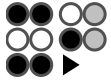


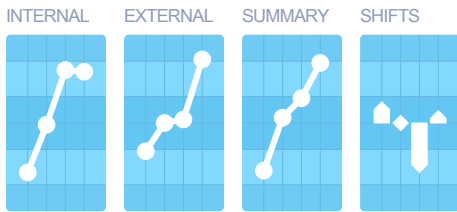
Receptive



discus[®]

classic personality
report

Report prepared by Axiom Software Ltd



Mr Michael Profile

Profile created
Mon 14 July 2003
Classic report produced
13 October 2015

PRIVATE AND CONFIDENTIAL

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

Candidate Details:

Mr Michael Profile

Profiled on 14 July 2003
 Gender Male
 Address Technology House
 Salford University Campus
 Lissadel Street
 Manchester
 M6 6AP
 United Kingdom
 Telephone +44(0)161 408 2112
 E-mail address contact@axiomsoftware.com

At a Glance

(Derived from the Summary Profile)

- Cooperative
- Practical
- Courteous
- Compliant
- Cultured
- Obedient
- Shy
- Hesitant
- Systematic
- Indirect

This report contains content at the Classic level. You can unlock even more information by upgrading to an Enhanced report, which will expand the report to include:

- Expanded Style Card analysis
- Detailed trait breakdown and descriptions
- Eleven extra sections of textual analysis
- Common DISC profile shapes
- Access to an additional Feedback Report

The Enhanced report, and especially its extra textual content, covers guidelines in management and sales, behavioural interview questions, and much more besides.

Upgrading to an Enhanced report is easy. All you need to do is sign in to Discus, choose Michael and open his DISC report on the screen. Inside, you'll find an 'Upgrade Report' button. Just click that button to permanently upgrade this report with all the extra material available at the Enhanced level.

Inside this Discus Classic Report

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About this Discus Classic Report

This report is designed to give you a comprehensive overview of Michael's personality and behaviour from multiple different perspectives, using graphical and textual content to show how Michael 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 Michael's current Profile Tension.

The main body of the report is its textual analysis; a series of sections written in natural language that discuss Michael's likely behaviour 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 behavioural assessment systems. It works by breaking down patterns of behaviour 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.

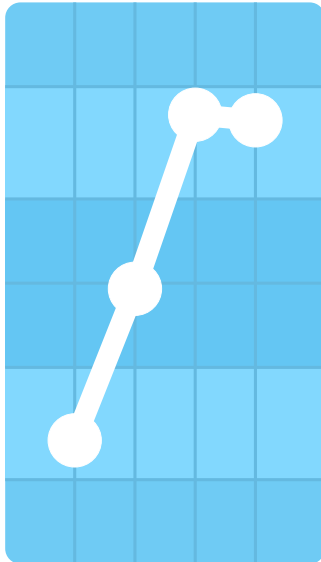
Those four factors are measured across different contexts to help interpret how a candidate will tend to behave in different situations. The result is a *DISC Profile Series*, given in detail early in the report. From those results, it is possible to extrapolate far more detailed and specific information, 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 the Michael's questionnaire responses. Each of the four graphs (Internal, External, Summary and Shift Pattern) looks at different aspects of Michael's behaviour, and at the ways he is likely to react in different sets of circumstances.

Internal

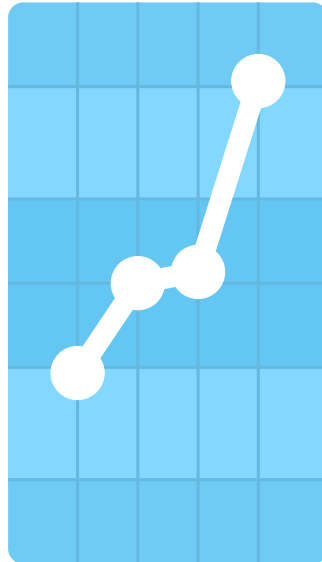


D I S C

Shape: SC/D

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

External

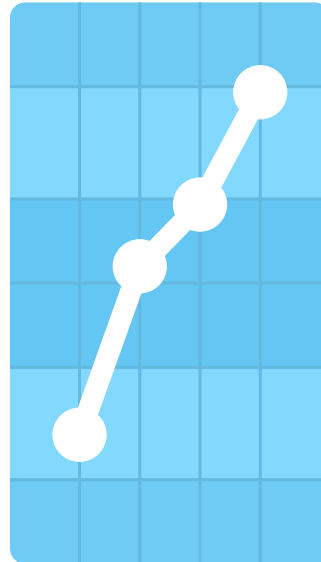


D I S C

Shape: C/D

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

Summary

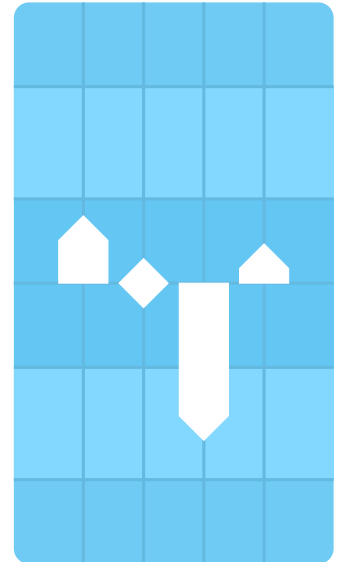


D I S C

Shape: C/D

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 behaviour.

