

DISC personality profile report

Mr John Smith

Analysed on Thu 4 December 2008

Address 1 Sample Street

Anytown Anyshire AN1 1AA

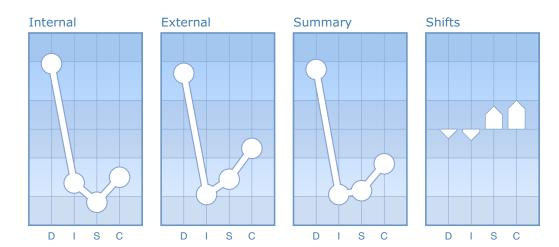
UNITED KINGDOM

E-mail contact@axiomsoftware.com

Gender Male

Notes This is a sample Plus Profile report

Report Style Classic



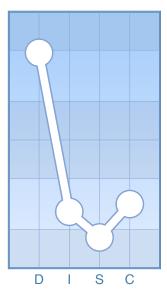
PRIVATE AND CONFIDENTIAL

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

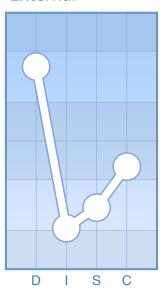
John Smith: Fast Facts



Internal



External



Keywords

- Productive
- Enterprising
- Serious
- Rational

Overview

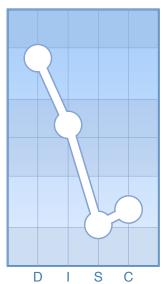


Ambitious, demanding and independent, John is a motivated and direct person who is both self-reliant and confident in his own abilities. He is committed to his goals, and channels his energies into the achievement of success. Impatient and exacting, he will expect others to comply with his aims, and will typically react in a direct and forceful manner when faced with obstacles.

His powerful and commanding style means that he is ready to express his ideas and opinions directly, and the personal drive to achieve his goals. He is most effective in positions where he is responsible for his own work, or controls and coordinates the work of other people.

Job Match:

Entrepreneurial Role



This Specific Job Match analysis has been compiled in **Recruitment** Mode, and is suitable for matching the candidate's behavioural style against a role different from that which they currently fill.



Report Contents





DISC Profile Series



A series of graphs showing the key factors in John's profile, including a Shift Pattern and a Style Card analysis.



Trait Summary



A description of the main traits present in John's personality style, also including a Profile Tension assessment showing current pressure levels.



Textual Report



A detailed textual description of John's personal style. This Classic textual report contains ten sections, including all available information for this type of report.



Job Match



An overview of John's suitability for a variety of different roles. This report includes a detailed specific job match against the role of Entrepreneurial Role.



Glossary



Your dynamic reference to all the terms in this report that are specific to Discus or the DISC system. If you're unsure of the meaning of any term in the report, check the Glossary for more information.

If you are viewing this report on the screen, you can also quickly access glossary information from elsewhere in the system by clicking terms that interest you.



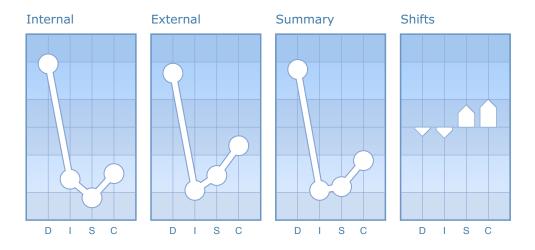
Comments



Space to add your own comments and thoughts about John's profile and the details included in this report.

DISC Profile Series





Internal Profile

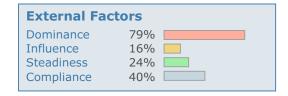
The Internal Profile reflects the candidate's true motivations and desires. This is the type of behaviour that often appears outside a working environment, or when an individual is placed under pressure.



Internal Factors Dominance 84% Influence 22% Steadiness 12% Compliance 25%

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.

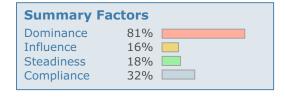




Summary Profile

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.





Shift Pattern

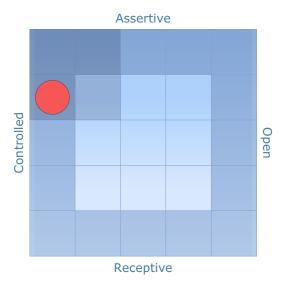
The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.



Profile Shif	ts	
Dominance	-5%	
Influence	-6%	
Steadiness	+12%	
Compliance	+15%	

Style Card





Analytical Driver: Assertive and Controlled

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



Overview Assertive, Direct, Ambitious,

Cautious

Values Results (and Procedure)

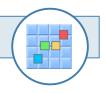
Seeks Power (and Facts)

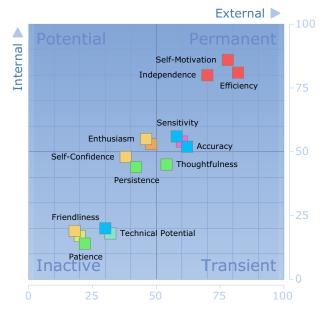
Avoids Weakness (and Uncertainty)
Pressure Response Dictates (may also Evade)

Approach Efficient, Responsive

Strategy Power (also responds to Proof)

Trait Summary





Permanent Traits



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

- Self-Motivation
- Efficiency
- Independence
- Accuracy
- Objectivity
- Sensitivity

Potential Traits



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

- Assertiveness
- Enthusiasm

Transient Traits



These are traits that John seems to feel are appropriate to his current working conditions, and so is emphasising in his behaviour. Transient traits, as their name suggests, tend to represent short-term adaptations. John's profile indicates the following transient traits:

Thoughtfulness

Inactive Traits



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

- Persistence
- Self-Confidence
- Cooperativeness
- Technical Potential
- Friendliness
- Social Orientation
- Patience

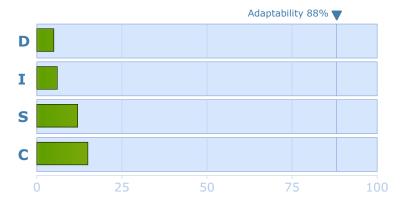
Profile Tension



Profile Tension



Profile Tension shows the extent to which John 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 John's style is not suited to making adaptations of this kind. The diagram below shows John'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 Compliance
Value Up by 15%

Probable source No significant Profile Tension detected.

