

DiSC® Behavioral Profile for:

# Sample Basic Report

## Personalized Description and Success Strategies from the Personal Profile System®

- General Characteristics



**Dimensions of Behavior**

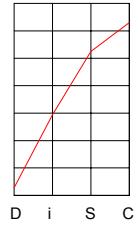
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**09-14-2001**



## BEHAVIORAL HIGHLIGHTS

This section lists the potential strengths of Sample's behavioral profile. Personalize the information using these steps: <1> Check mark the boxes of those statements that you think accurately describe Sample's behavioral style. <2> Cross out the boxes of those statements that you feel do not describe Sample's behavioral style very well. <3> Write in comments to modify the statements to make them more descriptive.



### Some of Sample's behavioral strengths may be:

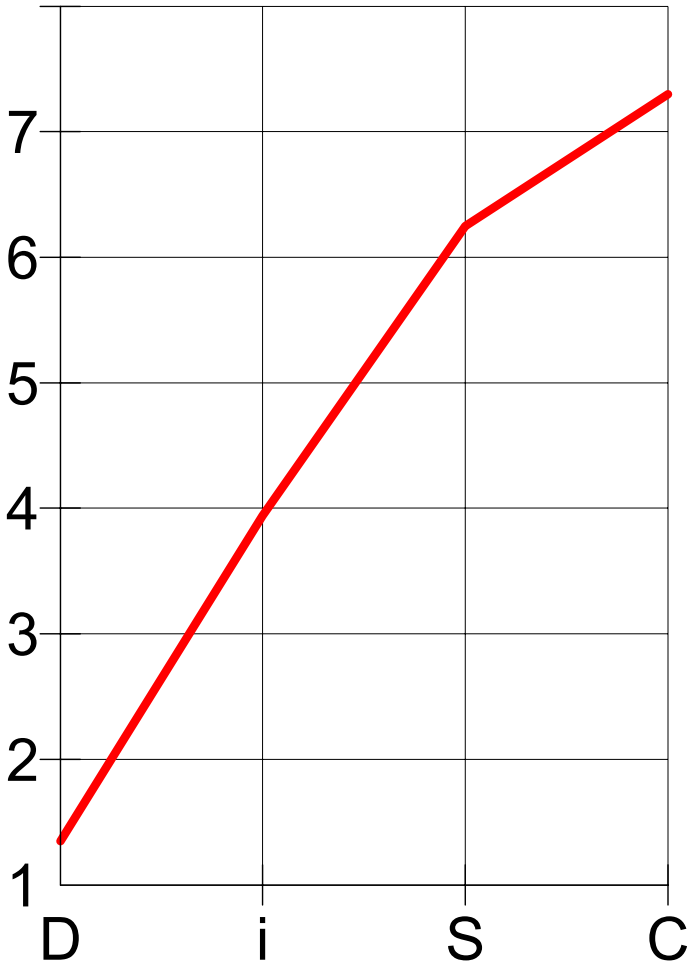
- Analyzes situations or problems, weighing the pros and cons
- Values accuracy, quality and correctness
- Systematic in her approach to situations or activities
- Tactful and diplomatic in her interactions with others
- Uses subtle or indirect approaches to resolving conflict
- Accepting of other people's ideas
- Likes to cooperate with others to get results
- Willing to extend herself to meet other people's needs
- Works to create a predictable, stable environment
- Good at calming people who are upset

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## Personal Profile System® Graph



The DiSC® Dimensions of Behavior model describes behavioral patterns in terms of four tendencies. They are briefly defined below:

**D Dominance:** People with a high "D" behavioral tendency seek to shape their environment by overcoming opposition to accomplish results.

**i Influence:** People with a high "i" behavioral tendency seek to shape their environment by influencing or persuading others.

**S Steadiness:** People with high "S" behavioral tendency seek to cooperate with others to carry out their tasks.

**C Conscientiousness:** People with high "C" behavioral tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioral tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioral responses.

### Name: Sample Basic Report

Date: 09-14-2001

Classical Pattern: Perfectionist

Completed by: Self

Environmental Focus: Work

The above graph displays the relationship of the four behavioral tendencies in Sample's profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the Personal Profile System® is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.

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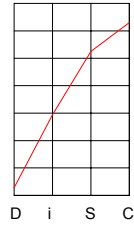
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## BEHAVIORAL OVERVIEW

The following narrative, based upon the profile responses, provides a general overview of Sample's natural behavioral style in the environment. This section is designed to provide a broad overview of her natural, most comfortable behavior. Sample's actual observed behavior may be somewhat different due to modifications based on the demands of the situation, the expectations of others, and her personal values. Review and discuss the information, deleting the portions that do not seem applicable and highlighting the portions which may be most relevant and useful.



D i S C

Sample tends to be a precise, systematic thinker who may prefer to follow established procedures. Tending to be extremely conscientious, she may use particular effort in any activities that require attention to detail and accuracy. She may be restrained and cautious in most everything she does. Tending to be deliberate and methodical, she may be very competent in doing things correctly. She may also tend to caution others to maintain these same standards.

