

My management style



The report is prepared based on the answers to the Extended DISC Individual Analysis questionnaire. This report should not be the only criterion for making decisions concerning the respondent. Its purpose is to provide information that facilitates a person's development.

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Organization:

XYZ Sp. z o.o.

Date:

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INTRODUCTION

This report has been designed to help you get to know your natural management style and understand it better.

The report contains a description of your natural predispositions and talents on which you can base when developing your management potential and gaining new skills. We hope that the information contained in this report will help you create an optimum plan to develop your skills.

The report describes the natural style of behaviour of the given person, i.e. the behaviour which costs the least energy and effort, require the least concentration and usually is the most pleasant for that person. This is the way we usually respond when there is no time to conduct a rational in-depth analysis of the situation. Our natural style of behaviour is particularly apparent in situations of great pressure when our ability to adapt our behaviour has been limited.

Structure of the Report

Your report consists of several parts:

1. Content-based introduction – information about the Extended DISC Model.
2. Presentation of the individual result.
3. Discussion of the individual result – description of natural behaviour and needs specific for persons with the given behaviour style.
4. Review of typical professional tasks and behaviours connected with management and communication.
5. Individual development indications concerning management tasks.
6. Information facilitating the use of the Extended DISC analysis on a daily basis.

The contents presented constitute the product of answers to questions contained in the Extended DISC behavioural analysis questionnaire. Results of the Extended DISC analysis should not be the only criterion when making personal decisions. They should be treated as a supplementary source of information useful to improve your personal and professional efficiency.

The Extended DISC Analysis does not describe full personality of a person and should not be used for this purpose. The report does not describe the intelligence, professional skills, knowledge or experience gained.

We recommend that the information contained in the report should be supported by the participation in a workshop or an individual interview with a Certified Extended DISC Consultant.

We wish you pleasant reading!

1. Extended DISC Model

In this part of the report you will find information which will help you understand the Extended DISC Model and characteristics of the behaviour styles. Study the model and style descriptions.

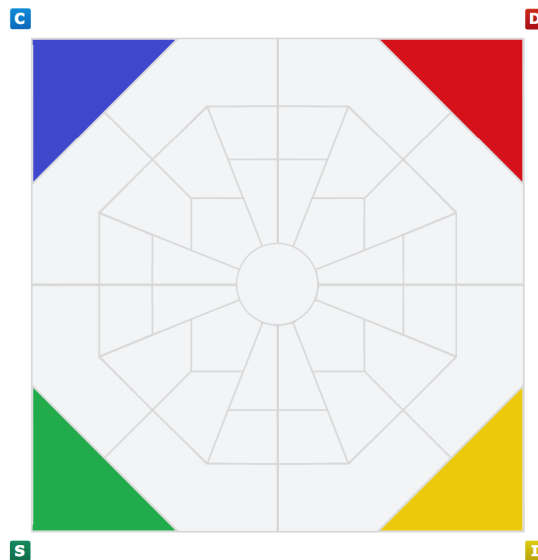
The Extended DISC behavioural analysis questionnaire has been used successfully for 20 years in over 40 countries worldwide. In every country it is used in detailed statistical research is conducted in order to make sure that we receive reliable and credible results. This tool has been used in Poland since 2001 and over 1,200 organisations used it.

The Extended DISC model is based on the work by Carl Gustav Jung and William Moulton Marston. The basis for this theories is the breakdown of human behaviour into four main styles determined as: D I S C. The essence of the Extended DISC model is the precise measurement of intensity of individual styles of behaviour in the respondent's potential.

Get to know the behaviours presented below, characteristic for individual styles of behaviour.

