

# Extended DISC Personal Analysis

## REPORT

Person analyzed

**Sample, Sara S**

Organization

**abc corp**

Date

**02.23.2010**



This analysis is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This analysis should not be the sole criterion for making decisions about oneself. The purpose of this analysis is to provide supporting information to the respondent in self-development.

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This page is a **description of how this style of person is typically seen by others**. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider a person's conscious ability to adapt behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

**Attributes:**

Calm, pleasant, open, sociable, polite, trustworthy, thorough, good listener, helpful, kind, adjustable, exact, undemanding, understanding, dutiful, hardworking.

**Motivators:**

Sara S is good at tasks involving human contacts. The working atmosphere should be positive, open and not too demanding (for example, in service, training and advising centers). She likes to meet and deal with people. Her unit should be successful so that there would be no need for big, difficult changes.

**Tries to Avoid:**

She tries to avoid too aggressive and quarrelsome people and situations. She prefers to be flexible with others' wishes than to start a quarrel. Sara S also tries to avoid situations which demand big, complicated decisions that have to be made without explicit instructions and support.

**Ideal Supervisor:**

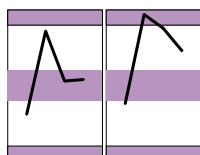
She is an ideal employee. Sara S never criticizes the tasks and always tries to do her best (so that she could be trusted). She cannot respect a supervisor who takes advantage of her employees and fails to appreciate long-term, steady work.

**Communication Style:**

She is easily approachable - she listens to and talks to you. She is usually very positive about people. She is tolerant in relationships, trying to please everybody. She does not touch the negative sides.

**Decision-making:**

She forms her opinion only when she is convinced in the matter (until then, she is respectful to other opinions and behaves accordingly). Actually she could be braver and express her opinion. Whenever she says something, she has considered all sides from everybody's point of view. She has a strong sense of right and wrong, and this may make the "absolute" decision very complicated.



## Motivators - Comfort Areas

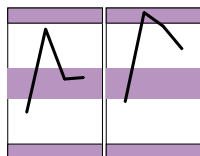
These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Good atmosphere
- Discussions with other people
- Instructions for her own work
- Close people
- Feeling of security and calmness
- Honest encouragement
- Interpersonal communication
- Own position is clearly defined in the organization
- Possibility to help and be useful
- Enough time to make decisions
- Possibility to be heard and appreciated
- Possibility to avoid mistakes

## Situations that Reduce Motivation

These are items that this style of person typically does not like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Competition against other people
- Boldness
- Toughness
- "Cold" thinking
- Distance
- Decisions requiring hard values
- Being pressured
- People who criticize
- Stubborn people
- Being alone
- Tedious solutions
- Having to communicate directly



## Strengths

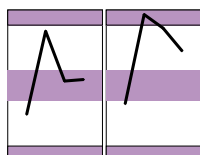
The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Puts people in a good mood
- Knows how to make things sound positive
- Does not pressure other people
- Has a conscientious attitude to work
- Appreciates differences
- Tries to avoid mistakes
- Is easy to approach
- Can listen without emphasizing herself
- Wants to help and guide
- Does not step on people's toes
- Easily adopts a serving role
- Works for the benefit of the team

