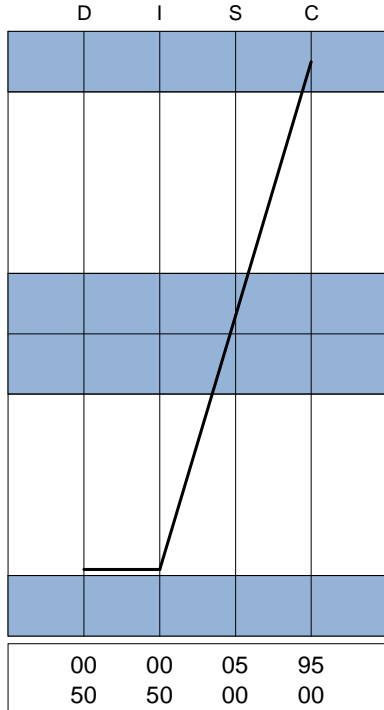


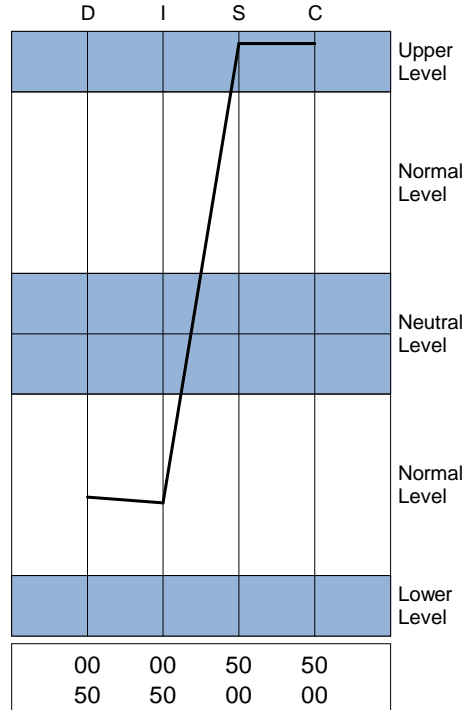


This assessment is a tool for self-awareness and the self-development of the respondent. It should not be the sole criterion for making decisions about the respondent.