- Precise, follows rules
- Logical, careful
- Formal, disciplined
- Withdrawn, shy
- Does not express opinions
- Gets stuck in details
- Does not take risks

- Decisive, tough
- Strong-willed
- Competitive, demanding
- Independent, self-confident
- Aggressive, blunt
- Self-centered, overbearing
- Exceeds authority



- Calm, steady
- Careful, patient
- Good listener, modest
- Trustworthy, stubborn
- Resists new ideas
- Does not express, does not seek change

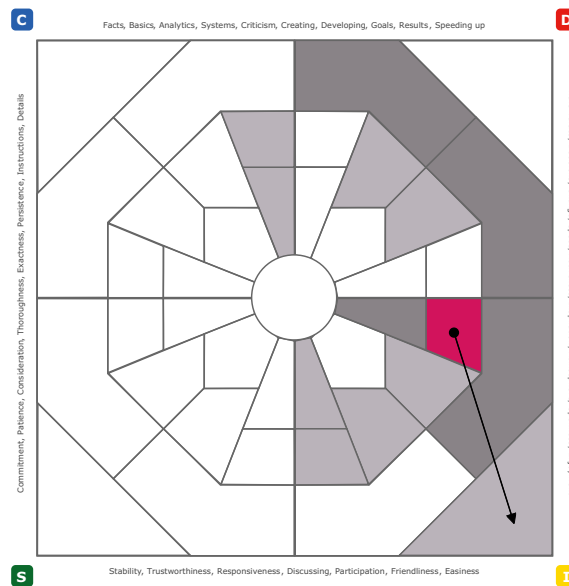
- Sociable, persuasive, flamboyant
- Talkative, open, energetic
- Enthusiastic, frantic
- Careless, indiscreet
- Excitable, hasty
- Loses sense of time

2. Extended DISC Analysis - Your Result

The second part of the report presents your individual result, shows which styles are closer to you and which behaviours require more effort and energy. You will also find an answer to the question what your need for adaptation is today, i.e. which behaviours have been indicated as the most useful in the current situation. Analyse your result and think in what professional situations your natural behaviours occur, what current tasks or challenges cause this particular need for adaptation? Are your needs with regard to behaviours requiring reinforcement consistent with your natural potential? How much effort does the adaptation to requirements of the surroundings require? What can be done to meet these requirements effectively? Who to ask for help in this scope?

Extended DISC Diamond - Yours Flexibility Zones

The following model shows which behaviours are the most comfortable ones for you and which require more energy and additional concentration. Shaded areas mean behaviours which are the most natural and comfortable ones for you. Compare your result with the model on the previous page. White fields show in which areas of activity more effort, increased concentration and energy are required. Behaviours characteristic for fields which are not shaded will require most energy from you.



Your DISC style is: IDC (I - 55%, D - 40%, C - 5%)

The arrow on the diamond shows the difference between your most comfortable behaviour (beginning of the arrow), and your need for adaptation (tip of the arrow). How much energy it will take to adapt to the needs of the environment depends on the direction and length of the arrow. Behaviours characteristic for shaded areas require less effort. If the arrow points to the style which the diamond is composed of just white fields, adapting may require more effort.

No arrow on your diamond may mean that expectations you feel in your current professional situation are not vastly different from your natural potential.

Comprehensive interpretation of these results requires the assistance of a Certified Extended DISC Consultant.

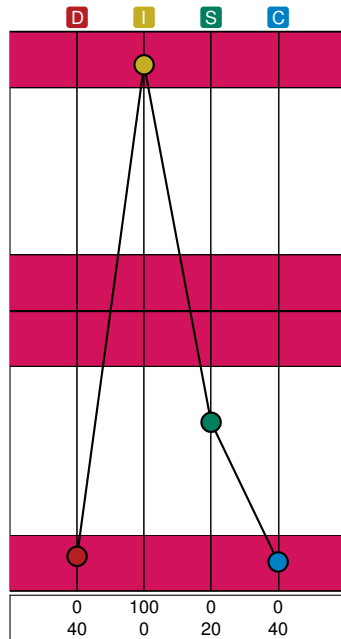
Your DISC Styles

The following diagrams contain information about the intensity of DISC styles and their mutual dependencies in your potential.

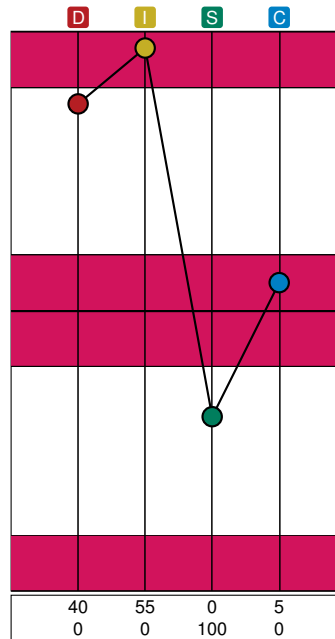
Profile II – Natural Style – shows behaviours which are the most comfortable for you.

