

HR Profiling Solutions Ltd

Behavioural Assessment

This assessment is based on the responses given in the online questionnaire. This assessment should not be the sole criterion for making decisions about this person. The purpose of this assessment is to provide supporting information for the respondent and their manager. Note: This assessment is based on Extended DISC Methodology

Sam Sample

Organisation:

FinxS

Date:

30.08.2023

STANDARD
BEHAVIOURAL
ANALYSIS

COMMUNICATION
MANAGER

TIP
GROUP

MOTIVATION

COMMUNICATION
INDIVIDUAL

Extended **DISC**[®] Assessments

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Introduction

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 and 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.

About this report

The aim of this report is to provide supporting information for the respondent and their manager. It presents **Sam's** profiles, flexibility zones, motivators and demotivators, strengths and development areas. It gives an indication of how the individual may be seen by others and how they are likely to behave in a team environment. It provides details of their natural time management, communication and management styles as well as what causes them stress, how they show it and how it may be relieved.

This Extended DISC® Behavioural Assessment **does not** provide results that classify people. There are no good-bad categories and the system does not rank people in any way. All of the information in this report is derived from your "**natural behavioural style**". This is the behavioural style that takes the least energy and effort, requires the least amount of concentration, and is usually the most comfortable for you. It is the mode that you normally use to react and the one that is most frequently exhibited outwardly in your behaviour.

This Behavioural Assessment divides all of the different behavioural styles into four main styles. **No style is better or worse than the others**. Each of the styles has its own advantages and disadvantages.

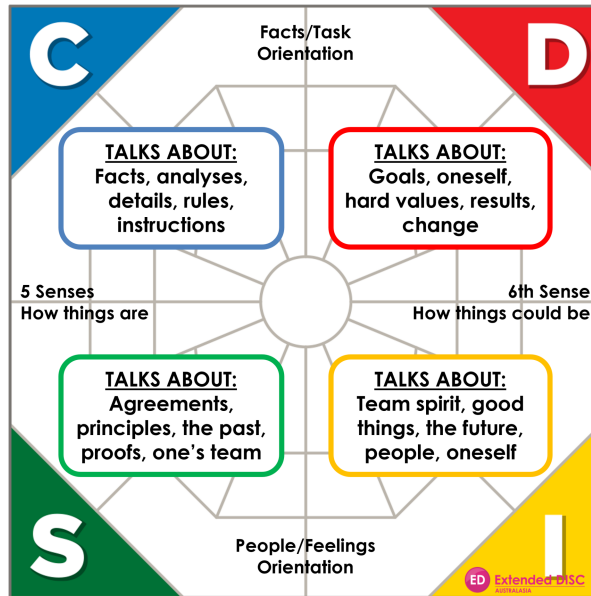
Compliance - C styles are precise, logical, matter-of-fact, analytical and careful, but can also focus too much on details and lose the big picture.

Steadiness - S styles are calm, helpful, patient, modest and laid back, but also need stability and security and, therefore, help with change.

