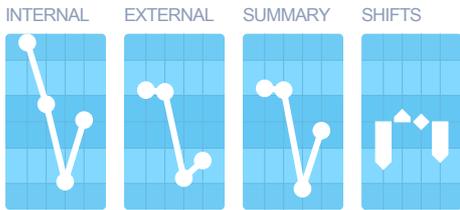


Report prepared by Kim Parkin
on behalf of Corporate Compass



Mr Sample Person

Profile created
Tue 3 December 2002
Enhanced report produced
12 March 2019

PRIVATE AND CONFIDENTIAL

Any purely behavioral tool should never be used to make a recruitment or redeployment decision unsupported by other techniques such as interviewing.

Candidate Details:

Mr Sample Person

Profiled on 3 December 2002

Gender Male

Address Calgary
Alberta

At a Glance

(Derived from the Summary Profile)

- Imaginative
- Impatient
- Adventurous
- Urgent
- Driving
- Quick-thinking
- Pioneering
- Flexible
- Ambitious
- Animated

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About this Discus Enhanced Report

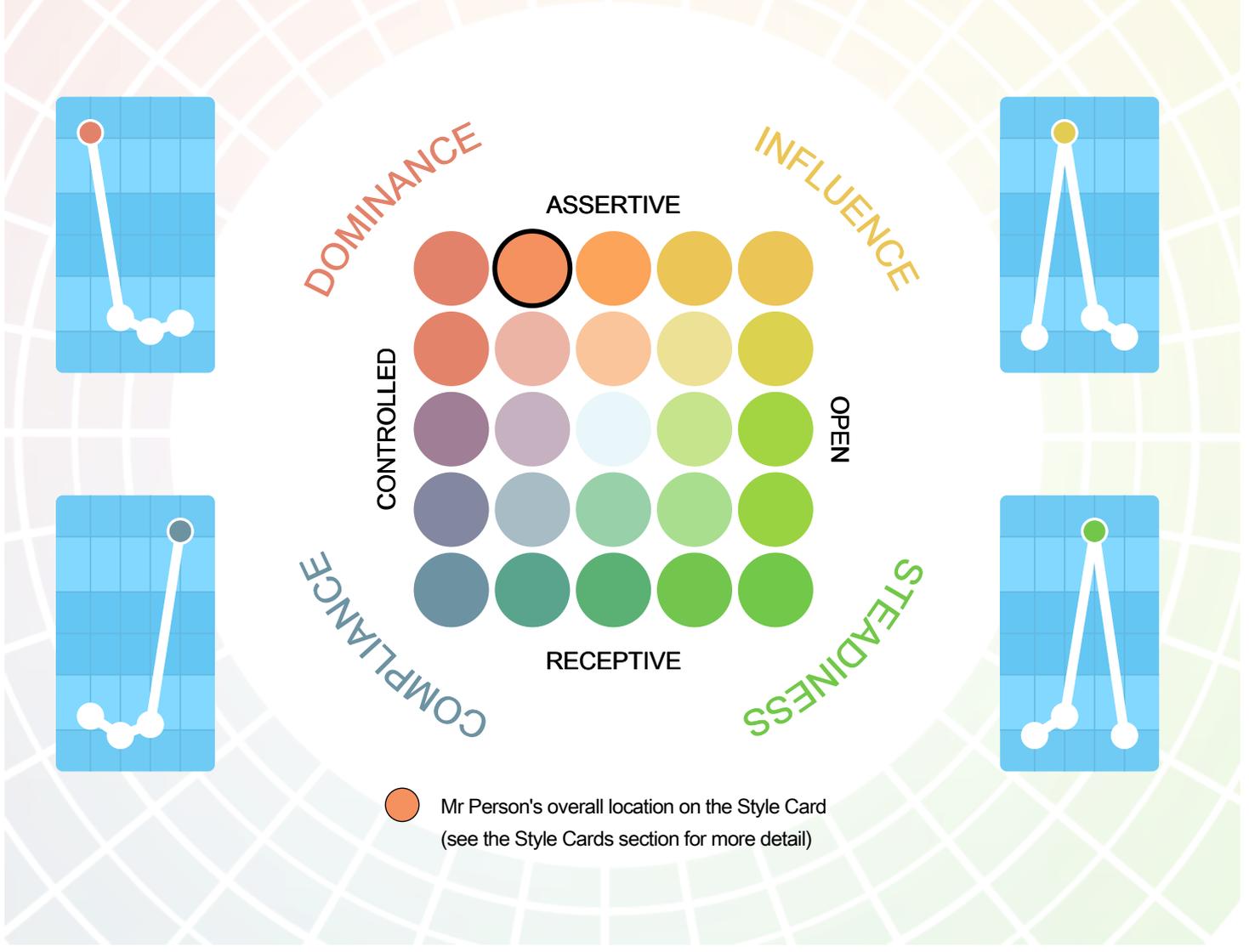
This report is designed to give you a comprehensive overview of Mr Person's personality and behavior from multiple different perspectives, using graphical and textual content to show how Mr Person is likely to react in different working situations. The report starts with a series of graphical analyses, including not only the full DISC Profile Series with detailed analysis of the four DISC factors, but also a Style Card analysis, a Trait Summary and a look at Mr Person's current Profile Tension.

The main body of the report is its textual analysis; a series of sections written in natural language that discuss Mr Person's likely behavior in a wide variety of different situations and contexts. Following the Textual Report you'll find a selection of Relationship Keynotes, and several additional features depending on the options you selected for this report. Finally, an extensive Glossary of Terms helps to explain any technical terms used in the body of the report.

About DISC Profiling

DISC profiling is one of the world's most widely used behavioral assessment systems. It works by breaking down patterns of behavior into four important factors: Dominance, Influence, Steadiness and Compliance. It is these four factors (from whose initials the system takes its name) that are used as a fundamental basis for the analysis and interpretation presented in this report.

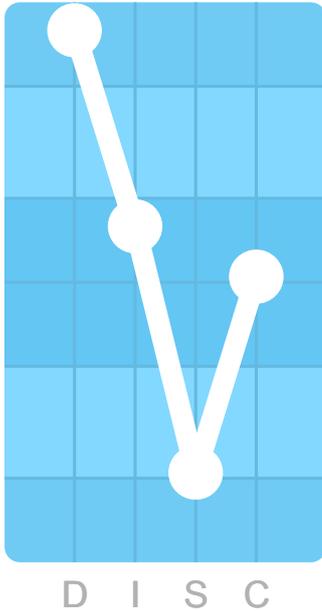
Those four factors are measured across different contexts to help interpret how a candidate will tend to behave in different situations. The result is a *DISC Profile Series*, given in detail early in the report. From those results, it is possible to extrapolate far more detailed and specific information, and that information forms the body of the report that follows.



DISC Profile Series

A DISC Profile Series consists of four DISC graphs compiled from different subsets of Mr Person's questionnaire responses. Each of the four graphs (Internal, External, Summary and Shift Pattern) looks at a different aspect of Mr Person's behavior, and at the ways he is likely to react in different sets of circumstances.

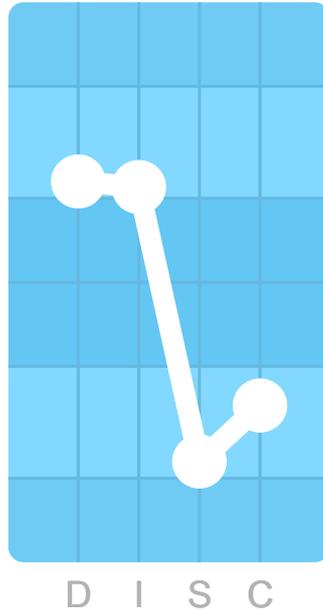
Internal



Shape: D/S

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behavior that often appears outside a working environment, or when an individual is placed under pressure.

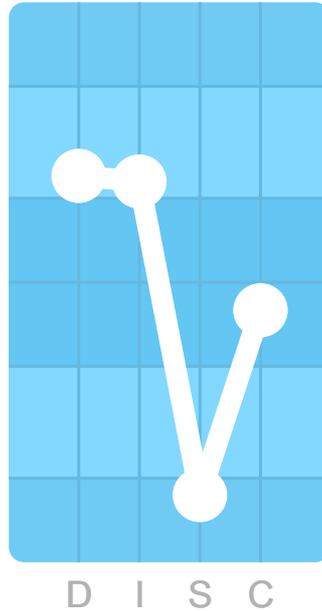
External



Shape: DI/SC

The External Profile describes the candidate's perception of the type of behavior they should ideally project. This shape usually represents the type of behavior that an individual will try to adopt at work.

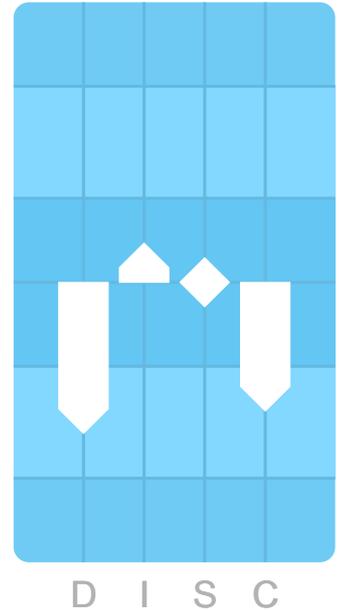
Summary



Shape: DI/S

In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behavior.

Shift Pattern



Shape: -/DC

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

Factor	Internal	External	Summary	Shifts	Comments
Dominance	95	68	69	-27	Prefers to rely on personal resources, but modulating this somewhat at present.
Influence	60	67	68	+7	Not an important factor, but Mr Person usually communicates easily with others.
Steadiness	16	18	12	+2	Typically shows a flexible and reactive approach.
Compliance	51	28	45	-23	Mr Person's work seems to be demanding an independent and innovative approach.

DISC Profile Series

Internal Profile

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behavior that often appears outside a working environment, or when an individual is placed under pressure.

The Internal Profile is useful because it provides a baseline for comparing Mr Person's adaptations to his current working environment. This is particularly useful not only for assessing any such adaptations and their implications, but also for judging his likely behaviors independently of the role he is currently performing.



D I S C

High Factors in this Profile

Dominance: Very High, 95%

Personal achievement is very high among the priorities in Mr Person's natural style. He has a clear focus on what he wants to achieve, and the personal reserves of dynamism and determination to work effectively towards his goals. Naturally competitive, Mr Person is the kind of person who enjoys a challenge, and is motivated by personal success.

Influence: Marginal, 60%

Mr Person has a comparatively open and confident approach to other people, and enjoys positive relations with those around him, but this is not a fundamental feature of his personal style. Where a situation demands that he spend time working independently, or without input from others, he can be expected to have the capacity to do so.

Central Factors in this Profile

Compliance: Central, 51%

Questions of structure and regulation are not a defining issue within Mr Person's profile. He does not focus strongly on maintaining order, but neither is he notably independent or adventurous by nature. Mr Person is a person who is prepared to work with others within a framework, but without feeling the need to focus on the structure of the organization or its workings.

Low Factors in this Profile

Steadiness: Low, 16%

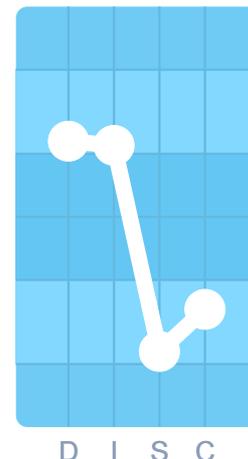
Mr Person is a person who enjoys variety and the opportunity for new experiences; he will rarely be satisfied in unchanging or predictable circumstances, or working at repetitive tasks. He has a rapid approach, responding quickly to events and rarely prevaricating; rather he will prefer to take action than delay wherever he practically can.

DISC Profile Series

External Profile

The External Profile describes the candidate's perception of the type of behavior they should ideally project. This shape usually represents the type of behavior that an individual will try to adopt at work.

It is important to note that the External Profile describes Mr Person's *perceptions* of his work environment. These perceptions may or may not accurately reflect the actual needs and expectations in his current role, but they do reflect any changes he is making to his behavior to adjust to those perceptions.



High Factors in this Profile

Dominance: Marginal, 68%

Mr Person is a person who will, on balance, prefer to take direct action than to plan, and to work independently than co-operatively with others. These are not, however, strongly defined elements of his personal style, and he can be expected to adapt to situations requiring a less independent and assertive approach as they arise.

Influence: Marginal, 67%

Mr Person's current working conditions seem to be demanding a degree of flexibility in terms of his communicative style. He is generally gregarious and sociable, enjoys the company of other people, and is typically comfortable presenting information or ideas. He is also capable of more sustained and focused work where a situation demands it.

Low Factors in this Profile

Steadiness: Low, 18%

It seems that Mr Person feels a need to demonstrate levels of flexibility in his current work, and to be ready to adapt to unpredictable developments. This is a feature often seen in External Profiles even where Steadiness is relatively high on the Internal Profile.

Compliance: Low, 28%

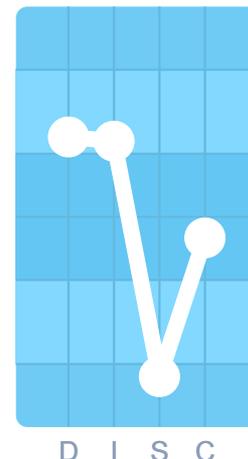
Mr Person is a person who presents himself as able to reach his own conclusions and follow his own preferences, rather than fit into a strongly regulated or organized working conditions. There is an element of self-reliance to his style, at least in his current working conditions, as well as a level of independence.

DISC Profile Series

Summary Profile

In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behavior.

In most cases the Summary Profiles gives us - as the name suggests - a useful summary of the ways a person is likely to accommodate the core motivations of the Internal Profile with the perceived expectations reflected by the External Profile. It therefore gives us an overall view of Mr Person's typical behavior combining the more specific aspects of the Internal and External Profiles.



High Factors in this Profile

Dominance: Marginal, 69%

On balance, Mr Person will generally prefer the opportunity to make his own decisions and determine his own actions, but this assertive style is not so emphatic as in similarly forceful individuals. As such, though he will prefer to act independently, Mr Person can be expected to defer to others in situations where he sees a more co-operative attitude is necessary.

Influence: Marginal, 68%

Mr Person's typical behavior can be expected to show a friendly attitude to those around him, and show a degree of openness and confidence in his dealings with other people. In general he will prefer to avoid situations that involve precise or solitary work, but he has the capacity to adapt to such work if necessary.

Central Factors in this Profile

Compliance: Central, 45%

Questions of co-operation or independence do not seem to be significant within Mr Person's approach. The indications are that he might take either approach depending on circumstances, either working within organizational structures or regulations, or being capable of more independent action when a situation calls for it.

Low Factors in this Profile

Steadiness: Very Low, 12%

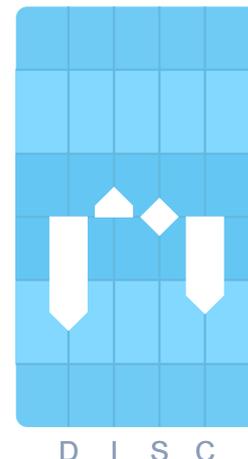
An energetic individual with an urgent pace, Mr Person likes to see rapid results and achieve his goals quickly. He has little patience for consideration and planning, generally tending instead to act from a sense of instinct. Mr Person is a person who will quickly become frustrated by delays or obstacles, and is best suited to short-term, urgent tasks.

