



# CONFLICT MANAGER DISC

RELATIONSHIP BUILDING GUIDE

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1970

**Sample John**

IT Developer

Deep Blue Sea Organization



**INSUNRISE**  
PSYCHOMETRIX

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## Content

INTRODUCTION	3
CHAPTER 1 - General Descriptions of Behaviour	4
CHAPTER 2 - Motivating Stimuli	6
CHAPTER 3 - DEMOTIVATORS. What John Seeks to Avoid	7
CHAPTER 4 - John's Strengths	8
CHAPTER 5 - John's Inefficient Behavior	9
CHAPTER 6 - Behaviour in Conflict Situations	10
CHAPTER 7 - Reputation. How others perceive John	11
CHAPTER 8 - John's Ideal Mentor	12
CHAPTER 9 - Recommendations for better communication – WHAT TO USE	13
CHAPTER 10 - Recommendations for better communication – WHAT TO AVOID	14
CHAPTER 11 - EFFECTIVE COMMUNICATION	15
CHAPTER 12 - INSUNRISE ROSE - Instructions	16
CHAPTER 13 - INSUNRISE Rose® - Personal	17
Personal Development Plan	18



## INTRODUCTION

This document is a report on your behavioral style.

Assessment System DISC INSUNRISE® is based on the behavioral model developed by the American scientist PHD, Doctor William Moulton Marston of Harvard University (May 9, 1893- May 2, 1947).

In 1928 Dr Marston published "The Emotions of Norman People" in which he described the DISC theory. The main concepts of this theory are the foundation of the DISC Behavioral Model.

Thousands of scientific experiments and tests based on the DISC model have been carried out. These tests proved that individuals possess both unique characteristics and common patterns. The common patterns help to measure and define individual style of personal behavior.

Research shows that behavioral style cannot be "good" or "bad". Each person can be successful and efficient if he understands his own strengths and weaknesses. DISC INSUNRISE "Individual Style Report" does not grade personal behavior but only describes and measures it.

Better self-awareness may help you to improve your interaction with the others and better adapt to the environment.

Treat the Behavioral Style Report in a creative way. Just cross out the statements you disagree with but only after consulting with people you trust- your friends, relatives or colleagues. You may not be aware of some traits of you character!

Try to create your own Personal Development Plan based on this survey.

Use only professional tools!

Be successful!

Your INSUNRISE Psychometrix Inc.



## General Descriptions of Behaviour

This chapter of the report deals with the main tendencies of John's behavior. These are the traits that he is most likely to show in his natural environment, when John is not under stress or influence of other factors and is not trying to fit a situation.

- Caring, deliberate, calculating, introvert, traditionalist, constant, stable, cooperative, unobtrusive, distrustful, systematic, logical, scrupulous, doubtful, skeptical, undemonstrative, controls his emotions, peaceful, conscientious, service-oriented, law-abiding, careful, moderate, reserved, abides by common rules, takes time making decisions, seeks order, tolerant, polite, analytical, moderately and selectively contactable, tactful, modest, avoids competition, tends to accumulate information, predictable, wholesome.
- Tolerance and unobtrusiveness are John's important character traits.
- He tries to control his impulses and does not like to be too emotional.
- John has a reputation of a practical and objective person.
- His natural ability to listen and understand others helps him to collect necessary information for analysis and processing.
- John tends to prepare for upcoming important meetings and events beforehand.
- He has a need to think through the whole project before beginning to work on it.
- John can be described as a person who is detail-oriented and values quality work.
- He likes to make sure not to make mistakes or omissions at work.
- John tries to avoid unreliable methods at work and prefers to use an old proven technique rather than progressive but unverified one.
- John can be distrustful to unfamiliar people. Such attitude is evident by the fact that he asks the new people questions, answers to which do not require personal input.
- He prefers to have limited contacts and likes to control the intensity of all his relationships with people.
- He thinks that emotional but illogical and unsubstantiated persuasion method is less effective than logical and fact-based method.
- John feels disappointed if he has to participate in small talk.
- He favors systematic approach to work. He is rather critical of unsubstantiated statements and usually is quite cautious about new things.
- John tends to accumulate information without sharing it with others if he thinks that they will not understand it adequately. However, he is quite frank with the members of his work team. This characteristic can be both helpful and a disappointing for his managers.
- Being conservative by nature, he does not like personal competition of any kind.
- John always tries to find a logical explanation and solution to any problem.
- He is in constant search of better solutions and tries hard to avoid mistakes at work.