Probable Impact Negligible



About This Report

This is a Classic Discus report containing all available information. There are a total of 10 different sections in this report.

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.

Textual Report Contents

Overview
Behavioural Adaptation
Advantages
Disadvantages
Communication Style
Decision Making
Organisation and Planning
Motivation
Managing Style
Style of Management Required



Overview

Ambitious, demanding and independent, John is a motivated and direct person who is both self-reliant and confident in his own abilities. He is committed to his goals, and channels his energies into the achievement of success. Impatient and exacting, he will expect others to comply with his aims, and will typically react in a direct and forceful manner when faced with obstacles.

His powerful and commanding style means that he is ready to express his ideas and opinions directly, and the personal drive to achieve his goals. He is most effective in positions where he is responsible for his own work, or controls and coordinates the work of other people.

Behavioural Adaptation

In his work environment, John is placing the emphasis of his adaptation on factors of precision, detail and care. It seems that his work demands a more cautious, analytical approach than he might be expected to display in his more general nature, and he is consequently attempting to pay more attention to the precision of his work and the accuracy of his facts.

Advantages

John's strengths derive from his dynamic and driving style; he is energetic, direct, responsive, independent and self-reliant. His sense of personal responsibility is strong, to the extent that he will prefer to operate in an environment over which he has a level of personal control. His forthright and determined style is at its best when faced with challenge and pressure.



Summary Profile: A composite overview of John's style.



Shift Pattern: Adaptations to the current working environment.



Summary Profile: A composite overview of John's style.



Disadvantages

While there are clearly situations where John's direct and assertive approach would be advantageous, there are also many where it will serve to alienate work colleagues and cause unnecessary confrontation. Urgently decisive in nature, he can be prone to reaching conclusions without giving sufficient considerations to their effects, or to the consequences of those conclusions for others.



Summary Profile: A composite overview of John's style.

Communication Style

'Control' is the watchword when considering John's behaviour. He feels a need to be in a position of personal power over his environment, and this factor will naturally affect the ways in which he interacts with other people. He is direct and uninhibited, ready to say exactly what he means, expecting others to respond rapidly and efficiently. He has little patience with prevarication or evasiveness, and can become extremely demanding and forthright when a situation calls for it.

His concentration on efficiency and achievement extends into the field of working relationships. John's style means that he finds it important to take a dominant position in his relations with others. Where he encounters others with a similar attitude and conflicting goals, it is possible that competition and even confrontation may emerge.



Summary Profile: A composite overview of John's style.



Decision Making

Personal responsibility is important to John, and as such, he takes the decision-making element of that responsibility seriously. This is particularly true because he sees decisions as an opportunity to exercise control over his environment, and important issue to people with his style. His decisions will tend to be based on questions of efficiency and results, but John's sense of self-motivation and ambition will also play a part in the process. It is unlikely, for example, that he would reach a conclusion that undermined his own authority in any way.



External Profile: Responses to the current working environment.

Organisation and Planning

John understands and values efficiency and the achievement of rapid, quantifiable results. He is therefore also aware of the need that sometimes arises for careful planning to achieve these. While he is sufficiently analytical in nature to see the value of procedure and planning, his urgent pace means that the patience and deliberate thought required for these activities does not come easily to him. Where he seems planning activities as paramount, he will most likely delegate them to less impatient and driving individuals than himself.



External Profile: Responses to the current working environment.

Motivation

John's main driving force is the need for personal control. He will want to feel that he has the freedom to act independently, and prefers not to be under direct or constant supervision if this can be avoided.

Achieving rapid concrete results is motivating to an individual like John, so that he will tend to gain more satisfaction from relatively short term tasks, where the outcome is clear and distinct, rather than longer term projects.



Internal Profile: Natural responses and underlying motivations.



Managing Style

The focus of John's management style is the achievement of rapid and effective results. Due to his direct nature, he is not given to using subtlety in communication, and instead will tend to issue instructions and opinions in a straightforward manner. His sense of competitiveness and dominance combine to give him a rather commanding air, and hence his attitude to his team will generally be quite authoritarian, especially in more pressured circumstances.



External Profile: Responses to the current working environment.

Style of Management Required

It will take a strong-minded and capable manager to effectively handle John's highly assertive behavioural style. John respects results, and will respond more favourably to a manager who can demonstrate their effectiveness. His desire for control over events is pronounced, and if he is not provided some freedom for independent action, he can be expected to lose motivation.



Internal Profile: Natural responses and underlying motivations.

Job Match: Entrepreneurial Role



This Job Match analysis has been compiled in **Recruitment** Mode, and is suitable for matching this candidate's behavioural style against roles other than that which they currently fill. It contains only Job Profiles from the **Role Templates** category.