Shift Pattern



D I S C

Shape: -/S

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.

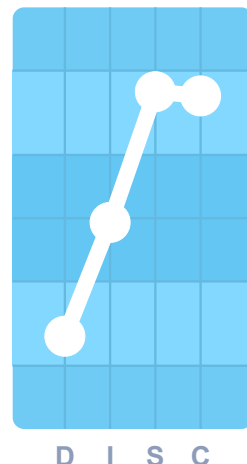
| Factor | Internal | External | Summary | Shifts | Comments |
|------------|----------|----------|---------|--------|---|
| Dominance | 22 | 34 | 23 | +12 | A co-operative individual, showing only marginally more assertiveness at present. |
| Influence | 49 | 50 | 53 | +1 | Questions of confidence and sociability are not important ones for this individual. |
| Steadiness | 80 | 52 | 64 | -28 | Typically thoughtful and patient, but rather less so in his current work. |
| Compliance | 79 | 86 | 84 | +7 | Organised and cautious, and even more so under present circumstances. |

DISC Profile Series

Internal Profile

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behaviour 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 Michael'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 behaviours independently of the role he is currently performing.



High Factors in this Profile

Steadiness: High, 80%

Michael is a person who tends to feel comfortable with the familiar and predictable; he will prefer to avoid unplanned change, or the need to adapt to new developments, especially those outside his control. Michael shows strong powers of concentration, and can work steadily and reliably on longer-term projects or plans.

Compliance: High, 79%

Michael is a person who prefers to look at matters in an organised and structured way, and who likes to be able to classify and understand events and developments. High Compliance individuals like Michael are generally uncomfortable with unpredictable situations, while his naturally cautious outlook means that he will be reluctant to take risks unless they are unavoidable.

Central Factors in this Profile

Influence: Central, 49%

The defining features of Michael's behavioural profile lie in areas other than his attitude to communication and sociability. On that level his approach is typical, being neither notably expressive and outgoing, nor particularly reticent or cautious in communication.

Low Factors in this Profile

Dominance: Low, 22%

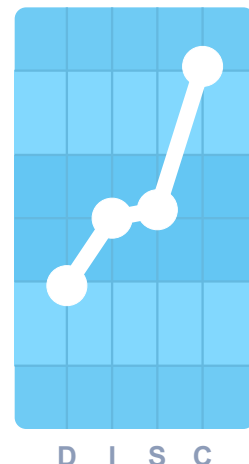
Michael will not often feel motivated to drive forward in pursuit of his own goals, but will more typically prefer to work as part of a team. His more natural approach is to respond to events as they unfold, rather than taking a pro-active or independent stance. A person of Michael's type will prefer to avoid direct action unless it is unavoidable.

DISC Profile Series

External Profile

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

It is important to note that the External Profile describes Michael'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 behaviour to adjust to those perceptions.



High Factors in this Profile

Compliance: Very High, 86%

The indications are that Michael's current role is demanding a considerable amount of his concentration and focus, in tasks such as careful planning or complex analysis. Michael's profile shows a very distinct emphasis on this element of his style under his current working conditions.

Central Factors in this Profile

Influence: Central, 50%

Michael's attitude toward social interaction in his current working conditions is ambivalent. He is not strongly emphasising that aspect of his behaviour, but that does not mean that he is not capable of outgoing and expressive behaviour when appropriate to a situation. This type of behaviour is likely to emerge as needed without defining Michael's overall style.

Steadiness: Central, 52%

Michael's Steadiness score, and therefore his working pace, falls close to a typical value. He is not notably urgent or flexible, but nor is he significantly patient or persistent in his work. He is likely to be able to adapt to either of these approaches, at least to some extent, depending on the needs of his role.

Low Factors in this Profile

Dominance: Marginal, 34%

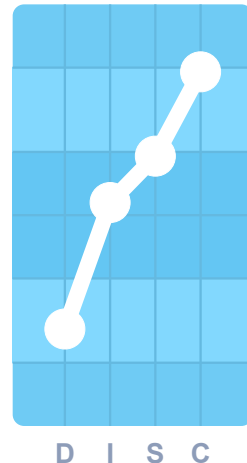
Michael is not a naturally forceful person, and in general will prefer to work co-operatively with those around him. Though he will not typically act in an overtly assertive manner, he is sufficiently independent in nature that he will be capable of displaying a more self-reliant posture if a situation demands it, though this will not be his preferred approach.

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 behaviour.

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 Michael's typical behaviour combining the more specific aspects of the Internal and External Profiles.



High Factors in this Profile

Compliance: High, 84%

Compliance is an important factor across the range of Michael's profile series, indicating that he is a person concerned with the structure and order of his environment. Individuals with a high Compliance score are concerned with matters of fact and accuracy, and will take time to study and understand new ideas where they can.

Steadiness: Marginal, 64%

Michael is a person who, on balance, will prefer to have time to consider his actions rather than acting impulsively. This is not, however, a defining aspect of his overall style, and he is capable of responding more rapidly when a situation demands it.

Central Factors in this Profile

Influence: Central, 53%

In overall terms, communicativeness and self-expression do not appear to be significant factors in defining Michael's general approach. He is not notably outgoing or socially pro-active, but neither is he particularly reserved or reticent in communication. His approach to questions of this kind is balanced, and he might take either approach depending on circumstances.

