

Extended DISC Team Analysis

REPORT

Team

Production Employees

Organization

ABC, Inc.

Date

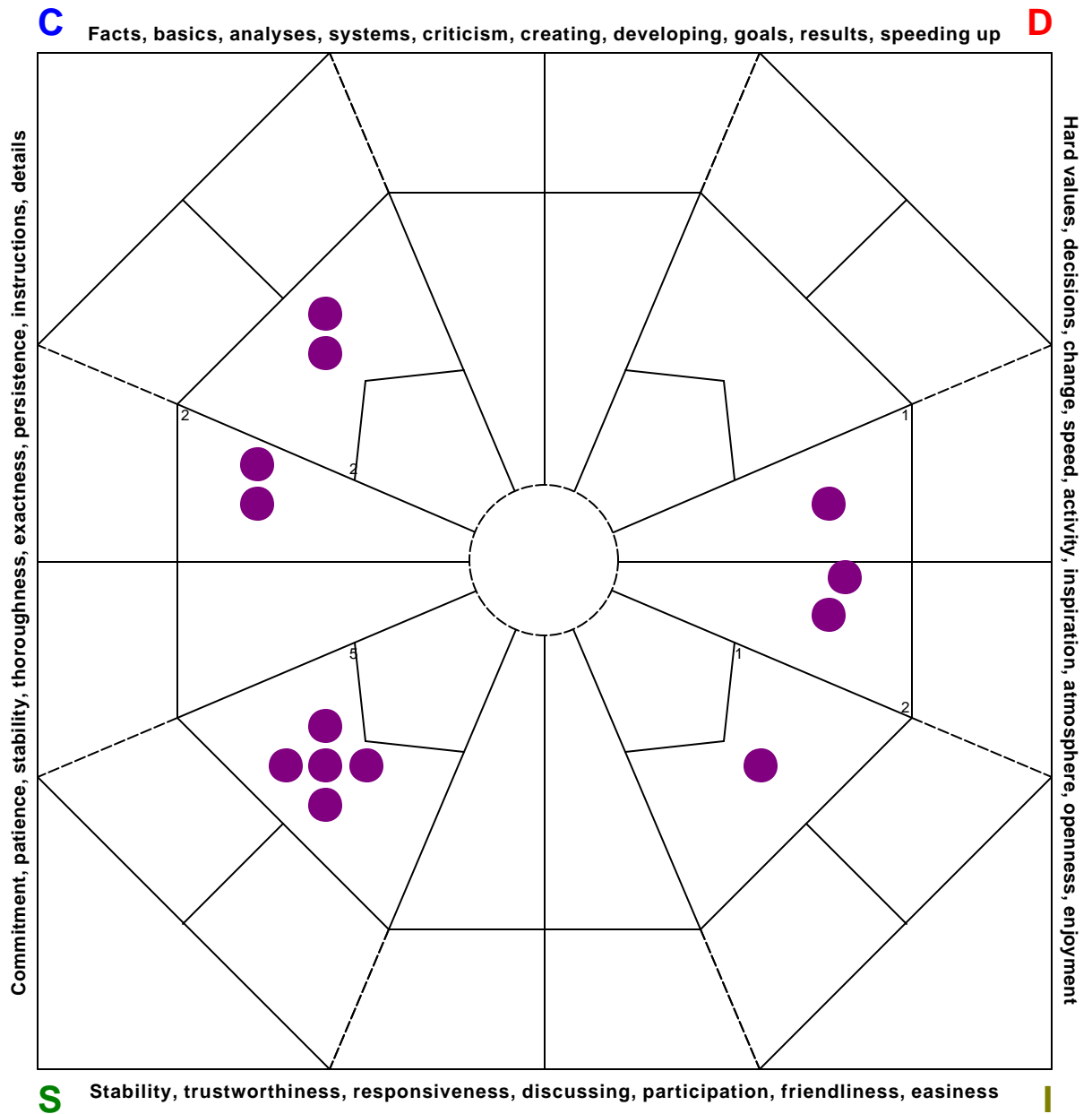
10/21/2001



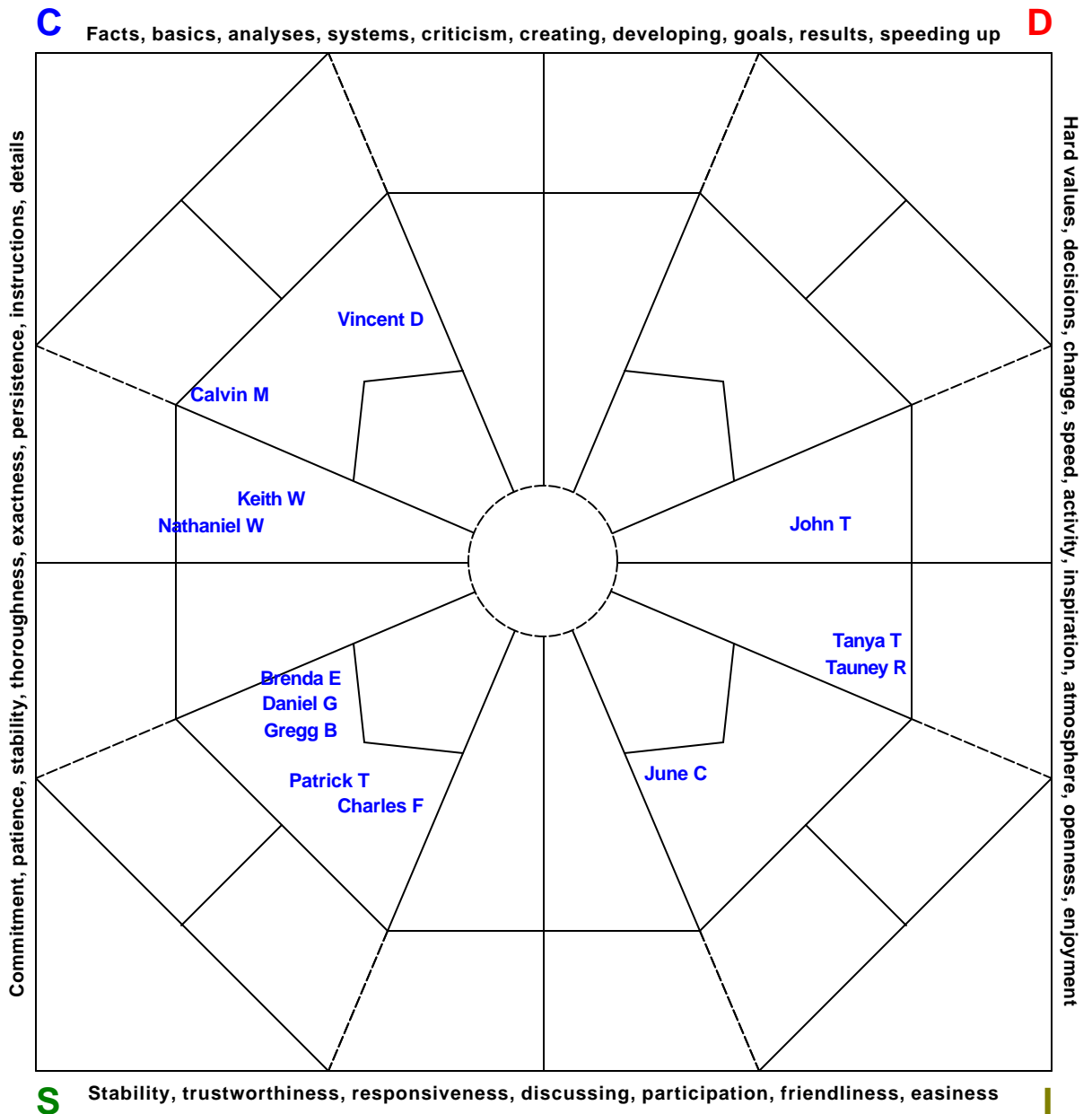
This report is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This report should not be the sole criterion for making decisions about this team. The purpose of this report is to provide supporting information for the team and the management

