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## EFFECTIVE INTERVIEWING +

ACCURATE SELECTION OF THE BEST EMPLOYEES

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07

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Smith Demo John

Organization

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## INTRODUCTION. Instructions for Reading DISC Graphs

### NATURAL AND ADAPTED BEHAVIOR

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

### GRAPH I

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

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

### GRAPH II

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

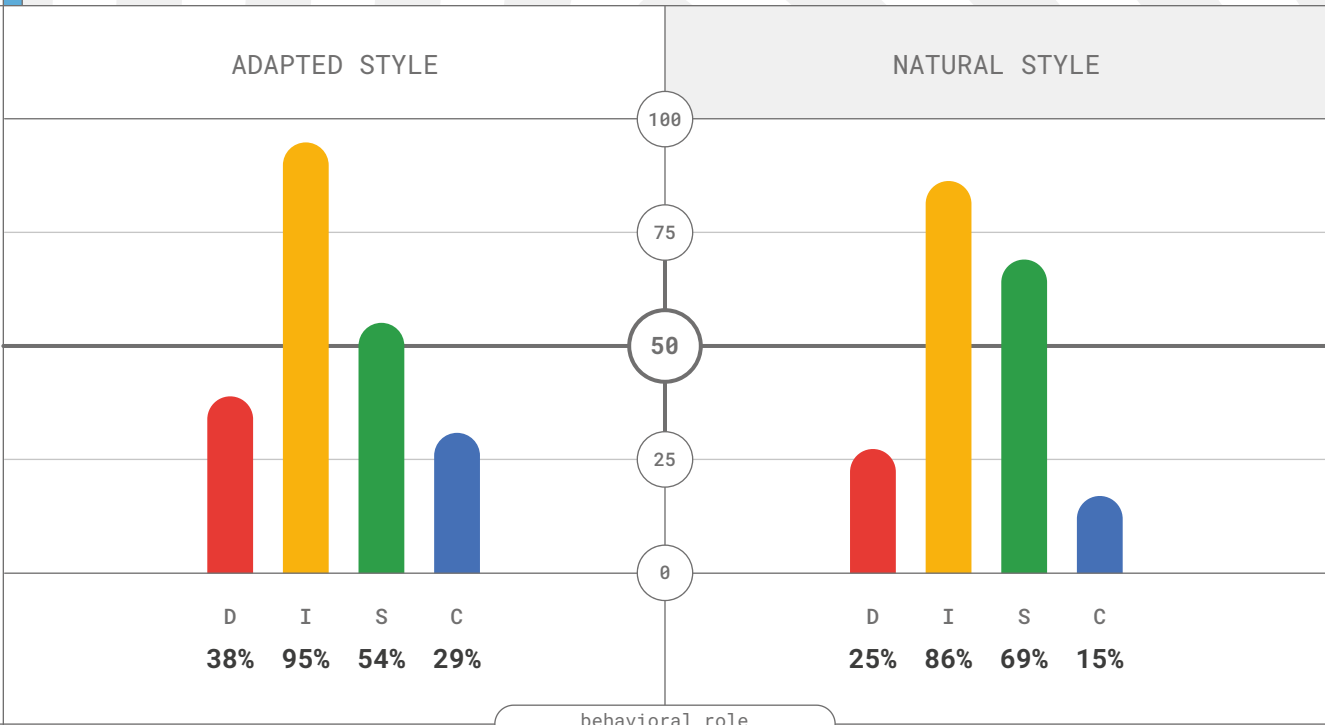
- Long term behavioural adaptation may exhaust one's energy.
- If a person is seriously motivated to adapt his (her) behaviour, he is able to conduct himself in accordance with the demands of the environment.
- To restore the energy supply a person has to turn back to his Natural style of behaviour.

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

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

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# John's Behaviour Style - DISC Graphs



behavioral role

INSPIRING-TEAM-WORKER

INSPIRING-TEAM-WORKER

ADAPTED STYLE

NATURAL STYLE

## INITIATOR

Initiative, Influence, Motivation, Change

### LEADER

Results  
Competition  
Innovation

### INSPIRER

Positivism  
Contacts  
Involvement

### IMPLEMENTOR

Formality  
Reform  
Implementation

### TEAM-WORKER

Responsiveness  
Friendliness  
Discussion

### ANALYST

Facts, Norms  
System, Analysis  
Instructions

### COORDINATOR

Accuracy  
Coordination  
Routine

### ASSISTANT

Calmness  
Steadiness  
Support





# 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





## A Brief Description of Behavioral Style

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

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





# Basic Competences Analysis

This chapter make an overview of the main John`s behavioral competences. 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

	<p><b>8.6</b> 8.3</p> <p>A focus on broad communication and networking</p>
	<p><b>8.1</b> 7.3</p> <p>Optimism and trustfulness</p>
	<p><b>7.9</b> 7.1</p> <p>Cooperation and teamwork</p>
	<p><b>7.1</b> 6.9</p> <p>Ability to negotiate, find common ground</p>
	<p><b>5.7</b> 6.3</p> <p>Creativity</p>
	<p><b>5.7</b> 4.4</p> <p>Stress tolerance. Poise</p>
	<p><b>4.3</b> 3.8</p> <p>Loyalty. Commitment to ideas, people, norms, the Status Quo</p>
	<p><b>4.3</b> 3.8</p> <p>Traditionalism. Orientation towards previous experiences</p>
	<p><b>4.3</b> 5.6</p> <p>Orientation towards novelty and a high pace of action</p>
	<p><b>4.2</b> 4.8</p> <p>Independent decision making</p>
	<p><b>3.4</b> 4.2</p> <p>Adaptability to the requirements of others</p>
	<p><b>2.8</b> 4.2</p> <p>Result orientation</p>
	<p><b>2.1</b> 3.0</p> <p>Self organization</p>
	<p><b>1.5</b> 1.7</p> <p>Gathering and organising information</p>





## 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.







## 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.



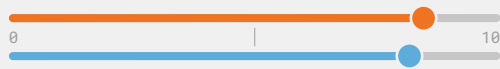


# Teamwork Skills

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

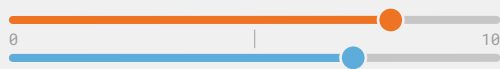
● Adapted Style



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



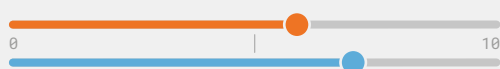
7.7 Promotes the stabilization of team climate  
6.3



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





# Working on a Project Style

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

● Natural Style                      ● Adapted Style



**8.6** Positive thinking in respect  
**8.3** of the final result



**7.9** Teamwork and discussion of project decisions  
**7.1**



**7.2** Supports other projects participants  
**5.8** with no leadership claims



**5.9** Ability to improvise, act ad hoc  
**7.1**



**5.7** Experiments and motivates project's  
**6.3** participants to start acting



**5.7** Initiation and promotion of new projects  
**6.3** both within a team and outside it



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



**5.2** Ability to work thoroughly  
**5.8** on several projects at once



**4.8** Global vision of one's mission within  
**4.2** the framework of the collective one



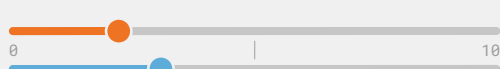
**4.3** Narrowly specialized tasks requiring  
**3.8** duty performance and organized nature



**4.2** Work on repeating tasks requiring  
**3.0** detailed elaboration



**2.3** Consideration and preventive measures  
**3.8** against risks and mistakes



**2.1** Optimization of existing systems  
**3.0**



**2.1** Introduction of innovations  
**3.0**



## 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?

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# DISC Role Preference Rose

