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# LEADERSHIP POTENCIAL

LEADERSHIP SERIES

01  
01

1970

**Sample John**

IT Developer

Deep Blue Sea 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.

- Caring, deliberate, calculating, introvert, traditionalist, constant, stable, cooperative, unobtrusive, distrustful, systematic, logical, scrupulous, doubtful, skeptical, undemonstrative, controls his emotions, peaceful, conscientious, service-oriented, law-abiding, careful, moderate, reserved, abides by common rules, takes time making decisions, seeks order, tolerant, polite, analytical, moderately and selectively contactable, tactful, modest, avoids competition, tends to accumulate information, predictable, wholesome.
- Tolerance and unobtrusiveness are John's important character traits.
- He tries to control his impulses and does not like to be too emotional.
- John has a reputation of a practical and objective person.
- His natural ability to listen and understand others helps him to collect necessary information for analysis and processing.
- John tends to prepare for upcoming important meetings and events beforehand.
- He has a need to think through the whole project before beginning to work on it.
- John can be described as a person who is detail-oriented and values quality work.
- He likes to make sure not to make mistakes or omissions at work.
- John tries to avoid unreliable methods at work and prefers to use an old proven technique rather than progressive but unverified one.
- John can be distrustful to unfamiliar people. Such attitude is evident by the fact that he asks the new people questions, answers to which do not require personal input.
- He prefers to have limited contacts and likes to control the intensity of all his relationships with people.
- He thinks that emotional but illogical and unsubstantiated persuasion method is less effective than logical and fact-based method.
- John feels disappointed if he has to participate in small talk.
- He favors systematic approach to work. He is rather critical of unsubstantiated statements and usually is quite cautious about new things.
- John tends to accumulate information without sharing it with others if he thinks that they will not understand it adequately. However, he is quite frank with the members of his work team. This characteristic can be both helpful and a disappointing for his managers.
- Being conservative by nature, he does not like personal competition of any kind.
- John always tries to find a logical explanation and solution to any problem.
- He is in constant search of better solutions and tries hard to avoid mistakes at work.





## General Descriptions of Behaviour

- John values quality most of all.
- Maintaining good relationships with people is as important for him as accomplishing assignments at work.
- Many people consider John a selfless helper who does not seek recognition.
- Calmness, self-control and poise are John's major behavioral traits.
- He is a reliable and full member of the work team.
- John prefers to work in a non stressful and calm environment. He can work in isolation.
- John may hesitate when he needs to make a quick decision. He will postpone making a decision until he collects all necessary data in order to make the right choice.
- He prefers to abide by the existing procedures and plans and likes work meetings to start and end on time.
- John is not authoritative and does not like to command other, but he can be a good coordinator or executor.
- If John is convinced of something, he will persistently defend his point of view.





## Basic Competences Analysis

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

● Natural Style      ● Adapted Style

	7.8 4.4	Stress Resistance / Balance
	7.6 5.5	Loyalty to company's policies or Status Quo
	7.6 5.5	Traditionalism. Focus on past experience
	6.1 7.7	Adaptability to the requirements of others
	6.1 7.7	Ability to present valid arguments and defend one's point of view
	6.0 2.4	Ability to concentrate on one task for an extended period of time
	5.6 8.2	Ability to negotiate, find a common language
	5.5 5.5	Cooperation and teamwork
	4.6 7.2	Ability to gather and sort information/Paper-work
	4.5 4.5	Diplomatic skills
	4.5 4.5	Self organization
	2.9 5.0	Aptitude for wide communication
	2.4 4.5	Optimism and trustfulness
	2.4 4.5	Creativity





## Target attitudes and psychological needs

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 the best working environment for John.

