

HR Profiling Solutions Management Report

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.

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Organisation:

Russell

Date:

03.03.2015



Finxs

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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.

Dominance

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

Influence

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

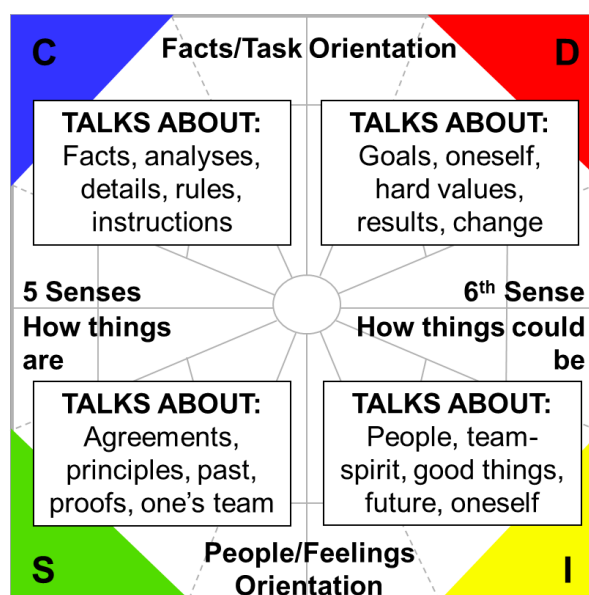
Steadiness

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

Compliance

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

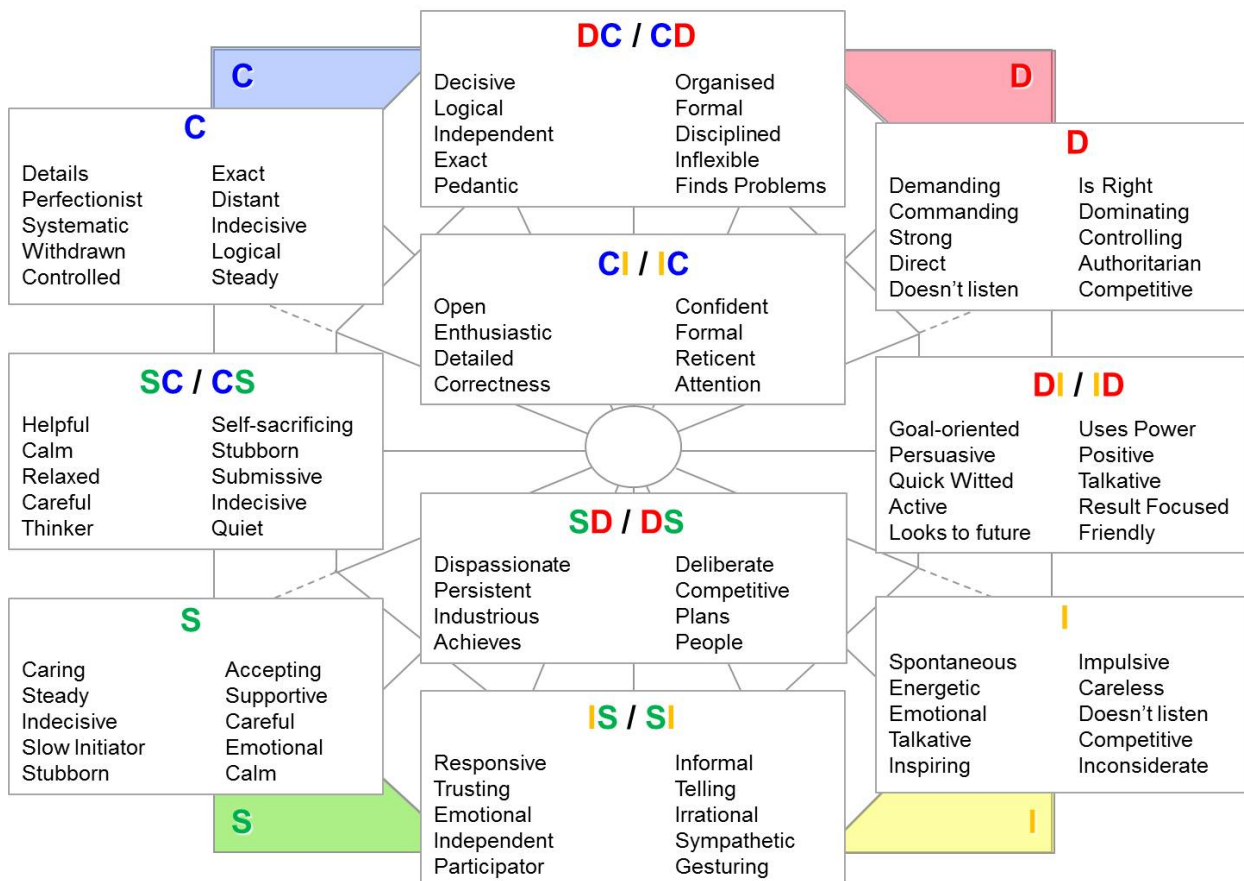
How to identify the Behavioural Styles





Styles and the FinxS Diamond

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



