

HR Profiling Solutions Behavioural Analysis

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

Martin Christian

Organisation:

The Admirals Breakfast Club

Date:

01.05.2014



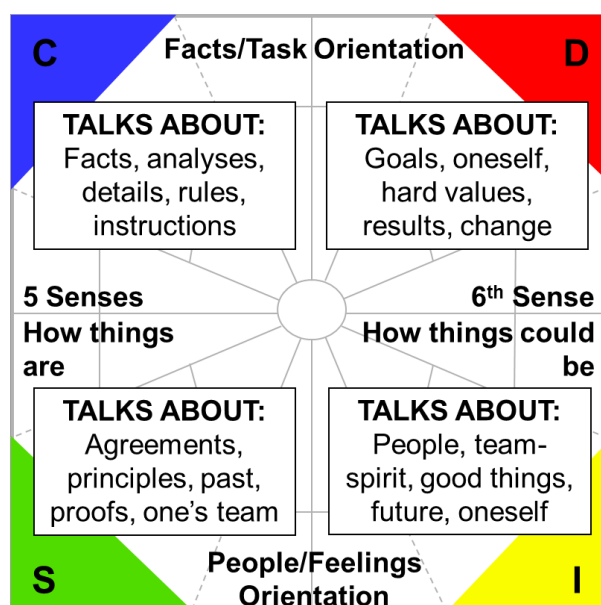
This Behavioural Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

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

This Behavioural Analysis 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.

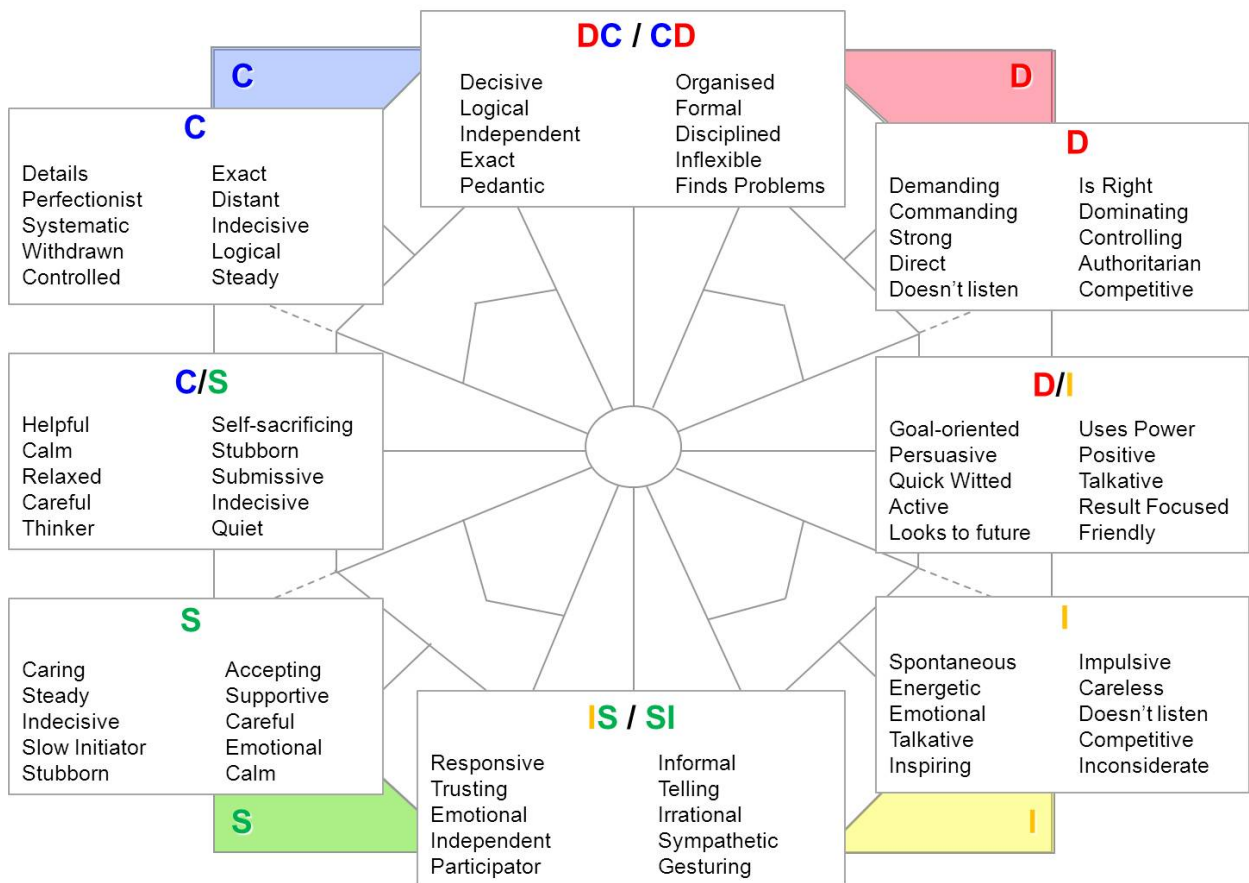
- **D**ominance - D styles are competitive, aggressive decisive and results-oriented, but can also be impatient, overbearing and even rude.
- **I**nfluence - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- **S**teadiness - S styles are calm, helpful, patient, modest and laid back, but also need stability and security and, therefore, help with change.
- **C**ompliance - Precise, logical, matter-of-fact, analytical and careful, but can also focus too much on details and lose the big picture.