- Maintaining the predictability and constancy of the situation
- Methodical achievement of set goals
- Gradually carrying out tasks to completion
- Establishing close relationships with a small number of people
- Well-being of one's work team (family)
- Help and support
- Tactful communication style
- Mediating and preventing conflicts
- Adhering to high standards that one has set for oneself
- Professionalism and competence
- Development of technical skills
- Accumulation and analysis of information
- Performing one's duties with utmost care
- Confirmation of the accuracy of one's ideas about reality; re-evaluation of one's actions
- Acting according to existing policies and procedures
- Gaining a reputation of being a reliable employee





# Strategic and Systemic Vision

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

● Natural Style

● Adapted Style

	7.6 5.5	Methodical approach to the analysis of his/her mistakes
	7.4 6.6	Project risk assessment
	7.1 5.0	Work with special attention to details
	5.4 2.9	Application of tried-and-true, safe work methods
	4.9 2.4	Grasp of the importance of divisionsinter-relatedness within a company
	4.9 2.4	Recognition of the role of a single project within the framework of the entire enterprise
	4.5 4.5	Efficient balance between compliance with procedures and business development
	4.5 4.5	Understanding the strategies of the client-company and its goals
	2.9 5.0	Emphasis on positive aspectsin the course of project development
	2.4 1.9	Perspective vision.
	2.0 4.0	Ability to prioritize
	2.0 4.0	Consciousness of project deadlines







## Problem Solving and Decision Making

Below you will find the text descriptions of how John makes decisions and overcomes difficulties while solving problems. In our analysis we take into consideration such parameters as: assertiveness, risk-taking/ risk-aversion, directness/ caution, independence/ following orders, and others.

- John advocates calm and peaceful ways of problem resolution, which do not require tension or forcing events.
- He believes that one should deal with problems as they arise.
- Trying to adapt to the circumstances, he prefers not to take risk.
- He tends to act in accordance with his usual line of behavior, but with no harm to quality and not against expectations of other people.
- Usually he seeks to find a compromise rather than take part in a competition.
- He plays the role of an employee or an assistant, performs his duties with high quality, however, does not favor taking initiative in responsible matters.
- He is capable of working on routine tasks for lengthy periods of time in a consistent and systematic mode and without complaining about solitude.
- He has an acute sense of possible negative consequences of the decisions he makes, no matter if these decisions involve people, economic or political aspects.
- He has a tendency to display forethought and cautiousness in actions and judgments, which is sometimes perceived by other people as the lack of self confidence.
- Deliberateness and conservatism are the characteristic components of John's decision-making style.
- He likes to ground his choice in logics and analysis of available information.
- Sometimes he is spending unreasonably much time on making a certain choice because he wishes to be sure that his actions will lead to the desired result.
- If John has made up his mind, it will be very difficult to make him change his mind.





# Management 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



8.1  
6.0 Defers to the team's opinion



7.7  
8.2 Informed, manager with objective judgements and attention to details



7.6  
5.5 Management logistics and coordination of employees' work



7.5  
2.9 Concentration on routine management processes



5.6  
8.2 Is concerned with creating a positive environment within a team



5.1  
7.7 Ability to calm people down and cheer them up, gain their voluntary subordination



5.1  
7.7 Assesses the work of employees and provides them with objective feed-back



4.5  
4.5 Control over mistakes and shortcomings in work of employees



4.5  
4.5 Commitment to system in management



4.5  
1.9 Ability to set clear objectives and allocate production roles within a team



2.9  
5.0 Distinguishes strengths and achievements of employees



2.5  
7.2 Is personally involved with employees, seeks to create team spirit



2.4  
1.9 Creates a tensed environment within a team to increase productivity



2.4  
4.5 Ability to employ other people's potential for the benefit of team objectives





# 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



**8.1** Showing empathy / View of the situation through the eyes of the opponent.  
6.0



**8.1** Aspiration to find compromises  
6.0



**7.7** Being diplomatic in management of conflict situations  
8.2



**7.6** Loyalty and adaptability  
5.5



**6.0** Ability to make the most of the situation using arguments of both sides of the conflict.  
2.4



**5.6** Ability to act as a mediator in disputes.  
8.2



**5.5** Preventing conflicts.  
5.5



**5.3** Constructive conflict management.  
5.3



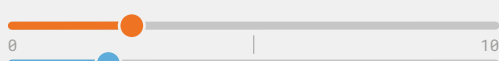
**4.9** Active search for solutions in arguments.  
2.4



**4.5** Reforming the existing relations based on the analysis of the conflict.  
4.5



**2.9** Ability to minimize conflicts through personal contacts and humor.  
5.0



**2.4** Search for innovative solutions for old problems.  
1.9





# Proactiveness and Leadership

Data in this Chapter help determine John's level of Leadership qualities including a wide range of skills: from the ability to motivate by example to proactivity and independence.