Low Factors in this Profile

Dominance: Low, 23%

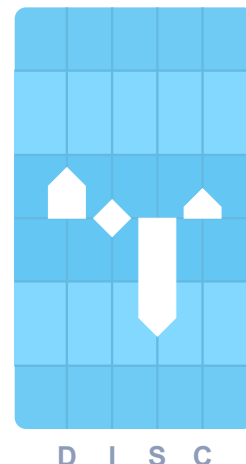
Michael will generally prefer to work with the co-operation of others rather than independently. He will not typically take charge of events, but will more usually seek to achieve consensus or agreement from those around him.

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 Michael feels a need to emphasize in his current working conditions, while downward arrows relate to factors that Michael feels a need to display less strongly than would normally be natural to his style.



Upward Shifts

Dominance: Up by 12%

The shifts in Michael's profile implies that he is currently feeling the need to show a more forthright and decisive attitude than would typically be the case. An adaptation of this kind suggests that Michael has gained individual responsibility in his working life, or found himself in a position where self-reliance is an important quality.

Stable Factors

Influence: Up by 1%

Michael'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. Michael appears to feel that he is neither too overtly expressive nor too reserved in his current working conditions.

Compliance: Up by 7%

In terms of his attitude to Compliance, Michael seems well adapted to his current working conditions. On a scale from formal and structured to informal and independent, he appears to see his natural level of these elements fits with the needs of his current conditions without any need for significant adjustment.

Downward Shifts

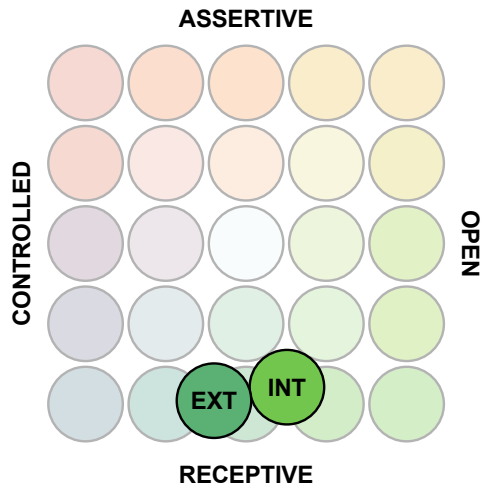
Steadiness: Down by 28%

Michael's working environment seems to be demanding a rather more responsive and active approach from him at present than he might naturally employ, or at least that appears to be his own assessment of the situation. This may involve the need to work to difficult time-scales, or the need to show a greater flexibility than Michael might usually display.

Style Card

The *Style Card* is a key underlying concept of a DISC analysis. It allows us to summarise Michael'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 Michael's general style, and also look into more specific aspects of his individual behaviour.

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 Michael feels the need to adapt his approach to match his perceptions of his current working conditions.



- Style Card showing how Michael's Internal and External profiles translate onto a Style Card grid.
- The checklist comments on this page are based on a combination of these two profiles.

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 Michael's Style Card

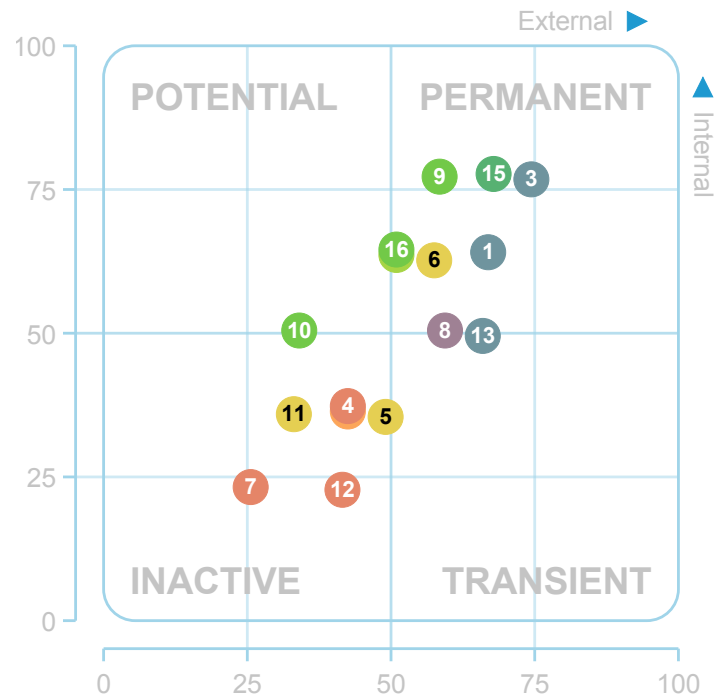
A combination lying between the Planner and the Analyst is described as Receptive. These people are retiring and unobtrusive, and reluctant to act unilaterally. They may be amiable in approach, or simply reserved and unresponsive, depending on their particular circumstances.

| | |
|-------------------|---|
| Style Name | Receptive |
| Overview | Cautious Patient Accurate Steady |
| Values | Procedure, Support |
| Seeks | Facts, Time |
| Avoids | Uncertainty, Change |
| Pressure Response | Evades / Compromises |
| Approach | Exact, Patient |
| Strategy | Proof / Promise |

Trait Summary

Trait Grid

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



Permanent Traits

PERMANENT traits are those that can be expected to appear in Michael's behaviour regularly, under varying conditions.

