

Less Lemons Management Behavioural Analysis Report

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.

Sam Sample

Organisation:

FinxS

Date:

18.12.2013

Company Profile

Less Lemons is owned and run by Murray Schofield, a successful businessman and business execution specialist, who has owned businesses since he was 22.

For the past five years Murray has been a business execution specialist, successfully turning around poorly performing companies in challenging trading conditions.

Those companies that thrive in all conditions have the right people in the right places doing the right things.

A life-long learner, Murray recently completed his Master Trainer certification in **Extended Disc Behaviour Profiling**.

Our vision at Less Lemons is for all employees and business owners to love their job, to do it well, and to contribute to the success of the company.

We value:

- Uniqueness – celebrating that everyone has different strengths that are valuable to the organisation
- Up front –open and clear conversations
- Possibility – stretching boundaries
- More with less – simplifying process and communication
- Curiosity – always learning

Our focus is on:

Engagement

- Motivating staff to produce their best work.
- Helping leaders and managers discover what motivates people, how they process information and make decisions, and how they handle and manage stress.
- Recognising the signs that your employee could resign unexpectedly.

Leadership

- Learning to use your strengths to become a more effective leader.
- Identifying your leadership style and how others perceive you.
- Taking action to create a culture where individuals take responsibility for outcomes.

Leading with Understanding

A manager's or leader's ability to communicate and utilise the strengths of his or her people is the key to organisational effectiveness and profitability. Managers and leaders as part of their development would do well not to overlook learning about communicating and interacting with others to bring out the best in those around them and to create cultures of winning and accountability.

The Disc model used extensively throughout the world and is based on observable human behaviour. People tend to act with similar characteristics everywhere, and by observing, learning and applying these skills people are able to increase their connection with others, produce more effective teams, prevent and resolve conflict, build greater trust and be more influential.

Appreciating the Differences

Many individuals make the mistake of believing that everyone else would be more effective if they thought and worked just like they do, the reality is, we are all unique and our motivations are triggered by different phrases, environments, expectations and instructions. An effective organisation is one where there are differing behaviours and viewpoints, and where good decisions are made considering all the implications.

The key to understanding each other is knowing that four main behaviour types exist, to understand the differences among these temperaments, and appreciating the strengths and weaknesses in each of these areas. High achieving teams and good work environments thrive when managers and leaders better understand the fundamentals of human behaviour and how different people process information and make decisions.

Using a quality DISC FinxS assessment is like using a tool that opens the doors of communication for all concerned.

Summary

Behavioural styles are neither good nor bad: they simply indicate how a person typically may respond to problems and challenges, people and contacts, pace and consistency, decision making, procedures and constraints. Human behaviour and emotions have been studied by scientists and philosophers for centuries, currently those leaders who adapt their communication style from the basic 4 styles of DiSC (Dominance, Influencing, Steadiness and Compliance) have the best opportunities to significantly impact the motivations of their people. Managers and leaders who desire the best balance sheets and who want to have the ability to retain their best people will be the ones who know and understand these temperaments, and who apply their knowledge to achieve the highest productivity and engagement levels among their team.

