

Less Lemons Personal Profile

This analysis is based on the responses given in the online questionnaire. This analysis should not be the sole criterion for making decisions about this person. The purpose of this analysis is to provide supporting information for the respondent and their manager.

Chris P Bacon

Organisation:

ABC LTD

Date:

13.10.2014

Company Profile

Lesslemons is a Dunedin based business coaching company owned by Murray Schofield who is an accredited Extended DiSC Master Trainer. He has used Extended DiSC to accelerate engagement with existing employees and to quickly onboard people new to the organisation. Murray has worked in and around Dunedin and Invercargill for the past 6 years improving results and influencing business teams to achieve both maximum potential and satisfaction in the jobs they do.

Situation:

Research shows in New Zealand only 36% of people are engaged in their jobs* that is “people who love coming to work and who are totally productive” That leaves the larger percentage of people either unhappy or unproductive or both, using a space they neither feel useful or recognised in.

Our vision:

Using the Extended DiSC behavioural profiling report Murray is able to turn this comprehensive information into simple effective and practical solutions in easily understood language that will have a noticeable immediate improvement both on the individual and the people around them.

Extended DiSC is not about putting people in boxes, Murray believes that anyone is capable of achieving anything regardless of behavioural traits and values that every individual has a unique set of skills and strengths to use in the work they do.

Our passion:

Is to equip people to realize their full potential and love doing it.

*Blessing White 2011 Engagement Report Aus/NZ

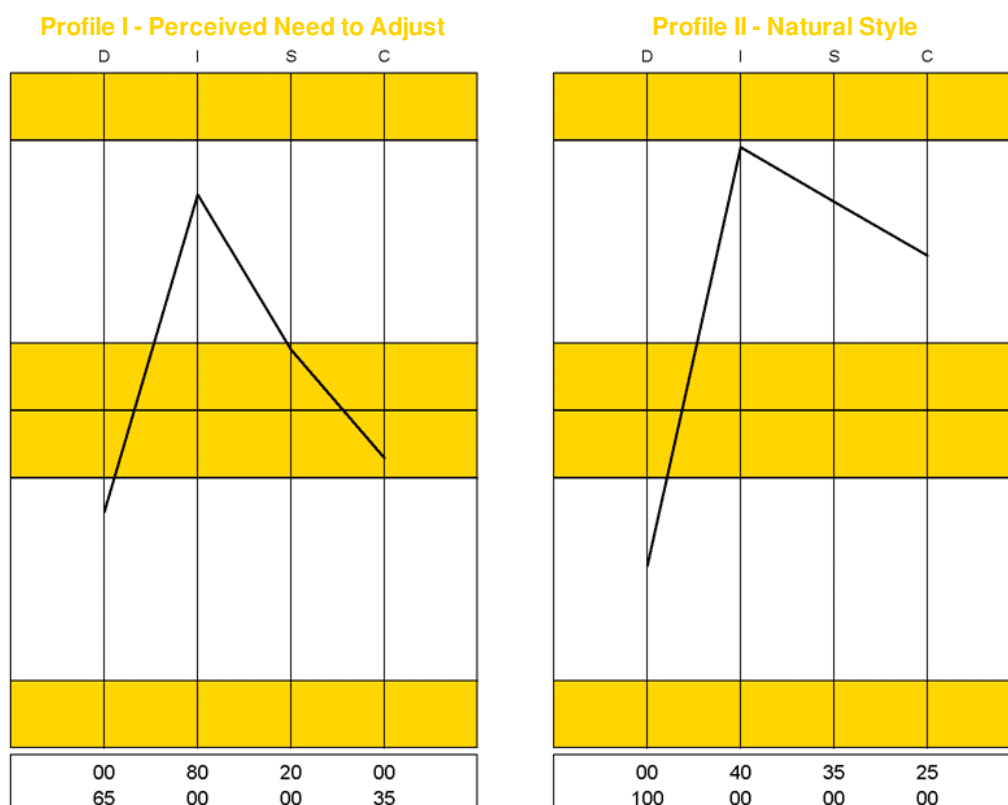
Your Profile

The following profiles are a visual representation of your behavioural style. They are based on your responses to the online questionnaire and have been calculated by your "most" and "least" selections into a frequency distribution of each of the behavioural styles - D, I, S and C.