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Extended DISC - Profile

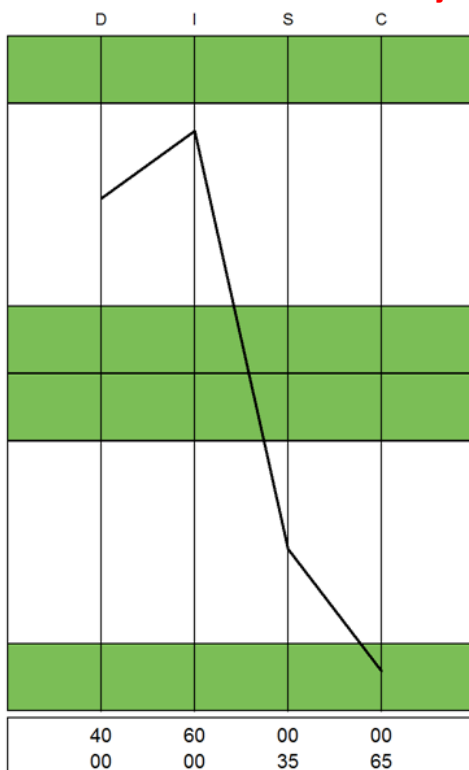
The following profiles are a visual representation of your behavioural style. They are based on your responses to the online questionnaire and have been calculated by your "most" and "least" selections into a frequency distribution of each of the behavioural styles - D, I, S and C.

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

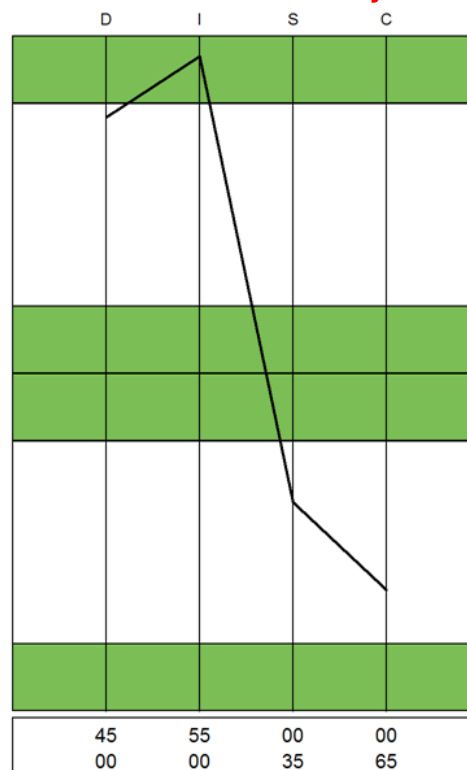
Profile II - your natural style (unconscious behaviour) remains fairly stable, but not rigid, over your lifetime. It is the style that is more comfortable to you and uses the least energy.

There are no good or bad profiles. Just different.