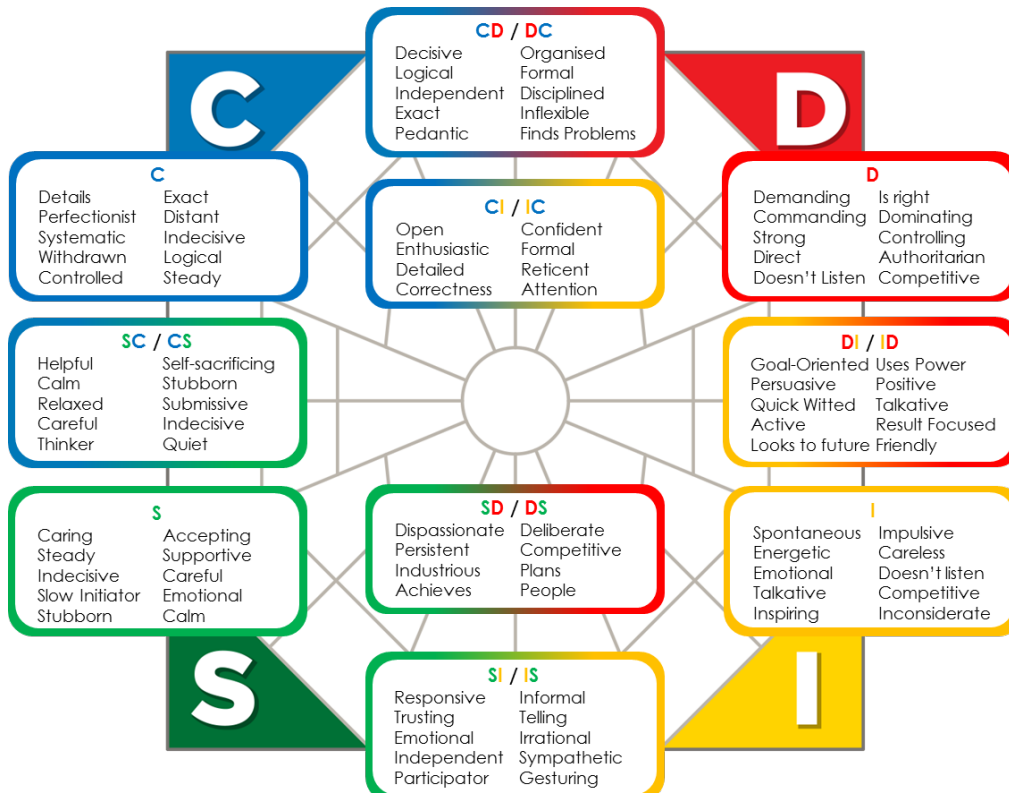
Dominance - D styles are competitive, aggressive, decisive and results-oriented, but can also be impatient, overbearing and even rude.

Influence - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.

How to Identify the Behavioural Styles



Extended DISC® identifies and reports on 160 behavioural styles which are derived from the four main styles shown above. The graphic below shows adjectives associated with 10 of these behavioural styles.



Your Extended DISC® Profile

The following profiles are a visual representation of your behavioural style. They are based on your responses to the online questionnaire and have been calculated by your "most" and "least" selections into a frequency distribution of each of the behavioural styles - D, I, S and C.

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

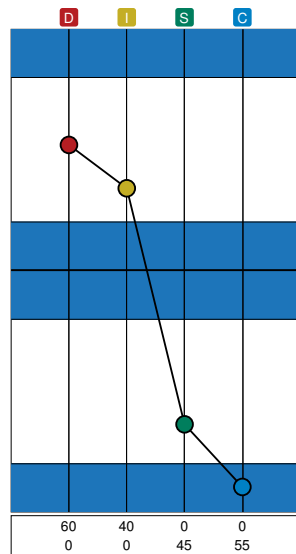
Profile I - your adjusted style (conscious behaviour)

This profile shows how you believe you must adjust to meet the demands of your present environment.

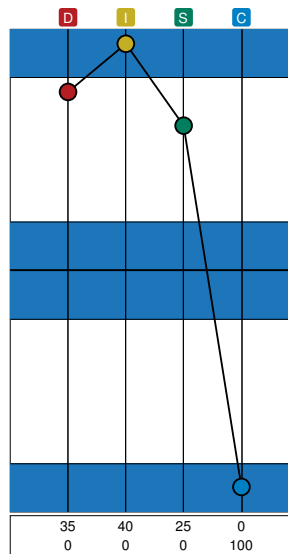
Profile II - your natural style (unconscious behaviour)

This style remains fairly stable, but not rigid, over your lifetime. It is the style that is most comfortable for you and uses the least energy.