How to identify the Behavioural Styles



Styles and the Extended DISC Diamond

Extended DISC identifies and reports on 160 behavioural styles. The below graphic shows the diamond and adjectives associated with 8 of these behavioural styles.



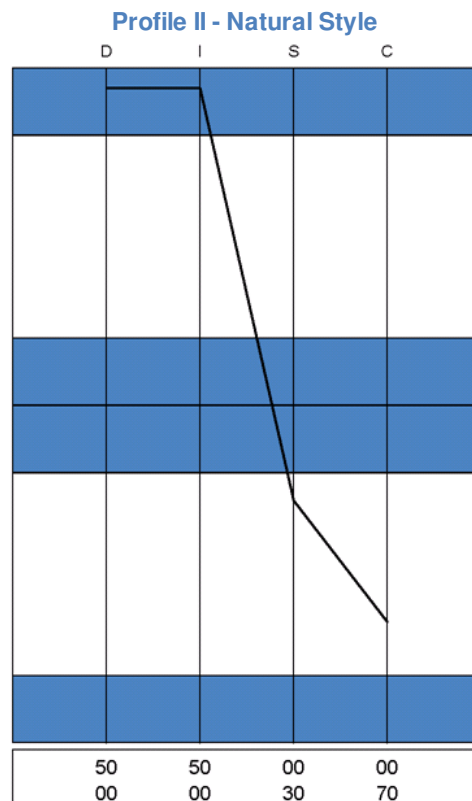
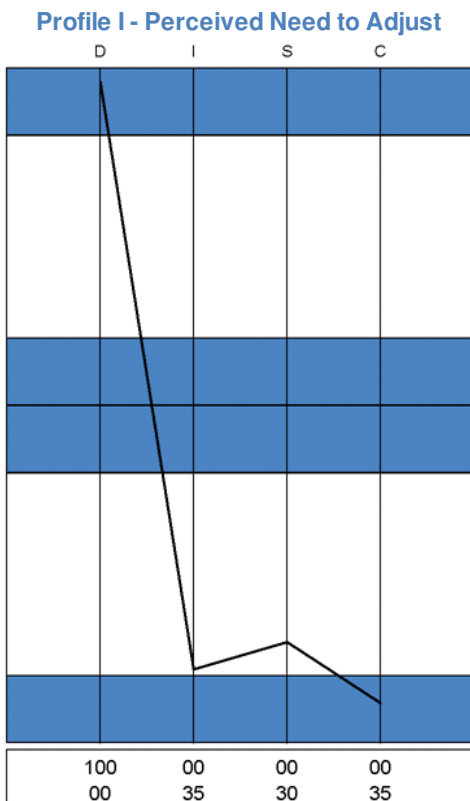
Extended DISC - Profile

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.

