

HR Profiling Solutions Ltd

Behavioural Assessment

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

Sam Sample

Organisation:

FinxS

Date:

24.07.2019



Introduction

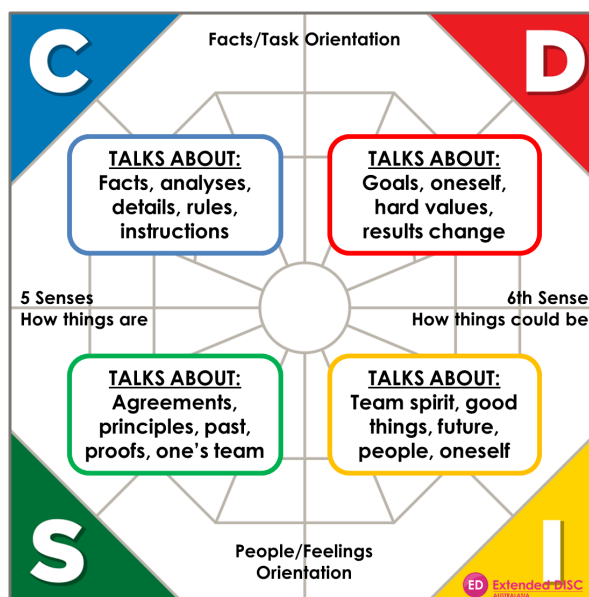
This Behavioural Assessment does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

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 Assessment 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.

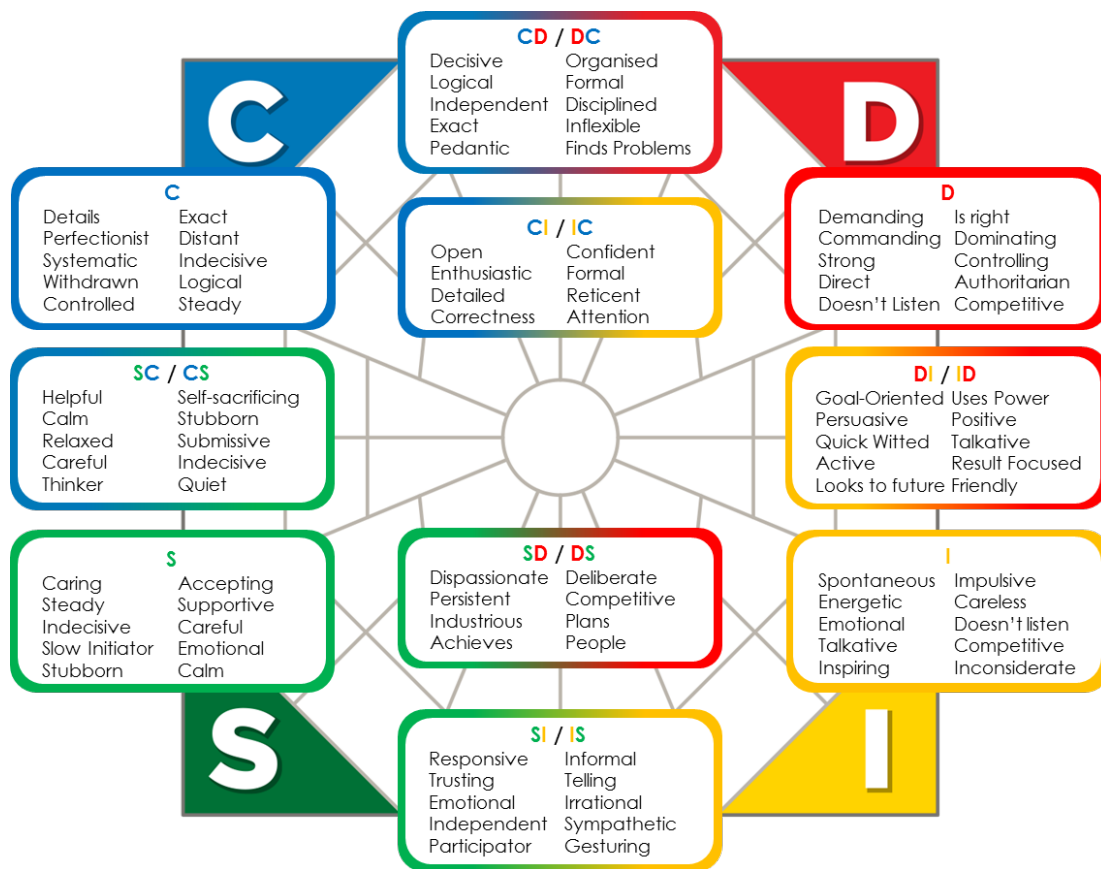
- **Dominance** - D styles are competitive, aggressive decisive and results-oriented, but can also be impatient, overbearing and even rude.
- **Influence** - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- **Steadiness**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