Profile I - Perceived Need to Adjust



Profile II - Natural Style

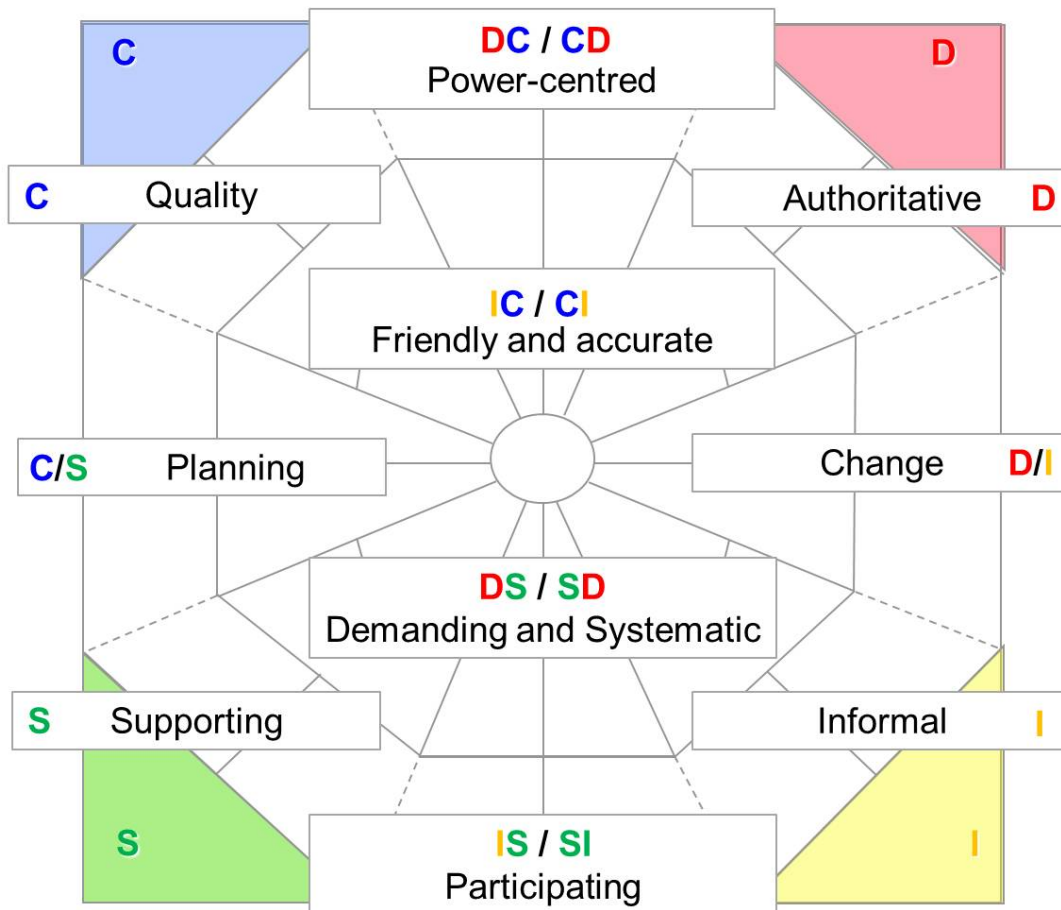




Behavioural Styles and Management Roles

Important Note:

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





Management / Leadership cultures of the styles

You can see around the diamond here we have different leadership cultures written. Understanding where these fit on the quadrant also helps to understand why their leadership culture is like it is. Keep in mind people vs tasks oriented and also the sides of extrovert and introvert as we go around the diamond and talk through each one.

Authoritative style Leader (D style)

Their authority tends to be based on fear, power and distance. However, they are great in crisis situations and can even create a crisis of their own if there isn't one!! They are looked at as a "things leader" and look for results and may see people as any other resource. They tend to get bored easily – so a crisis is a great way for them to be challenged and make fast decisions as they are good at it. They are highly directive and tend to have one way communication – they are the leader and therefore they TELL the followers. They tend to exert pressure through the setting of demanding goals. Their emphasis is on speed and achievement of results and they see themselves as very much in charge!!

Change Leadership (D/I style)

A DI leader tends to be persuasive, charismatic and friendly. They are also competitive and demanding – and want results! They are very much future oriented – a great visionary and big picture thinker. A DI leader tends to be active and energetic. Being an extrovert they have no trouble leading by example. As a rule they are Positive and optimistic leaders and good at creating a positive atmosphere for their people. As a leader they are seen as a pioneer and early adaptor of new ways and ideas.

Informal Leadership (I style)

Their authority is based on charisma and motivation. As a leader they tend to be comfortable and able to create a relaxed atmosphere for their people. They will often lead through being a friend to their followers - as they are a 'people' leader so they want and need a lot of contact with people. Creativity, positiveness and good energy tends to be valued more than accuracy or rules at times. Personal relationships are important to them and at times are more emphasised than arriving at the end results. An I-style leader encourages competitiveness through inspiration rather than applying pressure.

Participating Leadership (I/S style)

Team ethos is very important to them. They are open and friendly leaders and create a very accepting environment. They are often seen as more of a facilitator than a manager and this can work very well for them with empowering their people. As a leader they tend to be very hands on and work with the followers – so a very flat hierarchy often develops. Because they enjoy the feeling of togetherness there are a lot of shared goals and responsibilities within the group or organisation.

Supporting Leadership (S style)

An S-style leader's authority is based on experience, expertise and bureaucratic status. They are comfortable in maintaining routines and in general tends to be stable and service-orientated. They prefer "small teams" as they have a very participative approach to their leadership. Because this type of leader is so patient they also have a great ability to guide, teach and develop their people. They are forever the patient helper. Their emphasis is on trust, loyalty and sincerity – so privacy and confidentiality of a team member is important to them and expected in reverse. Help is mutual – given and expected. As a rule they don't tend to have a strong goal focus and emphasis is then put on a gradual evolution of goals.