● Natural Style

● Adapted Style



5.5 Ability to create friendly and positive environment within a team  
5.5



5.5 Anticipation of the possible course of events and search for optimal solutions  
4.0



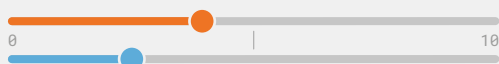
5.1 Transmission of corporate culture and company values  
7.7



5.1 Ability to show perspectives and overall team goals  
4.3



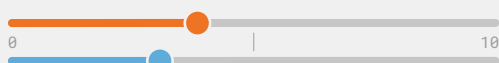
4.9 Encouraging employees to passing critical judgements constructively  
2.4



3.9 People-oriented leadership  
2.4



3.9 Applying different managerial approaches depending on a situation  
5.4



3.8 Aspiration for development/Progressiveness  
3.0



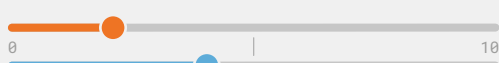
2.4 Independent decision making  
1.9



2.4 Being initiative and positive while solving project tasks  
4.5



2.4 Ability to earn reputation  
4.5



2.0 Ability to motivate by setting personal example  
4.0





# Coaching and Mentoring

Skills and key competencies of the employees allow organizations to be competitive in the market. Research showed that behavioral and intellectual assets play the most important role. A good manager should be able to identify best skills of each employee and bring them into proper correlation with the needs of organization. This chapter deals with John's competency in the area of coaching.

● Natural Style

● Adapted Style



5.6 Analysis of the past situations with an aspiration to optimize further activity  
8.2



5.5 Ability to use different methods for the development of the stuff.  
5.5



5.1 Ability to give constructive feed-back regarding achievements and failures of employees  
7.7



5.1 Ability to see personal and professional qualities of the staff  
7.7



4.9 Follow-up and correction of employee.s development  
2.4



3.8 Encouragement of employee.s independencedevelopment and their willingness to take risks  
6.1



3.0 Setting goals for employees' development that match the objectives of organization  
6.1



2.9 Ability to stimulate employees to self-development.  
5.0



2.4 Motivation of colleagues and co-workers to achieving result  
4.5



2.4 Inspiring people to certain actions  
4.5





# Negotiating Style

This section of the report measures abilities to find arguments, to persuade, to express one's view clearly, to listen and ask questions.

These parameters have been chosen in order to get a clear understanding of the employee's communication style. Please analyze carefully the information below.

● Natural Style

● Adapted Style

	<b>6.0</b> Goal concentration in the course of the entire negotiation process 2.4
	<b>5.7</b> Attentiveness to the main arguments of the conversation partner 5.0
	<b>5.4</b> Consistency/Ability to maintain the line of argument in negotiations 2.9
	<b>5.1</b> Ability to provide competent and correct answers to questions 7.7
	<b>4.9</b> Ability to convince relying on requirements and goals of the opponent 2.4
	<b>4.5</b> Structural and detailed argumentation with the stress on technical aspects 4.5
	<b>2.9</b> Emotional convincing with an aspiration to gain the goodwill of opponent 5.0
	<b>2.4</b> Proactive adaptation of dialogue depending on the situation 4.5
	<b>2.4</b> Ability to demonstrate the profitability of his/her proposition 4.5
	<b>2.4</b> Ability to show new perspectives 1.9





# Presentation Skills

In this chapter are assessed John's public speaking skills and his ability of presenting information, including understanding and management of audience, as well as his way of structuring and conveying of information.