Profile I – Perceived Need to Adjust – shows your feeling on how on the daily basis you want or have to adapt your behaviour to the surroundings in which you function.

Profile I - Perceived Need to Adjust



Profile II - Natural Style



Profile II

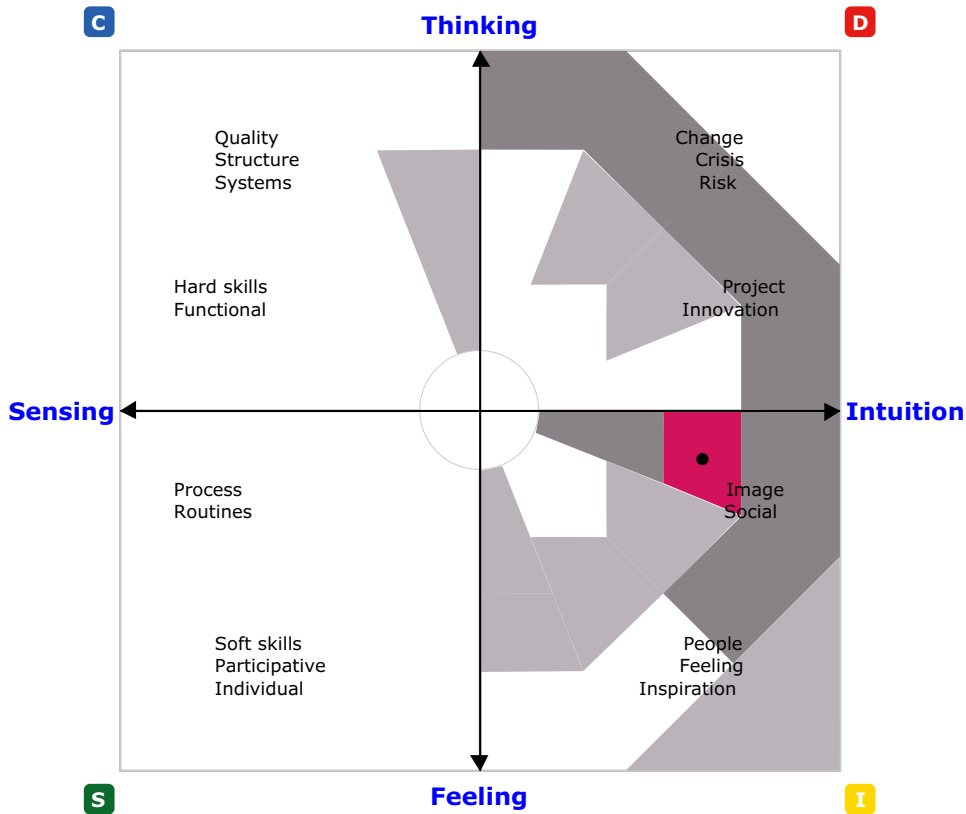
Table under diagrams – top line – shows the intensity and mutual relationships in % of behaviours comfortable for you, bottom line – shows the intensity and mutual relationships in % of behaviours uncomfortable for you.

Profile I

Table under diagrams – top line – shows the intensity and mutual relationships in % of behaviour which in your opinion correspond to current requirements of the surroundings, bottom line – shows the intensity and mutual relationships in % of behaviours which in your opinion are not of crucial in the current situation.

Extended DISC Diamond – Characteristics

On the diamond below you can see how your flexibility zones are connected to the needs and behaviours characteristic for individual styles in professional situations connected with management.



Behaviours characteristic for styles in which your flexibility zones are (shaded fields in the diamond) will not be too difficult for you. However, the ones connected with styles outside the flexibility zones (white fragments of the diamond) may require more attention and energy.

3. Description of the Natural Behaviour Style

The following part of the Report contains an extensive description of natural behaviour and needs specific for persons with the behaviour style similar to yours. Read this description carefully and think which information is particularly important for you. You can mark those elements and information which are worth sharing with co-workers in order to help them understand you better and improve cooperation. Based on phrasing contained in the report, you may also prepare for a conversation with your superior, aimed at planning development and activities which will help most fully develop and utilise your potential.