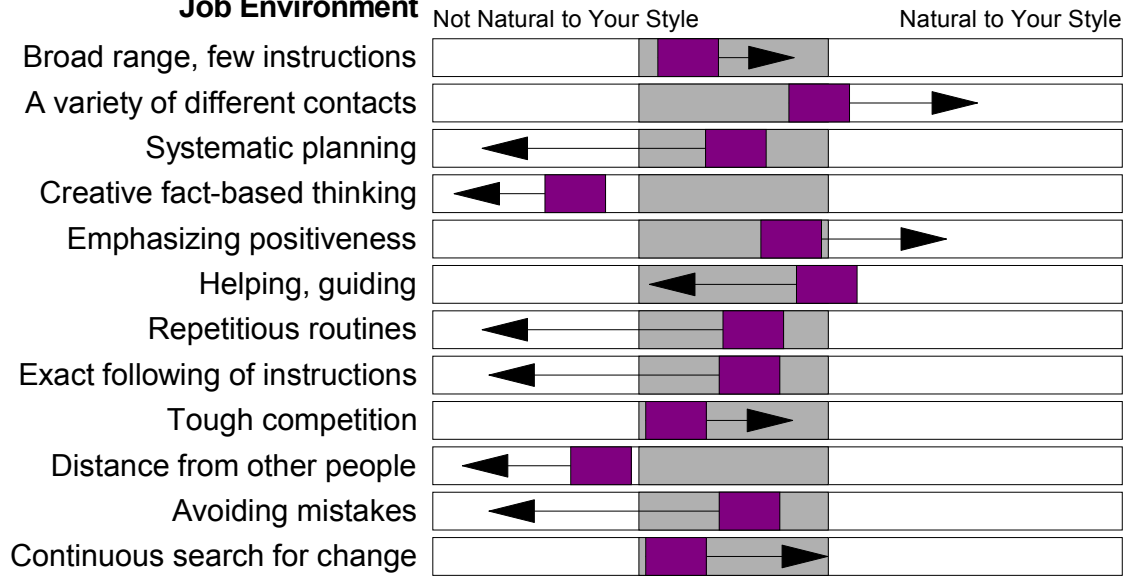
## Reactions to Pressure Situations

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

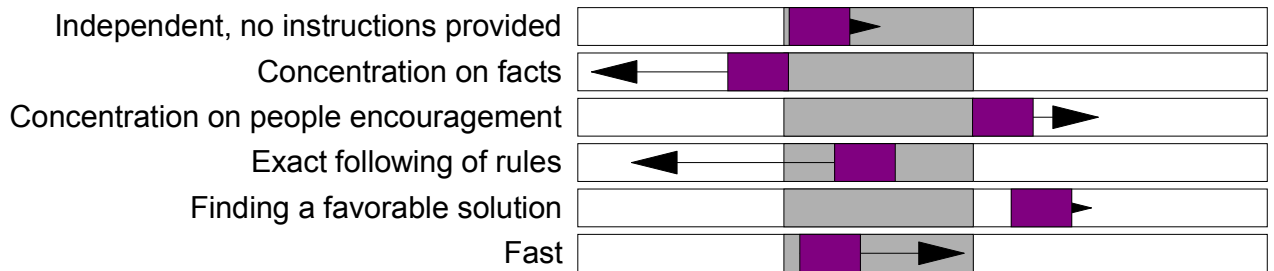
- Tries to please too much
- Can be talked into things
- Hesitates when making decisions
- Is too tolerant
- May look for personal popularity
- Requires encouragement and sympathy
- Is afraid to be alone
- Looks for support - doesn't want power
- Asks too many questions
- Believes in others too easily
- Doesn't know how to be critical
- Hesitates to begin quarrelsome things



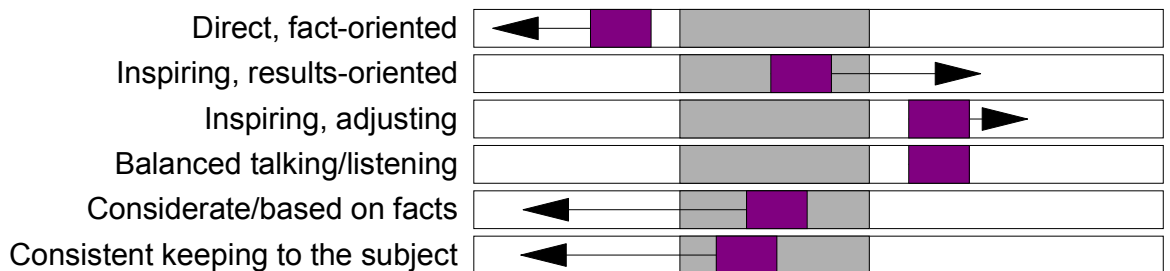
**Job Environment**



**Decision-Making**



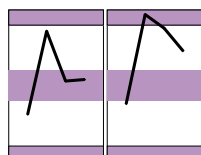
**Communication**



**Is Motivated By**



1 10



### Items that Require a Little Energy

Below are aspects of your behavioral style that are very natural and comfortable to you. Bullet points provide you suggestions how to ensure you do not overuse them so that they may become weaknesses. Overused strength may become a weakness.

