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## CAREER GUIDE DISC

CAREER COUNSELLING

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07

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Smith Demo John

Organization

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## INTRODUCTION. Instructions for Reading DISC 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.

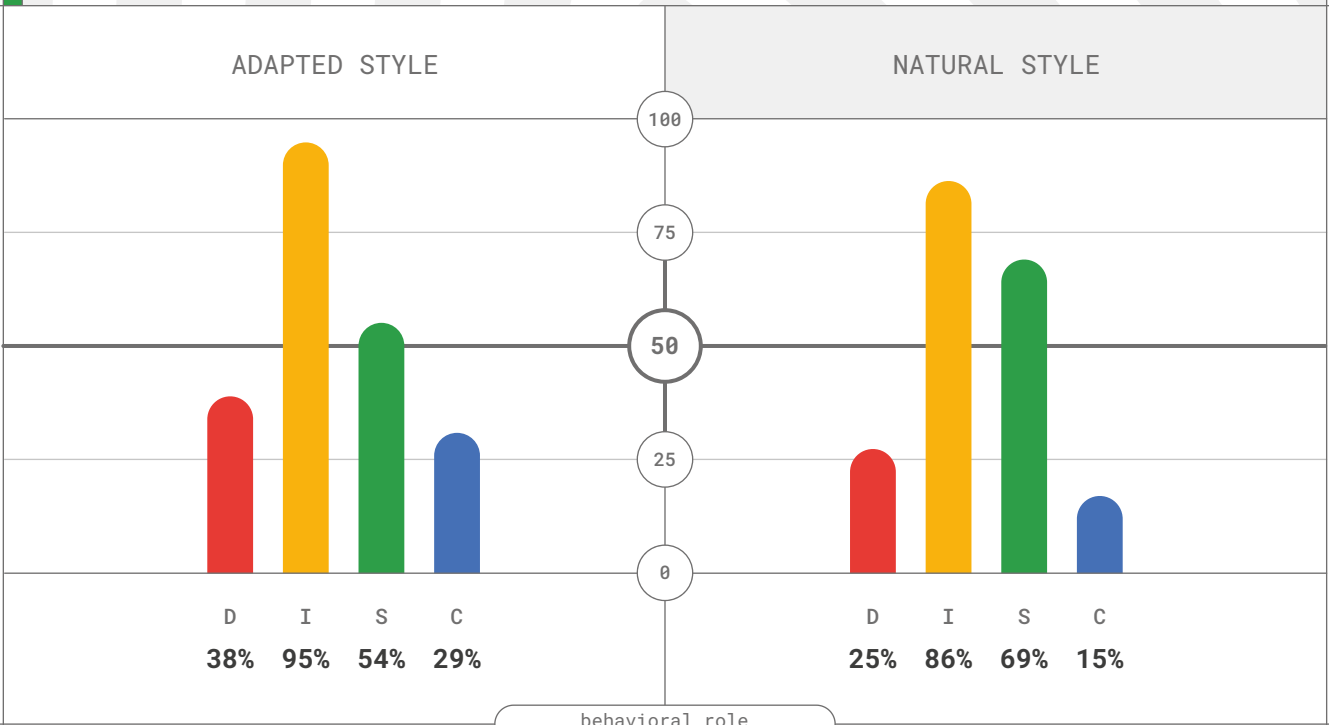
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress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

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

Always with you, INSUNRISE Psychometrix Inc.