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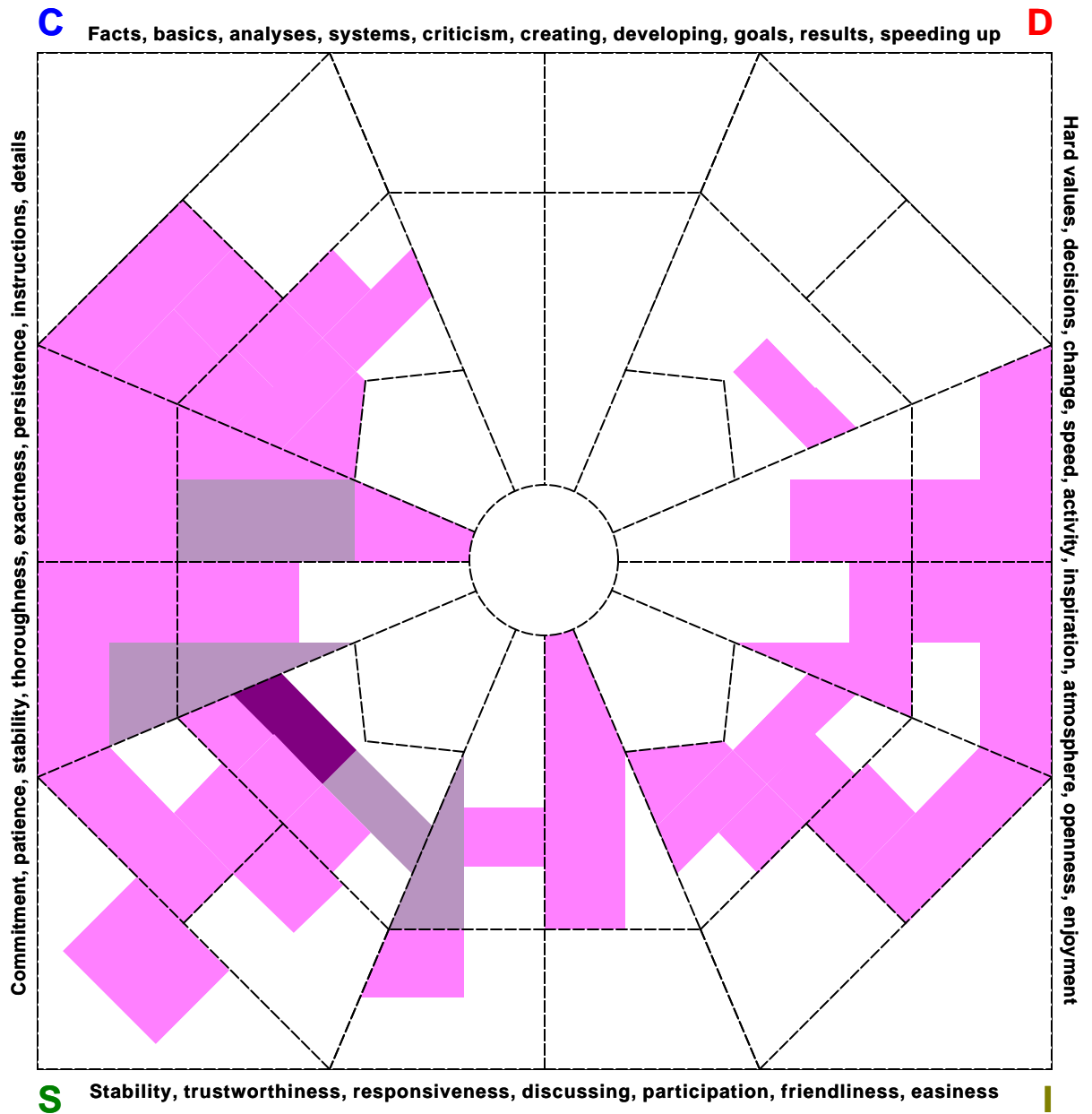