Profile I - your adjusted style (conscious behaviour) shows how you believe you must adjust to meet the demands of your present environment.

Profile II - your natural style (unconscious behaviour) remains fairly stable, but not rigid, over your lifetime. It is the style that is more comfortable to you and uses the least energy.

There are no good or bad profiles. Just different.



Flexibility Zones

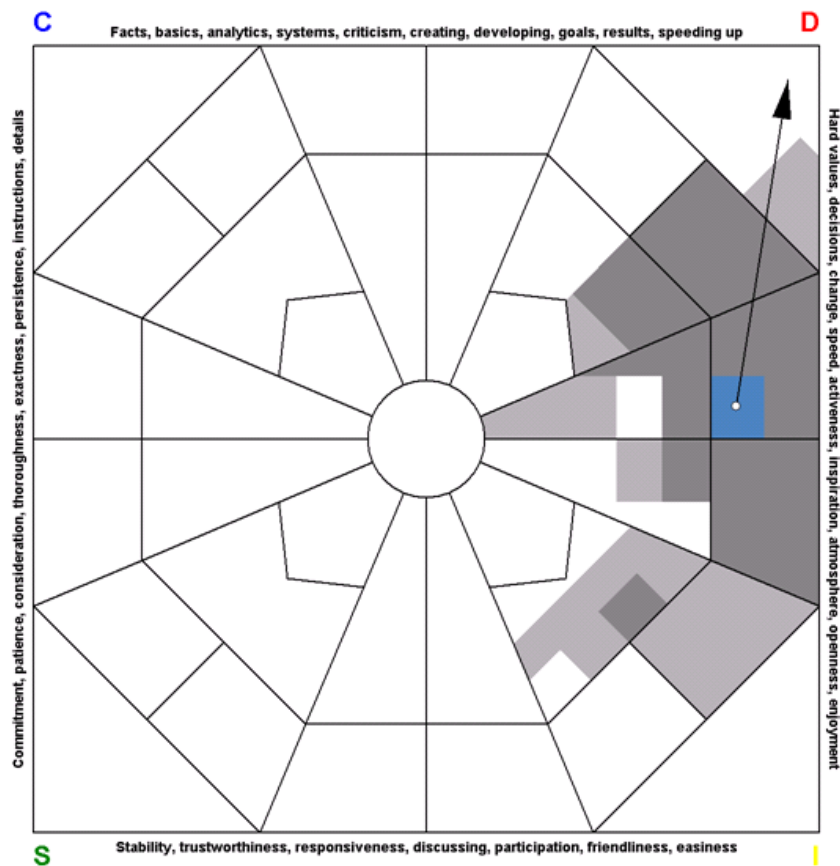
The Extended DISC Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you.

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

The remaining shadings demonstrate the behavioural styles that are most comfortable 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 further you move from your deepest shade, the more energy required.



Motivators

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

- Renewal, idea generation
- A chance to win and be independent
- Freedom from restrictions and bonds
- A motivating, authoritative position
- Getting people to achieve results
- Changing and diverse situations
- Bold risk-taking
- Meeting new people
- Opportunity to react freely
- Opportunity to decide on one's own
- Venturing into the unknown
- Deciding about ones own things

Strengths

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

- Can keep others in line
- Motivates with independence and challenge
- Is direct and clear enough
- Can set the goals
- Can demand and keep up the speed
- Dares to take risks
- Can generate new ideas
- Doesn't stumble on restrictions
- Wants to be the best
- Can set the goals high enough
- Won't let the assignments become routine
- Believes in the impossible

Situations that reduce motivation

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

- Being a bystander
- Detailed instructions
- Failing in public
- Showing weakness
- Losing one's position
- People who are uninteresting
- People who hesitate
- Routine assignments
- Waiting, queuing
- Bonds and chains
- Having to stand at the end of the line
- Slow people

Development areas

These reactions to pressure situations may become more evident when you are under pressure or over enthused.

- Concentrates on power struggles
- Manipulates people
- Gives responsibility but not power
- Is too fact-oriented
- Cannot relax
- Has a practice of breaking the rules
- Acts arbitrarily
- Doesn't build up security by being consistent
- Success is based on too tough management
- Changes direction suddenly
- Takes unnecessary risks
- Becomes impatient, cannot wait

How you may come across to others?

