

Extended DISC® Behavioral Analysis



This analysis is based on the responses given in the Extended DISC® Behavioral Analysis Questionnaire. This analysis should not be the sole criterion for making decisions about this individual. The purpose of this analysis is to provide supporting information to the resposdee and his/her supervisor.

John Johnson

Organization:

Abc Company

Date:



Text Page

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

Attributes

Strong-willed, direct, decisive, practical, logical, ambitious, controlling, purposeful, restless, impatient, seeks change, detail-oriented, demanding.

Motivators

Simona is motivated by the tasks that attain clear, measurable goals. She is not detail-focused by nature, but is able to accept specific rules of the game and play by them. She needs challenges, opportunities, variety and freedom to operate independently within her framework. Additionally, she hopes to be free from unnecessary and worthless communication.

Tries to Avoid

While Simona dislikes stagnation, sometimes she may herself get stuck in the non-essentials. Simona does not like people who fiddle around and speak empty words. First the work must be done, and then - if there is any time - one can have fun (which is not very useful anyway). She does not like to be crossed and does not allow others enter her territory.

Ideal Supervisor

She must have a strong supervisor who can provide her with necessary challenges and control her. The supervisor has to be quick and ready to determine the case. On the other hand, the supervisor cannot restrict her with useless bureaucracy and treat her like everybody else. She needs space to move around. The supervisor has to make sure that this person's direct behavior does not create insecurity in cautious people.

Communication Style

She is an outspoken conversationalist who likes to tell things as they are. By nature she is not the best possible motivator because she forwards the message in plain facts and does not expect any arguments. She focuses on results, goals and other high values. This person is so impatient to proceed that she is not a good listener.

Decision-making

Usually this person is good at making decisions. She sees things as they are and does not let emotions interfere with the decision. Possible problems occur when she forwards the decisions to others: she may forget to explain them and makes people just face them. Sometimes she is a perfectionist with the decision and becomes hesitant.

Motivators and Demotivators

Motivators - Comfort Areas

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.

- Freedom to create and develop new things
- Unlimited number of possible solutions
- A chance to develop her own schedule
- Searching for the right solution
- Tough, goal-oriented approach
- Freedom to work with ideas until they are ready
- Opportunity to control her own job
- Freedom from unnecessary work
- Independent role without too many contacts
- Delving into new things
- Facts, "hard" values
- Having to take details into account

Situations that Reduce Motivation

These are items that this style of person typically doesn't 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.

- Losing control
- Things that can't be controlled
- Public presentations
- Showing feelings openly
- Failure in her own work
- Losing skills or position
- Being put aside
- People who talk but have nothing to say
- Having to wait
- Carelessness
- Environment where nothing can be done
- Constantly having to explain the same thing

Strengths - Reactions to Pressure

Strengths

The behavioral 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.

- Knows where one is headed
- Comes up with new and brave solutions
- Can analyze meticulously
- Doesn't live in a dream world
- Is ready to execute her decisions
- Sees through the social "sweet talking"
- Masters even the complicated matters
- Sacrifies everything but her goal
- Doesn't need people to praise herself
- Is ready to give her all to the matter
- Dares to demand a lot from everyone
- Produces new thoughts and ideas