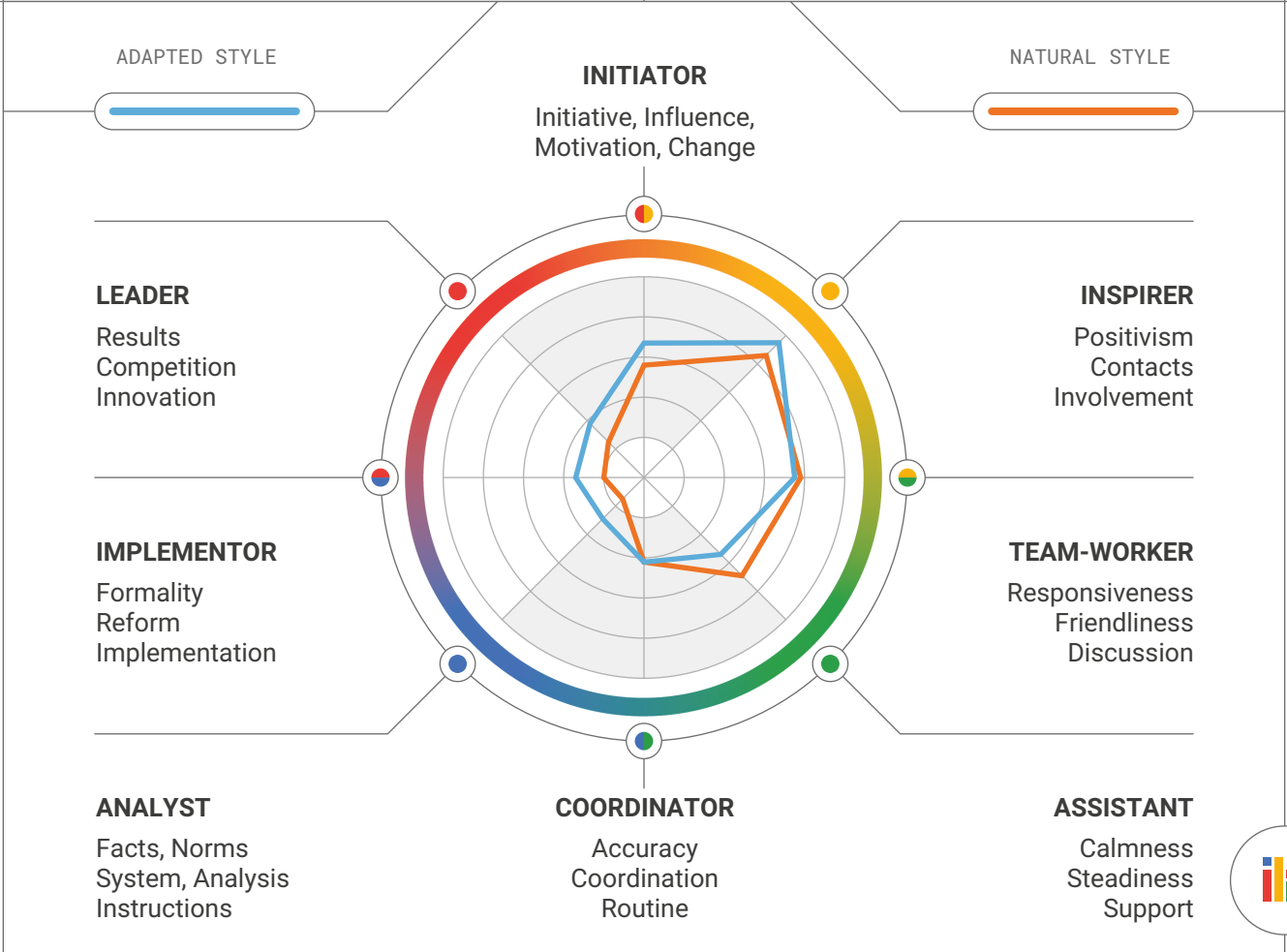


# John's Behaviour Style - DISC Graphs



behavioral role

**INSPIRING-TEAM-WORKER**                      **INSPIRING-TEAM-WORKER**

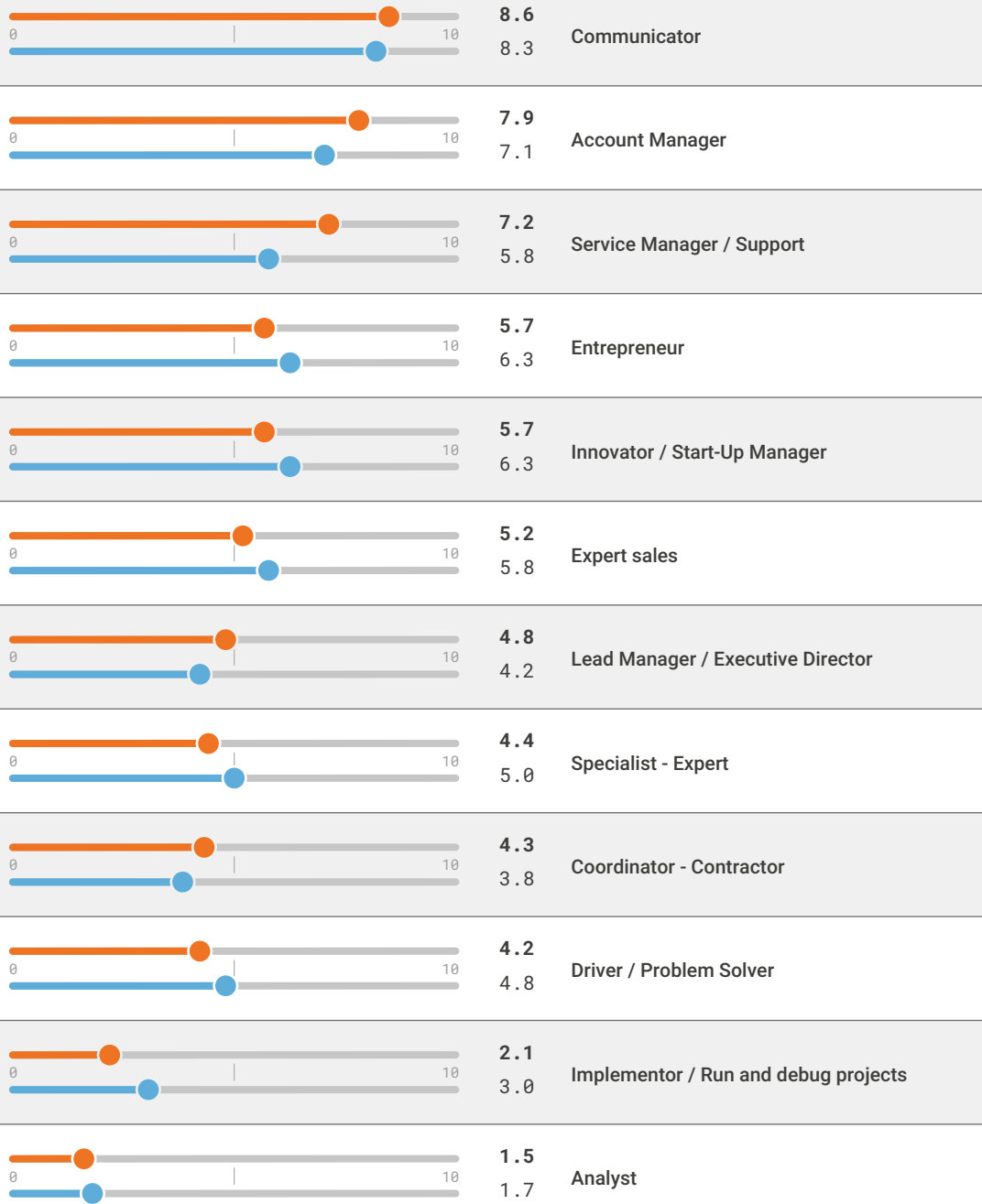




## Professional predisposition. Personnel reserve

This chapter examines the predisposition of Peter / Elena to work in positions with higher or lower indicators on the analyzed scales. It should be remembered that the names of the scales are arbitrary, since each of them implies a wide range of differences in different companies. Nevertheless, the chapter will help you navigate in terms of better self-realization.

● Natural Style                      ● Adapted Style





## A Brief Description of Behavioral Style

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.

- Sympathetic, friendly, cooperative, attentive to people, eloquent, witty, optimistic, inventive, enthusiastic, independent, cautious, convincing, non authoritative, facilitates establishing contacts, individualist, methodical in certain situations, doubtful, seeks stability, avoids conflict, sensible, calculating, seeks changes and stability at the same time, trusting, socially active, predictable, undemanding, peaceful, agreeable, relaxed, willful, inattentive to details, inspirational.
- John is a sociable and socially active person. He has an optimistic view of his ability to persuade other people and make them take his side.
- John tends to act only if he has the support of his team. He likes his achievements to be recognized publicly.
- He tries to trust people and wants others to trust him in return. However, in certain situations he can be cautious and even indecisive preferring not to risk without reason.
- He is not inclined to dictate his conditions to others. He does not like to take charge and will try to avoid competition and confrontation.
- When solving conflicts, John will not risk losing good relationships with people, because he considers them a priority.
- John tries to earn everyone's affection and recognition for his willingness to help others.
- Often process is more important for John than achieving results. He can be so engrossed in a conversation that he can lose track of time.
- He tries to be patient and understanding with people.
- Usually, John attempts to assess the situation objectively and from different angles. However, sometimes his emotionality prevents him from being unbiased.





## Past - Present - Future (PPF) scales - Instructions

All human actions are interconnected with the Past, Present and Future. But in what proportion and in what practical sense?

