



DISC FAMILY GUIDE

RELATIONSHIP HARMONY

01
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1970

Sample John

IT Developer

Deep Blue Sea Organization



INSUNRISE
PSYCHOMETRIX

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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.



DISC Behavior Style - Instructions for Reading Graphs

NATURAL AND ADAPTED BEHAVIOR

This individual report is based on the interpretation of Graphs of Natural (II) and Adapted (I) behavior.

GRAPH I

Graph I represents our "Professional mask" or the behavioural style that we wish or consider appropriate to show to other people. Adapted behaviour is less intuitive and may be either in the line of or Natural behavior or be quite close to it.

Graph I measures an ability of an individual to adapt his behaviour consciously to particular situations. If you ask a candidate to fill questionnaire keeping in mind not his work, but his family life, where he (she) is performing the role of a father (mother), Graph I will reflect his (her) behavior which he (she) considers to be adequate to be successful in this role. Graph I can change much more easily and quickly than Graph II. To a certain extent, we all adapt our behaviour to the environment, work situations included.

GRAPH II

Graph II describes less conscious instinctive behaviour of an individual. This Graph is more informative and reflects our true image that is what he (she) really is when he (she) does not try to control himself (herself). In normal conditions, Graph II changes very little in time. However, some event or accident, which can give rise to strong emotions in a person, may change the shape of Graph II, e.g. a serious surgical operation, a car crash, changes in a family life, the loss of a job, etc. The price we pay for the adaptation of our behaviour is our energy. The following should be kept in mind:

- Long term behavioural adaptation may exhaust one's energy.
- If a person is seriously motivated to adapt his (her) behaviour, he is able to conduct himself in accordance with the demands of the environment.
- To restore the energy supply a person has to turn back to his Natural style of behaviour.

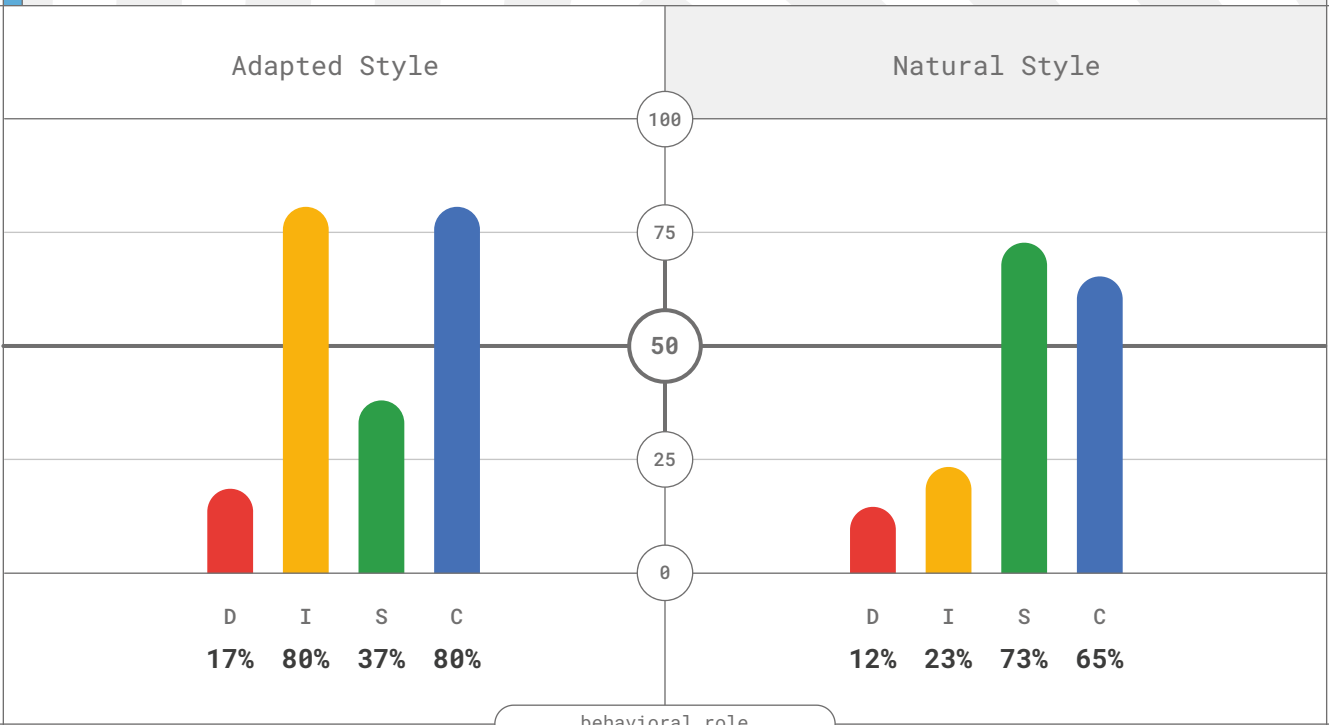
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress at all.