DISC Profile Series

Shift Pattern

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

Unlike the other graphs in a Profile Series, the Shift Pattern uses arrows to mark upward or downward movements. Upward arrows relate to factors that Mr Person feels a need to emphasize in his current working conditions, while downward arrows relate to factors that Mr Person feels a need to display less strongly than would normally be natural to his style.



Stable Factors

Steadiness: Up by 2%

Mr Person shows little or no variation in Steadiness between his Internal and External Profiles, implying that he feels that his current natural pace of work is appropriate to the needs of the situation in which he finds himself.

Influence: Up by 7%

Mr Person's level of communicative openness is showing little or no change to adapt to his work environment at present, suggesting that his natural levels of this feature match his perceived needs. Mr Person appears to feel that he is neither too overtly expressive nor too reserved in his current working conditions.

Downward Shifts

Dominance: Down by 27%

Mr Person's personal style incorporates a natural directness and assertiveness that he apparently feels will not be fully appreciated in his current working conditions. He is adapting his style to show a rather less dominating approach, and more of a readiness to accept the authority of other individuals.

Compliance: Down by 23%

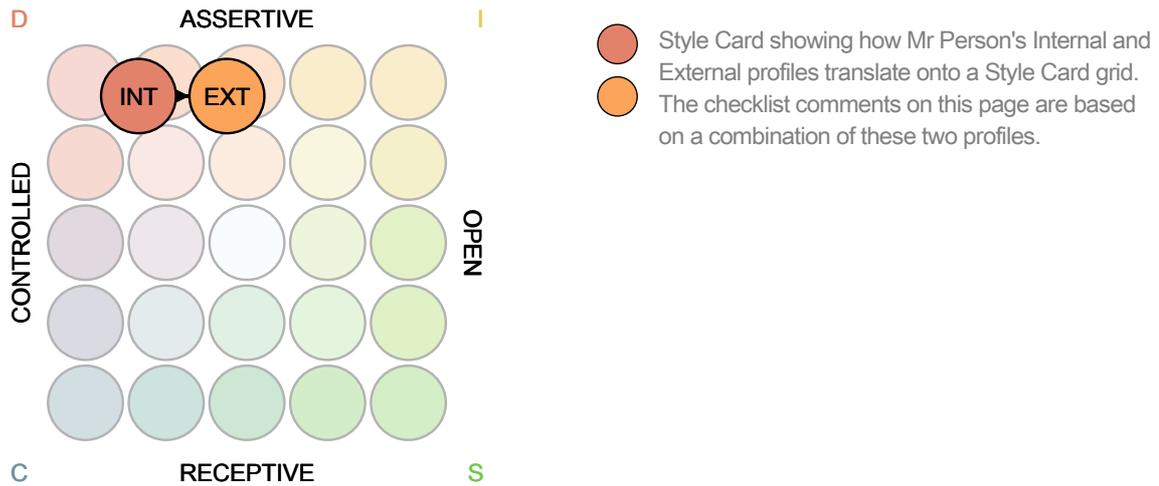
Mr Person is adapting his approach to his work to place less emphasis on the need to respond in a formal or structured way. This implies that he is currently operating in a rather more fluid or less structured situation than he might prefer, a situation that demands the ability to adapt to unpredictable circumstances or events.

Style Cards

Primary Style Card

The *Style Card* is a key underlying concept of a DISC analysis. It allows us to summarize Mr Person's personality style on a simple grid based on two axes (between Assertiveness and Receptiveness, and between Openness and Control). From the Style Card, we can compile an overview of Mr Person's general style, and also look into more specific aspects of his individual behavior.

A Style Card can be used to plot any of a candidate's DISC profiles, and in this case we show the locations of both the Internal and External Profiles in Style Card terms. The distance between those points on the Style Card illustrates the degree to which Mr Person feels the need to adapt his approach to match his perceptions of his current working conditions.



Key to Terms

ASSERTIVE individuals are pro-active and direct, ready to take action to work towards their goals and ambitions.

OPEN individuals are sociable and communicative, ready to express their thoughts and feelings to those around them.

RECEPTIVE individuals are reactive in approach, preferring to assess and respond to a situation rather than acting directly.

CONTROLLED individuals are reserved and cautious in approach, valuing hard facts and quantifiable results.

About Mr Person's Style Card

An assertive and controlled type of candidate like this can be described as being a Driver. This type of behavior relates to the DISC factor of Dominance, and describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others.

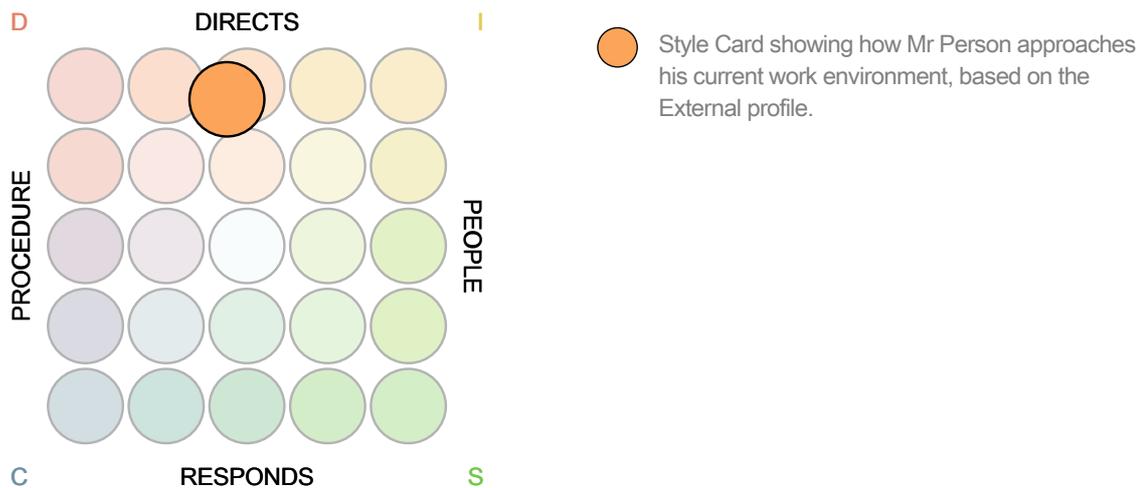
Style Name	Communicating Driver
Overview	Assertive Direct Ambitious Sociable
Values	Results (and Attention)
Seeks	Power (and Approval)
Avoids	Weakness (and Isolation)
Pressure Response	Dictates (may also Attack)
Approach	Efficient, Responsive
Strategy	Power (also responds to People)

Style Cards

Work Style Card

The Work Style Card takes the general principles of the Style Card and recasts its underlying principles in a way that helps to focus on a person's attitude and approach in a work environment. This Style Card uses Mr Person's External Profile to concentrate on the way he currently perceives his working environment, and on the ways he is most likely to react within that environment.

The vertical axis of this Work Style Card concentrates on how pro-actively Mr Person is likely to behave, from 'Directs' (forcefully taking control of events) to 'Responds' (accepting others' directions and fitting in with a team). The horizontal axis describes Mr Person's focus in the workplace, and the extent to which he values individuals and formal structures, from 'People' to 'Procedures'.



Key to Terms

DIRECTS relates to individuals who take a leading and pro-active stance, organizing the actions of others.

RESPONDS refers to less direct individuals who respond to the needs of their group or their circumstances.

PEOPLE relates to individuals who see the organization primarily in terms of the people who make up that organization.

PROCEDURE relates to individuals who focus on the practical matters of planning and achieving their work goals.

About Mr Person's Work Style

Mr Person seeks to exert direct influence over decisions.

Mr Person's approach to his work is defined by his highly active and assertive style. This approach extends into his practical approach and also his interpersonal relations with his work colleagues: in either context, he will tend to take up a central position, and seek to influence or manage the way matters develop. He has reserves of self-reliance, and is prepared to take a risk when a situation calls for it.

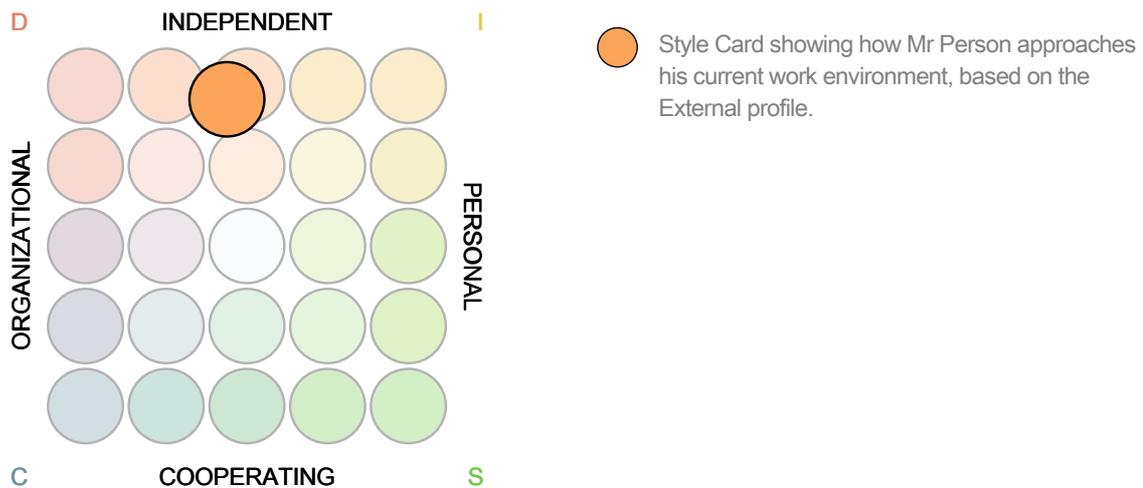
Personal asset	Persuasive abilities
Seeks	Personal influence
Avoids	Constraints
Strengths	Very expressive
Drawbacks	Tends to overstate
Key motivator	Opportunities to affect events and others' actions

Style Cards

Leadership Style Card

The Leadership Style Card uses the Style Card technique to focus on the needs of Mr Person from a leader or manager, and the ways that he can be most effectively motivated to perform at his best. This Style Card is based on Mr Person's External Profile, so it describes his approach to work as it is currently, rather than his underlying motivations. This means that the Leadership Style Card may change under different working conditions.

The axes of this Style Card reflect Mr Person's attitude to a leader's role. The vertical axis discusses how team-oriented Mr Person tends to be in his work, from Independent to Co-operating. The horizontal axis describes the way Mr Person tends to view leadership within the structure of the organization, from the practical Organizational level on the left to the more Personal level on the right.



Key to Terms

INDEPENDENT individuals are self-reliant and self-motivated, making their own plans and setting their own goals.

CO-OPERATING individuals are willing to accept a leader's requests and to comply with those requests where possible.

PERSONAL relates to individuals who tend to think about an organization primarily in terms of the people who make it up.

ORGANIZATIONAL denotes individuals who are concerned with the structure of the organization and their place within it.

About Mr Person's Leadership Style

Mr Person prefers to find and follow his own solutions.

Mr Person is a person whose independent and assertive profile means that he will tend to act on his own initiative. Where possible he will prefer to find his own solutions and find his own ways to work towards his goals, and where possible a leader will take advantage of this self-starting attitude. This independent approach can bring difficulties as well as advantages, and a leader will need to ensure that Mr Person channels his self-reliant style in a productive and beneficial manner.

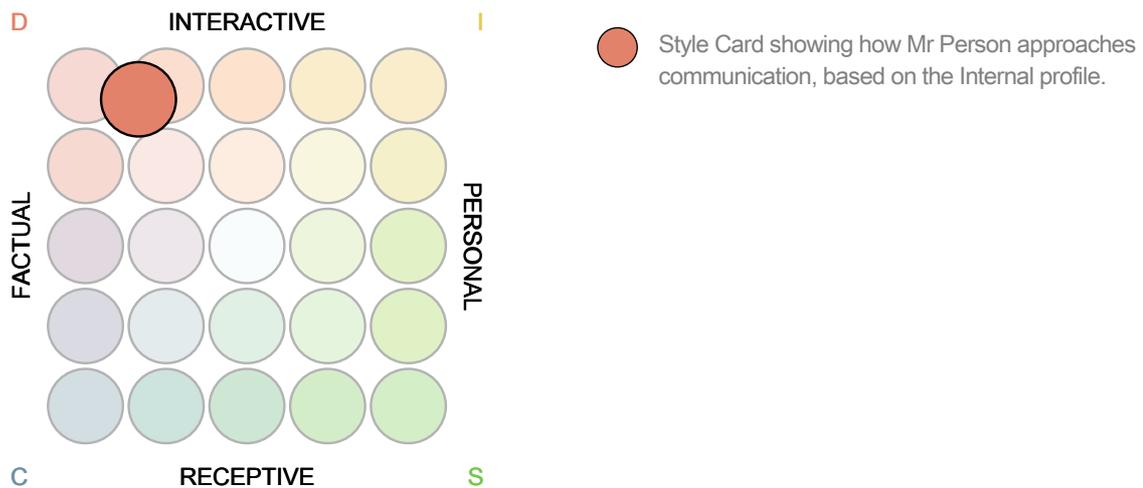
Profile	Seeks central, dominant role
Attitude	Motivating, enthusiastic
Expectation	Appreciation, support
Praise	Directness, urgency
Challenge	Independent style
Control	Tendency to act instinctively

Style Cards

Communication Style Card

The Communication Style Card helps to identify patterns in Mr Person's approach to communication, as well as his communicative priorities. This Style Card is based on Mr Person's Internal Profile, so it reflects the style of communication that will appear most naturally in his behavior. As such this is also the mode of communication to which he will most readily respond, or be open to accepting new ideas.

The vertical axis of the Communication Style Card describes the level of interaction in Mr Person's communication, and the degree to which he will take control of such an interaction. The horizontal axis describes the focus of Mr Person's communication, on a continuum between fact and information at one extreme, and an interest in developing personal relationships at the other extreme of the axis.



Key to Terms

INTERACTIVE individuals take an active part in communication, often raising points or directing the flow of interaction.

PERSONAL describes individuals who focus on communicating through building effective personal relationships.

RECEPTIVE individuals tend to allow others to dictate the pace and content of communication, and respond accordingly.

FACTUAL relates to individuals who concentrate more on the formal role of communication as a means of conveying information.

About Mr Person's Communication Style

Mr Person is impatient and demanding, evaluating proposals in terms of concrete results.

With his direct and assertive attitude, Mr Person has a tendency to take charge of events, and this will apply in communication as in other contexts. He will tend to be readier to accept ideas if he can see an obvious advantage or immediate application, and conversely he will be less accepting of suggestions relating to the longer term, or involving detailed planning.