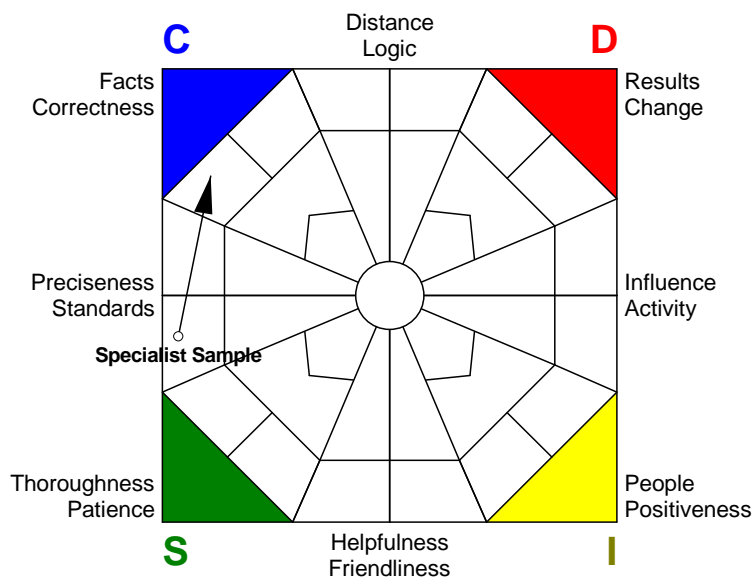
Profile I - Perceived Need to Adjust

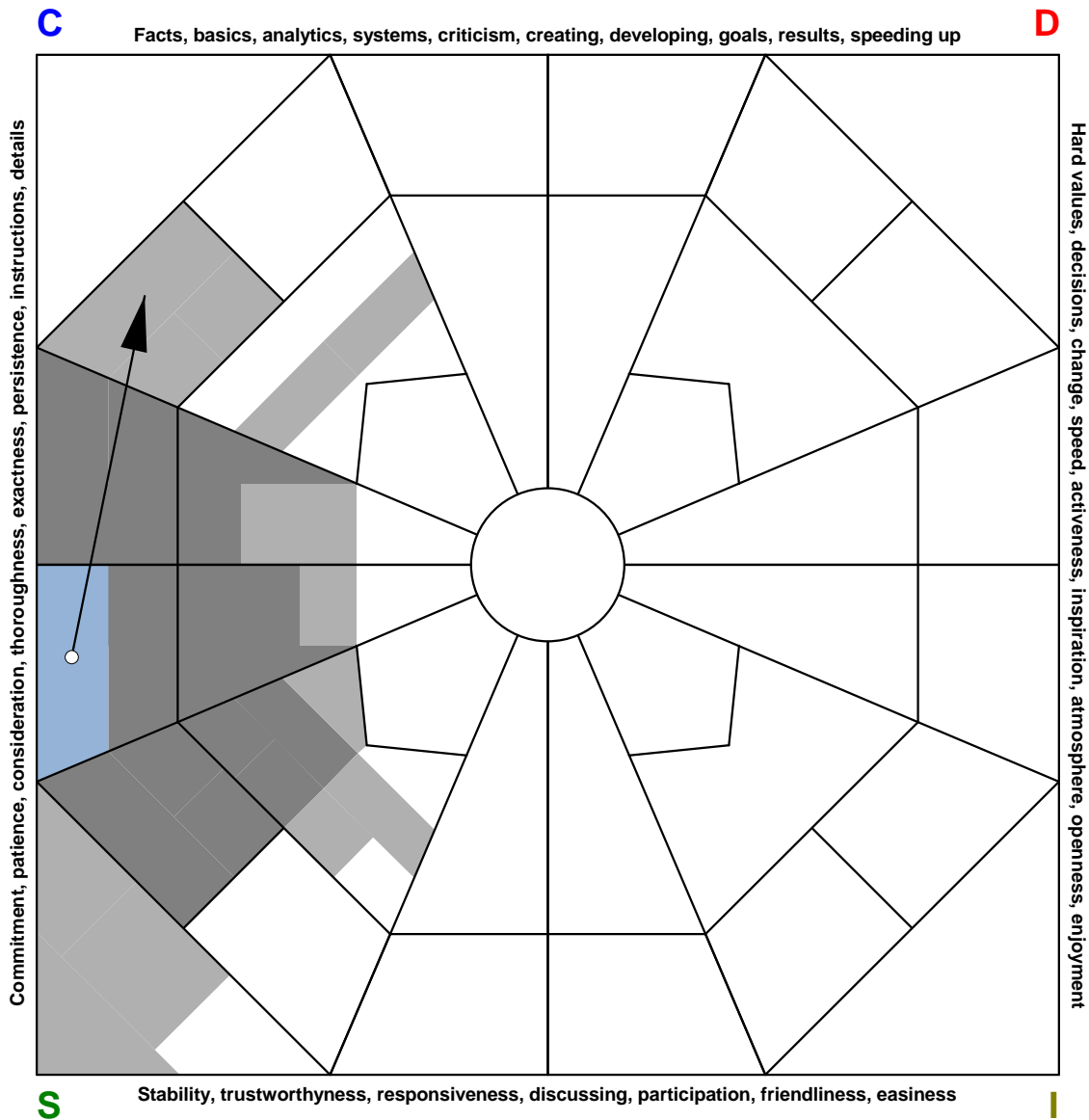


Profile II - Natural Style



The Diamond Chart





**Flexibility Zones:**



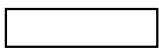
Current Zone = The position of the profile at the moment



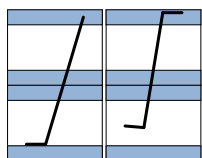
Natural Flexibility Zone = The area where the profile will most probably shift



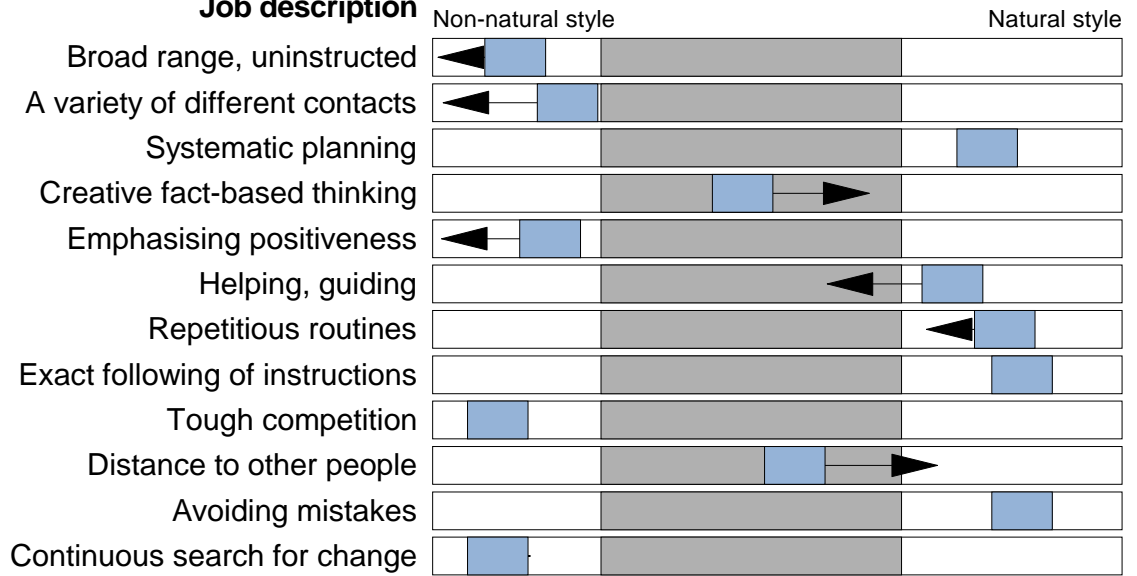
Easiest Development Zone = The area toward which the profile is easiest to develop



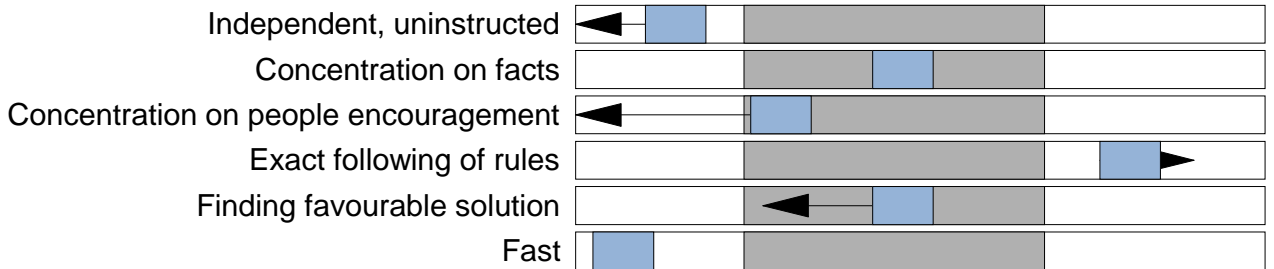
Most Difficult Development Zone = Areas that require stronger conscious adjustment of behaviour



