

NOT FOR COMMERCIAL USE



MULTIVARIATE ANALYSIS OF BEHAVIOR

COMPREHENSIVE REPORT

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1970

Sample John

IT Developer

Deep Blue Sea 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.





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**





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.





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 tends to establish close relationships with a rather limited number of people.
- Most people consider him a sensible, rather cautious and modest person.
- Typically, John is poised, tactful and friendly.
- He does not wish to dominate.
- John does not like to use his power or position as an argument.
- He tends to gather information without sharing it with others.
- John does not like to embellish reality; however, sometimes he does not speak openly about what bothers him.
- He prefers others to speak first.
- John can possibly be willing to talk on different subjects, but he will try to avoid talking about himself.
- He is more open and frank with those whom he trusts. However, it takes time to earn that trust.
- In a company of strangers John will most likely try to abstain from active participation in team events.
- He will rather help others than ask for help.
- John believes that each person should be doing his own job.
- He is rather conservative in what concerns people's relationships. He values reliability, stability and predictability.
- John knows how to listen to and pay attention to others; however, motivating and inspiring others is not one of his best qualities.
- When trying to persuade others, he tries to be objective. He builds his arguments on logic and reliable information.
- John can take a break during an argument or discussion in order to gather necessary arguments and facts to defend his opinion.
- In most cases John respects other people's opinions. However, if someone tries to doubt his ideas or convictions, he may become resistant and stubborn.
- John does not accept it when people do not keep their promises or act dishonestly.





Work Pace and Attitude to Change

One of the most significant aspects of our behavior is the typical to us pace of activity, as well as our perception of changes in our environment. The key traits of John's behaviour that are described in this chapter are: persistence, consistency, methodical approach, ability to be a listener, attitude to innovations. Use this chapter to find better way to engage his talents.

- John is interested in an unrushed and steady work that guarantees stability and quality. His main principle is: "Slowly but surely."
- John feels comfortable in an environment with a limited number of changes.
- Predictability and reliability is an important factor for him both at work and in private life.
- That is why John tries to preempt undesirable situations and to get ready for them.
- He prefers his life to go at a certain pace, not too slow and not too fast.
- John tries to have such working conditions in which composure, deliberateness and patience are considered a necessity.
- He likes to use standard, reliable methods.
- John avoids improvisations; he focuses on preparation because he likes to be sure that there are no mistakes.
- If he gets used to certain routine at work or outside of work John tries to follow it regardless of changing circumstances.
- It is important for him to go through all the steps before achieving the desirable result.
- John tests the feasibility of new ideas.
- He tends to analyze the issues in details regardless of how long it takes, without considering it a waste of time.
- In most cases John does not take up new assignments before finishing old ones.
- Usually he acts according to the daily schedule and does not like to change plans because of other people or unexpected circumstances.
- If someone tries to rush John he may feel threatened and eventually stop working, thus blocking the process.
- People that are ambitious and quick to achieve results may consider him a slow person; however, John just likes to act not to avoid being idle but because he has thought it through.
- Sometimes John wishes the world to slow down.





Compliance with Rules and Regulations

This page lists the descriptions concerning John's attitude to rules stipulated by others. Besides, it provides a characteristics of his commitment to quality and reliability. In other words, we measure to what extent the rules of procedures are important to him in order to carry out his work in a quality manner, accurately and carefully.

- It is natural for John to be careful and cautious.
- He tries not to stand out and to behave according to common norms and rules.
- John doesn't tend to break the rules just to satisfy his ambitions.
- He does not seek self-assertion.
- John likes to be aware of all existing norms and requirements and will be upset if someone from his team disrespects them.
- Knowledge of his responsibilities and presence of exact instructions make him feel secure.
- John rarely doubts that the assignments he gets are correct.
- In spite of the fact that he has an ability to organize the work process, he probably wouldn't dictate his own rules.
- John will remind others of certain rules if he feels that their actions become risky.
- Sometimes his behavior may seem inexpressive and unoriginal. However, this is how he exercises self-control and self-discipline.
- John is quite open-minded and is rather patient with different behavioral patterns of people; however, he behaves quite traditionally.
- John prefers to adapt to existing requirements rather than resist them.
- He can concentrate on details.
- John tries to minimize mistakes.
- He tends to follow the procedures of the work process. In sales he will try to go through all the steps of a classical deal.
- If John has to choose between quality and quantity he will most likely vote for quality and reliability.
- As a customer he will be a person who buys unostentatious but safe and reliable goods. Before choosing a certain product he will probably do a market research.