Mindfulness directly affects the quality of decisions made!
Be successful!

Always with you, INSUNRISE Psychometrix Inc.



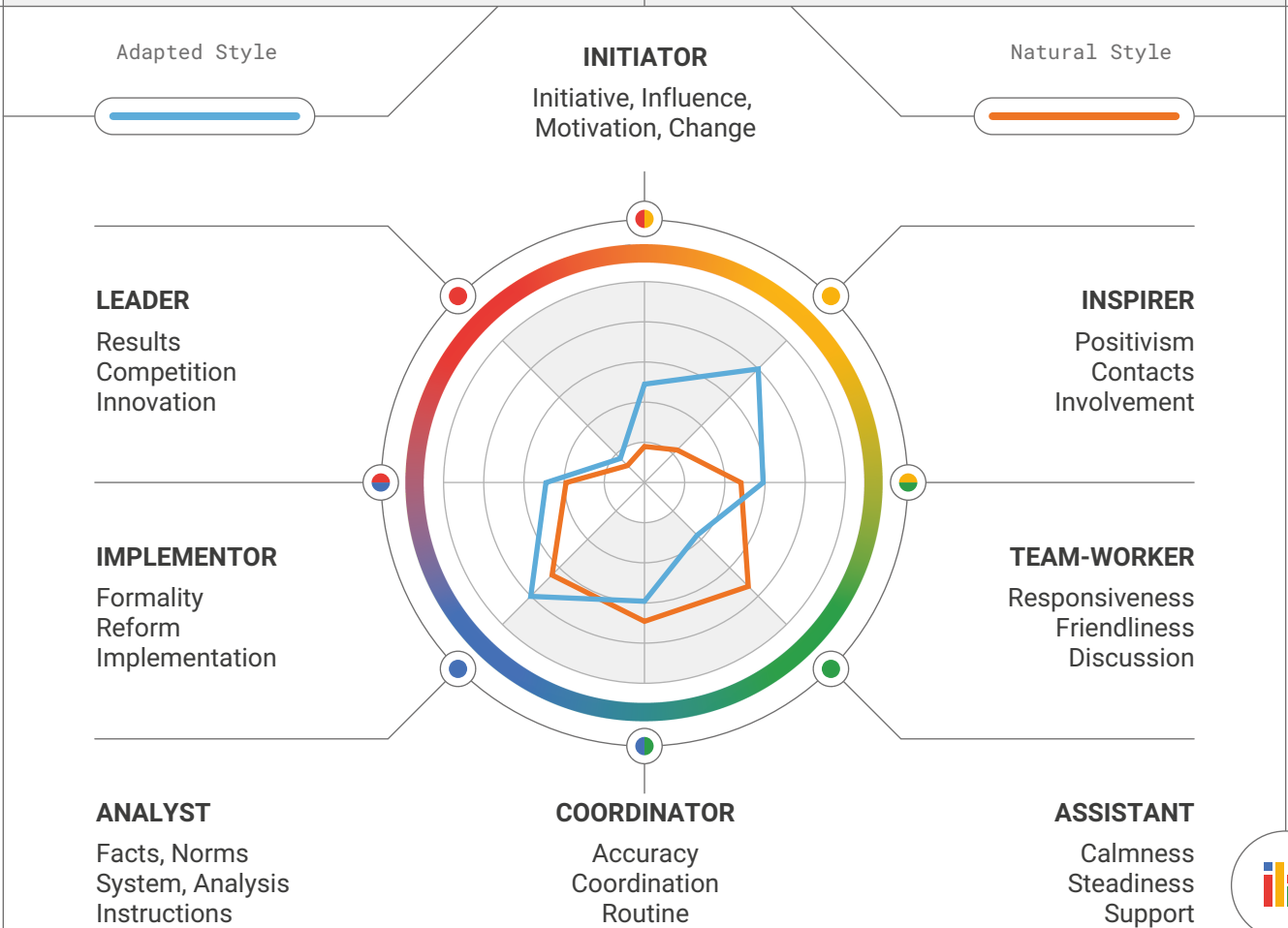
John's Behaviour Style - DISC Graphs



behavioral role

INSPIRER-ANALYST

ASSISANT-COORDINATOR





Target attitudes and psychological needs

Whenever there is an imbalance between desire and reality, we seek to redress it. The following are the main behavioral guidelines and targets to assist subjects in counteracting this imbalance. This information gives an idea of the best working environment for John.

- Maintaining the predictability and constancy of the situation
- Methodical achievement of set goals
- Gradually carrying out tasks to completion
- Establishing close relationships with a small number of people
- Well-being of one's work team (family)
- Help and support
- Tactful communication style
- Mediating and preventing conflicts
- Adhering to high standards that one has set for oneself
- Professionalism and competence
- Development of technical skills
- Accumulation and analysis of information
- Performing one's duties with utmost care
- Confirmation of the accuracy of one's ideas about reality; re-evaluation of one's actions
- Acting according to existing policies and procedures
- Gaining a reputation of being a reliable employee





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.





Problem Solving and Decision Making

Below you will find the text descriptions of how John makes decisions and overcomes difficulties while solving problems. In our analysis we take into consideration such parameters as: assertiveness, risk-taking/ risk-aversion, directness/ caution, independence/ following orders, and others.

- John advocates calm and peaceful ways of problem resolution, which do not require tension or forcing events.
- He believes that one should deal with problems on an ongoing basis.
- Trying to adapt to the circumstances, he prefers not to take risk.
- He tends to act in accordance with his usual line of behavior, but with no harm to quality and not against expectations of other people.
- Usually he seeks to find a compromise rather than take part in a competition.
- He plays the role of an employee or an assistant, performs his duties with high quality, however, does not favor taking initiative in responsible matters.
- He is capable of working on routine tasks for lengthy periods of time in a consistent and systematic mode and without complaining about solitude.
- He has an acute sense of possible negative consequences of the decisions he makes, no matter if these decisions involve people, economic or political aspects.