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

Potential Traits

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

- 10 Persistence

Transient Traits

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

- 13 Sensitivity

Inactive Traits

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

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

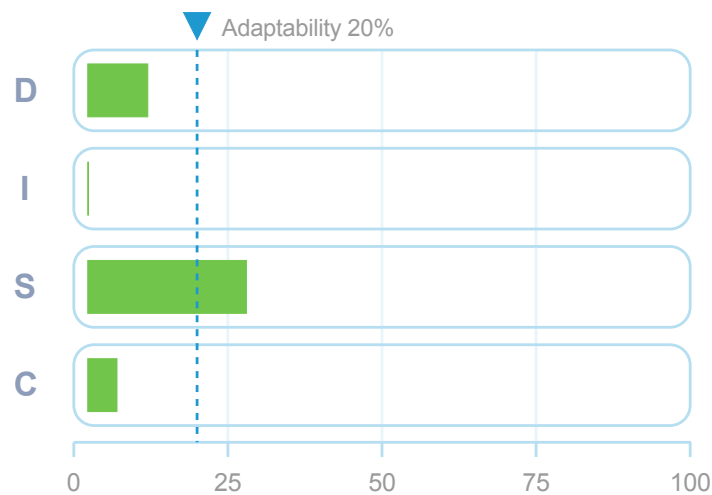
Profile Tension

Profile Tension shows the extent to which Michael feels the need to adapt his style to his current working conditions.

This tension may result in negative, pressurising effects under certain conditions, especially if Michael's style is not suited to making adaptations of this kind.

The diagram below shows Michael'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 | Steadiness |
| Factor Tension | Down by 28% |
| Probable source: | Adapting to rapidly developing situations. |
| Probable Impact | Significant |

About Profile Tension

On the Profile Tension graphic, each of the bars shown illustrates the extent to which Michael 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 a Classic Discus report containing a total of 10 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.

Inside the Textual Report

| | |
|------------------------------------|----|
| Overview..... | 13 |
| Behavioural Adaptation..... | 14 |
| Advantages and Disadvantages | 15 |
| Communication Style..... | 17 |
| Decision Making..... | 18 |
| Organisation and Planning | 19 |
| Motivation | 20 |
| Managing Style | 21 |
| Style of Management Required..... | 22 |

A Classic textual report like this one can contain sections covering up to ten different general topics, and gives you an effective overview of the key features of Michael's personal style. Even more detail is available in the Enhanced report, which adds sections covering all the following areas:

Keynotes

Guidelines in Management

Guidelines in Sales

Guidelines in Service

Guidelines in Technical Work

Exploratory Questions

Career Directions

Relationships

The Team

Pressure

Ambition and Development

Enhanced reports include more detail, too, like expanded Style Card and Trait Grid sections, as well as optional access to the extra Feedback Report.

To upgrade this report's level at any time, simply choose the 'Upgrade' option within Discus.

Textual Report

Overview

This Overview is your introduction to the main features of Michael's personality style and likely working behaviour, 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 Michael's behaviour in more specific roles or working situations.

Calm and reliable, Michael works at a steady pace to produce work of consistently high quality.

He is not demanding of others but is prepared to work in a cooperative and productive way as part of a team.

He works best if he feels that he has the support of his work colleagues.

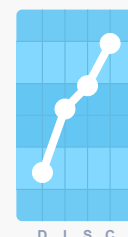
The precise, cautious and patient aspects of Michael's behaviour combine to produce potential in technical areas.

With appropriate training and experience, candidates of this kind often perform well in tasks of an intricate or complex nature.

Overview

Source: Summary Profile

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



Profile Variations

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

External Profile

(Formal or structured situations)

Michael has an interest in structure and organisation. He likes to have a clear understanding of his position, and will tend to research issues thoroughly before coming to conclusions about them. Michael most commonly thinks in terms of facts and rationality. When placed under pressure by others, he will prefer to use logical argument or appeal to the facts, rather than become involved in direct confrontation.

Textual Report

Behavioural Adaptation

Behavioural Adaptation describes the ways in which Michael is adapting his personality and behaviour 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 Michael's working situation, and his own attitude towards that situation.

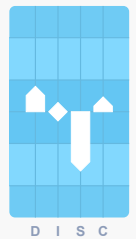
Michael's profile suggests that he is in a position where he needs to act and react rather more immediately than he would prefer.

Though he is certainly capable of determined and decisive action, he will more normally prefer to take time to consider the consequences of his actions, and his current working conditions do not appear to be providing the full scope for assessment and consideration that he would wish to apply.

Behavioural Adaptation

Source: Shift Pattern

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



Textual Report

Advantages and Disadvantages

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

Advantages

Michael's work can be expected to be of consistently high quality, as he expends time and effort to achieve the best results he can.

As a receptive individual with an orderly approach, he will be prepared to follow rules and regulations, or to accede to the requirements of management and the needs of colleagues.

Disadvantages

Because of his rather unassertive style, Michael tends toward a reactive approach.

That is, he will generally wait for events to develop before responding, rather than acting directly himself.

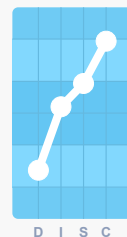
One consequence of his low level of assertiveness is his preference to avoid conflict and confrontation.

Where possible, he will avoid situations that might lead to dissent or difficulty.

Advantages

Source: Summary Profile

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



Profile Variations

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

External Profile: Advantages

(Formal or structured situations)

Michael works productively with other people. He performs well in teams or groups, having a natural willingness to co-operate effectively with others on a practical level, and is more than willing to see himself as part of a group rather than seeking to further his own personal ends. This attitude derives from the sense of structure and rule-orientation that pervades his style, so that he can normally be relied on to follow instructions and procedures conscientiously and in detail.