Attributes

Busy, active, extroverted, people-oriented, inspiring, participating, goal-oriented, outspoken, talkative, organization-oriented, accepts authority, decisive, ambitious.

Motivators

Daniel is effective in roles that challenge his skill but do not counter organized instructions or the organization. He likes a variety of places, people and tasks. Success and attained goals are important to him. He gets motivation from being where the directing is done.

Tries to Avoid

Tasks that demand staying in one place, exactness and systematization, or must be performed outside the center of action are unpleasant to him (he cannot follow the developing situation then). By nature Daniel is not a commanding-type and prefers to talk people into mutual understanding. Days that resemble each other start to bore him quite quickly.

Communication Style

Daniel has good natural talents to sell his ideas to the opposite side. He behaves respectfully toward his partner and does not use force nor direct orders. This person seems to listen carefully, but in fact has so many things on his mind that he has no patience to listen to slower speakers.

Motivators

This part describes elements which may motivate you. The more such elements in your surroundings, the higher will be the level of your motivation.

- Possibility to get excited and join the gang
- People with good moods
- Situations requiring fast reaction
- Positive working atmosphere
- Need to renew and change
- Inspirational encouragement
- Planning and starting new projects
- Varying responsibilities
- Lot of time to spend with people
- Broad guidelines for difficult situations
- Diverse communications
- Having to talk more than to listen

Select 2-3 motivators which are particularly important for you in the work environment.

Situations that Reduce Motivation

These are elements which you usually don't like and may have a negative response to.

- Quarrelsome solutions
- Losing the right to speak
- Getting bored
- Too factual people
- Routines and repetitive tasks
- Full ignorance of direction
- People who depress with pessimism
- Bureaucrats who slow one down
- Coming back to the same thing again and again
- People not getting excited about his mission
- Unnecessary cruelty
- Decision making that forgets people

Select 2-3 demotivators which are the most demotivating for you in the work environment

Strengths

Behaviour listed below constitutes your natural strengths.

- Is enthusiastic in finding and creating new
- Versatile in his thinking
- Can sell his ideas
- Doesn't give an immediate "No!" to new ideas
- Doesn't get stuck in one place
- Is inspired by challenge
- Can phrase his words in an inspiring format
- Handles several subjects simultaneously
- Is not afraid of meeting people
- Pays attention when talking to people
- Successfully influences people's emotions
- Is polite and inspiring

What are your most important advantages?

How do you use them in your job?

Reactions to Pressure Situations

The following description is NOT a description of your behaviour. This is a certain "warning checklist" – this way persons with a behaviour style similar to yours often respond to stress.

- Is overly active
- Hassles here and there
- Has no patience to concentrate
- Concentrates on himself
- Jumps from one thing to another
- Talks too long
- Circumvents quarrelsome decisions
- Is overly optimistic
- Need for popularity overrules directness
- Does not really listen
- Talks about accuracy but forgets it himself
- Concentrates on nice things

4. Scale of Preferred Behaviour

In the following fragment of the report, you can find a review of typical behaviour and behaviour connected with management, communication, decision-making, change and stress. Here you can find an answer to the question: which of them can you manager without any effort and which require more effort. Analyse this information and think which situations it is worth preparing for particularly well, which elements of work that you carry out will enable you to fully use your natural potential and which involve increased attention and energy?

The following results are shown on the scale from - 5 to 5, from the least to the most comfortable behaviour. Uncomfortable behaviour – requires more energy – more on the left hand side of the diagram. Comfortable behaviour – requires less energy – more on the right of the diagram.

This is not a “you may – you may not” type of a scale. In other words, where one of the dimensions is on one side of the scale, it does not mean that you cannot cope well with this area. You can develop this skill very well, however this will require a conscious effort from you, concentration and energy.