#### Decision-Making - Finding a favorable solution

- Learn to realize when you cannot satisfy everybody
- Make a distinction between making a difficult decision and relating it in a positive way

#### Communication - Inspiring, adjusting

- Learn to express your opinion more directly and without doubts
- Learn to talk candidly about unpleasant things

#### Communication - Balanced talking/listening

- Learn to be more unconditional with your opinions
- Learn to steer the conversation in the direction you want

#### Is Motivated By - Encouraging atmosphere

- Learn to work with different kinds of people
- Learn to be alone and to maintain distance from others

### Items that Require a Lot of Energy

Below are aspects of your behavioral style that require a lot of more energy from you. Bullet points provide you suggestions how you may want to modify your behavior to improve your performance.

#### Job Environment - Creative fact-based thinking

- Write down just one goal that you want to work with at the moment and concentrate on it
- Learn to not to think what "other people think about this"

#### Job Environment - Distance from other people

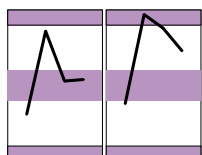
- In decision-making situations, think about what the most efficient solution would be
- Learn to be unreachable by others

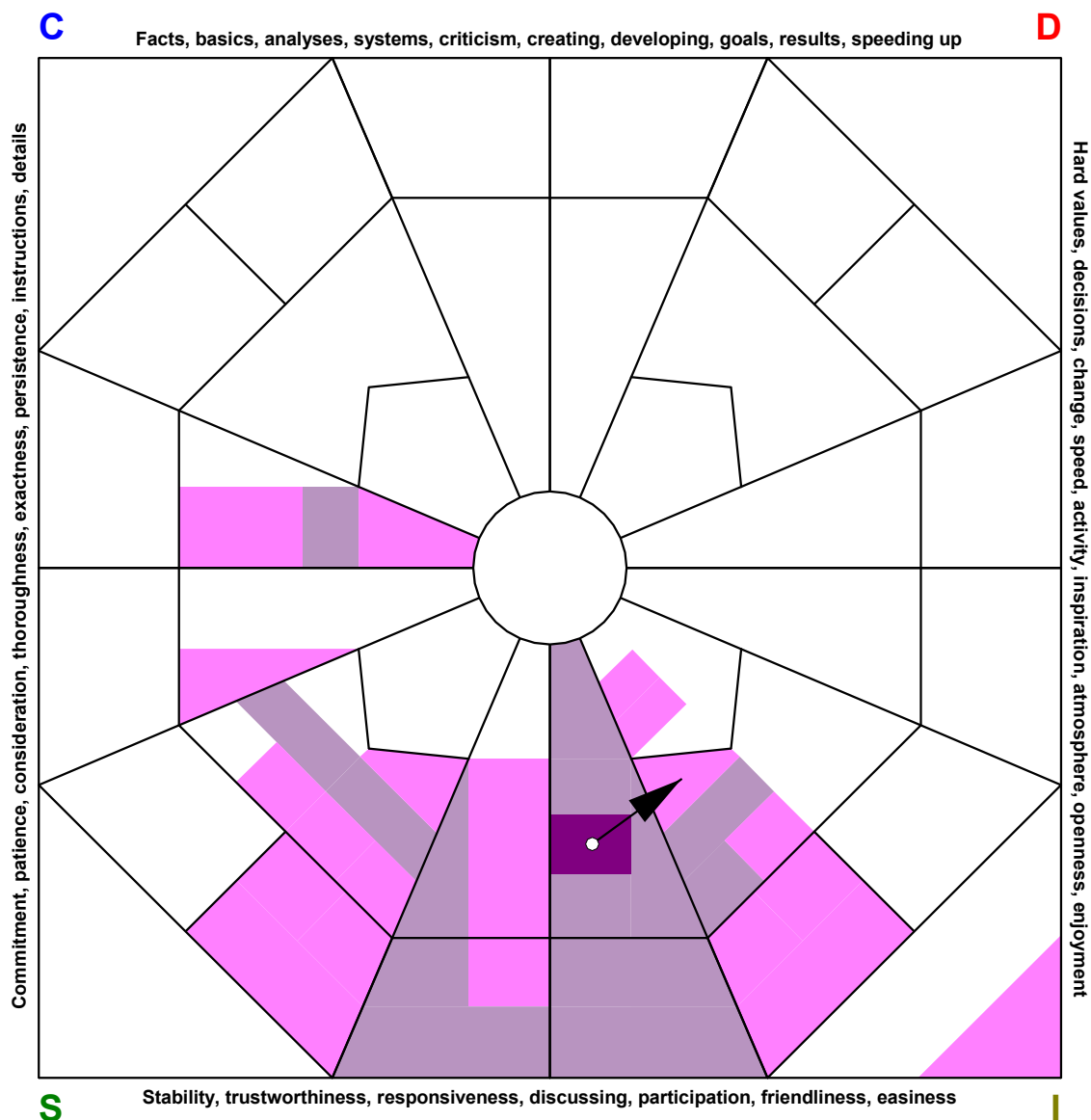
#### Decision-Making - Concentration on facts