Profile I - Perceived Need to Adjust



Profile II - Natural Style



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

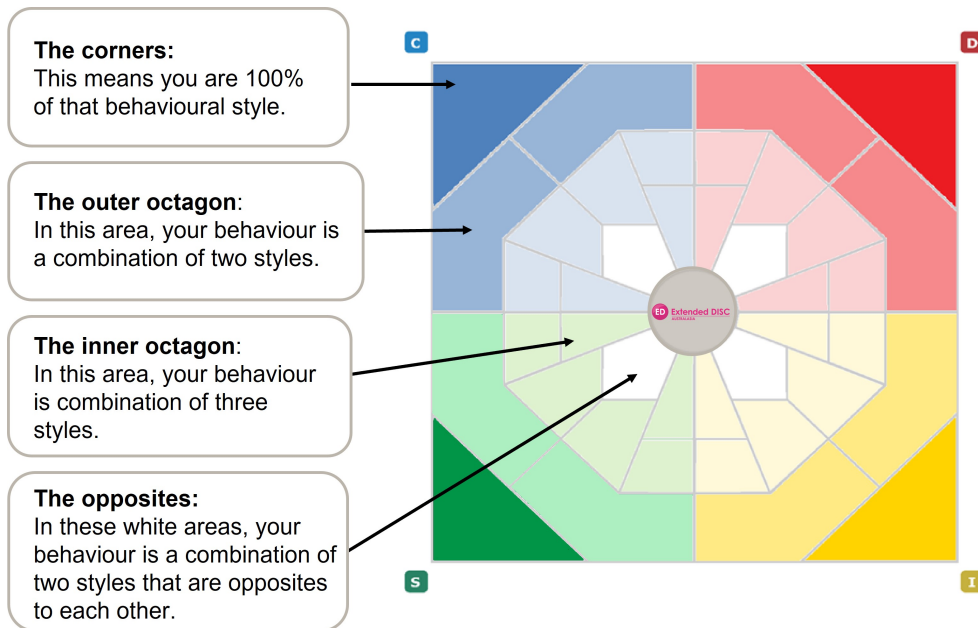
Most people are a combination of two or three behavioural styles. (The combination is shown above the midline on the graph).

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

PSiz	PSim	PPos
5	4	5

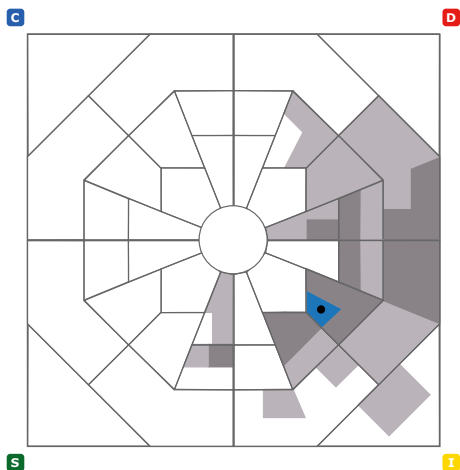
The Extended DISC® Diamond

The Extended DISC® Diamond: An Explanation



The further away from the centre your deepest shade is, the stronger your dominant behavioural style is. This, however, does not apply to the combination of opposite styles, which always sit close to the middle of the Diamond.

An Overview of Your Diamond



The Extended DISC® Diamond visually shows what behavioural styles are the **most comfortable** for you and what styles require the **most energy from you**.

The deepest shade on the Diamond shows the location of your natural behavioural style. This is your most comfortable behavioural style.

The remaining shadings demonstrate the other behavioural styles that are very comfortable for you and where you can easily develop.

The white areas of the Diamond illustrate the behavioural areas that require the most energy, effort and concentration from you.