How to identify the Behavioural Styles



Styles and the Extended DISC Diamond

Extended DISC identifies and reports on 160 behavioural styles. The below graphic shows the diamond and adjectives associated with 10 of these behavioural styles.



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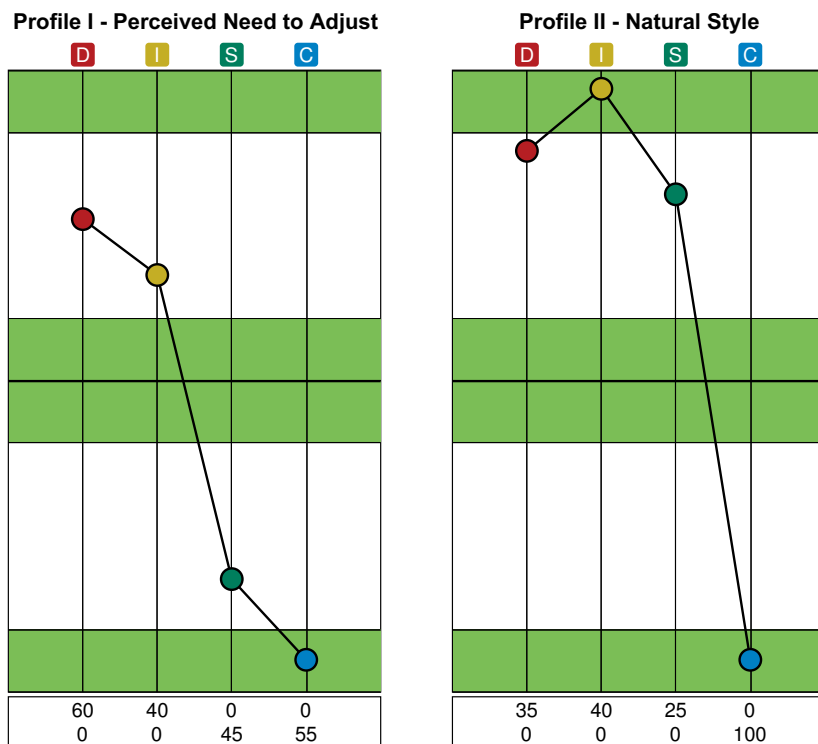
Extended DISC - Profile

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.



PSiz	PSim	PPos
5	4	5

Refer to page 3 of the Behavioural Assessments: Interpretation Guide, for more information.