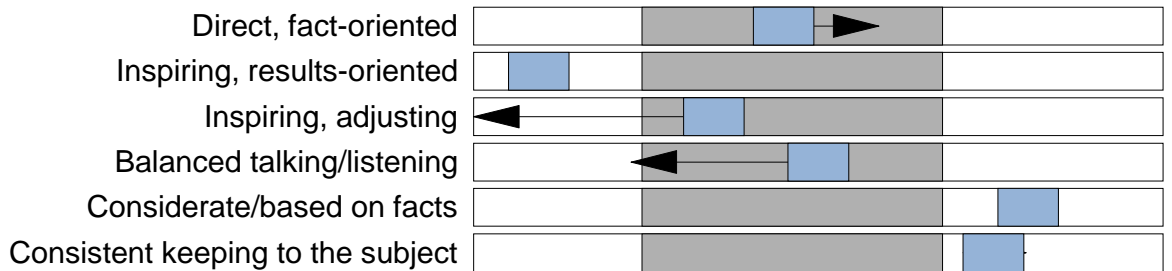
**Job description**



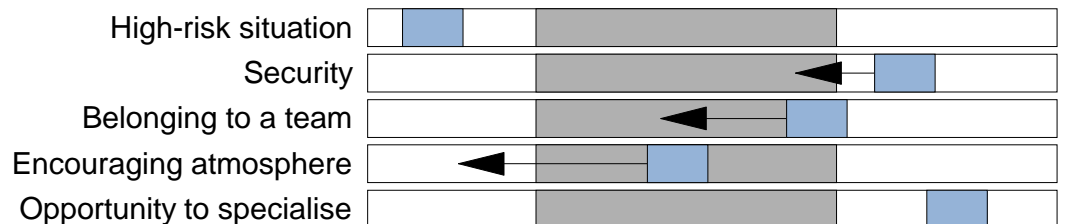
**Decision making**



**Communication**

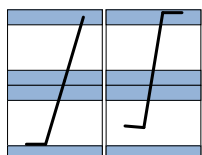


**Is motivated by**



1

10



### Items that require a little energy

Below are aspects of your behavioural style that are very natural and comfortable to you. Bullet points provide you suggestions how to ensure you do not overuse them so that they may become weaknesses. Overused strength may become a weakness.

#### Job description - Repetitious routines

- Ask other people for advice about how to do your job more efficiently
- Try to find a shortcut to save time

#### Job description - Exact following of instructions

- Practice doing things first and then analysing
- Learn not to stop even when in doubt about what to do

#### Job description - Avoiding mistakes

- Learn to try new things even though you make mistakes at times
- Try to remember that you can learn from your mistakes-you don't have to avoid them

#### Is motivated by - Opportunity to specialise

- Learn to do several things simultaneously
- Try not to concentrate on one thing too much

### Items that require a lot of energy

Below are aspects of your behavioural style that require a lot of more energy from you. Bullet points provide you suggestions how you may want to modify your behaviour to improve your performance.

#### Job description - Tough competition

- Accept that "eat or get eaten" is sometimes the way things happen
- Learn to imagine that your job is like a sports event where only the winner will be rewarded

#### Job description - Continuous search for change

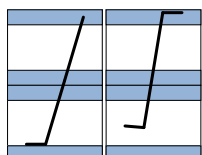
- Always think about how this could be done in a different way
- Try not to do the same thing twice the same way

#### Decision making - Fast

- Learn not to think about the same thing twice
- Learn to make a decision based only on the most important criteria

#### Communication - Inspiring, results-oriented

- Pretend to be a sports team coach when you are to excite people
- Learn not to talk about possible problems and risks



## Motivators

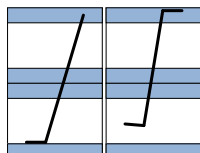
These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Security
- Knowledge about future
- Reliability
- Appreciation as an expert
- Associating with honest people
- Predictability of things
- Opportunity to be silent when needed
- Respect from other people
- Thorough progress
- Lots of information to support decisions
- Defending achieved positions
- Considered decision making

## Situations that reduce motivation

These are items that this style of person typically does not like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Ill-considered changes
- Uncertainty and insecurity
- Being a key person
- Having to take a stance suddenly
- Total strangers
- Taking risks
- Public performance
- Doing other people's duties
- Restlessness
- People stepping on others' toes
- People talking without having anything to say
- Personal criticism



## Strengths

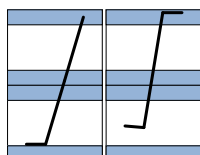
The behavioural skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Can worry about things for a long time
- Works according to given criteria
- Can concentrate
- Controls oneself
- Wants to know what will happen
- Lets the team make the decisions
- Is part of the team
- Reliable when the competition is not tough
- Believes in and assures by long-term trust
- Doesn't live in a fantasy world
- Respects other's opinions too
- Can wait

## Development areas

These are not a description of this person's weaknesses or present behaviour. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

- Answers only when asked
- Stays on the marked routes
- Concentrates on one thing only
- Considers too long
- Doesn't resist
- Doesn't look for examples in the surroundings
- Has insufficient enterprising spirit
- Reacts slowly
- Is overly cautious
- Allows others to decide one's opinions
- Allows others take the biggest pieces of the cake
- Feels guilty about trivial matters



This page is a description of how this style of person is typically seen by others. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider the person's conscious ability to adapt his/her behaviour. In other words, while the text describes the typical behaviour for individuals with this style, a person certainly can modify behaviour to fit the needs of a particular situation or individual. It is also possible that they may have already addressed the development areas by learning new skills.