D	8%	1
I	23%	3
S	38%	5
C	31%	4
Total	100%	13

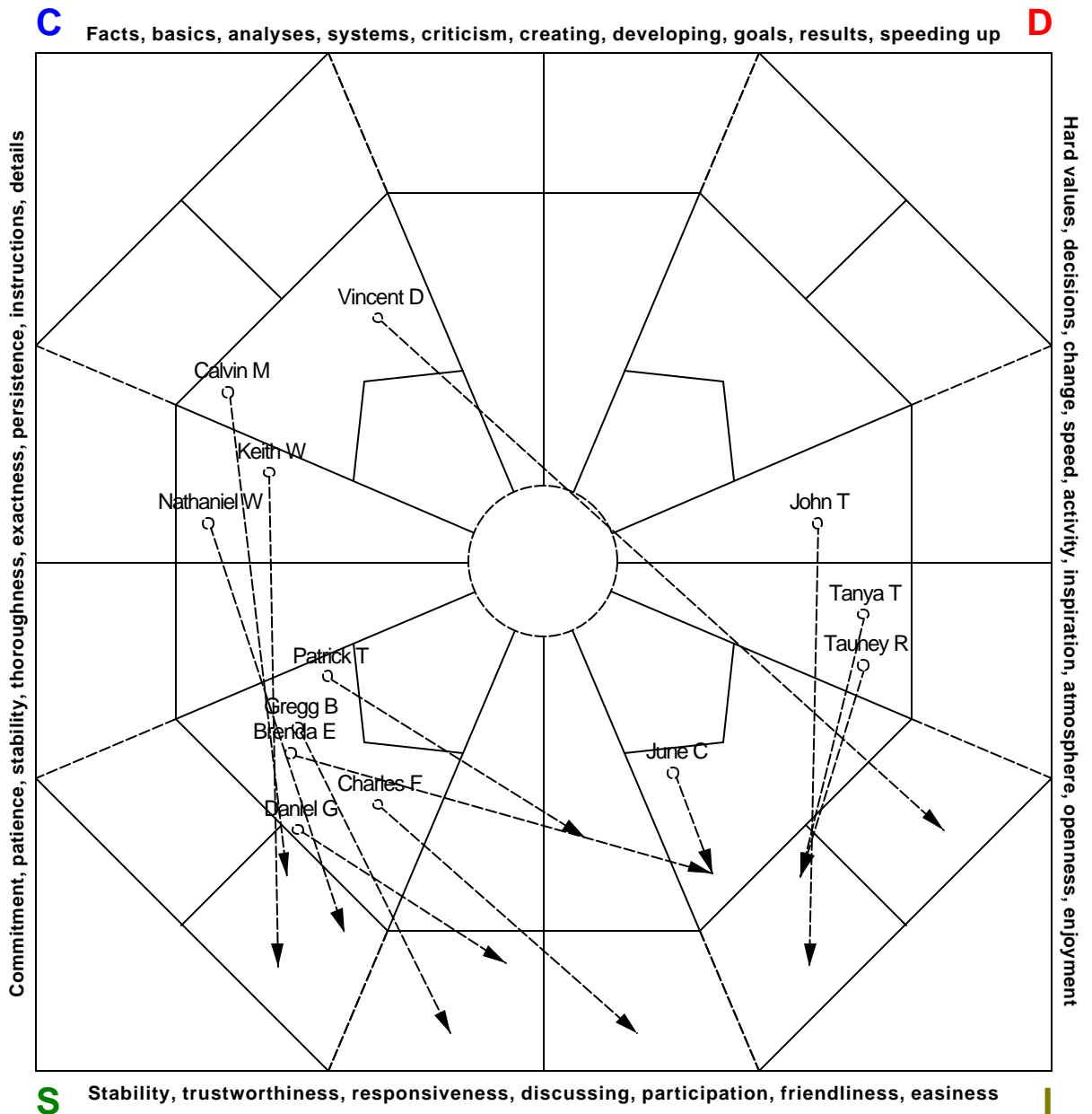


D	8%	1
I	23%	3
S	38%	5
C	31%	4
Total	100%	13





D	8%	1
I	23%	3
S	38%	5
C	31%	4
Total	100%	13



D	8%	0%
I	23%	62%
S	38%	38%
C	31%	0%

○ →



Extended DISC Team Analysis Percentages

Production Employees

ABC, Inc.

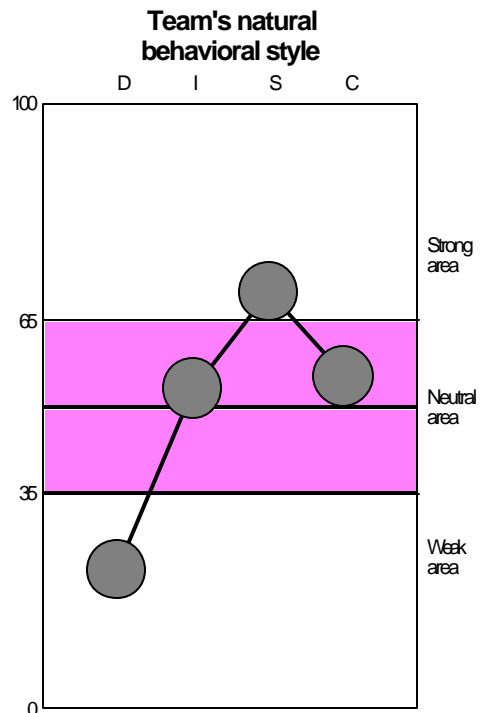
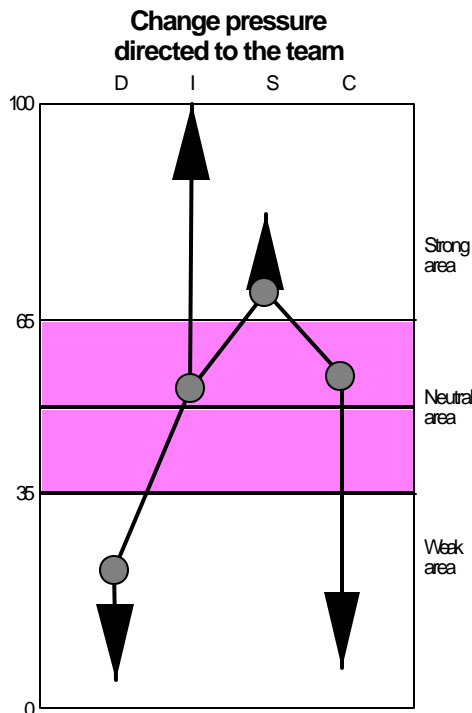
10/21/2001

Person	Profile II				Date Analyzed	Profile I			
	D	I	S	C		D	I	S	C
Brenda E	0	15	50	35	1/22/1999	0	75	20	5
Calvin M	0	10	30	60	1/22/1999	0	25	75	0
Charles F	0	30	40	30	1/22/1999	0	55	45	0
Daniel G	0	20	55	25	1/22/1999	0	35	65	0
Gregg B	0	15	50	35	1/22/1999	0	35	65	0
John T	40	35	25	0	1/28/2000	0	85	15	0
June C	0	70	10	20	1/22/1999	0	70	20	10
Keith W	0	20	35	45	1/22/1999	0	25	75	0
Nathaniel W	0	10	40	50	1/22/1999	0	25	75	0
Patrick T	0	20	70	10	1/22/1999	0	40	30	30
Tanya T	40	50	10	0	1/26/2000	0	75	25	0
Tauney R	40	50	10	0	1/22/1999	0	75	25	0
Vincent D	30	0	25	45	1/22/1999	30	70	0	0

This team consists of 13 people

Team Profile 23 53 69 55

Job profile (note! based on date analyzed) 5 100 82 7



Extended DISC Team Analysis Scorecard

Production Employees

ABC, Inc.

