

NOT FOR COMMERCIAL USE



DISC EXECUTIVE HIGH POTENTIAL PROFILE

KEY EXECUTIVE INDICATORS

04
07

2020

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:

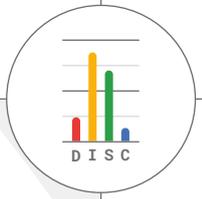
- Long term behavioural adaptation may exhaust one's energy.
- If a person is seriously motivated to adapt his (her) behaviour, he is able to conduct himself in accordance with the demands of the environment.
- To restore the energy supply a person has to turn back to his Natural style of behaviour.

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.



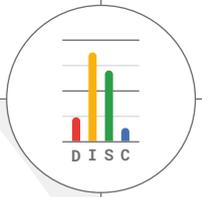


General Descriptions of Behaviour

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.

- 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.
- John seeks independence. He feels better when he does not have to deal with a lot of rules and requirements.
- He may delay making an undesirable decision hoping the situation will resolve itself.
- Being optimistic and enthusiastic, he can stir up enthusiasm in others when he wants to.
- He is a very ingenious person and can answer difficult questions if they do not require detailed explanation.
- John tends to be a little infantile. Often, he wishes that the responsibility for making a decision be assigned to someone else or be equally distributed among all members of the team.
- John is able to find common ground with unfamiliar people. However, he tries to maintain friendly long-term relationships with people whom he knows well and for a long time.
- John appreciates uniqueness of each person.

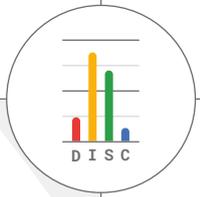




General Descriptions of Behaviour

- He can talk on different subjects and often shows knowledge on unusual topics; he often changes subject in a conversation.
- John has a rather acute sense of urgency. He does not forget about existing plans.
- He varies his tones of voice, speaks emotionally and vividly, supporting his words with gestures. In spite of the fact that John tries to control his emotions, usually, people are aware of his mood.
- John wants diversity on the condition of maintaining stability.
- John is an individualist and ignores existing regulations rather easily if he thinks that they limit his actions. However, he does not dictate his own rules.
- He can be described as a creative person with an atypical mind-set.
- John looks at rules as guidelines that help him not to stray from the established course.
- When people try to impose their own ideas on him, he will most likely do the complete opposite.



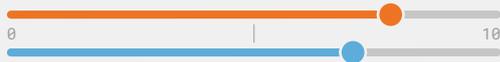


Leadership and Proactivity

This chapter help to identify where John’s leadership skills are developed, which include a wide range of competencies, from the ability to motivate by example to proactivity and the ability to adjust their management style to different tasks.

● Natural Style

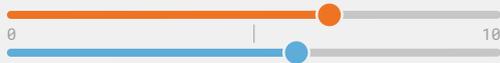
● Adapted Style



7.9 **CONFLICT MANAGEMENT.** Prevention, prophylaxis and compromise resolution of conflict situations
7.1



6.7 **BUSINESS CONTACTS.** A proactive approach to networking and building business relationships
7.3



6.6 **MOTIVATING OTHERS BY OWN EXAMPLE.** Initiative behaviour that sets an example to colleagues and subordinates
5.9



6.3 **SITUATIONAL LEADERSHIP.** Using different management approaches, depending on the situation
6.1



5.7 **PATIENCE.** Ability to implement long-term projects without rushing and losing motivation
4.4



5.7 **A PROACTIVE ATTITUDE.** Demonstrating determination and positivism in overcoming difficulties
6.3



5.2 **SELF-IMPROVEMENT.** Striving for self-development, acquiring new knowledge and skills
5.8



4.5 **PROFILACY.** Risk analysis, it's mitigation and anticipation
4.6

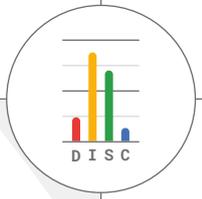


4.2 **PROGRESSIVENESS.** A willingness to develop and make progress on work issues
4.8



3.3 **TARGETING.** Assess perspectives and set objectives for yourself and your team, taking into account the organisation's goals
4.6



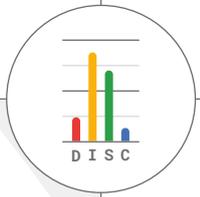


Job preferences

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 John's job preferences and work focus.