In work situations, an emphasis on matters more related to a particular period of time will mean a person's tendency to rely on previous experience, operational activities or strategic ones.

Consideration of an employee's activities in terms of the Past scale allows us to analyze his propensity to:

- Traditional solutions
- Loyalty
- Maintaining stability
- Building on existing instructions
- Proven, reliable methods
- Risk-free solutions

Scale Present will provide reliable information for analysis about the propensity of the employee to do business "here and now." The scale measures such parameters as:

- Involvement
- The inclination for operational activities
- Multitasking
- Quick analysis of the situation
- Flexibility / Adaptability
- Ability to improvise

The Future scale analyzes the following parameters of an employee's activity:

- Strategic vision
- Innovation
- Self-development
- Risk appetite
- Progressiveness
- Adapting to change
- Change management
- Motivating others to work for a specific goal

This distribution of analytical information by employee gives us the opportunity to understand in which cases the employee can bring the most benefit while remaining resourceful. As you know, loyalty is a product of individual preferences and motivators. Even non-permanent people can be loyal to their company and the leader, to the cause, if their occupations correspond to their personal motivators!

Study this section of the report carefully to increase your work efficiency and dedication!





## PAST - PRESENT - FUTURE (PPF)

This chapter is an unconventional analytical tool, designed to see John's behavioural trends in terms of what experience he prefers to draw on in work or management as a Leader - reliable, proven, familiar techniques - PAST, activities here and now - REAL or strategic activities oriented towards the FUTURE.

● Natural Style

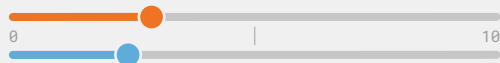
● Adapted Style



5.7 (P) **CONSTANCY.** Indefatigable following a line once chosen  
4.4



4.3 (P) **TRADITIONALISM.**  
3.8 Orientation towards previous experiences



2.8 (P) **SELF-DISCIPLINE.** Manifestation of discipline and self-discipline in communications and activities  
2.3



3.0 (P) **COMPLIANCE.** Compliance with established norms, rules and procedures  
3.1



3.7 (Pr) **MULTI-TASKING.** The ability to do more than one thing at a time  
5.0



5.9 (Pr) **PRACTICE.** Tendency towards operational activities and short-term tasks  
7.1



5.7 (Pr) **IMPROVISATION.** The ability to act without precedent of a previously established plan, instructions  
6.3



4.2 (Pr) **NAVIGATION.** The ability to navigate quickly, finding solutions.  
4.8



4.8 (F) **EVOLUTABILITY.** Ensuring progressive development  
4.2



4.8 (F) **INNOVATIVENESS.** Tendency to use and implement new approaches in work  
5.4



7.6 (F) **NETWORKING.** Focusing on establishing useful long-term relationships.  
6.8

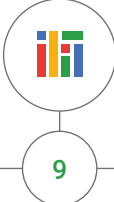
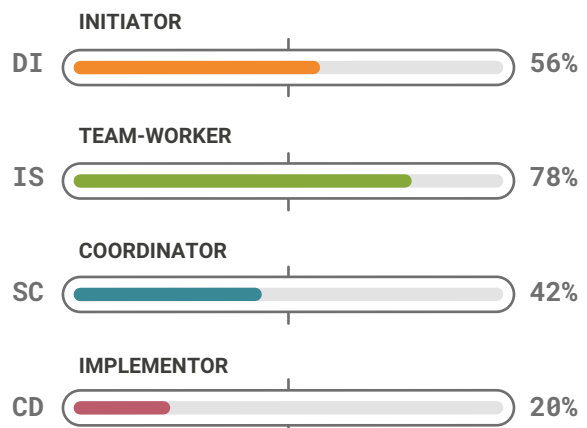
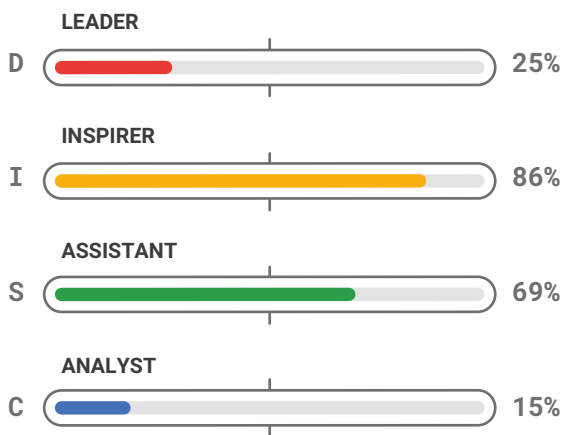


3.7 (F) **LEARNINGABILITY.** The desire to develop existing knowledges and skills  
5.0





# DISC Role Preference Rose





## Talents & Value to the organization

This part of the report lists specific skills, experiences and other attributes that John could import into his company. Based on John's strengths, the management could locate him within the company's team in an optimal way.