Entrepreneurial Role ————————————————————————————————————	67%
Analytical Role	55%
Negotiating Role	52%
Demanding Leader	45%
Administrative Role	36%
Motivating Leader	36%
Adaptable Role	32%
Communicative Role	32%
Supportive Role	31%
Consultative Role	26%

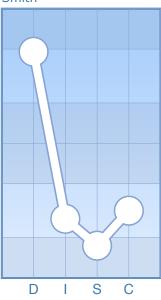
Job Match: Entrepreneurial Role





This Specific Job Match analysis has been compiled in **Recruitment** Mode, and is suitable for matching the candidate's behavioural style against a role different from that which they currently fill.

John Smith



Entrepreneurial Role

S

C

D

Factor Con	nparison	
Dominance	+3%	
Influence	-33%	
Steadiness	-4%	
Compliance	+3%	

These figures show how the DISC factors compare between John's profile and the Entrepreneurial Role Job Profile.

- Strong positive figures show factors that are too high in John's profile for the role of Entrepreneurial Role.
- Strong negative figures show factors that are too low in John's profile for the role of Entrepreneurial Role.
- Figures close to zero (in the middle range) show factors where John's style matches the ideal definition for the role of Entrepreneurial Role.

Strengths For This Job

- Ability to work without others' approval
- Driving, motivated style
- Readiness to delegate where appropriate
- Strong self-motivation skills
- Ability to work without others' support
- Readiness to act independently

Probable Training Requirements

Reluctance to speak plainly

Job Match: Entrepreneurial Role



About this job

More than anything else, this is a job that calls on a candidate to be self-reliant. A successful Entrepreneurial Role will have the determination and ambition to act directly and decisively, and be ready to direct and lead others when a situation calls for it. As an Entrepreneurial Role, the candidate can expect to face many unexpected challenges, and will need the strength of character to overcome and resolve these.

Driving Nature

It is not enough for an Entrepreneurial Role to be able to merely respond effectively to challenges. A successful candidate will also need to show a pro-active, determined and driving nature, and an ability to make and implement their own decisions. Often this role will require immediate or urgent decision making.

Independent Approach

In the role of Entrepreneurial Role, a candidate can expect little or no immediate support from outside sources. A sense of reliance on their own abilities is therefore important, and so an intrepid attitude, and an ability to thrive on challenge, will be important.

Effective Motivator

A job like this will often see the candidate in a leadership role, or at least in a position where it is important to motivate others towards a certain viewpoint or decision. Effective motivation skills will be needed to help drive and motivate others, in combination with the personal confidence to challenge others, and even risk conflict, when a situation demands it.



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 John'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 John feels able to adapt his approach to changing circumstances. It is used as a comparison value to suggest the effects of Profile Tension.

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

Analyst

'Analyst' is a term used to describe individuals in the Controlled and Receptive region of the Style Card, whose style is related to the DISC factor of Compliance. These are structured, 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.

John 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.

 This is the Style Card type to which John belongs, along with approximately four per cent of the population.



Analytical Planner

The term used to describe an individual who, while falling in the patient and thoughtful 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 Plannertype.

John 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 John will respond to in the most positive way.

■ In John's case, the Style Card suggests that an efficient, responsive 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.

John's Style Card places him high on the Assertive scale.

Assertiveness

In the Trait Analysis, 'Assertiveness' is a measure of John'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 John's case, Assertiveness 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, Assertiveness is categorised as a Potential Trait.

Assessment Mode

One of two modes available for performing a Job Match. In this mode, John's External Profile is used as a basis of comparison. This mode is intended for use in situations where John is already acting within a role, and is familiar with its requirements, so that his External Profile represents his current behaviour in that role. The alternative comparison mode is Recruitment Mode.



Balanced Analyst

The term used to describe an individual who, while falling in the cautious and reserved 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 Analysttype.

John 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.

John 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.

John is not a Balanced Driver, but he does belong to the broader category of Driver

Balanced Planner

The term used to describe an individual who, while falling in the patient and thoughtful 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.

John 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 John 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 Driversegmentof 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 Drivertype.

 John is not a Communicating Driver, but he does belong to the broader category of Driver.

Communicating Planner

The term used to describe an individual who, while falling in the patient and thoughtful 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.

John 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.

John 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 not strongly represented among John's profiles, though he is showing a slightly greater propensity to act in this way at present.



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.

John's Style Cardplaces him high on the Controlled scale.

Cooperativeness

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

In John's case, Cooperativeness is not strongly represented in either his Internal or External Profile, and so is categorised as an Inactive Trait.

Dictates

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

John's Style Card suggests that this is his most common response to pressure.

Direct Profile Entry

Where a report's cover sheet lists 'Direct Profile Entry' as the type of Questionnaire used to create the profile, this indicates that a questionnaire was not in fact used at all. Instead, the DISC factors described and interpreted in the report have been entered manually, and may not therefore represent actual profile data.

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

Dominance is consistently high across John's profile series.

Driver

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

John does belong to the Driver type, but his Style Card shows other components to his behaviour, too, describing him as an Analytical Driver.

Driving Analyst

The term used to describe an individual who, while falling in the cautious and reserved 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.

John 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.

John is not associated with this type of behaviour, according to his Style Card.



Efficiency

A DISCsub-traitfound in profiles showing Dominancehigher 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 John's case, Efficiency is strongly represented in both his Internaland External Profiles, and so is categorised as a Permanent Trait.

Enthusiasm

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

In John's case, Enthusiasm 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, Enthusiasm is categorised as a Potential Trait.

Fvades

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.

John's Style Card suggests that this is not his most natural response to pressure, but it can emerge in certain circumstances.