10/21/2001

	Brenda E	Calvin M	Charles F	Daniel G	Gregg B	John T	June C	Keith W	Nathaniel W	Patrick T	Tanya T	Tauney R	Vincent D	Strength -%
Management Duties														
Willingness to change	1	1	0	1	1	3	2	1	1	0	3	3	2	29
Goal-oriented, visionary	1	1	1	1	1	3	1	1	1	1	3	3	3	32
Concentrating on the essentials	2	1	2	2	2	3	2	1	1	2	3	3	3	42
Organizing the starting phase	2	2	1	2	2	3	1	2	2	1	3	3	3	42
Concentrating on doing alone	5	3	3	5	5	3	2	3	3	2	4	4	2	68
Independent decision making	1	0	1	1	1	3	1	0	0	1	3	3	2	26
Delegating duties	1	1	1	1	1	3	3	1	1	1	2	2	2	31
Delegating responsibility and power	5	3	4	5	5	3	4	3	3	4	3	3	2	72
Willingness to take on more responsibility	1	0	1	1	1	4	2	0	0	1	4	4	2	32
Using own initiative	1	1	1	1	1	4	2	1	1	1	3	3	3	35
Adaptability to changes	1	1	2	1	1	3	3	1	1	1	4	4	2	38
Setting goals	1	1	1	1	1	4	1	1	1	1	4	4	2	35
Intensely looking for results	1	0	0	1	1	3	0	0	1	0	3	3	3	25
Strength Percentage	35	23	28	35	35	65	37	23	25	25	65	65	48	

														%
People Duties														
Negotiating with people	2	1	2	2	2	5	3	2	1	2	5	5	0	49
Actively seeking attention	1	1	2	1	1	3	4	1	1	1	4	4	0	37
Influencing and persuading	1	0	2	1	1	4	4	1	0	1	5	5	0	38
Developing work atmosphere	2	1	2	2	2	3	4	1	1	2	5	5	0	46
Developing subordinates	4	2	4	4	4	4	4	3	2	3	5	5	2	71
Helping others	5	2	4	5	5	3	3	3	3	4	3	3	1	68
Actively motivating others	2	1	2	2	2	4	3	2	1	2	4	4	0	45
Proactively dealing with conflicts	2	2	3	2	2	4	4	2	2	3	4	4	1	54
"Shoulder" for others	3	1	4	3	3	3	3	2	1	4	3	3	1	52
Guiding / familiarizing others	4	3	4	4	4	2	4	3	3	4	3	3	2	66
Getting along with different people	2	1	3	2	2	4	5	2	1	2	5	5	1	54
Strength Percentage	51	27	58	51	51	71	75	40	29	51	84	84	15	

														%
Administrative Duties														
Following / emphasizing rules	5	5	3	5	5	2	2	5	5	4	2	2	4	75
Building manuals	4	5	3	4	4	2	2	4	5	4	1	1	4	66
Looking for mistakes	4	5	3	4	4	1	2	5	5	3	1	1	5	66
Critical listening	3	5	3	3	3	2	2	4	4	3	1	1	5	60
Developing reports	3	5	3	3	3	1	2	5	5	4	1	1	4	62
Repetitive tasks	4	4	4	4	4	2	2	5	5	4	2	2	4	71
Thoroughness	4	5	4	4	4	3	2	4	5	4	2	2	4	72
Exactness with details	4	5	4	4	4	2	2	5	5	4	1	1	5	71
Doing paperwork	4	5	3	4	4	2	2	5	5	4	1	1	4	68
Concentrating on work	5	5	4	5	5	3	2	4	5	4	1	1	4	74
Detailed quality control	4	5	3	4	4	2	2	5	5	3	1	1	5	68
Strength Percentage	80	98	67	80	80	40	40	93	98	75	25	25	87	



89%

Assurer

First Priority (strong)	Second Priority			
Brenda E	Vincent D	97%	John T	1%
Calvin M	June C	75%	Tanya T	1%
Charles F	Patrick T	69%	Tauneey R	1%
Daniel G				
Gregg B				
Keith W				
Nathaniel W				

75%

Participator

First Priority (strong)	Second Priority			
Patrick T	Tanya T	88%	Daniel G	72%
	Tauneey R	88%	Gregg B	72%
	John T	87%	Keith W	70%
	June C	84%	Calvin M	67%
	Brenda E	72%	Nathaniel W	67%
	Charles F	72%	Vincent D	11%

66%

Communicator

First Priority (strong)	Second Priority			
June C	Patrick T	87%	Calvin M	63%
	Keith W	66%	Nathaniel W	63%
	Brenda E	64%	Tanya T	55%
	Charles F	64%	Tauneey R	55%
	Daniel G	64%	John T	47%
	Gregg B	64%	Vincent D	42%

65%

Doer

First Priority (strong)	Second Priority			
	Patrick T	96%	Calvin M	64%
	Brenda E	92%	Nathaniel W	64%
	Charles F	92%	June C	46%
	Daniel G	92%	Vincent D	39%
	Gregg B	92%	Tanya T	34%
	Keith W	66%	Tauneey R	34%
			John T	28%



60% Specialist

First Priority (strong)		Second Priority			
Vincent D		Calvin M	87%	Gregg B	76%
		Nathaniel W	87%	June C	57%
		Keith W	77%	Patrick T	34%
		Brenda E	76%	John T	1%
		Charles F	76%	Tanya T	1%
		Daniel G	76%	Tauney R	1%

53% Stimulator

First Priority (strong)		Second Priority			
		Tanya T	97%	Charles F	43%
		Tauney R	97%	Daniel G	43%
		June C	80%	Gregg B	43%
		Patrick T	79%	Keith W	42%
		John T	64%	Calvin M	28%
		Brenda E	43%	Nathaniel W	28%
				Vincent D	1%

50% Planner

First Priority (strong)		Second Priority			
		John T	69%	Gregg B	57%
		Tanya T	67%	Patrick T	55%
		Tauney R	67%	Calvin M	49%
		Brenda E	57%	Nathaniel W	49%
		Charles F	57%	Vincent D	31%
		Daniel G	57%	Keith W	30%
				June C	1%

43% Influencer

First Priority (strong)		Second Priority			
John T		June C	55%	Daniel G	10%
Tanya T		Patrick T	49%	Gregg B	10%
Tauney R		Vincent D	11%	Keith W	9%
		Brenda E	10%	Calvin M	1%
		Charles F	10%	Nathaniel W	1%



39%

Developer

First Priority (strong)	Second Priority			
	Vincent D	97%	Brenda E	30%
	Calvin M	58%	Charles F	30%
	Nathaniel W	58%	Daniel G	30%
	Keith W	57%	Gregg B	30%
	June C	47%	Tanya T	19%
	John T	36%	Tauney R	19%
			Patrick T	1%

24%

Changer

First Priority (strong)	Second Priority			
	John T	85%	Keith W	15%
	Vincent D	61%	June C	6%
	Tanya T	52%	Brenda E	1%
	Tauney R	52%	Charles F	1%
	Calvin M	19%	Daniel G	1%
	Nathaniel W	19%	Gregg B	1%
			Patrick T	1%



Changer

Reforming, straight, decisive, impatient, tough
Knows what they want, makes quick decisions

Influencer

Vivid, idea rich, talkative, spontaneous, restless
Talks people on to their side, acts on instinct

Planner

Prudent, target-minded, demanding, systematic
Holds on to their outlook, goes where they want

Developer

Centered on the facts, creative, demanding, analyzing, distant
Produces brand new ideas, demands a lot from everybody