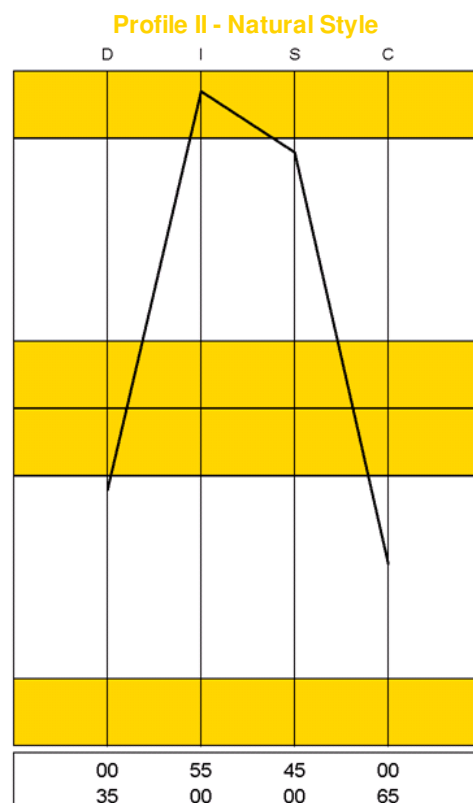
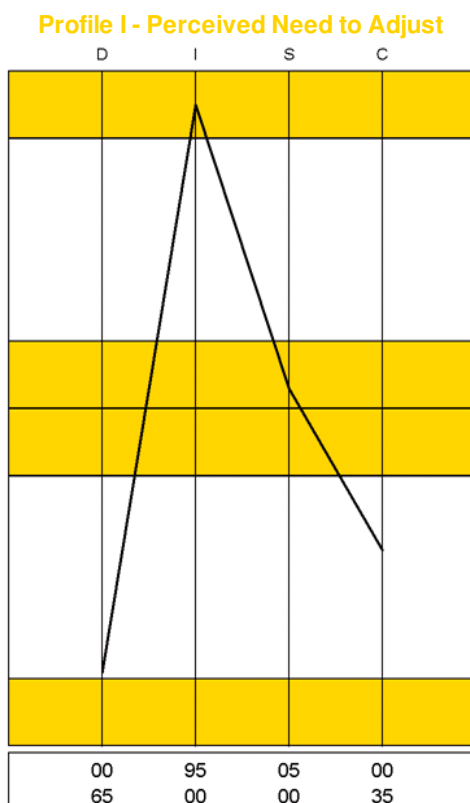
Your Profile

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?

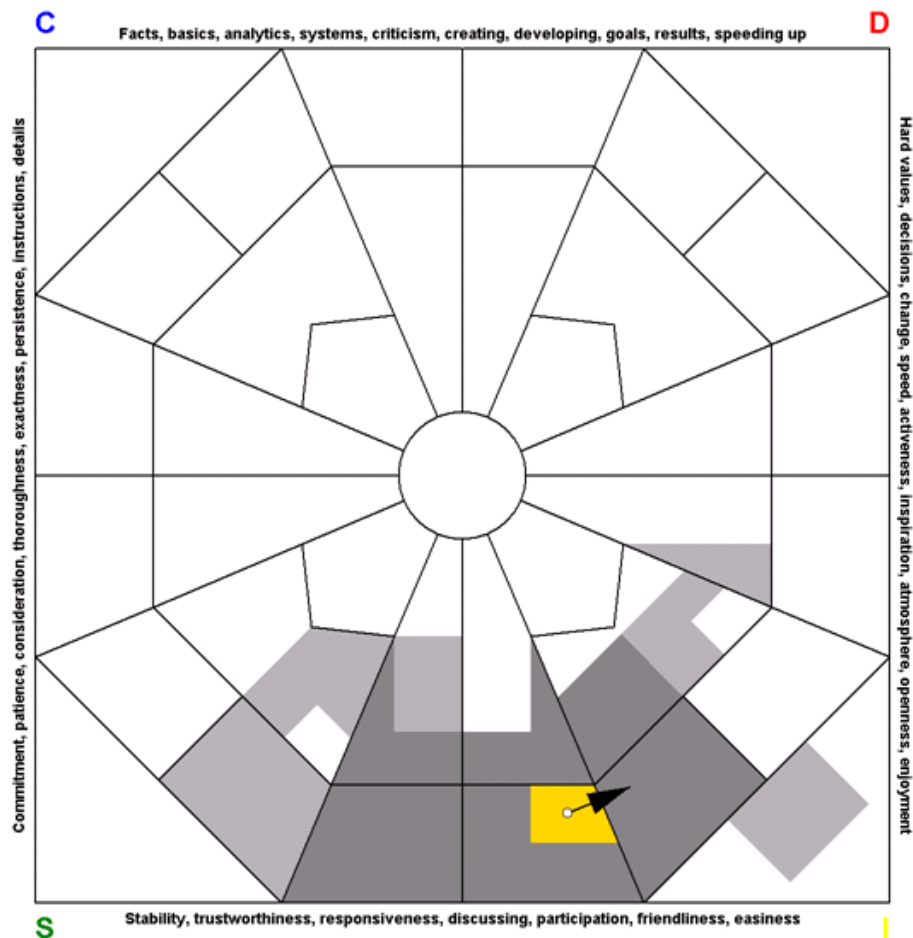
The Extended DISC Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you.