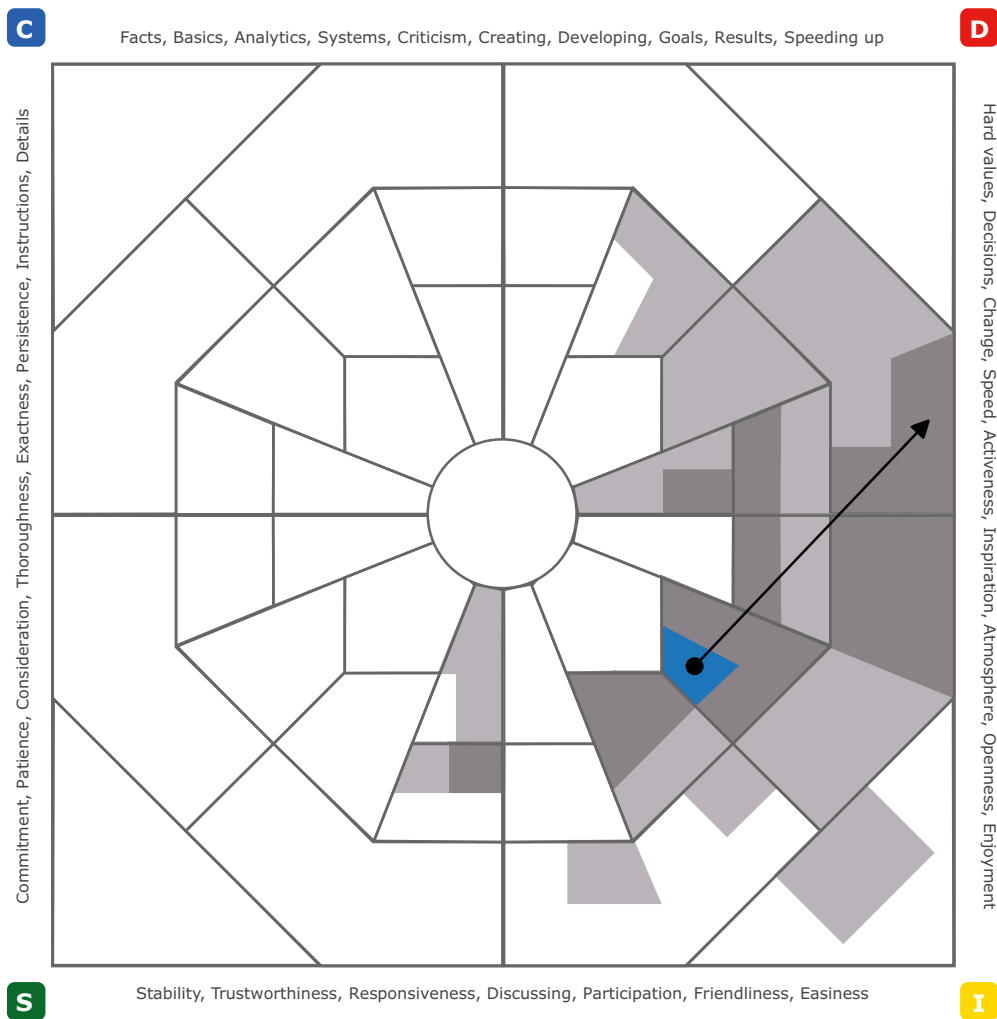
The Flexibility Zones Diamond

The shaded and white areas of the Flexibility Zones Diamond should be interpreted according to the explanation given in the blue box on the previous page.

The Flexibility Diamond, however, usually includes an arrow.

The arrow shows how you are **adjusting** your natural behaviour to meet the demands of your present environment. The base of the arrow represents Profile II and the tip of the arrow represents Profile I.

The further you move from your deepest shade, the more energy required.



How Others May Perceive You

This page offers a description of how you are typically seen by others. While it describes your typical behaviour, a person can modify their conscious behaviour to suit a particular situation. Reading this page will help you to develop an overall picture of yourself.

*Note: It is important to understand that the following comments **do not** take into account “learned behaviour”; you may have already addressed many of the issues a person might otherwise observe in your behaviour.*

Attributes

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

Motivators

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

Tries to avoid

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.

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.

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.

Ideal manager-leader

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.

Motivation

Motivation is part of all aspects of the workplace. You have undoubtedly discovered that what inspires you may not necessarily motivate others, and that what works well for one person may not work that well for another. There is, therefore, no one perfect setting or method of working that will maximally motivate all employees. Discover what is most likely to keep you motivated in order to stay engaged and productive. The section below describes what motivates you, and what things may reduce your motivation.

Motivators

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

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

Situations that reduce motivation

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

- 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

This 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 you as you are today. **A few** of the applications of the results:

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

Strengths & Development Areas

Strengths

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

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

Consider the following questions when going through your natural strengths:

- Do you have the opportunity to use all your strengths in your current employment?
- Is there a way of utilising your strengths more efficiently and effectively?

Development Areas

These are **not** a description of your weaknesses or present behaviour. They are **reactions to pressure situations** which 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

It might be easier to deal with stressful situations if you are aware of how you respond to them.