Stimulator

Extrovert, open, sociable, jovial
Makes things happy, ready to go along

Participator

Pleasant, friendly, calm, helpful
Does not put oneself first, understands people

Communicator

Friendly, accurate, justifying, modest, open
Understands different opinions, tells why things are how they are

Doer

Careful, smooth tempered, trustworthy, calm
Does not try to attain the impossible, wants to help others

Assurer

Thorough, prudent, accurate, pensive, quiet
Does not tell his/her own opinion, does things the way they should be done

Specialist

Seeks perfection, pedantic, pertinent, inquiring
Examines why things are why they are, notices details

Changer

A role description

An overview about the role

The Changer is the group's lonely wolf who wants to control him/herself and his/her actions. The Changer does not care about titles or status, but believes that he/she is above them. The Changer has an answer ready for most questions and he/she is not afraid to give his/her opinions. Some see the Changer as frightening and believe he/she at times underestimates others. In reality he/she wants others to first show what they can achieve. Only then he/she gives his/her attention and acceptance into his/her group. The Changer is constantly looking for challenges and he/she is not afraid of the unknown. Routines bore him/her quickly. The Changer wants to be in the front line developing new things and creating something unique. He/she finds it very unpleasant to admit defeat and to go back. As a goal oriented person he/she is ready to adapt him/herself into new groups and situations quickly. The Changer does not live in the past.

An attitude toward teamwork

- Real waste of time
- A lot of idle talk
- A means to get information from others

A role as a decision maker

- Wants to participate in decision making
- Makes courageous decisions
- Does not always listen to others

A role as a performer

- Does it quickly and suddenly
- Gets bored quickly
- Does things their own way

The easiest way of finding the joint rhythm - convergent styles

- Influencer, Planner, Developer

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

- Doer, Participator, Assurer

A role in a team

- Carries through one's own message
- Decides what they talk about
- Challenges to a debate

A role as a motivator

- Motivates with toughness
- Rouses to a fight
- Does not let you become exhausted

The benefit the group receives

- A group does not get stuck
- Brings something new to the group continuously
- Puts an idea on the table and figures where the problems lie

Influencer

A role description

An overview about the role

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

An attitude toward teamwork

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

A role as a decision maker

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

A role as a performer

- Aims at simplicity
- Does not stay deliberating
- Applies rules

The easiest way of finding the joint rhythm - convergent styles

- Changer, Stimulator

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

- Doer, Assurer, Specialist

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 motivator

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

The benefit the group receives

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

Planner

A role description

An overview about the role

A Planner is an extremely methodical and systematic person who wants to know where things are going and how to get there. The Planner seeks development and change but wants them to take place with care and consciousness. He/she prefers people to behave in a professional manner when working in a group. The Planner does not understand joking when the time is wrong. People find the Planner reliable and balanced but also stubborn and principled. In the beginning, the Planner often takes a negative viewpoint to changes other people may suggest. In reality he/she just wants to make sure that nothing unexpected will happen. The Planner finds it very important to stand behind his/her words and trust that others will do the same. The Planner likes to work hard until projects are complete because he/she does not find it easy to leave things half done.

An attitude toward teamwork

- A means to ensure the correct assignment of tasks
- A forum to deliver information
- Important from the point of view of the organization

A role as a decision maker

- Makes principle decisions
- Wants grounds for the decisions
- Wants to accept decisions

A role as a performer

- Manages to concentrate on the issue
- Does not give up easily
- Acts according to the instructions

The easiest way of finding the joint rhythm - convergent styles

- Changer, Doer

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

- Stimulator, Specialist, Communicator

A role in a team

- Critic and questioner
- Defender of principles
- Analyzer of things

A role as a motivator

- Shows commitment
- Does not always remember to encourage
- Is sometimes too inflexible

The benefit the group receives

- Things do not stay unfinished
- The group does not get lost on the wrong track
- People aren't treated unfairly

Developer

A role description

An overview about the role

A Developer is a very issue-centered and rational person. Even in a group the Developer emphasizes his/her own individuality, sees things his/her way and does not typically let other people get close to him/her. The Developer likes an opportunity to develop, plan and create something new. The Developer responds according to facts - not feelings. Others see the Developer as someone who knows his/her business and requires a lot from himself/herself, but someone who is also critical and peculiar. In reality he/she just does not believe in one truth. The Developer fears that when others get excited they lose the ability to think rationally. That is why he/she usually wants to discover something that others have not. The Developer does not want to share tasks with others because he/she does not believe that the others can do them the way he/she wants them done. The Developer finds it important not to identify with 'the masses' because he/she believes in his/her own uniqueness.

An attitude toward teamwork

- Inefficient way to do things
- A means to get more information for oneself
- Sociable people's way of avoiding work

A role as a decision maker

- Wants to have the last word
- Takes notice of facts - not wishes
- Does not take part in joint discussion

A role as a performer

- Does everything in one's own area
- In one's own estimation does not do overly easy work
- Does not settle for staying put

The easiest way of finding the joint rhythm - convergent styles

- Changer, Specialist

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

- Participator, Stimulator, Doer

A role in a team

- The one who makes analytical summaries
- Maker of new interpretations
- Manager of one's own special field

A role as a motivator

- People's own matter to motivate themselves
- Gives oneself possibility to develop
- Motivates by leaving in peace

The benefit the group receives

- Continuous evaluation of one's own work result
- Clear opinions and reasons
- A lot of new thoughts

Stimulator

A role description

An overview about the role

A Stimulator is an extremely open and positive person who wants to see - and sees - good in every person and in every situation. The Stimulator seeks positive opportunities and steers away from all negative situations. He/she lives through his/her emotions and is also able to influence other people's emotions. Others find the Stimulator as someone who is positive and who makes friends easily. Some people may also find the Stimulator superficial and too relaxed. In reality he/she wants to take part in many things and he/she does not find it necessary to analyze every single thing thoroughly. The Stimulator knows that reality is different from what we plan it to be. The Stimulator likes it when he/she is included in everything and when there are many things going on. The Stimulator does not usually say directly what is on his/her mind if he/she feels that it may annoy the other person or if it would lead to an unpleasant conversation. He/she likes bringing up new ideas and attending meetings where new ideas are created.

An attitude toward teamwork

- A means to maintain contact with people
- An important channel for giving data
- A positive way to motivate

A role as a decision maker

- Wants people to decide things together
- Does not want to close the lid on final decisions
- Wants a solution that everybody is happy with

A role as a performer

- Can't manage to enter into routine tasks
- Does when there are other people doing
- May stray from assigned work

The easiest way of finding the joint rhythm - convergent styles

- Influencer, Participator, Communicator

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

- Specialist, Developer, Assurer

A role in a team

- The one who discusses and chats
- The one who brings up new thoughts in a positive manner
- The one who maintains a good atmosphere

A role as a motivator

- Manages to spend time with people
- Ponders one's words so that they have a good impact
- Talks a lot and tells stories

The benefit the group receives

- Good atmosphere
- New thoughts
- Being together

Participant

A role description

An overview about the role

A Participant is a pleasant and friendly conversationalist who likes to be with a familiar people. He/she likes exchanging thoughts and feelings before moving into action. The Participant finds it important that everyone in the group gets to perform and express their feelings. Others find the Participant as a person who is easy to be with and who is honest toward everyone but also as a person who does not really express his/her honest opinion. In reality the Participant just finds it extremely unpleasant to bring up negative issues which would offend others, especially if they had to be justified. He/she likes working and being with others. He/she does not mind it if he/she has to guide, help or listen to others. His/her own priorities are not as important to him/her as the fact that others work well together. He/she does not want to decide for others.