● Natural Style

● Adapted Style

	<p>7.6 5.5</p> <p><b>Logical and structural presentation of the material.</b></p>
	<p>7.1 5.0</p> <p><b>Detailed preparation of a presentation, its revision and double-checking</b></p>
	<p>5.5 5.5</p> <p><b>Adequate response to the negative reaction of the audience.</b></p>
	<p>5.5 5.5</p> <p><b>Presenting the material according to the audience.</b></p>
	<p>5.1 7.7</p> <p><b>Maintaining the balance between audio and visual presentation.</b></p>
	<p>4.6 7.2</p> <p><b>Aspiration to meet ad hoc requirements</b></p>
	<p>4.5 4.5</p> <p><b>Effective time management.</b></p>
	<p>2.4 4.5</p> <p><b>On-the-spot change of strategy</b></p>
	<p>2.4 4.5</p> <p><b>Ability to answer questions with confidence.</b></p>
	<p>2.4 1.9</p> <p><b>Optimization of density of presented material</b></p>
	<p>2.4 4.5</p> <p><b>Ability to establish and maintain productive contact with the audience.</b></p>





## 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.

- Orientated at providing services.
- Tactful and discreet in communication with colleagues, senior managers and clients.
- Takes into account the opinion of superiors, respects hierarchy and organizational structure.
- Knows how to keep his emotions and impulses under control.
- Advocates compromise decisions.
- Brings along stability.
- Helps his colleagues, often, selflessly.
- Is able to listen to his interlocutor attentively and express an honest interest to his or her words.
- Takes into consideration the interests and needs of his team members when making decisions.
- Tries to act in accordance with the principle "you win – we win".
- Consistent and methodical.
- Orderly and disciplined.
- Has an analytical aptitude.
- Objective and rational in his appraisals.
- Successfully copes with tasks demanding concentration.
- Efficient as a coordinator.
- Is able to work on long-term projects, which make the main contribution to the prosperity of organization.
- Tries to finalize projects at hand.
- Regards as his priority the compliance with working standards; attentive to quality.
- Has the ability to track mistakes and shortcoming of the working process.
- Is able to pass constructive critical judgments onto unrealistic propositions of team members.
- Invites people to a deepened understanding of the meaning of the set goals.







## 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.

- Avoids progressive innovations for the sake of stability guaranties.
- Slowly adjusts to changes.
- Needs assistance with grasping new tasks; does not always dare to take on unprecedented projects.
- Does not manifest sufficient commitment and initiative in tackling production issues.
- Avoids acting on his own.
- Inclined towards accumulating information without sharing it with others. May silence out his viewpoint, until someone asks to express it.
- Not always recognizes or remembers that there is a deadline for assignment delivery.
- Strives to maintain the same neutral attitude to any situation. Because of that colleagues may accuse him of indifference.
- Has a tendency to express false modesty or false consent.
- Does not go further than communicating with his team-members; is rather reserved with people he does not know well.
- Prefers the policy of non-intervention.
- Seeking to escape conflict conversation topics, leaves important questions at times unresolved.
- Has a tendency to overstating the complexity of problems.
- Reveals an inclination to bureaucracy.
- Makes decisions slowly.
- May drag out his participation in certain projects.
- Sometimes an over-the-top analysis of a situation and preparation to it substitute for him the action itself.
- States ideas instead of "selling" them.
- May have some problems with prioritizing.
- Evaluating all "pro" and "contras", sometimes becomes hostage of his own scrupulosity.
- Allows others to make decisions for him.
- Perceives the critique of his work as attacks on him personally.
- Reduces the conversation to the discussion of details, using this as a mean of self-defence.



## Personal Development Plan

The generation of personal goals is often more effective than targets provided by outside authority.

We have prepared a list of skills which you might decide to improve. It is necessary to choose one or more of the proposed options, after that sketch certain steps which John should take. Turn to the Report to make the task easier.

Try to set real deadlines rather than to just plan actions.