Profile I - your adjusted style (conscious behaviour) shows how you believe you must adjust to meet the demands of your present environment.

Profile II - your natural style (unconscious behaviour) remains fairly stable, but not rigid, over your lifetime. It is the style that is more comfortable to you and uses the least energy.

There are no good or bad profiles. Just different.



How flexible is your profile?

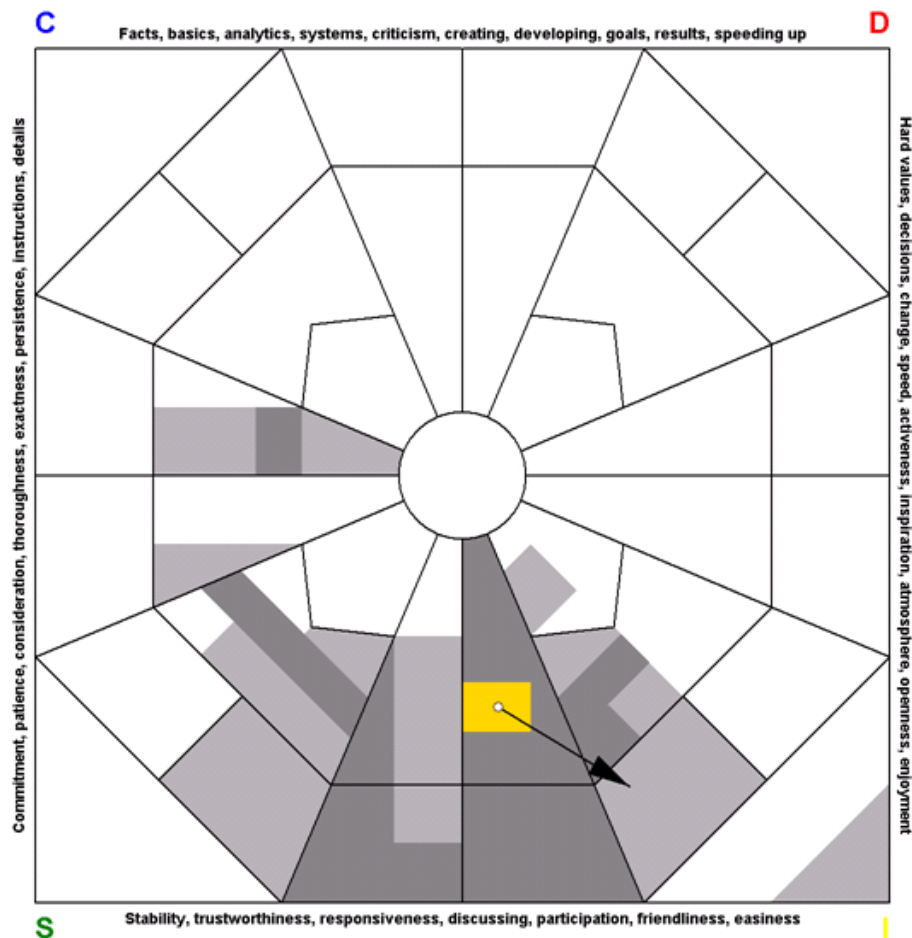
The Extended DISC Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you.

The deepest shade on the Diamond shows the location of your natural behavioural style. This is your most natural and comfortable behavioural style.

The remaining shadings demonstrate the behavioural styles that are most comfortable and where you can easily develop.

The white areas of the Diamond illustrate the behavioural areas that require the most energy, effort and concentration from you.

The farther you move from your deepest shade, the more energy required.



How you may come across to others?

This page is a description of how you are typically seen by others. While this page describes your typical behaviour, a person can modify their conscious behaviour to suit a particular situation. When reading this page, it will help you to develop an overall picture of yourself.

Note: It is important to understand that the following comments do not take into account "learned behaviour" as you may have addressed many of the issues a person might observe in your behaviour.