- Try to change the decision-making situation so that it can be solved with figures
- Forget your own opinion and try to make as efficient a decision as possible




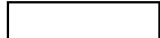
#### Communication - Direct, fact-oriented

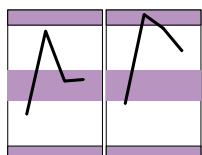
- Do not mix facts with opinions - say things the way they are
- Try to say things as concisely as possible without leaving anything out





### Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behavior



# Extended DISC Personal Analysis

## Extended DISC - Profiles

Person analyzed

**Sample, Sara S**

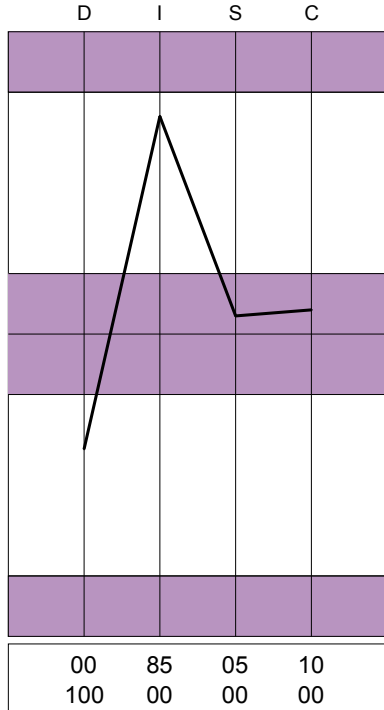
Organization

**abc corp**

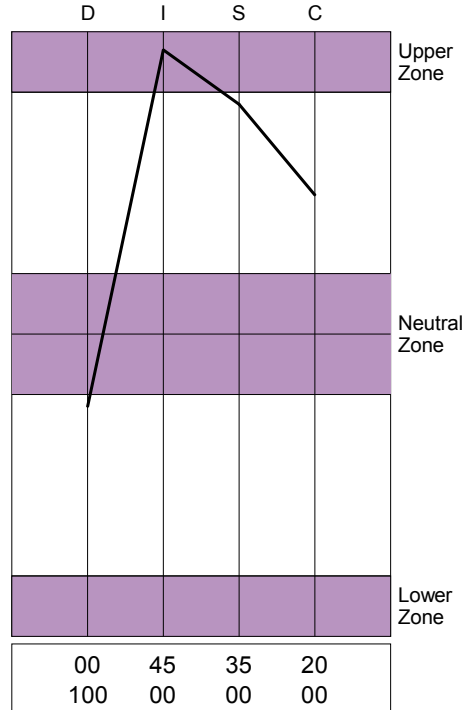
Date

**02.23.2010**

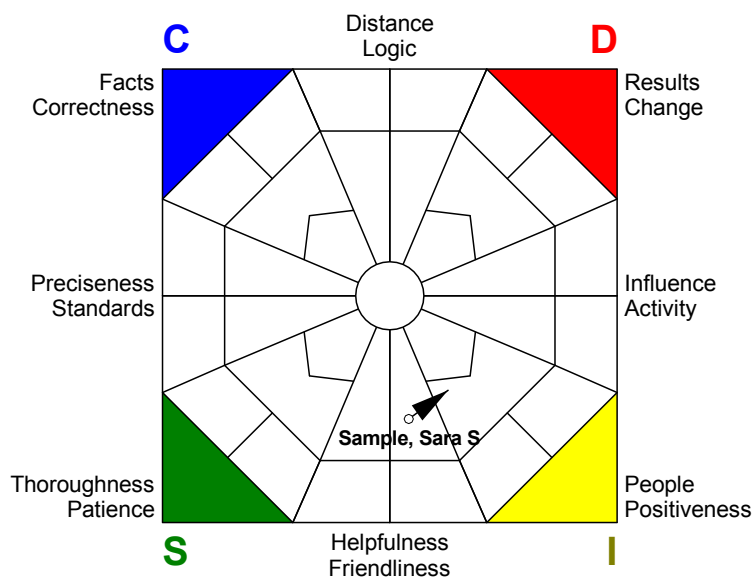
Profile I - Perceived Need to Adjust



Profile II - Natural Style



## Extended DISC - Diamond





**Your primary relationship role is: Participator**

A Participator is a pleasant and friendly conversationalist who likes to be with familiar people. He/she likes exchanging thoughts and feelings before moving into action. The Participator finds it important that everyone in the group gets to perform and express their feelings. Others find the Participator as a person who is easy to be with and who is honest toward everyone but also as a person who does not really express his/her honest opinion. In reality the Participator just finds it extremely unpleasant to bring up negative issues which would offend others, especially if they had to be justified. He/she likes working and being with others. He/she does not mind it if he/she has to guide, help or listen to others. His/her own priorities are not as important to him/her as the fact that others work well together. He/she does not want to decide for others.

**An attitude toward teamwork**

An extremely important and efficient way to work  
A way to ensure everybody does what they should do  
Making sure that the group stays together

**A role in a team**

The one who finds compromises  
A listener and a helper  
The one who participates and is present

**A role as a decision maker**

Makes decisions, at most, after having heard others  
Wouldn't want to be in a decision making position  
Makes cautious decisions

**A role as a motivator**

Understands people extremely well  
Manages to discuss and listen  
Brings up positive thought

**A role as a performer**

Does what has promised to do  
Does not always manage to stay away from the other team members  
Is able to act according to other people's instructions

**The benefit the group receives**

Taking notice of everybody's opinions  
Treating people equally  
Enough discussion and exchanging thoughts

**Convergent roles**

Stimulator, Doer

**Complementary roles**

Developer, Changer, Specialist

## Instructions for Interpreting Personal Analysis

### General Instructions

The Extended DISC® Personal Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

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

The Extended DISC® Personal Analysis divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