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:

Friendly, open, pleasant, sociable, thorough, listening, understanding, independent, hard-headed, adjustable, helpful, kind, people-oriented, emotional, participating.

What motivates you:

Sam likes to build a positive working atmosphere, work with people, and values friendliness, socialising, sincerity and good human relationships. For that reason he does not want to irritate anyone nor cause conflicts and always tries to see the sunny side. He also needs security and wants to have a "clear picture" of the future.

What you prefer to avoid:

Although he is capable of completing thorough and repetitive tasks, Sam does not like to be left alone nor feel that he is abandoned. Sam likes to follow given instructions and dislikes tasks that are pedantic or fail to take people into account. He is no good (neither efficient nor fast) at taking risks and usually tries to avoid situations where he feels insecure.

When communicating with others:

Although thorough and organised by nature, he cannot always discuss small details. But he is a very balanced conversationalist, allowing others to speak but taking his turn as well. He does not like to command and does not want to irritate or oppress anybody.

When making decisions:

He is not considered a strong decision maker, as his decisions are mainly based on his feelings. He works in the name of a good atmosphere, trust, unbroken promises and for people that are important to him. He may need support when he has to make a first-time decision about new, complicated or contradictory matters.

To manage this person:

He gets best results working under a manager/leader who can be a friend and recognises his personality. The manager/leader should never misuse his trust. Work and great results should not be the only things the manager/leader can think about. The manager/leader has to help him to start complicated tasks and offer support when he needs it.

What motivates you?

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

- Good people relations
- Opportunity to help and be useful
- Diverse discussions
- Open atmosphere
- Real encouragement
- Undisputed environment
- Self-managing team
- Happy and independent people
- Working together
- Appreciation as an human being
- Deciding on one's own work pace
- Working for the common good

What are your strengths?

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

- Encourages people to participate
- Looks for ways to improve pleasantness
- Keeps up the positive growth
- Takes care of all people-relations
- Wants to develop little by little
- Wants to plan one's own work
- Gains easily people's trust
- Is open and works for one's mission
- Can listen also
- Doesn't want to rule other people's lives
- Takes care of friends
- Also has the interests of others in mind

Situations that reduce your motivation:

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

- Losing good people relations
- Conflicts
- Unpleasant decision that one must make
- Acting against people
- Inhumanity
- Restricted freedom
- Instructions that are too detailed
- Bold thinking
- Restricting people's opinions
- Losing contact with friends
- Chained by bureaucracy
- Insecurity about the future

When you are under pressure:

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

- Misses the so-called technical improvements
- Slows down after feeling good
- Makes errors with details
- Cannot be separated from people
- Is not a risk taker
- Is difficult to inspire to a fight
- Cannot change after giving a promise
- Forgets the details
- When looking for a compromise, finds nothing
- Operates emotionally
- Accepts but doesn't follow
- "Soft touch" - overly nice

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?

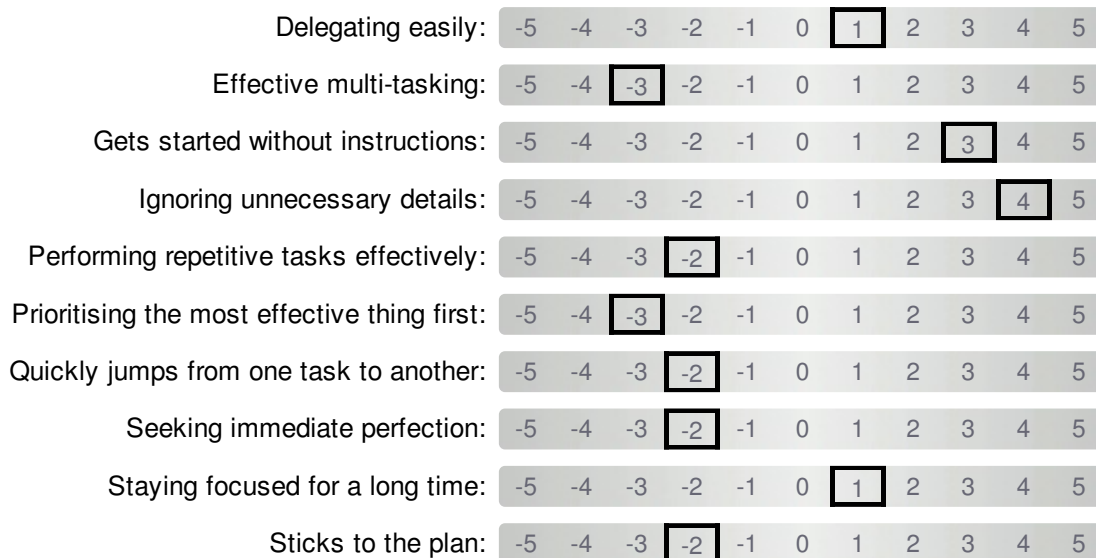
Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A lower grade (below 0) would mean this competency does not come as easily to you (does not fall within your 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:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Direct, goal focused:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging, participating, involving:	-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:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed and logical:	-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