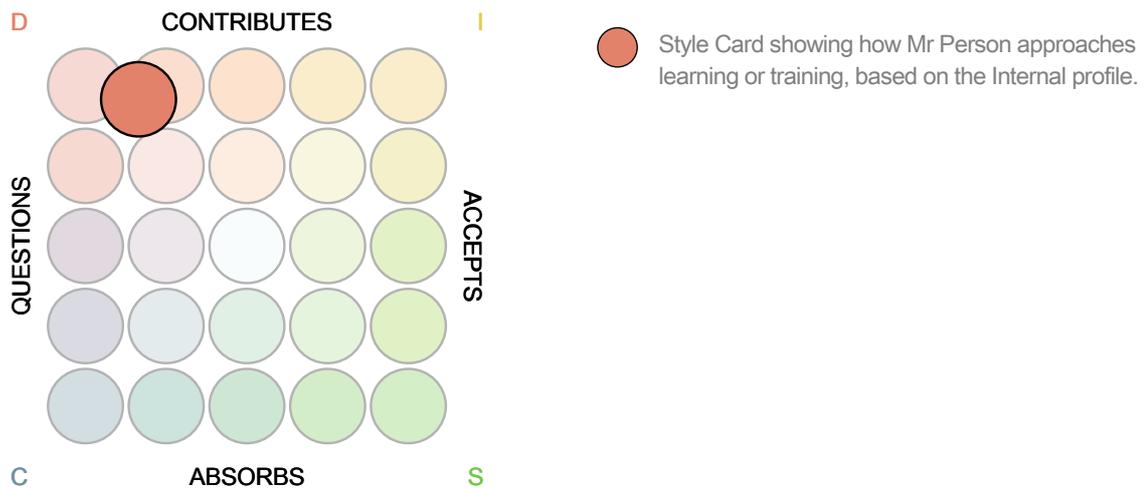
Stress	Results, effectiveness
Downplay	Details of process
Overcome	Antagonistic style
Questions	Practicality, timescales
Motivation	Efficiency and authority
Approach	Confident, respectful
Strategy	Power

Style Cards

Learning Style Card

An individual's personality will affect their learning style in important ways. Not only do different personal styles assimilate new information in different ways, but even the kinds of information they are concerned with, and their readiness to accept new ideas, will vary according to the details of a person's behavioral approach. The guidelines for this Learning Style Card will help to adapt training to Mr Person's individual style.

On the Learning Style Card, the vertical axis describes Mr Person's level of involvement in training, from regular questions and contributions ('Contributes') to a more passive assimilation of new information ('Absorbs'). The horizontal axis describes Mr Person's openness to new ideas, from a generally open attitude ('Accepts') to a more skeptical and questioning position ('Questions').



Key to Terms

CONTRIBUTES describes individuals who take an active part in a learning or training experience, helping to direct its progress.

ACCEPTS describes individuals open to ideas, who will tend to accept new information in a receptive and positive manner.

ABSORBS relates to individuals who prefer to absorb information without taking an active part in the learning process.

QUESTIONS describes skeptical and investigative individuals, prepared to question facts and sources before accepting them.

About Mr Person's Learning Style

Mr Person looks for a direct, factual training style.

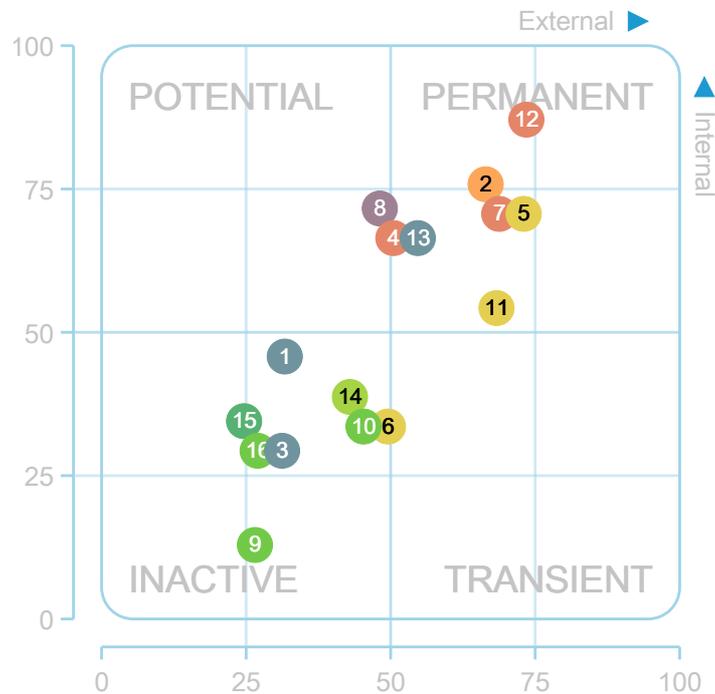
The main concern for Mr Person in a learning situation is to grasp how new ideas can be applied in a practical sense. If he can see how a concept can help make his work more efficient or otherwise improve his position, he will be far more receptive. Mr Person's direct style means that he will be ready to interrupt training with questions or points that he feels are relevant.

Learning profile	Demanding, self-assertive
Focus	Personal advantage
Stress	Applicability
Downplay	Loss of control
Format	Q&A
Training style	Adaptable, definite

Trait Summary

Trait Grid

The *Trait Grid* shows us how a selection of common personality traits manifest themselves in Mr Person's behavior. The grid compares traits from both Mr Person's Internal and External profiles, giving an insight into how Mr Person is likely to adapt those traits in different situations.



Permanent Traits

PERMANENT traits are those that can be expected to appear in Mr Person's behavior regularly, under varying conditions.

- 2 Assertiveness
- 4 Efficiency
- 5 Enthusiasm
- 7 Independence
- 11 Self-Confidence
- 12 Self-Motivation
- 13 Sensitivity

Potential Traits

POTENTIAL traits are those that are not currently active in Mr Person's behavior, but which he has the potential to develop if needed.

- 8 Objectivity

Transient Traits

TRANSIENT traits are those that might currently be seen in Mr Person's working behavior, but are not part of his underlying style, and may not persist.

Mr Person's profile does not indicate any traits of this kind.

Inactive Traits

INACTIVE traits are those that are not strongly represented in any of Mr Person's profiles, and are unlikely to appear in his typical behavior.

- 1 Accuracy
- 3 Cooperativeness
- 6 Friendliness
- 9 Patience
- 10 Persistence
- 14 Social Orientation
- 15 Technical Potential
- 16 Thoughtfulness

Trait Summary

Permanent Traits



Traits in this quadrant are strongly represented on both Mr Person's Internal and External Profiles, implying that they appear with consistent regularity in his behavioral style. These are the traits that will typify Mr Person's approach in general terms, and while operating in a normal working environment.

These are traits common throughout Mr Person's profile, suggesting that they are often seen in his behavior, and are also likely to influence his attitudes. Mr Person's profile indicates the following permanent traits:

2 Assertiveness

Mr Person has confidence in his own abilities, and a readiness to take control of a situation where he feels it to be necessary. This assertive and confident approach is a natural feature of his behavior, and will tend to appear in his style regardless of his current working conditions.

7 Independence

In most circumstances, Mr Person will prefer to rely on his own resources and work towards his goals with a sense of personal autonomy. He prefers to work outside formal structures and regulation, instead finding his own solutions to problems, and feeling that he has at least some independent control over his own work.

11 Self-Confidence

Mr Person is a person with a strong sense of self-confidence, especially in the social sphere. He is pro-active in creating and developing relationships with those around him, and unafraid to take a leading position in communicating ideas, or presenting new proposals to other people.

4 Efficiency

Mr Person is a person who concentrates on achieving his goals as quickly and efficiently as he can. Mr Person is not a patient individual, and can become frustrated when he encounters obstacles or delays that affect his intentions. Mr Person is a person who tends to act instinctively to events, and rarely involves himself in careful planning or investigation.

12 Self-Motivation

A sense of achievement from pursuing his own goals is important to Mr Person. It appears that his current working conditions are motivating him by providing at least some scope for the opportunity to rely on his own resources and decisions and organize his own work, at least to some extent.

5 Enthusiasm

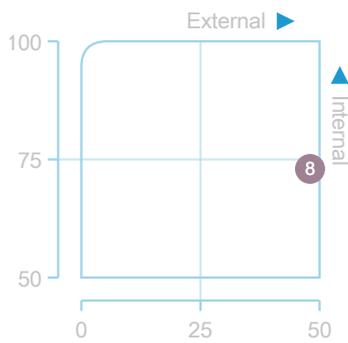
Mr Person has an animated and positive outlook, tending to see events with an optimistic eye and showing passion for those activities that interest him. This lively and active attitude can be motivating for his work colleagues and help to foster a pleasant working environment, especially among those who share his generally sociable approach.

13 Sensitivity

Mr Person is a quick-thinking and observant type of person who pays attention to his surroundings and reacts quickly to changing circumstances. The advantages of this attitude are balanced to an extent by the fact that he can easily become distracted, and does not deal well with projects that fail to hold his interest over the long term.

Trait Summary

Potential Traits



Traits in this quadrant are low on Mr Person's External Profile, but show more strongly on his Internal Profile. These are traits that might express themselves naturally in Mr Person's behavior, but under current circumstances he feels some need to keep them somewhat in check. These are 'Potential' traits in the sense that, while they may not be currently evident, they can be expected to appear in his behavior under different circumstances.

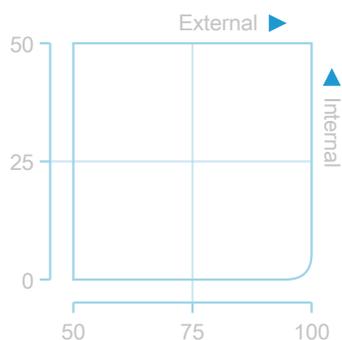
These are traits that are native to Mr Person's personal style, but that he does not seem to feel are appropriate to his current working conditions. These traits are likely to appear from time to time, for example under pressurized conditions. Mr Person's profile indicates the following potential traits:

8 Objectivity

Mr Person tends to see events and developments in a relatively dispassionate and objective manner. In his current role, however, he sees it as important to show a more personable and accepting approach, working on the development of relationships with those around him and showing a greater readiness to co-operate within a team.

Trait Summary

Transient Traits



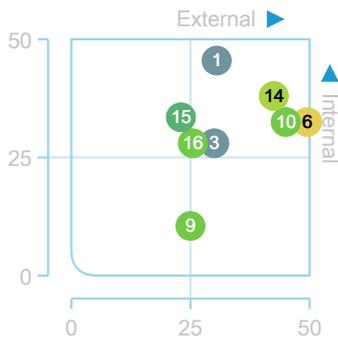
Traits in this quadrant are significant in Mr Person's External Profile, but far less defined in his Internal Profile. That combination implies that these are 'Transient' traits, representing adaptations that Mr Person feels are necessary to his current situation, rather than elements of his personality that are likely to persist in the longer term.

These are traits that Mr Person seems to feel are appropriate to his current working conditions, and so is emphasizing in his behavior. Transient traits, as their name suggests, tend to represent short-term adaptations.

Mr Person's profile does not indicate any traits of this kind.

Trait Summary

Inactive Traits



Traits in this quadrant are low on both the Internal and External scales, and are not therefore likely to commonly appear in Mr Person's behavior under typical circumstances. Rather, these traits represent types of behavior that Mr Person will either not consider, or actively prefer to avoid.

These are traits that are not normally seen in any aspect of Mr Person's behavior. Though these types of behavior are not completely absent from Mr Person's style, it will be relatively unusual to see him follow these patterns of behavior. Mr Person's profile indicates the following inactive traits:

3 Cooperativeness

Mr Person is not a person who will, in general, be motivated by the prospect of working within a team of people. He tends to have his own ideas about how a task should be achieved, and will prefer to pursue those ideas independently, relying on his own resources, rather than co-operate with others within a more democratic framework.

1 Accuracy

Mr Person is a person who prefers to see projects or events in broader, more strategic terms, rather than concentrating on technicalities that he would consider to be minor or unimportant. This broad approach can be useful in situations where Mr Person is, for example, advocating a course of action or making a presentation, but he will tend to avoid questions of specific detail.

6 Friendliness

Mr Person tends to concentrate on achieving his goals in an effective and efficient manner, and places rather less emphasis on developing positive social relations with those around him. He tends to be rather inexpressive in approach, in that his communication style is typically rather formal and direct.

9 Patience

Mr Person is a motivated person with an urgent pace, who has little patience with delays or obstacles, and will drive towards his aims as directly as he is able. Once embarked on a course of action, Mr Person will want to see results as quickly as possible, and can become impatient with events that he sees as standing in his way.

16 Thoughtfulness

There is a spontaneous element to Mr Person's style, and because of that he will prefer to react to events as they occur, making decisions on instinct rather than taking time to plan his responses and actions. He will find it difficult to hold his concentration when working on long-term or repetitive tasks.

15 Technical Potential

Mr Person's general style is not one that focuses closely on detail or precision, and he will typically have little patience with matters that need close concentration over the long term. Mr Person is more concerned with broad concepts and direct action than in considering matters of detail or the careful planning of projects.

10 Persistence

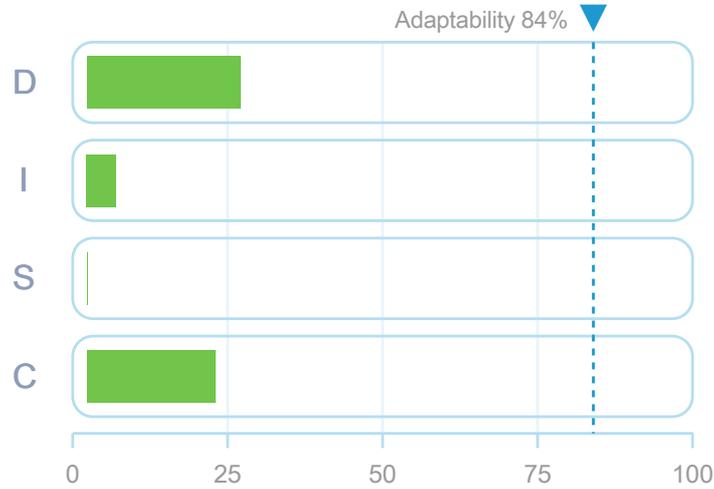
Mr Person prefers a varied working environment, in which novelty and new experiences frequently occur. He is less suited to working on a longer term task, or one with repetitive components; conditions of this kind will be frustrating for an urgent, fast-paced individual like Mr Person.

14 Social Orientation

Mr Person tends not to focus on the social or personal aspects of his interactions with others, preferring instead to maintain a relatively practical and factual level of interaction. This is not an adaptation to his current conditions, but rather a part of his natural approach.

Profile Tension

Profile Tension shows the extent to which Mr Person feels the need to adapt his style to his current working conditions. This tension may result in negative, pressurizing effects under certain conditions, especially if Mr Person's style is not suited to making adaptations of this kind. The diagram below shows Mr Person's current Profile Tension, and estimates his adaptability for comparison purposes. Also shown is the most significant probable cause of any adaptation, where applicable.



Main Tension Factor	Dominance
Factor Tension	Down by 27%
Probable source	Being provided too little challenge or competition.
Probable Impact	Negligible

About Profile Tension

On the Profile Tension graphic, each of the bars shown illustrates the extent to which Mr Person feels the need to adapt a particular DISC factor in his current working environment. Beneath the graph is an assessment of the strongest of these (the 'main tension factor') and the likely source and impact of this adaptation.

About Adaptability

Different personality styles have different levels of resilience in the face of Profile Tension. While some thrive on unpredictability and change, others find it distinctly uncomfortable and find it difficult to adjust their approach to new expectations. The candidate's 'Adaptability' level reflects this variation. Candidates with high Adaptability can accommodate a great deal of Profile Tension without significant effect, while less Adaptable individuals find even limited amounts of Profile Tension difficult to deal with effectively.

Textual Report

This is an Enhanced Discus report containing a total of 21 different sections.

A Note on Profile Use

Each section of this report is based on one of the four different profiles shown in the DISC Profile Series. The particular profile in use for a particular section is shown next to that section's text.

Note: Mr Person's profiles vary widely from one another, meaning that he shows quite different approaches in different situations. These variations will be reflected in the text, and if comments seem at variance with one another, compare the profiles being used to establish the context of the different comments.

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Textual Report

Overview

This Overview is your introduction to the main features of Mr Person's personality style and likely working behavior, in the broadest and most general terms. As you explore the Textual Report further, the themes introduced here will be developed and expanded, and further sections of this report will look at the Mr Person's behavior in more specific roles or working situations.