- Teamwork; absence of loneliness
- Expanding social circle
- Maintaining long term relationships
- Friendly and non-stressful work environment
- Popularity and social acceptance on the condition of not being the center of attention for a long time
- Optimistic achievement of set objectives
- Achievement of personal success and self satisfaction by helping other people
- Accumulation and promotion of information
- Logical and at the same time emotional persuasion style
- Moderate diversity in work and communication on the condition of maintaining of status quo
- Separation of duties and responsibilities
- Support and cooperation
- Gaining support of friends and colleagues
- Minimizing conflicts
- Self education and education of others
- Independence of actions
- Avoiding being a leader and having sole responsibility for his own actions and actions of other people
- Trusting relationship among people
- Earning affection of others by being reliable and helpful



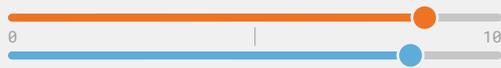


Basic Competences Analysis

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



8.6
8.3 Aptitude for wide communication



8.1
7.3 Optimism and trustfulness



7.9
7.1 Cooperation and teamwork



7.1
6.9 Ability to negotiate, find a common language



5.7
6.3 Creativity



5.7
4.4 Stress Resistance / Balance



5.5
5.5 Independent decision making



4.3
3.8 Loyalty. Commitment to ideas, people, norms, the prevailing Status Quo



4.3
3.8 Traditionalism. Focus on past experience



4.3
5.6 The focus on the novelty and high rate of operation



3.4
4.2 Adaptability to the requirements of others



3.1
2.6 Ability to concentrate on one task for an extended period of time

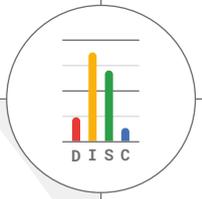


2.8
4.2 Result orientation



2.1
3.0 Self organization



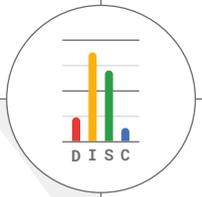


Problem Solving and Decision Making

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 is not looking for troubles on purpose, has not tendency to struggle and competition.
- It is easier for him to make a choice, when he knows that people he respects are making a similar decision.
- John may persistently hold on to his viewpoint, even if it goes against the opinion of other people.
- Nevertheless, for the most part he tries to arrive at a compromise, a solution that would suit the majority.
- He has a creative approach to overcoming difficulties, however, he strives to act methodically and consistently.
- He believes that mutual effort is a key to achieving good results. As a rule, he achieves the set goals by involving other people in an unobtrusive manner and participating on the same level with them.
- He will be actively calling others to action, bring forward ingenious suggestions and will be the first to rise to the call, however, he will try to act as a part of his team avoiding individual responsibility.
- He has a tendency to give other people the initiative of making a certain decision. Sometimes, people tend to misuse this quality of John.
- For the most part, John tries to wait until difficulties and problems bypass, rather than fight them, especially if the problem concerns him only.
- He offers emotional and effective support to colleagues, but often forgets his own interests.
- He does not want the decisions he makes to impact the regular and comfortable state of affairs. He enjoys participating in meetings dedicated to planning.
- It is important to him that the possible risks are moderate or completely absent.
- He makes decisions concerning other people cautiously trying not to spoil relations with them.
- Quite often John's choice depends on his immediate emotions.
- He employs original, but not too radical methods in work.
- In difficult situations he is specifically concerned with the wellbeing of his team (family).
- Be that as it may, John tries to accept positive decisions.





Change Management NEW

One of the most important aspects of our behavior is the ability to adapt to or be an agent of change. Both stability and development are necessary at different stages of activity. Every employee has a greater or lesser predisposition to maintain Status Quo or conversely to progress. Understanding these attitudes of John will enable him to better tap his potential

● Natural Style ● Adapted Style



4.2 CHANGES INITIATION. Striving to resolve issues quickly and without delay. Sense of urgency.



5.7 ADAPTIVITY. Ability to adapt quickly to innovations, switching from one issue to another



3.7 MULTITASKING. The ability to handle several tasks at the same time



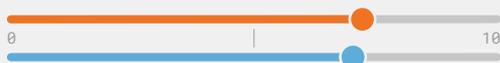
3.1 EFFECTIVENESS. Orientation to the completion of the started projects, regardless of their duration