Gets bored easily if finds the topic not interesting:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Impatient listener because of own thoughts and ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Interested in 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
Listens, nods and seems to understand you:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Shows interest, listens and participates:	-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
Active developer of others' skills:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Active networking:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively connecting people with each other:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Adjusting one's approach with different people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Analysing and researching complicated matters:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Anticipating change in the environment and preparing for it :	-5	-4	-3	-2	-1	0	1	2	3	4	5
Asking for the input and ideas of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Assuring and checking the quality of activities:	-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
Being able to receive detailed feedback on how could improve his/her performance:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being compliant with regulations and processes:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being detail-oriented and thorough:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being flexible in adapting to changes and setbacks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being mindful of one's style and its impact:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being well-organised and planful:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being willing to both share and accept ideas in solving problems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being willing to try new approaches:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building lasting relationships with people in the organisation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating a compelling vision of the future that others want to be part of:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating to the team how it contributes to organisational strategy and success:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Constant, positive encouragement of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Converting strategy into detailed action plans:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Management / Leadership continued...

Convincing, confident and inspiring performer:	-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
Delegating and allowing people to perform:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding maximum performance level:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing cooperation among people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new business:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new operative processes for the team:	-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
Developing positive atmosphere within the team:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing strategies to minimising risk:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasising strongly awareness of goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring that coaching interventions end with a clear goal or action plan:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Evaluating and analysing a range of alternatives before making a decision:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Explaining business logic in a clear and motivating way:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Facilitating structured, logically proceeding meetings with clear outcomes:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following-up on implementation of agreed new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Giving people the confidence to take on new and challenging tasks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-focused and direct communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having a strategic perspective, seeing the bigger picture:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Helping others to understand how they deliver the strategy, vision, mission, and values:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Holding others accountable for compliance:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Management / Leadership continued...

Holding team members accountable to shared goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Identifying and monitoring critical business metrics:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Independent problem solving:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Intefering strongly when oberving poor performance:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Intervening/speaking out when sees non-compliant/reckless behaviors:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Knowing when to analyse and when to act:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening, participative management style:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining a high level strategic focus when executing detailed actions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making plans with detailed goals, responsibilities and milestones:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Management that emphasises people's well-being:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Managing things and systems in a demanding way:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maximum utilisation of the skills of each team member:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Motivating by being knowledgeable and systematic:	-5	-4	-3	-2	-1	0	1	2	3	4	5
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
Reacting quickly and decisively to unexpected changes and events:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reinforcing messages with positive emotions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Requiring all the details as well as be able to make quick decisions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Seeking to continually improve the business performance:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Management / Leadership continued...

Setting motivating goals: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Simplifying complicated matters: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Strongly influencing people to achieve results: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Taking strong action against resistance to change: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Testing new operational procedures: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Tough decision-maker: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Using networks across the organisation to influence the strategic direction : -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 considered 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
Concentration 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
Exact following of rules:	-5	-4	-3	-2	-1	0	1	2	3	4	5
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 does not feel the need to be tougher or more decisive, and is capable of being his own amiable self. Helping and supporting others may have become more important than in the past. Do you want to take part in decision-making?

At the time of analysis he was strongly focused at acting through, and affecting, people. This is a natural way of behaving for him. Being apart from people would reduce his motivation. What do you get out of working with 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?