## General Descriptions of Behaviour

- John values quality most of all.
- Maintaining good relationships with people is as important for him as accomplishing assignments at work.
- Many people consider John a selfless helper who does not seek recognition.
- Calmness, self-control and poise are John's major behavioral traits.
- He is a reliable and full member of the work team.
- John prefers to work in a non stressful and calm environment. He can work in isolation.
- John may hesitate when he needs to make a quick decision. He will postpone making a decision until he collects all necessary data in order to make the right choice.
- He prefers to abide by the existing procedures and plans and likes work meetings to start and end on time.
- John is not authoritative and does not like to command other, but he can be a good coordinator or executor.
- If John is convinced of something, he will persistently defend his point of view.

## Motivating Stimuli

There is a common opinion that the best environment for a person is the one that creates for him the conditions for self-motivation. Employ the information stated below to identify together with John his main individual motivators.

- Reliability, thoroughness.
- All-embracing certainty and predictability.
- Absence of sudden changes in work plans and work order.
- Work atmosphere build on harmonious, peaceful relations and cooperation.
- No need to perform new, uncustomary duties.
- Opportunity to work undisturbed and feel support of the team and belonging to it.
- Sense of personal usefulness.
- Recognition of colleagues earned through loyalty and willingness to help.
- Absence of competition.
- Rational allocation of duties.
- Narrow, specific tasks.
- Ability to calmly focus on a problem.
- Availability of well-defined and detailed instructions.
- Open access to information.
- No need to multi-task.
- Time margin.
- Environment, where logics and objectiveness prevail over emotions.
- Engagement in projects, which John would be able to commence and finalize.
- Opportunity to be alone with oneself from time to time; integrity of personal space.
- Passive leisure time.

## DEMOTIVATORS. What John Seeks to Avoid

As a rule, people are more business efficient, when the environment they operate in corresponds to their behavioral style in the best possible way. On the other hand, work in unfavorable circumstances often causes stress and loss of motivation. This chapter is dedicated to the description of the most crucial for John conditions, which he seeks to avoid both at work and in every-day life

- Illogical and careless acts.
- Frequent changes of workplace and circle of friends.
- Unpreparedness and unawareness.
- Conflicts and stressful relationships with people.
- Being excessively emotional.
- Empty and superficial interactions.
- Becoming close with people who differ a lot from him.
- Expressing his opinion without being asked.
- Presenting incorrect and inaccurate data.
- Unjustified optimism.
- Giving unrealizable promises.
- Not keeping his word.
- Performing the duties of a leader.
- Groundbreaking acts and unjustified risk.
- Making cardinal decisions.
- Acting against existing regulations.
- Using untested technologies and methods.
- Easy ways.
- Lack of guarantees and certainty that the measures are reliable.
- Sudden actions.
- Inaccuracy.
- Acting without a plan or a directive from his superiors.
- Participating in several projects simultaneously.
- Leaving things unfinished.
- Doing a poor quality job.
- Being left without support.

## John's Strengths

Every person has certain strengths. The ability to make use of one's potential distinguishes the most successful people. The research in the field of people's behavior shows that the realization of one's abilities is the most powerful instrument, which makes it possible for a person to open up and become more efficient.

