

NOT FOR COMMERCIAL USE



# THE RATIO OF MANAGERIAL COMPETENCIES

MANAGEMENT SERIES

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1970

**Sample John**

IT Developer

Deep Blue Sea Organization

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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.





# Basic Competences Analysis

This chapter covers the main tendencies of John's behavior. These are the qualities that John will demonstrate in the situation most comfortable for him, when he is not under stress and is not making an effort to conform to a situation.

● Natural Style      ● Adapted Style



7.8  
4.4      Stress Resistance / Balance



7.6  
5.5      Loyalty to company's policies or Status Quo



7.6  
5.5      Traditionalism. Focus on past experience



6.1  
7.7      Adaptability to the requirements of others



6.1  
7.7      Ability to present valid arguments and defend one's point of view



6.0  
2.4      Ability to concentrate on one task for an extended period of time



5.6  
8.2      Ability to negotiate, find a common language



5.5  
5.5      Cooperation and teamwork



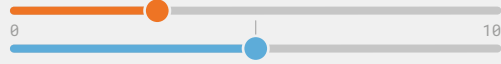
4.6  
7.2      Ability to gather and sort information/Paper-work



4.5  
4.5      Diplomatic skills



4.5  
4.5      Self organization



2.9  
5.0      Aptitude for wide communication



2.4  
4.5      Optimism and trustfulness



2.4  
4.5      Creativity





## 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 as they arise.
- 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.







# Stability - Dynamism

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 parameters of John's behaviour that are measured in this chapter are: persistence, consistency, methodical approach, ability to be a listener, attitude to innovations.

● Natural Style

● Adapted Style



8.1  
6.0 Ability to wait



7.7  
8.2 Slow, scrupulous elaboration of tasks



7.6  
5.5 Step-by-step adaptation to changes



7.5  
2.9 Aspiration to finalize his/her endeavors



7.1  
5.0 Strict compliance with deadlines / Pedantry



5.5  
5.5 Methodical approach to elaboration of changing assignments



5.4  
2.9 Persistent pursuit of selected path



4.9  
2.4 Vision of the future



4.5  
4.5 Intense organized work



4.5  
4.5 Rational attitude to time management



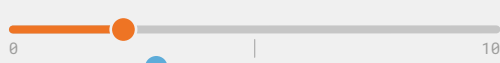
2.9  
5.0 Progressiveness/Disposition to active participation



2.4  
4.5 Ability to switch quickly from one matter to another



2.4  
4.5 Ability to manage multiple responsibilities/Multitasking / Mobility



2.2  
2.9 Shift of activity depending on new objectives





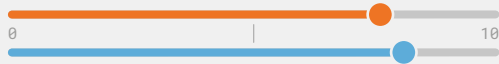
# Compliance with Standards and Instructions

This chapter provides information concerning John's attitude to rules stipulated by others. In other words, we measure to what extent the rules and different kind of procedures are important to him in order to carry out his work in a quality manner, accurately and carefully.

● Natural Style      ● Adapted Style



**8.1** Necessity to get a grasp of provided instructions and directives  
6.0



**7.7** Strict, word-for-word compliance with instructions in order to avoid risk and mistakes  
8.2



**7.5** Aspiration to follow the established procedures  
2.9



**7.1** Discipline and organization  
5.0



**5.5** Acceptance of solely voluntary submission  
5.5



**5.1** Articulates the company's policy  
7.7



**4.9** Adaptation of conventional requirements in accord with the needs of his/her division  
2.4



**4.9** Independence  
2.4



**4.6** Course on conformity to norms and procedures  
7.2



**4.5** Introduction of new procedures and systems  
4.5



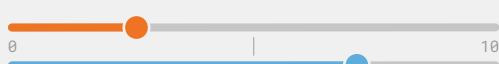
**4.5** Creation and reform of established standards and criteria  
4.5



**4.5** Tendency to establishing control over the situation and audience  
1.9



**2.5** Inclination to practice as opposed to studying sets of rules  
7.2



**2.5** Creative interpretation of rules according to ad hoc needs  
7.2





# Teamwork Skills

Skills measured in this chapter give a clear idea of John's teamwork skills, commitment to common goals and values, and how he impacts on their team's results.