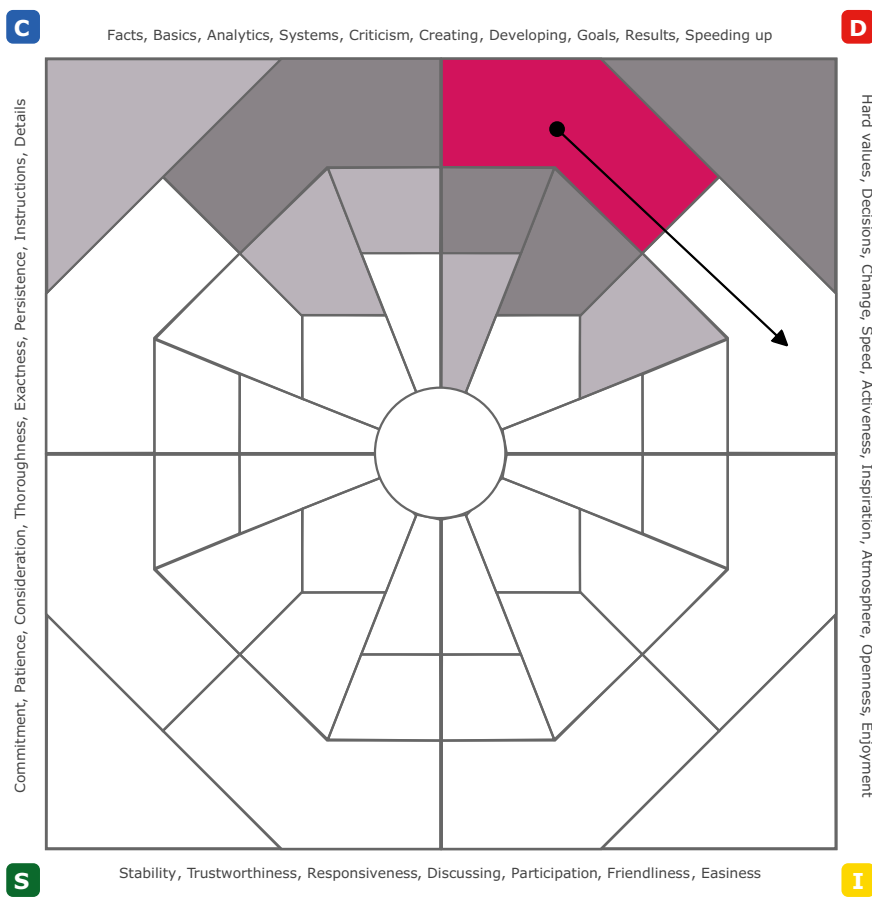
Reactions to Pressure Situations

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

- Is too meticulous and hard to follow
 - Doesn't show her feelings
 - Demands for the sake of demanding
 - Stays distant and intimidating to others
 - Is hard and unconditional
 - Gives orders - doesn't motivate
 - Doesn't approve of unnecessary discussions
 - Complicates simple things
 - Doesn't respect the freedom of individuals
 - Doesn't seem to care about peoples' feelings
 - Demands too many facts
 - Doesn't admit her mistakes openly
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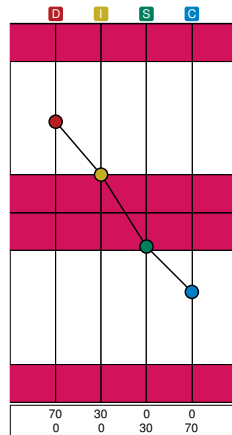
Flexibility Zones