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Planning Leadership (S/C style)

These leaders tend to be thoughtful, cautious and structured with their leadership. They generally operate in known areas, recalling past experiences to help them through new issues. Outwardly they are calm leaders but internally strong and very determined to do things right. Because they are great planners they tend to have clear communication of their expectations and objectives. Careful preparation often ensures the objectives are met.

Quality Leadership (C style)

A c-style authority tends to be based on rules, standards and quality. They are seen as a “things” leader: Interested in facts, details and analyses. They have an emphasis on rules and compliance and not usually through inspiration or words of encouragement. As a leader they don't feel they need to connect or have a relationship as such with their followers and therefore tends to be remote or emotionally disconnected. (if you think about what an i-style person needs then this can be difficult for them as they like to connect!). A quality style leader like this, is very systematic in their approach and that tends to ensure that everyone knows what is expected. In their case they look at the ‘systems’ as a leader not so much themselves – hence they keep their systems highly detailed, structured and enforce the rules!

Power-centered Leadership (C/D style)

The CD style leader is a power centered leader – to them their position holds the authority. They have high individualism and again their leadership styles sees them being more remote from their followers. They develop a formal environment and hierarchy is very important. They have high standards for themselves and this is transferred in what they expect of their people. Conformity is expected and they tend to have very little tolerance and as a rule quite inflexible. This type of leader will bring in rigid structures and be at times slow to react. They prefer to think issues through if they think they are of enough importance to warrant their time.





Flexibility Zones

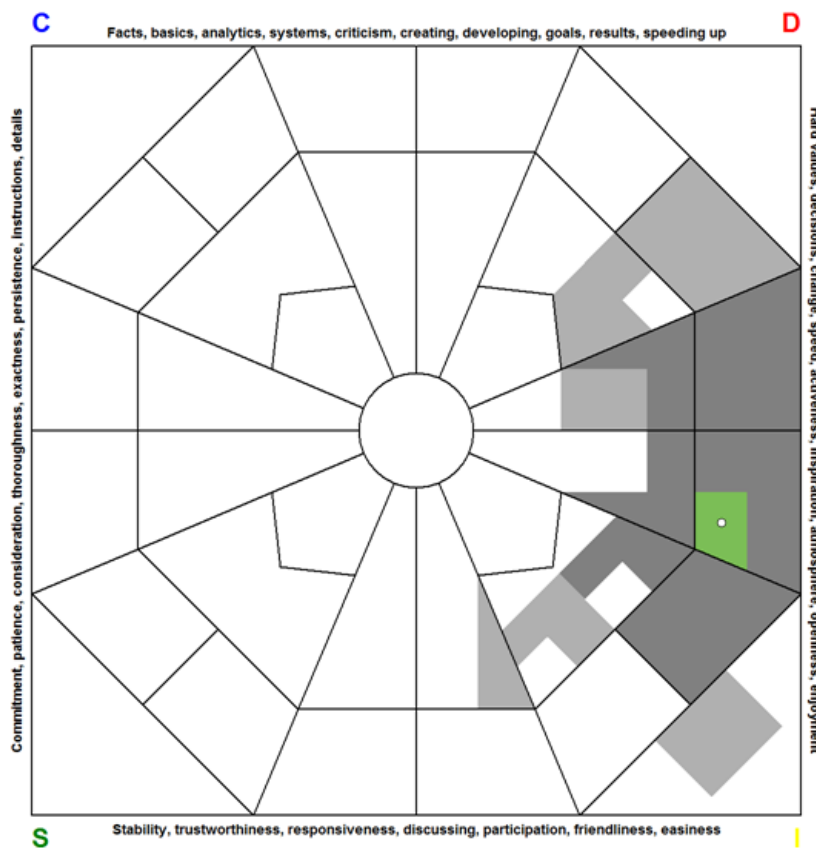
The Extended DISC Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you.

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.