- He has a tendency to display forethought and cautiousness in actions and judgments, which is sometimes perceived by other people as the lack of self confidence.
- Deliberateness and conservatism are the characteristic components of John's decision-making style.
- He likes to ground his choice in logics and analysis of available information.
- Sometimes he is spending unreasonably much time on making a certain choice because he wishes to be sure that his actions will lead to the desired result.
- If John has made up his mind, it will be very difficult to make him change his mind.





Communication and Convincing Style

This chapter measures such parameters as: level of trust, openness, outgoingness, ability to express ideas, ability to persuade, analytical thinking, the degree of reliance on facts etc. These parameters above all determine the communicative style of a person. Analyze carefully the information stated below.

- John tends to establish close relationships with a rather limited number of people.
- Most people consider him a sensible, rather cautious and modest person.
- Typically, John is poised, tactful and friendly.
- He does not wish to dominate.
- John does not like to use his power or position as an argument.
- He tends to gather information without sharing it with others.
- John does not like to embellish reality; however, sometimes he does not speak openly about what bothers him.
- He prefers others to speak first.
- John can possibly be willing to talk on different subjects, but he will try to avoid talking about himself.
- He is more open and frank with those whom he trusts. However, it takes time to earn that trust.
- In a company of strangers John will most likely try to abstain from active participation in team events.
- He will rather help others than ask for help.
- John believes that each person should be doing his own job.
- He is rather conservative in what concerns people's relationships. He values reliability, stability and predictability.
- John knows how to listen to and pay attention to others; however, motivating and inspiring others is not one of his best qualities.
- When trying to persuade others, he tries to be objective. He builds his arguments on logic and reliable information.
- John can take a break during an argument or discussion in order to gather necessary arguments and facts to defend his opinion.
- In most cases John respects other people's opinions. However, if someone tries to doubt his ideas or convictions, he may become resistant and stubborn.
- John does not accept it when people do not keep their promises or act dishonestly.