Mr Person's profile shows an ambitious person, eager to achieve success in both a business and a personal sense.

He values status and influence, and seeks to exercise control over his situation, either through his direct and assertive style, or his persuasive social abilities, depending on his own mood and the details of his situation.

Highly energetic by nature, he possesses reserves of motivation and enthusiasm that grant him drive and determination.

He is also active and impatient, demanding high performance not only from himself, but also from those around him.

Overview

Source: Summary Profile

A composite overview of Mr Person's style, ideal for providing an overview or summary of the style.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Mr Person is both motivated and ambitious. He focuses strongly on a set of personal goals and will go to great lengths to achieve these. He is quick-thinking and energetic, concentrating on gaining effective results as rapidly as possible.

External Profile

(Formal or structured situations)

Mr Person has an assertive and confident approach to his life and work. The driving forces behind this style are a strong ambition for success, and also a genuine enjoyment of the company of others. Motivated, energetic and enthusiastic, his social orientation means that he can be expected to possess effective interpersonal skills, while the more determined side of his style demands success and achievement.

Textual Report

Keynotes

Keynotes are a useful additional method of understanding the main features of a profile at a glance. They consist of the Keynotes themselves (one or more brief comments summarizing the profile) and a selection of Keywords that provide an even more immediate description.

The following keynotes summarize some of the most important aspects of Mr Person's personal style:

- He is dynamic and pro-active, quick to take advantage of opportunities that arise.
- He has a naturally commanding style, ready to take control when a situation calls for it.
- He has an energetic and enthusiastic approach, which can be highly motivating to others.
- He has an original and adventurous approach to life.
- His driving and powerful personal style can sometimes lead him to act without sufficiently considering the consequences.
- He has a pro-active approach, and will normally take the initiative rather than waiting for others to do so.

Keywords

The Keywords shown here are in order of importance in Mr Person's profile; words shown nearer the top of each list are more significant than those shown further down.

The Internal keywords are those that most closely reflect Mr Person's natural style, while changes that might occur in the External list show how he is adapting his style to his current situation.

Internal Keywords

- Impulsive
- Active
- Ambitious
- Impatient
- Driving
- Uncompromising
- Urgent
- Result-oriented
- Dominant
- Responsible

External Keywords

- Effervescent
- Imaginative
- Animated
- Domineering
- Daring
- Masterful
- Eager
- Audacious
- Popular
- Active

Keynotes

Sources: Internal, External and Summary Profiles

A composite overview of Mr Person's style, ideal for providing an overview or summary of the style.

The Keywords section is subdivided to show terms from the Internal and External profiles, to show how Mr Person might react in different situations.

Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

- He has a naturally commanding style, ready to take control when a situation calls for it.
- He is dynamic and pro-active, quick to take advantage of opportunities that arise.
- He works towards his goals efficiently and effectively.
- He has a relatively low boredom threshold, quickly losing interest in repetitive or unchanging situations.

External Profile

(Formal or structured situations)

- He has a pro-active approach, and will normally take the initiative rather than waiting for others to do so.
- His driving and powerful personal style can sometimes lead him to act without sufficiently considering the consequences.
- He has an original and adventurous approach to life.
- He has an energetic and enthusiastic approach, which can be highly motivating to others.
- He has a naturally commanding style, ready to take control when a situation calls for it.
- He is dynamic and pro-active, quick to take advantage of opportunities that arise.



Textual Report

Behavioral Adaptation

Behavioral Adaptation describes the ways in which Mr Person is adapting his personality and behavior to meet his current conditions, or at least his perceptions of those conditions. Adaptation like this may be transitory, or may remain relatively consistent over time, depending on the nature of Mr Person's working situation, and his own attitude towards that situation.

Mr Person is presently emphasizing his more personable, open and receptive side.

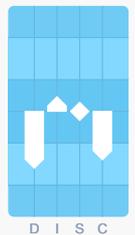
At least, he is placing less importance on questions of directness, efficiency and practicality in his work, an approach that will have an equivalent effect.

He is concentrating rather less on how effectively tasks can be performed, and rather more on matters of effective personal communication with other people.

Behavioral Adaptation

Source: Shift Pattern

The pattern of adaptations shown in Mr Person's profile that describe changes in his behavior based on his perception of his current working environment.



Textual Report

Advantages and Disadvantages

For every style of behavior, there is a distinct set of advantages that accompany that individual's natural style. Those advantages, however, are balanced by a set of disadvantages. Mr Person will typically be most productive, and typically most strongly motivated, in working conditions that maximize the advantages of his personal style while minimizing the impact of his disadvantages.

Advantages

The advantages of Mr Person's approach derive from his relatively rapid pace, and a flexible attitude that helps him to react quickly to new developments as they arise.

He has a dynamic approach, and when he channels his energies into a task, his commitment can help to enthuse those around him to those around him.

His self-starting attitude gives him the ability to take the initiative when required.

Disadvantages

This dynamic, expressive individual has a tendency to judge situations on an instinctive level, relying on others to analyze and research details.

Because his behavioral style incorporates a sociable element, he can occasionally be prone to act impulsively, driven by the need to create a favorable social response, or lighten the atmosphere, rather than by a consideration of the facts of a situation.

Advantages and Disadvantages

Source: Summary Profile

A composite overview of Mr Person's style, ideal for providing an overview or summary of the style.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile: Advantages

(Informal or pressured situations)

Dynamism is perhaps the most obvious advantage that Mr Person brings to his work. He not only thinks and acts quickly, but also has quite a sensitive disposition, allowing him to grasp the meaning of developments in a situation, and respond appropriately. As well as being advantageous in a general sense, his responsive style combines with a relatively practical turn of mind, so that he can remain effective even when working towards varied goals in unpredictable working conditions.

External Profile: Advantages

(Formal or structured situations)

This highly effective communicator possesses an enthusiastic, personable style, but is also able to state a point directly when circumstances demand. He enjoys working on a positive social level, and can be charming and pleasant to associate with, but this does not mean that he lacks the ability

to confront a situation where necessary. The combination of social skill with the confidence to take control of a situation makes Mr Person particularly effective in positions requiring the control or co-ordination of other people.

Internal Profile: Disadvantages

(Informal or pressured situations)

Mr Person's dominant and assertive character means that he tends to lack patience with others. Coupled with his demanding nature, this can make him difficult, on occasion, for others to deal with. This is especially true in more pressured situations, in which he will typically adopt a commanding and dominant stance.

External Profile: Disadvantages

(Formal or structured situations)

Mr Person is an energetic, active individual, who seldom doubts his actions, and this impatient approach means that he will tend to give little consideration to consequences before committing himself to a course of action. His dynamic, fast-paced style makes him less effective in situations that require a thorough level of analysis, or more patient handling.

Textual Report

Communication Style

This section discusses the major factors affecting Mr Person's style of communication. As well as looking at how Mr Person will typically communicate with others, this section also considers those factors that he feels it is important to express to others, as well as the ways he will react most positively to communication by those around him.

As in most aspects of his general approach, Mr Person's communication style is both animated and effective.

His general approach to communication will tend to vary: he can be quite spontaneous and unguarded where he feels free to do so, but in more antagonistic situations, he will tend to apply a more circumspect approach.

His level of focus in communication can also show different patterns: matters of direct relevance or interest will hold his attention, but he will tend to concentrate rather less on issues he finds trivial or uninteresting.

Communication Style

Source: Summary Profile

A composite overview of Mr Person's style, ideal for providing an overview or summary of the style.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

There are two important factors in Mr Person's communication style. The most significant of these results from his desire to be in control of a situation where possible - in terms of communication, this means that he will often seek to dominate interactions with others, and this can lead less assertive types to see him as rather intimidating.

External Profile

(Formal or structured situations)

Mr Person has something of a competitive nature, and this is likely to show itself as much in his communication style as in his more general patterns of behavior. Socially outgoing characters like him will tend to want to be seen as the center of social attention, and so he will often (depending on the appropriateness of the situation) seek to a dominant, central role. His enthusiastic style and his levels of self-confidence mean that he often succeeds in this endeavor.

Textual Report

Decision Making

Different personality types have quite different approaches to making decisions or reaching conclusions. This section looks at the typical mechanisms at work in Mr Person's decision-making process, his willingness to make a firm commitment and the routes by which he approaches such a commitment.

Mr Person reaches decisions quickly, basing his conclusions, at least in part, on his instinctive sense.

His priorities when coming to a decision are to demonstrate urgency and efficiency, and he will prefer to reach a decision rapidly rather than spend time investigating the detailed implications.

His outgoing and determined nature mean that he will be effective in communicating his decision to others, and in ensuring that his conclusions will be put into practice.

Decision Making

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

The thrust of Mr Person's style is concerned with achieving solid, tangible results, and this will necessarily influence his approach to decision making. When evaluating options, he will tend to select those that result in the most efficient outcomes. He is a rapid decision maker, and while he is concerned to make the best decision he can, based on the information available, his impatient approach means that places even more importance on the need to reach a conclusion decisively.

Summary Profile

(An overview of the general style)

His forthright attitude means that Mr Person taking a direct and commanding approach to decisions: he is able to come to a conclusion quickly, and implement it forcefully. He focuses on making a decision quickly, rather than researching it in detail, but his motivating skills mean that more he can expect to be successful in promoting and implementing the decisions he makes.

Textual Report

Organization and Planning

Certain personality styles are naturally suited to the principles of organization and planning, while other more immediate styles often lack the motivation to address such questions. This section looks at the levels of focus that Mr Person brings to matters of organization and planning, and the ways he can be expected to approach such questions in his work.

While Mr Person shows a relatively balanced behavioral style, he places rather less emphasis on matters of organization and planning than on activity and initiative, at least in his approach to his work.

His flexible and rapid attitude means that his natural preference is to act according to an immediate perception of a situation, adapting dynamically to its needs rather than following a pre-planned course of action.

Organization and Planning

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Mr Person's direct and urgent pace means that he will often find it hard to concentrate on matters of organization and planning. Indeed, his motivated and confident nature means that he tends to see little purpose in these activities. He is far more oriented towards direct action, and will not take undue time to carefully consider his responses unless the possible consequences are likely to be very significant.

Summary Profile

(An overview of the general style)

Mr Person has a naturally impatient style, which means that he can often find it difficult to concentrate on the fine detail required for precise planning. He will prefer to react to events as they unfold, rather than anticipate them, and his confident and resourceful nature suggests that he will often be successful in this approach. His readiness to improvise, however, means that he will tend to be resistant to following plans, especially those developed by others.

Textual Report

Motivation

It is important to remember that motivation is a highly subjective quality; what might be highly motivating for individuals of one type might be something to actively avoid for people of another kind. This section considers Mr Person's natural style in this context, suggesting the conditions in which he will feel most strongly motivated, as well as potential demotivating factors.

Mr Person's motivational factors are relatively simple to describe - they come from a definite sense that he is in control of his working situation.

He will want to feel that he has a solid grasp on a situation, and that he can maintain a position of authority and command, regarding both his coworkers and his general working conditions.

Clearly there are many practical situations where this level of control will not be practically achievable, but as far as possible he should be given responsibility for his own work and, where appropriate, that of others if he is to feel fully motivated.

Motivation

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Individuals with a dominant nature like Mr Person's are motivated by authority. Mr Person seeks control over his working conditions, freedom of action, and a sense of responsibility. This ambitious and competitive side to his character are tempered by more extrovert and communicative motivations: he will prefer to feel that others respond to him on a personal level, rather than simply acknowledging any formal authority he may hold. Indeed, formality or rigid rule structures are highly restrictive to his style, and he will normally try to avoid situations of this kind.

Summary Profile

(An overview of the general style)

Mr Person has a naturally rapid pace and an urgent style, and thrives on challenge and variety. He has a good capacity for self-motivation, but to optimize this he will need to feel that those around him will respond effectively and efficiently to his ideas and decisions. There is also a social element to his approach, and because of this, he will prefer to operate in a quick-moving and socially positive situation.

Textual Report

Managing Style

An individual's behavioral type can have a profound effect on their attitude to management, and on their ability to lead other people. This section discusses the factors that are likely to come into play where Mr Person is in a management position, the attitudes he will likely display, and the potential responses of those he is managing.

Rapid and direct action is the focus of Mr Person's approach to work, and this is reflected in his style of management.

He will tend to emphasize the decision making aspect of his role, sometimes to the detriment of longer-term considerations such as project planning.

This means that he will rely, perhaps more than he realizes, on more patient and organized members of his staff to handle these less immediate elements of a task.

Because of the strong social aspect of his style, Mr Person will tend not to communicate with his team in a purely formal, authoritarian way.

Instead, he will hope to form a social bond with his staff.

He will prefer to manage through personal respect and friendship, rather than using an authoritative or formal approach.

Managing Style

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

As a manager, Mr Person looks for results - his judgment of individual members of his team will depend largely on their ability to respond rapidly to his demands. His managing style can be expected to vary according to specific circumstances; in a highly pressured situation, he can display considerable impatience. Under less urgent conditions, though, a more open and light-hearted approach to management will often emerge. In all cases, however, he will expect to see responsiveness and efficiency in his staff, and will rarely accept work that falls short of his own high standards.

Summary Profile

(An overview of the general style)

As a very motivated and active individual, with a sense of ambition and an urge to succeed, Mr Person tends to see management in terms of authority and status, and thus values the independence of action that such a position gives him. He is equally able to persuade or demand, depending on the requirements of a situation, and will respond rapidly to problems. His main

disadvantage in management terms, though, is probably his tendency to act on instinct, following the most immediate and direct solution to a problem rather than carefully considering his options.

Textual Report

Style of Management Required

Different personality styles have distinctly different attitudes to management, and respond most effectively to quite different management approaches. This section looks at the way Mr Person's particular style will respond in a situation like this, and the kinds of management required to help motivate him to perform at his best.

Mr Person's approach to his work with a very low level of patience, so that he will tend to want to act quickly, and be responsive to changes in circumstances.

This sense of urgency can clearly have a positive side, but it can also lead him to sometimes act on instinct rather than planning his approach, and his manager will need to ensure that he does not act too precipitately.

Management will therefore benefit from monitoring his actions to some extent.

In more general terms, though, Mr Person will work at his most motivated when given freedom to determine his methods of working, and responsibility for achieving his own results.

Style of Management Required

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Independent and self-motivated, Mr Person is concerned to project an image of friendly efficiency to his manager, and this means that he will rarely seek help from his manager, and will prefer instead to follow his own course of action unless faced with serious difficulties. Mr Person prefers to feel responsible for his own actions, and will tend to regard detailed instructions as unwarranted and unnecessary. He will work best when given as much freedom as possible to determine his own course of action and put it into effect.

Summary Profile

(An overview of the general style)

Structure and formality are seen as limiting factors by Mr Person, who prefers to find his own solutions to problems, and adapt freely to new situations. He enjoys challenge and adapting to new experiences, and so a regular or repetitive working environment that fails to provide challenge him will lower his motivation considerably. The urgent, impatient nature of his style means that his manager will need to control his more impulsive actions at times.

Textual Report

Guidelines in Management

There are many different approaches to effective management, each suited to a different personality style, and this section considers the ways in which Mr Person will typically fit into a management or supervisory role. It also looks at some of the strategies he can employ to help optimize his personal resources and achieve the greatest possible effectiveness in a role of this kind.

Mr Person has a controlling style, combining a persuasive communicative style with the ability to be more directly assertive when a situation calls for it. As such, his particular strengths in management will be in keeping his team focused on their goals, and ensuring that they do their best to achieve them. How he approaches situations will depend on his perception of them; he might use a more positive, friendly approach, or his more direct and blunt style, depending on how he sees a situation. This can make his behavior a little difficult to predict for those working within his team.