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 DISCsub-traitfound in profiles showing Influencehigher 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 John's case, Friendliness is not strongly represented in either his Internalor External Profile, and so is categorised as an Inactive Trait.

Graph

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

Highly Unsuitable

A term used to describe John's suitability for roles against which a Job Match produces a Match Score of less than thirty per cent - the lowest possible such classification. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within assessments - whether or not John is actually 'highly unsuitable' for a particular role will naturally depend on other factors beside his behavioural style.

Inactive Traits

Traits that are rarely seen in John's behaviour under any circumstances. More technically, these are traits that are not strongly represented on either John'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 John's case, Independence is strongly represented in both his Internal and External Profiles, and so is categorised as a Permanent Trait.



Influence

Influence is the second factor described by a DISCgraph, 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 strongly represented in any of John's DISCgraphs.

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.

Job Match

A comparison of John's DISC profile against one or more predefined Job Profiles. In each case, it is possible to derive an estimation of John's suitability for a particular role, in specific terms of his behavioural style. The broad Job Match Analysis shows a range of such comparisons expressed in percentage terms, while a Specific Job Match Analysis compares John's DISC profile against a particular Job Profile in a great deal more detail, providing a detailed investigation of different features.

Job Profile

A specialised DISC graph created to represent the ideal behavioural needs of a particular job or role. Discus is supplied with a number of standard Job Profile templates, and its built-in Job Profiler can be used to create or develop further Job Profiles as needed.

Manual Data Entry

Where this caption appears on the cover of a report, it indicates that the profile described by that report was entered manually through Discus' Direct Profile Entry option. As such, it may not represent actual behavioural data - hence this distinct warning on the report's cover.

Match Score

An assessment of John's suitability for a particular role, in behavioural terms. This is derived by comparing John's DISC profile against a Job Profile, and is always expressed as a percentage value, where 100% represents a perfect match.



Objectivity

In the Trait Analysis, 'Objectivity' is a measure of John's ability to view a situation in a rational, dispassionate way. It is related to both Dominanceand Compliance, so that profiles showing both of these at a high level will have the greatest Objectivity.

• In John's case, Objectivity is strongly represented in both his Internal 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.

 John's Style Card places him low on the Open scale, suggesting that he is Controlled instead.

Patience

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

 In John's case, Patience is not strongly represented in either his Internal or External Profile, and so is categorised as an Inactive Trait.

Permanent Traits

Traits that are commonly seen in John's behaviour regardless of circumstances. These are traits that are strongly represented in both John'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 John's case, Persistence is not strongly represented in either his Internal or External Profile, and so is categorised as an Inactive Trait.



Planner

'Planner' is a term used to describe individuals in the Openand Receptiveregion of the Style Card, whose style is related to the DISCfactor 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 Cardgrid, but there are various subtypes: the Communicating Planner, the Analytical Plannerand the Balanced Planner.

John 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 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.

John 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.

John is not associated with this type of behaviour, according to his Style Card.

Possibly Acceptable

A term used to describe John's suitability for roles against which a Job Match produces a Match Score of between sixty and seventy per cent. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within Job Match assessments - whether or not John is actually 'possibly acceptable' for a particular role will naturally depend on other factors beside his behavioural style.

Potential Traits

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



Power

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

John's Style Cardindicates that he will likely respond well to this strategy.

Pressure Response

A classification provided by the Style Card to describe John's likely response in a pressurised situation, from a selection of four basic approaches.

 John's Style Card shows that, under pressure, he most likely either Dictates or Evades.

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 John's Internal and External Profiles, showing the degree to which he is adapting his style to meet the perceived needs of his environment. The more Adaptability there is in John's style, the more effectively he can do this, and so the report shows Profile Tension in conjunction with Adaptability.

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

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.

John's Style Card suggests that he may respond to this approach, but will be more receptive to the strategy known as Power.



Questionnaire

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

• The use of the Direct Profile Entryfeature shows that John's results were not derived from a questionnaire as such, but were entered directly into the system.

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.

 John's Style Card places him low on the Receptive scale, suggesting that he is Assertive instead.

Recruitment Mode

One of two modes available for performing a Job Match. In this mode, John's Internal Profile is used as a basis of comparison. Recruitment Mode is intended for use in situations where John is unfamiliar with the needs of a role, so that the adaptations in his External Profile are unlikely to form a useful basis for comparison. As such, the factors of his Internal Profile will provide a better predictor of his behaviour in the longer term. The alternative comparison mode is Assessment Mode.

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 John'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 DISCsub-traitfound in profiles showing Dominancehigher 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 John's case, Self-Motivation is strongly represented in both his Internaland External Profiles, and so is categorised as a Permanent Trait.

Sensitivity

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

 In John's case, Sensitivity is strongly represented in both his Internal and External Profiles, and so is categorised as a Permanent Trait.

Shift Pattern

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

Social Orientation

In the Trait Analysis, 'Social Orientation' is a measure of John'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 John's case, Social Orientation is not strongly represented in either his Internal or External Profile, and so is categorised as an Inactive Trait.



Steadiness

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

Steadiness is not strongly represented in any of John's DISCgraphs.

Strategy

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

■ The Style Card lists Power and Proof as the optimum Strategies for communicating with John.

Style Card

A useful graphical way of summarising John's style, in general terms. The Style Card is subdivided into twenty-five segments, and the segment most closely associated with John'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 John'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 John's profile is Analytical Driver.

Sub-trait

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

 A summary of John'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 John'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 John's case, Technical Potential is not strongly represented in either his Internal or External Profile, and so is categorised as an Inactive Trait.