● Natural Style

● Adapted Style



**8.1** Ability to pass calmness onto the team under stressful circumstances  
6.0



**7.6** Perceives him/herself as a part of the team with no leadership claims  
5.5



**7.6** Reliability and conscientiousness  
5.5



**7.1** Imports realism into team's plans  
5.0



**5.5** Is able to find compromise in disputable situations  
5.5



**5.5** An active team-member who takes on process maintenance duties  
5.5



**5.4** Promotes the stabilization of team climate  
2.9



**4.9** Is able to gain prestige among colleagues  
2.4



**4.5** Competes with others at the quality of work done  
4.5



**4.5** A conscientious employee who thinks about the consequences of his/her actions  
4.5



**4.5** Exercise of innovativeness within a team  
1.9



**2.9** Builds up positive, open relations with colleagues  
5.0



**2.5** Engageability  
7.2



**2.4** A professional who knows how to show the positive sides of matters  
4.5





# Working on a Project Style

Skills reflected in this chapter characterize John's abilities to reform and change existing systems while working on projects, and give a complete picture of his project interaction skills.

● Natural Style

● Adapted Style



**8.1** Supports other projects participants with no leadership claims  
6.0



**7.6** Narrowly specialized tasks requiring duty performance and organized nature  
5.5



**7.5** Work on repeating tasks requiring detailed elaboration  
2.9



**7.1** Ensuring high quality standards through maintaining system and order  
5.0



**5.5** Teamwork and discussion of project decisions  
5.5



**5.1** Ability to work thoroughly on several projects at once  
7.7



**4.9** Global vision of one's mission within the framework of the collective one  
2.4



**4.6** Consideration and preventive measures against risks and mistakes  
7.2



**4.5** Optimization of existing systems  
4.5



**4.5** Exercise of innovativeness and individualism in project management  
1.9



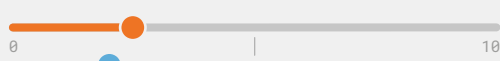
**4.5** Introduction of innovations  
4.5



**2.9** Positive thinking in respect of the final result  
5.0



**2.5** Ability to improvise, act ad hoc  
7.2



**2.4** Quick grasp of a situation with the minimum of lead-in data  
1.9





## 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.



## 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/>
2.	<hr/> <hr/> <hr/>
3.	<hr/> <hr/> <hr/>
4.	<hr/> <hr/> <hr/>

Development Plan start date: \_\_\_\_\_

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



## 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:

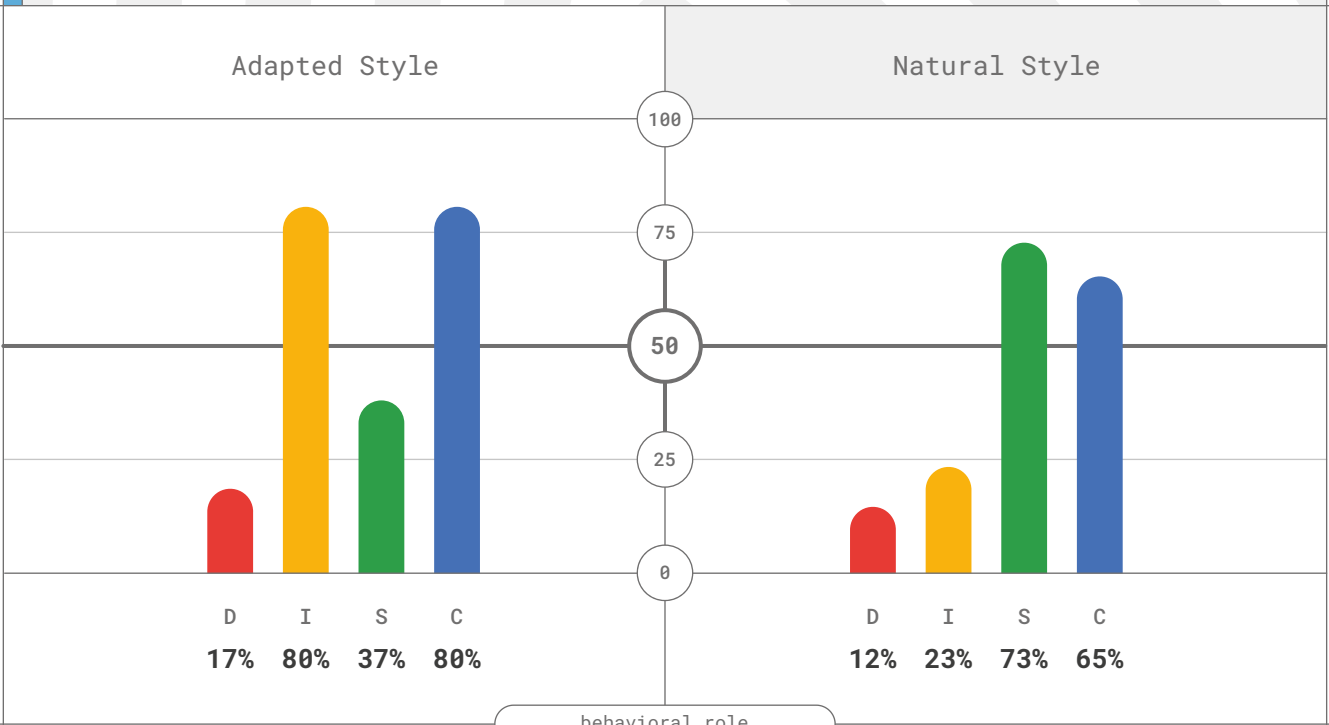
- Long term behavioural adaptation may exhaust one's energy.
- If a person is seriously motivated to adapt his (her) behaviour, he is able to conduct himself in accordance with the demands of the environment.
- To restore the energy supply a person has to turn back to his Natural style of behaviour.