2.1 STRATEGIC PLANNING. Structuring long-term goals and objectives in a situation of uncertainty



8.6 NETWORKING. Developing contacts and connections to involve participants in implementing change



7.3 CHANGES REASONING. Voice and justify the change to others



5.7 THE SKILL OF WAITING. Avoiding futile, inconsiderate activity



4.3 STATUS QUO. Ensuring stability and reliability of the actions performed



3.0 PEDANTICITY. Adherence to a timetable of activities. Accurate fulfillment of project deadlines

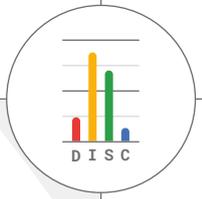


3.4 CHANGE CONTROL. Risk preventing and determining the logic of innovations



2.2 REFORMS. Making changes subject to tracking and correcting errors and risks



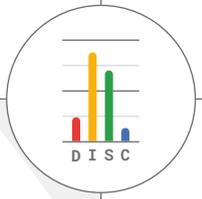


Work Pace and Attitude to Change

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 looks for diversity at work but at the same time values predictability and moderate pace.
- Lack of routine does not bother him much. However, John would accept changes in the established pace of activity easier if he thinks they are logical.
- He is not against small sudden assignments or spontaneous decisions because they break up the routine. However, if there are serious changes in the normal order of things John prefers to prepare for them beforehand.
- John would probably resist changes for changes' sake.
- He tries not to linger when the plan of action is set.
- John knows how to listen to the other person but will try to have dynamic interaction.
- He likes to work at an intensive pace; however, sometimes he wishes the world to slow down.
- The process to achieve the goal and the interactions that are involved are more important to John than getting the end result.
- Maximum interactions and minimum changes are John's psychological need. That is why he is not always in a rush to achieve his goals.
- He is open to new suggestions, but can be skeptical and assessing about them.
- His main creed is: "Move fast, but don't forget about the existing plan, accomplishing it step by step."
- Sometimes John can be prone to wishful thinking and may set up unrealistic deadlines for a project.
- He tries to bring to a logical conclusion what he started. However, sometimes John does not have enough time for all the projects that he is working on.
- John likes to use tested methods. However, at the same time he is capable of finding innovative ways about which he prefers to think beforehand.
- John tries to participate in new projects and at the same time to work on the old ones. However, in time he may lose interest in long and lingering projects and turn his attention to what he thinks are more urgent and important matters.





BEHAVIORAL INTELLIGENCE

Behavioural intelligence is a developing variable, and a component of a person's identity, which indicates their ability to correctly understand their own emotions and the emotions of others, and to influence their own and others' motivations (social skills) to achieve better results in work and life. Behavioural intelligence is more determinant of a person's success than intelligence (IQ).

● Natural Style

● Adapted Style



4.3 SELF-AWARENESS

3.8 The ability to perceive and correctly assess one's own emotions and their sources



4.8 SELF-CONTROL

4.2 Controlling own emotions and impulses



5.7 SELF-CONTROL

6.3 Adapting to a new environment



3.7 SELF-ESTEEM

5.0 Awareness of my abilities and shortcomings, striving for objectivity



5.7 SELF-MOTIVATION

6.3 Optimism. A positive perception of my future



5.5 SELF-MOTIVATION

5.5 The ability to raise and maintain self-confidence



5.7 SELF-MOTIVATION

6.3 Ability to initiate active actions and communications



4.3 RESPONSIBILITY

3.8 Ability to assess the consequences of my own actions



7.5 SOCIAL AWARENESS

6.0 Empathy. Sensitivity



4.8 RELATIONSHIP MANAGEMENT

4.2 Motivating others by own example



7.9 RELATIONSHIP MANAGEMENT

7.1 Helping others to improve themselves



8.6 RELATIONSHIP MANAGEMENT

8.3 Openness. Expressing feelings and beliefs clearly to others.



8.1 PERSUASION

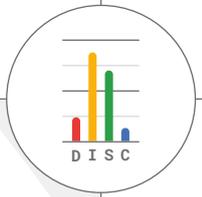
7.9 Verbal persuasion. Ability to "sell" ideas to others.



7.9 SOCIUM

7.1 Teamwork and cooperation



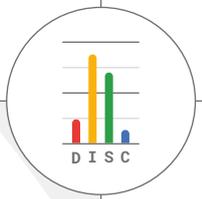


Talents & Value to the organization

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.



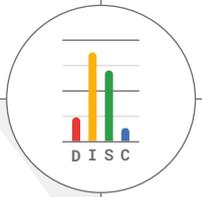


Emotional profile of an employee

Emotional profile is the most important observable behavioral indicator with reliable predictive value. Emotions experienced by an employee influence his or her decisions and actions, often on an unconscious level. This chapter provides insight into John's typical reactions to various work and life circumstances.

- John is passionate rather than impassive.
- He is usually genuinely interested in the person he is talking to. He is open to other people's feelings and is a sort of "radar" of human emotions.
- John does have a desire to share his feelings, but he is truly sincere with people whom he knows well and trusts.
- He does not lose his temper easily.
- He tries to be friendly and self-controlled with others. However, it does not mean that he agrees with them or approves of their manners.
- John's tendency to be emotional is to some extent balanced off by his reluctance to show his real feelings.
- He is self-confident but can be indecisive.
- John tends to feel solidarity with others.
- He wants to show his best and have recognition by others.
- Sometimes John can be worried because he feels that something has not been done.
- He is optimistic and at the same time skeptical.
- Things that impress John usually make him very enthusiastic.
- He admits that it is necessary to trust others and wants them to trust him.
- John is individualistic and protests invasion of his personal space.

