

NOT FOR COMMERCIAL USE



MANAGEMENT CAPABILITIES

SELECTION AND RECRUITMENT OF LEADERS - BUILDING A POOL

04
07

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Smith Demo John

Organization

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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.





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.



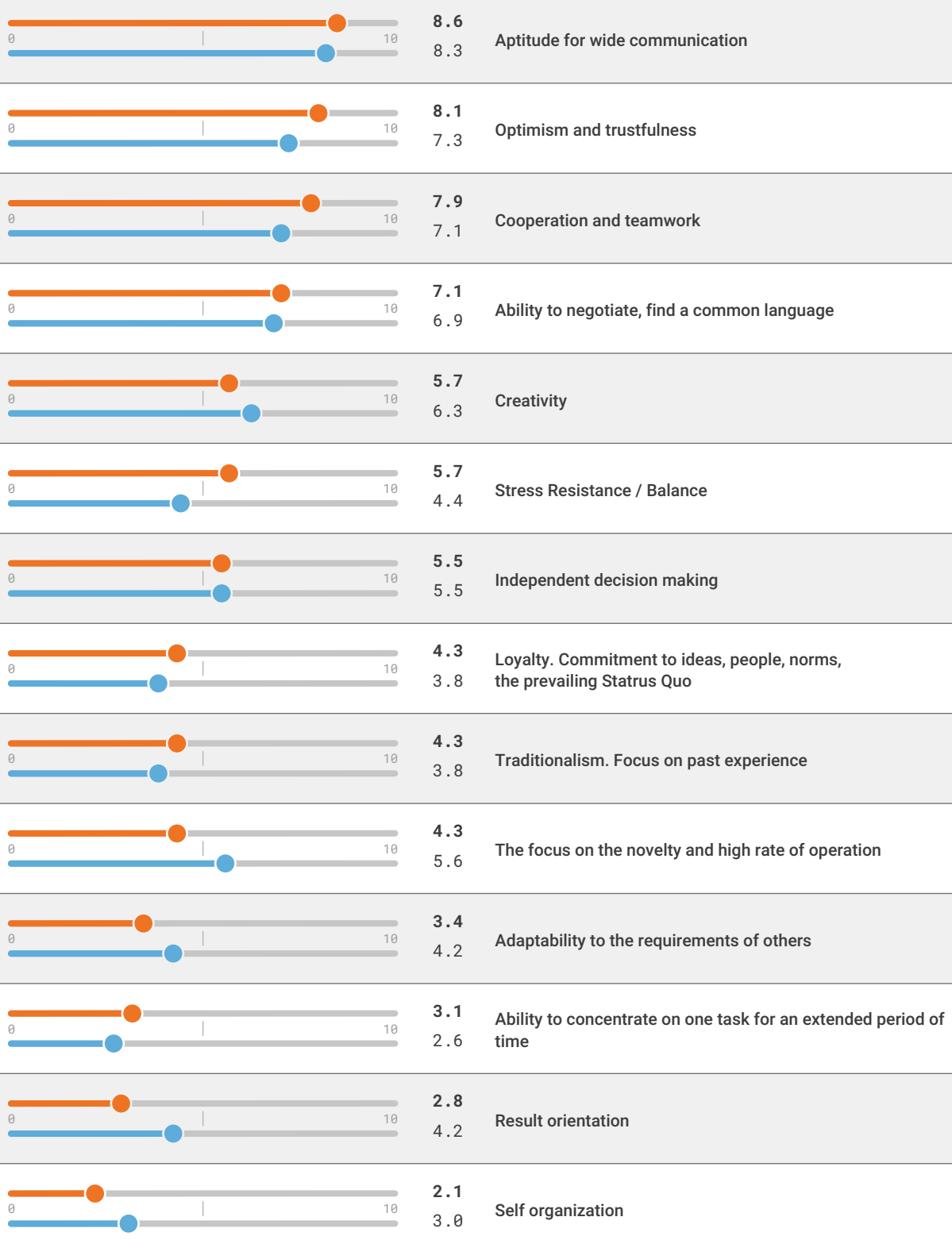


Basic Competences Analysis

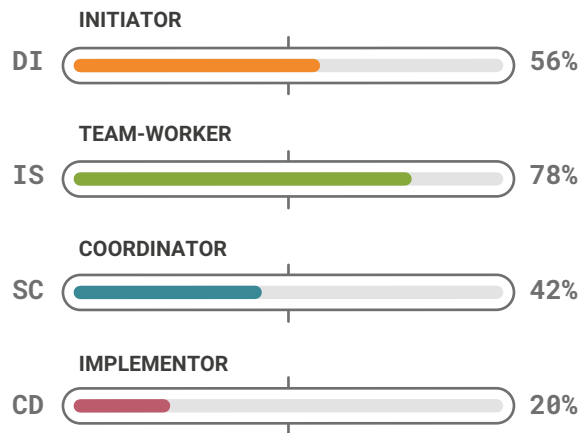
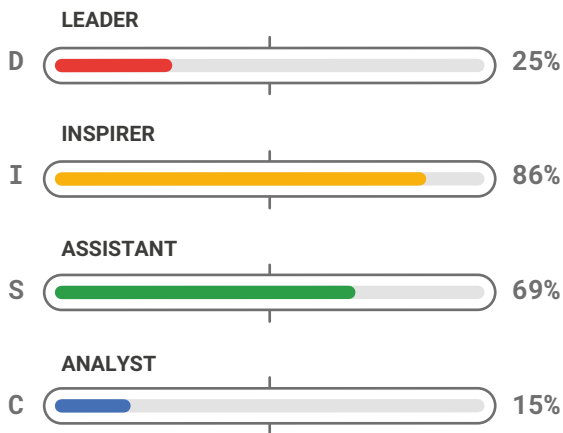