An attitude toward teamwork

- 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

A role as a decision maker

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

A role as a performer

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

The easiest way of finding the joint rhythm - convergent styles

- Stimulator, Doer

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

- Developer, Changer, Specialist

A role in a team

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

A role as a motivator

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

The benefit the group receives

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

Communicator

A role description

An overview about the role

A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. He/she has an excellent ability to make boring matters interesting. The Communicator seeks change but not at the expense of people or the organization. Others find him/her very genial and easy-going but also a little mysterious and evasive. In reality the Communicator wants to avoid quarrels and does not want to interfere with other people. He/she is afraid of arguments, which is why he/she does not reveal all of his/her own feelings to people. The Communicator likes the fact that people know what they are expected to do. Meeting different kinds of people in positive situations is ideal to him/her. He/she enjoys investigating things, deliberating different points of view and creating new ideas. However, he/she does not always want to advance those ideas aggressively with others.

An attitude toward teamwork

- A pleasant way to meet people
- A place to ask and get information
- A means to ensure a good atmosphere remains

A role as a decision maker

- Cautiously and willingly gives responsibility to others
- Emphasizes the meaning of information
- They want to hear everybody's opinion to begin with

A role as a performer

- Wants to avoid errors
- May stay to discuss and think
- Gets bored if the job gets too routine

The easiest way of finding the joint rhythm - convergent styles

- Stimulator, Specialist

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

- Changer, Doer, Planner

A role in a team

- The one who corrects errors positively
- Presents a familiar matter in a new way
- Is a team player

A role as a motivator

- Manages to see things in a positive way
- Guides people and at the same time praises positively
- Brings new ideas

The benefit the group receives

- Positive energy for pertinent people
- The one who levels down disagreements
- Information for everybody about things

Doer

A role description

An overview about the role

A Doer is a calm person. He/she does his/her work at his/her pace and does not like people who unnecessarily harass or rush him/her. The Doer appreciates reliability, justice, familiar people and situations where one does not have to act or be overly excited. Others find him/her extremely reliable and calm but also slow and uncertain. In reality his/her apparent slowness is due to the fact the Doer wants to do things in a reliable manner and in a way that does not bother others. The Doer does a lot of invisible work for the benefit of others. Preparing for tasks takes more time for him/her than for most people. He/she does not mind to start recurring tasks. Even when focusing on his/her responsibilities, the Doer enjoys being a part of a tight group that offers security. Because the Doer prefers familiar surroundings, he/she tends not to get involved with many different kinds of groups.

An attitude toward teamwork

- An extremely important way to work
- A means to ensure that everything goes right
- Creates safety - everybody helps everybody

A role as a decision maker

- Does not want to be the first one to decide
- Promotes prudent decision making
- Knows what isn't worth deciding

A role as a performer

- Manages to stay with one's own work
- Follows a given work pattern
- Emphasizes other people's sense of responsibility

The easiest way of finding the joint rhythm - convergent styles

- Planner, Participator, Assurer

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

- Changer, Influencer, Developer

A role in a team

- Takes responsibility for anything they do
- Holds on to joint contracts
- Stays in the background

A role as a motivator

- Creates calmness and reliability
- A cautious person who needs to be motivated
- Shows willingness to help

The benefit the group receives

- Promises are kept, unnecessary risks aren't taken
- Evenly paced progress
- Pace is slowed when necessary, isn't erratic

Assurer

A role description

An overview about the role

An Assurer is thorough and calm and concentrates on his/her work. He/she does not like when people disturb him/her, and he/she does not disturb others. The Assurer dreads mistakes and wants to work at his/her pace. Others find him/her accurate and someone who observes everything. The Assurer is also seen as quiet and private. In reality he/she is a considerate person and often does not speak out until the conversation has already taken place. The Assurer finds it extremely important to know what others expect from him/her and how they want him/her to proceed. He/she finds it uncomfortable to jump into the unknown without the support of others. He/she wants matters to proceed systematically and does not tolerate surprises unless their effects to the overall context are deliberated upon carefully. He/she does not find it important to be actively involved with others. However, the Assurer finds it important he/she can rely on others if help is needed.

An attitude toward teamwork

- An important means to delegate tasks correctly
- Getting everybody to take responsibility
- A way to make the right decisions

A role as a decision maker

- Helps rather than makes decisions
- Makes sure of all possible outcomes to begin with
- Delays as long as possible

A role as a performer

- An extremely trustworthy doer
- Enters into one's matter carefully
- Stays on the same thing a bit too much

The easiest way of finding the joint rhythm - convergent styles

- Specialist, Doer

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

- Influencer, Changer, Stimulator

A role in a team

- Often adapts to the role of a performer
- To make sure that you proceed according to the plan
- Keeps to the back

A role as a motivator

- Motivates by giving information
- Holds on to one's own responsibility
- Often forgets motivation

The benefit the group receives

- Things get done
- Recognizing possible errors
- Staying on schedule

Specialist

A role description

An overview about the role

A Specialist attends to his/her own matters carefully and lets others take care of their own business. He/she finds it important to do his/her work as well as possible. Time and other people's pressures do not bother him/her. The Specialist has his/her unique quality criteria which he/she strictly follows. In the group he/she is seen as someone who knows his/her business and someone who secures everything, but is therefore also isolated and separated from reality. In reality the Specialist is a shy person, and does not always find the right words. Since he/she requires a lot from him/herself, he/she does not want to speak until he/she is absolutely certain. When he/she is ready the Specialist provides so much detail that people lose patience before fully understanding him/her. He/she wants to know the logical progression of things and who is responsible for what. He/she does not always feel that it is important to be with others. It is more important that others do not interfere with the Specialist's work.