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Motivators

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

- Open and free atmosphere
- Opportunity to move freely
- Variety and changes
- Opportunity to do things one's own way
- Freedom from all restrictions and chains
- Nice friends
- Opportunity to control one's own life
- Feeling of freedom
- Being popular and liked
- Challenges and opportunities
- Rapidly changing situations
- Opportunity to work with own ideas

Strengths

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

- Keeps up a positive spirit
- Encourages, motivates and excites people
- Can continuously be in contact with people
- Puts things through
- Is willing to accept change
- Can always invent something new
- Wants to get people involved without force
- Dares to take positive risks
- Creates new ideas and breaks traditions
- Doesn't give in to pessimists
- Has lots of energy
- Doesn't wait if the path is open

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Situations that reduce motivation

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

- Duties fully designed beforehand
- Being alone
- Making routines
- Duties requiring attention to details
- Rules and boundaries
- Being a trivial person
- People who don't pay attention to oneself
- People who oppose and slow things down
- Losing people's attention
- Cannot control one's own life
- Pessimists
- Teams not allowing others to join them

Development areas

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

- Overemphasises atmosphere and people
- Tries to change too much
- Makes changes without consulting others
- Jumps from one thing to another
- Boring assignments will be delayed
- Acts too quickly and spontaneously
- Manipulates people
- Can't get rid of obsessions
- Does not really have the patience to listen
- Too optimistic and gets excited too easily
- Makes mistakes by not being thorough
- Cannot stay still or be at one place

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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

Extroverted, sociable, independent, active, busy, stubborn, strong-willed, freedom-loving, demanding, direct, ambitious, competitive, inspiring.

Motivators

Joshua is motivated by variable human contacts, opportunities to appeal to and work through people, being popular and having status. He is happy when he knows people, is invited and all are enjoying themselves. He also gets motivation from freedom to operate as Joshua wants and from various and multifaceted tasks that contain "people" challenges (i.e., sales, supervision, motivating, opinion-shaping, etc.).

Tries to avoid

This person tries to avoid everything which is boring, annoying and requires concentration, accuracy, exactness and organisation. He does not find any common language with people who are slower than him and who always seek something negative from good ideas.

Communication style

He can be pleasant, encouraging and humane, but at the same time purposeful and demanding. He is probably a leader of his team - people easily identify with him. Sometimes he may be impatient, not listening, too general and a problem person. In these cases people are careful with him.

Decision making

This person has no difficulties in forming opinions. His decision is led by a wish to be liked and popular so he does not use unpleasant methods unless necessary. He has a natural gift for giving effective negative feedback.

Ideal manager-leader

His manager/leader cannot be discursive nor a cold and indifferent commander. The manager/leader has to know exactly what should be done and where they should go while seeing the bright sides and comedy situations in them. Joshua must be controlled sometimes as he may get off track because of his feelings and a superficial approach.



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

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The advancement the group makes

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

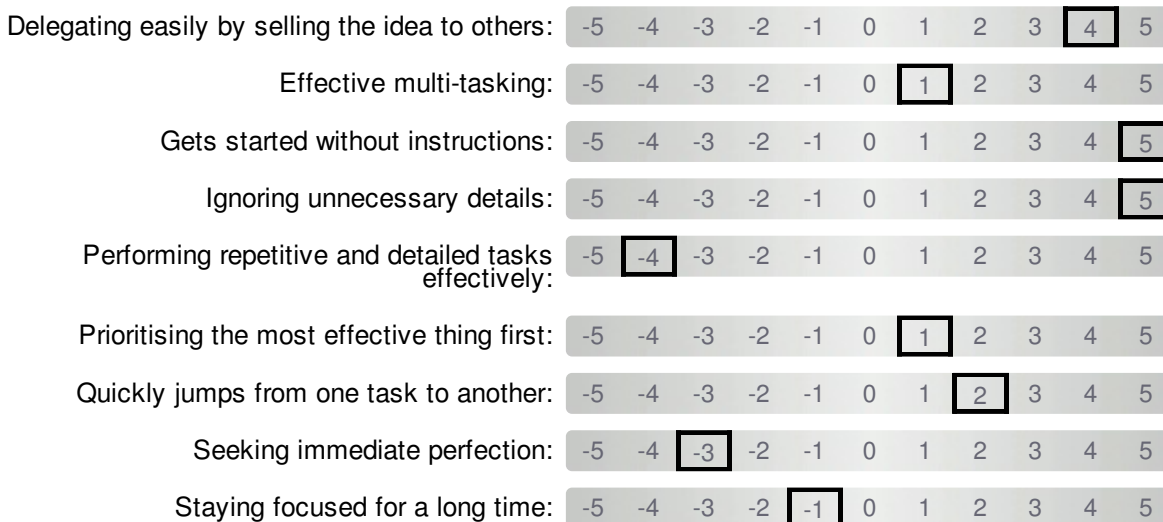


How does your profile fit within your role?