Management Style Summary

- He has a positive and effusive communication style that will be evident in his approach to management.
- He is ready to entertain imaginative suggestions from members of his team.
- He is ready to try a new idea or explore a different approach to a problem.
- He asserts himself strongly in a management role.
- He communicates with his team in an animated and enthusiastic way.

Guidelines for Development

Mr Person might consider the following suggestions to develop his management style. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Person might consider:

- Being prepared to show greater patience with those members of his team that seem to require it.
- Balancing his imaginative, ambitious approach with the day-to-day practicalities of management.
- Taking time to explain a situation clearly and patiently where necessary.
- Ensuring that his team are behind him before taking radical action.
- Ensuring that his highly assertive style does not limit his team's ability to express themselves.

Guidelines in Management

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.

Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.



Internal Profile

(Informal or pressured situations)

By virtue of the dominant and ambitious elements that help to make up his approach to life, it is not unlikely that Mr Person will find himself in a management position, or one of team leadership, at some stage in his career. He is impatient and demanding by nature, and these aspects will necessarily affect his interaction with his team. Their response will depend on their own styles; some will find the competitive environment Mr Person fosters to be motivating and stimulating, while more passive types will have difficulty adapting to his management style.

Summary Profile

(An overview of the general style)

Mr Person is a person whose particular talents will come into play especially in challenging, rapidly changing situations where he needs to be quick-witted and responsive, and this applies as much to his performance in a management role as it does generally. He will be at his best leading his team through difficult and pressurized situations. In addition to his raw assertiveness, he also has a positive, energetic side to his style, which should help him keep his team motivated in even the most trying conditions.

Textual Report

Guidelines in Sales

This section focuses on Mr Person's performance in a role that can be broadly characterized as 'sales', or more broadly to a situation in which Mr Person needs to present information in a persuasive manner, or bring another person to a decision point. Also included are a series of guidelines that will help Mr Person to develop his potential in this kind of a role, based on his particular personality style.

A style like Mr Person's is generally considered to be one of the strongest profile shapes for direct sales. Not only does he have a highly communicative and expressive side to his nature, but he also has a more practical, direct element too. This means that not only can he develop effective communication with prospective clients, but he also has the determination to make statements that other less assertive types might find difficult. In particular, he has the directness to close a sale effectively.

Sales Style Summary

- He is particularly high-spirited and animated in approach.
- He is able to devise new and original approaches to a sale.
- His outgoing and confident style makes him well suited to demonstrations and presentations.
- His assertive style means that he can often dominate sales negotiations.
- His uninhibited approach means that he has a confident approach to sales work.

Guidelines for Development

Mr Person might consider the following suggestions to develop his sales style. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Person might consider:

- Making the most of his communicative and determined style within a sales environment.
- Focusing on what can practically be achieved in a particular sales situation.
- Holding back his more adventurous nature, and somewhat limiting the risks he takes.
- Ensuring that he does not dominate the sales process to the point where a prospect feels uncomfortable.
- Applying his natural enthusiasm and energy to engage a potential client.

Guidelines in Sales

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.

Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.



Internal Profile

(Informal or pressured situations)

Mr Person's self-motivated style means that he acts with dynamism and urgency. He is highly pro-active, and will seize opportunities, or even make them for himself. He focuses on his goals and is ambitious for success, and these features of his behavior give him a strong drive to achieve results. All of these factors mean that he is in many ways well suited to a sales role, especially one in direct sales.

Summary Profile

(An overview of the general style)

Mr Person's profile is a particularly strong one in a sales environment, and especially with reference to direct sales. He has a dynamic, pro-active style, quick to take the initiative and always ready to take advantage of a situation. He also has a strong communicative aspect, expansive and persuasive, that gives him further advantages in the sales arena.

Textual Report

Guidelines in Service

This section discusses how Mr Person will respond in a service or support role, of the kind that involves interaction with others and also the provision of assistance or advice where necessary. The guidelines given here describe how Mr Person will likely perform in such a role, and also provides a series of suggestions to help him optimize his performance in a position of this kind.

Mr Person's immediate advantages in a service role will be evident in his style: a friendly communicative style, and a direct and dynamic attitude can be expected to instill a sense of confidence in most customers. However, the very energy and responsiveness that provide these advantages can also militate against his effectiveness in a support or service role. He is naturally impatient, and tends not to focus on a single task for long, especially if it fails to hold his interest. For this reason, he will need to understand how his performance in a service role relates directly to his personal success, if he is to remain focused on the needs of that role.

Service Style Summary

- His expressive but efficient style can help to project a professional image of the organization.
- He has an original and energetic style that will help him find solutions to clients' problems.
- He interacts with customers in an animated and dynamic way.
- His dominant style may tend to discomfort less assertive customers.
- He is prepared to take unconventional action, or improvise solutions to clients' problems.

Guidelines for Development

Mr Person might consider the following suggestions to develop his approach to service and support work. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Person might consider:

- Being prepared to rein in his naturally effusive style where a customer requires a more measured approach.
- Restraining his impatient and dynamic nature to present a more patient and accepting image to customers.
- Adapting his communicative style to pay attention to a customer's specific needs and requirements.
- Curbing his adventurous and enthusiastic nature to provide a more even and consistent level of service to customers.
- Being careful not to appear too overbearing to less assertive or expressive customers.

Guidelines in Service

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.

Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.



Internal Profile

(Informal or pressured situations)

Mr Person has a powerful and flexible style, and his personal determination means that he can adapt to meet most roles, especially if he can see such a role as enhancing or developing his sense of responsibility. Service and support will be one of the most challenging roles for him to fulfill, however, as its needs are in many ways opposed to his demanding, pro-active style. As such, he will need to adapt his approach considerably to show a more patient and receptive side, something that will not come easily to a style such as his. He can be expected to look for ways to channel his more dynamic style into the role if at all possible.

Summary Profile

(An overview of the general style)

Though he possesses a sufficiently dynamic and communicative style to be highly effective in a supportive role, it is not likely that Mr Person will feel motivated to succeed in such a role. He measures success in terms of achievements and results, and he will normally find it difficult to fulfill these desires in a service role. Nonetheless, if he can motivate himself in these circumstances, his friendly but assertive nature suggests that he will project a positive image, while ensuring individual requirements are met in an efficient manner.

Textual Report

Guidelines in Technical Work

The term 'Technical Work' is used here in a broad sense, from the conventionally 'technical' (for example, programming or engineering), to work that simply requires the ability to operate in a consistent and productive way (for example, financial analysis or design). This section concentrates on the personality factors relevant to work of this kind, rather than particular skills or knowledge that might be relevant to the work in question.

The key features of successful technical styles generally revolve around such elements as patience, planning, precision and concentration. Mr Person's style places little emphasis on any of these features, instead being rather dynamic and impulsive in nature. As this suggests, working in a purely technical role will need a great deal of adaptation from Mr Person, and it is unlikely that he will find it rewarding in the long term. He does have a persuasive and direct nature, though, so that presenting or championing the work of more technical types will be rather better suited to his approach.

Technical Style Summary

- He tends to take a broad, optimistic view of events, rather than focus on their details.
- He has the capacity to produce and promote original or inventive ideas.
- He communicates his ideas emphatically and enthusiastically.
- He is keen to try new ideas or implement new strategies.
- He has a domineering attitude, and will tend to take charge of a project if circumstances allow.

Guidelines for Development

Mr Person might consider the following suggestions to develop his approach to technical work. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Person might consider:

- Adopting a more reserved, conscientious approach to technical work.
- Accepting the need to work with established structures and according to established practices.
- Giving others the opportunity to express their opinions and ideas.
- Calming the more dynamic elements of his style to work in a steadier, more consistent manner.
- Showing greater readiness to adhere to prepared plans, rather than improvising solutions.

Guidelines in Technical Work

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.

Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.



Internal Profile

(Informal or pressured situations)

Mr Person is a person who prefers to act rather than plan, and this is a feature of his style that will not fit easily into a technical role. The dynamism and motivation that make can him highly effective in many roles will tend to be more of hindrance with regard to technical work, and he will need to adapt to a much more patient and thoughtful way of working than is indicated by his profile.

Perhaps the most relevant element of his style under these circumstances would be his original, adventurous nature, which grants him an affinity toward investigating and developing new ideas.

Summary Profile

(An overview of the general style)

It is likely that Mr Person will find difficulty in adapting his energetic, urgent style to the more formal and structured world of technical work. Mr Person is a person who tends to act from instinct, deciding quickly on a solution to a problem and acting to implement that solution without necessarily addressing all the implications. The need to address more detailed issues, though, is an important part of most technical roles, and Mr Person will therefore benefit from development in this area. While his adaptable, risk-taking style may be useful in originating ideas, or initiating lines of research, he will need to adapt his approach considerably if he is to make a useful contribution of his own to technical development.

Textual Report

Exploratory Questions

These Exploratory Questions provide some guidelines for exploring Mr Person's personality style in, for example, a behavioral interview situation. The questions explore both potential strengths in Mr Person's style and possible disadvantages, and each includes an explanation of the aspect of Mr Person's behavior that it is intended to probe. It may be necessary to adapt the question content to meet a specific situation, but these questions provide a useful tool to explore important features of Mr Person's approach.

Exploring Positive Aspects of the Profile

- What would you say motivates you most strongly?

(Mr Person is highly motivated by achievement and success, and so is a self-starting individual.)

- Can you think of a time when you found an original solution to a difficult problem?

(Mr Person has an exploratory approach, and is open to new ideas, so it's likely he will have a positive response.)

- Can you think of a time when you found a solution to a difficult problem? How did you achieve this?

(Mr Person has a strong problem-solving style, with the capacity to identify solutions, and the dynamism to put them into practice.)

- What's the most original proposal you've ever put forward?

(Mr Person has an inventive and unorthodox approach, and is unafraid to express his ideas.)

Exploring Possible Training Needs in the Profile

- Can you recall an occasion where another person's suggestion or idea made a significant difference to your work?

(Mr Person prefers to follow his own approach, and tends not to place importance on input from others.)

- If you found yourself in a completely unfamiliar situation, how would you react?

(It's likely that Mr Person will be pro-active, and try to take immediate control, rather than make cautious investigations.)

- What role would you say trust has in the workplace?

(Mr Person tends to have a rather untrusting nature, being innately rather suspicious of others.)

- What would you say is your greatest personal achievement to date?

(Mr Person has a rather ambitious and competitive style, and his answer can be expected to reflect this.)

Exploratory Questions

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

- If you found that a supplier was consistently late with deliveries, how would you approach the problem?

(Mr Person has an uncompromising and dynamic style, and would be expected to propose some kind of direct action.)

- If you were called on to make a presentation to an audience about a technical subject, how would you go about it?

(Mr Person's confident style means that he would have little difficulty making the presentation, but his approach to the technical subject matter - something his style is not well suited to - will be interesting.)

Summary Profile

(An overview of the general style)

- Can you think of a time when you found an original solution to a difficult problem?

(Mr Person has an exploratory approach, and is open to new ideas, so it's likely he will have a positive response.)

- If you found yourself in a completely unfamiliar situation, how would you react?

(It's likely that Mr Person will be pro-active, and try to take immediate control, rather than make cautious investigations.)

Textual Report

Career Directions

The comments in this section give an insight into the development of Mr Person's career, particularly in terms of the kinds of work he is likely to find most motivating and rewarding, and in which he is likely to be most productive and effective. This section discusses Mr Person's role in broad terms, and can be used to help develop Mr Person's current working role as well as suggesting entirely new possibilities.

As the dominating factor within Mr Person's style, his impressive ability to motivate himself will be a key factor in identifying a suitable career path for him. In fact profiles like Mr Person's are sometimes referred to as 'Entrepreneurial', which in itself gives a strong suggestion. His independent, ambitious and commanding nature could hardly find a more suitable outlet than working for himself in an entrepreneurial role of some kind.

Career Selection

The following list represents a cross-section from the Job Profile Library that match Mr Person's underlying personality style. Note that these matches are based on personality only, and are intended only as potential guidelines for development.

Marketing Manager	88%
Sales Manager	85%
PR Specialist	83%
HR Manager	78%
Negotiating Role	78%
Actor	77%
Private Investigator	77%
Journalist	76%
Art Director	75%
Corporate Secretary	75%

Career Directions

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Mr Person has an extremely confident and assertive style, meaning that he will tend to have the force of character and the persuasiveness to succeed in almost any career. He will be particularly suited, though, to roles that allow him to express and develop his pro-active, energetic style, and

that encourage his adventurous, exploratory approach. In particular, Mr Person's profile is one of those considered to be a classical shape for success in direct sales, but there are many other potential roles where he could expect to do well.

Summary Profile

(An overview of the general style)

Careers to suit Mr Person's behavioral style will be those in which he can exercise and develop his outgoing and dynamic approach. Whatever career path he follows, his ambitious and enthusiastic nature should provide natural advantages, but this will be rather more the case in roles that take real advantage of his active nature. Sales is one particularly clear avenue where he could expect to do well, but there are many others - his style would be well suited to work in journalism or public relations, for example.

Textual Report

Relationships

The 'Relationships' section of this report concentrates on the ways that Mr Person will tend to interact with those around him, particularly in the context of working with colleagues. Communication style forms an element of this topic, but this section also looks at the ways Mr Person will approach the development of working relationships, and how such relationships will tend to develop over time.

Mr Person's primary motivations are self-motivation and ambition, and this means that, in a work sense, he is not perhaps the most sociable of styles. He will tend to view his relationships with work colleagues in a relatively pragmatic fashion, considering those relationships in terms of the formal needs of the workplace, rather than a more social level. There is a notable element of impatience to his style that can make him quite demanding for others to work with, especially in a pressured environment.

Relationship Keynotes for Mr Person

- He will tend to take a leading role in his relationships with colleagues.
- He has a tendency to act impulsively, and will therefore tend to work better with equally expressive individuals.
- His rather ambitious nature means that he can take something of a political approach within the workplace.
- He takes direct and active steps to develop relationships with colleagues.
- He will tend to take a demanding, dominant role in most of his relationships.

Relationships

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Mr Person's highly assertive behavior will tend to make him the naturally more dominant partner in any given relationship, whether on a practical or a social level. In more favorable situations, his positive side will be most clearly active, being communicative and persuasive. In more difficult circumstances, his approach will be correspondingly more domineering, but in either case he will remain strongly assertive.

Summary Profile

(An overview of the general style)

Mr Person combines an outgoing and sociable side with a dynamic element that thrives on change and variety. For that reason, his most effective working relationships will be with colleagues who can appreciate and adapt to his rapid pace. Steadier, less hurried types will find this sense of urgency difficult to work with. One specific consequence of his approach is the fact that Mr Person

is not a very consultative type of person, a fact that will clearly have an impact on his conduct in relation to others.

Textual Report

The Team

Working within a team and interacting with other team members are areas where a person's behavioral style can have some of its most profound effects. The kind of role that Mr Person is likely to adopt, and the ways in which he is likely to interact with other members of the team can be vitally important. This section looks at issues surrounding membership of a team, and also offers some useful Team Keynotes summarizing Mr Person's approach in this situation.

Independent and confident, Mr Person can be expected to take on a dominant role within the team whether or not he is the 'leader' in any official capacity. There is no question that he has many advantages to bring to a team. His naturally pro-active and assertive style can be effective in getting results in the most difficult of conditions, while his more expressive and outgoing side can help to motivate and enthuse the other members of the team. To get the most from him as a team member, though, it is important to remember that he has an independent, self-reliant style, and so will need to see how his own goals mesh with those of the team as a whole.