An attitude toward teamwork

- Most of it is a useless waste of time
- A means to calm those who rush
- Suppose it's good for others but not for me

A role as a decision maker

- Takes a stand only when the matters concern him/her
- Prepares an issue bit by bit to the end
- Does not often want to take part

A role as a performer

- Reliable but still continuously thinking
- Enters into one's matter with care
- May be inflexible about changing one's habits

The easiest way of finding the joint rhythm - convergent styles

- Developer, Communicator, Assurer

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

- Stimulator, Influencer, Participator

A role in a team

- The one who calmly takes care of one's own business
- Gets into a conversation only at important moments
- Does not always manage to get enthusiastic

A role as a motivator

- Believes that everybody motivates themselves
- Gives all the information needed when asked
- Creates instructions for everyone

The benefit the group receives

- Analyzing things to the end
- Avoiding unnecessary risks
- Sticking to an organization's rules

Instructions for Interpreting Team Analysis

General Instructions

The Extended DISC® Team Analysis is based on the results of the Extended DISC® Personal Analysis. The Team Analysis uses the same framework as the Extended DISC® Personal Analysis.

The first two pages of the report, Shotgun and Name Map, are capable of including an unlimited number of individuals, making it also possible to perform departmental, divisional and organizational analysis. The rest of the report is limited to 16 or less team members.

The Extended DISC® Team Analysis divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

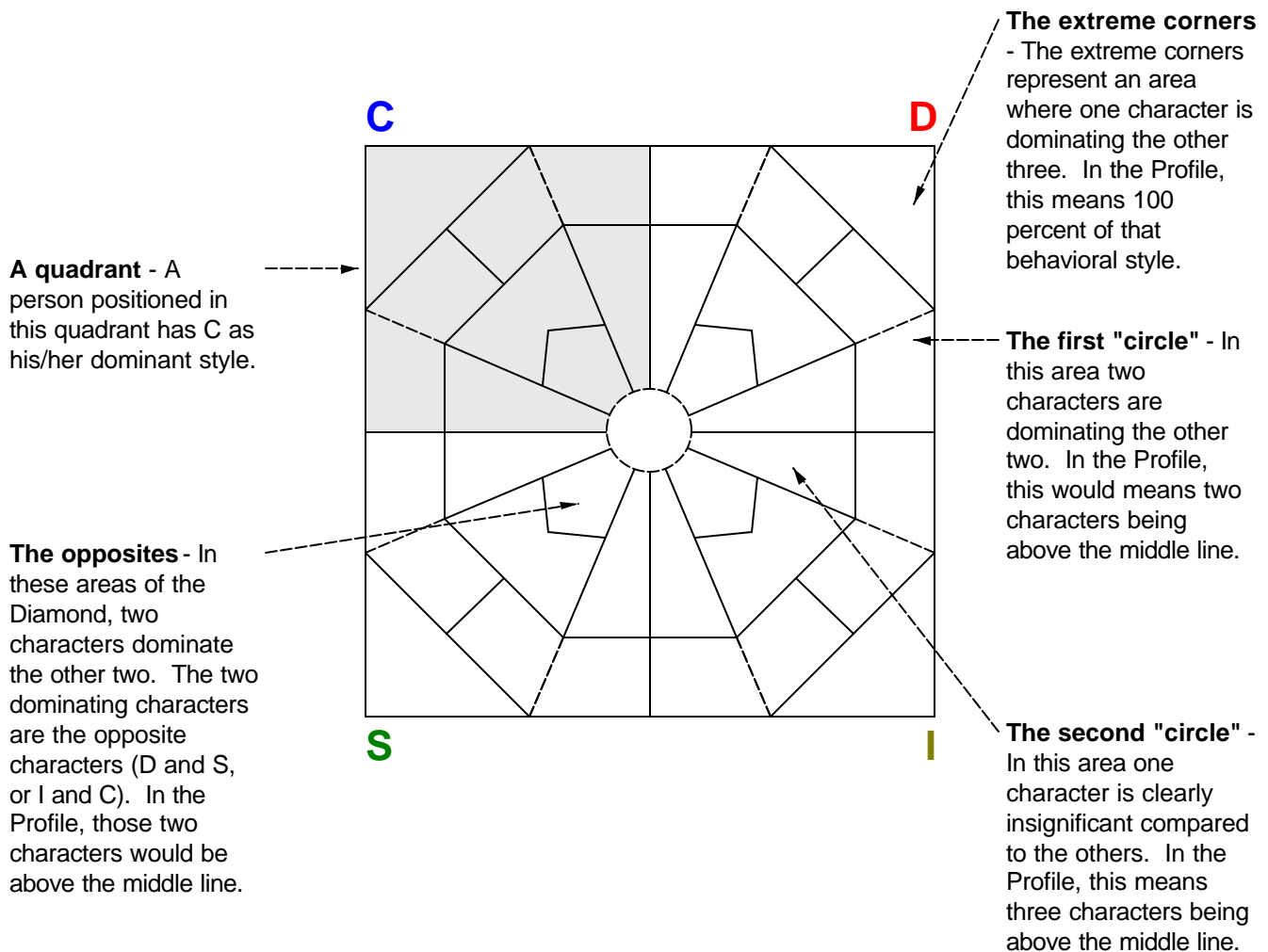


Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioral styles are the most comfortable to the team members and what styles require the most energy from them. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The dots (Shotgun Map), names (Name Map), and starting points of the arrows (Arrow Map) on the Diamond show the location of the team members' natural styles. The tips of the arrows on the Arrow Map page show the adjusted styles of the team members.

The shadings in the Team Flexibility Zones page demonstrate the behavioral styles that are the most comfortable for the team members. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from the team members. The farther from the deepest shade the members move, the more energy is required.



Shotgun Map

The Shotgun Map demonstrates where the natural behavioral styles of the team members fall on the Extended DISC® Diamond. Each team member is presented by a dot in the Shotgun Map. The positions of the dots correspond to the positions of the individuals' Profile IIs on the Diamond. The D, I, S and C distribution of the team is shown below the Shotgun Map.

Shotgun Map - Worksheet

When you review the results of your team with the other team members, below are some issues to consider and discuss.

Overall distribution

How does your team's makeup relate to your overall objectives?

Where are our strengths?

Is there an area where we have several individuals?

What does it mean for our team that there are more people in this area, especially in relation to our team's goals?

Is it possible that we may over-emphasize the strengths of this particular behavioral style?



Where are our weaknesses?

Is there an area on the Diamond where there are no, or very few, individuals in our team?

How are we going to compensate for this, especially as it relates to our team's objectives?

Is our team divided into subgroups?

Is there any conflict between the different groups?

Are there different types of activities required from the team?

Is there a possibility for a better delegation of the team's responsibilities?

Are there individuals alone in certain areas?

Is our team taking advantage of their special strengths?

Name Map

The Name Map provides the same information as the Shotgun Map but uses team members' names instead of the dots. The position of the name is the position of the person's Profile II (natural style) in the Diamond.

The D, I, S and C distribution of the team is shown below the Name Map.

When you review the results of your team with the other team members, below are some issues to consider and discuss.

Name Map - Worksheet

Position of each individual

What specific strengths does each team member have?

How is the specific behavioral style of each individual recognized in daily work?

How well do the individuals and their job requirements match?

Similar styles (Short distance between individuals)

Do the individuals with similar styles look for each other's company too much?