Work Pace and Attitude to Change

One of the most significant aspects of our behavior is the typical to us pace of activity, as well as our perception of changes in our environment. The key traits of John's behaviour that are described in this chapter are: persistence, consistency, methodical approach, ability to be a listener, attitude to innovations. Use this chapter to find better way to engage his talents.

- John is interested in an unrushed and steady work that guarantees stability and quality. His main principle is: "Slowly but surely."
- John feels comfortable in an environment with a limited number of changes.
- Predictability and reliability is an important factor for him both at work and in private life.
- That is why John tries to preempt undesirable situations and to get ready for them.
- He prefers his life to go at a certain pace, not too slow and not too fast.
- John tries to have such working conditions in which composure, deliberateness and patience are considered a necessity.
- He likes to use standard, reliable methods.
- John avoids improvisations; he focuses on preparation because he likes to be sure that there are no mistakes.
- If he gets used to certain routine at work or outside of work John tries to follow it regardless of changing circumstances.
- It is important for him to go through all the steps before achieving the desirable result.
- John tests the feasibility of new ideas.
- He tends to analyze the issues in details regardless of how long it takes, without considering it a waste of time.
- In most cases John does not take up new assignments before finishing old ones.
- Usually he acts according to the daily schedule and does not like to change plans because of other people or unexpected circumstances.
- If someone tries to rush John he may feel threatened and eventually stop working, thus blocking the process.
- People that are ambitious and quick to achieve results may consider him a slow person; however, John just likes to act not to avoid being idle but because he has thought it through.
- Sometimes John wishes the world to slow down.





Behaviour Under Stress and Pressure

As a rule, in stressful and difficult situations we act rather instinctively than consciously. The ability to involve our consciousness in resolving stressful situations distinguishes people, who know which behavior they are prone to and are able to change it depending on the ad hoc requirements.

- John hides his emotions; he tries to react calmly and rationally to stressful situations; however, once the difficulties pass, he may feel the negative consequences of the stress.
- John's productivity decreases significantly if he is under pressure or is threatened.
- He slows his work pace.
- He does not risk.
- John waits tolerantly hoping that the situation will resolve for the better.
- He becomes more self-critical.
- He acts according to familiar scheme and within the limits of given instructions.
- John tries to gather more information in order to do a comprehensive analysis of the situation.
- He looks for a proven method that can help to solve the difficult problem.
- John adapts to those who make decisions.
- He gets passive-aggressive, becomes distant and more formal.
- He avoids direct confrontation; he does not tend to express protest openly.
- John tries to be appropriate and objective. This is possibly his way of defending his position.
- He remembers the fact that someone hurt his feelings for a while.
- John resists measures that may affect the familiar and comfortable environment.
- He responds to requests for help from others but does not talk about his problems.





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.





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.





Recommendations to improve John's own efficiency

A person's self-perception may significantly differ from the way other people perceive him. This difference manifests itself in less conscious behavior. Point out the most important in your opinion statements and compare your choice with the opinion of people, who know you well.

JOHN WOULD BEHAVE MORE EFFECTIVELY IF:

- Not to be afraid to act spontaneously, take more initiative.
- To strive for greater independence in decisions.
- To behave more expressively and less formally.
- To express more flexibility in regards to accepting changes and innovations.
- To master new methods in work.
- To cultivate a feeling of optimism.
- Not to underestimate his capabilities and skills.
- To allow others criticize his actions not taking the criticism personally.
- To have a more creative approach to the execution of assignments.
- To take a more active part in discussions in the role of a competent expert.
- To articulate his viewpoint on various matters more often putting aside the fear to cause negative reactions or seem incompetent.
- To be more persistent in trying to get people interested in his ideas, to go beyond passive statements.
- To place a more significant emphasis on deadlines.
- To give special attention to choosing priorities.
- Not to postpone the resolution of complicated problems.
- To enter a confrontation, if it is required to achieve better results.
- Not to clam up whenever someone challenges his convictions.
- To be more confident and categorical in saying "no".
- Not to exaggerate the complexity of certain situations.
- To be less fixed on details and nuances.
- Not to lose sight of his career objectives.



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:
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Development Plan start date: _____

Date of its Revision: _____