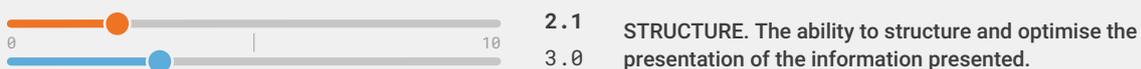
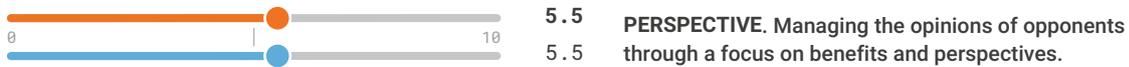
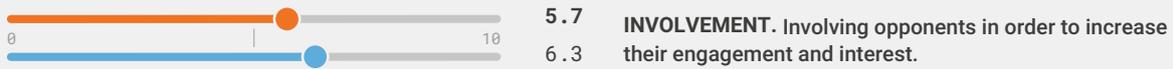


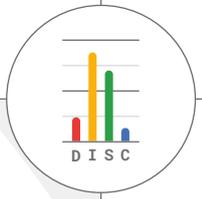


Business and management communication

This chapter analyses John's communication style as a manager. The scales show the degree of manifestation of the most important leader's competences. A low score would indicate a developmental zone. Nevertheless, each management Job position implies the need for a particular level of a particular competence, and a score of 10 is not a universal ideal.

● Natural Style ● Adapted Style



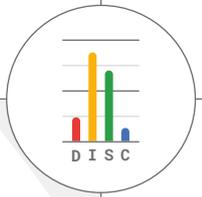


Communication and Convincing Style

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.

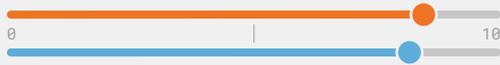




Leadership practices

The data in this chapter helps to determine the level of Peter/ Elena's ability to manifest a number of key leadership practices such as: mentoring, the ability to motivate, train and develop their subordinates so that they can reach their potential and achieve maximum results.

● Natural Style ● Adapted Style



8.6 Ability to stimulate employees to self-development.
8.3



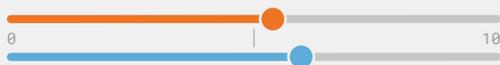
7.9 Ability to use different methods for the development of the staff.
7.1



5.7 Motivation of colleagues and co-workers to achieving result
6.3



5.7 Inspiring people to certain actions
6.3



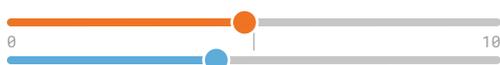
5.4 Encouragement of employee.s independence development and their willingness to take risks
6.0



5.2 Ability to give constructive feed-back regarding achievements and failures of employees
5.8



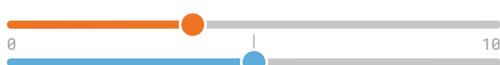
5.2 Ability to see personal and professional qualities of the staff
5.8



4.8 Follow-up and correction of employee.s development
4.2

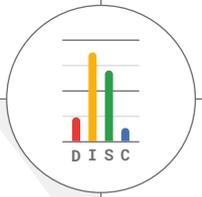


4.3 Analysis of the past situations with an aspiration to optimize further activity
3.8



3.7 Setting goals for employees' development that match the objectives of organization
5.0



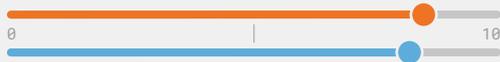


Leadership style

This Chapter identifies John's Leadership skills. This skills set covers a wide range of behavioral characteristics in management and motivation.

● Natural Style

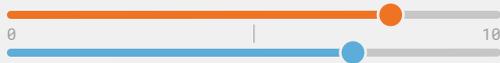
● Adapted Style



8.6 Distinguishes strengths and achievements of employees
8.3



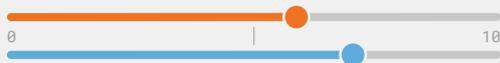
8.1 Is concerned with creating a positive environment within a team
7.9