#### **Attributes:**

Thorough, steady, calm, concentrating, modest, adjustable, kind, shy, careful, doubtful, exact, follows rules, good listener, polite, sincere, honest.

#### **Motivators:**

Specialist is motivated by continuity, an established place or role in society, and opportunities to gain knowledge. Major and most risky undertakings must be performed according to plan. She wants to identify with the organisation and values the support and security it gives her. She also values honesty and sincerity.

#### **Tries to avoid:**

She can concentrate on her task and complete it by herself, but several projects at the same time stress her ( Specialist feels that she doesn't have enough time to complete them correctly). Specialist never takes responsibility in a situation that involves risk or when she is unaware of all the facts.

#### **Ideal manager-leader:**

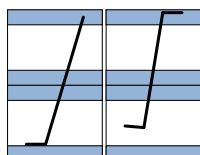
The ideal manager/leader gets her prepared for the changes, eliminates unnecessary doubts, reacts quickly, and is attentive and always ready to assist. The manager/leader supports her when setting goals and making complicated decisions.

#### **Communication style:**

She is not very inspiring nor motivating. This type of person avoids situations where she has to stand up in front of different people to succeed. She is not good at influencing people.

#### **Decision making:**

She can make decisions that utilise her professionalism and experience. Working in the same company for a long time enables her to start trusting herself, get more experience and become successful. She is not ambitious nor dreaming of leading positions - she leaves that to others.





**Your primary relationship role is: Assurer**

An assurer is thorough and calm and concentrates on her own work. She doesn't like it when people disturb her, and she doesn't really disturb other group members either. She dreads mistakes and wants to do her own work at her own pace. Other group members find her accurate and someone who observes everything, but is also quiet and keeps to herself. In reality she is a considerate person and often doesn't have time to speak out until the conversation has already proceeded. She finds it extremely important to know what the group expects from her and how they want her to reach their expectations. She doesn't find it enjoyable to get into unknown areas without the support of her own group and without knowing the matter in question. She wants matters to proceed systematically and she doesn't tolerate surprises unless their effects to the overall context are deliberated upon carefully. She doesn't find it important to be actively involved in the company of others but she feels it important that she has a group she knows she can rely on for help if needed.

**An attitude towards team work**

An important means to delegate tasks correctly  
Getting everybody to take responsibility  
A way to make the right decisions

**A role in a team**

Often adapts to the role of a performer  
To make sure that you proceed according to the plan  
Keeps to the back

**A role as a decision maker**

Helps rather than makes decisions  
Makes sure of all possible outcomes first  
Delays as long as possible

**A role as a motivator**

Motivates by giving information  
Holds on to one's own responsibility  
Often forgets motivation

**A role as a performer**

An extremely trustworthy doer  
Enters into one's matter carefully  
Stays on the same thing a bit too much

**The advancement the group makes**

Things get done  
Recognising possible errors  
Staying on schedule

**Convergent styles**

Specialist, Supporter

**Complementary styles**

Influencer, Changer, Stimulator

## Instructions for Interpreting the Individual Assessment

### General Overview

The DISC ADVANCED® 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 the report is derived from your "natural behavioural style". It is a behavioural style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behaviour.

The DISC ADVANCED® Assessment divides all of the different behavioural styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

### 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, control and have 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 make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

### 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 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 are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

### C-style

The 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 nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.