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Flexibility Zones

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

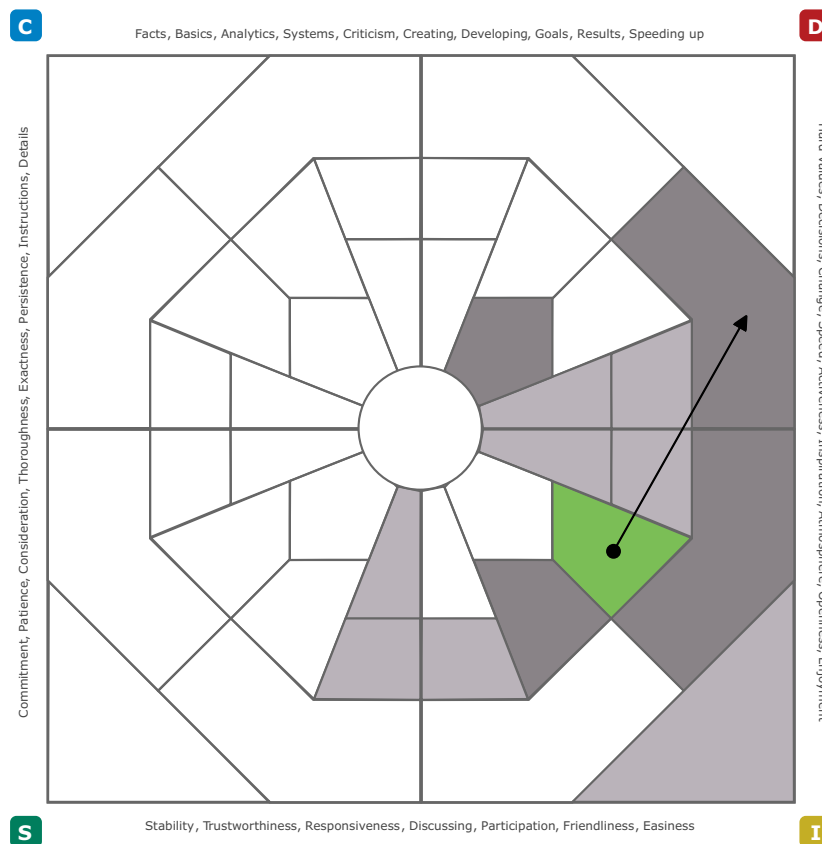
The deepest shade on the Diamond shows the location of your natural behavioural style. This is your most natural and comfortable behavioural style.

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 arrow shows how you are adjusting your natural behavioural to meet the demands of your present environment. The beginning of the arrow represents Profile II and the end of the arrow represents Profile I.

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



Refer to page 8 of the Behavioural Assessments: Interpretation Guides, for more information.

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Motivators

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

- Good and lively friends
- Positive and excited atmosphere
- Freedom in how to take care of responsibilities
- People who are easy to get involved
- Openness in communication
- Freedom from detailed tasks
- Opportunity to join in
- Free discussion
- Lofty ideas and changes to work with them
- Having own opinion been heard
- New opportunities
- Positive way to promote things

Strengths

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

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

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Situations that reduce motivation

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

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

Development areas

These are not a description of an individual's weaknesses or present behaviour. They are reactions to pressure situations which may become more evident when you are under pressure or over enthused.

- Makes inaccurate assessments
- Operates superficially
- Allows emotions to influence oneself
- Tries to please too much
- Doesn't behave directly
- Doesn't always expose one's real opinions
- Needs popularity
- Spends too much time with people
- Makes mistakes by being inaccurate
- Thinks about oneself a little bit too much
- Gets excited without proper analysis
- Wants to retain friends at any cost

Refer to page 9 of the Behavioural Assessments: Interpretation Guide, for more information.

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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.*

Attributes

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

Motivators

Sam is motivated by social human contacts, good human relationships, acceptance in the team and co-operation. Actually he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organised company. Sam also needs a certain amount of freedom.

Tries to avoid

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each others' company.

Communication style

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

Decision making

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

Ideal manager-leader

His manager/leader should be able to stop and move forward purposefully. The manager/leader must be able to listen, discuss things besides business and be easy to approach. From time to time the manager/leader has to give him energy, especially when beginning new tasks and when different opinions arise.

Refer to page 11 of the Behavioural Assessments: Interpretation Guide, for more information.

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In a team environment you are:

Influencer

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. They don't stay in one place hesitating and deliberating but believe in their own instinct and spontaneity. They like change and taking part in many different kinds of groups, situations and roles. Other group members see them as an open and sociable person but somewhat superficial and self-absorbed. In reality they are just so full of action that they don't have time to stop and deliberate other people's worries, even if they would like to. They like to bring out their own opinions and try to persuade others onto the side of their group. They aren't very patient listeners. They have to stand out in a group somehow; they find it awful to be an average person in an average group. Concentrating on one thing is difficult for them because they are a lot better at thinking up ideas and starting them than finishing them.

An attitude towards team work

- A means to get people's attention
- A way to get the group motivated
- An opportunity to delegate boring routines away

A role in a team

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

A role as a decision maker

- Wants to make quick decisions
- Brings up decisive ideas
- Doesn't analyse all the alternatives

A role as a motivator

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

A role as a performer

- Aims at simplicity
- Does not deliberate for long
- Applies rules

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The advancement the group makes

- The group is able to be renewed - doesn't get stuck
- Group's atmosphere stays open
- Includes people

The easiest way of finding the joint rhythm - convergent styles

Changer, Stimulator

The most difficult way of finding the joint rhythm - complementary styles

Supporter, Assurer, Specialist

Refer to page 13 of the Behavioural Assessments: Interpretation Guide, for further information.