Management

Most Comfortable Behaviour Connected with Management

Creating and promoting ideas:	-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
Positive encouragement of specialists:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Motivating people to do quality work:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bringing up new ideas to inspire people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building openness and excitement:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding, people-oriented leadership style:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Management

Patiently developing others' professional skills: -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

Motivating by being knowledgeable and systematic: -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

Reaching perfection by renewing things, systems and methods: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Long-term planning of details: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Organizing and guiding of the daily activities: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Reflections and Conclusions

Which of the above behaviours are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

Communication

Most Comfortable Behaviour Connected with Communication

Inspiring and motivating influencing of people:	-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
Active sharing of factual information:	-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
Direct, goal focused communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Active sharing of positive information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging, participating, involving communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Communication

Considerate and careful 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
Active listening, paying attention to understanding everything:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Repetitive talking about the same topic:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Empathic, positive, understanding:	-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
Thoughtful, fact-based communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Reflections and Conclusions

Which of the above behaviours with communication are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

Decision-Making

Most Comfortable Behaviour Connected with Decision-Making

- Making spontaneous decisions based on intuition: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Thinking "outside the box": -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**
- Finding a decision that best meets the goals and can be promoted to people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**
- Developing novel ideas to solve problems: -5 -4 -3 -2 -1 0 1 2 3 **4** 5
- Creating a variety of approaches to problem solving: -5 -4 -3 -2 -1 0 1 2 3 **4** 5
- Explaining the emotions and facts behind the decision: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Least Comfortable Behaviour Connected with Decision-Making

- Following policies and respecting agreements when making decisions: -5 **-4** -3 -2 -1 0 1 2 3 4 5
- Collecting all the facts to reach the only possible solution instead of a decision: -5 **-4** -3 -2 -1 0 1 2 3 4 5
- Being ready to delay a decision until all the details are in place: -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 well thought out decisions based on security: -5 -4 **-3** -2 -1 0 1 2 3 4 5
- Driving decision making processes: -5 -4 -3 **-2** -1 0 1 2 3 4 5
- Breaking complex problems into sequential parts: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Reflections and Conclusions

Which of the above behaviours are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

Change management

In this part of the report you can find a review of various situations connected with behaviour towards change.

Most Comfortable Behaviour Connected with Change Management

Being future-focused, wanting to shape the future :	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging others to focus on details when brainstorming:	-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
Being willing to invent and try anything new in the search for improvement:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being open to new experiences, ideas, and cultures:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being able to visualize long-term consequences:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating and motivating the need for change to the organization:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Change Management

Thoroughly preparing for change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring all details are in place before taking action:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking into account everyone's needs before deciding on how to change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being prepared to listen to new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring the change is without unnecessary risks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Accepting and implementing new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participating in the change process as a project member:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Which of the above behaviours are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

5. Leadership and Management - General Tips

We usually recommend that you focus on developing your strengths, see how easy (sometimes less comfortable) you can improve your effectiveness. Below, you can find some tips which are worth using to improve your effectiveness in carrying out daily managerial tasks. They are adapted to your individual result of the analysis.

Entrepreneurship

- Remember that people who appreciate security do not always get excited about changes
- Make sure you keep your promises
- Persistently stick to one task until it is completed
- Draw a flow chart as to how the logistics work
- Make sure the administrative issues of your organization are taken care of well and on time
- Do not promise anything before you have made sure you can do it
- Always ensure that what you communicate to outsiders about your organization reflects the reality

Management - What to Do's?

- Remember to make sure that you assign everyone work that they are best suited for
- Keep your ideas to yourself for a few days - they might still change
- Collect feedback in various ways
- Be consistent when developing ideas - link new ideas to the past
- Develop one thing per employee at a time
- Learn to involve your subordinates in planning of their work
- Try to do things thoroughly - do not leave them until tomorrow

Management - What to Don'ts?

- Try not to change existing solutions that work
- You know how to make complicated things interesting - be careful not to overlook anything
- Do not be satisfied with just one test run - test it thoroughly before involving others
- Deliberately gather a lot of ideas - and only later analyze and evaluate them
- Do not try to change things too much or too often - justify the real need for the change to yourself
- Be careful not to give too much attention to stakeholders at the expense of your own subordinates
- Do not be too optimistic - check how things are in reality

Reflections and Conclusions

Analyse the above tips and select those that you think particularly useful. Think how to apply them in everyday tasks.

Model Extended DISC in Practice – Useful Information

Development of Own Activities

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

D-style:

- Slow down, be more patient.
- Do not jump to conclusions or snap decisions.
- Listen to others more.
- Be more aware of how you impact others.
- Do not overreact.