External Profile: Disadvantages

(Formal or structured situations)

A lack of independence, and consequently a relative dependence on others is perhaps the most distinct disadvantage of Michael's approach. Outside his particular area of expertise, he can be rather lacking in confidence, and so will look to others to provide support or advice. His reluctance to act without being sure of the outcome means that he will often refer decisions to work colleagues or management, whether or not this is actually necessary.

Textual Report

Communication Style

This section discusses the major factors affecting Michael's style of communication. As well as looking at how Michael 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.

Michael's concentration on matters of fact and careful consideration will inform his approach to communication as it does other aspects of his work.

Where he is able, he will wish to take time to accumulate information, and consider possibilities, before presenting his point of view on a topic.

A key feature of Michael's approach to communication is his limited confidence.

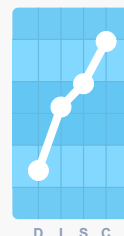
This will necessary affect the ways he interacts with others, and he will normally need to feel familiar with a situation before he feels able to interact freely and openly with others.

In less familiar surroundings, he will tend to communicate in a more formal, reserved way.

Communication Style

Source: Summary Profile

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



Profile Variations

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

External Profile

(Formal or structured situations)

Communication to people of Michael's kind, at least in a work context, will tend to be a practical matter. He responds to requests for information or action, but will tend to be reserved and soft-spoken. Despite this undemonstrative element, however, he does work well in groups, taking advantage of the practical support that such an environment can offer, and offering similar support himself.

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 Michael's decision-making process, his willingness to make a firm commitment and the routes by which he approaches such a commitment.

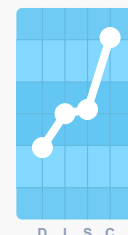
In coming to a conclusion, Michael will prefer to discuss it with his colleagues and management, where appropriate, and to take time to carefully consider the likely consequences involved.

He tends to think in terms of systems, and so his criteria for judging a situation include ease of implementation in conjunction with possible outcomes of a course of action.

Decision Making

Source: External Profile

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



Profile Variations

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

Internal Profile

(Informal or pressured situations)

An individual like Michael will do his best to avoid unplanned consequences where he can. Because of this, he will go to great lengths to ensure that such developments are avoided, and his decision making process will therefore tend towards minimising risk. He will try to achieve this by planning carefully and performing detailed analyses before making a decision, and perhaps through consultation with interested parties to make sure that he has considered all significant points.

Textual Report

Organisation and Planning

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

While he possesses relatively strong organisational skills, Michael will commonly prefer to use these as part of a group, rather than build plans on his own.

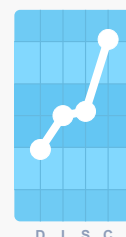
This strategy is based on his precise and cautious nature, helping to ensure that he does not overlook any relevant factors in making his plans.

He is naturally organised and structured in his approach.

Organisation and Planning

Source: External Profile

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



Profile Variations

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

Internal Profile

(Informal or pressured situations)

Not only does Michael possess a competent planning style, but, in some senses he relies on organisation and structure in order to work at his best. He looks for the support of others, in both a personal and practical sense, and the plans that he produces will normally be the result of a team effort. At the very least, he will take time to consult with his colleagues to verify the effectiveness of his proposals before implementing them.

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 Michael's natural style in this context, suggesting the conditions in which he will feel most strongly motivated, as well as potential demotivating factors.

Michael prefers to find himself in a relatively pressure-free environment, in which he can take time to plan his actions carefully and accurately, and develop a sense of familiarity with his surroundings and colleagues.

Demanding or pressured situations are difficult for Michael to deal with, but because of his reticent nature, he will often prefer to accept difficult circumstances like this rather than express dissatisfaction.

Motivation

Source: Internal Profile

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



Profile Variations

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

External Profile

(Formal or structured situations)

People like Michael, who value certainty and precision, will prepare working conditions that allow him to work positively and co-operatively with others. This is because he prefers the support of colleagues to confirm or discuss his plans and ideas before he puts them into practice. Because of this, he is probably best suited to working within a team structure, where he can make his contributions in a receptive atmosphere, and co-operate with others to achieve effective results.

Textual Report

Managing Style

An individual's behavioural 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 Michael is in a management position, the attitudes he will likely display, and the potential responses of those he is managing.

Michael will tend to adopt a democratic style of management, and is more than willing to delegate responsibility to others, especially in areas where he feels that he lacks essential knowledge or skills, though he will still want to maintain some level of control over delegated work.

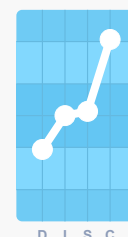
He has a somewhat indirect communication style, and dislikes confrontation with others.

Because of this, he may at times be reluctant to take direct action however strongly a situation calls for it.

Managing Style

Source: External Profile

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



Profile Variations

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

Internal Profile

(Informal or pressured situations)

In a management role, Michael will tend to develop support and co-operation within his team as a means to achieve his ends. By nature, he is rather reserved and undemonstrative, and will find effective management difficult if he is placed in a position of authority without this support. Because of this, teams managed by people of Michael's style often develop a democratic nature, and Michael will typically approach the decision-making element of a management role in a consultative fashion.

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 Michael'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.