Thoughtfulness

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

■ In John's case, Thoughtfulness 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, Thoughtfulness is categorised as a Transient Trait.

Trait Comparison

The trait comparison looks at individual factors within a specific Job Match, and uses these to build a list of particular strengths, and possible training requirements. These lists relate specifically to the job in question, and their contents can, and will, change from one specific Job Match to another.

Transient Traits

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



Unsuitable

A term used to describe John's suitability for roles against which a Job Matchproduces a Match Scoreof between thirty and sixty per cent. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within Job Matchassessments - whether or not John is actually 'unsuitable' for a particular role will naturally depend on other factors beside his behavioural style.

Comments



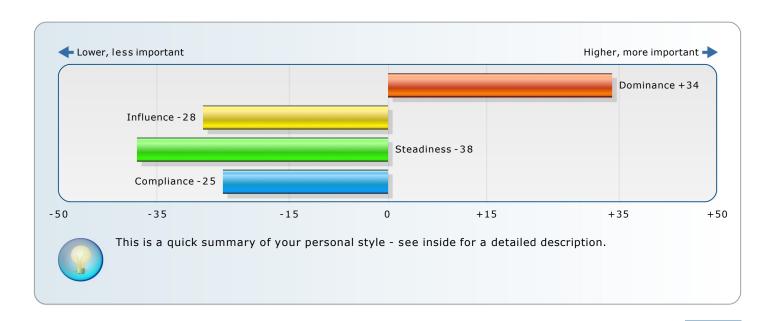
Use this page to record your own comments about John and his style.	



John Smith

Profile Created Thursday 4 December 2008

Report Printed Monday 22 April 2013



About Your Discus Personal Report

An introduction to your personal report



Welcome to your Discus Personal report

This report will give you some vital pointers to help you understand the way you currently behave, and to help you build an effective strategy to help you reach your goals.

We don't claim that this report can give you all the answers, but based on your responses to the Discus Personal questionnaire, we hope you'll find some important insights and useful life tips in this report.

What's in this report?

We've broken down the information in this report into a series of different sections, with each covering an important element of your personal behaviour.

- About You •••
 - ...describes your general approach to life and work
- Your Core Values •••
 ...looks at your most fundamental motivating factors
- Abilities, Strengths, Limitations ••
 ...highlights the unique abilities that arise from your personal style
- Personal Development •••
 ...suggests ways to develop your personal style to meet your aims
- Relating to Other People •••
 ...talks about how you interact with other people
- Your Work Style ••• ...looks at your work skills, and how you put them into action
- Planning Your Career •••
 ...suggests optimum career paths based on your personality

How To Read Your Report

Important information about your report's contents



Important information about this report

Your report has been compiled from your answers by an automatic process based purely on the answers you gave to the questionnaire. That means that it's completely objective, and it's also direct - in assessing your existing strengths, and also in making suggestions that might help you develop towards your goals.

While reading your report, it's important to be aware of a subtle effect that psychologists call *confirmation bias*. In the context of a report like this, that means that most people will tend to agree with the most positive comments about themselves, and reject less positive remarks. Often, though, it's exactly the suggestions that challenge preconceptions that are the most useful, so try to weigh the contents of the report accordingly.

That doesn't mean that we insist everything in this report must be true! The details given here are based on your answers to the questionnaire, and we hope you'll find them truly useful in helping to understand yourself, or at least give you some important topics to think about. However, the personalities of human beings are immensely variable - probably infinitely so - and a simple test like this can only cover a finite number of possibilities.

With all that in mind, we hope you find much in your report to engage your interest and suggest possibilities for the future.



Important: Don't skip this section!

If you want to get the most out of your Discus Personal report, you'll want to take a few minutes to absorb the important information on this page.



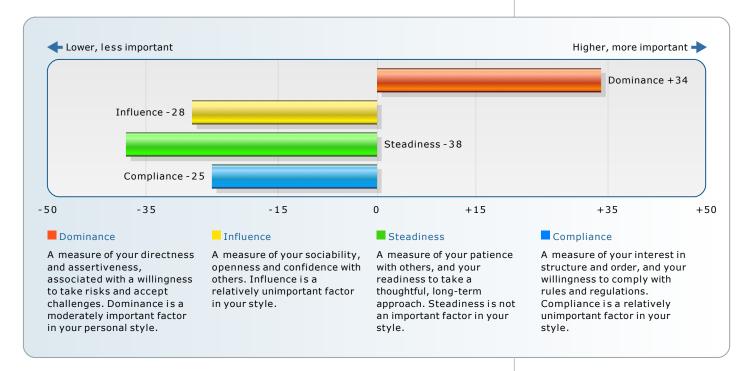
About You

An introduction to your personal style



What are the most basic elements of your personality?

We analyse the answers you gave to the questionnaire to work out the values for four fundamental factors in your personal style. From the combinations of these values, we can tell a great deal about your personality. These four most basic factors are shown in this graph:



So, what does that mean in practice?

You're a single-minded and dynamic individual with a keen sense of achievement and ambition. You have the capacity to focus on your goals, and to work towards them in a determined way. You're also independent in style: you're capable of finding your own solutions to problems, and of taking charge of a situation when required.



How are these scores calculated?

Your results are created from your answers to the Discus Personal questionnaire using a profiling system known as DISC (from the initials of Dominance, Influence, Steadiness and Compliance). DISC is widely used in professional personal assessments, and Discus Personal uses the same underlying theory to give you a personal report built using professional techniques.



About You continued...



What are your most important traits?