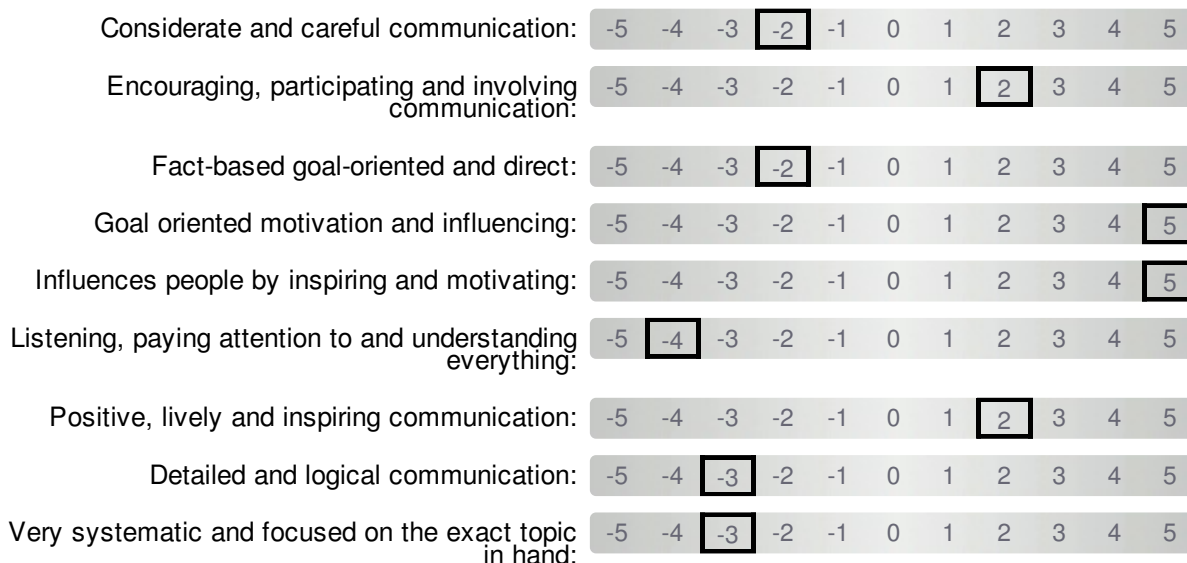
Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A grade below -1 means this competency would require more energy. If you score from -1 to 1 this area can 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



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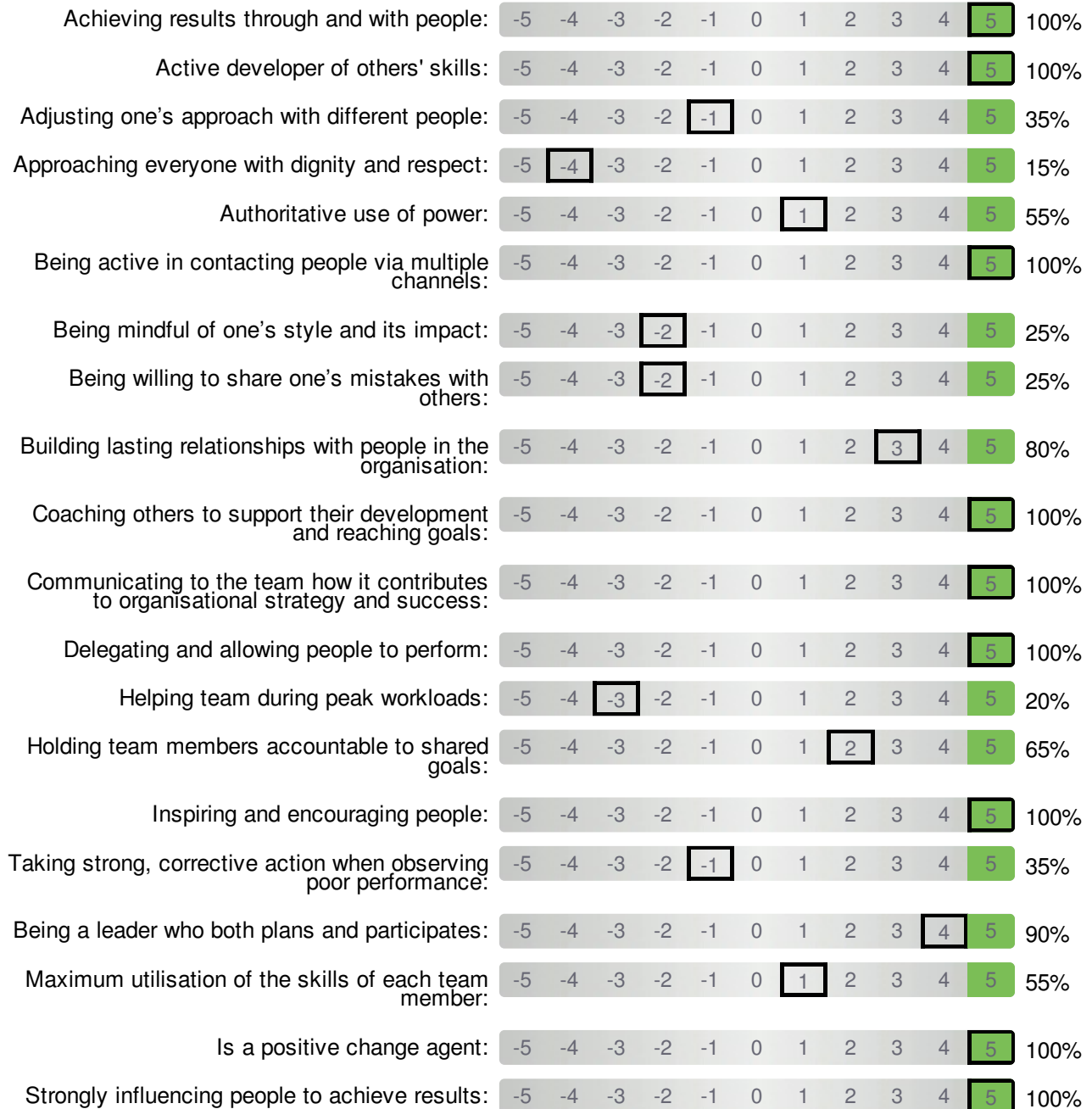
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Leadership