7.9 Individual motivation of subordinates to achieving set goals , taking into account their team roles
7.1



7.2 Defers to the team's opinion
5.8



5.9 Is personally involved with employees, seeks to create team spirit
7.1



5.7 Ability to employ other people's potential for the benefit of team objectives
6.3



5.7 Encourages independence and initiative of employees
6.3



5.5 Creates a tensed environment within a team to increase productivity
5.5



5.2 Ability to calm people down and cheer them up, gain their voluntary subordination
5.8



5.2 Assesses the work of employees and provides them with objective feed-back
5.8



4.5 Informed, manager with objective judgements and attention to details
4.6



4.3 Management logistics and coordination of employees' work
3.8



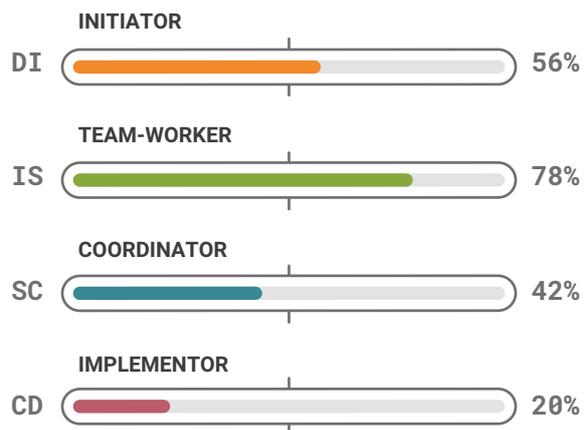
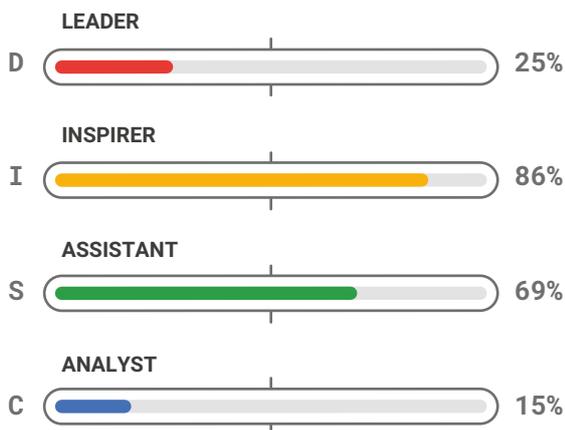
4.2 Concentration on routine management processes
3.0

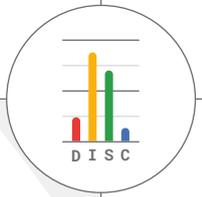


2.8 Ability to set clear objectives and allocate production roles within a team
4.2



DISC Role Preference Rose





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

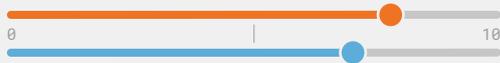
● Adapted Style



8.6 Builds up positive, open relations with colleagues
8.3



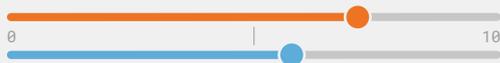
7.9 Is able to find compromise in disputable situations
7.1



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



7.7 Promotes the stabilization of team climate
6.3



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



6.5 Exercise of innovativeness within a team
6.8



5.9 Engageability
7.1



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



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 with no leadership claims
3.8