Your attributes:

Social, pleasant, kind, sociable, good listener, calm, polite, exact, undemanding, thorough, adjustable, helpful, approachable, positive.

What motivates you:

Chris P values security and well-being. He enjoys himself best in small and stable surroundings. The working atmosphere should be open, trusting and positive. He likes to dictate his own tempo for working.

What you prefer to avoid:

He tries to avoid conflicts and quarrels by compromising. Chris P finds tasks that demand a quick reaction or which are not possible to complete very unpleasant.

When communicating with others:

He is kind and nice in conversation. Chris P can carry the team with him as he is part of it and tries to inspire everyone equally. He does not command but suggests. He is receptive in the discussions although he might be reluctant to talk about unpleasant things connected to his team.

When making decisions:

Before making a decision, he has to check for instructions or related precedents. He does not like to take risks, especially when he needs to take the responsibility. Consequently, his decision is slow and deliberate. He needs to be supported when fast changes and complicated decisions are involved.

To manage this person:

His manager/leader must be purposeful in his words and deeds. The manager/leader has to keep his word and act accordingly. On the other hand, the manager/leader cannot be too aggressive, impatient nor superficial. The manager/leader's compliments for the employee's work must be deserved and not exaggerated.

What motivates you?

You are more likely to respond positively if these motivators are present or increased in your workplace:

- Good atmosphere
- Discussions with other people
- Instructions for own work
- Close people
- Feeling of security and calmness
- Honest encouragement
- Interpersonal communication
- Own position is clear in the organisation
- Opportunity to help and be useful
- Enough time to make decisions
- Opportunity to be heard and appreciated
- Opportunity to avoid mistakes

What are your strengths?

These strengths come easily and naturally to you and take little energy:

- Gets people in a good mood
- Knows how to make things sound positive
- Does not pressure other people
- Has a conscientious attitude to work
- Appreciates differences
- Tries to avoid mistakes
- Is easy to approach
- Can listen without emphasising oneself
- Wants to help and guide
- Does not step on people's toes
- Easily adopts a serving role
- Works for the good of the team

Situations that reduce your motivation:

Your motivation is likely to decrease if these situations are present or increased in your workplace.

- Competition against other people
- Boldness
- Toughness
- Cold thinking
- Distance
- Decisions based on tough principles
- Being pressured
- Criticising people
- Stubborn people
- Being alone
- Tedious solutions
- Having to say it directly face-to-face

When you are under pressure:

These reactions to pressure situations may become more evident when you are under pressure or over enthused.

- Tries too much to please
- Is easy to be lured by others
- Hesitates when making decisions
- Is too tolerant
- May look for personal popularity
- Requires encouragement and sympathy
- Is afraid of being alone
- Looks for support - doesn't want power
- Asks too many questions
- Believes too easily
- Doesn't know how to be critical
- Hesitates to begin quarrelsome things

In a team environment you are:

A participator is a pleasant and friendly conversationalist who likes to be with a familiar group. He likes exchanging thoughts and feelings before getting into action. He finds it important that every one in the group gets to perform and tell their own feelings. Other group members find him a person who is easy to be with and who is honest towards everyone but also a person who doesn't really speak his honest opinion. In reality he just finds it extremely unpleasant to bring up negative matters which would crush the other person, especially if they had to be justified. He likes doing and being together with others. He doesn't mind it if he has to guide, help or listen to other group members. Setting his own advantage as first place is not so important to him as the fact that the group works well together. He certainly doesn't want to decide on the other group members' matters.

Your attitude to team work:

- An extremely important and efficient way to work
- A way to ensure everybody does what they should do
- Making sure that the group stays together

Your role within the team:

- The one who finds compromises
- A listener and a helper
- The one who participates and is present

Your decision making for the team:

- Makes decisions, at most, after having heard others
- Wouldn't want to be in a decision making position
- Makes cautious decisions

How you motivate the team:

- Understands people extremely well
- Manages to discuss and listen
- Brings up positive thought

How you perform in the team:

- Does what has promised to do
- Doesn't always manage to stay away from the others
- Is able to act according to other people's instructions

How you benefit the team:

- Taking notice of everybody's opinions
- Treating people equally
- Enough discussion and exchanging thoughts

What other team roles work well with yours:

Stimulator, Supporter

What other team roles compliment your role:

Developer, Changer, Specialist

How you may work within a team

This page describes how you behave in the team environment. It shows how you participate, relate and work with others.