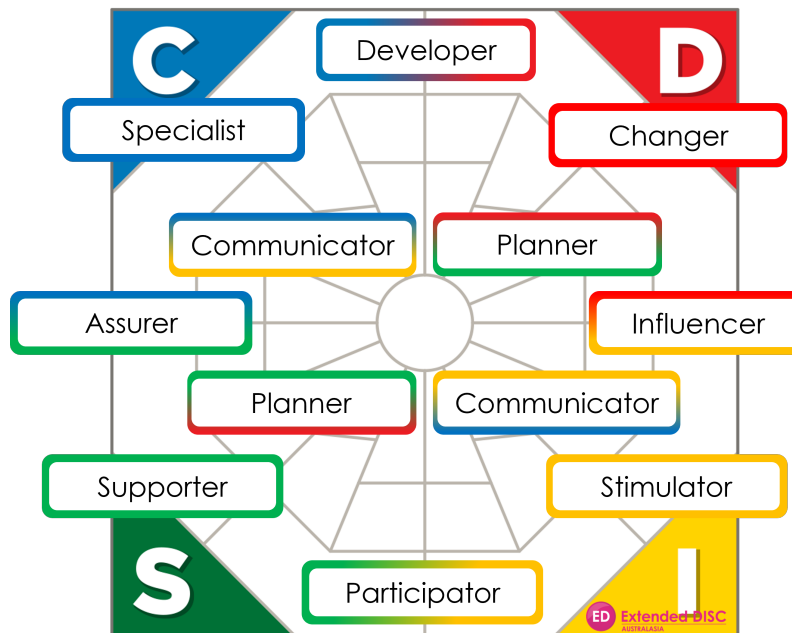
- Can you think of a recent circumstance in which you displayed any of the aforementioned responses?
- Is there a way you could utilise the knowledge of your developmental areas to prevent the unwanted behaviour?

You in a Team Environment

We frequently need to collaborate with others to accomplish shared objectives. Even though it might be difficult, teamwork can be fun. Our performance will increase if we are more conscious of how we typically behave and how others perceive us in a team setting.

Take note that while each person may contribute significantly to a team, there is no perfect team member in terms of DISC style. And quite the opposite - a team might be missing something if a particular style is not represented.

Here is an Overview of the Extended DISC® TeamRoles



The most natural role in a team for someone with your DISC Style is described below.

The name given to that role is:

Influencer

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

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For you, teamwork is:

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

In a team, you are:

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

Your decision-making style in a team environment:

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

How you motivate the team:

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

How the team benefits from you being part of it:

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

How your team members perceive your style:

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

Look at the Team Roles Overview Diamond on the previous page.

The team roles that are the furthest away from your own role are called complementary styles. Team members that have these roles in your team have a very different behavioural style to yours. Sometimes it is harder to find a joint rhythm with them as they might prefer to communicate and do things in a different way to you. On the other hand, working together with people who have a different behavioural style might make your team perform better because you all have different strengths that can complement each other.

The team roles that are positioned next to yours are referred to as convergent styles. Team members that have these roles in your team have a similar behavioural style to yours. It is very easy for you to find a joint rhythm with them as they do things and communicate in a similar way to you. While it is nice to work with people that are similar to us, team performance might suffer due to these team members having the same or similar developmental areas as you.

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How you may work within a team

We all bring a variety of skills that contribute to overall team performance. We all have things that come to us naturally and things that require more effort. Working in a team is no different.

This page outlines your behaviour in a team setting. It demonstrates how you participate, relate and work with others.



- **The green** behavioural competencies come to you very naturally and you do not have to expend much energy to perform them (3 to 5).
- **The yellow** areas are those that you can perform with a small (0 to +2) to medium (-2 to 0) effort or level of concentration.
- **The red** competencies require you to leave your comfort zone and take on a task that does not feel completely natural to you (-5 to -3).

Please remember that the graphs above do not take into account behaviour you have learned during your life or career.

How does your profile fit within your role?