4.3 Reliability and conscientiousness
3.8

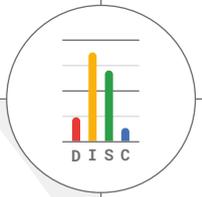


2.8 Sets a high pace of work
4.2



2.1 Competes with others at the quality of work done
3.0

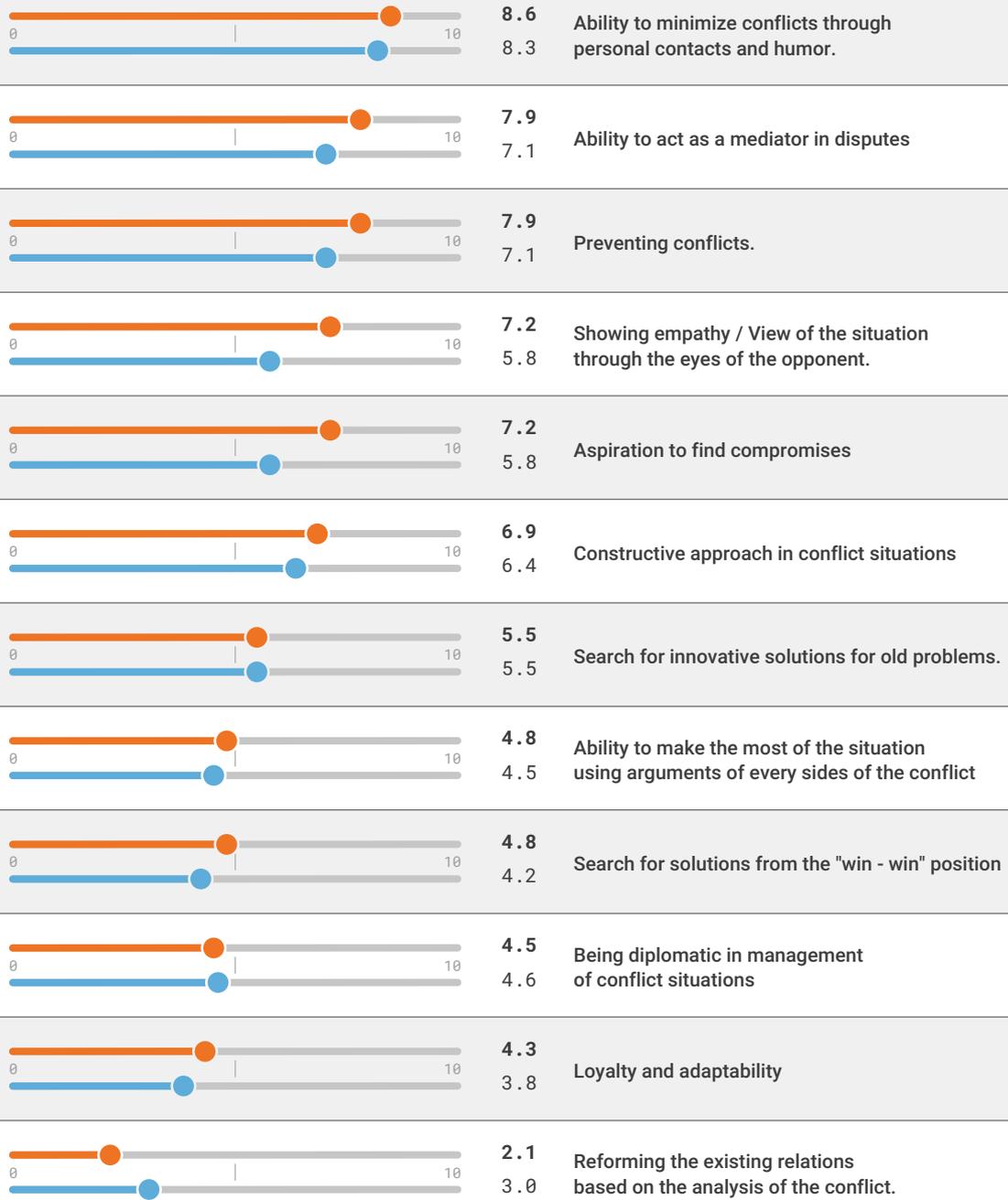


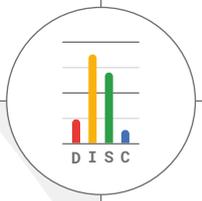


Behaviour in Conflict Situations

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



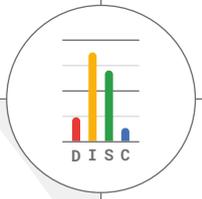


DESTRUCTORS. Efficiency-limiting Factors

This chapter specifies possible, efficiency-limiting factors and behavioral traits of John that fall beyond his job sphere. We recommend pointing out 1-4 limiting factors and developing a plan based on these factors to weaken or master them.

- Seeking to resolve a certain problem positively may fail to be straightforward.
- May dedicate too much time to communication, forgetting about the main goal. In sales this quality will be manifested in John delaying the deal closure.
- May face problems with prioritizing.
- Has a tendency to express out-of-place tolerance and patience.
- Has an inclination to meet the demands and interests of others at the expense of his own ones.
- Allows other to make decisions for him.
- Back-pedals with making serious, undesirable for him decisions, hoping that complicated situation will bypass.
- Sometimes makes decisions based on a superficial data analysis.
- Has a tendency to overestimate skills and capabilities of other people.
- Not always complies with existing rules, however without establishing his own regulations and requirements.
- Is rather careless about adhering to and considering minor particulars and details in tasks that require extra precision.
- Has a tendency to express his thoughts in a verbally redundant manner.
- Does not always provide sufficient scrutiny to actions of his subordinates.
- In tense situations tends to give deficient instructions.
- Depends on the opinion of others about him.





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:

- To behave more persistently and decisively.
- To be less concerned with people's opinion about him.
- To display greater consistency in his requirements to others.
- To learn giving precise tasks without omitting any details.
- To dedicate more time to prioritizing.
- To be more organized and punctual.
- To mind his movements and gestures.
- When convincing someone not to be exclusively reliant on his eloquence and charm, but rather resort to additional materials and accurate information more often.
- To be more realistic in setting work deadlines.
- To try to attend to projects all the way to the end.
- To engage in open confrontation more often without being afraid to escalate relations.
- To have a feeling of belonging to a team, sense of fellowship.
- To make decisions more rationally.
- To take greater initiative; to be proactive and less concerned about his independence.
- To have a regular feed-back from colleagues and managers regarding his traits or actions which have a negative impact on work.
- To be more realistic in evaluating skills and capabilities of other people.
- To master new approaches aimed at overcoming clients' disagreement and objections.
- To eliminate peak moments in work.
- To receive material signs of recognition of his efforts, rather than mere verbal encouragement and praises.
- To find a compromise between his desire to act quickly and the necessity to comply with quality standards.
- To be more focused on discussing work-related, professional topics and spend less time discussing side matters.
- To realize the necessity of annual medical check-ups due to his busy lifestyle and high level of stress.



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.

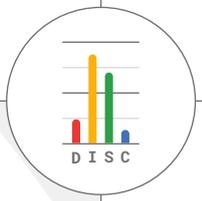
- Relations
- Discipline and Self Organization
- Delegating tasks
- Decision making
- Efficiency
- Self development
- Planning and time management
- Self-confidence
- Career goals
- Leadership

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: _____



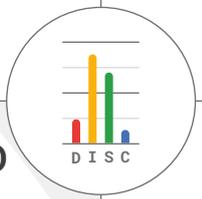


Recommendations for better communication – WHAT TO USE

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.



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:

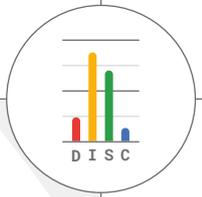
- Keep your distance, talk about the case and the details.
 - Answer questions informatively, relying on facts.
 - Give time for quality preparation and completion errands.
-
- Avoid risks and mistakes
 - Do not be disorganized or negligent.
 - Avoid unrealistic judgments and excessive pressure.

