphs below are a few of the most commonly recognised decision making traits. **Interpreting the bar graphs is simple:**
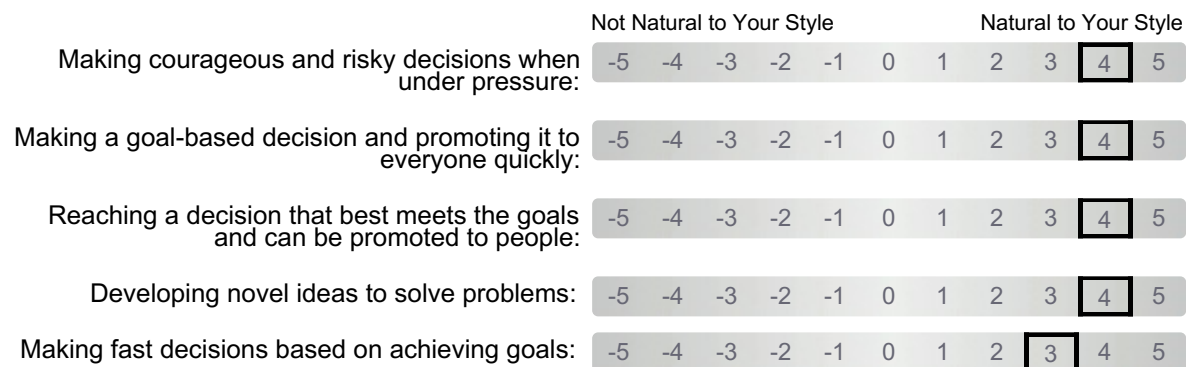
The **boxes to the right side** of the graph identify your preferred decision making styles. Be careful not to overuse them.
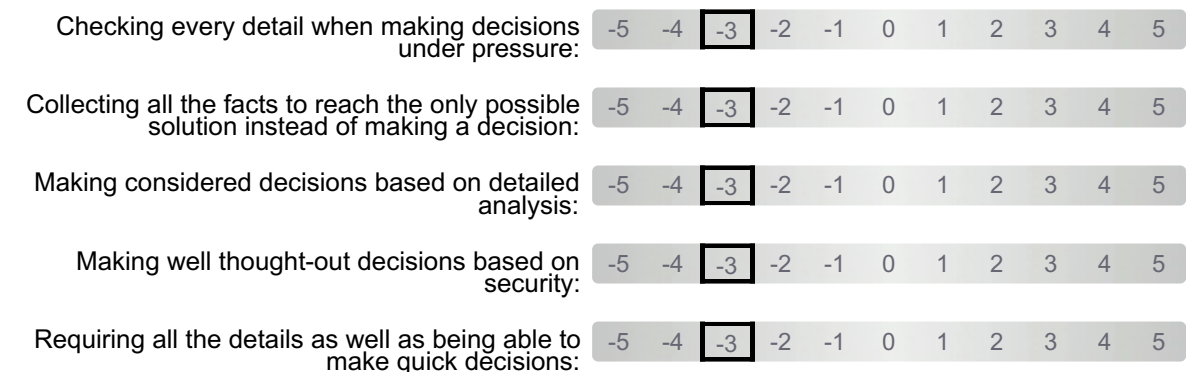
The **boxes to the left side** of the graph identify decision making styles requiring more energy from you. You **CAN** make decisions in these ways as long as you concentrate more.

Please note: The competency groups display your top and bottom five behavioural competencies.

Decision Making Strengths

	Not Natural to Your Style							Natural to Your Style			
Making courageous and risky decisions when under pressure:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Making a goal-based decision and promoting it to everyone quickly:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Reaching a decision that best meets the goals and can be promoted to people:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Developing novel ideas to solve problems:	-5	-4	-3	-2	-1	0	1	2	3	**4**	5
Making fast decisions based on achieving goals:	-5	-4	-3	-2	-1	0	1	2	**3**	4	5

Decision Making Development Areas

Checking every detail when making decisions under pressure:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Collecting all the facts to reach the only possible solution instead of making a decision:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Making considered decisions based on detailed analysis:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Making well thought-out decisions based on security:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Requiring all the details as well as being able to make quick decisions:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5

How Your Employees View your Decision Making Style

No matter what you do, others will have their own perceptions of your behaviour.

Sam, this is how your decision making style may come across to your employees.

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.

Identify a decision making style that is very comfortable for you. What impact does it have on your current position?