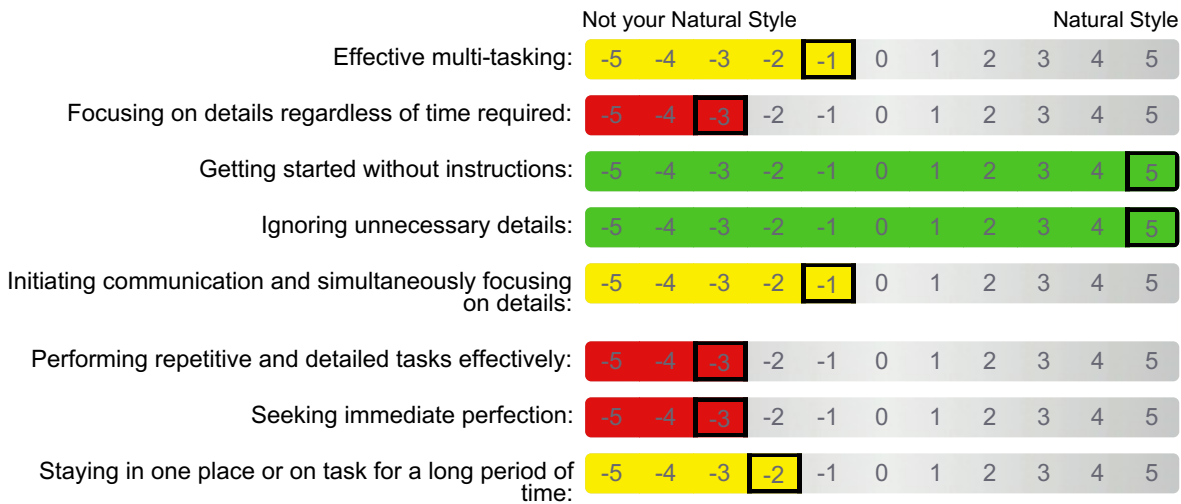
Each sliding scale below shows your flexibility within the competencies of **Time Management, Communication and Management / Leadership**. Each competency has been graded on a scale from -5 to 0 or 0 to +5.

- **Red** = A grade below -2 means this competency would require more energy.
- **Yellow** = If you score from -2 to 2 this area can be developed comfortably.
- **Green** = A score of 3 or more means this competency requires very little energy from you.

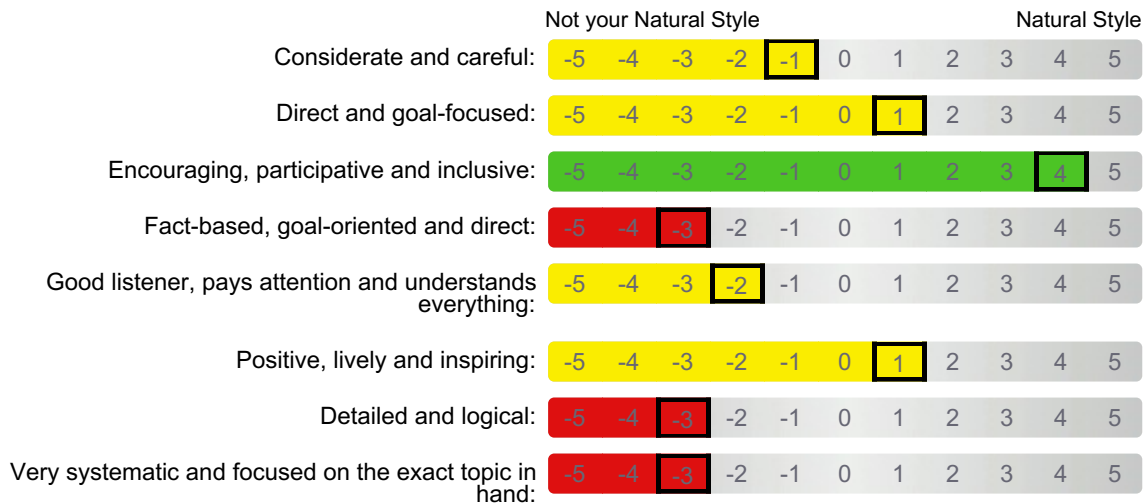
As with the Flexibility Diamond, red does not mean you are not capable, but simply that the task requires more energy.

This is not a "can or cannot" scale.