- John is verbally active.
- Is a good communicator, i.e. has the ability to talk and to listen.
- Concentrated on communication and relations improvement.
- Is a team-player.
- Is able to work not only for the leader but also for the good of the project itself.
- Makes an effort to maintain good relations with senior managers and colleagues.
- Brings along positive environment.
- Is able to give support first of all by means of motivating other people.
- Is not a conflict person. Plays the role of a mediator in settling arguments.
- Accomodating.
- In spite of the fact that John has a certain tendency towards methodical work, he is able to implement several projects at once when necessary.
- Has the ability to maintai good relations with already existing clients.
- Is searching for creative solutions which nevertheless suit the majority.
- Tries to be tolerant towards various aspects of human personality.
- Has a disposition to learning and exchanging experience.
- Has an outstanding ability to give feed-back.
- Has the ability to reflect upon difficult situations from different angles.
- Expresses optimism based on crytical evaluation of a situation.

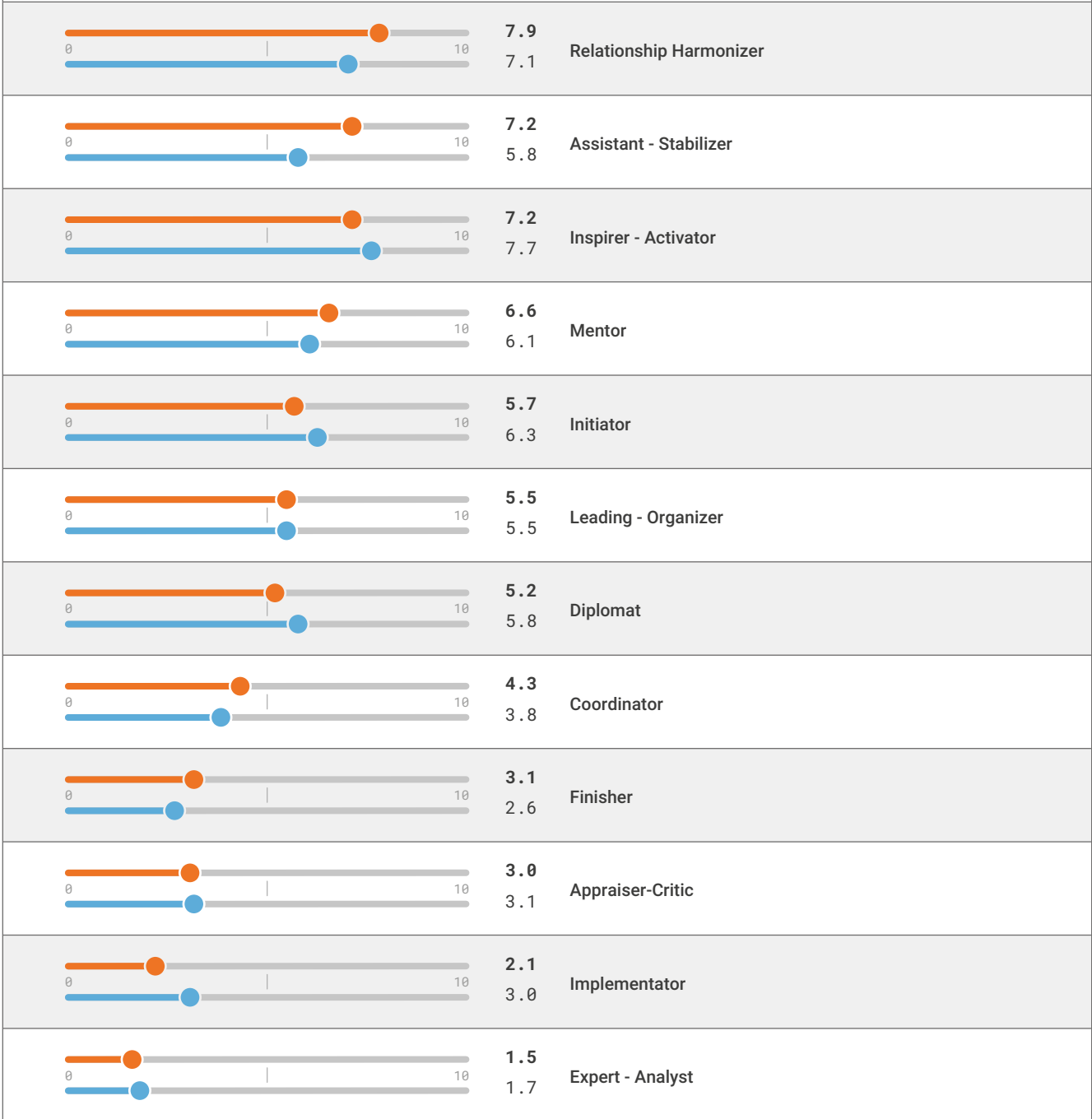




# Employee functional profile

Each person can fulfill certain roles with better or worse returns. This chapter analyzes from the point of view of individual motivators and preferences, how much John can take on the front of work in a particular role in the organization.

● Natural Style      ● Adapted Style





## POSITION ASSIGNMENT. Performance Competencies.

An employee's insufficient or inaccurate understanding of their responsibilities or behavioral incompatibility with the position (Soft skills) leads to rapid fatigue, low levels of commitment, conflicts, and decreased productivity. Use this chapter to pinpoint John's most pronounced competencies.

**John will be able to do his best in a "Inspiring-team-worker" role in a Position that requires the following competencies to be displayed:**

- Openness, outgoingness and friendliness.
- Team work skills.
- Ability to moderate personal ambitions for the sake of team needs.
- Responsiveness, ability to offer and accept help.
- Ability to find compromise decisions.
- Ability to switch quickly from one type of activity to another.
- Loyalty and liberalism, freedom from complexes.
- Ability to pass constructive and correct critical judgments onto exceedingly unrealistic propositions.
- Talk skills – ability to speak figuratively and convincingly.
- Agility. Ability to react quickly, when needed.
- Ability to anticipate unwanted situations.
- Constructivism and non-authoritativeness.