This chapter covers the main tendencies of John's behavior. These are the qualities that John will demonstrate in the situation most comfortable for him, when he is not under stress and is not making an effort to conform to a situation.

● Natural Style

● Adapted Style



DISC Role Preference Rose





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

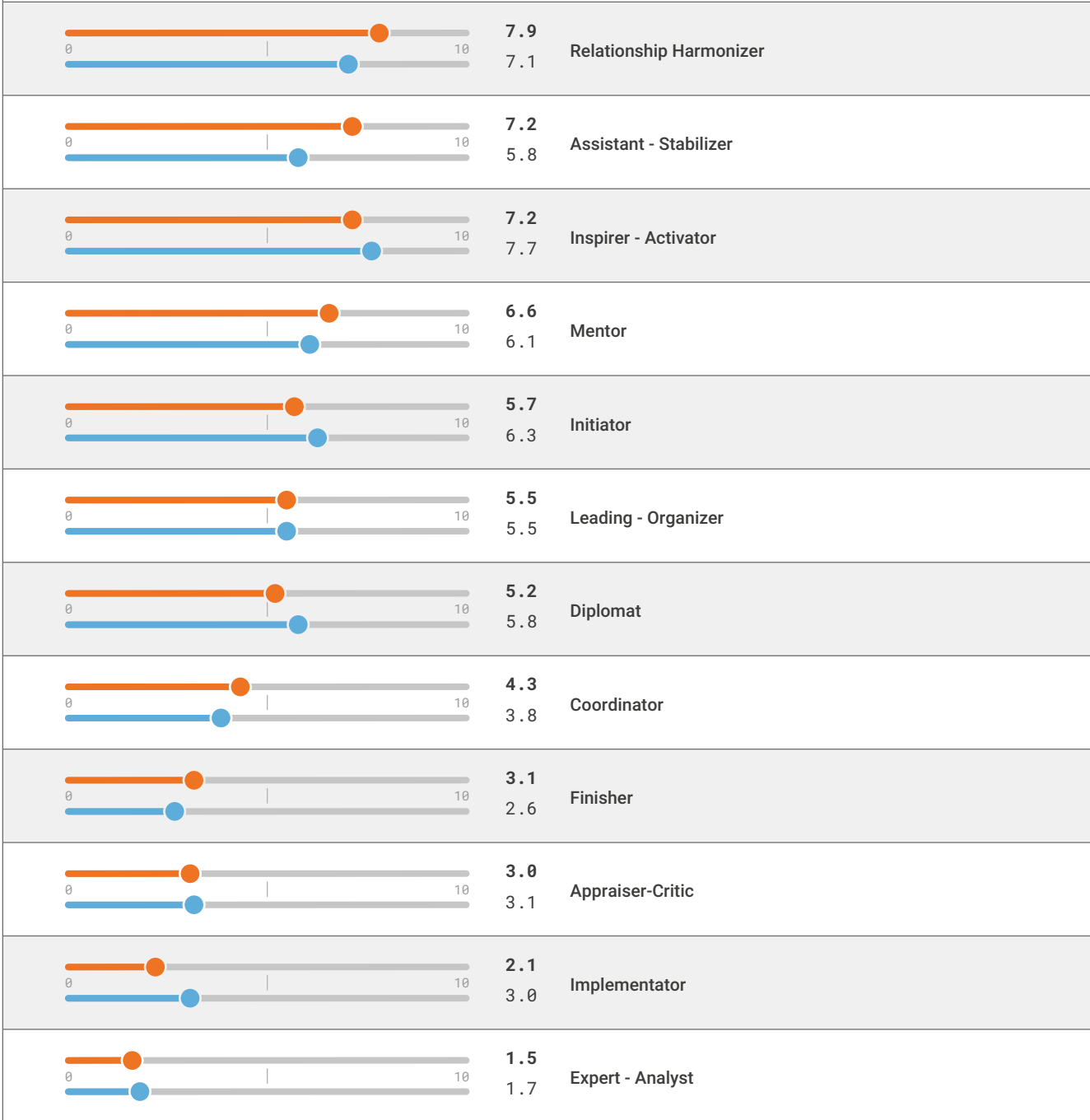




Employee functional profile

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

● Natural Style ● Adapted Style





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.