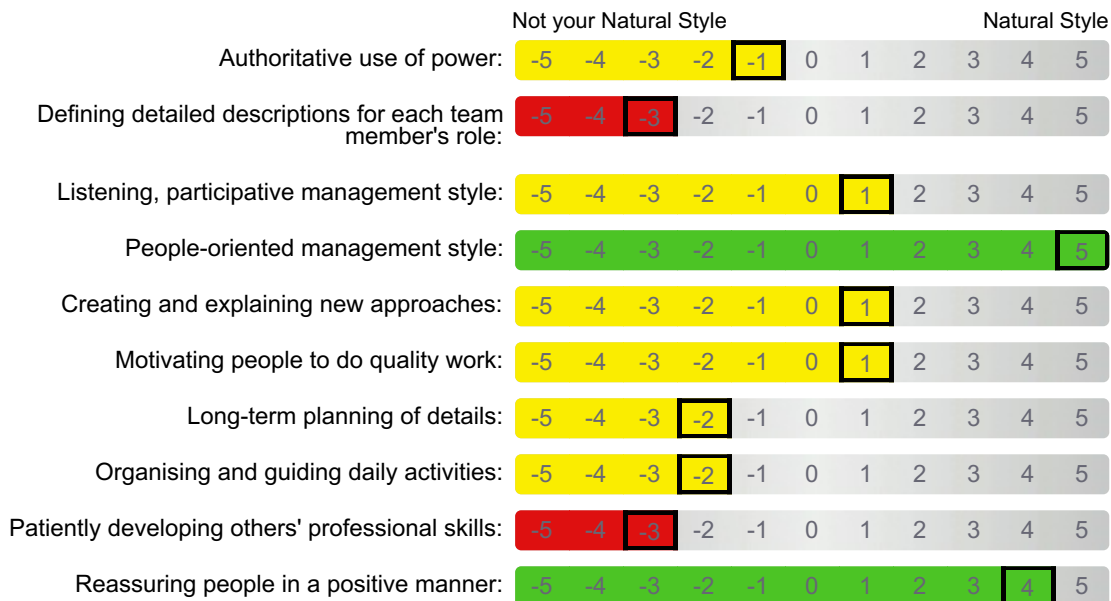
Time Management



Communication



Management / Leadership



Look at the three section above.

Consider your strengths first, i.e. the areas where your results are in the green zone.

- How well do they match with your current role?
- In your present work environment, are you able to make the most of your inherent strengths?

Now, look at the areas that require more energy from you, i.e. where your results fall in the red areas.

- Are there areas where you could focus more energy in order to increase your performance and become even more effective in your current work environment?

Stress

We all face some stress in our work environment. Some of us are exposed to a lot of it, others not so much. We tend to feel stressed when the situation requires us to leave our comfort zone. However, when we leave our comfort zone, we get an opportunity to learn and develop. If we only did things that lay within our comfort zone, we would never improve.

Causes of Stress

Causes of stress vary between people due to our individual differences. Below are some factors that are likely to generate stress for you.

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

Signs of Stress

Under stress or pressure we may revert back to our natural behavioural style because it is the style that requires the least amount of energy. Below are some indicators that may or may not become apparent when we are under stress:

	Not significant					Significant					
Is overly interested in the opinions of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Has strong emotional opinions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly concerned about relationships:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Wants to take action without being sure of the best thing to do:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly concerned about relationships and seeks attention everywhere:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes more aggressive and pressures to get short term results:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes impatient and does things even if they might go wrong:	-5	-4	-3	-2	-1	0	1	2	3	4	5

*Not all possible causes or signs of stress are listed, but simply those that are typical for a person with your behavioural style.

Stress Release

Actions that could help to alleviate your stress include:

	Not significant					Significant					
Suggest talking about the problem from different angles:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Give more room to solve the problem independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Allow space and time to talk and listen to people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Give the opportunity to meet people and hear what they have to say:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasise positivity in solving the problem:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasise good team spirit in solving the problem:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Create enthusiasm:	-5	-4	-3	-2	-1	0	1	2	3	4	5

The list above indicates what may help people with your behavioural style to gain stress release.

- Can you identify two that you've already noticed work for you?
- Can you think of a current or potential future situation where these might help you to cope better?
- Is there anything listed that you might not have realised could work for you?
- Could you implement any of these actions into your current work environment?