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

Development zones:	Development Initiatives:
1.	<hr/> <hr/> <hr/>
2.	<hr/> <hr/> <hr/>
3.	<hr/> <hr/> <hr/>
4.	<hr/> <hr/> <hr/>

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

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



## DISC Behavior Style - Instructions for Reading Graphs

### NATURAL AND ADAPTED BEHAVIOR

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

### GRAPH I

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

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

### GRAPH II

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

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

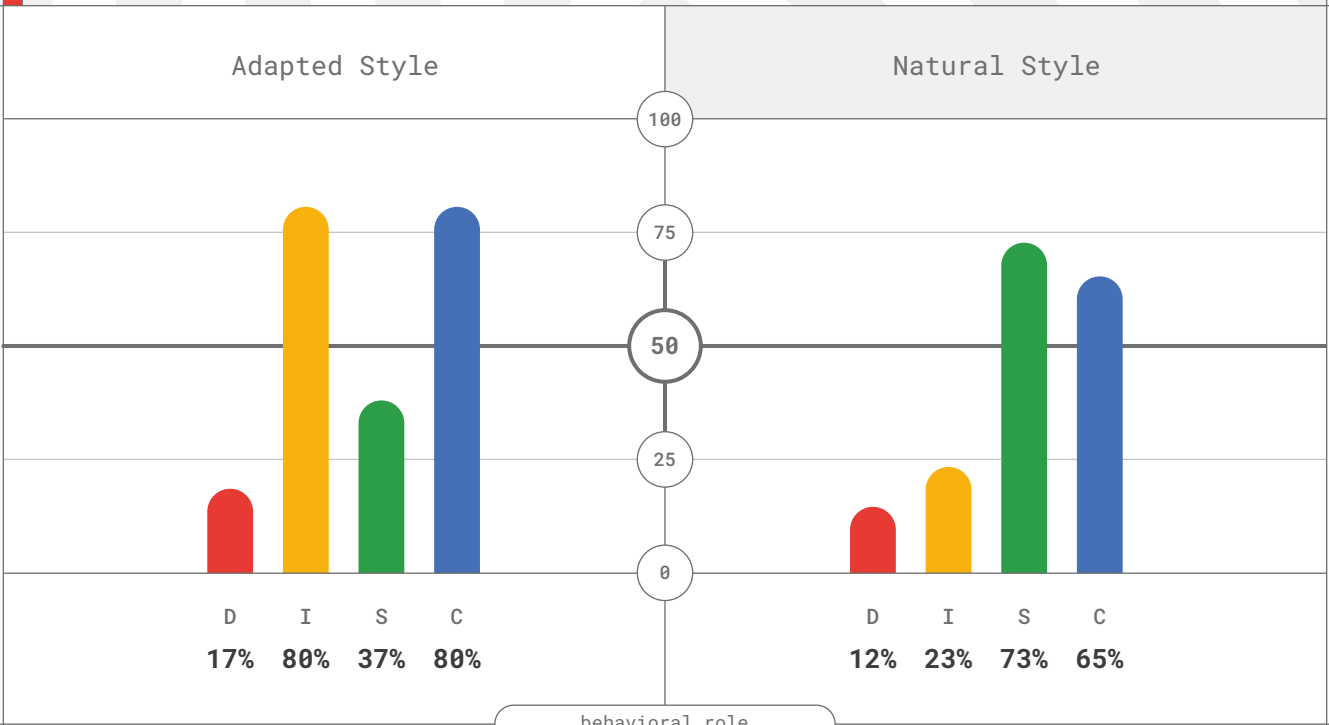
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress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

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

Always with you, INSUNRISE Psychometrix Inc.