Accurate and demanding emphasiser of quality:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bringing team-mates toward the goal:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding goal-setter:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Determined speeding up of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Independent developer of one's area of responsibility:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Independent, logical planner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Introducer of a new perspective:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Lively team member who involves others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Organiser and ensurer of the team's duties:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participative and talkative doer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
People-focused and conscientious doer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Pleasant in doing routine work and helper of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive change agent, able to eliminate boredom:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive guide and advisor:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reducer of conflicts and a guide for others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reliable and participating care-taker:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Specialist concentrating on work, alone:	-5	-4	-3	-2	-1	0	1	2	3	4	5

How does your profile fit within your role?

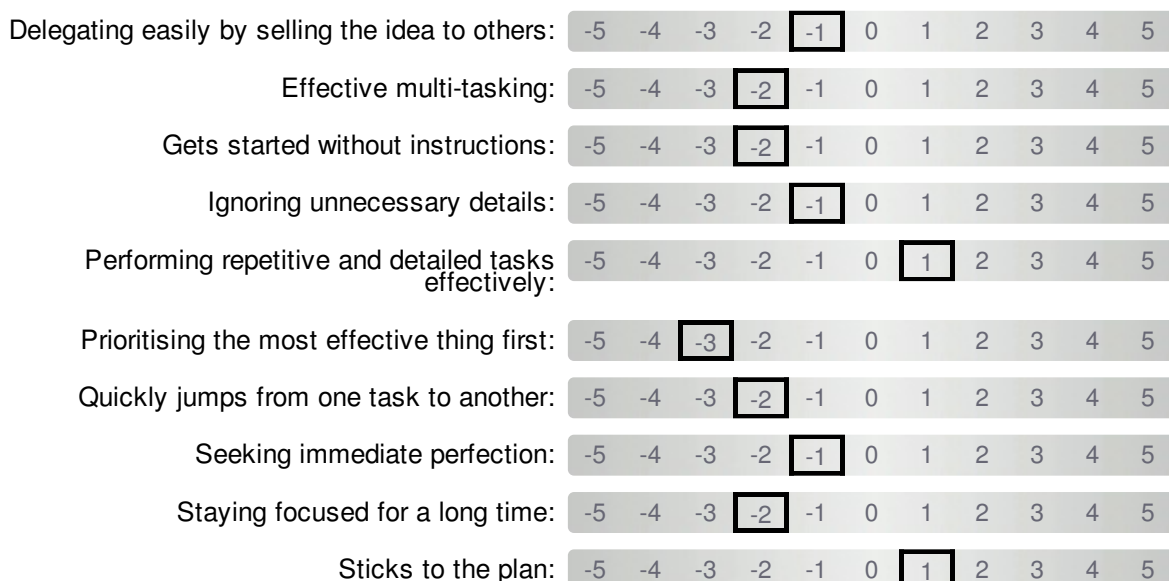
Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A lower grade (below 0) would mean this competency does not come as easily to you (does not fall within your flexibility zone), opposed to a higher grade (above 0) which suggests it is.

As with the flexibility diamond, this does not mean you are not capable it simply requires more energy. *This is not a "can or cannot" scale.*

Administration



Time management



Communication

Considerate and careful communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Direct, goal focused communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging, participating and involving communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Fact-based goal-oriented and direct:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal oriented motivation and influencing:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Influences people by inspiring and motivating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening, paying attention to and understanding everything:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive, lively and inspiring communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed and logical communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very systematic and focused on the exact topic in hand:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Communication Listening

Paying attention only to the essential information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being able to stop listening to focus on own thoughts and ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing on the next step and how to proceed:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening by being present and available:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening and expressing understanding with body language:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Showing interest, listening and participating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing constructive feedback:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Management / Leadership