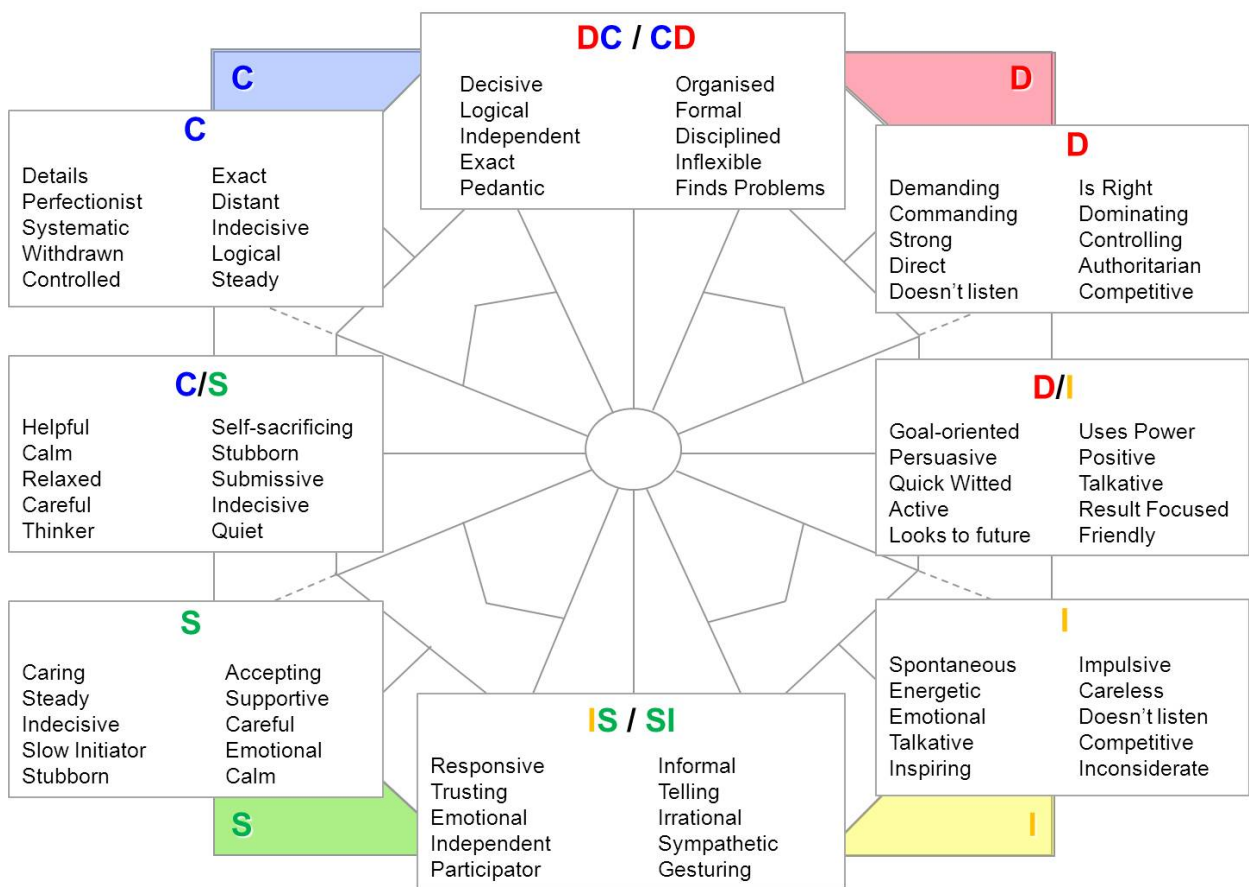
At the time he may feel slight pressure or the feeling of uncertainty even though he doesn't in any way try to change his own natural behaviour. He should get more freedom by taking control of his own affairs. In what way should you not be restricted?

Questions relating to your job:

You are normally everybody's friend. Do you give in to your supervisor in order to be his/her friend as well?
You are a good speaker and listener. How do you decide the things you talk about with others?
You aim to be polite. How do you react in situations when others are not polite to you?
You are kind. How can you counter against aggressive competition?
You do not want to be alone. In your opinion, in what situations does an employee have to be alone at work?