Some of the most prominent personality traits in your style are listed here:

Competitiveness

Being motivated by achieving prominent success.

Decisiveness

Being ready to reach a definite conclusion quickly and efficiently.

Self-reliance

Taking an independent approach to life, operating without others' support.

Assertiveness

Showing a willingness to take direct control of a situation.

Independence

Being ready to make your own decisions and act on them.

What are your most important values?

You're a driving, determined and dominant type of person. You like to take responsibility for your own life and your own decisions, and you're ready to state your ideas and opinions in a forthright manner. You're competitive by nature, and you're not afraid to risk antagonism, or even confrontation, if you're sure you're in the right.

Values are an important feature of any personality, and you can find out more about your particular set of values in the 'Core Values' section later in this report.



Handy hint

The word *trait* just refers to any distinct feature or element of your personality. If you're unsure about any of the terms used in this report, remember that you can always check the Glossary.



About You continued...



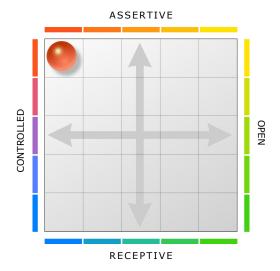
More about your general approach

Here's a selection of 'Style Keynotes' that highlight various important features of your personal style:

- You're a highly assertive type of person, with sufficient confidence in your own abilities and aims to take direct action when it's needed. You're ready to take on challenges as they arise, and you're not afraid to risk confrontation with others where a situation seems to demand it.
- You're ready to explore new possibilities and investigate new avenues if they appear to be practical and profitable. Your self-motivated attitude will normally help you to take advantage of any opportunities that might arise.
- You're a powerfully self-reliant individual, who's not afraid to take charge of a situation where necessary. Your commanding and dominant style are such that others are usually willing to follow your lead.

How does your personal style compare with other people?

The chart below divides personalities up into twenty-five blocks, and is set up in such a way that people are divided more-or-less equally across the chart (that is, each block generally contains about 4% of the population as a whole). We've marked the block that contains your style so you can see how it compares with the other possibilities.



Your style is highly Assertive, and also highly Controlled.

Assertive

A measure of willingness to take direct action, or to take charge of a situation. This is a very strong feature of your personal style.

Controlled

A measure of self-reliance, relating to an analytical and precise approach. This is a very strong feature of your personal style.

Open

A measure of a person's willingness to communicate freely and express their ideas. This kind of behaviour rarely appears in your personal approach.

Receptive

A measure of acceptance of others, and a readiness to show patience and caution. This kind of behaviour rarely appears in your personal approach.



Your Core Values

The heart of your personality



What are 'Core Values'?

For most people, the driving forces behind their approach to life can ultimately be summed up in terms of a few brief concepts. These concepts are referred to here as 'Core Values': they're the internal 'signpost' we use to judge situations, and work out how to react to them.

How do Core Values work?

For example, let's say you're a person who values 'Challenge'. If that's the case, you'll actively seek out situations that provide you with the challenging conditions you prefer, and avoid those that don't. You'll also tend to judge events and people depending on the extent to which they fulfil this particular need.

What are your Core Values?

In this section, we've selected a few Core Values that closely match your own personal style. These are the kinds of values that underlie the way you look at life, and the way you form judgements about the events and people in your life.

Competition

You're a person who tends to measure your success against those around you, and even against your own prior achievements. You'll rarely avoid a challenge, and your competitive style can lead you to perform strongly. You can use this competitive edge as an aid to personal motivation, by thinking about tasks as challenges to be met and overcome. It's important, though, to be aware of this element of your nature and to be ready to hold it back in situations that call for a more co-operative attitude.

Work

You not only have strong ambitions in life, but you're also prepared to put in the effort to reach those ambitions. You're ready to accept that hard work is essential to achievement, so that you don't object to committing yourself to something when necessary. As this is one of your core values, you'll also tend to look for a similarly committed attitude in those around you.

■ Problem Solving

You enjoy meeting and overcoming difficulties, and you have a relatively practical outlook on life, so you derive satisfaction from solving problems, and from achieving success in the face of obstacles. You have a determined attitude that will often help you to resolve an issue in a rapid and direct manner.



Positive and Negative

Core Values aren't always positive in their effects: they can have a negative impact, too. Events or developments that challenge these basic values can lead to responses ranging from disinterest to discomfort. So, an understanding of the Core Values that lie at the heart of your personal approach to life can be extremely helpful in understanding how and why you react the way you do.



Abilities, Strengths, Limitations

Understanding the advantages, and the limits, of your style



What you'll find in this section

Every different type of personality has its own distinctive strengths, and its own distinctive abilities that stem from those strengths. Those same strengths and abilities are always - without exception - balanced by limitations and disadvantages. The key to making the most of your personal style is understanding where your strengths and limitations lie. Armed with that knowledge, you can take maximum advantage of your strengths, while avoiding potential problems arising from your personal limits.

In this section, you'll find a breakdown of your most important areas of strength, each shown with all its related advantages, abilities and limitations.

Problem Solving

Strengths Your practical approach to life means that you can be effective in finding and understanding the causes of problems, and developing working solutions to them. The unusual combination of directness and patience in your style means that you're capable of the kind of solid and effective effort that's often necessary to resolve difficult issues.

Limitations The analytical attitude that helps you to understand and resolve problems can at times cause you to overlook the more personal elements in an issue. It can be useful to take time to consider others' feelings about a topic, as well as the more practical questions involved.

Directness

Strengths You're a person who's unafraid to state what you mean, and leaves others in no doubt of your opinions or ideas. This helps to ensure that you express yourself clearly and distinctly, so that there's little room for confusion about your views or opinions.