- Constant and predictable.
- Controls his actions; not hot-tempered.
- Tactful and polite.
- Capable of adjusting to the situation and others.
- Focused on maintaining long-term relationships.
- Uses peaceful methods of conflict resolution.
- Tends to self-educate and research.
- Avoids extremities.
- Knows how to stabilize unpleasant situation and calm others down.
- Sympathetic and polite.
- Objective in his judgments.
- Knows how to ask the right questions.
- Attentive to the person he talks to.
- Cautious.
- Supports reliable decisions.
- Focused on finding a compromise.
- Consistent.
- Does not let the matters slide.
- Responsible.
- Patient, knows how to wait.
- Does not leave things unfinished.
- Capable of doing routine jobs for a long time.
- Likes accuracy; uses his intuition.



## John's Inefficient Behavior

This chapter is dedicated to the review of the main limitations in John's behavior. Point out the most typical ones. Develop measures to liquidate or weaken them. In order to achieve this, use the instrument "Personal Development Plan" provided in this report.

- John has hard time distinguishing important things from unimportant ones and tends to see everything as a priority.
- He needs time to change direction of activities or thoughts.
- John tends to get carried away by details when he tries to convince someone.
- He is prone to self-flagellation.
- He spends too much effort on self-control.
- John can be insecure and tends to hesitate when making a choice.
- He avoids being original in his actions.
- John does not have a sense of urgency.
- He avoids talking about personal problems; thus, people do not know when John needs help.
- John gets defensive during arguments or in risky situations.
- He gives in easily and refuses to fight and compete.
- John is not sufficiently proactive and easily becomes an object of manipulation.
- He lets others make decisions for him.
- John does not show his real opinion about different issues.
- He does not always stop those who deliberately break the rules or who act aggressively in his presence.
- John tends to satisfy other people's needs and interests at the expense of his own.

## Behaviour in Conflict Situations

This Chapter gives a complete picture of John's skills in dealing with conflict. Compromise approach skills as well as those related to constructive ways of avoiding conflict are evaluated.

● Natural Style

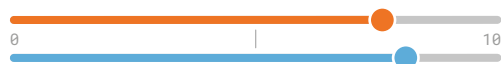
● Adapted Style



8.1 Showing empathy / View of the situation through the eyes of the opponent.  
6.0



8.1 Aspiration to find compromises  
6.0



7.7 Being diplomatic in management of conflict situations  
8.2



7.6 Loyalty and adaptability  
5.5



6.0 Ability to make the most of the situation using arguments of both sides of the conflict.  
2.4



5.6 Ability to act as a mediator in disputes.  
8.2



5.5 Preventing conflicts.  
5.5



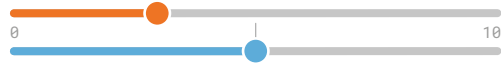
5.3 Constructive conflict management.  
5.3



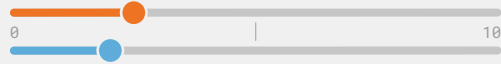
4.9 Active search for solutions in arguments.  
2.4



4.5 Reforming the existing relations based on the analysis of the conflict.  
4.5



2.9 Ability to minimize conflicts through personal contacts and humor.  
5.0



2.4 Search for innovative solutions for old problems.  
1.9

## Reputation. How others perceive John

Information in this Chapter gives an idea of how John influences people and how different people may perceive this or that side of them. Studying the following statements ensures adapting behavior style appropriately to that of colleagues.

- He is committed to positivism.
- Maintains a variety of relationships based on professionalism and trust.
- Tries to pre-empt discontent or doubts in the other person.
- Emotionally convinces using rational arguments.
- Tries to rely on facts and impartial information.
- Communicates diplomatically and tactfully. Shows sincere interest in the other person.
- Closes distance, jokes. Communicates on both professional and personal topics.
- Adapts speech; removes communication barriers.
- Provides precise and logical arguments that are difficult to refute.
- Tries to understand and express exactly what the other person needs.
- Shows optimism. Inspires people.
- Says what everyone is thinking, but few voice.
- Tries to avoid confrontation.
- Brings people together; help remove conflict.
- Gives positive and constructive « feedback ».
- Tries to attain consent of the other person unobtrusively, but systematically.