Michael's abilities will be far more evident in the areas of planning and organisation than in direct action, and allocating his tasks accordingly will have positive results.

Michael's low level of asseriveness means that his manager should be aware that he may require help in dealing with difficult problems, particularly those that may lead to uncertainty or conflict.

Style of Management Required

Source: Internal Profile

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



Profile Variations

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

External Profile

(Formal or structured situations)

Michael will work best in situations where he feels he can rely on management attention and support. This is not because he needs supervision, but instead because he needs a sense of certainty of his position, and he will be hesitant to act effectively until he is sure of a manager's expectations. Because of this, a manager will be able to optimise Michael's performance by explaining requirements in as much detail as possible, and carefully outlining his areas of responsibility.

Relationship Keynotes

Relating to High Dominance Individuals

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

General Dynamics

Michael's preference for a structured working environment will be challenged by individuals like this, who tend to respond to events directly, and have little time for the planning or analysis that Michael might prefer. A highly Dominant character tends not to feel bound by the rules that Michael values, and Michael will need to accommodate this more instinctive approach if the relationship is to function effectively.

Communicating

Communication with a person of this kind can be difficult for Michael, as this rather more assertive individual will typically drive the agenda and make it correspondingly difficult for Michael to express his own opinions or proposals. Focusing on factual claims and emphasising potential advantages may help to build a communicative relationship in this context.

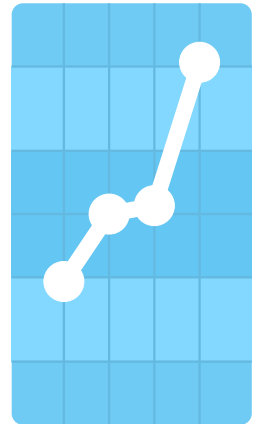
Managing

Managing an assertive and self-reliant person of this kind may be difficult for Michael, as he does not generally share those qualities, instead typically relying on expertise and knowledge in a management role. Both of these individuals, however, do share a sense of pace, and an impatience to achieve goals, and this may help to form the basis for a productive management relationship.

Team Roles

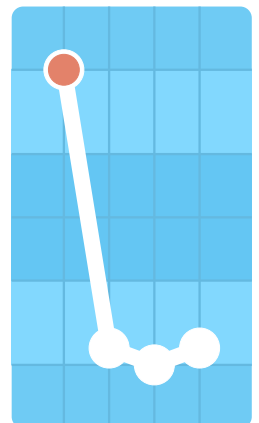
As a person with an affinity for systems and planning, it will be natural for Michael to gravitate towards a more operational role with a team. Meanwhile this more assertive individual can be expected to seek a more dominant position with the group. Despite their different team roles, people like Michael will often offer specialist knowledge or skills that can be invaluable to the team.

MICHAEL PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
DOMINANCE PROFILE



D I S C

Relationship Keynotes

Relating to 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 two individuals have divergent approaches to life and work, and finding common ground will be difficult. While Michael concerns himself with specifics and practicalities, this more outgoing colleague is more concerned with presentation and effect. Coming to appreciate the advantages of each other's quite different style will be necessary for this relationship to work effectively.

Communicating

These are two individuals with entirely different approaches to communication, and this may make it difficult for them to interact effectively. Michael is not notably outgoing, and tends to be relatively cautious and tactful in communication. By contrast, this more Influential individual is confident and expressive, and spontaneous in their communication style.

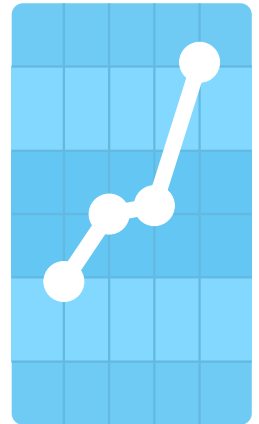
Managing

To manage a person of this kind effectively, Michael will need to be aware that their style and motivations are quite different from his own. Where Michael prefers to analyse and create structured plans, this is a more instinctive and spontaneous type of person, whose particular strengths lie in communication and interaction rather than organisation and planning.

Team Roles

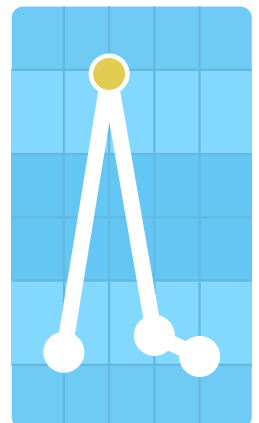
This individual's approach to teamwork contrasts with that of Michael, and as such the key to a successful team relationship will be to establish complementary roles where Michael's more analytical and cautious approach can be applied alongside this person's more immediate and instinctive nature in ways that are mutually effective.

MICHAEL PROFILE
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

Though both Michael and this individual have a relatively focused and applied attitude to their work, there are nonetheless certain differences of approach. In particular, Michael is a flexible and reactive person who enjoys novelty and variety, whereas this steadier and more patient person prefers a consistent and predictable working environment.

Communicating

Though not a notably direct or assertive type of person, Michael does have a rapid pace and a flexible approach, and can become impatient with obstacles or delays. In this context he will need to adjust his style to show a more accepting and patient side if he is to communicate in a positive way with a steady and unhurried person of this kind.