This page is a description of how you are typically seen by others. While this page describes your typical behaviour, a person can modify their conscious behaviour to suit a particular situation. When reading this page, it 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" as you may have addressed many of the issues a person might observe in your behaviour.

Attributes

Direct, active, independent, busy, talkative, social, motivating, inspiring, encouraging, open, restless, goal-oriented, purposeful, seeks challenge, strong-willed.

Motivators

Martin is motivated by challenges, variety and succeeding in his career. It is not easy to keep him in bureaucratic organisations (hence this type of person is often an entrepreneur or leads a totally independent role). He can take risks and make decisions under very complicated circumstances.

Tries to avoid

Although he is sociable, likes people and is able to lead them, he does not like people who just talk - they must prove their words with results. Martin does not like simple, repetitive tasks that everyone can do. Paperwork is like poison to him.

Communication style

In communication Martin looks for the most clear and simple way. Strong values and results are important to him, and he can achieve them either by motivating or manipulating people. Sometimes he can be too black-and-white or one-sided in his talk, and security-seeking people may even be afraid to work with him.

Decision making

He is very strong-willed. He knows what he wants and how to achieve it - which he usually does because he is able to focus his attention, decisions and work to that purpose. He knows how to manipulate people to get what he wants.

Ideal manager-leader

This type of person does not really care to have a manager/leader at all since he has a strong entrepreneurial spirit and wants to control his own world. Consequently, the manager/leader has to be strong and decisive - and definitely not a disappearing nor a behind-your-back, nitty-gritty know-it-all. The manager/leader needs to be able motivate him with constantly changing challenges and problems.

In a team environment you are:

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

An attitude towards team work

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

A role in a team

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

A role as a decision maker

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

A role as a motivator

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

A role as a performer

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

The advancement the group makes

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

How you may work within a team

This page describes how you behave in the team environment. It shows how you participate, relate and work with others.

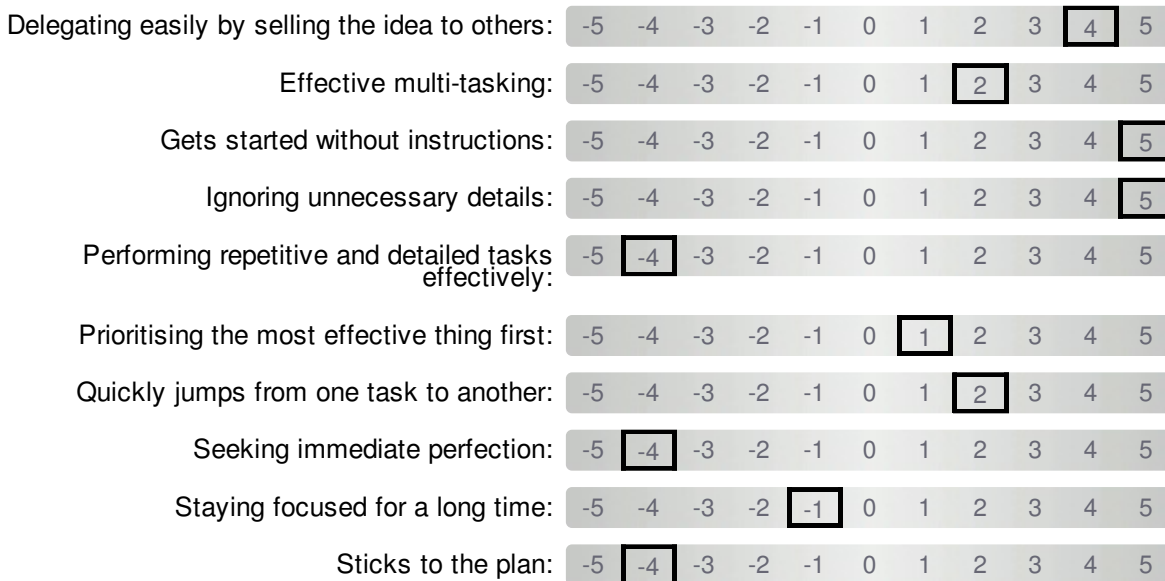
Accurate and demanding emphasiser of quality:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bringing team-mates toward the goal:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding goal-setter:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Determined speeding up of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Independent developer of one's area of responsibility:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Independent, logical planner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Introducer of a new perspective:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Lively team member who involves others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Organiser and ensurer of the team's duties:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participative and talkative doer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
People-focused and conscientious doer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Pleasant in doing routine work and helper of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive change agent, able to eliminate boredom:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive guide and advisor:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reducer of conflicts and a guide for others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reliable and participating care-taker:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Specialist concentrating on work, alone:	-5	-4	-3	-2	-1	0	1	2	3	4	5