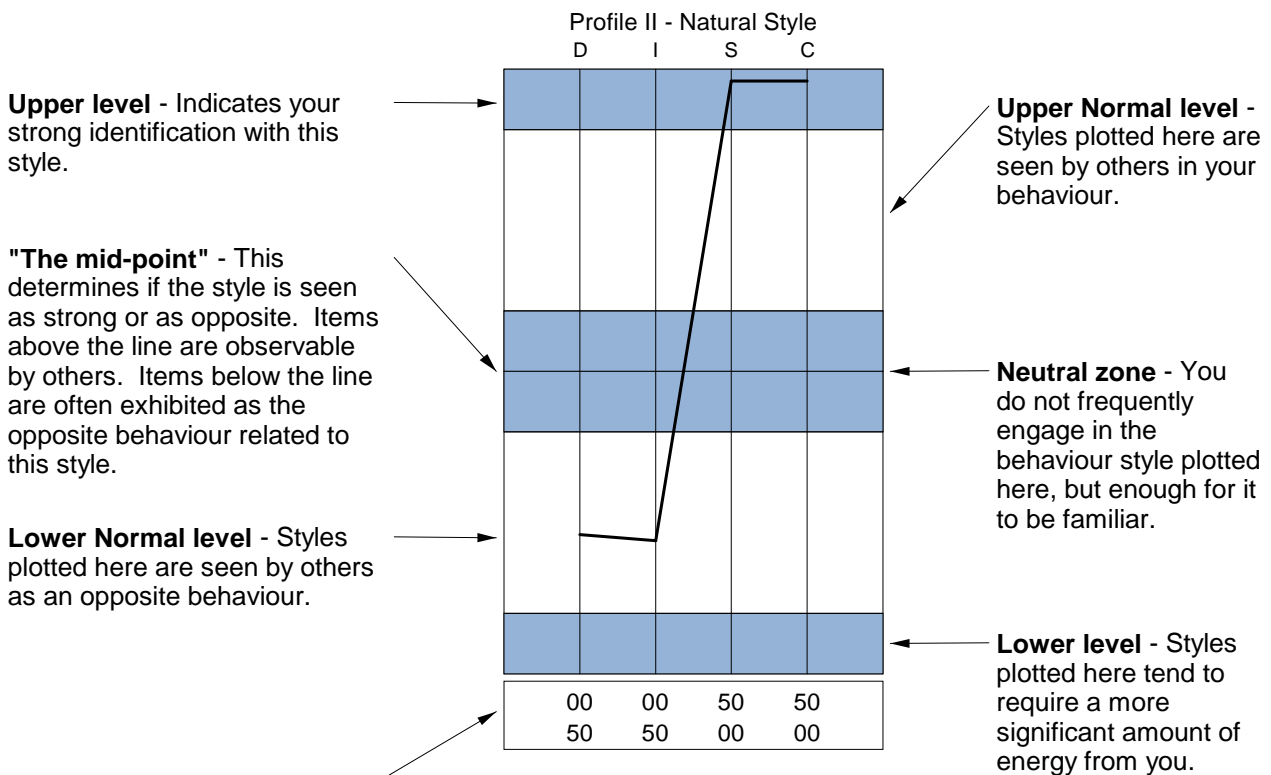
**Understanding the Profile**

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

The interpretation of both the Profiles and the Diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

**Profile I** - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

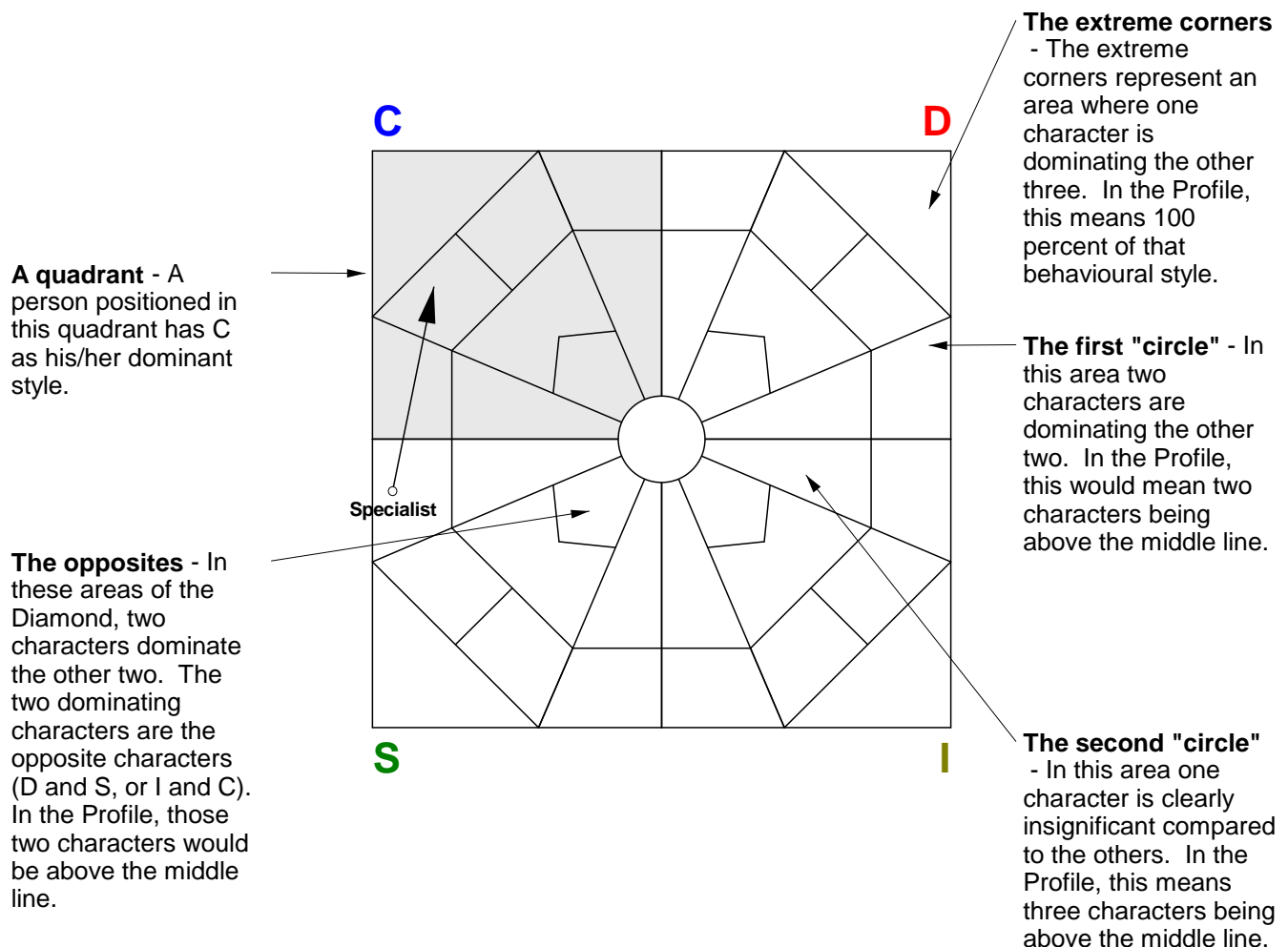
**Profile II** - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



**Understanding the Diamond**

The Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioural traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioural style (D, I, S or C). The shadings demonstrate the behavioural styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.



**Improving Your Performance:**

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

**D-style:**

Slow down, be more patient.  
Do not jump to conclusions or snap decisions.  
Listen to others more.  
Be more aware of how you impact others.  
Do not overreact.

**I-style:**

Talk less, listen more.  
Do not react emotionally.  
Do not over promise.  
Focus more on details.  
Follow-up.