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

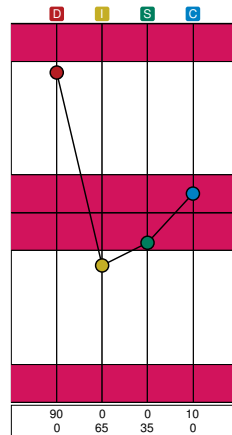


Extended DISC® Profiles

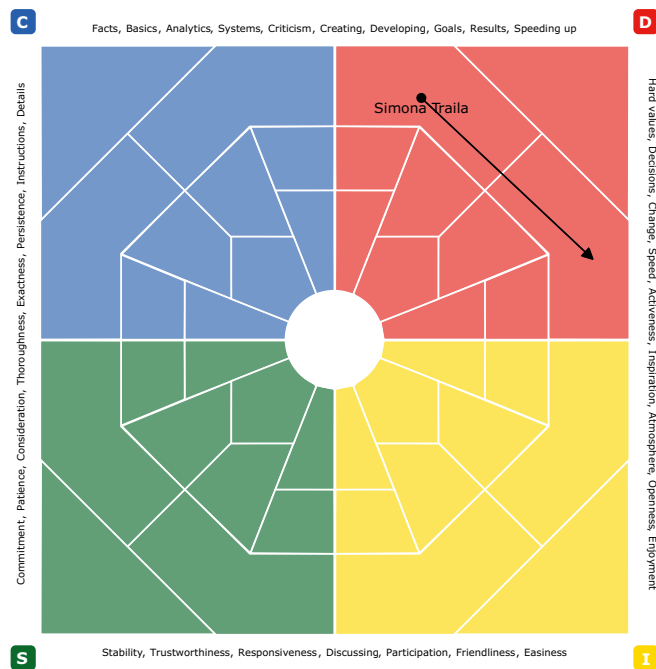
Profile I - Perceived Need to Adjust



Profile II - Natural Style



Extended DISC® Diamond



Sales Style Competencies

Direct, one-off selling:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Technical selling that requires expertise:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Assertively moving prospects through the sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Contacting customers in an expert role:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Development & assessment of systematic sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-oriented selling while considering prospects' needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Engaging the buyer; relationship selling:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Short-term selling; inspiring and motivating buyers quickly:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive bonding and building rapport with prospects:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive guidance and sharing of information in post-sale activities:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unique sales assignments requiring motivating of buyers:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking care of post-sale support activities:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sales planning, reporting and documentation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening to the prospect's/customer's needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following a systematic sales process consistently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking care of after-sale activities with existing clients:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining and accumulating client information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Complex selling that requires custom product solution:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Aligning an existing product to buyer's needs :	-5	-4	-3	-2	-1	0	1	2	3	4	5

Customer Service Style Competencies

Consistent, stable customer relations:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building and maintaining customer files:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive, diverse contacts with customers:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Brief, goal-oriented customer contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking care of the customer and creating goodwill:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Product-oriented customer contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Winning the customer by talking up the product:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Changing and diverse projects not requiring follow-up:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-oriented customer motivation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining customer relations to achieve results:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Managing long-term customer relations:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating a positive image; inspiring:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Polite, repetitive customer contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Discussing and taking care of customer needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Guiding the customer through complicated matters:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Follow-up and advising customers:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Mastering the product/service and providing backup support:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Winning new customers regularly:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Team Member Style Competencies

Being a lively team member who involves others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a participative and talkative doer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a demanding goal-setter:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Organizing and ensuring team responsibilities:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being an independent, logical planner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a positive guide and advisor:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being the compromiser and a supporter of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Determined speeding up of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being an introducer of a new perspectives:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being an accurate and demanding emphasize of quality:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a steady doer and care-taker:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reducing conflicts and guiding others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Moving teammates toward the goal:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a reliable and participating care-taker:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a positive change agent, able to eliminate boredom:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a people-focused and conscientious doer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being an independent developer of one's area of responsibility:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a specialist concentrating on work alone:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a specialist who can show the bright side of things:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Pleasant in doing routine work and helping others:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Administrative Style Competencies

Providing guidance in complicated matters:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participating in projects requiring accuracy:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Criticizing existing systems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new procedures:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Repetitive, detailed tasks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Attempting to exceed previous quality standards:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Familiarizing and guiding others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating administrative systems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating own special knowledge to others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Repetitive duties requiring accuracy:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Selling administrative solutions to others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Diverse project planning duties:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Organizing and completing daily activities:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following rules exactly:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Working independently with no instructions provided:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing guidance and support to experts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Modest and participating guide of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Data Management Style Competencies

Avoiding mistakes in details:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Concentrating on facts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Long-term planning of details:	-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
Making complex issues more pleasant:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Motivating people to do quality work:	-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
Thorough familiarizing and teaching:	-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
Creating operational systems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reaching perfection by renewing things, systems and methods:	-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
Developing new systems independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Conducting systematic planning:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Entrepreneurial Style Competencies