## John's Ideal Mentor

This chapter is intended for mutual consideration of John and his immediate superior. This will allow for a more complete uncovering of John's potential, finding areas of common interest and achieving higher levels of job commitment.

### THE IDEAL FOR JOHN MENTOR:

- Participates in the matters of the team and supports each team member.
- Defines exactly what is required of John at work; expects him to produce results according to those requirements.
- Informs John about upcoming changes beforehand.
- Supports John in new and difficult projects.
- Prefers quality to quantity.
- Follows the general company policy.
- Does not try to make decisions for John.
- Encourages him to be independent and resourceful.
- Helps John to establish contacts with colleagues from other branches of the firm.
- Encourages him to speak up more during the work meetings.
- Points out to John that it is necessary to fight doubts and act more decisively; however, does not rush John and gives him time to analyze data and develop an action plan.
- Helps to get his priorities straight.
- Does not load John with many assignments simultaneously because he knows that John does not take up new tasks before finishing old ones.
- Provides regular feedback about John's work, achievements or mistakes in a friendly manner and supports words with facts.
- Helps to boost employees' self-esteem.
- Uses verbal and material incentives to motivate John.
- Realizes how important it is to let John rest and change stressful work periods for more peaceful ones.

## Recommendations for better communication – WHAT TO USE

Below you will find the list of recommendations, which are advisable to consider, when communicating with John. Read this chapter carefully and pinpoint 4-5 statements, which are the most significant ones for him. These recommendations will be especially useful for those, who are often in touch with John.

- Respect John's discreet manners.
- Be patient and calm.
- Keep some distance.
- Demonstrate a sincere interest in John as a person.
- Try to follow this scheme: start the conversation with a personal comment; break the ice. Then get to the discussion of the topic that interests you.
- Keep your interactions in the form of a soft and polite discussion.
- Be aware that John may not share information voluntarily and will do so only if you ask.
- Discuss with him all pros and cons of his ideas.
- It is hard to judge by John's reaction whether he shares your views or whether he is happy or not.
- Ask John questions that preferably start with "how?"
- Put in writing what you expect of him at work.
- If you assign him a new project, try to make a detailed plan of how to accomplish it.
- Support John's beginnings in an organized fashion.
- Give him ample time to find out all the nuances.
- Express your position methodically and comprehensively.
- Use supplemental materials.
- If you refer to someone's opinion, make sure it is of someone authoritative.
- Use exact terms and definitions pertaining to John's professional occupation.
- Give him guarantees that your suggestion implies taking minimal risks.
- Keep your promises.
- If John agrees with you, try to finish solving the issue at once. The sooner the better.
- Keep in mind that any of your comments regarding John's work should be just and based on facts. John does not accept unsubstantiated statements.



## Recommendations for better communication – WHAT TO AVOID

This Chapter analyzes situations where it would be better to avoid contact with John. The chapter helps and work out with him together the best way of communication.

- Avoid gesticulating excessively and do not fuss.
- Do not be too talkative.
- Try not to violate his personal space; avoid touching him.
- Do not be aloof or too relaxed or friendly.
- Do not leave things to chance and do not be spontaneous during the conversation.
- Avoid being disorganized; do not forget or lose things.
- Do not make contradictory or unsubstantiated statements.
- Do not change subject abruptly during the conversation.
- Do not try to earn John's appreciation by flattering or enticing him by something.
- Do not give guarantees that you may not fulfill.
- Do not leave decisions unmade.
- Do not pretend to be a specialist if you are not.
- Do not refer to opinions of unreliable people as an argument.
- Avoid talking from the position of power.
- Do not try to challenge John to an argument or competition. He will probably not enter into a conflict with you.
- Avoid making decisions for John; he may lose initiative.
- Do not force him to give quick answers.
- Do not leave John without support.
- Avoid saying phrases such as: "Well, as I see it..."
- Do not expect quick actions from John. His strong side is not speed but his ability to do a quality job while paying attention to details.
- Do not make hasty or negative comments about the quality of his job unless you can give a concrete example.