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.





Motivating Stimuli

There is a common opinion that the best environment for a person is the one that creates for him the conditions for self-motivation. Employ the information stated below to identify together with John his main individual motivators.

- Reliability, thoroughness.
- All-embracing certainty and predictability.
- Absence of sudden changes in work plans and work order.
- Work atmosphere build on harmonious, peaceful relations and cooperation.
- No need to perform new, uncustomary duties.
- Opportunity to work undisturbed and feel support of the team and belonging to it.
- Sense of personal usefulness.
- Recognition of colleagues earned through loyalty and willingness to help.
- Absence of competition.
- Rational allocation of duties.
- Narrow, specific tasks.
- Ability to calmly focus on a problem.
- Availability of well-defined and detailed instructions.
- Open access to information.
- No need to multi-task.
- Time margin.
- Environment, where logics and objectiveness prevail over emotions.
- Engagement in projects, which John would be able to commence and finalize.
- Opportunity to be alone with oneself from time to time; integrity of personal space.
- Passive leisure time.





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.





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:

- Not to be afraid to act spontaneously, take more initiative.
- To strive for greater independence in decisions.
- To behave more expressively and less formally.
- To express more flexibility in regards to accepting changes and innovations.
- To master new methods in work.
- To cultivate a feeling of optimism.
- Not to underestimate his capabilities and skills.
- To allow others criticize his actions not taking the criticism personally.
- To have a more creative approach to the execution of assignments.
- To take a more active part in discussions in the role of a competent expert.
- To articulate his viewpoint on various matters more often putting aside the fear to cause negative reactions or seem incompetent.
- To be more persistent in trying to get people interested in his ideas, to go beyond passive statements.
- To place a more significant emphasis on deadlines.
- To give special attention to choosing priorities.
- Not to postpone the resolution of complicated problems.
- To enter a confrontation, if it is required to achieve better results.
- Not to clam up whenever someone challenges his convictions.
- To be more confident and categorical in saying "no".
- Not to exaggerate the complexity of certain situations.
- To be less fixed on details and nuances.
- Not to lose sight of his career objectives.
- He cultivated a sense of optimism.



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: _____





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 hides his emotions; he tries to react calmly and rationally to stressful situations; however, once the difficulties pass, he may feel the negative consequences of the stress.
- John's productivity decreases significantly if he is under pressure or is threatened.
- He slows his work pace.
- He does not risk.
- John waits tolerantly hoping that the situation will resolve for the better.
- He becomes more self-critical.
- He acts according to familiar scheme and within the limits of given instructions.
- John tries to gather more information in order to do a comprehensive analysis of the situation.
- He looks for a proven method that can help to solve the difficult problem.
- John adapts to those who make decisions.
- He gets passive-aggressive, becomes distant and more formal.
- He avoids direct confrontation; he does not tend to express protest openly.
- John tries to be appropriate and objective. This is possibly his way of defending his position.
- He remembers the fact that someone hurt his feelings for a while.
- John resists measures that may affect the familiar and comfortable environment.
- He responds to requests for help from others but does not talk about his problems.





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.

- Respect John's discreet manners.
- Be patient and calm.
- Keep some distance.
- Demonstrate a sincere interest in John as a person.
- Try to follow this scheme: start the conversation with a personal comment; break the ice. Then get to the discussion of the topic that interests you.
- Keep your interactions in the form of a soft and polite discussion.
- Be aware that John may not share information voluntarily and will do so only if you ask.
- Discuss with him all pros and cons of his ideas.
- It is hard to judge by John's reaction whether he shares your views or whether he is happy or not.
- Ask John questions that preferably start with "how?"
- Put in writing what you expect of him at work.
- If you assign him a new project, try to make a detailed plan of how to accomplish it.
- Support John's beginnings in an organized fashion.
- Give him ample time to find out all the nuances.
- Express your position methodically and comprehensively.
- Use supplemental materials.
- If you refer to someone's opinion, make sure it is of someone authoritative.
- Use exact terms and definitions pertaining to John's professional occupation.
- Give him guarantees that your suggestion implies taking minimal risks.
- Keep your promises.
- If John agrees with you, try to finish solving the issue at once. The sooner the better.
- Keep in mind that any of your comments regarding John's work should be just and based on facts. John does not accept unsubstantiated statements.