Team Keynotes for Mr Person

- His exuberant and effervescent character will likely have a significant impact within the team.
- He is the type of person who will produce and propose original ideas.
- His enthusiastic and determined style can be a powerful motivating force within the team.
- He is ready to take determined action independently of the team as a whole, when he perceives a situation as requiring it.
- His dominant nature means that he can be expected to occupy a central role within the team.

The Team

Source: External Profile

The External Profile is most relevant to Mr Person's current working environment, and reflects behaviors that are likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Mr Person is a person who tends to rely on his own abilities, and focus on his own targets, and these are facets of his character that mean he will generally not integrate easily into a team. Where he is working within a group, his naturally dominating and commanding nature means that he will tend to have a significant effect on the team's decision-making process, and might even become its de facto leader. If he can be integrated successfully into the team's infrastructure, his determined and effective style can be expected to contribute to the drive and motivation of the team as a whole.

Summary Profile

(An overview of the general style)

Possessing a dynamic and pioneering approach, Mr Person is likely to be one of the driving forces behind the team. He is always ready to enter uncharted territory, and will act as a pro-active guide to the more passive team members. Self-motivated and confident, he has the force of will and communication skills to motivate others. Indeed, if the team does not have a designated leader, it is likely that Mr Person will adopt that role.

Textual Report

Pressure

A person's responses to pressure can vary considerably depending on the factors that make up their behavior. While some individuals are motivated by challenge, others respond far less productively in a pressurized situation. This section looks at the ways Mr Person is likely to view a situation like this, and how he can be expected to react.

Motivated, urgent and, above all, impatient, Mr Person is a person who will want to see rapid results.

Though he is highly resilient to pressure, its most likely source is in situations where he finds his ambitions frustrated, especially by factors outside his control.

His typical response to pressure of this kind will be one of impatience and irascibility.

He can be expected to take whatever direct means he can to address the issue, which can be an effective response depending on the particular circumstances.

Pressure

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Full of drive, pace and enthusiasm, Mr Person is a person with a clear idea of what he wants to achieve, and the determination to reach his goals. Problems will start to arise if he finds his aims blocked by obstacles. It would be too much to refer to his reaction as 'pressure' (in fact, Mr Person will rarely feel pressure in the sense that more passive types do) but it can be exceedingly frustrating for him.

Summary Profile

(An overview of the general style)

Frustration for Mr Person comes from enforced inaction. He is a person who likes to feel in direct control of a situation, and when that control is limited or removed, he cannot be expected to react positively. A related trait is the fact that he is also highly competitive in nature, and the feeling that he might be outmatched by others is also one that he does not accept easily. Where he does feel pressure of this kind, he can be expected to express his frustration in a very direct and unmistakable manner.

Textual Report

Ambition and Development

In this section we consider how Mr Person's most important motivational factors are likely to impact his personal development over the longer term. Different motivational factors need different strategies for continuing success, and this section looks at the ways Mr Person would hope to develop his role over time, and how those motivations can be harnessed most effectively.

Mr Person is a person for whom ambition is a strong driving factor in his style, and who focuses clearly on his own goals in life.

It is this sense of ambition that helps him to motivate himself, and he has the force of character and uncompromising approach to help him drive towards his aims.

His effectiveness in the short term will be to some extent dependent on these longer-term ambitions, and he will work in a far more motivated way if he feels that his work is contributing to his own goals, in tandem with the broader aims of the organization.

Ambition and Development

Source: Internal Profile

The Internal Profile reflects Mr Person's most natural responses, and as such it describes the types of behavior most likely to appear in that context.



Profile Variations

Mr Person shows some distinct variations across his profile series, which may result in divergent behavior in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Mr Person's profile shows a very strong sense of ambition, and a real urge to succeed in life and in work. He is very motivated, and will work hard to achieve his goals, but he is also highly independent, meaning that he can tend to concentrate on his own aims rather than those of the group or organization.

Summary Profile

(An overview of the general style)

Mr Person is a person who has the personal motivation to succeed in life, but also the extrovert nature to look for visible trappings of that success. People such as Mr Person tend to have a clear view of their personal goals, and he has the combination of drive and persuasiveness that should help him to achieve them. Patience is not a strongly represented feature of Mr Person's style, and this will apply to his ambitions as well as more generally - he will be impatient to achieve his targets in life.

Relationship Keynotes

Relating to Other High Dominance Individuals

This part of the report considers the ways in which Mr Person will interact with and relate to individuals with various common personality styles. This first section looks specifically at aspects of Mr Person's relationships with highly Dominant individuals: those with a notably competitive and direct approach to their life and work.

General Dynamics

Between two assertive and self-motivated individuals like this, their personal and professional goals will be important in defining their relationship. Where both these individuals have a common purpose, they can work highly effectively together, but if they are working towards different or contradictory goals, there is scope for rivalry and conflict between these two strongly independent individuals.

Communicating

Mr Person shares a forthright and direct communication style with this individual, but he also incorporates a more expressive and enthusiastic style that can be highly persuasive. This common ground in their approach means that these two individuals will communicate effectively under many circumstances, but each also has a competitive element that may lead to disagreements at times.

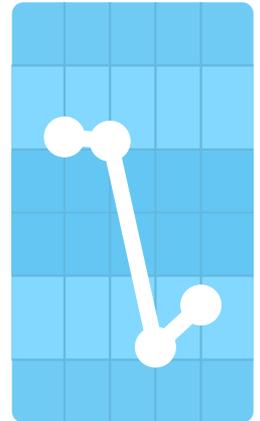
Managing

Mr Person has an approach that is independently minded and decisive, as well as a more communicative element that helps make him persuade others to his point of view. These capabilities will be effective in managing an equally dominant individual of this kind, and should help to develop a sense of mutual respect within the management relationship.

Team Roles

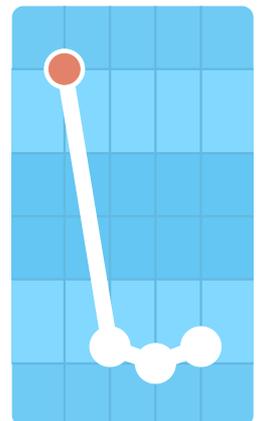
With the self-motivated and self-reliant attitude of each of these individuals, there is a likelihood that each will try to establish themselves in a leading role within a team, or at least a position in which they have the capacity to act independently. There is the potential for a certain amount of conflict in this approach, especially in a small team where the availability of such roles is limited.

SAMPLE PERSON
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
DOMINANCE PROFILE



D I S C

Relationship Keynotes

Relating to Other High Influence Individuals

Relationships for highly Influential personality types revolve around sociability, acceptance and approval. A person with high Influence in their profile will be looking to build personal ties with those around them, and may be reluctant to accept more reticent or reserved types. Explicit approval or praise will often help win acceptance for a person of this kind.

General Dynamics

These are two strong communicators with the potential to develop an effective and pro-active relationship, especially one in which their primary role is to present ideas or proposals to others. Mr Person has a generally more resilient and dynamic side to his personal style, and thus he can be expected to take on a more dominant role in the relationship where a situation demands.

Communicating

With both of these individuals showing a confident and outgoing style, communication between them is likely to be strong and generally positive, at least in situations where a more relaxed and social attitude is appropriate. Under more formal or pressured conditions, the dominant aspect of this colleague's style is likely to come to the fore.

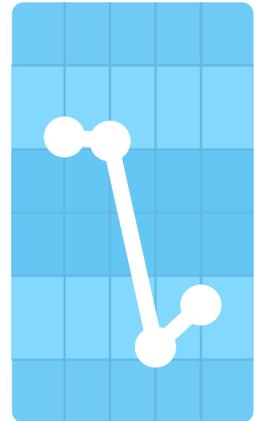
Managing

Mr Person shares this person's natural affinity for positive and friendly social interactions, and has the confident aspect to his personality to potentially build a strong working relationship. He also has a more forceful and direct aspect to his manner, and will usually have the capacity to exert a more dominant management attitude where a situation demands it.

Team Roles

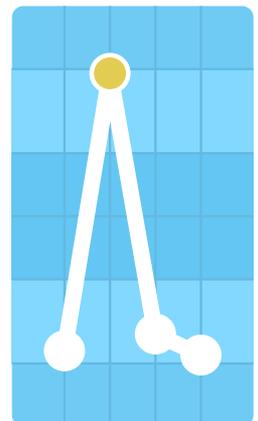
Each of these individuals is a confident and outgoing type of person, and within a team they will tend towards roles where their communicative abilities can be put to good use. Of the two, Mr Person has the rather more assertive style, and an ability to deal with more pressured conditions, and in cases like this Mr Person can be expected to take a leading role.

SAMPLE PERSON
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
INFLUENCE PROFILE



D I S C

Relationship Keynotes

Relating to High Steadiness Individuals

Candidates with high Steadiness are patient and deliberate, often taking time to build an effective working relationship. They are also receptive and reliable, so their fundamentally Steady approach to others means that they can build effective relationships where time and lack of pressure allow.

General Dynamics

Mr Person has one of the more dynamic and flexible styles of behavior, and so he may encounter a level of frustration when working with this individual, who prefers steady and consistent working patterns, and dislikes uncertainty or change. The effectiveness of this relationship will depend on the degree to which these quite different individuals can reach a level of mutual understanding.

Communicating

Mr Person is not a patient individual, preferring to act dynamically and instinctively, but communicating with this individual will need him to develop a rather more accepting attitude. This is a considered, deliberate type of person who will avoid committing themselves until they are sure of a situation, a cautious approach to which Mr Person will need to adapt if he is to communicate effectively.

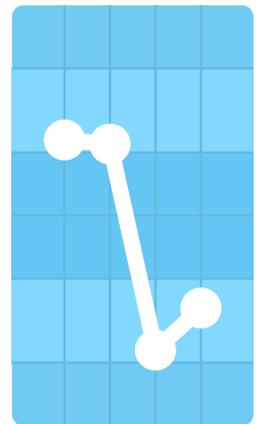
Managing

Mr Person's primary management challenge with regard to this person will be in adapting to their steady and methodical approach. Mr Person tends to look for direct and efficient action, and depending on the needs of the current situation he will either need to work on developing such an attitude in this individual, or learn to accommodate their more thoughtful working style himself.

Team Roles

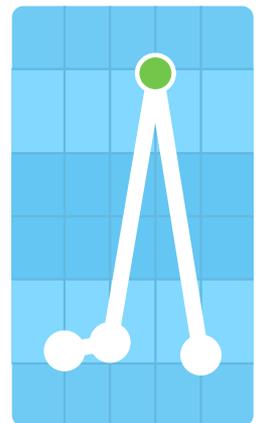
These two individuals likely fulfill quite different roles within a team; Mr Person's style is dynamic and persuasive, while his colleague's is more supportive and stabilizing. These can both be vital roles within a team, depending on its ultimate function, but there is little overlap between the types of roles that these two individuals will naturally adopt.

SAMPLE PERSON
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
STEADINESS PROFILE



D I S C

Relationship Keynotes

Relating to High Compliance Individuals

People with high Compliance are interested in gaining a clear understanding of their environment and expectations, and this will extend to their relationships with other people. They tend to look for a clear sense of their status within a working relationship, and the framework within which that relationship operates.

General Dynamics

In a relationship of this kind, Mr Person will need to deal with a naturally rather risk-averse and cautious type of person. Mr Person himself is more adventurous and experimental in approach, and he may at times find his colleague's more careful approach frustrating, though there is potential here for each individual in the relationship to help balance the attitudes of the other.

Communicating

Mr Person has a concern with achievement and effectiveness, but less of an interest in the practical details involved in reaching those goals. This broad approach may raise difficulties in communicating with a more precise and practical type such as this individual, and Mr Person will need to be ready to focus more on matters of detail if he is to communicate effectively with a person of this kind.

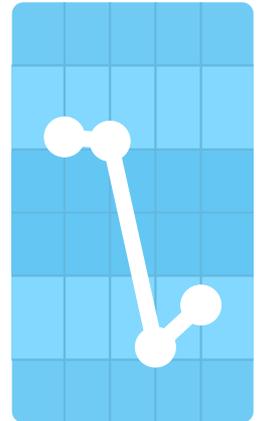
Managing

Mr Person has an assertive and communicative style that is well suited to management in many contexts, but he tends not to dwell on specifics. Those factors will be important in managing a more structured individual like this, and Mr Person will need to be ready to discuss his plans and projects at a detailed level to manage this person effectively.

Team Roles

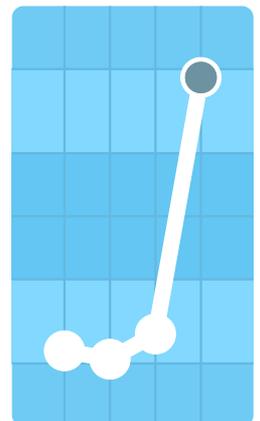
Mr Person is a person with a dynamic and forceful personality style, and within a team he will tend to seek out roles that suit this approach, either in leadership or communication. His more technically oriented colleague will typically take on a more operational role, but Mr Person may find advantages in cultivating an effective relationship.

SAMPLE PERSON
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
COMPLIANCE PROFILE



D I S C

Appendix: DISC Profile Shapes

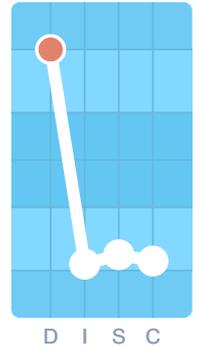
In this appendix, we review the most significant features of a series of common DISC profiles. This is useful reference information for considering how Mr Person might interact with other personal styles. Bear in mind that there are numerous possible gradations within a DISC profile, and this reference section can only cover the most common. For a fuller assessment of a particular profile, a separate report is strongly recommended.

The notation used here has high factors and low factors separated by a forward slash, so 'D/I' indicates high Dominance and low Influence (without any other high or low factors).

High Dominance (D/ISC)

The High-D profile is often described as the 'Autocrat', and for good reason. Dominance is the factor of control and assertiveness, and with no other high factors in the profile to balance this, the pure High-D can be remarkably domineering, and even overbearing at times. This type of person has a very high need to achieve, and because of this they are often ambitious and competitive, striving aggressively to achieve their goals. They are dynamic and adaptable, and show a decisiveness and a capacity for direct leadership.

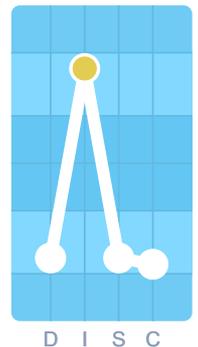
- Decisive
- Ambitious
- Competitive
- Driving
- Intrepid
- Self-reliant
- Forceful



High Influence (I/DSC)

Influence is the factor of communication. A profile with this factor strongly represented, showing high Influence with no other balancing factors, represents a style that communicates easily and fluently with others. It is for this reason that profiles of this kind are often referred to as 'Communicator' profiles - they describe confident, outgoing and gregarious individuals who value contact with other people and the development of positive relations.

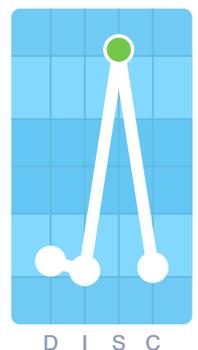
- Confident
- Outgoing
- Expressive
- Sociable
- Enthusiastic
- Animated
- Positive



High Steadiness (S/DIC)

This type of profile, showing a high level of Steadiness with no other balancing factors, is comparatively rare. Steadiness is the factor of patience, calmness and gentle openness, and a pure High-S will reflect these qualities. They are generally amiable and warm-hearted, being sympathetic to others' points of view, and valuing positive interaction. They are not outgoing by nature, however, and rely on other, more assertive, people to take the lead.