## EFFECTIVE COMMUNICATION

Here you will find recommendations that can help in finding the right communication strategy taking into account knowledge of basic behaviors. The ability to communicate with others in a language they understand according to their style of behavior is a sign of high behavioral intelligence. To do this, use the following guidelines:

D

**In communication with individualistic, strong-willed, direct, fast, bold, result and rivalry-oriented persons:**

- Speak directly, clearly, and briefly. Be deliberate.
- Keep the business tone of communication.
- Be prepared, effective, organized.

- 
- Praise them for the result and achievements.
  - Avoid personal comments.
  - Avoid unrealizable promises.

I

**In communication with a bright, sociable, trustful, emotional, positive, and optimistic persons:**

- Be friendly and informal.
- Joke, speak enthusiastically.
- Ask them for an opinion. Refer to famous personalities.

- 
- Engage their creativity.
  - Do not theorize. Sell your ideas! Take care of the attractiveness of words.
  - Do not show coldness, detachment or hostility.

C

**In communication with a cautious, task oriented, attentive to instructions and details, formal and neat persons:**

- Keep your distance, talk about the case and the details.
- Answer questions informatively, relying on facts.
- Give time for quality preparation and completion errands.

- 
- Avoid risks and mistakes
  - Do not be disorganized or negligent.
  - Avoid unrealistic judgments and excessive pressure.

S

**In communication with a calm, ready to assist, patient, warm and empathetic persons:**

- Speak directly, clearly, and briefly. Be deliberate.
- Keep the business tone of communication.
- Be prepared, effective, organized.

- 
- Praise them for the result and achievements.
  - Avoid personal comments.
  - Avoid unrealizable promises.



## INSUNRISE ROSE - Instructions

INSUNRISE ROSE is Helicopter view diagram and a powerful multifunctional tool that can be applied independently or combined both, with the individual or Job Profile reports.

INSUNRISE ROSE was developed on the basis of DISC Model, designed to help each applicant to understand both himself and others better.

### INSUNRISE ROSE HELPS TO:

- Identify job matching
- Fix the difference between one's conscious and unconscious behavior;
- identify and prevent inner stress;
- Minimize inconsistencies between one's way of behaviour at work and outside it;
- Work out strategies to improve team spirit