I-style:

- Talk less, listen more.
- Do not react emotionally.
- Do not over promise.
- Focus more on details.
- Follow-up.

S-style:

- Be more assertive and aggressive.
- Speak out.
- Act now, think less.
- Keep your emotions under control.
- Do not be afraid of change and new things.

C-style:

- Talk more.
- Decide and take action faster.
- Do not be afraid to make mistakes.
- Do not lose the big picture.
- Accept ambiguity.

How to Identify Others' Styles?

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

D-style:

- Often appears to be in a hurry.
- Is direct, says what he/she thinks.
- May be blunt.
- States own opinions as facts.
- Interrupts others.
- May talk to many people at the same time.
- "What's the bottom line?"
- Is aggressive.
- Is demanding.
- "How does this benefit ME?"
- Very impatient.
- Becomes irritated easily.

I-style:

- Is open and friendly.
- Talks a lot.
- Gets easily excited.
- Is animated.
- Talks about people he/she knows.
- Does not focus much on details.
- Does not listen for long.
- Does not pay close attention.
- May ask same questions several times.
- Jumps from subject to subject.
- Stays away from hard facts.

How to Identify Others' Styles?

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

S-style:

- Appears calm.
- Does not get easily excited.
- Listens carefully.
- Nods and goes along.
- Is easy-going.
- Asks questions and inquires about the specifics.
- Seems to have strong opinions but does not express them vocally.
- Appears thoughtful.
- Completely new ideas/things seem to make him/her uncomfortable.

C-style:

- Appears reserved and somewhat timid.
- Is quiet.
- Focuses on details.
- Asks many questions.
- Studies specifications and other information carefully.
- Proceeds cautiously.
- Does not easily express disagreeing views.
- May have done homework on the topic.
- May be very critical; criticism based on facts, not opinions.

How to Effective Communication?

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

When communicating with **D-styles**:

- Be direct and specific.
- Provide alternatives.
- Ensure he/she "wins".
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

When communicating with **I-styles**:

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

When communicating with **S-styles**:

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

When communicating with **C-styles**:

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.

What Do's and Don'ts with the Styles?

D-style

Do:

- Be direct.
- Provide alternatives.
- Ensure he/she "wins".
- Give immediate feedback.
- Concentrate on subject.
- Act quickly.
- Let him/her speak and listen.
- Focus on issues.
- Show interest.
- Provide direct answers.

Don't:

- Go into all the details.
- Provide too much information.
- Try to control the situation.
- Talk too much.
- Lose focus.
- Slow down.
- Take issues personally.

I-style

Do:

- Maintain positive atmosphere.
- Help to achieve popularity and recognition.
- Allow to express him/herself.
- Take time to chat and talk.
- Be more expressive.
- Be more enthusiastic.
- Focus on the big picture.
- Focus on the people aspects.
- Get involved in the process.

Don't:

- Talk about too many details.
- Fail to socialize.
- Bring up negative issues.
- Fail to have fun.
- Set restrictions.
- Be too practical.
- Be pessimistic.

What Do's and Don'ts with the Styles?

S-style

Do:

- Proceed in logical order.
- Ask specific questions to find out true needs.
- Provide support.
- Provide precedents to reduce uncertainty.
- Remember fairness and justice.

Don't:

- Forget your promises.
- Make unexpected changes.
- Be unreliable.
- Forget to provide enough information.
- Move too fast.
- Be impatient.

C-style

Do:

- Listen carefully.
- Answer questions calmly and carefully.
- Be thorough; remember to include all relevant information.
- Slow down your presentation.
- Utilize written supporting materials.
- Find out what the key issues are and focus on them.

Don't:

- Move too fast.
- Spend too much time with small talk.
- Move too close.
- Lose patience in providing all the requested information.
- Expect decisions right away.

Exercises for Self-reflection

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

What about others? Can they see it in your behavior?

Exercises for Self-reflection - Motivators

Identify two *Motivators* that are being fulfilled in your current position:

1 _____

2 _____

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

1 _____

2 _____

How can you maximize the impact of your *Strengths*? Be specific.

Exercises for Self-reflection - Motivators

Identify two Situations that *Reduce Motivation* that create the greatest challenges in your current position:

1 _____

2 _____

How can you decrease their effect on your performance? Be specific.