**S-style:**

Be more assertive and aggressive.  
Speak out.  
Act now, think less.  
Keep your emotions under control.  
Do not be afraid of change and new things.

**C-style:**

Talk more.  
Decide and take action faster.  
Do not be afraid to make mistakes.  
Do not lose the big picture.  
Accept ambiguity.

**How to Identify Others' Styles:**

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

**D-style:**

Often appears to be in a hurry.  
Is direct, says what he/she thinks.  
May be blunt.  
States own opinions as facts.  
Interrupts others.  
May talk to many people at the same time.  
"What's the bottom line?"  
Is aggressive.  
Is demanding.  
"How does this benefit ME?"  
Very impatient.  
Becomes irritated easily.

**I-style:**

Is open and friendly.  
Talks a lot.  
Gets easily excited.  
Is animated.  
Talks about people he/she knows.  
Does not focus much on details.  
Does not listen for long.  
Does not pay close attention.  
May ask same questions several times.  
Jumps from subject to subject.

**S-style:**

Appears calm.  
Does not get easily excited.  
Listens carefully.  
Nods and goes along.  
Is easy-going.  
Asks questions and inquires about the specifics.  
Seems to have strong opinions but does not express them vocally.  
Appears thoughtful.  
Completely new ideas/things seem to make him/her uncomfortable.

**C-style:**

Appears reserved and somewhat timid.  
Is quiet.  
Focuses on details.  
Asks many questions.  
Studies specifications and other information carefully.  
Proceeds cautiously.  
Does not easily express disagreeing views.  
May have done homework on the topic.  
May be very critical; criticism based on facts, not opinions.



**Communication Considerations:**

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

**When communicating with D-styles:**

- Be direct and specific.
- Provide alternatives.
- Ensure he/she "wins".
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

**When communicating with I-styles:**

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

**When communicating with S-styles:**

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

**When communicating with C-styles:**

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.

**Dos and Don'ts with the Styles:**

Below is a checklist of what to do and what not to do with the different styles:

**D-style:****Do:**

- Be direct.
- Provide alternatives.
- Ensure he/she "wins".
- Give immediate feedback.
- Concentrate on subject.
- Act quickly.
- Let him/her speak and listen.
- Focus on issues.
- Show interest.
- Provide direct answers.

**Don't:**

- Go into all the details.
- Provide too much information.
- Try to control the situation.
- Talk too much.
- Lose focus.
- Slow down.
- Take issues personally.

**I-style:****Do:**

- Maintain positive atmosphere.
- Help to achieve popularity and recognition.
- Allow to express him/herself.
- Take time to chat and talk.
- Be more expressive.
- Be more enthusiastic.
- Focus on the big picture.
- Focus on the people aspects.
- Get involved in the process.

**Don't:**

- Talk about too many details.
- Fail to socialise.
- Bring up negative issues.
- Fail to have fun.
- Set restrictions.
- Be too practical.
- Be pessimistic.



**Dos and Don'ts with the Styles:**

Below is a checklist of what to do and what not to do with the different styles:

**S-style:****Do:**

Proceed in logical order.  
Ask specific questions to find out true needs.  
Provide support.  
Provide precedents to reduce uncertainty.  
Remember fairness and justice.

**Don't:**

Forget your promises.  
Make unexpected changes.  
Be unreliable.  
Forget to provide enough information.  
Move too fast.  
Be impatient.

**C-style:****Do:**

Listen carefully.  
Answer questions calmly and carefully.  
Be thorough; remember to include all relevant information.  
Slow down your presentation.  
Utilise written supporting materials.  
Find out what the key issues are and focus on them.

**Don't:**

Move too fast.  
Spend too much time with small talk.  
Move too close.  
Lose patience in providing all the requested information.  
Expect decisions right away.

## Action Plan Section

### Workplace Tasks & Task Contemplations

Workplace Tasks uses a 1-10 point scale, from "Non Natural to Your Style" to "Natural to Your Style".

Natural to Your Style - most on the right. These items require less energy from you.

Non Natural to Your Style - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioural dimension is to your style. The arrows (your report may not include the arrows) indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioural dimension. An arrow toward the left indicates that you perceive that the behavioural dimension is currently a lower priority than other dimensions.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioural aspect.

Task Contemplations highlights eight items to assist you in identifying useful development areas. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasise these strengths too much as they may become weaknesses.

The last four items require a lot of energy from you, as they are not as natural to your behavioural style.

### Exercise:

After reading the Task related section in your assessment, please consider your daily work and select three important items relating to your work activities that would be useful to improve.

Three most important items:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The impact these items have on my current position:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The action I will take:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Style Considerations – Strengths & Development Areas**

This page highlights dimensions that are typical for individuals like you. Be sure that you do not focus too much on the bottom half of the page - many people do. Make sure you are taking advantage of the strengths of your style.

Strengths – These items require less energy from you.

Development Areas – These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel in the items on the bottom half of the page. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

**Exercise:**

Identify two or three Strengths that you can capitalise upon in your current position:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

How can you maximise the impact of your Strengths? Be specific:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Identify two or three Development Areas that you can work on that will have the greatest impact on your performance in your current position:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

How can you develop in these areas to improve your performance? Be specific:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_



## Perceptions

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behaviour.

In other words, while the text describes the typical behaviour for individuals with your style, you certainly can modify your behaviour to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behaviour. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

### Exercise:

After reading the Perceptions page in your assessment, please select three main characteristics and think of how they affect your daily life at work.