Limitations Because you take an objective and relatively dispassionate view of matters, you're rarely offended by comments that others might make. It's important to bear in mind that your attitude is not shared by all types of person: more sensitive individuals may sometimes take apparently innocuous comments more personally than they were intended.

Goal-orientation

Strengths You're a person who tends to set goals and targets for yourself, and to commit yourself to achieving those goals as efficiently as possible. Your assertive and confident style, and your readiness to rely on your own resources, will typically help you to reach the goals you set.

Limitations Your self-reliant attitude means that you tend to work towards your goals in an independent manner. Though you might enlist the aid of others if necessary, you tend to resist working as part of a mutually supportive team.



Personal Development

Directions for change in your personal style



What is 'personal development'?

As well as building a picture of your personality as it stands at the moment, the Discus Personal questionnaire can also extrapolate from that picture to identify the kinds of changes or adaptations you'd likely want to see in your approach. These adaptations are typically due to your perceptions of how you ideally need to behave to fit into your current life situation.

Personal Development is the process of adapting your personal style to meet these perceived requirements. In this section, we look at the kinds of directions you seem to be wanting to develop your style (based on your answers to the Discus Personal question set, of course). Where possible, we also offer a range of helpful advice to guide you towards those goals.

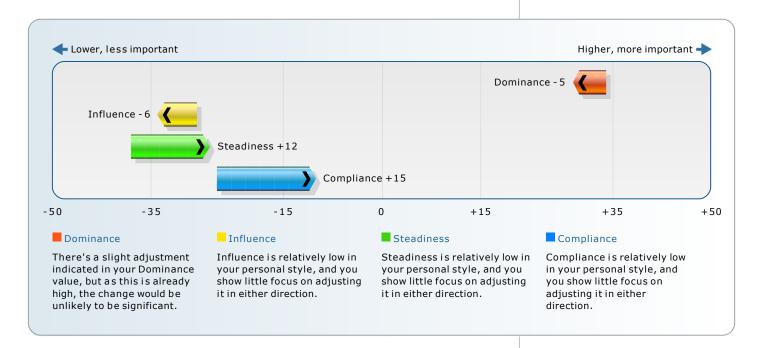
Changes shown in your results

This chart shows the changes in terms of your four main personality factors: Dominance, Influence, Steadiness and Compliance. Longer arrows indicate greater potential for change in your approach, for that particular factor. Values increase to the right of the graph, so arrows pointing right indicate that you're seeking to increase the factor in question, while arrows pointing left suggest that you're looking to decrease the factor's importance.



Judge for Yourself

The Personal Development guidelines discussed in this section are calculated from the results of your profile, but only you yourself are qualified to judge the extent they apply to your own situation. More than any other section of this report, it's important to treat these comments as objective advice, rather than definitive statements.





Personal Development continued...



What these changes mean in practice

An analysis of your personality profile doesn't suggest any significant 'shifts' between your current and ideal approaches. This means that, leaving aside minor variations, there do not appear to be any really important changes you'd like to see in your style as things currently stand.



Relating to Other People

Interacting with those around you



How do we relate to one another?

Relationships with others are probably the key component in any discussion of personality: in fact, how we perceive others, and how others perceive us, lie at the heart of what 'personality' means.

When it comes to relating to others, it's simply not possible to understand their motivations and intentions directly: instead, it's normal to consider others' behaviour through the filter of your own attitudes and presumptions. This 'filtering' effect can have an enormous effect on the way you understand others, and on the way that others see you.

Understanding others

In this section, we look at the most important aspects of your personality when it comes to understanding and judging those around you. These are the most important things you look for when you're interacting with others, and they also help to define the kinds of preconceptions you bring to bear in communication.

- You tend to interact with others on a practical level, especially when your energies are focused on achieving some task. In conditions like those, you tend to show an expectation that others will fall in with your plans, and because of your commanding style, it's likely that many will be willing to do so.
- You have a direct approach to communication, and you can sometimes state your opinions without taking time to consider their effects on other people. You're rarely affected or offended by others' comments, but it's important to remember that many people are less resilient than yourself. For that reason, you may find it useful to employ a little more tact when communicating with more sensitive individuals.
- In life in general, you're a directly assertive individual: that is, you'll rarely hesitate to act, or pause to worry about the possible consequences of your actions. This is true in your dealings with others, too, though to a slightly lesser extent. You're ready to show an open and expressive side with others, though your level of assertiveness can be markedly lower in a social setting than under more challenging conditions.



Relating to Other People continued...



How others relate to you

Your own presumptions will necessarily affect your understanding of others' personal styles, but this is equally true of everyone else. In the same way that you tend to interpret others' attitudes in your own terms, those around you will also be applying their own 'filters' to your behaviour. Those filters can be extremely varied, and there isn't space to go into all the possible combinations here, but it is possible to make a few general comments.

- You're a decisive individual, but also an adaptable one. This means that you're ready to reach a quick decision, but you're also ready to change your mind in the future if a situation changes. People who are less comfortable with change, though, tend to see altering a decision like this in a negative light. If you do find that you need to change your mind on an important subject, it's useful to take time to explain the change to those who might misunderstand your motives.
- As you rarely hide your opinions or feelings, it is likely that others will have a fairly clear insight into your personality and general style. Their reactions to that style will vary according to their own natural approach. Those who prefer a more personable, relaxed attitude may find your determined and dominant style difficult to deal with at times, but it is likely you will find respect from those with similarly self-reliant natures.
- You're a person who enjoys variety, and you're not afraid to change your mind if necessary. Others' responses to this attitude will depend on their own unique personal styles. People who share your outlook will tend to see your attitude as a positive and pragmatic one, while less urgent or dynamic types may see your approach as a little too changeable or unpredictable at times.