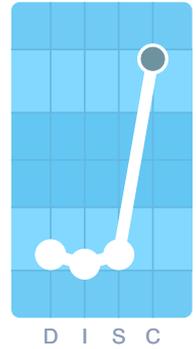
- Measured
- Accepting
- Neighbory
- Stable
- Planning
- Consistent
- Generous



High Compliance (C/DIS)

Unassertive by nature, often reticent and aloof, people of this kind can give an impression of coldness or disinterest. Often reluctant to reveal information about themselves or their ideas unless absolutely necessary, highly Compliant individuals tend to lack assertiveness and are generally unwilling to become involved in confrontational situations. Instead, they will tend to rely on structures and rules, and such people typically have a systematic and orderly approach to life.

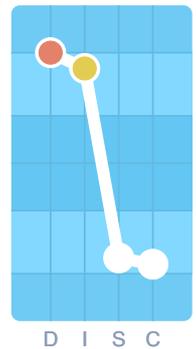
- Diplomatic
- Factual
- Organized
- Impartial
- Unemotional
- Precise
- Scrupulous



High Dominance and Influence (DI/SC)

A profile of this type represents a highly assertive person, capable of both direct, dynamic action or charming sociability as a situation demands. In combination, these factors describe a person with clear goals in life with the determination and commitment to achieve them. This style of person will seek to maintain a position of dominance, both in terms of personal authority and control, but also in a social sense - they like to feel that they are not only respected by those working with them, but also genuinely liked.

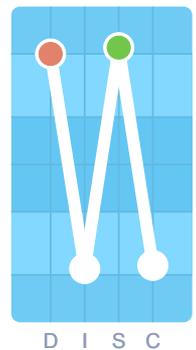
- Pro-active
- Self-confident
- Assertive
- Extrovert
- Independent
- Forthright
- Persuasive



High Dominance and Steadiness (DS/IC)

Profiles showing both high Dominance and high Steadiness are extremely rare in most circumstances. These two factors represent radically differing sets of values and motivations, such it is difficult for them to effectively coexist in a single behavioral style. In combination, there is scope for an individual like this to combine their Dominance and Steadiness to display a strongly determined and dogged style, driving purposefully towards their goals in the face of difficulties and obstacles.

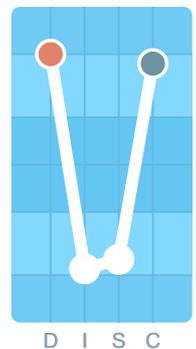
- Determined
- Resilient
- Resolute
- Committed
- Steady
- Persistent
- Stubborn



High Dominance and Compliance (DC/IS)

This 'U'-shaped profile is not uncommon. It represents a highly formal and structured individual with a forceful and blunt style. This type of person believes in getting things right, and is rarely afraid to state their mind robustly and directly. Of all possible DISC profiles, this style probably represents the least forthcoming in personal or emotional matters; individuals of this type tend to be remote and somewhat isolated, preferring to keep their own counsel.

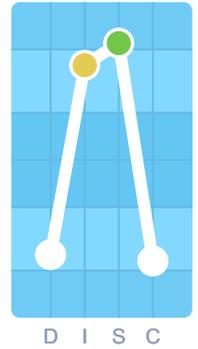
- Self-reliant
- Objective
- Demanding
- Self-motivated
- Practical
- Exacting
- Efficient



High Influence and Steadiness (IS/DC)

Influence and Steadiness are both communicative factors more oriented towards feelings and emotions than hard fact and practicalities. In combination, they describe a person oriented towards personal matters and the understanding of other people. Such an individual is confident, warm and friendly, but nonetheless is also able to extend a sympathetic ear to others and ready to help with others' problems if they can. A DISC profile with this characteristic inverted 'U' shape is often described as a 'Counsellor' Profile.

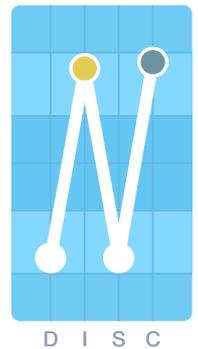
- Sympathetic
- Supportive
- Friendly
- Confiding
- Gregarious
- Personable
- Trusting



High Influence and Compliance (IC/DS)

This relatively common profile includes two factors that appear in some ways to be contradictory. On the one hand, Influence is the factor of excitement, enjoyment and extrovert impulsiveness. On the other, Compliance is related to precision, detail and carefully-followed rules. In practice these variant approaches tend to emerge depending on prevailing circumstances; this profile describes a person capable of an open and sociable attitude, but who can also present a more analytical attitude when a situation demands.

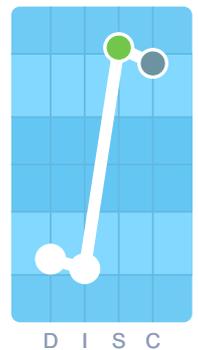
- Accommodating
- Diplomatic
- Amicable
- Conforming
- Considerate
- Tactful
- Team-oriented



High Steadiness and Compliance (SC/DI)

Profiles of this kind, showing both high Steadiness and high Compliance, are often referred to as 'Technical'. This term is used in its broadest sense: people showing this type of behavior are suited to jobs such as accountancy, computer programming or engineering, because their approaches combine accuracy and precision with the patience to work at a problem until it has been solved. They are interested in producing quality work, and will often go to great lengths to ensure that the results of their efforts are the best they can possibly achieve.

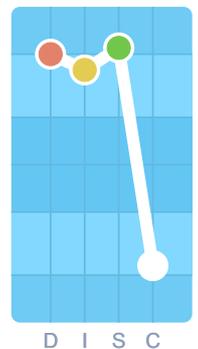
- Analytical
- Patient
- Restrained
- Cautious
- Dispassionate
- Accurate
- Conscientious



High Dominance, Influence, and Steadiness (DIS/C)

The lack of Compliance in this type indicates that independence is the key element in understanding this style. People of this kind have a clear idea of their aims in life, and the strength of will to achieve their aims. Steadiness lends this individual a sense of persistence and a willingness to work steadfastly and diligently in pursuit of their ends. There is also a sociable, open aspect to this type of person, but they also have an underlying sense of determination and assertiveness that will come to the fore when a situation demands.

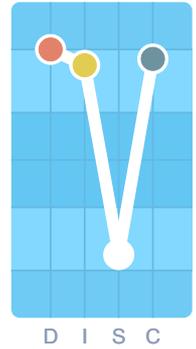
- Informal
- Emotional
- Candid
- Talkative
- Companionable
- Persistent
- Positive



High Dominance, Influence, and Compliance (DIC/S)

Speed of response and a sense of urgency are the defining characteristics of this type; their low Steadiness score suggests that their approach will be rooted in a dynamic, impatient style. This is a relatively self-controlled and ambitious style, but they also possess effective social abilities that can be expected to come to the fore in informal, open situations. While ambition and assertiveness are important elements of this style, they combine here with an awareness of the needs of others and a sense of order

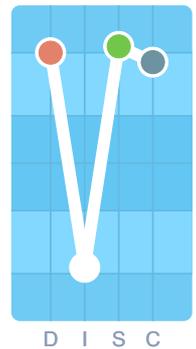
- Flexible
- Dynamic
- Exploratory
- Questioning
- Original
- Adaptable
- Unpredictable



High Dominance, Steadiness, and Compliance (DSC/I)

This is a somewhat unusual profile shape, as are all profiles containing both high Dominance and Steadiness. The main distinguishing feature of this behavioral type is the low Influence score, describing a style based more around practicality and rational thought than emotional considerations, and being generally reluctant to reveal information about themselves, their ideas or their feelings.

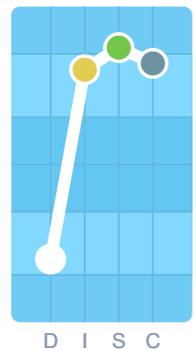
- Analytical
- Precise
- Dependable
- Factual
- Determined
- Rigid
- Stoical



High Influence, Steadiness, and Compliance (ISC/D)

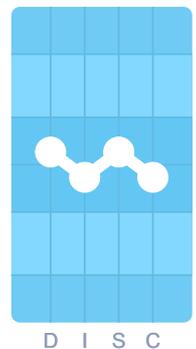
Individuals of this kind will rarely display overtly assertive or direct behavior. Instead, they will try to achieve their ends through communication, using their persuasive abilities or the powers of rational discussion. This is not an ambitious type of person; profiles of this kind reflect individual styles who rarely set distinct goals for themselves in life, but prefer instead to build strong relationships with others and pursue their personal interests or pastimes. They work particularly well as part of a team or group, being both friendly and co-operative in style, and ready to accept others' ideas.

- Co-operative
- Team-oriented
- Courteous
- Moderate
- Compromising
- Team-oriented
- Sociable



Compressed

A profile showing all four factors between 35% and 65% is described as *compressed*. The interpretation of a profile of this kind depends on where the shape appears in the overall profile series. If the Internal Profile is compressed, this might reflect a problem with the person's general lifestyle, whereas a compressed External Profile would suggest problems in the shorter term, typically related to the individual's work life.



Glossary of Terms

This Glossary covers terms used elsewhere in the report that have a specific or technical meaning in the context of a DISC analysis. For many of these terms, you will find additional comments in the right-hand margin explaining how the term applies in Mr Person's case.

Accuracy

A [DISC sub-trait](#) found in profiles showing [Compliance](#) higher than [Influence](#), also sometimes referred to as 'Caution'. The type of person to whom it refers hates to make mistakes - they check and recheck their own work, and are prone to correct errors in the work of others, whether or not they have been asked to do so. This need for certainty means that they will rarely take a risk unless absolutely necessary. They are also cautious in communication, rarely revealing more about themselves than a bare minimum.

In Mr Person's case, Accuracy is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Adaptability

A measurement derived from the [Steadiness](#) value in the [Internal Profile](#). It indicates the degree to which Mr Person feels able to adapt his approach to changing circumstances. It is used as a comparison value to suggest the effects of [Profile Tension](#).

Where Profile Tension is lower than Adaptability, as in Mr Person's case, it is unlikely to result in significant negative effects.

Analyst

'Analyst' is a term used to describe individuals in the [Controlled](#) and [Receptive](#) region of the [Style Card](#), whose style is related to the DISC factor of [Compliance](#). These are structured, organized people, who tend to follow the rules whenever they can. They are interested in precision and order. The full Analyst is found in the bottom left-hand segment of the [Style Card](#) grid, but there are various subtypes: the [Driving Analyst](#), the [Planning Analyst](#) and the [Balanced Analyst](#).

Mr Person does not belong to this type, according to his [Style Card](#).

Analytical Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), also has some features in common with the [Analyst](#), meaning that they will tend to have a more dispassionate and rule-based approach than a full [Driver](#) type.

Mr Person is not an Analytical Driver, but he does belong to the broader category of [Driver](#).

Analytical Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), also has some features in common with the [Analyst](#), meaning that they will tend to have a more dispassionate and rule-based approach than a full [Planner](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Approach

A term used in the [Style Card](#) summary to suggest the kind of approach that Mr Person will respond to in the most positive way.

In Mr Person's case, the [Style Card](#) suggests that an efficient, responsive approach will be received most favorably.

Assertive

A measure on one of the axes of the [Style Card](#). Assertiveness in this context relates to individuals who are pro-active and direct. They lead rather than follow, and like to take immediate action whenever they can. They believe in grasping opportunities and making their own way. Often independent and commanding, they prefer to give orders rather than take them, and will issue instructions rather than ask for cooperation.

Mr Person's [Style Card](#) places him high on the Assertive scale.

Note that 'Assertive' on the [Style Card](#) is distinct from, though closely related to, [Assertiveness](#) as sometimes shown in the report's Trait Analysis.

Assertiveness

In the Trait Analysis, 'Assertiveness' is a measure of Mr Person's capacity for pro-active, direct behavior. It is related to both [Dominance](#) and [Influence](#), so that profiles showing both of these at a high level will have the greatest Assertiveness.

In Mr Person's case, Assertiveness is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

Attacks

A type of [Pressure Response](#) described by the [Style Card](#). This type of behavior is found in people whose response to a problem is to use their communicative abilities to talk themselves out of it. Placed under pressure, they will adopt a verbal attacking style, accusing others of causing problems, highlighting shortcomings in systems and other people, and generally laying blame.

Mr Person's [Style Card](#) suggests that this is not his most natural response to pressure, but it can emerge in certain circumstances.

Balanced Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), incorporates elements from different styles of behavior. This means that they will tend to have a rather less dispassionate and rule-based approach than a full [Analyst](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Balanced Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), incorporates elements from different styles of behavior. This means that they will tend to have a rather less confident and extrovert approach than a full [Communicator](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Balanced Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), incorporates elements from different styles of behavior. This means that they will tend to have a rather less urgent and demanding approach than a full [Driver](#) type.

Mr Person is not a Balanced Driver, but he does belong to the broader category of [Driver](#).

Balanced Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), incorporates elements from different styles of behavior. This means that they will tend to have a rather less steady and amiable approach than a full [Planner](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Candidate

The Discus system uses 'candidate' as a convenient generic term to refer to the individual described by the report. It does not necessarily indicate that Mr Person is in the process of applying for a post.

Communicating Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), also has some features in common with the [Communicator](#), meaning that they will tend to have a more friendly and sociable approach than a full [Driver](#) type.

This is the [Style Card](#) type to which Mr Person belongs, along with approximately four per cent of the population.

Communicating Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), also has some features in common with the [Communicator](#), meaning that they will tend to have a more outgoing and expressive approach than a full [Planner](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Communicator

'Communicator' is a term used to describe individuals in the [Open](#) and [Assertive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Influence](#). This type of person is communicative and sociable, being friendly and outgoing with other people and feeling at ease in strange company. The full Communicator is found in the top right-hand [segment](#) of the [Style Card](#) grid, but there are various subtypes: the [Driving Communicator](#), the [Planning Communicator](#) and the [Balanced Communicator](#).

Mr Person does not belong to this type, according to his [Style Card](#).

Compliance

Compliance is the right-most factor shown on a [DISC](#) profile, and the 'C' of [DISC](#). It is the factor of structure, detail and fact, and those displaying high levels are interested in precision and accuracy. Because they are naturally reticent to speak out unless called on by others, it is often imagined that highly Compliant individuals are lacking in ambition. In fact, this is not the case - in this specific sense, they are similar to highly [Dominant](#) individuals in their desire for control over their environment. Because of their less [assertive](#) style, however, they will try to achieve this control through the use of structure and procedure, insisting on rules and defined codes of conduct to achieve their ends. This is the root of the 'rule-oriented' style often associated with Compliance.

Mr Person's [Internal Profile](#) shows a level of Compliance consistent with the average, but his [External Profile](#) shows a much lower Compliance level.

Controlled

Controlled individuals are practical and can appear somewhat cynical in style. They value hard facts and rational argument above emotional considerations, and prefer to follow their own ideas, rather than rely on other people. At times, they can be distrustful or suspicious, and will rarely volunteer information about themselves to other people.

Mr Person's [Style Card](#) places him high on the Controlled scale.

Cooperativeness

A [DISC sub-trait](#) found in profiles showing [Compliance](#) higher than [Dominance](#). This is the classic 'rule-oriented' [sub-trait](#), relating to a person who needs to be absolutely sure of their position and prefers to use established regulations and procedures as a framework to support their ideas. Cooperative people are so called because this aspect of their personal style extends to the need for practical support from managers, colleagues and friends, and so they tend to seek to maintain effective working relationships with others.