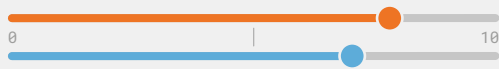




Leadership and Proactivity

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.

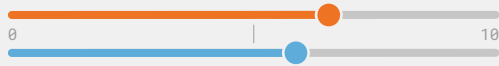
● Natural Style ● Adapted Style



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.





Change Management

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 predispositions of John allows you to better exploit his potential.

● Natural Style ● Adapted Style

	8.6 8.3	Progressiveness. Disposition to active participation
	7.9 7.1	Methodical approach to elaboration of changing assignments
	7.7 6.3	Persistent pursuit of selected path
	7.2 5.8	Ability to wait
	5.7 6.3	Ability to switch quickly from one matter to another
	5.7 6.3	Ability to manage multiple responsibilities/ Multitasking / Mobility
	4.8 4.2	Vision of the future
	4.5 4.6	Slow, scrupulous elaboration of tasks
	4.3 3.8	Step-by-step adaptation to changes
	4.2 4.8	Shift of activity depending on new objectives
	4.2 3.0	Aspiration to finalize his/her endeavors
	2.8 4.2	Innovativeness. Course on changes
	2.8 4.2	Sense of urgency
	2.1 3.0	Intense organized work





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.



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: _____



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.

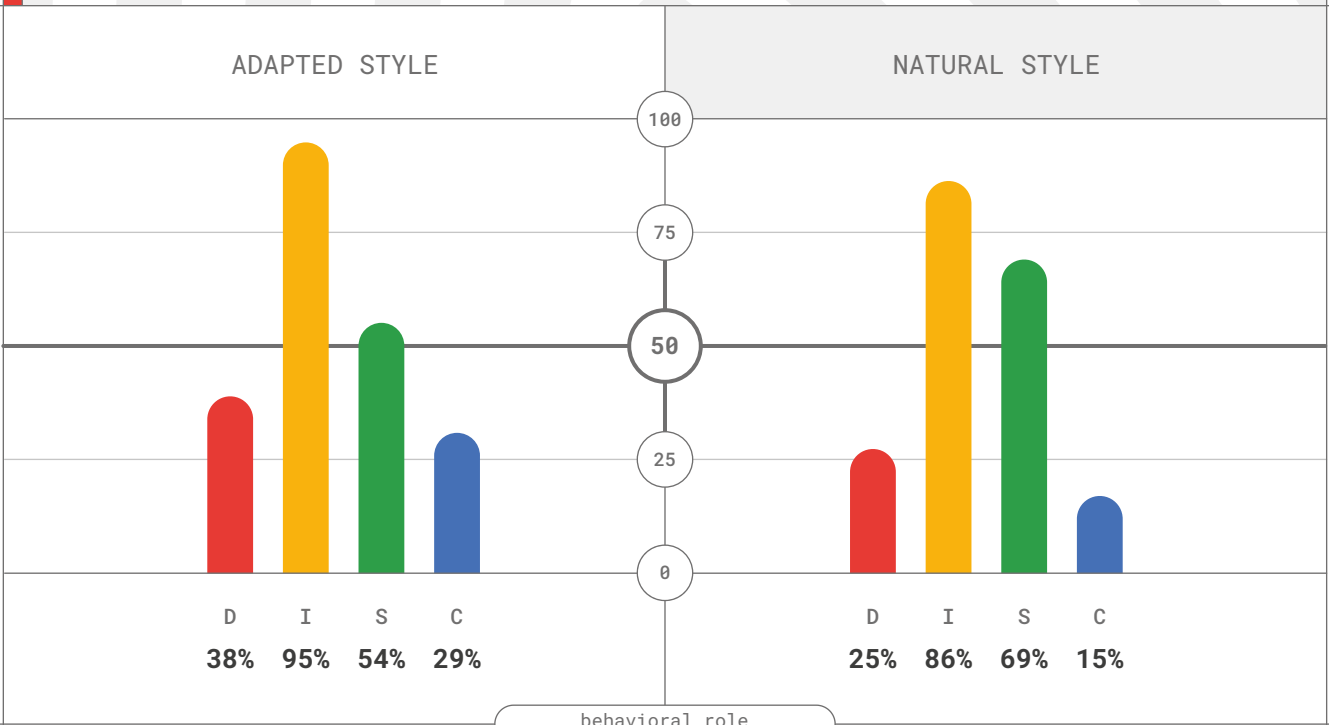
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress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