- Ability to ease tense situations with humor.
- Creativeness and quick wit.
- Absence of formalism and excessive pedantry.
- Attentiveness to people.
- Positivism and easygoingness.
- Non-intrusiveness and selflessness.
- Reasonable progressiveness.
- Ability to present oneself, unique personal style.
- Friendliness and decency.



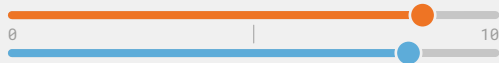


# Strategic and Systemic Vision

This chart assesses John's Strategic vision and Systematic thinking. Registered indicators of selected skills give an idea of how far he has understood the company's long-term goals and how good his Strategic management skills are.

● Natural Style

● Adapted Style



**8.6** Emphasis on positive aspects  
in the course of project development  
8.3



**5.7** Grasp of the importance of divisions  
inter-relatedness within a company  
6.3



**5.5** Perspective vision  
5.5



**4.8** Recognition of the role of a single project  
within the framework of the entire enterprise  
4.2



**4.3** Methodical approach to the  
analysis of his/her mistakes  
3.8



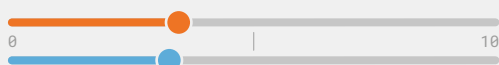
**4.3** Application of tried-and-true,  
safe work methods  
3.8



**4.3** Understanding the strategies of the  
client-company and its goals  
4.7



**3.6** Project risk assessment  
3.5



**3.4** Work with special attention to details  
3.2



**2.8** Ability to prioritize  
4.2



**2.8** Consciousness of project deadlines  
4.2



**2.1** Efficient balance between compliance  
with procedures and business development  
3.0





## 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.

- Wide social network.
- Absence of conflicts and open confrontations between people.
- Informal, relatively close interaction with colleagues and friends.
- Job management based on team work.
- Participation in discussion of positive matters.
- Taking pleasure in participating in team affairs.
- No need to compete with colleagues.
- Praises and rewards; popularity and public recognition.
- Opportunity of free choice.
- Sufficient time margin for plans' realization.
- Ability to express one's thoughts openly and freely without being concerned with possible negative consequences.
- Help in new endeavors and with making important decisions.
- Honesty and sincerity in relations between people.
- Feeling of personal freedom and independence.
- Logical grounds for possible changes at work or everyday life.
- Sense of confidence in the future.
- Recognition for loyalty and consistency at work.
- Working for a democratic leader, with who John is on good terms.
- No need to generate long, detailed reports.
- Opportunity to relax and have a good time after a stressful day at work.