Learning to communicate more effectively

In communication with others, you'll most usually adopt a dominant and authoritative role, seeking to use your commanding presence to direct those around you. There are times, especially in particularly challenging situations, where this kind of forceful behaviour will be useful and effective. At other times, though, this kind of attitude can be received rather less well, and may give rise to antagonism.

You can help to improve communication by judging the needs of a situation more carefully. Where a dominant attitude presents no clear advantage, it will be worthwhile adopting a rather more receptive or conciliatory approach, to help build more productive communications with other people.



Your Work Style

How your personality affects the way you work



What is your 'work style'?

Success in the work arena is as dependent on your personal style as any other aspect of life. In this section of your personal report, we look at the ways your particular defining characteristics will tend to affect the way you operate in a working environment. We also look at how you're likely to behave in some common working situations.

Your most important work skills

Every different personality type has its own associated set of work skills, and of course there are very many of these, depending on the detailed circumstances and the requirements of a particular job.

Here, we select some of the most important work skills suggested by your profile style.

Self-reliance

You're a person who not only works well on your own, but probably performs better where you're able to take your own responsibility for your actions. You're concerned with solving problems on a practical level, and because of your determination and your focus on facts, it's likely that you often succeed in achieving your aims.

Decisiveness

Your driving style brings with it an impatience to achieve and move forward, and because of this you're ready to make a definite decision when others might feel uncertain how to proceed.

Independence

You're a person who's ready to take on responsibility for tasks or projects as necessary, and to direct others to achieve a required result. Your self-reliant and determined style gives you a rare ability to meet challenges and overcome obstacles in the interests of achieving your goals.



Your Work Style continued...



Performance in a leadership role

You have one of the most effective leadership styles that there is, especially where a team needs to be led in circumstances that are particularly pressured or challenging. You combine a decisive attitude and strong motivation to succeed with the personal dominance to help drive others in the directions they need to go.

Performance as part of a team

With your enterprising and self-reliant approach to life, you're probably a person who prefers to work alone than as part of a team. You can be quite authoritative in approach and, within a group, it's quite likely that you'll place yourself in some sort of position of leadership within the team. As a person who concerned with achievement and efficiency, your particular skills should help the team to improve its productivity and effectiveness, as long as you can express them in a positive way.



Planning Your Career

Finding a role that suits your personal style



What types of roles suit you best?

The key to successful career planning is to identify roles that match your natural abilities, so that they can provide a working environment where you not only feel engaged and motivated, but also make the most effective use of your natural talents. In this section, we look at some of the types of roles that will suit your style particularly well.

Remember that this analysis is based specifically on your *personality style*, and no other factors. Many of the roles or careers that we discuss here will also involve specialist interests, abilities or skills that lie outside the realm of this assessment. Those factors aside, these are the types of roles that match your particular personal approach.

Business Owner

With your levels of personal reliance and dynamism, a clear career opportunity would be to create and develop your own business. You have the determination to succeed, and the reserves of motivation and energy, to give you the levels of personal commitment that will be needed to make a business succeed.

Business Consultant

Your approach to work is both analytical and cautious, meaning that you prefer to look into questions in detail. You're also able to consider the more business-oriented elements of a situation, such as the needs for efficiency and productivity. This combination of capabilities can be useful in uncovering improved business strategies, and exploring new commercial possibilities.

■ Marketing Consultant

A consultancy role of this kind will benefit from a capacity to rapidly appraise an existing marketing strategy, together with the creative and original style to develop new strategies and present innovative ideas. You have all these features within your style, as well as the directness and communicative abilities to express your ideas and persuade others to accept them.

What other types of roles suit you well?

Here are a selection of further roles from our careers database that might match the approach described by your personality style:

- Police work
- Entrepreneur
- Lawyer
- Credit Controller
- Writer



Planning Your Career continued...



Using this report in your CV

When preparing a CV (or *résumé*) many people include a short summary of their personal style as part of their self-description, and the contents of this report should be helpful in defining the type of information you could include in your own CV. If you want to create a self-summary like this, the following template is tailored to your personality style, and should provide a helpful starting point.

I'm a highly determined and direct type of person, with a keen sense of my goals, and the drive and self-confidence to work towards them effectively. I have a naturally commanding style, and I have the self-reliance and personal authority to take charge when a situation requires it. I'm rarely deterred by difficulties, and I relish the opportunity to overcome with new challenges.



You might also find it useful to list your most important personality traits. These are listed in the 'About You' section of this report but they are reproduced below for your convenience:



Competitiveness

Being motivated by achieving prominent success.

Decisiveness

Being ready to reach a definite conclusion quickly and efficiently.

■ Self-reliance

Taking an independent approach to life, operating without others' support.

Assertiveness

Showing a willingness to take direct control of a situation.

Independence

Being ready to make your own decisions and act on them.

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Glossary of Terms



Confirmation bias

A common tendency to focus on comments that reinforce preconceptions, and disregard or reject those that challenge existing ideas.

Core value

One of the most fundamental underlying values of a personality, from which actions and behaviours tend to ultimately originate.

Filter

A series of expectations and presumptions applied by one person to another's behaviour, based on their own personal style.

Role

A set of expected or required behaviours related (for example) to a particular job.

Trait

A general term for any identifiable factor or element of the personality.