How does your profile fit within your role?

Each slider 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. A grade below -1 means this competency would require more energy. If you score from -1 to 1 this area can be developed comfortably. A score of 2 or more means this competency requires very little energy from you.

As with the flexibility diamond, this does not mean you are not capable it simply requires more energy. *This is not a "can or cannot" scale.*

Time management



Communication

Considerate and careful communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Direct, goal focused communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging, participating and involving communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Fact-based goal-oriented and direct:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal oriented motivation and influencing:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Influences people by inspiring and motivating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening, paying attention to and understanding everything:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive, lively and inspiring communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed and logical communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very systematic and focused on the exact topic in hand:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Management / Leadership

Achieving results through and with people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Authoritative use of power:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a demanding, fast-moving creator of resources:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating and explaining new approaches:	-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
Demanding communication and leading from a distance:	-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
Being a participative and supportive member of the team:	-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
People-oriented management style:	-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
Reaching perfection by renewing things, systems and methods:	-5	-4	-3	-2	-1	0	1	2	3	4	5

The causes of stress are different from one person to another because of who we are. Below are some identifiers that show causes of stress:

Causes of Stress

Inability to make decisions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Lack of accurate information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing control:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing freedom:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing position in the limelight:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unexpected changes:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unfair way of treating people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unorganised way of working:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Under stress or pressure we can 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 under stress:

Signs of Stress

Bases every action on what is just and fair:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes impatient:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes irritated, inflexible, blunt and demanding:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly cautious about saying anything:	-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
Becomes very distant and difficult to approach:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Stubbornly defends the status quo:	-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

Below are some ways to help alleviate stress:

Stress Release

Agree on important goals and how to achieve them: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Allow enough time to discuss the situation: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Create a predictable, familiar and safe environment: -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

Give opportunity to meet people and hear what they say: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Provide an opportunity to operate independently: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Provide information, feedback and clear instructions: -5 -4 **-3** -2 -1 0 1 2 3 4 5