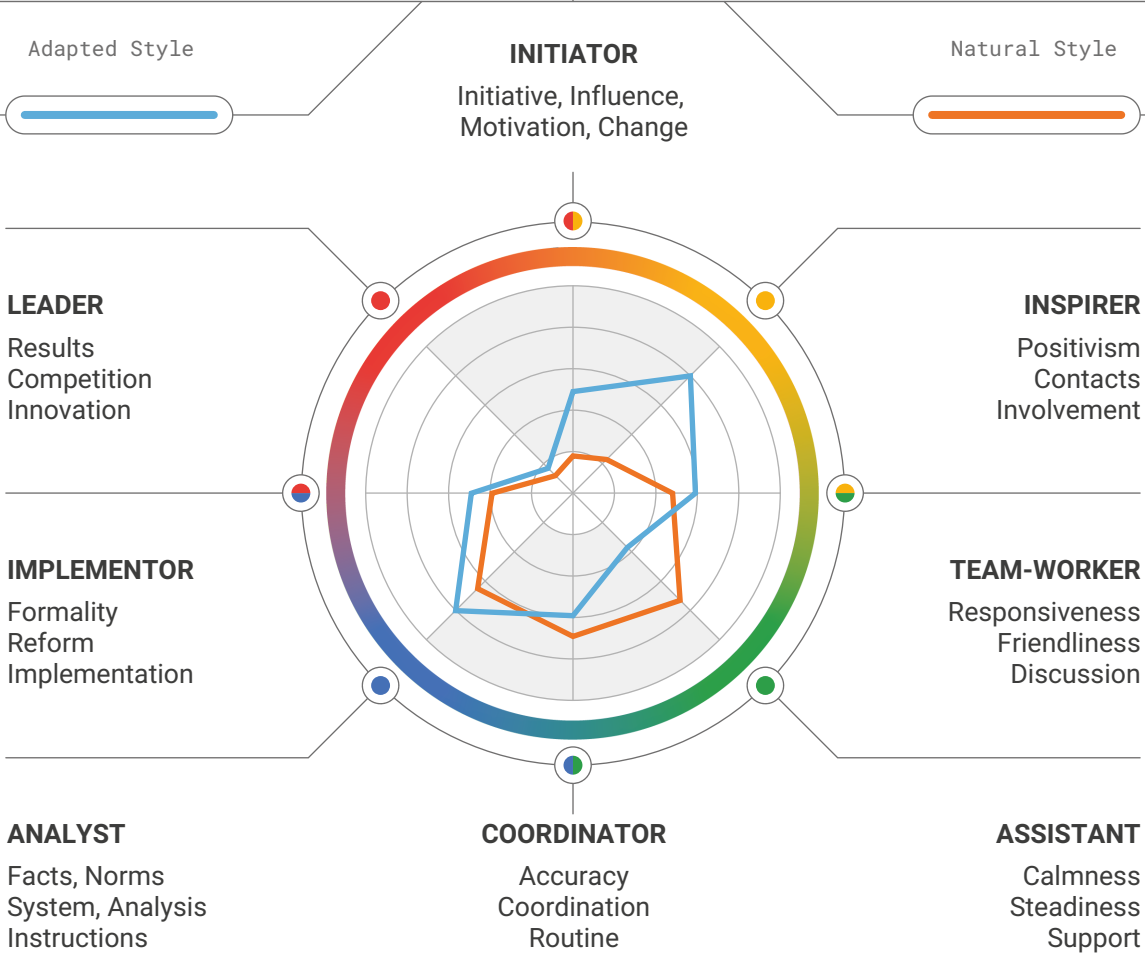
# John's Behaviour Style - DISC Graphs



behavioral role

**INSPIRER-ANALYST**

**ASSISANT-COORDINATOR**



## INSUNRISE ROSE - Instructions

INSUNRISE ROSE is Helicopter view diagram and a powerful multifunctional tool that can be applied independently or combined both, with the individual or Job Profile reports.

INSUNRISE ROSE was developed on the basis of DISC Model, designed to help each applicant to understand both himself and others better.

### INSUNRISE ROSE HELPS TO:

- Identify job matching
- Fix the difference between one's conscious and unconscious behavior;
- identify and prevent inner stress;
- Minimize inconsistencies between one's way of behaviour at work and outside it;
- Work out strategies to improve team spirit