Achieving results through and with people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Authoritative use of power:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a demanding, fast-moving creator of resources:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating and explaining new approaches:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating routines and systems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding communication and leading from a distance:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new systems independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a participative and supportive member of the team:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Patiently developing others' professional skills:	-5	-4	-3	-2	-1	0	1	2	3	4	5
People-oriented management style:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing guidance and support to experts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reaching perfection by renewing things, systems and methods:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Decision Making

Checking every detail when making decisions under pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making well thought out decisions based on security:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making considered decision based on detailed analysis:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making courageous and risky decisions when under pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making fast decisions based on achieving goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making overly cautious decisions when under pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making spontaneous decisions based on intuition:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making sudden and emotional decisions when under pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Ideal Job Environment

Broad range of responsibilities with few instructions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Concentrating on encouraging people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Conducting systematic planning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following rules exactly:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Facing a tough and competitive environment:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Handling a variety of different contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Searching continuously for change:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Learning Styles

Learning by sharing ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Learning by focusing on details:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Independent action learning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Step-by-step learning:	-5	-4	-3	-2	-1	0	1	2	3	4	5

The causes of stress are different from one person to another because of who we are. Below are some identifiers that show causes of stress:

Causes of Stress

Inability to make decisions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Lack of accurate information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing control:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Losing freedom:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having to participate in conflicts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unexpected changes:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unfair way of treating people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Unorganised way of working:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Under stress or pressure we can revert back to our natural behavioural style because it is the style that requires the least amount of energy. Below are some indicators that may or may not become apparent when under stress:

Signs of Stress

Bases every action on what is just and fair:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes impatient:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes irritated, inflexible, blunt and demanding:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly cautious about saying anything:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly concerned about relationships:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes very distant and difficult to approach:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Stubbornly defends the status quo:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Has strong emotional opinions:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Below are some ways to help alleviate stress:

Stress Release

Agree on important goals and how to achieve them: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Allow enough time to discuss the situation: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Create a predictable, familiar and safe environment: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Exact following of rules and instructions: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Give more room to solve the problem independently: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Give opportunity to meet people and hear what they say: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Provide an opportunity to operate independently: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Provide information, feedback and clear instructions: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Write down clearly what you expect from this person: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Questions relating to your profile:

He doesn't feel any particular need to be more decisive or bolder in the current situation which he is accustomed to, but he aims to be himself.

How do you handle difficult situations in your current life?

Presently he tries to be, if possible, even more extroverted and people-oriented than he naturally already is. The significance of other things has been reduced at the expense of people-orientation.

How do you influence people?

He aims at being a little more active in his current role, yet not forgetting his basic careful and considering style.

When was the last time you were pressured into being faster than you would like to be?

He feels occasional need to be more decisive and bolder than he naturally is and to make decisions that he does not feel he is ready to make.

What kind of decisions would you not want to make on your own in your work?

Questions relating to your job:

You want to avoid conflicts. What are you like in a tough negotiation situation?

You are careful at making difficult decisions. What decisions do you absolutely want to make yourself?

