

NOT FOR COMMERCIAL USE



# BEHAVIORAL INTELLIGENCE EQ - BI

SELFKNOWING - SELFMOTIVATION - KNOWLEDGE OF OTHERS -  
INFLUENCE

04  
07

2020

Smith Demo John

Organization



**INSUNRISE**  
PSYCHOMETRIX

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## INTRODUCTION

This document is a report on your behavioral style.

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

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

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

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

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

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

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

Use only professional tools!

Be successful!

Your INSUNRISE Psychometrix Inc.





## General Descriptions of Behaviour

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

- 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.





## 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.





## 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.

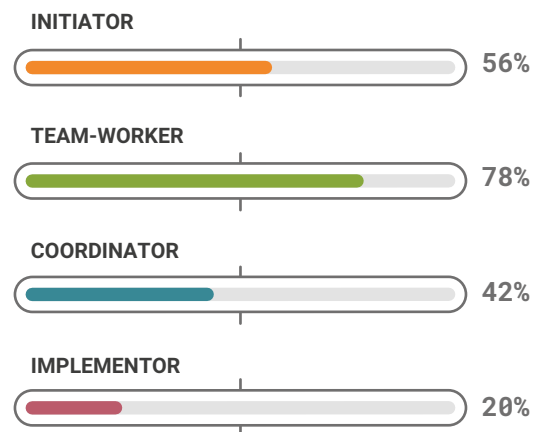
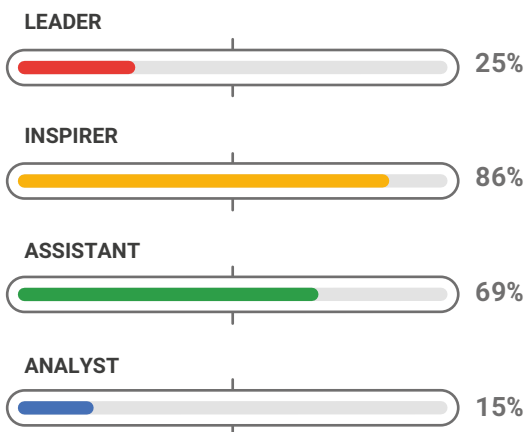
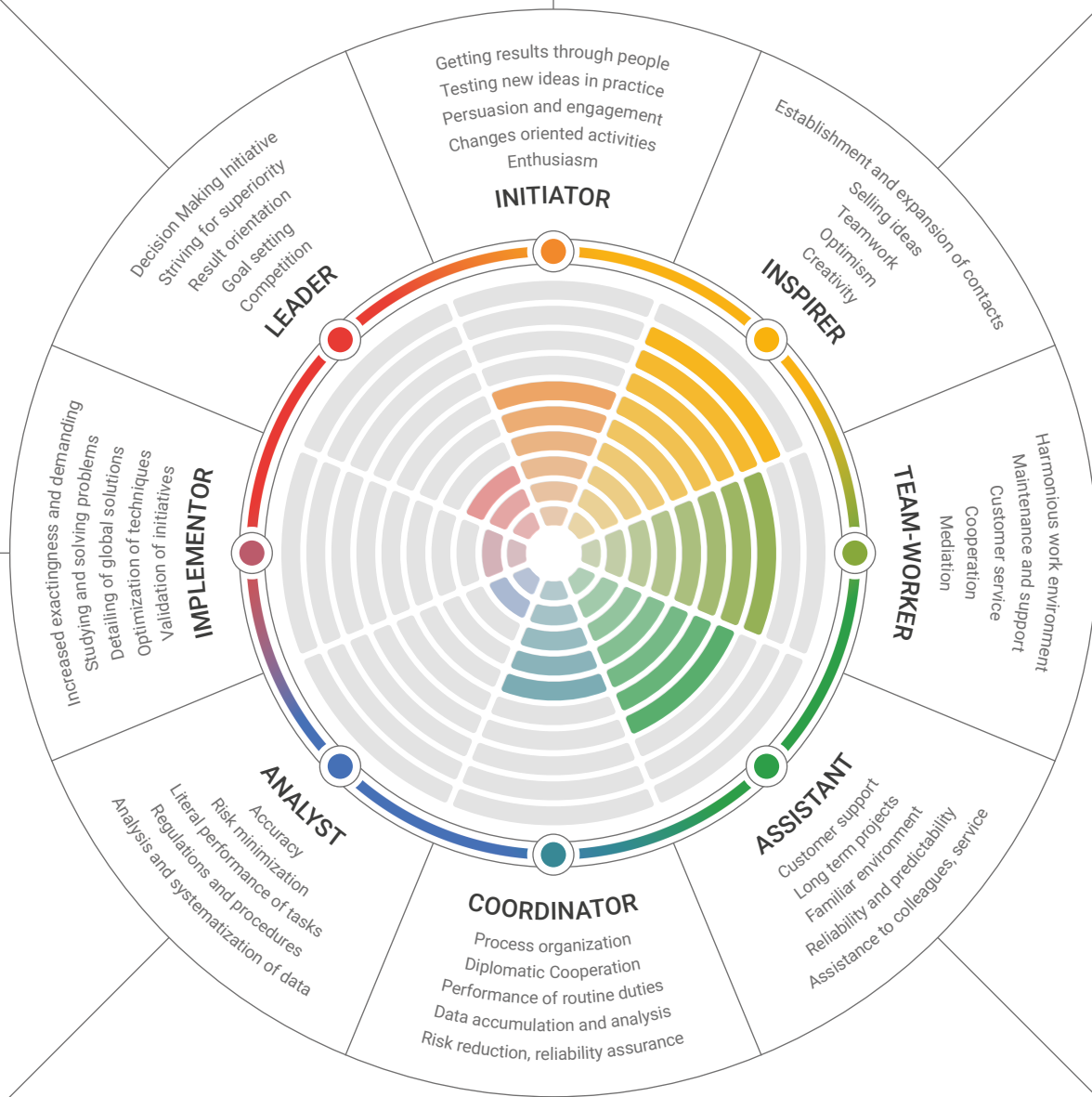