Styles and the Extended DISC Diamond

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



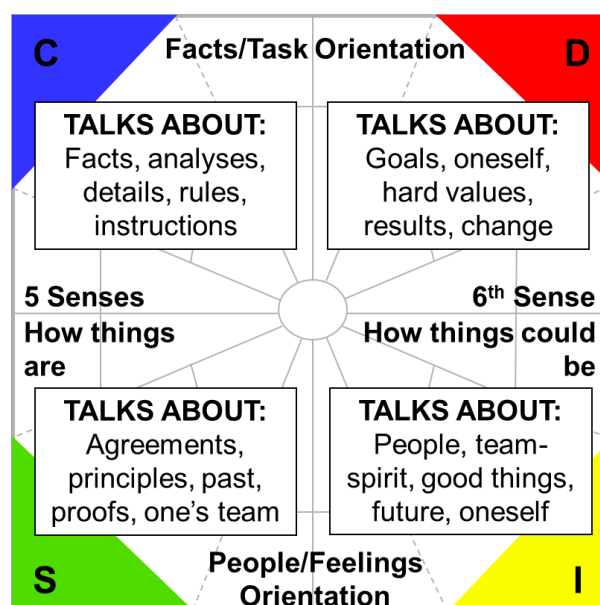
This Behavioural Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

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.

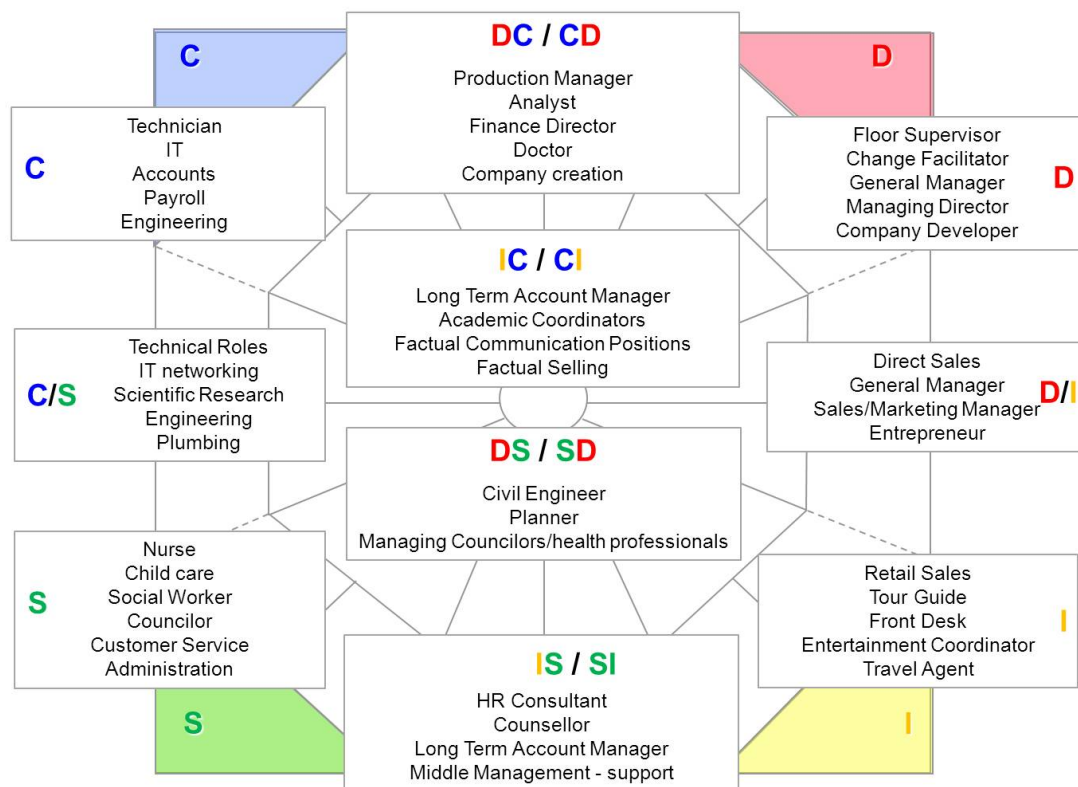
How to identify the Behavioural Styles



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!