Taking care of customer needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Managing logistics:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making risky decisions quickly:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking care of the company atmosphere:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring the quality of the product:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating a positive image for stakeholders:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-oriented influencing of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining production processes:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Finding new customers:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Daring to enter totally new areas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Enthusiastically promoting one's company:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating routines:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Striking a balance between people and tasks/things:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating resources with the help of outsiders:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining customer trust:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating change and promoting it:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Promoting oneself constantly:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Leadership Style Competencies

Creating a friendly atmosphere:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Management that emphasizes people's well-being:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasizing people as goal-achievers:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having a listening, participative management style:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bringing up new ideas to inspire people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
People-oriented management style:	-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
Constant, positive encouragement of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive encouragement of specialists:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Achieving results through and with people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding, people-oriented leadership style:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Finding a favorable solution:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasizing positiveness:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Searching continuously for change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasizing freedom to express oneself:	-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
Being a participative and supportive member of the team:	-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
Helping and guiding others:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Specialist Style Competencies

Long-term concentration on one repetitive task:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Solving problems by following directions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed preparation of directions for others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Quick reaction time to unexpected and new situations:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Performing one's own tasks reliably:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thorough analysis before taking action:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed checking in order to secure quality:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Working under tough time pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Selling one's own ideas to others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively seeking completely new solutions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Acting in a specialist role in a project:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking action without existing solution models:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Enthusiastic advising of outsiders:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Designing extensive solutions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed analysis of problems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Critical attitude toward received directions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking the initiative to ask for information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Performing on a completely regulated task:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participating in several projects at the same time:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Trainer Style Competencies

Long-term delivery of the same course:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Training of experts who are already familiar with the subject:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Forming a long-term relationship with the trainees:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Inspiring the trainees about the subject:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Describing the existing process thoroughly:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing facts about the topic in training session:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing feedback during the training:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Selling individual training events:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Performing to large and diverse groups of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following an exact schedule:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing hard facts in an authoritative manner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Training experts to be more open and expressive:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Strongly encouraging trainees to take action:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing feedback one-on-one:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thorough, yet encouraging training:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging independent thinking:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Training session that requires a lot of detailed preparation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having an inspirational and carefree approach:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing individual attention to each trainee:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Continuous development of new group exercises:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Project Style Competencies

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

Relationship Roles

Your primary relationship role is:

Changer

The Changer is the group's lone wolf who wants to control him/herself and his/her actions. The Changer does not care about titles or status, but believes that he/she is above them. The Changer has an answer ready for most questions and he/she is not afraid to give his/her opinions. Some see the Changer as frightening and believe he/she at times underestimates others. In reality he/she wants others to first show what they can achieve. Only then he/she gives his/her attention and acceptance into his/her group. The Changer is constantly looking for challenges and he/she is not afraid of the unknown. Routines bore him/her quickly. The Changer wants to be in the front line developing new things and creating something unique. He/she finds it very unpleasant to admit defeat and to go back. As a goal oriented person he/she is ready to adapt him/herself into new groups and situations quickly. The Changer does not live in the past.

An attitude toward teamwork

- Real waste of time
- A lot of idle talk
- A means to get information from others

A role in a team

- Carries through one's own message
- Decides what they talk about
- Challenges to a debate

A role as a decision maker

- Wants to participate in decision making
- Makes courageous decisions
- Does not always listen to others

A role as a motivator

- Motivates with toughness
- Stirs up to action
- Does not let you become exhausted

A role as a performer

- Does it quickly and suddenly
- Gets bored quickly
- Does things their own way

The benefit the group receives

- A group does not get stuck
- Brings something new to the group continuously
- Puts an idea on the table and figures where the problems lie

The easiest way of finding the joint rhythm - convergent roles

Influencer, Planner, Developer

The most difficult way of finding the joint rhythm - complementary roles

Doer, Participator, Assurer