Three most important characteristics:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

How they affect my daily life at work (benefit/hindrance):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The action I will take:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

**Additional Pages** (if applicable)

*Please Note* – Your assessment may not include any Additional Pages. Interpret Additional Pages just like the Workplace Tasks Pages. The pages also use 1-10 point scales, from "Non Natural to Your Style" to "Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from you.

*Non Natural to Your Style* - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioural dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioural dimension. An arrow toward the left indicates that you perceive that the behavioural dimension is currently a lower priority than other dimensions.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioural aspect.

There are potentially ten types of Additional Pages which may be utilised. These focus on either:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

The Text Part of the Additional Pages highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasise these strengths too much as they may become weaknesses.

The last four items require a lot of energy from you, as they are not as natural to your behavioural style.

**Additional Pages** (if applicable)

**Exercise:**

Identify the three items that you believe are the most critical in your current position:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

How natural or non natural are you with these three items?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Based on the above, how can you adjust your style to improve your performance?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Considering your above analysis, what will you *start* doing now?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Considering your above analysis, what will you *stop* doing now?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Supervisor Review Section

### Workplace Tasks

Workplace Tasks describes situations/tasks in the work environment. It uses a 1-10 point scale, from "Non Natural to Your Style" to "Natural to Your Style".

Natural to Your Style - most on the right. These items require less energy from the respondent.

Non Natural to Your Style - most on the left. These items require more energy from the respondent.

The rectangles in the bar graphs indicate how natural a particular behavioural dimension is to the respondent's style. The arrows (the report may not include the arrows) indicate how the respondent perceives they want or need to adjust their style to perform even better in the existing environment. An arrow toward the right indicates that the respondent perceives a need to increase the behavioural dimension. An arrow toward the left indicates that the respondent perceives that the behavioural dimension is currently a lower priority than other dimensions.

Note! This is not a "can - cannot do" scale. In other words, when one of the dimensions is on the left side of the scale, it does not mean that the respondent cannot do very well in that area. In fact, the respondent might excel in that area. The results simply indicate that the respondent must spend more conscious effort, concentration and energy with that particular behavioural aspect.

### Exercise:

After reading the Workplace Tasks section in the assessment, please select up to three important items relating to the respondent's work activities that would be useful to improve.

Three most important items:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

What strategies will you employ to assist the respondent improve in these areas:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

How/when will you follow up progress:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Environmental Factors – Motivators & Situations that Reduce Motivation**

This page highlights dimensions that are typical for individuals like the respondent.

Motivators – These are Comfort Zones that the person tends to like and feel comfortable with.

Situations that Reduce Motivation – These are Areas of Discomfort that the person typically does not like.

Given that the respondent is comfortable with items in their Comfort Zone and generally doesn't like Areas of Discomfort, performance can be affected if there are not enough Comfort Zone items and/or too many Areas of Discomfort in the respondent's work environment.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that the respondent cannot excel in the items on the bottom half of the page. It simply indicates that these areas typically require more energy and concentration for individuals with the respondent's style.

**Exercise:**

List the Comfort Zone (Motivators) items that currently exist in the respondent's workplace environment:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_

List any Areas of Discomfort (Situations that Reduce Motivation) items that currently exist in the respondent's workplace environment:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_

The more Comfort Zone items and the less Areas of Discomfort, the better. How does the balance look? Is action required to improve the balance? If so, list the action to take. Be specific:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_





### Style Considerations – Strengths & Development Areas

This page highlights dimensions that are typical for individuals like the respondent.

Strengths – These items require less energy from the respondent.

Development Areas – These items require more energy from the respondent. Some of the items relate to the respondent using their strength so much that it becomes a weakness.

When looking at Development Areas, it should be remembered that it is only worthwhile considering improving areas that are relevant. Some so called “weaknesses” are not important in some workplace roles.

Note! This is not a “can - cannot do” scale. In other words, it does not mean that the respondent cannot excel in the items on the bottom half of the page. It simply indicates that these areas typically require more energy and concentration for individuals with the respondent’s style.

#### Exercise:

Identify three Strengths that are relevant to the respondent’s current position:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Is the respondent maximising these Strengths and if so, how? If not, how will you encourage the respondent to do so? Be specific:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Identify three Development Areas that the respondent can work on that will have the greatest impact on their performance in their current position:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

How will you assist the respondent develop in these areas to improve their performance? Be specific:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

You may wish to consider some of the following bearing in mind that the respondent should have completed their own Action Plan: Follow up; Training; Coaching; Mentoring.

**Additional Pages** (if applicable)

*Please Note* – The assessment may not include any Additional Pages. Interpret Additional Pages just like the Workplace Tasks Pages. The pages also use 1-10 point scales, from "Non Natural to Your Style" to "Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from the respondent.

*Non Natural to Your Style* - most on the left. These items require more energy from the respondent.

The rectangles in the bar graphs indicate how natural a particular behavioural dimension is to the respondent's style.

The arrows indicate how the respondent perceives they want or need to adjust their style to perform even better in the existing environment. An arrow toward the right indicates that the respondent perceives a need to increase the behavioural dimension. An arrow toward the left indicates that the respondent perceives that the behavioural dimension is currently a lower priority than other dimensions.

Note! This is not a "can - cannot do" scale. In other words, when one of the respondent's dimensions is on the left side of the scale, it does not mean that the respondent cannot do very well in that area. In fact, they might excel in that area. The results simply indicate that the respondent must spend more conscious effort, concentration and energy with that particular behavioural aspect.