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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.

	Not your Natural Style					Natural Style					
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

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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 grade below -1 means this competency would require more energy. If you score from -1 to 1 this area can be developed comfortably. A score of 2 or more means this competency requires very little energy from you.

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.*

Refer to page 14 of the Behavioural Assessments: Interpretation Guide for further information.

Time Management

	Not your Natural Style	Natural Style
Delegating easily by selling the idea to others:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Effective multi-tasking:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Getting started without instructions:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Ignoring unnecessary details:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Performing repetitive and detailed tasks effectively:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Prioritising the most effective thing first:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Quickly jumps from one task to another:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Seeking immediate perfection:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Staying focused for a long time:	-5 -4 -3 -2 -1 0 1 2 3 4 5	
Sticks to the plan:	-5 -4 -3 -2 -1 0 1 2 3 4 5	

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Communication

	Not your Natural Style					Natural Style					
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

Management / Leadership

	Not your Natural Style					Natural Style					
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

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Causes of Stress

The causes of stress are different from one person to another because of who we are. Below are some factors that are most likely to generate stress for you.

	Not significant					Significant					
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
Losing position in the limelight:	-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

Signs of Stress

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:

	Not significant					Significant					
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

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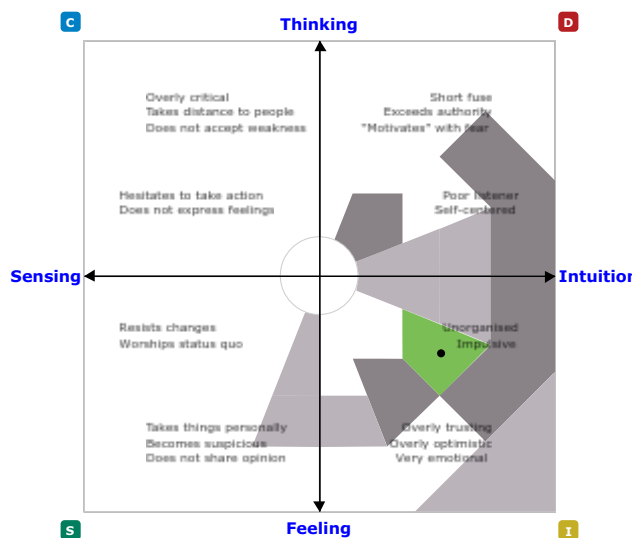
Stress Release

Below are some ways to help alleviate stress:

	Not significant					Significant					
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
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
Put everything in writing:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Overuse Diamond

The Overuse Diamond includes generic text of how an individual may behave when under stress or pressure or simply when overusing/emphasising their natural behavioural style.



Refer to page 17 of the Behavioural Assessments: Interpretation Guide, for further information.

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Questions relating to the person's expressed emotions

Presently he feels that he wants to / has to be even stronger, bolder and more independent than he naturally is. Are you being pressured into generating profit or making decisions?

He feels that he is getting all the attention and feeling of belonging that he wants and does not feel that he should stay away from people. How do you show it when you are no longer motivated?

He tries to be more active than his natural style and may feel that he has to do several things at the same time and not be able to do them properly. At the same time he may be a little restless. What would you leave out of your current responsibilities?

He needs an extremely great level of independence in his own work and does not like chains or restricting rules. At the moment, he does not seem to have any. In making decisions, which issues would you like to keep to yourself?

Questions relating to the person's role

You get along with people very well. What kind of work co-workers would you not want to have?
You usually see good in all people. What good do people see in you?
You live through emotions. What do you do if you feel that things are going well and I say that they are not?
You are not very careful. How can one make sure that you will not make visible mistakes with the customer?
You are enthusiastic and seek acceptance. Can people sometimes manipulate you? When do you put your foot down?

Refer to page 18 of the Behavioural Assessments: Interpretation Guide, for further information.

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Thank you Sam for completing the HR Profiling Solutions Ltd online questionnaire and obtaining this assessment!