How could the possible negative aspects of similar individuals working together be avoided?

Different styles (Long distance between individuals)

What are the communication and cooperation needs for people who are far apart on the Map?

How do we avoid communication breakdowns between different individuals?

Learning outcomes from past experiences.

What to remember in the future.

Should some of the team's responsibilities be reassigned?



Are there individuals alone in certain areas?

Is there a special strength for the team available in those individuals?

Is the rest of the team aware of the special strengths of these individuals?

Flexibility Zones

The Flexibility Zones Map provides a quick overview of where the comfort areas of the team are. The shaded areas show the areas where the team is comfortable; the deepest shades indicate the most comfortable areas. The white areas of the Diamond refer to behavioral styles that require energy for the team to provide.

Flexibility Styles - Worksheet

How do the comfort areas of our team relate to the team's objectives?

If your team has responsibilities that fall into the white areas of the Diamond, are the team members modifying their behaviors adequately?

Arrow Map

The Arrow Map demonstrates where both the natural behavioral styles and the adjusted behavioral styles of the team members fall on the Extended DISC® Diamond. The team members' natural behavioral styles are represented by the starting points of the arrows (Profile II). The adjusted styles are represented by the tips of the arrows (Profile I).

The D, I, S and C distribution of the team for both the natural and adjusted styles is shown below the Arrow Map.

Arrow Map - Worksheet

When you review the results of your team with the other team members, below are some issues to consider and discuss.

Do most of the arrows point to the same direction?

Interpretation: Most of the people on the team express a feeling that they must adjust their behavior in the same direction.

Why does the team feel it is pressured to adjust its behavior from what would be most natural for it?

Is there something in the management of the team that does not match with the team's natural style or motivation?

Are there external factors that make it difficult for the team to perform effectively?

Do the arrows have two main directions?

Why do the members of the team feel pressured in different directions?

Does the team consist of sub-teams with different challenges?

Do the arrows not have any visible similarities in direction?

Interpretation: The team does not express any external pressure toward it that it would find difficult to cope with. There is no team level interpretation possible but it is still recommended to check the arrows from each individual's point of view.

Which direction are the arrows pointing?

Interpretation: The direction in which the individual is expressing that he/she wants or needs to adjust his/her behavior more than he is doing at the present, due to the perceived pressures of the environment.

Where are the arrows moving from?

Interpretation: The area where the individual feels he/she should pay less attention to better cope with the perceived requirements of the environment.



Team Percentages and Team Profile

Extended DISC® Team Percentages page is a summary of the team members' individual Profile Percentages. They show the distribution of each team members' D, I, S and C styles out of 100 percent.

Team Percentages page combines the team members' individual percentages into a table. Please note in the table Profile II is on the left and Profile I is on the right.

On the lowest two rows the percentages for the Team Profile and Job Profile are calculated.

Note! Profile I (Change pressure directed to the team) reflects the adjustments the team members are making at the time they fill out the questionnaires. Consequently, one should be careful in interpreting the results if there are significant gaps in the time when each team member completed the questionnaire.

Team Profile

Extended DISC® Team Profile allows the demonstration of the team's behavioral style just like the Personal Analysis indicates an individual's behavioral style. Team Profile combines the team members' individual percentages into a profile. The profiles have a scale from 0-100. The middle line represents 50.

When the percentage is over 65, the team is focusing strongly on the traits relating to that behavioral style. When the percentage is below 35, the team is not naturally comfortable in the areas relating to that behavioral style.

"Change pressure directed to the team"-profile demonstrates how the team feels it must, or wants to adjust its behavioral style to better meet the perceived requirements and pressures of the present environment. The arrow(s) up indicate that the team as a whole perceives it must increase that behavioral style(s). The arrow(s) down indicate that the team as a whole perceives it must decrease that behavioral style(s). When the arrows get longer, the team member's satisfaction and self-confidence tends to get lower.

Note! Profile I (Change pressure directed to the team) reflects the adjustments the team members are making at the time they fill out the questionnaires. Consequently, one must be careful in interpreting the results if there are significant gaps in the time when each team member completed the questionnaire.

Scorecard

The Scorecard page divides the functions of the team into categories. For each team member a numerical value is calculated that reflects how natural (i.e. requires less energy, concentration and effort) each aspect of the team function is for him/her. The numerical values range from 0 to 5.

Numbers 4 and 5 reflect situations where a team member does not feel much pressure to adjust his/her style in that particular area of the team function. He/she is naturally comfortable in that area.

Numbers 2 and 3 refer to situations where the team member is neither strong nor weak in that area. With some effort he/she can adjust to the demands of these functions. However, over a long period of time the person may have difficulty concentrating on these areas. As a result, they should not make up the most important functions for the team member.

Numbers 0 and 1 refer to areas of team functions that the member probably would not like to perform. They require a lot of concentration and adjusting of the natural behavioral style. Also, these areas probably (at least in the long run) do not motivate the team member.

The Strength Percentage for the team indicates the percentage out of the maximum score the team achieves in each category; the Strength Percentage for the team member indicates the percentage out of the maximum score the individual achieves for all the categories.

When the percentage is over 65, the team or the individual is likely to naturally focus in that area. It reflects the team's or the individual's natural tendency to behave and should reflect as closely as possible the team's and individual's actual ongoing focus and activity.

When the percentage is below 35, the team or a team member does not naturally focus significantly in that area. Focusing in this area would require a lot of concentration and effort, and would likely feel non-natural. The team should ensure that it is not expected to perform/focus in these areas much.

Team Roles

Extended DISC® Team Roles divides team functions into roles. Each of the 10 roles has its special strengths and weaknesses. None of the styles are better or worse; they are simply different.

In order to build an ideal team one shouldn't select one person for each role but design the ideal team construct based on the requirements set for the team.

Extended DISC® Team Roles report lists the 10 roles in the order of how strongly they are represented in the team; the strongest role being first. The Team Role Percentage indicates how strong the team on average is with this role. 100 percent indicates the team can fully concentrate on that role whereas 75 percent, for example, indicates the team can naturally put 75 percent of its efforts in this role but more would not be natural for the team.

Each team member has a personal score for each role.

The first column on left - First Priority (strong) - means that the person in this column will apply this role almost no matter what the construct of the team is or no matter what the team is required to do. This is the most preferred role for the person and he/she tends to naturally apply that role.

The second column from left - First Priority - also indicates a role that the person definitely would like to adopt. The need to adopt the role is not as strong as with the first column (First Priority - strong) since the person has more flexibility in adjusting to other people taking the same role. It would still be against the person's wish not to allow him/her to take the role.

The two columns on right - Second Priority - indicate the likelihood the team members would be willing to accept the role. Again, 100 percent means that although it is not the most preferred role for the person, he/she would have no difficulty at all in taking that role in the team. 0 percent, on the other hand, means the person will in almost no situation find it easy or desirable to take that role.