**7.9 SOCIUM**

7.1 Teamwork and cooperation



# Graphical analysis of Team-roles preferences





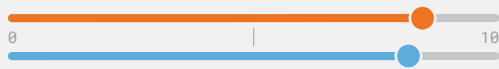


## Professional predisposition. Personnel reserve

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



8.6  
8.3 Communicator



7.9  
7.1 Account Manager



7.2  
5.8 Service Manager / Support



5.7  
6.3 Entrepreneur



5.7  
6.3 Innovator / Start-Up Manager



5.2  
5.8 Expert sales



4.8  
4.2 Lead Manager / Executive Director



4.4  
5.0 Specialist - Expert



4.3  
3.8 Coordinator - Contractor



4.2  
4.8 Driver / Problem Solver



2.1  
3.0 Implementor / Run and debug projects



1.5  
1.7 Analyst





## 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





## 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.





# 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 Intuitive approach to the collection and analysis of information  
6.8



5.7 Creative reflection and free interpretation of available information  
6.3



5.7 Ability to summarize and resume voluminous information  
6.3



5.5 Strategic situation analysis based on the global picture  
5.5



5.3 Ability to consider issues sequentially and logically  
4.0



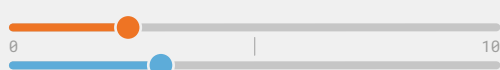
4.3 Monitoring and registration of changes  
3.8



4.3 Ability to find the right information independently in different sources  
5.6



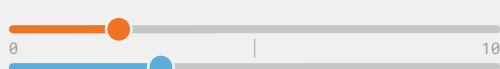
2.8 Evaluation of information in terms of its practical application  
4.2



2.3 Ability to prioritize information  
3.0



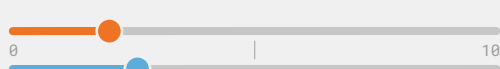
2.1 Ability to correctly predict based on available data  
3.0