Desiring stable conditions and predictable activities, Sample may be most comfortable with a clearly defined work environment. She may want to know precisely what is expected of her, the time available to complete the activity, and the criteria for evaluation. She may tend to be very uncomfortable with uncertainty. She may prefer to pass up some career opportunities in exchange for a feeling of security and stability.

Tending to have very high expectations of herself, Sample may also have similarly high expectations of others. In fact, she may evaluate others by very precise standards. Unfortunately, these standards and expectations may be unrealistic. This may result in disappointment and a loss of confidence in the efforts of others. It may be important, therefore, for Sample to regularly re-examine her standards in the light of realistic expectations for the current situation. Still, her high standards may set an example for quality performance and pride in one's performance.

Her tendency for conscientious attention to standards can be very valuable to the organization. She naturally tends to be attentive to details. She tends to be willing to take the time to learn how to do a task correctly. She may want to know exactly how something works. However, others may find her persistent questioning and requests for repeated explanations and demonstrations annoying.

Sample may tend to overuse standard operating procedures. She may be inclined to use established procedures in new situations. In a position of responsibility, she may want to develop written procedures for every aspect of an activity. She may expect others to stick to those established practices. Sample may also tend to become overly dependent on the opinions of others. She may regularly solicit opinions from respected superiors and co-workers in order to build confidence in her own decision.

Tending to be cautious, Sample may be very sensitive to tension and conflict. Desiring an emotionally stable environment, Sample may tend to dislike conflict and antagonism. She may prefer to get out of an antagonistic situation as quickly as possible. If she cannot avoid dealing with a conflict, she may use a diversionary approach. She may try to move to a more neutral topic, establishing some common ground, or complimenting the other person. When pressured, she may become extremely tactful and diplomatic, thus preventing or delaying resolution of the conflict.

In approaching a new problem or decision, Sample tends to rely heavily on past practices and tested solutions. She may solicit opinions from those around her whose judgment she respects. She may carefully gather and logically analyze all the information and move toward a decision; however, this

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## BEHAVIORAL OVERVIEW

--Continued--

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can be a very slow process. Others may become upset with the time required for Sample to decide. Once a decision has been made, she tends to follow through completely and accurately. She may resist making any changes until the initial decision has been fully implemented and tested.

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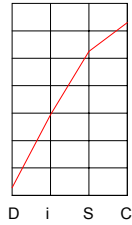
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## MOTIVATING FACTORS

People have different sources of motivation and different goals based on their most preferred behavioral tendencies. This section lists those factors usually found to be most motivating to someone with Sample's behavioral tendencies. Some of these factors may not apply to Sample because she may have modified her behavior due to her life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Sample's behavior. Review and revise as necessary.



### Sample may be motivated by:

- Environments where she can perform to her own standards
- Control over those factors that affect the quality of her performance
- Environments where quality and accuracy are rewarded
- Being "right"
- Logical, systematic approaches
- Situations where she can work cooperatively with others
- Providing needed support to others through products or services
- Having clearly defined areas of responsibility and authority
- Maintaining a predictable, orderly environment
- A harmonious, informal, friendly work environment
- Environments where loyalty is rewarded with job security

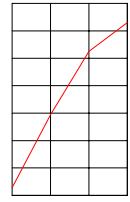
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## PREFERRED ENVIRONMENT

People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Sample might find most desirable based on her behavioral tendencies. Some of these factors may not apply to Sample or may appear contradictory because of the differences between the tendencies that describe Sample's behavior. Review and revise as necessary.



D i S C

### Sample wants an environment which provides:

- A plan or system for performance which provides specific feedback
- A reserved, business-like atmosphere where people are task-oriented
- Time to complete tasks to her standards
- Predictable tasks and activities
- Friendly, informal, cooperative involvement with others
- Little or no interpersonal hostility
- Methodical approaches to completing work

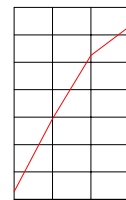
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## TENDS TO AVOID

All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviors are, we can chose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Sample is most likely to avoid based on her behavioral tendencies. Some of the factors may not apply to Sample. Review and revise as necessary.



D i S C

### Based on dislike, discomfort, or fear, Sample tends to avoid:

- Ambiguous situations in which her performance may be criticized
- Being held accountable for quality outcomes in situations where she has insufficient control
- Having to defend inferior performance in products or services
- Reacting quickly to situations requiring analysis
- Responding to others without time to evaluate possible consequences
- Emotionally charged situations where she may react and lose her reserved, detached manner
- Situations requiring personal disclosures
- Situations with high levels of unpredictability and uncertainty
- Disorganized and disorderly environments
- Situations where other people may become hostile
- Having to become aggressive
- Ambiguous situations with uncertain outcomes
- Having to provide a solution without having time to study the situation

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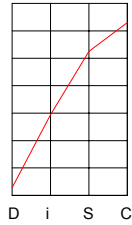
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## STRATEGIES FOR INCREASED EFFECTIVENESS