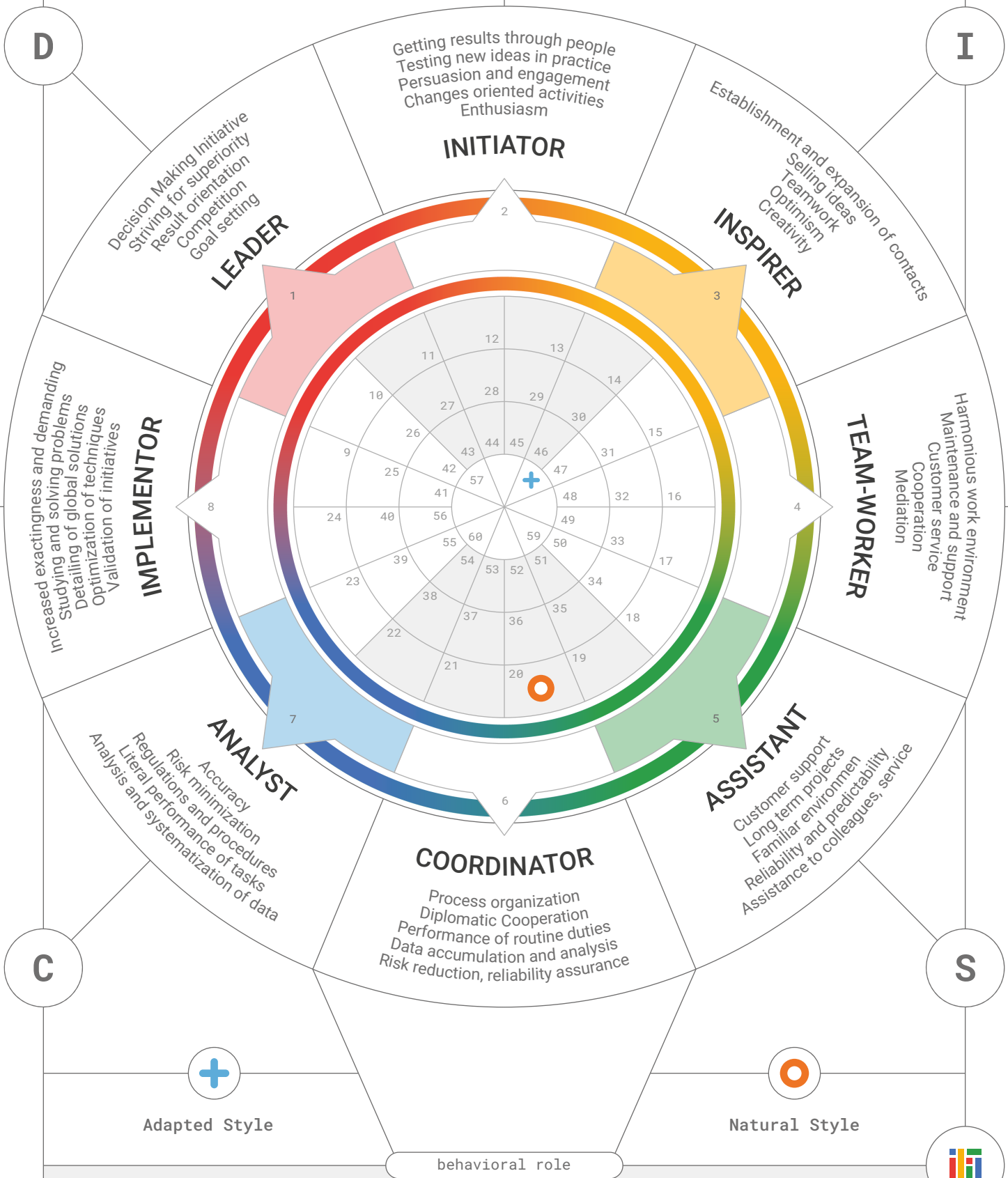
To analyze the degree of job matching or direction of adaptation of behavior, it is necessary to compare the distance between the indicators of the Job (briefcase) and Natural (Circle) or Adapted Behavior (Cross) of one or more employees.

To observe the team dynamic it is advisable to place on the INSUNRISE ROSE the indicators of the Job position and then the ones of Natural and Adapted Behaviour of all members of the team and analyze the correlation between them.

Such method allows to identify quickly the areas of possible conflicts between members. You will be also able to see how to improve interaction and mutual understanding within the team.



INSUNRISE Rose® - Personal



Adapted Style

Natural Style

behavioral role

INSPIRER-ANALYST

ASSISANT-COORDINATOR