2.1 Focus on objective information during analysis  
3.0



2.0 Tracks errors and inconsistencies  
2.7



1.9 Accounting, cataloging and organizing information  
2.5



1.5 Detailed data analysis  
1.7



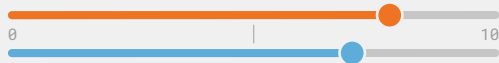


# Leadership and Proactivity

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**





## 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.





# 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

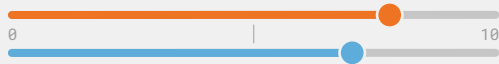
● Adapted Style



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





# Behaviour in Conflict Situations

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

● Natural Style

● Adapted Style



8.6 Ability to minimize conflicts through personal contacts and humor.  
8.3



7.9 Ability to act as a mediator in disputes  
7.1



7.9 Preventing conflicts.  
7.1



7.2 Showing empathy / View of the situation through the eyes of the opponent.  
5.8



7.2 Aspiration to find compromises  
5.8



6.9 Constructive approach in conflict situations  
6.4



5.5 Search for innovative solutions for old problems.  
5.5



4.8 Ability to make the most of the situation using arguments of every sides of the conflict  
4.5



4.8 Search for solutions from the "win - win" position  
4.2



4.5 Being diplomatic in management of conflict situations  
4.6



4.3 Loyalty and adaptability  
3.8



2.1 Reforming the existing relations based on the analysis of the conflict.  
3.0





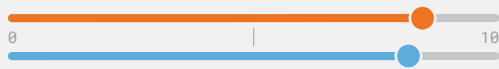


# Basic Competences Analysis

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





## 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.





## 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.





## John's Inefficient Behavior

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

- John has difficulty prioritizing.
- He does not always pay adequate attention to details.
- He lets others take advantage of his willingness to help and listen to other people.
- John tends to forget about the end result of his efforts.
- Sometimes he spends too much time discussing different suggestions instead of acting on them.
- He tends to promise more than he can deliver.
- John is full of good intentions; however, he does not always have time to keep his promises.
- When it comes to competition, John tends to give in or refuse to fight outright.
- He may praise others too much in order to improve their moods.
- Sometimes John overestimates his ability to motivate others and influence their behavior.
- Sometimes he may express enthusiasm bordering on superficiality.
- John may be too informal with people that do not accept familiarities.
- Dependence on other people's opinion and attention is a factor that may influence John's emotional state.





## 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.



## 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



# 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: \_\_\_\_\_





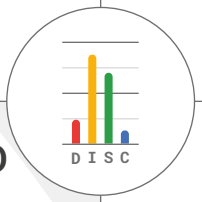
## Recommendations for better communication – WHAT TO USE

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.





## 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.



## 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!

Your INSUNRISE Psychometrix Inc.



## 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.

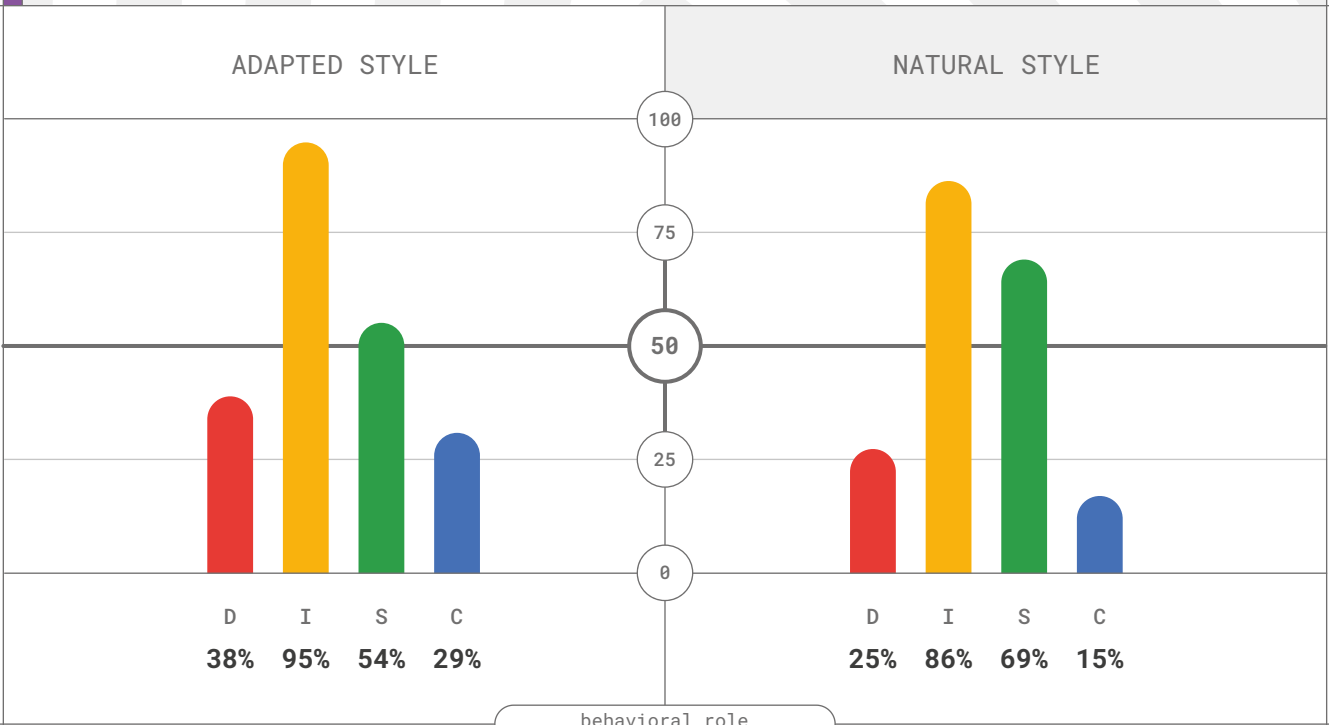
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress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

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