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.

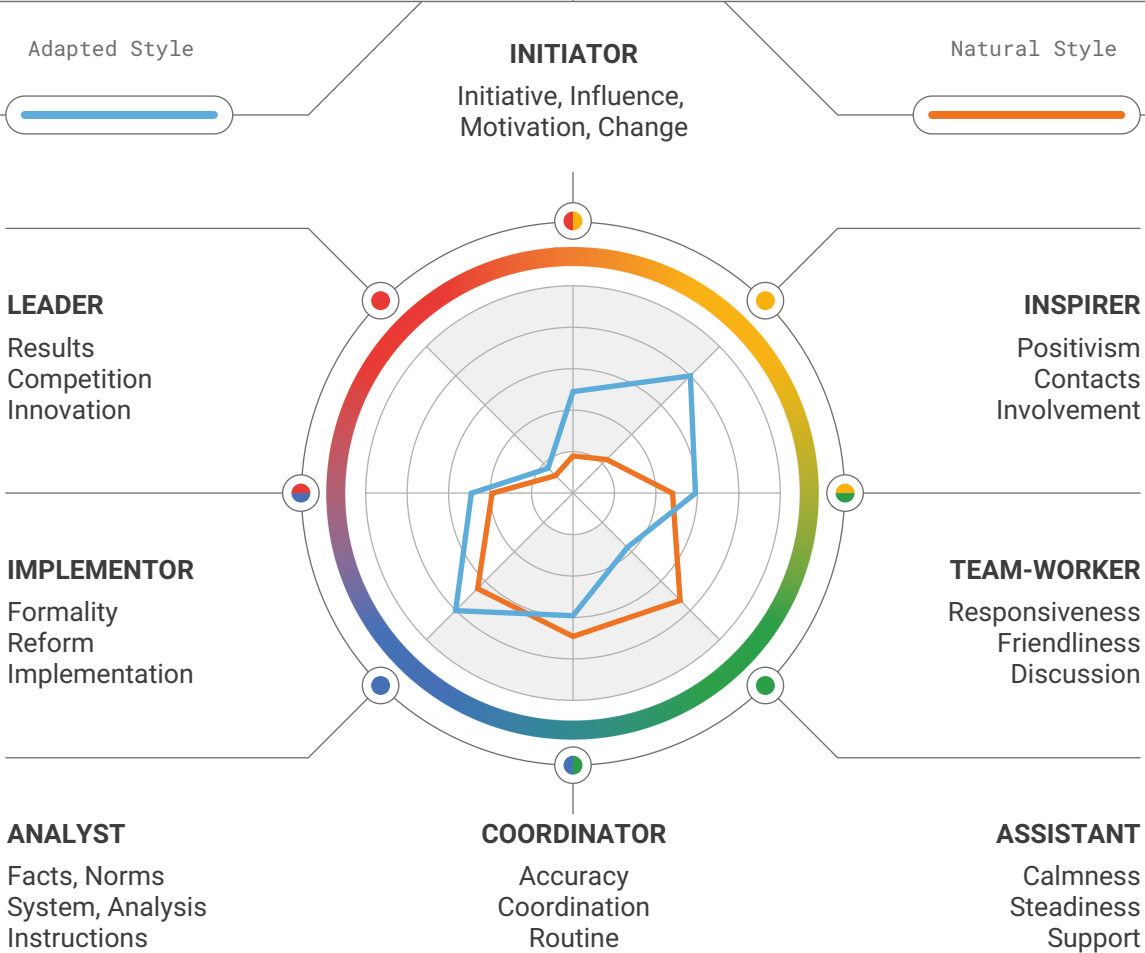
# John's Behaviour Style - DISC Graphs



behavioral role

**INSPIRER-ANALYST**

**ASSISANT-COORDINATOR**





## 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