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





Analysis and processing of information

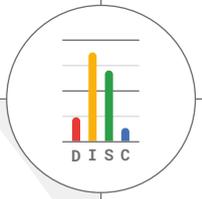
The chapter measures John's competencies related to the analysis of information. It should be remembered that each person in one way or another processes the information available to him. However, everyone does this in different ways. The chapter will help assess the priorities of a person in terms of analysis of information.

● Natural Style

● Adapted Style

	7.6 6.8	Intuitive approach to the collection and analysis of information
	5.7 6.3	Creative reflection and free interpretation of available information
	5.7 6.3	Ability to summarize and resume voluminous information
	5.5 5.5	Strategic situation analysis based on the global picture
	5.3 4.0	Ability to consider issues sequentially and logically
	4.3 3.8	Monitoring and registration of changes
	4.3 5.6	Ability to find the right information independently in different sources
	2.8 4.2	Evaluation of information in terms of its practical application
	2.3 3.0	Ability to prioritize information
	2.1 3.0	Ability to correctly predict based on available data
	2.1 3.0	Focus on objective information during analysis
	2.0 2.7	Tracks errors and inconsistencies
	1.9 2.5	Accounting, cataloging and organizing information
	1.5 1.7	Detailed data analysis



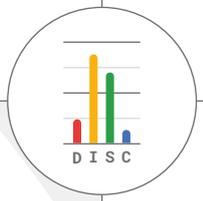


Compliance with Rules and Regulations

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.





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

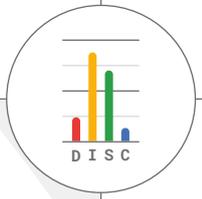
The Future scale analyzes the following parameters of an employee's activity:

- 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



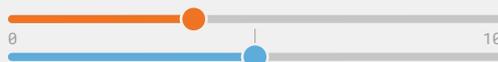
4.3 (P) **TRADITIONALISM.**
3.8 Orientation towards previous experiences



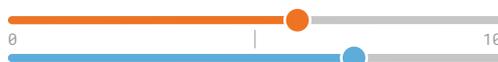
2.8 (P) **SELF-DISCIPLINE.** Manifestation of discipline and self-discipline in communications and activities
2.3



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

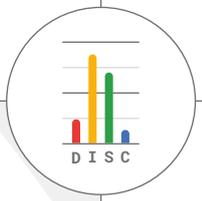


7.6 (F) **NETWORKING.** Focusing on establishing useful long-term relationships.
6.8



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



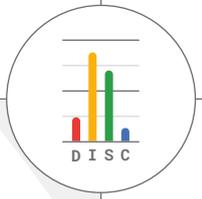


Behaviour Under Stress and Pressure

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's productivity decreases if he feels threatened or pressured.
- John intensifies his work pace, often at the expense of his peace of mind.
- He often reacts impulsively; however, he tries to finish what he started in spite of the fact that new urgent matters distract him.
- On the opposite, sometimes John can be idle and contemplative.
- He becomes too flexible.
- He tries to please and to continue to be liked by the other person.
- At the same time John can get quite stubborn if his ideals and convictions are being doubted.
- He tends to falsely agree.
- John looks for close relationships and support from those whom he considers friends.
- He avoids burdening others with his problems.
- John may wish to delay or delegate to others the decision-making process; however, he often assumes responsibility and takes initiative.
- He takes everything to heart; he does not deal well with stressful situations.
- John tries to take up too many assignments at once.
- He avoids conflicts; he counts on good relationship with the person.
- John may express silent disagreement or dissatisfaction.
- He resists and becomes indecisive if he is forced to do something he does not want to do. He may be passive-aggressive in such situation.





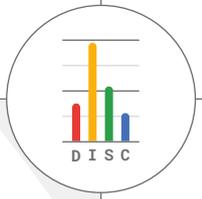
Motivation devourers

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

JOHN SEEKS TO AVOID

- Isolation and seclusion.
- Being separated from the team; losing team's support.
- Submitting to rigid discipline.
- Strictly regulated and demanding work environment.
- Working with unenthusiastic people.
- Being unappreciated and unacknowledged.
- Being solely responsible for making important and risky decisions.
- Making unpopular decisions.
- Interactions based exclusively on facts.
- Obeying illogical and senseless directives.
- Having to do the same job for a long period of time.
- Interacting with cold and distant people.
- Working with details (writing documents, developing instructions, etc.)
- Pressuring people; having to give orders.
- Taking unnecessary risks.
- Being under supervision of an indecisive or slow boss.
- Being accused of being unfriendly and hostile.





REPUTATION. Work mask

Information in this Chapter gives an idea of what reputation John is willing to create by influencing people. Studying the following statements ensures adapting behavior style appropriately to that of colleagues.