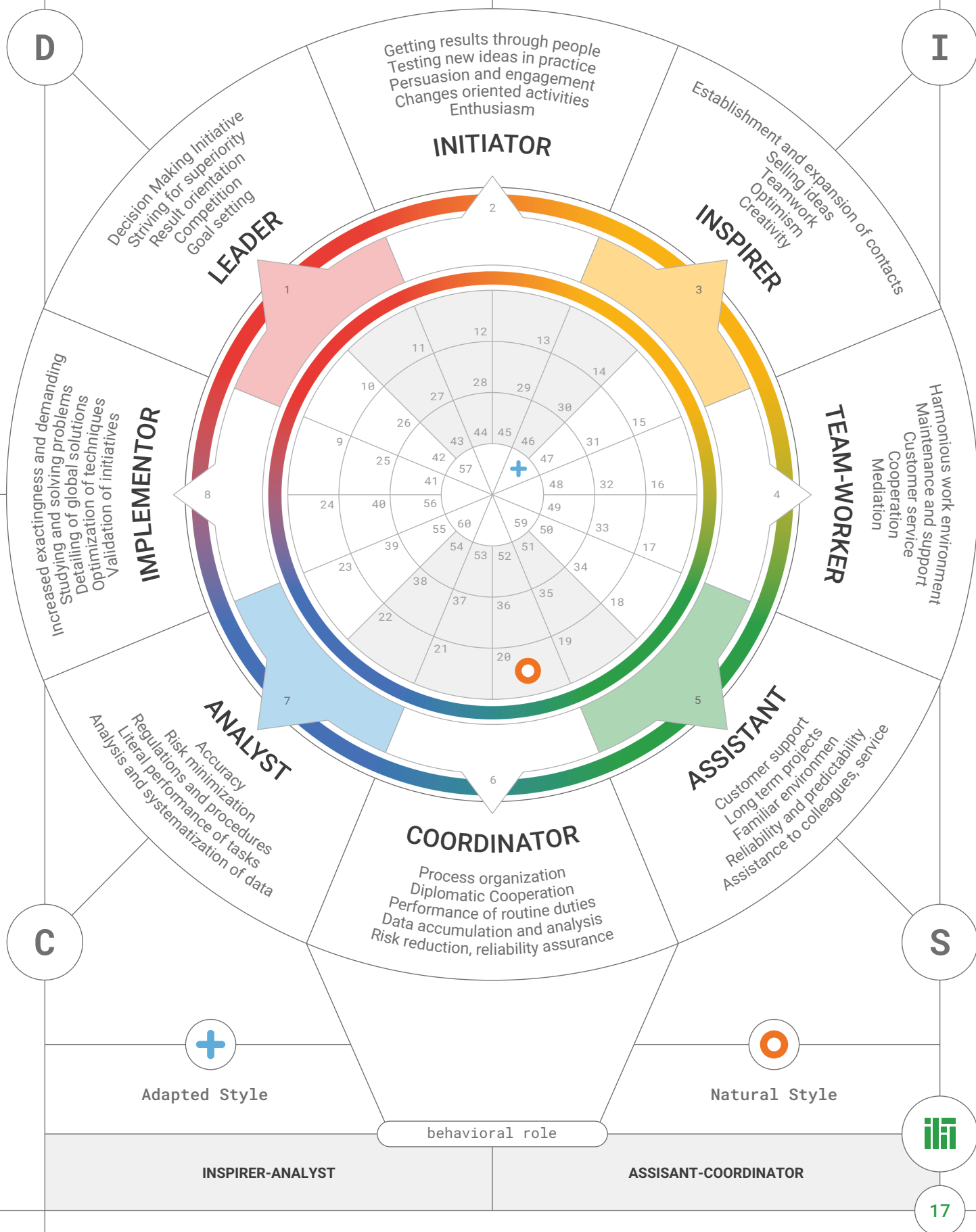
To analyze the degree of job matching or direction of adaptation of behavior, it is necessary to compare the distance between the indicators of the Job (briefcase) and Natural (Circle) or Adapted Behavior (Cross) of one or more employees.

To observe the team dynamic it is advisable to place on the INSUNRISE ROSE the indicators of the Job position and then the ones of Natural and Adapted Behaviour of all members of the team and analyze the correlation between them.

Such method allows to identify quickly the areas of possible conflicts between members. You will be also able to see how to improve interaction and mutual understanding within the team.



INSUNRISE Rose® - Personal



## Personal Development Plan

The generation of personal goals is often more effective than targets provided by outside authority.

We have prepared a list of skills which you might decide to improve. It is necessary to choose one or more of the proposed options, after that sketch certain steps which John should take. Turn to the Report to make the task easier.

Try to set real deadlines rather than to just plan actions.

- Relations
- Discipline and Self Organization
- Delegating tasks
- Decision making
- Efficiency
- Self development
- Planning and time management
- Self-confidence
- Career goals
- Leadership

Development zones:	Development Initiatives:
1.	<hr/> <hr/> <hr/>
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Development Plan start date: \_\_\_\_\_

Date of its Revision: \_\_\_\_\_