*This section describes possible actions that Sample might take to modify certain naturally occurring behavioral tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritize the strategies based on the needs of the current environment. Review and revise as necessary.*



### Sample would increase her effectiveness by:

- Balancing adherence to high standards with attention to deadlines
- Responding non-defensively to comments about her performance
- Modifying criticism of others' work by considering feelings as well as facts
- Sharing knowledge and information with others in a non-condescending manner
- Practicing self-disclosure and appropriate expression of feelings
- Developing a willingness to negotiate performance standards
- Becoming more open to other people's systems for doing things
- Avoiding rigidity in her thinking and being "dead right"
- Developing the ability to respond to unpredictable change
- Learning techniques to be more assertive
- Initiating discussions to resolve ambiguous situations
- Stretching toward new challenges
- Increasing flexibility in work routines
- Looking for possible short cuts to make work routines more efficient

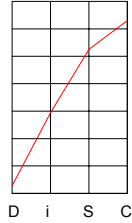
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## DEMOTIVATING FACTORS

People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation, and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Sample's behavioral style.



### Sample may become demotivated when:

- Rules or expectations constantly change particularly without explanation
- There is insufficient time to process information before having to act
- The work environment is informal and loosely structured
- Required to socialize as part of the job
- People intrude on her privacy
- Her efforts at producing quality work are not valued
- She is repeatedly unable to perform at a level that meets her standards
- She has insufficient control over resources, time and other people's actions necessary to create a quality outcome
- Working in an environment with rapid, unpredictable change
- There is chronic hostility with co-workers
- Support from bosses and/or co-workers is lacking
- Working in situations requiring one-on-one confrontation
- Expectations for performance are not clear or change frequently
- Aggressive, competitive interactions are required as part of the job

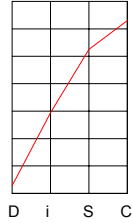
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## BEHAVIOR IN CONFLICT SITUATIONS

Most people use behavior in conflict situations that can be described as either a "fight" or "flight" response based on their natural behavioral tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Sample might use in a conflict situation. These behaviors may have been modified due to Sample's values system and/or life experience. This information will be more helpful if reviewed with Sample, ranking the behaviors from most-likely to be used to least-likely.



D i S C

### In a conflict situation Sample

- May initially withdraw from conflict to plan a strategy of response
- May become defensive
- May attempt to overpower others with facts and logic
- May use indirect aggression and/or passive resistance
- May appear to comply but fail to follow through
- May become rigid and unbending
- May withhold information
- May become aggressive
- Tends to avoid interpersonal aggression
- Seeks to find solutions that are acceptable to everyone
- May acquiesce to restore harmony without resolving the issues
- May attempt to calm agitated people
- May become more quiet and reserved
- May feel powerless to do anything about the conflict

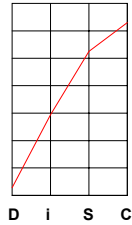
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# Behavioral Tendency Continuum

This continuum displays Sample's potential range of intensity for each of the behaviors listed. This continuum represents potential behavior based on Sample's profile pattern rather than actual, observed behavior. This information is most helpful when discussed and evaluated based on experience with Sample.



**Name: Sample Basic Report**

Date: 09-14-2001

Environmental Focus: Work

Classical Pattern: Perfectionist

	L	ML	M	MH	H
ACCEPTS - open, receives willingly		★			
ADHERES - sticks to the rules					★
ADVOCATES - promotes, urges action		★			
AGITATES - stirs up, rocks the boat		★			
AMPLIFIES - explains, expands the point			★		
ASSIGNS - delegates to others		★			
ASSUMES - takes for granted		★			
BOASTS - brags about abilities		★			
CAPTIVATES - charms others		★			
COMMANDS - directs others		★			
DIGESTS - absorbs, thinks it through					★
ESTABLISHES - stabilizes, builds to last				★	
IMITATES - follows the leader's example			★		
INVENTS - creates new solutions, ideas			★		
INVESTIGATES - examines, checks it out					★
JUSTIFIES - defends, gives reasons for					★

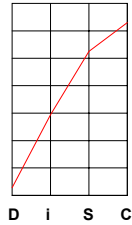
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**Name: Sample Basic Report**

Date: 09-14-2001

Environmental Focus: Work

Classical Pattern: Perfectionist

	L	ML	M	MH	H
MAINTAINS - continues, preserves				★	
MANEUVERS - plans skillfully			★		
MODIFIES - adapts, adjusts, revises				★	
NURTURES - shows care for others		★			
OBJECTS - protests, argues, disputes				★	
OBSERVES - watches attentively					★
PLANS - prepares, maps out task				★	
PRAISES - compliments, shows approval		★			
PROHIBITS - cautions, prevents risk				★	
PROTECTS - guards tradition, stability					★
RECONCILES - appeases, settles differences			★		
REVIEWS - examines in detail					★
SPECULATES - gambles on the future		★			
TESTS - examines, tries it out					★
TRUSTS - believes in others		★			
VERBALIZES - talks things out		★			

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