### D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

### I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

### S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

### C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.



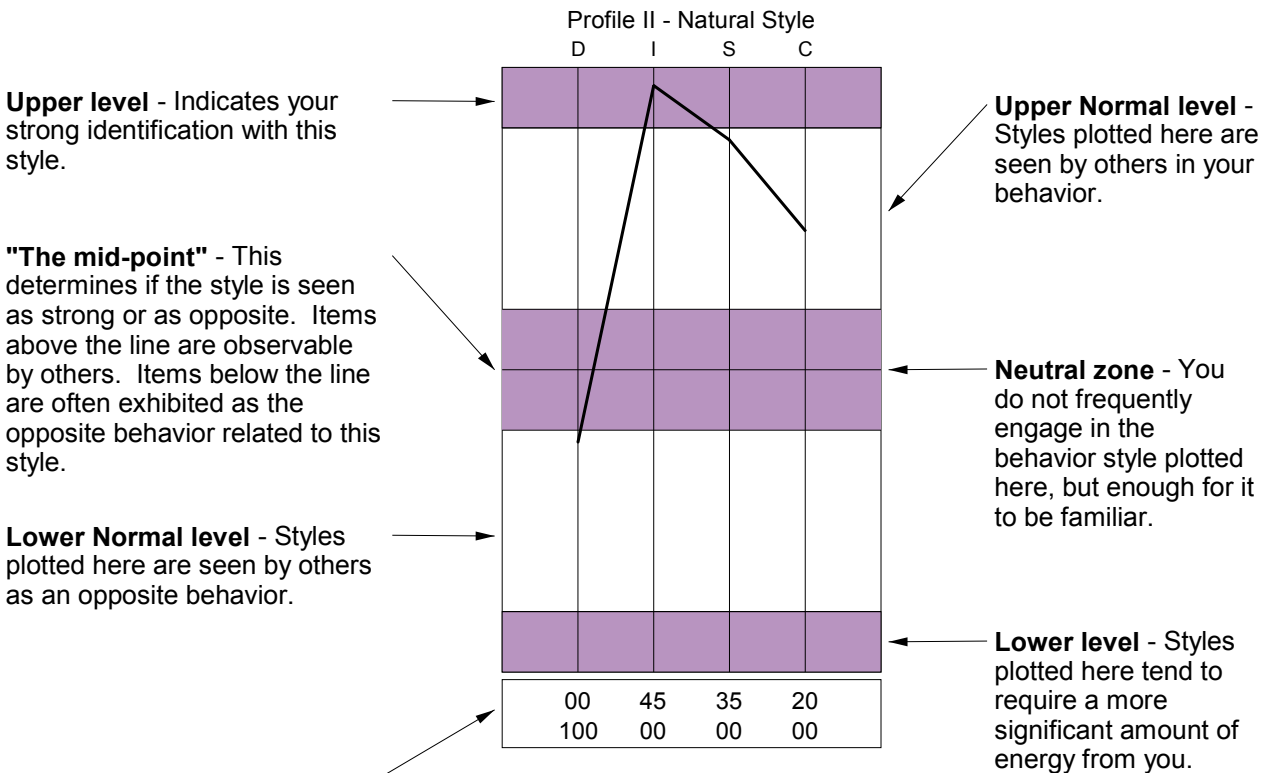
**Understanding the Profile**

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioral styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the Profiles and the Diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