Match Percentage: 70%

□ Person score ■ Expectation

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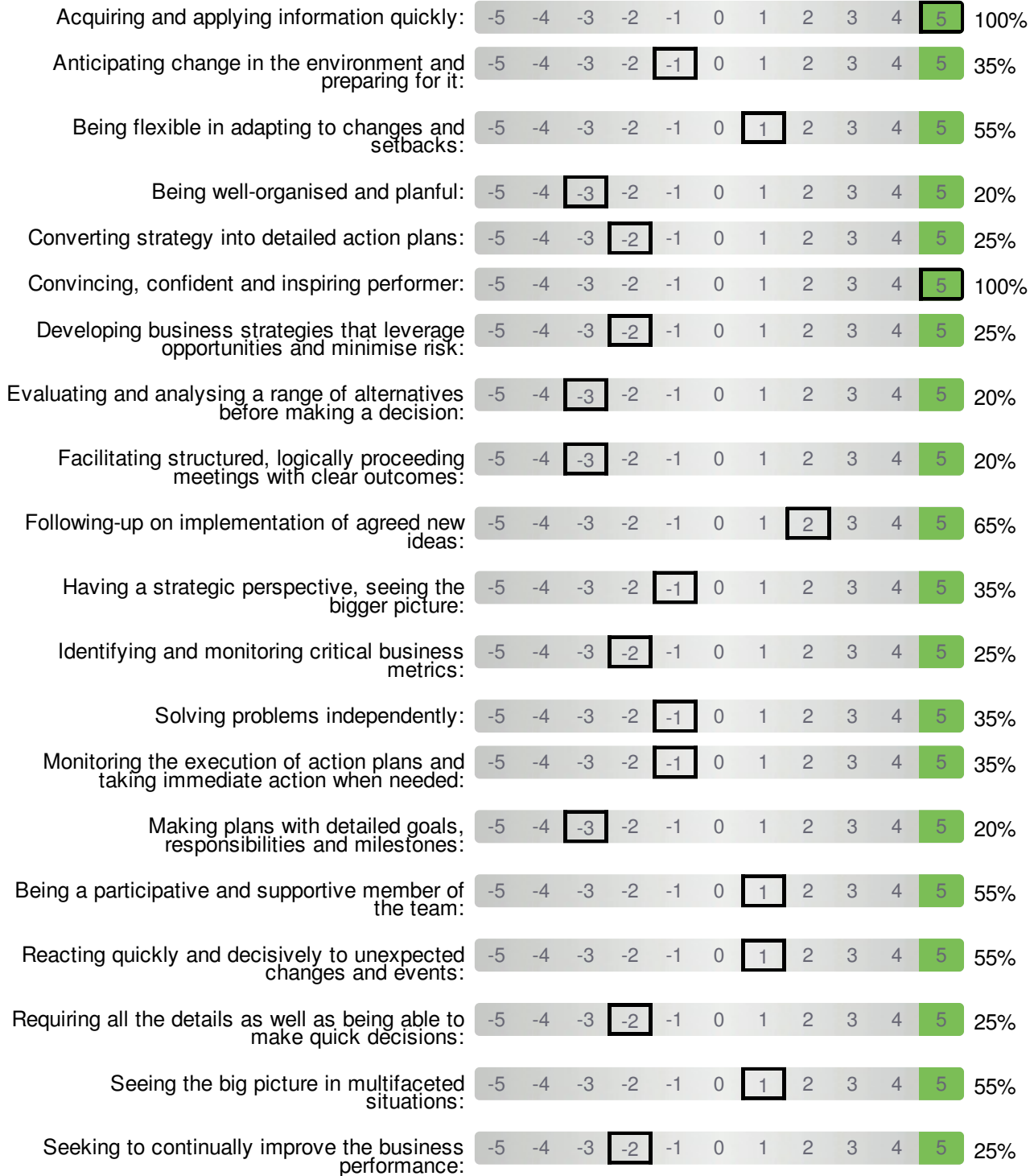
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Management