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.

- Avoid gesticulating excessively and do not fuss.
- Do not be too talkative.
- Try not to violate his personal space; avoid touching him.
- Do not be aloof or too relaxed or friendly.
- Do not leave things to chance and do not be spontaneous during the conversation.
- Avoid being disorganized; do not forget or lose things.
- Do not make contradictory or unsubstantiated statements.
- Do not change subject abruptly during the conversation.
- Do not try to earn John's appreciation by flattering or enticing him by something.
- Do not give guarantees that you may not fulfill.
- Do not leave decisions unmade.
- Do not pretend to be a specialist if you are not.
- Do not refer to opinions of unreliable people as an argument.
- Avoid talking from the position of power.
- Do not try to challenge John to an argument or competition. He will probably not enter into a conflict with you.
- Avoid making decisions for John; he may lose initiative.
- Do not force him to give quick answers.
- Do not leave John without support.
- Avoid saying phrases such as: "Well, as I see it..."
- Do not expect quick actions from John. His strong side is not speed but his ability to do a quality job while paying attention to details.
- Do not make hasty or negative comments about the quality of his job unless you can give a concrete example.



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.

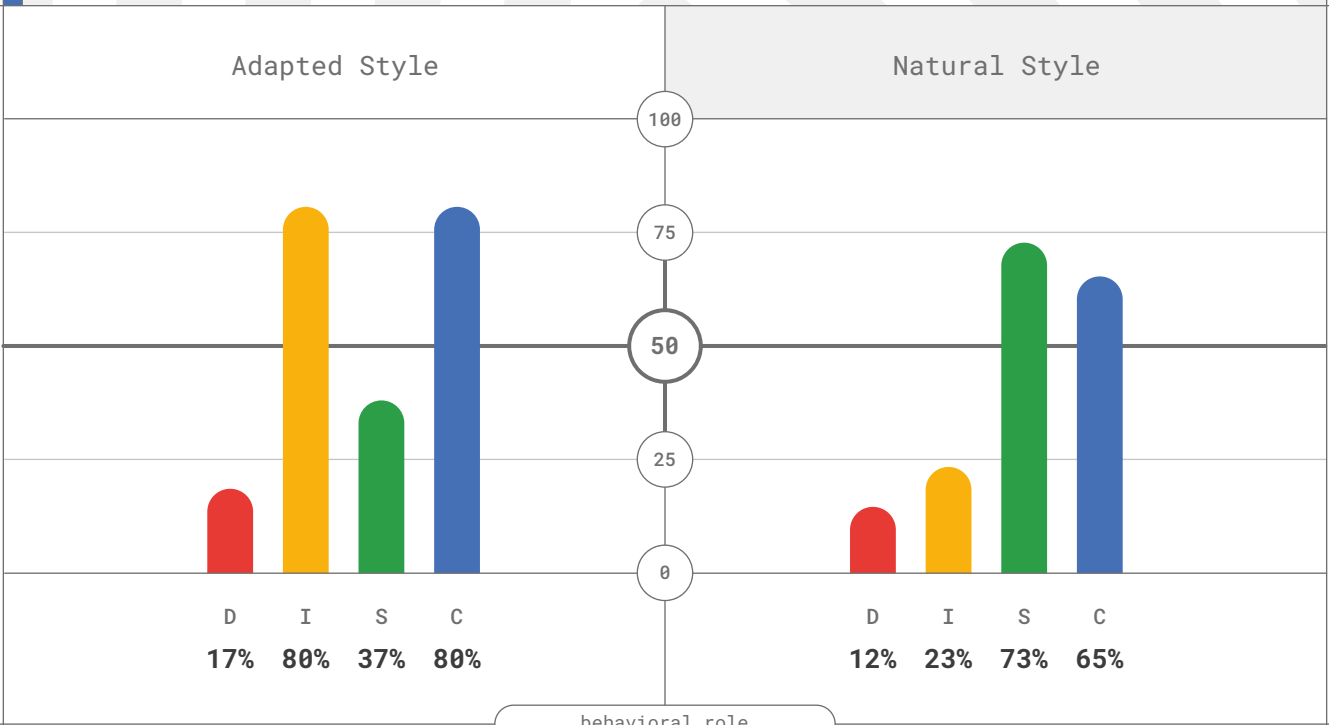
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress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

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

Always with you, INSUNRISE Psychometrix Inc.