**Profile I** - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

**Profile II** - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



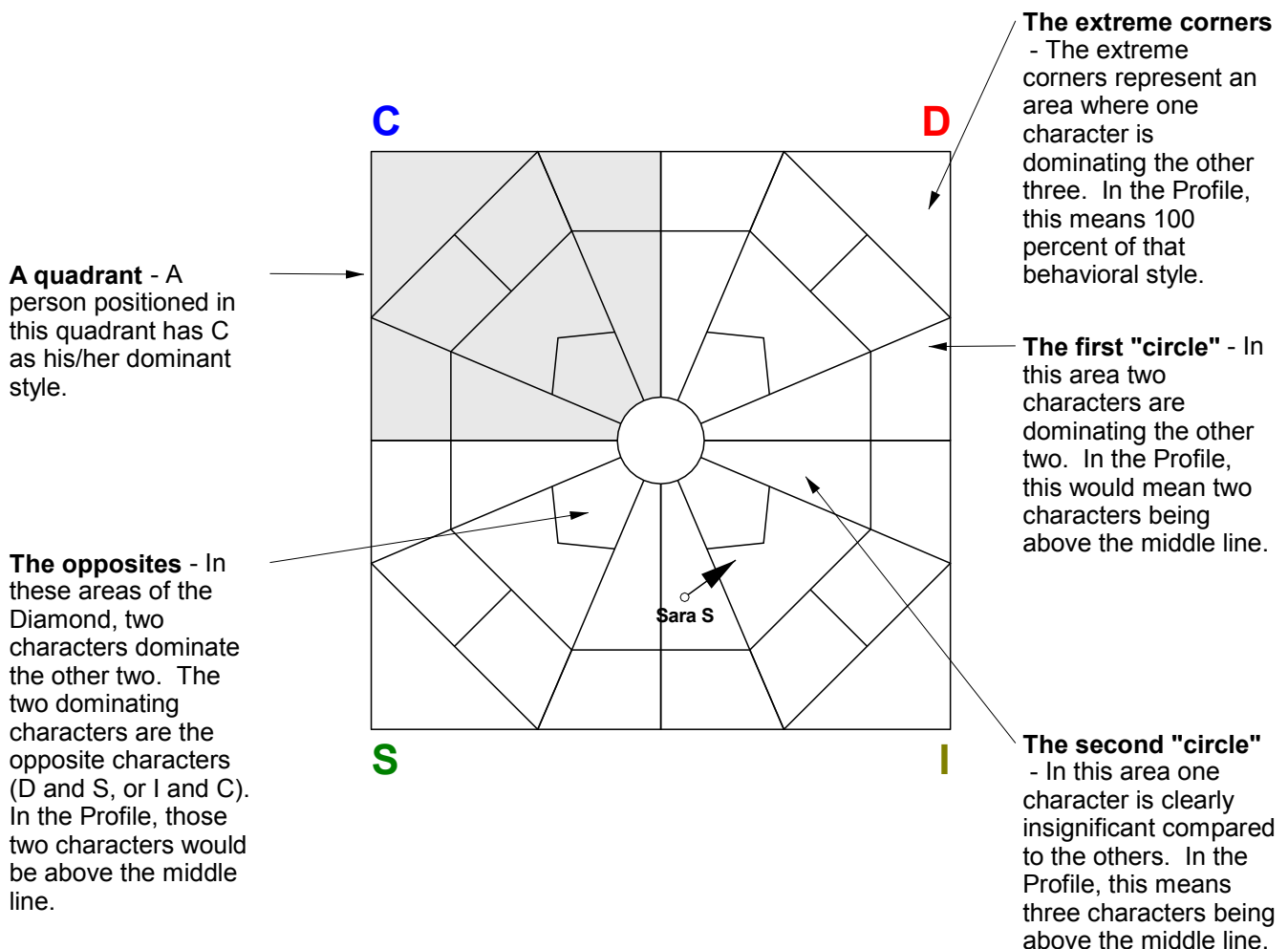
**Percentages** - Top row indicates the percentage distribution (out of 100 percent) of your strongest styles. Bottom row indicates the percentage distribution (out of 100 percent) of your less comfortable styles.



## Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioral styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.



### Narrative Page

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behavior.

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

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behavior. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

### Motivators Page

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus too much on the bottom halves of the Motivators pages - many people do. Make sure you are taking advantage of the strengths of your style.

*Motivators* = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

*Situations that Reduce Motivation* = You tend not to like these items as much.

*Strengths* = These items require less energy from you.

*Reactions to Pressure Situations* = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel in the items on the bottom halves of these pages. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

### Behavioral Competencies

This page uses a 1-10 point scale, from "Not Natural to Your Style to Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from you.

*Not Natural to Your Style* - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioral dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

The Text Part of the Behavioral Competencies highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.

### Additional Pages

Interpret Additional Pages just like the Graphical Page. The pages also use 1-10 point scales, from "Not Natural to Your Style to Natural to Your Style".

*Natural to Your Style* - most on the right. These items require less energy from you.

*Not Natural to Your Style* - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioral dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

The Additional Pages focus on:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

The Text Part of the Additional Page highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.

**Worksheet - The Narrative Page**

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

Why do you think you may not see this in your behavior?

What about others? Can they see it in your behavior?

**Worksheet - Motivators**

Identify two *Motivators* that are being fulfilled in your current position:

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

How can you maximize the impact of your *Strengths*? Be specific.

Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

How can you decrease their effect on your performance? Be specific.

Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

How can you develop in these areas to improve your performance? Be specific.



**Worksheet - Behavioral Competencies**

**Job Environment:**

Identify two areas that are comfortable for you in your current position:

Identify two areas that are less comfortable for you in your current position:

Based on the above, how can you adjust your style to improve your performance?

**Decision-Making:**

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

**Communication:**

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalize on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

**Is Motivated By:**

Identify your greatest and lowest motivator from the five motivation factors.

How can you capitalize on your greatest motivator?

Do your current responsibilities require behaviors that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?

**Improving your performance:**

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

**D-style:**

Slow down, be more patient.  
Do not jump to conclusions or snap decisions.  
Listen to others more.  
Be more aware of how you impact others.  
Do not overreact.

**I-style:**

Talk less, listen more.  
Do not react emotionally.  
Do not over promise.  
Focus more on details.  
Follow-up.

**S-style:**

Be more assertive and aggressive.  
Speak out.  
Act now, think less.  
Keep your emotions under control.  
Do not be afraid of change and new things.

**C-style:**

Talk more.  
Decide and take action faster.  
Do not be afraid to make mistakes.  
Do not lose the big picture.  
Accept ambiguity.

### How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

#### D-style:

Often appears to be in a hurry.  
Is direct, says what he/she thinks.  
May be blunt.  
States own opinions as facts.  
Interrupts others.  
May talk to many people at the same time.  
"What's the bottom line?"  
Is aggressive.  
Is demanding.  
"How does this benefit ME?"  
Very impatient.  
Becomes irritated easily.

#### I-style:

Is open and friendly.  
Talks a lot.  
Gets easily excited.  
Is animated.  
Talks about people he/she knows.  
Does not focus much on details.  
Does not listen for long.  
Does not pay close attention.  
May ask same questions several times.  
Jumps from subject to subject.  
Stays away from hard facts.

#### S-style:

Appears calm.  
Does not get easily excited.  
Listens carefully.  
Nods and goes along.  
Is easy-going.  
Asks questions and inquires about the specifics.  
Seems to have strong opinions but does not express them vocally.  
Appears thoughtful.  
Completely new ideas/things seem to make him/her uncomfortable.