Sam Sample

Organisation:

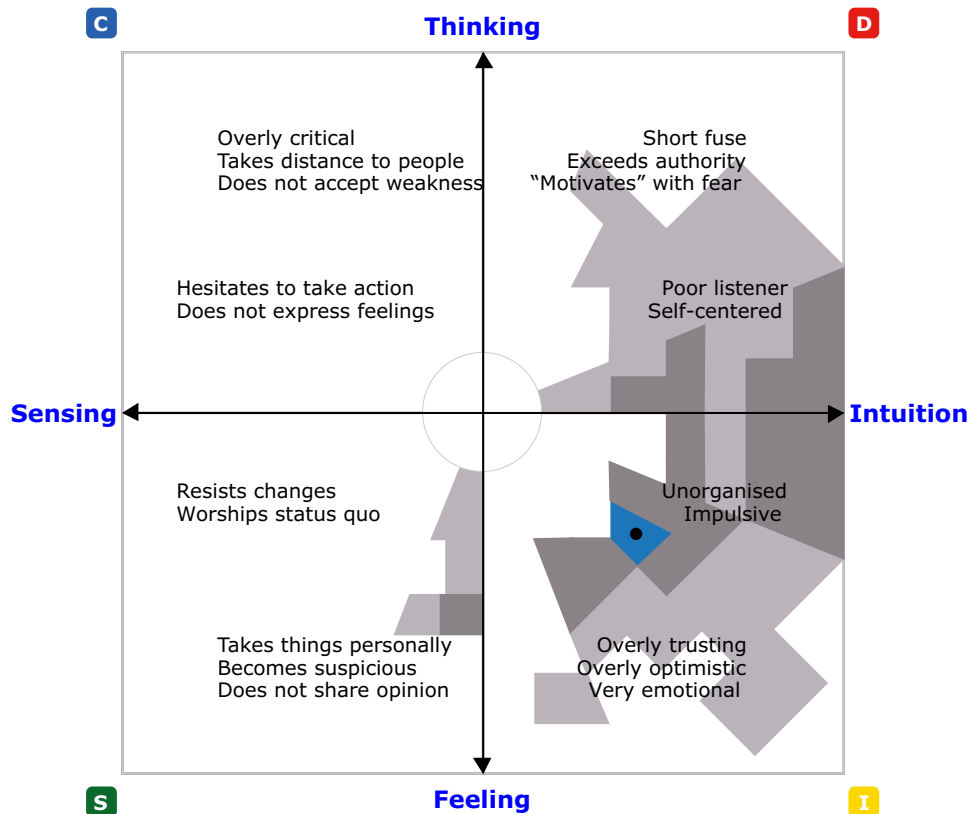
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Overuse Diamond

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



When we overuse our strengths, we essentially become too much of ourselves. As a result, others around us may not respond well. If we are under pressure, fatigued, or experiencing stress, our behavioural overuse traits really do show through. Under stress, we stop adapting our style, revert back to our natural DISC style and **amplify what is easy and accessible**, which of course, are our strengths! However, relying too much on our strengths can elicit strong reactions from others, and that's where **miscommunication and conflict can occur**.

We don't just revert back to our strengths, we also exhibit the negative traits of our DISC style strengths. Often, these are not the most appropriate behaviours to use.

- How to Avoid Overusing Your Strengths**
- There are things we can do to help minimise the overuse of our strengths, including:
- Being aware of our natural abilities.
 - Learning to make a conscious choice to modify our behaviour, especially when under pressure.
 - Knowledge is power! Learn your particular DISC style overuse areas.
 - Be mindful!

Questions Relating to Expressed Emotions

Not all the questions below may be relevant to your behavioural style. They are to be used with a trained Extended DISC® practitioner.

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

He feels that he is getting all the attention and feeling of belonging that he wants and does not feel that he should stay away from people.
How do you show it when you are no longer motivated?

He tries to be more active than his natural style and may feel that he has to do several things at the same time and not be able to do them properly. At the same time he may be a little restless.
What would you leave out of your current responsibilities?

He needs an extremely great level of independence in his own work and does not like chains or restricting rules. At the moment, he does not seem to have any.
In making decisions, which issues would you like to keep to yourself?

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