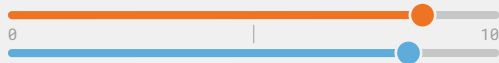


# Teamwork Skills

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

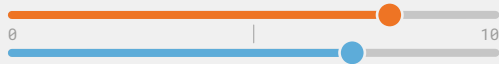
● Adapted Style



8.6 Builds up positive, open relations  
8.3 with colleagues



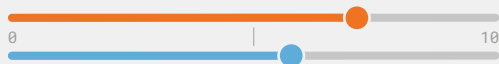
7.9 Is able to find compromise  
7.1 in disputable situations



7.9 An active team-member who takes  
7.1 on process maintenance duties



7.7 Promotes the stabilization of team climate  
6.3



7.2 Ability to pass calmness onto the team  
5.8 under stressful circumstances



6.5 Exercise of innovativeness  
6.8 within a team



5.9 Engageability  
7.1



5.7 A professional who knows how to show  
6.3 the positive sides of matters



5.5 Reveals leadership qualities in a team  
5.5



4.8 Is able to gain prestige among colleagues  
4.2



4.3 Perceives him/herself as a part of the team  
3.8 with no leadership claims



4.3 Reliability and conscientiousness  
3.8



2.8 Sets a high pace of work  
4.2



2.1 Competes with others at the quality  
3.0 of work done





## 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 is open and friendly with most people, but he is especially close with a limited number of close friends and colleagues.
- He feels that other people expect him to be positive in order to achieve greater success at work.
- John likes social interaction and can be rather chatty and eloquent in a comfortable environment.
- He respects the uniqueness of each person and enjoys interacting with different types of personalities.
- John is capable of establishing new contacts and inspiring others; however, he does not dominate conversations.
- He values people for their personal qualities and not for their position or power.
- John avoids using his power or position as an argument in a conversation.
- John wants people to see him for what he really is.
- Most people think that John is easy to talk to because he is both a persuasive speaker and a good listener.
- He often uses his charm and unobtrusiveness when trying to convince someone.
- John is capable of assuming the role of a representative of his team.
- John likes people to pay attention to her; however, he may feel shy if he becomes the center of attention.
- He tends to have deep emotions when he has to be harsh in order to defend his position or prove himself right.
- During a discussion, John will be more assertive if he is well informed on the subject; he will try to make sure other people listen to him and understand his position.
- If he fails to convince his opponents on the first attempt, John may cede in order to get better prepared and then try again.
- Lack of conflicts and animosity is an important incentive for John.
- As opposed to those who prefer to use printed materials such as reference books and reports, John believes that his eloquence and ability to adjust to each situation will be enough to win the other person over.





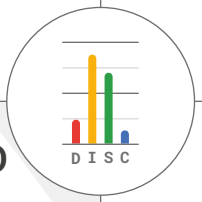


## Recommendations for better communication – WHAT TO USE

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.

- Express your opinion softly; John should not hear threat in your words.
- Be informal and unstressed.
- Express interest in John as a person.
- Speak simply and frankly.
- Try to find mutual interests.
- Begin interacting with John with a personal conversation or personal comment.
- Turn to discussing issues that interest you after you establish contact with him.
- Speak to John about himself, his goals and important perspectives.
- Watch what the situation has to offer; do not force the conversation.
- Be prepared to deviate from protocol.
- Spend time motivating John; joke and interact with him.
- Make sure that he heard and understood what you had said.
- Explain in a written form what you expect of John at work.
- Use amiable tone of voice that will show your sincere interest.
- Praise and encourage him a lot, especially in front of his team. Popularity is the most powerful incentive for John.
- Try to find in time and point out mistakes to John.
- Stimulate him and encourage him to be more determined and not to be afraid to take up risky assignments.
- Watch his gestures and movements for signs of agreement or dissatisfaction.
- Offer solutions to problems.
- If you want to convince John of something, try to present the positive advantages of your suggestion in an optimistic light. Your plan should be attractive but not radical.
- Speak emotionally, but don't try to out-talk him.
- Refer to the opinions of people whom John respects as an argument.
- Express new ideas.
- Remember that innovation and changes should not affect John's usual order of things.