In Mr Person's case, Cooperativeness is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Dictates

A type of [Pressure Response](#) described by the [Style Card](#). This type of response appears where a person wishes to operate from a position of control, and they use approach as a basis for their pressure reaction. They will adopt a highly assertive, even aggressive, stance in the face of difficulties, dictating solutions and expecting immediate responses to their instructions.

Mr Person's [Style Card](#) suggests that this is his most common response to pressure.

DISC

The system used by Discus to develop a picture of a person's likely behavior. The name is an acronym formed from the four behavioral factors it measures, [Dominance](#), [Influence](#), [Steadiness](#) and [Compliance](#). DISC looks at the combinations of these factors, expressed in a variety of different ways, to provide an assessment of a person's behavioral style.

Dominance

Dominance is the left-most factor shown on a [DISC graph](#), the factor of directness, assertiveness and control, and the 'D' of [DISC](#). Like all the factors, D is a blend of positive and negative traits. On the positive side, highly Dominant individuals are independently-minded, motivated to succeed, and generally very effective at getting their own way. Less positively, they can also be hot-tempered and even aggressive under certain conditions.

Dominance is consistently high across Mr Person's [profile series](#).

Driver

'Driver' is a term used to describe individuals in the [Controlled](#) and [Assertive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Dominance](#). The term 'Driver' describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others. The full Driver is found in the top left-hand segment of the [Style Card](#) grid, but there are various subtypes: the [Communicating Driver](#), the [Analytical Driver](#) and the [Balanced Driver](#).

Mr Person does belong to the Driver type, but his [Style Card](#) shows other components to his behavior, too, describing him as a [Communicating Driver](#).

Driving Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), also has some features in common with the [Driver](#), meaning that they will tend to have a more urgent and demanding approach than a full [Analyst](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Driving Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), also has some features in common with the [Driver](#), meaning that they will tend to have a more urgent and demanding approach than a full [Communicator](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Efficiency

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Influence](#). An efficient individual is direct and assertive, but tends to take little interest in personal matters. They take an objective, analytical view and drive towards their goals ruthlessly and relentlessly. They need to see results, and may even be willing to compromise quality or detail to get them.

In Mr Person's case, Efficiency is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

Enthusiasm

A [DISC sub-trait](#) found in profiles showing [Influence](#) higher than [Steadiness](#). This is an outgoing and extrovert [sub-trait](#) that has much in common with [Friendliness](#), but with the added dimension of energy and pace. This animated style shows their interest in a topic very strongly, and their effusive nature can act as a motivating factor for others.

In Mr Person's case, Enthusiasm is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

External Profile

One of the three component [graphs](#) of a [DISC Profile Series](#). The purpose of the External Profile is to describe the style of behavior that an individual feels is appropriate to their current circumstances. The External Profile can change considerably over time, as a person's situation and environment changes - such modifications often accompany major life events, such as starting a new job or moving home.

Friendliness

A [DISC sub-trait](#) found in profiles showing [Influence](#) higher than [Dominance](#). Friendly people love to talk - communication is the strongest element of this style. They are outgoing and extrovert, but they find it far from easy to concentrate on mundane tasks, and are easily distracted from such work by the opportunity for social interaction.

In Mr Person's case, Friendliness is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Graph

The standard means of displaying DISC results. A typical DISC graph plots the values of [Dominance](#), [Influence](#), [Steadiness](#) and [Compliance](#), and connects them to form an identifiable profile 'shape'. The [Shift Pattern](#) is a departure from this - it retains the basic structure of the graph, but instead of plotting values, it displays a sequence of arrows to show movements between the [Internal](#) and [External Profiles](#).

Inactive Traits

Traits that are rarely seen in Mr Person's behavior under any circumstances. More technically, these are traits that are not strongly represented on either Mr Person's [Internal Profile](#) or [External Profile](#), and so would not normally be expected to emerge in his behavior.

Independence

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Compliance](#). This type of person feels frustrated by rules and regulations - they often follow their own ideas, or work in positions of authority. This [sub-trait](#) is common, for example, in entrepreneurial styles.

In Mr Person's case, Independence is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

Influence

Influence is the second factor described by a [DISC graph](#), and the 'I' of [DISC](#). The communicative and socially confident style of those with high Influence tends to be balanced by a rather impulsive and sometimes even irrational approach to their life and work. The urge to relate to and impress those around them can lead such a person to act in highly expressive, and sometimes unpredictable, ways.

Mr Person seems to perceive Influence as being important in his current conditions, and is likely to be demonstrating this type of behavior.

Internal Profile

One of the three component graphs of a [DISC Profile Series](#). This [graph](#) describes a person's 'inner' style, the type of behavior that can be expected when they feel completely at ease. Conversely, this style can also sometimes be seen when certain people are placed under severe pressure, because such pressure limits their capacity to adapt themselves. The Internal Profile tends to remain more constant over time than its counterpart, the [External Profile](#).

Objectivity

In the Trait Analysis, 'Objectivity' is a measure of Mr Person's ability to view a situation in a rational, dispassionate way. It is related to both [Dominance](#) and [Compliance](#), so that profiles showing both of these at a high level will have the greatest Objectivity.

In Mr Person's case, Objectivity is strongly represented in his [Internal Profile](#), but less evident in his [External](#). This suggests that, while he is capable of showing this trait, he will tend not to do so under present conditions. As such, Objectivity is categorized as a [Potential Trait](#).

Open

A measure on one of the axes of the [Style Card](#). Open people are friendly, trusting and ingenuous. They express themselves easily and value strong relationships with other people. Open individuals tend to work on an emotional level, revealing their feelings to others and being ready to sympathize with those around them.

Mr Person's [Style Card](#) places him low on the Open scale, suggesting that he is [Controlled](#) instead.

Patience

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Dominance](#). This style of person has little sense of urgency and a slow pace, which means that they are able to work in situations that others would find repetitive or dull. They are submissive in style, and ready to accept that there are some things that they cannot change.

In Mr Person's case, Patience is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

People

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behavior to which a person will be particularly receptive. The 'People' strategy relates to [Communicators](#) and associated styles. Perhaps the most important thing to a [Communicator](#) is the building of positive relationships with other people. In a negotiation, therefore, it is important to build a social relationship with the [Communicator](#) if they are to be motivated towards accepting new ideas or proposals. [Communicators](#) are also interested in the experiences of other people, and they will be receptive to discussions of the ways that a proposal has benefited others in the past.

Mr Person's [Style Card](#) suggests that he may respond to this approach, but will be more receptive to the [strategy](#) known as [Power](#).

Permanent Traits

Traits that are commonly seen in Mr Person's behavior regardless of circumstances. These are traits that are strongly represented in both Mr Person's [Internal](#) and [External Profiles](#), and so can be expected to describe his behavior under a wide range of conditions.

Persistence

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Compliance](#). Persistent people deal particularly badly with change. Once they have become established in a status quo, they find it very difficult to break out of this and adapt to a new situation. This means that they will do what they can to maintain their current state of affairs, showing great loyalty and resilience in defense of their present environment and social circle.

In Mr Person's case, Persistence is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Phrase-based

A type of DISC questionnaire consisting of short descriptive phrases, as opposed to individual adjectives. A profile derived on a phrase-based questionnaire will have been completed directly by Mr Person himself.

Planner

'Planner' is a term used to describe individuals in the [Open](#) and [Receptive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Steadiness](#). The term describes a steady, amiable type of person, who is patient and persistent, dislikes change, and prefers to take time to plan carefully before acting (hence the name of the style). The full Planner is found in the bottom right-hand [segment](#) of the [Style Card](#) grid, but there are various subtypes: the [Communicating Planner](#), the [Analytical Planner](#) and the [Balanced Planner](#).

Mr Person does not belong to this type, according to his [Style Card](#).

Planning Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), also has some features in common with the [Planner](#), meaning that they will tend to have a more open and amiable approach than a full [Analyst](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Planning Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), also has some features in common with the [Planner](#), meaning that they will tend to have a more patient and sympathetic approach than a full [Communicator](#) type.

Mr Person is not associated with this type of behavior, according to his [Style Card](#).

Potential Traits

Traits that Mr Person seems capable of demonstrating, but that are unlikely to appear under current conditions. Potential traits are those represented in Mr Person's [Internal Profile](#), but not strongly expressed in his [External Profile](#). This suggests that the traits in question may emerge under different conditions - hence the term 'Potential'.

Power

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behavior to which a person will be particularly receptive. The 'Power' strategy relates to [Drivers](#) and associated styles. [Drivers](#) relish control and authority. Whatever their situation, they will seek to dominate the proceedings. To motivate them towards accepting an idea, therefore, it is important not to challenge this desire to dominate the discussion, but to appear receptive and even mildly submissive. By offering suggestions and hints, rather than attempting to directly control the [Driver's](#) decision-making process, they can be made more receptive to a proposal.

Mr Person's [Style Card](#) indicates that he will likely respond well to this [strategy](#).

Pressure Response

A classification provided by the [Style Card](#) to describe Mr Person's likely response in a pressurized situation, from a selection of four basic approaches.

Mr Person's [Style Card](#) shows that, under pressure, he most likely either [Dictates](#) or [Attacks](#).

Profile Series

A term describing the combination of [DISC Graphs](#) that provide a basic description of a person's behavior. In Discus, the Profile Series consists of the [Internal Profile](#), the [External Profile](#), the [Summary Profile](#) and the [Shift Pattern](#).

Profile Tension

A measurement of the difference between Mr Person's [Internal](#) and [External Profiles](#), showing the degree to which he is adapting his style to meet the perceived needs of his environment. The more [Adaptability](#) there is in Mr Person's style, the more effectively he can do this, and so the report shows Profile Tension in conjunction with [Adaptability](#).

Where Profile Tension is lower than Adaptability, as in Mr Person's case, it is unlikely to result in significant negative effects.

Questionnaire

An indication of the source of the information used as a basis for Mr Person's profile and its analysis.

The use of the [Phrase-based](#) questionnaire in Mr Person's case shows that the results were derived directly from his responses to the questionnaire.

Receptive

A measure on one of the axes of the [Style Card](#). Receptiveness describes people who are patient and cautious. They prefer to avoid taking risks, and rarely take definitive action unless the pressure to do so is unavoidable. They dislike change or surprise, and will seek calm, predictable situations.

Mr Person's [Style Card](#) places him low on the Receptive scale, suggesting that he is [Assertive](#) instead.

Segment

One of the twenty-five squares that compose the [Style Card](#). The [Style Card](#) is designed so that the population as a whole will be equally distributed between its segments, so each square will represent approximately one twenty-fifth (about four per cent) of the population.

Self-confidence

A [DISC sub-trait](#) found in profiles showing [Influence](#) higher than [Compliance](#). Self-confident profiles represent people who rarely experience self-doubt, and feel at ease in almost any social situation. They mix easily with strangers, and are unafraid to initiate social contact. They can at times become over-confident, leading them to act impulsively.

In Mr Person's case, Self-Confidence is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

Self-motivation

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Steadiness](#). Action is a key ingredient of this sub-trait. This type of person feels a need to be active all the time, and is impatient with those who are unwilling or unable to keep up with their urgent pace. They react quickly to new developments, but never lose sight of their own goals and ambitions.

In Mr Person's case, Self-Motivation is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

Sensitivity

A [DISC sub-trait](#) found in profiles showing [Compliance](#) higher than [Steadiness](#). People of this kind are extremely aware of their environment and changes taking place within it, to the extent that they often notice subtle points that other people miss or ignore. In itself, this is a positive factor, but it does have the consequence that they have a very low boredom threshold and are very easily distracted.

In Mr Person's case, Sensitivity is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).

Shift Pattern

A pattern of arrows shown against a standard [DISC graph](#) layout. The arrows indicate the movements of the four [DISC](#) factors between the [Internal](#) and [External Profiles](#), indicating the shifts in [Dominance](#), [Influence](#), [Steadiness](#) and [Compliance](#), respectively. Arrows moving upward on the Shift Pattern indicate factors that Mr Person is tending to express more commonly in his behavior, while downward arrows related to factors being shown less commonly by Mr Person.

Social Orientation

In the Trait Analysis, 'Social Orientation' is a measure of Mr Person's level of focus on matters of sociability and interaction with others. It is related to both [Influence](#) and [Steadiness](#), so that profiles showing both of these at a high level will have the greatest Social Orientation.

In Mr Person's case, Social Orientation is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Steadiness

The third of the [DISC](#) factors, Steadiness is shown third from the left on a [DISC graph](#), and is represented by the 'S' of the name [DISC](#). People of this kind are patient and sympathetic listeners, with a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. They also have a persistent approach, with powers of concentration that allow them to work steadily at a task. While other profile types might become bored or distracted, the High-S (that is, person with high Steadiness) will continue to work until they complete an assignment.

Steadiness is not strongly represented in any of Mr Person's [DISC graphs](#).

Strategy

A summary designed to suggest the optimum approach to Mr Person, and the most effective way to present ideas or proposals to him. There are four standard strategies, each beginning with the letter 'P'.

The [Style Card](#) lists [Power](#) and [People](#) as the optimum Strategies for communicating with Mr Person.

Style Card

A useful graphical way of summarizing Mr Person's style, in general terms. The Style Card is subdivided into twenty-five [segments](#), and the [segment](#) most closely associated with Mr Person's behavior is marked. Most [segments](#) have their own specific names - referred to as [Style Names](#) - and Discus is able to interpret each of these and provide a summary of its implications. Specific terms used in this summary are explained elsewhere in the Glossary.

Style Name

The Style Name is a descriptive term associated with individual [segments](#) of the Style Card. It provides an immediate summary of Mr Person's approach, which is then expanded on by a more detailed breakdown provided as part of the Style Card Analysis.

The Style Name associated with Mr Person's profile is [Communicating Driver](#).

Sub-trait

A specific measure within a [DISC](#) profile, based on the relationship between two [DISC](#) factors. In each case, two factors are compared, and their levels relative to one another provide a measure of the sub-trait. For example, profiles where [Dominance](#) is higher than [Compliance](#) display the sub-trait of [Independence](#), and the greater the difference between the two, the more independent a person is. There are twelve sub-traits in total.

A summary of Mr Person's sub-traits can be found in the Traits and Profile Tension section of this report, and the definition of each individual sub-trait is given elsewhere this Glossary.

Summary Profile

The [Internal](#) and [External Profiles](#) provide valuable specific information about a person's attitudes and perceptions. In reality, however, a person's behavior is rarely based completely on one or the other of these styles, and the Summary Profile combines information from the other two to present a view of a person's most likely behavior style.

Technical Potential

In the Trait Analysis, 'Technical Potential' describes Mr Person's capacity to work carefully and diligently at detailed tasks. It is related to both [Steadiness](#) and [Compliance](#), so that profiles showing both of these at a high level will have the greatest Technical Potential.

In Mr Person's case, Technical Potential is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Thoughtfulness

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Influence](#). Thoughtful individuals plan their words and actions carefully and almost never act on impulse. Deadlines and other time constraints are difficult for this type of person to deal with. Their advantage, however, is the reliability and steadiness that they bring to their work.

In Mr Person's case, Thoughtfulness is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Transient Traits

Traits that derive from Mr Person's perceptions of his current situation, rather than being firmly established in his style. Transient traits are those strongly represented in Mr Person's [External Profile](#), but not supported by his [Internal Profile](#). As such, they represent responses to his current environment, and are unlikely to persist in the longer term - hence the name 'Transient'.