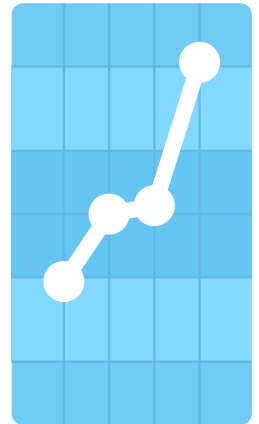
Managing

The generally factual and formal approach to management preferred by Michael will be appreciated by this individual, especially if Michael is prepared to take the time to help make his requirements clear. This may not come easily to Michael, who is not a particularly patient individual, but time spent developing this individual will help to build an effective management relationship over the longer term.

Team Roles

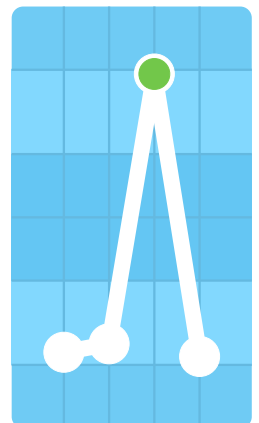
Michael has a sensitive and perceptive attitude, looking to understand the detail and nuance, whereas this more steady individual will tend to avoid questions that might undermine the *status quo*. The main challenges to this team relationship will be unplanned events: Michael's response will be to adapt while this individual will prefer to avoid confronting changes like this.

MICHAEL PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
STEADINESS PROFILE



D I S C

Relationship Keynotes

Relating to Other 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

This pair of analytical and cautious individuals share a general approach to their work, and can be expected to work well together, especially in a structured or regulated environment. One possible source of tension may be Michael's rather more flexible and urgent attitude, which tends to be relatively rare among styles of this kind and may not be shared by his colleague.

Communicating

These are two individuals with a focus on accuracy and precision, and as such their communication will typically be on a factual level. Individuals of this kind can often find common ground in the details of a topic, especially where both have similar levels of expertise and knowledge on a particular subject.

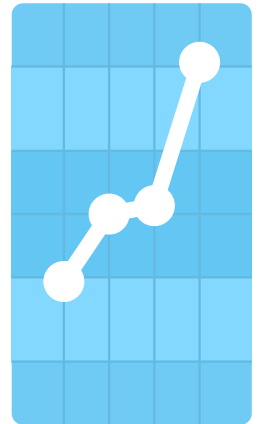
Managing

This is a person who looks for specific and detailed information from their manager, and Michael's methodical attitude means that he will usually be in a position to provide this level of information. With this shared attitude to a cautious and analytical approach, Michael will need to ensure that he does not lose sight of the larger context of his projects and goals.

Team Roles

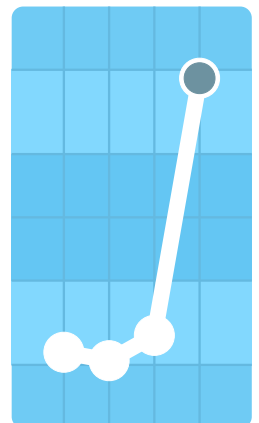
Both of these individuals share similar interests, in that they are concerned with the working of things on both an organisational and a practical level. As such, they can be expected to work productively together under most circumstances, concentrating on the more technical aspects of the team's objectives and helping to plan its projects.

MICHAEL PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
COMPLIANCE PROFILE



D I S C

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 Michael'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 Michael's case, Accuracy is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

Adaptability

A measurement derived from the [Steadiness](#) value in the [Internal Profile](#). It indicates the degree to which Michael 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 higher than Adaptability, as in Michael's case, this suggests that he will find it difficult to maintain his current adaptations in the long term.

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, organised 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](#).

Michael 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.

Michael is not associated with this type of behaviour, according to his [Style Card](#).

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.

Michael is not associated with this type of behaviour, according to his [Style Card](#).

Approach

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

In Michael's case, the [Style Card](#) suggests that an exact, patient approach will be received most favourably.

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.

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

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 Michael's capacity for pro-active, direct behaviour. 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 Michael's case, Assertiveness is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorised as an [Inactive Trait](#).

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 behaviour. This means that they will tend to have a rather less dispassionate and rule-based approach than a full [Analyst](#) type.

Michael is not associated with this type of behaviour, 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 behaviour. This means that they will tend to have a rather less confident and extrovert approach than a full [Communicator](#) type.

Michael is not associated with this type of behaviour, 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 behaviour. This means that they will tend to have a rather less urgent and demanding approach than a full [Driver](#) type.

Michael is not associated with this type of behaviour, according to his [Style Card](#).

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 behaviour. This means that they will tend to have a rather less steady and amiable approach than a full [Planner](#) type.

Michael is not associated with this type of behaviour, 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 Michael 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.

Michael is not associated with this type of behaviour, according to his [Style Card](#).

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.

Michael is not associated with this type of behaviour, 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](#).

Michael 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 [Receptive](#) and 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 [Receptive](#) 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.

Compliance is consistently high across Michael's [profile series](#).

Compromises

A type of [Pressure Response](#) described by the [Style Card](#). Those with more [Receptive](#) styles will try to avoid conflict and preserve relationships in a pressure situation. For this reason, their normal reaction will be to attempt to reach an equitable compromise solution. Because they are naturally sympathetic individuals, people like this will usually try to see both sides of an argument or problem.

Michael's [Style Card](#) suggests that this is one of his most common responses to pressure.

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.

Michael's [Style Card](#) places him approximately halfway between the Controlled and [Open](#) extremes.