There are potentially ten types of Additional Pages which may be utilised. These focus on either:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

The Text Part of the Additional Pages highlights eight items to assist the respondent in performing even better. The first four items do not require much energy from the respondent to perform well. For this reason, the respondent should be careful not to over-emphasise these strengths too much as they may become weaknesses. The last four items require a lot of energy from the respondent, as they are not as natural to the respondent's behavioural style.

**Additional Pages** (if applicable)

**Exercise:**

Identify the three items that you believe are the most critical in the respondent's current position:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

How natural or non natural is the respondent with these three items?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Based on the above, would the respondent benefit from development in any areas? If so, list them:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Are there other important items that are "non natural"?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

What strategies will you employ to assist the respondent in any necessary development areas? Be specific:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

## Recruitment Review Section

It is important to focus only on items that are relevant to the position. No-one is naturally adept at everything. Be careful not to focus on items that are irrelevant or of low importance.

### Workplace Tasks

While reading the Workplace Tasks section in the assessment, please identify items that are important to the position and highlight with a marker. Consider the total environment – position description, team fit and organisational culture.

How many of these are on the Natural Side (right)? \_\_\_\_\_

How many of these are on the Non-Natural Side (left)? \_\_\_\_\_

Rate the balance out of ten between Natural and Non-Natural items taking into account frequency of occurrence in the role and importance to the role, when weighing up your conclusion. Circle the result below:

Negative Balance 0\_\_1\_\_2\_\_3\_\_4\_\_5\_\_6\_\_7\_\_8\_\_9\_\_10 Positive Balance

### Environmental Factors – Motivators & Situations that Reduce Motivation

While reading the Environmental Factors section in the assessment, please identify items that exist in the position/candidate's workplace environment and highlight with a marker.

How many of these are in the Motivators area (top half of page)? \_\_\_\_\_

How many of these are in the Situations that Reduce Motivation (bottom half of page)? \_\_\_\_\_

Rate the balance out of ten between Motivators and Situations that Reduce Motivation items taking into account frequency and intensity when weighing up your conclusion. Circle the result below:

Negative Balance 0\_\_1\_\_2\_\_3\_\_4\_\_5\_\_6\_\_7\_\_8\_\_9\_\_10 Positive Balance

### Style Considerations – Strengths & Development Areas

While reading the Strengths & Development Areas section in the assessment, please identify the strengths that are relevant to the position and highlight with a marker. Now identify any Development Areas that the candidate would need to focus on in order to be successful in the position and highlight with a marker.

How many of these are in the Strengths area (top half of page)? \_\_\_\_\_

How many are in the Development Area (bottom half of page)? \_\_\_\_\_

Rate the balance out of ten between Strengths and Development Areas taking into account the intensity required for each and the ease/difficulty with which you believe the candidate can improve in the Development Areas, when weighing up your conclusion. Circle the result below:

Negative Balance 0\_\_1\_\_2\_\_3\_\_4\_\_5\_\_6\_\_7\_\_8\_\_9\_\_10 Positive Balance

**Perceptions**

While reading the Perceptions section in the assessment, please identify the strengths/positives that are relevant to the position and highlight with a marker. Now identify any concerns/negatives relevant to the position and circle these with your marker. Consider the overall results of your conclusions and rate your perception out of ten. Circle the result below:

Negative 0\_\_1\_\_2\_\_3\_\_4\_\_5\_\_6\_\_7\_\_8\_\_9\_\_10 Positive

**Additional Pages** (if applicable)

While reading the Additional Pages section in the assessment, please identify items that are important to the position and highlight with a marker. Consider the total environment – position description, team fit and organisational culture.

How many of these are on the Natural Side (right)? \_\_\_\_\_

How many of these are on the Non-Natural Side (left)? \_\_\_\_\_

Rate the balance out of ten between Natural and Non-Natural items taking into account frequency of occurrence in the role and importance to the role, when weighing up your conclusion. Circle the result below:

Negative Balance 0\_\_1\_\_2\_\_3\_\_4\_\_5\_\_6\_\_7\_\_8\_\_9\_\_10 Positive Balance

**Conclusion**

Review your findings and reach a conclusion as to overall behavioural fit. Remember to consider the total environment – position description, team fit and organisational culture. Circle the result below:

Negative Balance 0\_\_1\_\_2\_\_3\_\_4\_\_5\_\_6\_\_7\_\_8\_\_9\_\_10 Positive Balance

Complete any relevant notes below in relation to your findings and conclusion:

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<b>DISC ADVANCED® Individual Assessment</b>  <b>Suggested Interview Questions</b>	Person analysed <b>Specialist Sample</b>	
	Organisation <b>Sample</b>	Date <b>19.08.2010</b>

## Questions relating to the person's expressed emotions:

She doesn't feel any particular need to be more decisive or bolder in the current situation which she is accustomed to, but she aims to be herself.

How do you handle difficult situations in your current life?

Her natural style is not very social but rather analytical. The current surroundings do not seem to force her to change her style.

What kind of people would you like to work with?

She is trying to give a little more active and faster image of herself in her current surroundings, yet still maintaining her carefulness and calmness.

Do you feel that you are expected to act at a faster pace?

She really appreciates working in a well-structured organisation where she has a clear role and where she does not have to intervene in other people's issues. At the moment she does not feel any contradiction in this matter.

What decisions do you feel that do not belong to you?

## Questions relating to the job

You like to stick to your own area. How do you answer a person who asks you a question that you do not have an answer for?

You are not particularly extroverted. How do I know that you are not afraid to face people?

You like to receive instructions. In what situations are you able to advise others?

You do not emphasise your own abilities or skills. Tell us why you think you will succeed in this job.

You prefer stability to change. How does one get you to accept rapid changes relating to your job?