John is trying to build a reputation as someone who:

- Uses personal charm; get close to people.
- Sets a positive example.
- Shows empathy and sincerity.
- Tries to behave outwardly loyal and is courteous.
- Adapts speech thereby removing communication barriers.
- Promotes reconciliation and understanding among people.
- Does not try to push and force people into certain actions; not disciplinary or moralistic.
- Seeks to inspire and encourage others.
- Expresses opinions and shows a sincere interest in what the other person says.
- Tends to spend more time communicating and making contacts than paper and number crunching.
- Makes promises; convinces people of the superiority of his words, ideas, services or goods.
- Tries to trust the other person unless they have been caught out in a lie.
- Helps others by doing what is most appropriate for them.
- Ready to provide a particular service to develop relations with someone.
- Asks questions; tells stories and jokes.
- Withdraws from communication with unpleasant people.
- Able to give way so as to avoid collision.
- Cites examples of people known and respected by him.
- Gives positive feedback.



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

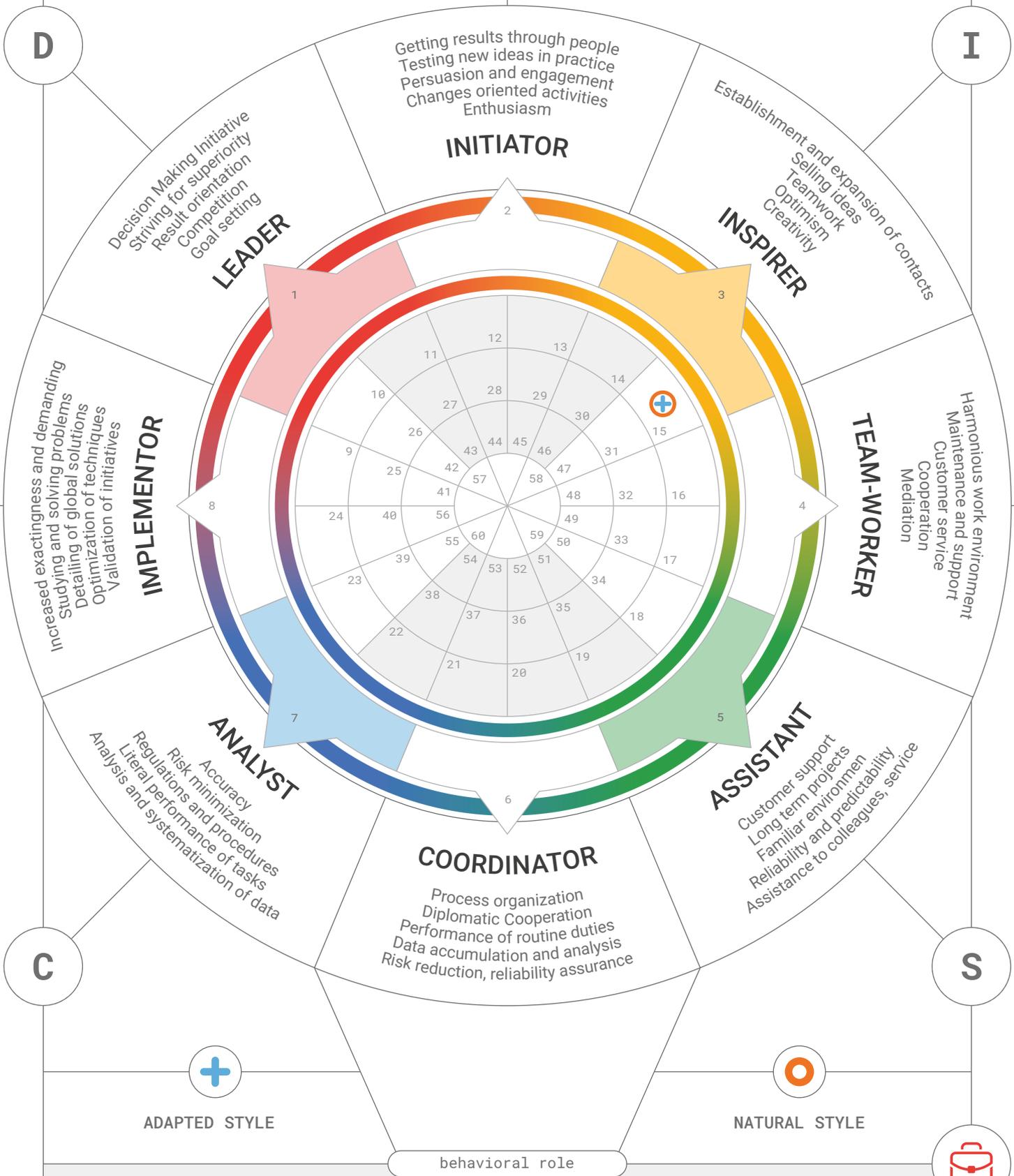
To analyze the degree of job matching or direction of adaptation of behavior, it is necessary to compare the distance between the indicators of the Job (briefcase) and Natural (Circle) or Adapted Behavior (Cross) of one or more employees.

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



ADAPTED STYLE

NATURAL STYLE

behavioral role

INSPIRING-TEAM-WORKER

INSPIRING-TEAM-WORKER