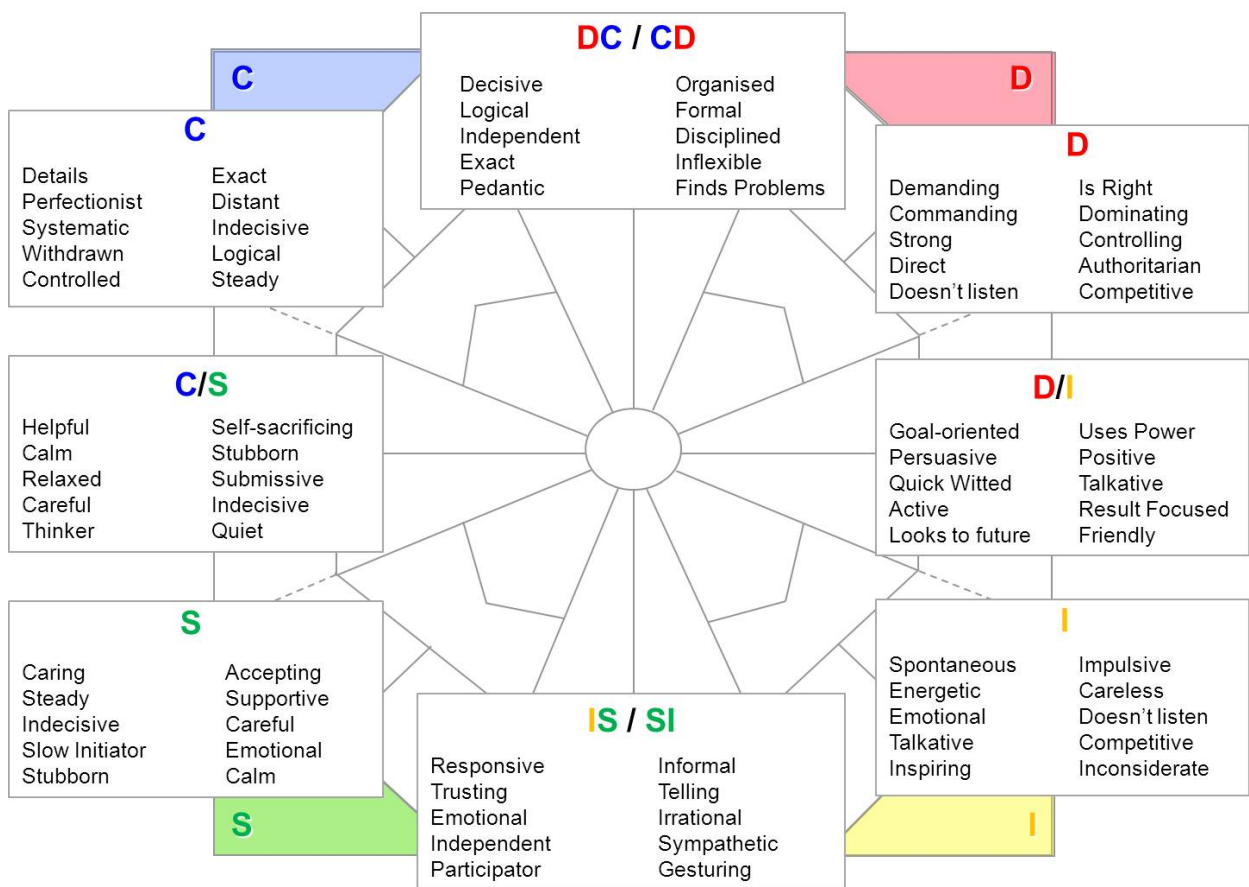
You can be very friendly and polite. Do you manage to be that way with people who are not?

You work for the benefit of others. Tell about an incident when both you and your supervisor benefited.

You are ready to sacrifice yourself. When are you ready to sacrifice your team?

Styles and the Extended DISC Diamond

Below shows the diamond and adjectives associated with the Behavioural Styles.



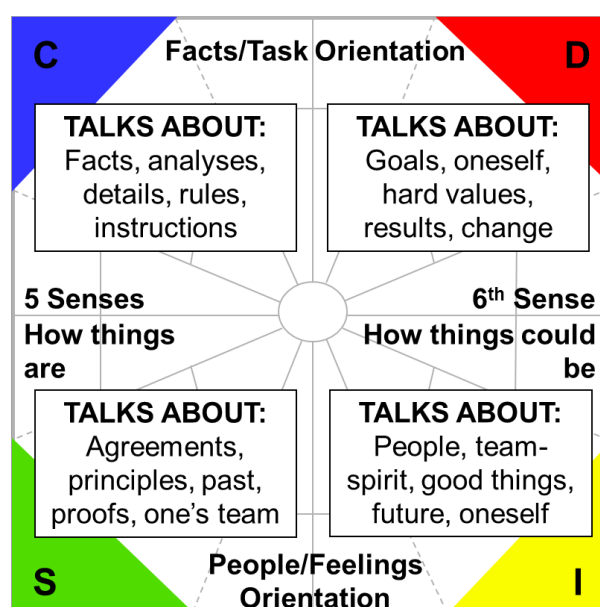
This Behavioural Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

All of the information in this report is derived from your "natural behavioural style". It is a behavioural style that takes the least energy and effort, requires the least amount of concentration, and is usually the most comfortable to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behaviour.