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 Michael's case, Cooperativeness is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

DISC

The system used by Discus to develop a picture of a person's likely behaviour. The name is an acronym formed from the four behavioural 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 behavioural 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 not strongly represented in any of Michael's [DISC graphs](#).

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](#).

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

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.

Michael is not associated with this type of behaviour, 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.

Michael is not associated with this type of behaviour, 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 Michael's case, Efficiency is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorised as an [Inactive 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 Michael's case, Enthusiasm is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorised as an [Inactive Trait](#).

Evades

A type of [Pressure Response](#) described by the [Style Card](#). This type of response is seen in those with more [Receptive](#) styles, who wish to avoid coming into conflict with others. Faced with a difficult situation, they will try to extract themselves from it by changing the subject, or making vague promises of action. In extreme cases, they can even go so far as to ignore the problem altogether, in the hope that it will resolve itself.

Michael's [Style Card](#) suggests that this is one of his most common responses to pressure.

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 behaviour 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 Michael's case, Friendliness is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent 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 Michael's behaviour under any circumstances. More technically, these are traits that are not strongly represented on either Michael's [Internal Profile](#) or [External Profile](#), and so would not normally be expected to emerge in his behaviour.

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 Michael's case, Independence is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorised as an [Inactive 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.

Influence is not conspicuously high or low in any of Michael's [profiles](#).

Internal Profile

One of the three component graphs of a [DISC Profile Series](#). This [graph](#) describes a person's 'inner' style, the type of behaviour 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 Michael'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 Michael's case, Objectivity is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent 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 sympathise with those around them.

Michael's [Style Card](#) places him approximately halfway between the Open and [Controlled](#) extremes.

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 Michael's case, Patience is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

Permanent Traits

Traits that are commonly seen in Michael's behaviour regardless of circumstances. These are traits that are strongly represented in both Michael's [Internal](#) and [External Profiles](#), and so can be expected to describe his behaviour 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 defence of their present environment and social circle.

In Michael's case, Persistence 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, Persistence is categorised as a [Potential 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 Michael 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](#).

Michael 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.

Michael is not associated with this type of behaviour, 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.

Michael is not associated with this type of behaviour, according to his [Style Card](#).

Potential Traits

Traits that Michael seems capable of demonstrating, but that are unlikely to appear under current conditions. Potential traits are those represented in Michael'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'.

Pressure Response

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

Michael's [Style Card](#) shows that, under pressure, he most likely either [Evades](#) or [Compromises](#).

Profile Series

A term describing the combination of [DISC Graphs](#) that provide a basic description of a person's behaviour. 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 Michael's [Internal 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 Michael's style, the more effectively he can do this, and so the report shows Profile Tension in conjunction with [Adaptability](#).

Where Profile Tension is higher than Adaptability, as in Michael's case, this suggests that he will find it difficult to maintain his current adaptations in the long term.

Promise

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behaviour to which a person will be particularly receptive. The 'Promise' strategy relates to [Planners](#) and associated styles. [Planners](#) are perhaps the most compromising and malleable of the four main types. Their desire to avoid conflict or confrontation, and their wish to maintain positive and supportive relationships, means that they are willing to accept assurances and guarantees that might arouse scepticism in other styles. [Planners](#) will require time to reach decisions, and should not be forced to a conclusion before they are ready.

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

Proof

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behaviour to which a person will be particularly receptive. The 'Proof' strategy relates to [Analysts](#) and associated styles. An [Analyst](#) type will accept one thing and one thing alone - absolute proof that a proposal is sound. They will look into details and technicalities, and wish to explore issues of implementation and maintenance that other styles would quite possibly ignore altogether. It is vitally important that all of their questions are answered in full for them to feel motivated by a new idea.

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

Questionnaire

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

The use of the [Phrase-based](#) questionnaire in Michael'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.

Michael's [Style Card](#) places him high on the Receptive scale.

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 Michael's case, Self-Confidence is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorised as an [Inactive 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 Michael's case, Self-Motivation is not strongly represented in either his [Internal](#) or [External Profile](#), and so is categorised as an [Inactive 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 Michael's case, Sensitivity is not strongly represented in his [Internal Profile](#), but is somewhat more evident in his [External](#). This suggests that, while this trait is not part of his natural behaviour, he sees a need to behave in this way under current conditions. As such, Sensitivity is categorised as a [Transient 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 Michael is tending to express more commonly in his behaviour, while downward arrows related to factors being shown less commonly by Michael.

Social Orientation

In the Trait Analysis, 'Social Orientation' is a measure of Michael'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 Michael's case, Social Orientation is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent 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 seems to be an important factor in Michael's natural style, but he is tending to express it rather less frequently under current conditions.

Strategy

A summary designed to suggest the optimum approach to Michael, 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 [Proof](#) and [Promise](#) as the optimum Strategies for communicating with Michael.

Style Card

A useful graphical way of summarising Michael's style, in general terms. The Style Card is subdivided into twenty-five [segments](#), and the [segment](#) most closely associated with Michael's behaviour 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 Michael'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 Michael's profile is [Receptive](#).

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 Michael'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 behaviour 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 behaviour style.

Technical Potential

In the Trait Analysis, 'Technical Potential' describes Michael'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 Michael's case, Technical Potential is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent 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 Michael's case, Thoughtfulness is strongly represented in both his [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

Transient Traits

Traits that derive from Michael's perceptions of his current situation, rather than being firmly established in his style. Transient traits are those strongly represented in Michael'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'.