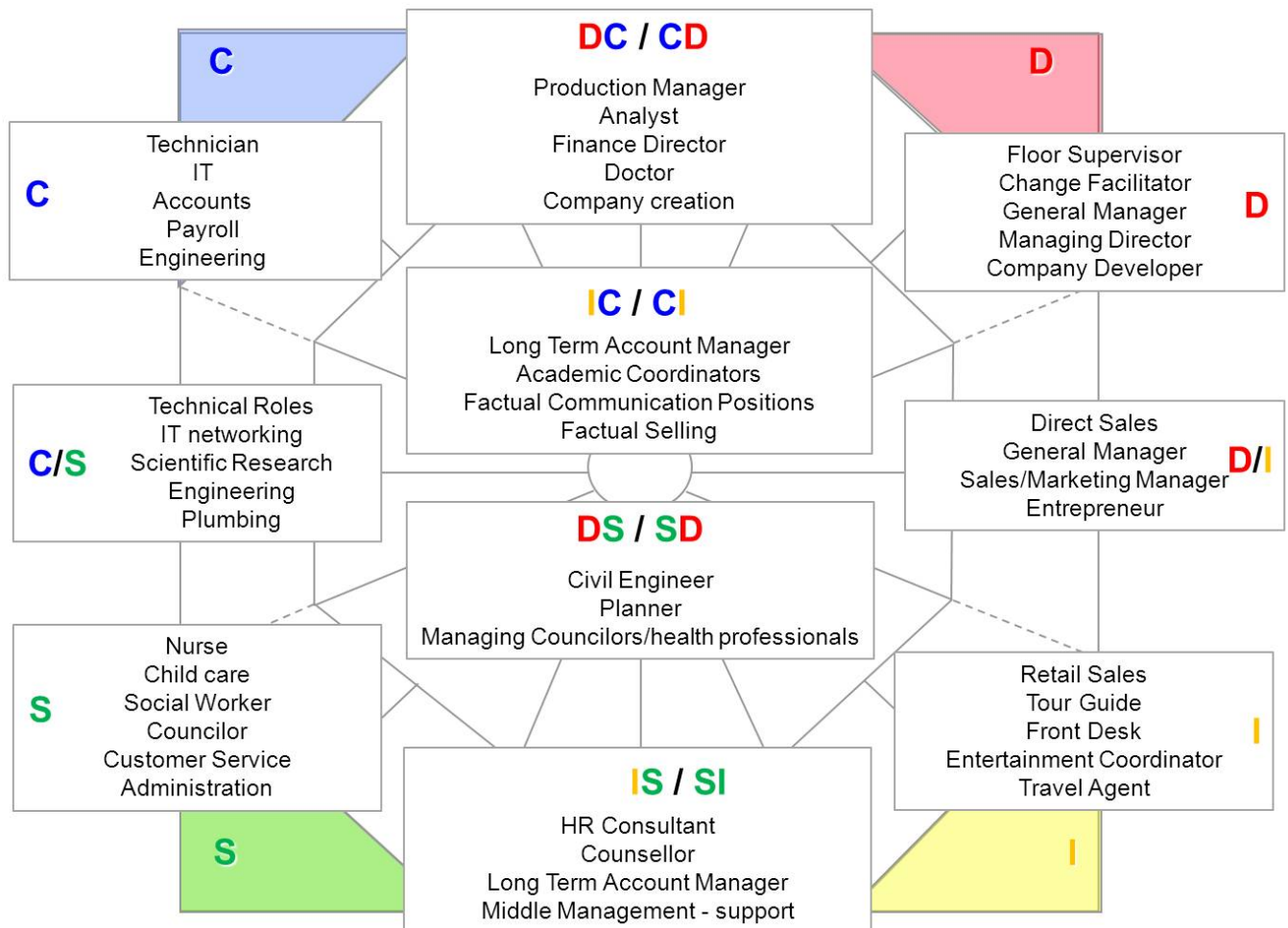
Put everything in writing: -5 -4 **-3** -2 -1 0 1 2 3 4 5



Behavioural Styles and Job Roles

Important Note:

The following list of suggested vocations is not intended to be specific to the behavioural style and it should be noted that within each occupation or job role, there are specific tasks that can be just as effectively accomplished by people with other styles. Therefore this list should be used as a broad guide only and the job description carefully considered when defining the most suitable style.



Questions relating to the person's expressed emotions.

He does not feel any significant need to slow down or give up his goals. He believes that he will find the challenges he wants in his current surroundings.

Describe an incident when you felt like you exceeded your level of authority?

At the time of analysis he felt the need to concentrate clearly more on facts and tough values than people and emotional values. This feeling can cause stress.

Do you feel that you get enough attention in your current surroundings?

This kind of person appreciates independence, freedom, moving and change. He doesn't like routines or other bureaucratic things. Current surroundings seem to give him the opportunity to be free of their harmful effect.

How do you recognise that tasks have become routine?

At the time he may feel slight pressure or the feeling of uncertainty even though he doesn't in any way try to change his own natural behaviour. He should get more freedom by taking control of his own affairs.

In what way should you not be restricted?

Questions relating to the person's role

You are usually quite outspoken with people. What kind of people do you like?

You want all the possible tools at your disposal. What are you ready to take away from your colleague?

Variety motivates you. How much variety do you need?

You do not like it when things do not move along. What do you do with people who hesitate?

You always aim to succeed and win. When do you feel that you have succeeded at work?

Thank you for completing the Extended DISC online questionnaire and obtaining this report!