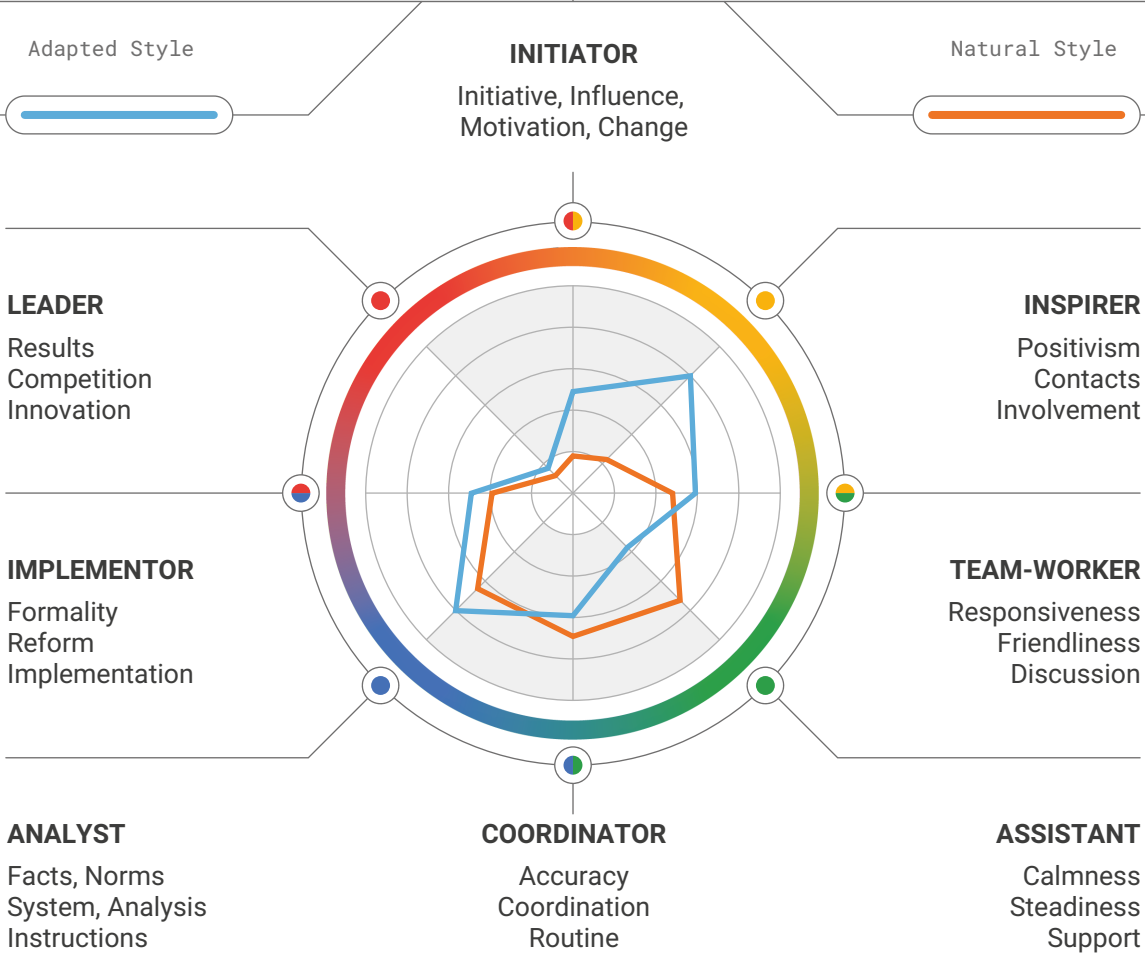
John's Behaviour Style - DISC Graphs



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

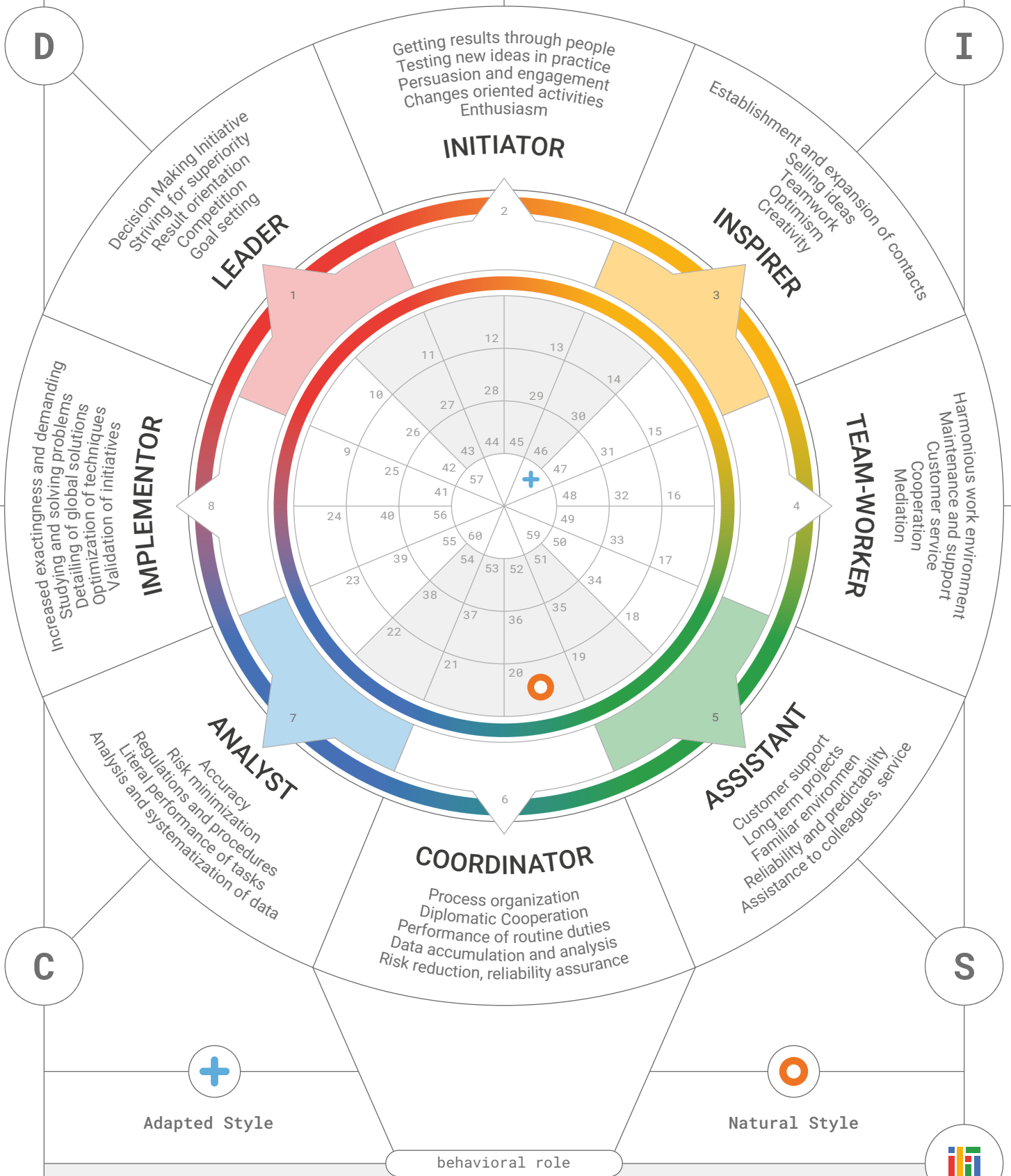
To analyze the degree of job matching or direction of adaptation of behavior, it is necessary to compare the distance between the indicators of the Job (briefcase) and Natural (Circle) or Adapted Behavior (Cross) of one or more employees.

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



INSPIRER-ANALYST

ASSISANT-COORDINATOR

behavioral role