This Behavioural Analysis divides all of the different behavioural styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

- **Dominance** - D styles are competitive, aggressive decisive and results-oriented, but can also be impatient, overbearing and even rude.
- **Influence** - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- **Steadiness** - S styles are calm, helpful, patient, modest and laid back, but also need stability and security and, therefore, help with change.
- **Compliance** - C styles are precise, logical, matter of fact, analytical and careful, but can also focus too much on details becoming nitpicking, slow and lose the big picture.

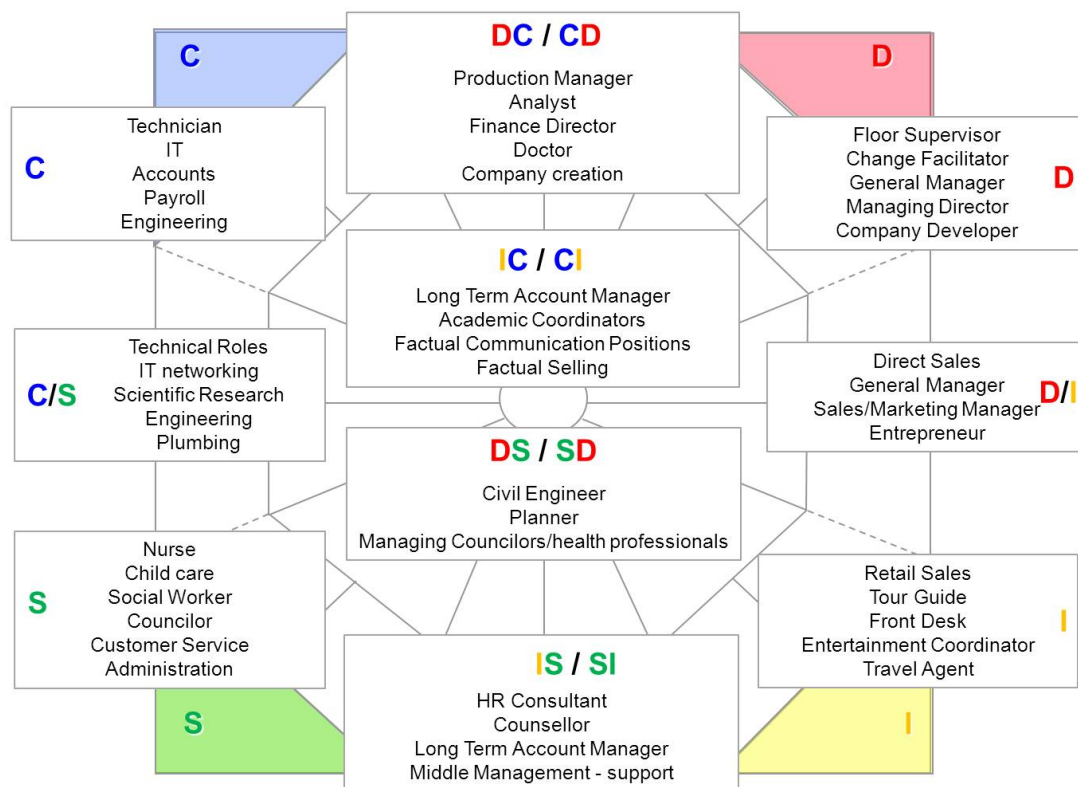
How to identify the Behavioural Styles



Potential Career Paths

Important Note:

The following list of suggested vocations is not intended to be specific to the behavioural style and it should be noted that within each occupation or job role, there are specific tasks that can be just as effectively accomplished by people with other styles. Therefore this list should be used as a broad guide only and the job description carefully considered when defining the most suitable style.



**Thank you for completing the Less Lemons online
questionnaire and obtaining this report!**