## 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.

- Do not be aloof or superficial.
- Do not tell John to keep quiet and do not limit his speeches.
- Do not try to use your position of power when talking to John.
- Avoid formalism.
- Do not force him to give quick answers.
- Avoid saying phrases such as: “Well, as I see it...”
- Do not be dogmatic.
- Avoid being condescending or showing him that your position is higher or more important.
- Do not express opinions that lead nowhere.
- Do not leave problems unsolved.
- Do not burden John with assignments that involve working with details or following instructions closely.
- When assigning something to John, try to find a compromise between following the plan and a relatively free schedule for him. John will do the assignment but possibly with some deviations.
- Do not raise your voice to John.
- Do not try to present his ideas as yours.
- Do not let John talk to you too much.
- Avoid urging him to do certain things. He prefers to decide everything for himself and work at his own pace.





## Compliance with Rules and Regulations

This page lists the descriptions concerning John's attitude to rules stipulated by others. Besides, it provides a characteristics of his commitment to quality and reliability. In other words, we measure to what extent the rules of procedures are important to him in order to carry out his work in a quality manner, accurately and carefully.

- John thinks that people work more effectively and feel better if there are few rules and limitations.
- Sometimes people may notice John's rather scornful attitude towards the existing regulations.
- John feels comfortable in a work environment in which strict requirements and limitations can be loosened or cancelled altogether.
- He likes his freedom.
- John prefers to be free of direct control and oversight of his actions.
- He does not like to put an effort into studying existing instructions and norms.
- John may become distant and switch to discussing other topics if he is restrained by too many rules and limitations or if he thinks that his assignments do not make any sense.
- John avoids dictating his own conditions or laws to others.
- From time to time he wishes to participate in extraordinary events that go beyond existing norms.
- Sometimes John expresses innovative ideas that do not always go along with the established regulations and company's policies.
- Nevertheless, John makes sure that his decisions do not affect his relationships with others or bring significant changes into his life.
- John will abide by existing rules if he accepts them as his own.





## Peter'S's management guidelines

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:

- Helps John to get his priorities straight.
- Expresses trust in what John does.
- Does not try to make decisions for him; does not leave him without support, either.
- Sets up a personal example. First to act.
- Uses methods of positive reinforcement to motivate the employees.
- Does not try to force, intimidate or punish John.
- Lets him speak openly.
- Participates in the matters of the team and is interested in the needs of the employees.
- Combines qualities of a friend and unobtrusive manager.
- Encourages John to be more independent.
- Speaks to John on work-related topics as well as on other topics including personal ones.
- Gives him changing assignments and does not let him get bored.
- On the other hand, tells John to be responsible for his work and finish what he started.
- Capable of making quick and clear decisions.
- Allows John to have freedom of choice of action.
- Reminds John about the importance of working with details and thorough analysis of each element of the job.
- Helps John to boost his self-esteem.
- Acknowledges his achievements publicly.
- Uses not only verbal but also material incentives to motivate his employees.
- Provides feedback about John's work, achievements or mistakes in a friendly and constructive manner.



## GUIDELINES FOR 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:**

- Be sincere, friendly and consistent.
  - Speak softly, without pressure.
  - Give them time to think through and ponder the new information.
- 
- Ask them about their personal opinions and feelings.
  - Do not rush while speaking. Do not push them to quick decisions.
  - Do not wait for a quick response



## Interview Supporting Questions

This section gives the list of questions that can be used during the interview. The order of questions can stay the same or can be changed to suit the style and the goals of the interviewer. We recommend to combine the following questions with those professionally oriented.

This interview process was specially designed with the objective to define John's selfassessment level and his personal achievements.

### SUPPORTING QUESTIONS

1. Describe what you would like to achieve in your personal career?
2. How do you plan to achieve your goals?
3. What are the main obstacles that can be in your way to success?
4. What do you expect of your direct supervisor?
5. What other people qualities can prevent you from communicating with them?
6. What is your main principle of setting priorities?
7. What do you think are your most significant (considerable, important) achievements?
8. How do you usually deal with the people you do not like?
9. How do you get people listen to your opinion?
10. What is more important for you - to get the job done at any price or to consider someone's interests first?
11. What do you think are the main difficulties you can come across if you get the position you claim?

Use only professional tools!

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# PERSONAL DEVELOPEMENT 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: \_\_\_\_\_