Match Percentage: 42%

□ Person score ■ Expectation



Causes of Stress:

The list below describes factors that most likely generate stress for you

	-5 = not significant					5 = significant					
Losing freedom:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Inability to influence people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing position in the limelight:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Limited room for flexibility:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Inability to make decisions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Non-challenging goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unfriendly environment:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being neglected:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing control:	-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

It is important to recognise the reasons and signs of stress and understand how the stress affects your performance.

Remember that stress can affect both positively and negatively.

Are any of these factors present in your workplace in recent times? Make notes of your observations:



Signs of Stress

The list below helps you to identify if you are under stress / pressure. Once you notice these behaviours repeating themselves, it is obvious you are in a stress situation.

	-5 = not significant	5 = significant
Wants to take action without being sure what is the best thing to do:	-5 -4 -3 -2 -1 0 1 2 3 4	<input checked="" type="checkbox"/> 5
Becomes overly concerned about relationships:	-5 -4 -3 -2 -1 0 1 2 3 4	<input checked="" type="checkbox"/> 5
Has strong emotional opinions:	-5 -4 -3 -2 -1 0 1 2 3 4	<input checked="" type="checkbox"/> 5
Is overly interested in the opinions of others:	-5 -4 -3 -2 -1 0 1 2 3 4	<input checked="" type="checkbox"/> 5
Is too interested in what other people think of him/her:	-5 -4 -3 -2 -1 0 1 2 3	<input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5
Seeks attention everywhere:	-5 -4 -3 -2 -1 0 1 2 3	<input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5
Is not able to control emotions:	-5 -4 -3 -2 -1 0 1 2	<input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Becomes irritated, inflexible, blunt and demanding:	-5 -4 -3 -2 -1 0	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Becomes impatient:	-5 -4 -3 -2 -1 0	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Bases every action on what is just and fair:	-5 -4 -3	<input checked="" type="checkbox"/> -2 <input type="checkbox"/> -1 <input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

It is important to recognise the reasons and signs of stress and understand how the stress affects your performance. Remember that stress can affect both positively and negatively.

Are any of these behaviours particularly evident in your behaviour recently?

It might be worthwhile asking your peers for feedback. Make notes of your observations:

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Release of Stress

The list below describes the most efficient ways of releasing stress / pressure for you.

-5 = not significant

5 = significant

Allow possibility to talk about the problem from different angles:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Create enthusiasm:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Allow possibility to move around:	-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
Emphasise good team spirit in solving the problem:	-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
Agree on important goals and how to achieve them:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasise positiveness in solving the problem:	-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

Which activities of the above list could you initiate in the near future?

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Questions relating to the person's expressed emotions

It is important to him to be able to influence his own work and to also feel like he is in charge of his career. Presently, he does not feel that the opportunity to influence his own issues has been taken away from him. What rewards you now?

At the time of analysis he was strongly focused at acting through, and affecting, people. This is a natural way of behaving for him. Being apart from people would reduce his motivation. What do you get out of working with people?

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?

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

Questions relating to the person's role

You can win people over to your side. Tell about an incident when you were able to make others do something against their will.

Few people praise you as a good listener. How do you make sure that you manage to listen to other people's opinions?

You have an ability to express yourself in many ways. What is the meanest thing you can say to other people?

You focus on the future and see possibilities everywhere. What will you do after this job?

You are not famous for punctuality. Have you sometimes been late for a meeting with a supervisor?

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