_____

_____

_____

_____

_____

Identify a decision making style that is less comfortable for you. What impact does it have in your current position? What can you do to improve?

_____

_____

_____

_____

_____

Your Motivators

Different individuals find different processes, factors, situations in the workplace motivating.

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 and feel energised if these factors are present in your work environment.

- 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

Identify two *Motivators* that are present in your current position.

1 _____

2 _____

How can you increase their effect on your performance? Be specific.

_____

_____

_____

_____

Situations that Reduce Your Motivation

All of us face situations on a daily basis that we do not like much and that tend to drain our energy levels. The factors below are likely to decrease your motivation and require more energy from you.

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

Carefully consider the *Situations that Reduce Your Motivation.*   Be aware of their impact on making your goals a reality. Are you prone to procrastinate in situations/tasks that correspond to the factors listed above?

From the *Situations that Reduce Your Motivation* listed above, identify the two that constitute the greatest challenge in your current position.

1 _____

2 _____

How can you decrease their effect on your performance? Be specific.

_____

_____

_____

_____

Your Verbal Communication Style

We all have our own unique communication styles. When we become aware of how we tend to communicate with others, it becomes easier to make conscious modifications to our style. These modifications improve our effectiveness with others.
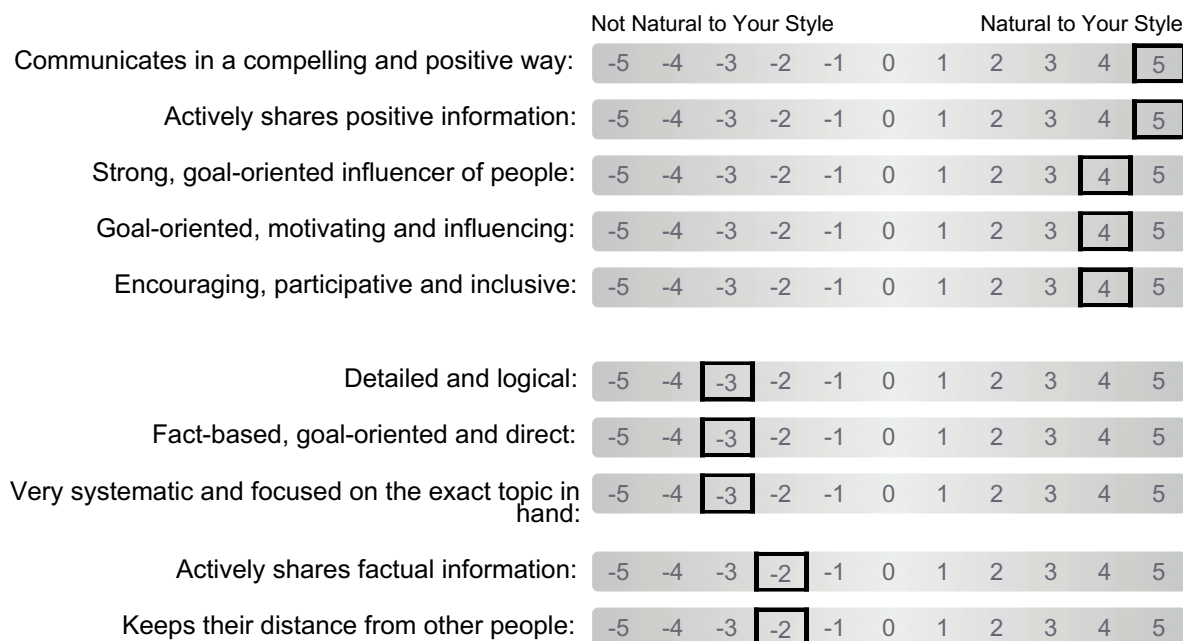
Interpreting the bar graphs is simple:

The **boxes to the right side** of the graph identify your preferred communication styles. Be careful not to overuse them.

The **boxes to the left side** of the graph identify communication styles requiring more energy from you. You **CAN** communicate in these ways, but they may require more energy and concentration.

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

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.

	Not Natural to Your Style							Natural to Your Style			
Communicates in a compelling and positive way:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Actively shares positive information:	-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
Goal-oriented, motivating and influencing:	-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
Detailed and logical:	-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
Very systematic and focused on the exact topic in hand:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Actively shares factual information:	-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

How Others View Your Communication Style

Your message and your communication style come across differently to different people. While you cannot control others, you can be more aware of your natural communication style and how it is perceived by others. Then you can make the necessary adjustments in your interactions with others.