#### C-style:

Appears reserved and somewhat timid.  
Is quiet.  
Focuses on details.  
Asks many questions.  
Studies specifications and other information carefully.  
Proceeds cautiously.  
Does not easily express disagreeing views.  
May have done homework on the topic.  
May be very critical; criticism based on facts, not opinions.



**Communication Considerations:**

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

**When communicating with D-styles:**

Be direct and specific.  
Provide alternatives.  
Ensure he/she "wins".  
Disagree only on facts.  
Enjoy the battle.  
Do not be emotional.  
Do not dominate.  
Act quickly, he/she decides fast.

**When communicating with I-styles:**

Be a friend, do not ignore.  
Schedule time for chatting.  
Have fun and act silly.  
Let him/her speak.  
Give recognition.  
Speak about people and feelings.  
Remember to follow up.  
Move closer.

**When communicating with S-styles:**

Slow down your presentation.  
Build trust.  
Focus on people.  
Provide the information he/she needs.  
Present issues logically.  
Secure commitment piece by piece.  
Be sincere, do not dominate.

**When communicating with C-styles:**

Provide facts.  
Do not touch.  
Be patient, slow down.  
Give plenty of detailed information.  
Control your own activity.  
Do not talk about personal issues.  
Do not pressure.  
Focus on issues.

**Dos and Don'ts with the Styles:**

Below is a checklist of what to do and what not to do with the different styles:

**D-style:**

**Do:**

Be direct.  
Provide alternatives.  
Ensure he/she "wins".  
Give immediate feedback.  
Concentrate on subject.  
Act quickly.  
Let him/her speak and listen.  
Focus on issues.  
Show interest.  
Provide direct answers.

**Don't:**

Go into all the details.  
Provide too much information.  
Try to control the situation.  
Talk too much.  
Lose focus.  
Slow down.  
Take issues personally.

**I-style:**

**Do:**

Maintain positive atmosphere.  
Help to achieve popularity and recognition.  
Allow to express him/herself.  
Take time to chat and talk.  
Be more expressive.  
Be more enthusiastic.  
Focus on the big picture.  
Focus on the people aspects.  
Get involved in the process.

**Don't:**

Talk about too many details.  
Fail to socialize.  
Bring up negative issues.  
Fail to have fun.  
Set restrictions.  
Be too practical.  
Be pessimistic.

**Dos and Don'ts with the Styles:**

Below is a checklist of what to do and what not to do with the different styles:

**S-style:**

**Do:**

Proceed in logical order.  
Ask specific questions to find out true needs.  
Provide support.  
Provide precedents to reduce uncertainty.  
Remember fairness and justice.

**Don't:**

Forget your promises.  
Make unexpected changes.  
Be unreliable.  
Forget to provide enough information.  
Move too fast.  
Be impatient.

**C-style:**

**Do:**

Listen carefully.  
Answer questions calmly and carefully.  
Be thorough; remember to include all relevant information.  
Slow down your presentation.  
Utilize written supporting materials.  
Find out what the key issues are and focus on them.

**Don't:**

Move too fast.  
Spend too much time with small talk.  
Move too close.  
Lose patience in providing all the requested information.  
Expect decisions right away.

<b>Extended DISC Personal Analysis</b>	Person analyzed <b>Sample, Sara S</b>	
	Organization <b>abc corp</b>	Date <b>02.23.2010</b>
<b>Questions</b>		

### Questions relating to the person's expressed emotions:

She does not feel any particular need to be more decisive or bolder in the current situation than her style is.

How do you handle difficult situations in your current life?

Presently she tries to be, if possible, even more extroverted and people-oriented than she naturally already is. The significance of other things has been reduced at the expense of people-orientation.

How do you influence people?

She aims at being a little more active in her current role, yet not forgetting her basic careful and considering style.

When was the last time you were pressured into being faster than you would like to be?

She does not want to be all alone because she has not got that kind of courage and "rebelliousness" that would be needed to fight against the rest of the world. Fortunately, she does not feel that she is being pressured into this direction now.

Are you afraid of taking responsibility alone?

### Questions relating to the job

You want to avoid conflicts. What are you like in a tough negotiation situation?

You are careful at making difficult decisions. What decisions do you absolutely want to make yourself?

You can be very friendly and polite. Do you manage to be that way with people who are not?

You work for the benefit of others. Tell about an incident when both you and your supervisor benefited.

You are ready to sacrifice yourself. When are you ready to sacrifice your team?