Sam, this is how others may perceive your communication style.

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.

Identify the communication style that is the most comfortable for you. What impact does it have on your current position? How can you capitalise on it more effectively?

_____

_____

_____

_____

_____

Identify the communication style that is the least comfortable for you. What impact does it have on your current position? What can you do to improve?

_____

_____

_____

_____

Increasing Your Success As A Leader

Sam, there are a few reminders and suggestions below on how you could further increase your success as a Leader.

Reminders & Suggestions:

- 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
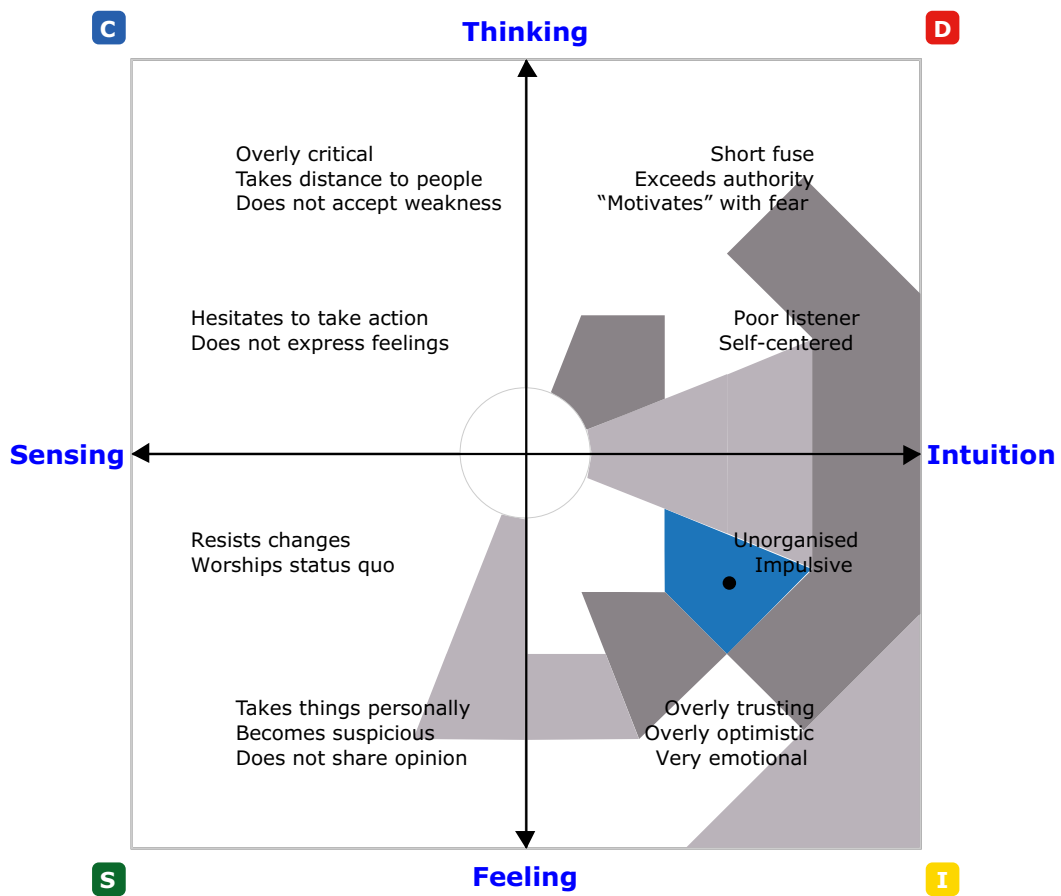- Do not make people compete too much

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

Overuse Diamond

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

C   **Thinking**   **D**

Overly critical
Takes distance to people
Does not accept weakness

Short fuse
Exceeds authority
"Motivates" with fear

Hesitates to take action
Does not express feelings

Poor listener
Self-centered

Sensing   **Intuition**

Resists changes
Worships status quo

Unorganised
Impulsive

Takes things personally
Becomes suspicious
Does not share opinion

Overly trusting
Overly optimistic
Very emotional

S   **Feeling**   **I**

Personal Action Plan: Your Next Steps

Experience has shown that creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become more successful.

My Top 3 Start and Stop Lists :

Based on what you have learned, discovered and realised through this report, list three important actions you will **START** doing.

1 _____

2 _____

3 _____

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

1 _____

2 _____

3 _____

Thank you for completing the online questionnaire and obtaining this Lead & Manage Assessment.