

Less Lemons Disc Behavioural Report

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

Sam Example

Organisation:

FinxS

Date:

16.08.2013

Company Profile

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

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

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

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

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

We value:

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

Our focus is on:

Engagement

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

Leadership

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

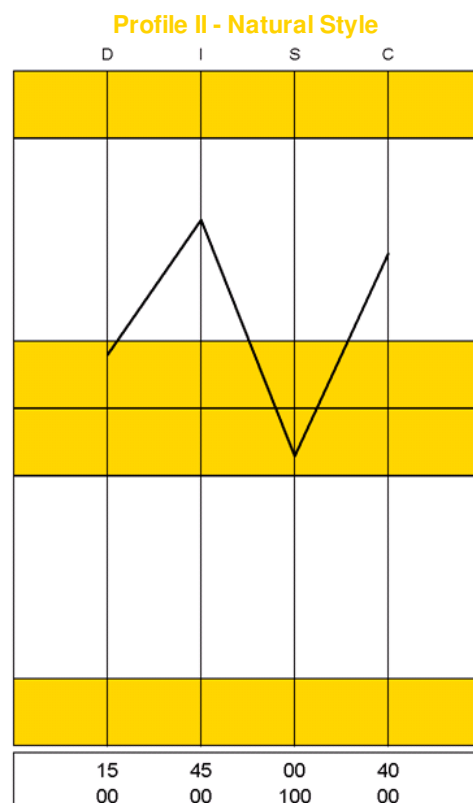
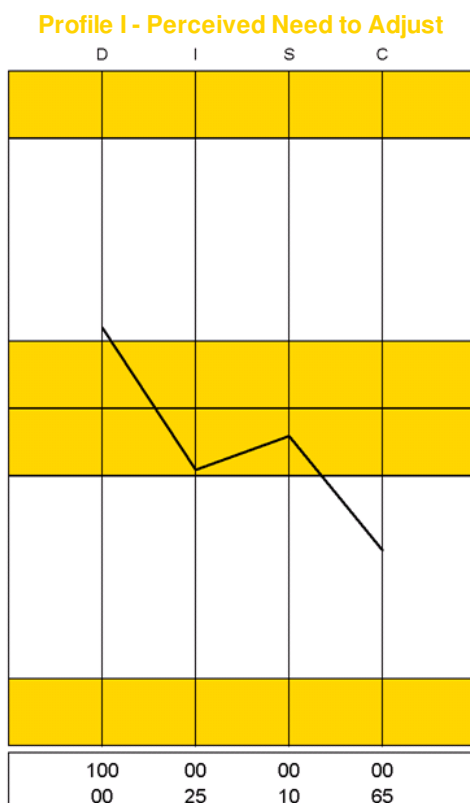
Your Profile

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

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

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

There are no good or bad profiles. Just different.



How flexible is your profile?

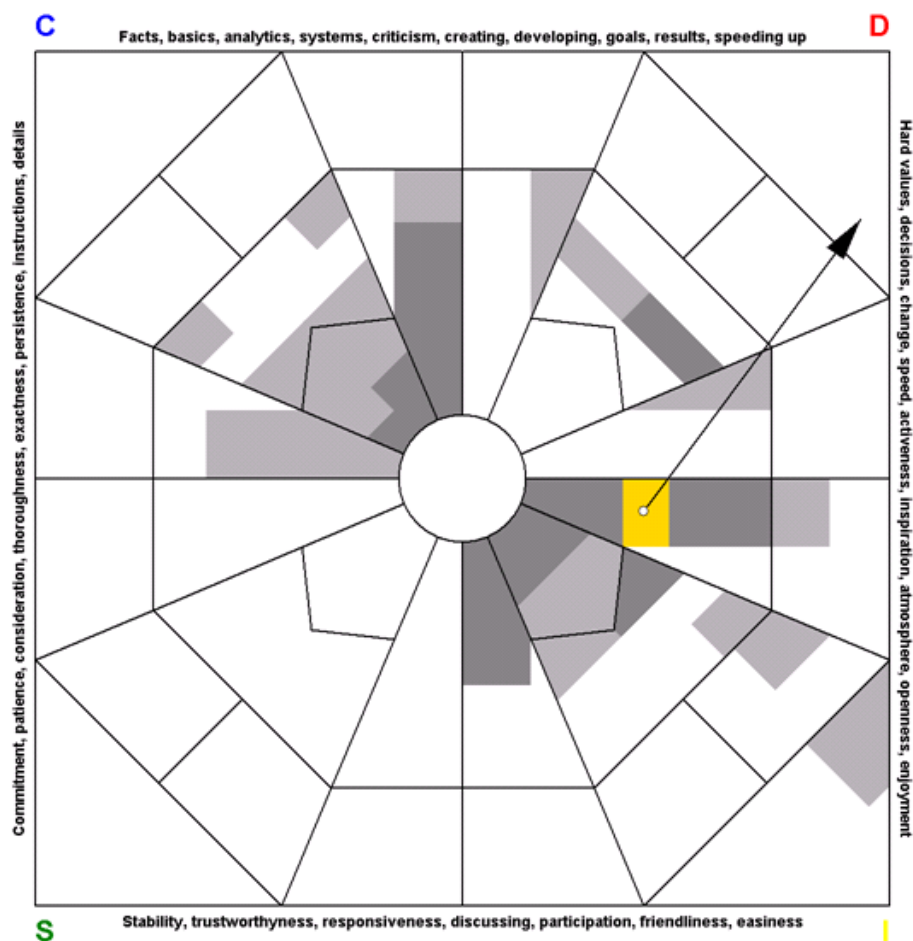
The Extended DISC Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you.

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

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

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

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



How you may come across to others?

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

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

Your attributes:

Extroverted, sociable, social, decisive, hard-headed, active, restless, busy, alert, seeks instructions, communicative, open, cheerful.

What motivates you:

Sam is motivated by the chance to work with people in various situations. He likes to inspire others and have people like him. He wants work quite independently, but does not mind if he is given instructions.

What you prefer to avoid:

This type of person tries to avoid smaller working units if Sam does not derive enough motivation from the atmosphere or develop good relations with his clients. In a bigger unit, he has an opportunity to communicate with many different people. Sam tries to avoid repetitive tasks that demand accuracy because he tends to become careless and make mistakes after awhile.

When communicating with others:

He has no problems with going to the people and telling them about something. He likes practical topics but is able to discuss general things as well. He avoids arguing but can take part in reasonable discussions. He has a talent for describing boring and detailed things in a colourful, inspiring way.

When making decisions:

Although he is eager to discuss, he does not like to carry responsibility nor express his opinion about things that cause a negative reaction. He also spends time on large financial decisions that deserve a lot of deliberation.

To manage this person:

This person needs open, encouraging manager/leaders who can express themselves positively and see the good sides. However, the manager/leader must control this employee's emotional attitudes while motivating his work (e.g., by adding new projects all the time).

What motivates you?

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

- Good people relations
- Social network
- Varying work responsibilities and environment
- Positive, successful experiences
- Changes
- Moving, freedom and life opening up
- Being part of an organised whole
- Manage without taking risks
- Deliberate decision making
- People-oriented behaviour
- Avoiding mistakes
- Friendly people

What are your strengths?

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

- Can be happy
- Presents one's case diversely
- Gets involved easily
- Is open to new ideas
- Likes analysing
- Brings forward one's own opinion
- Wants to promote things
- Is able to see the details too
- Follows rules but not strictly
- Gets people into a good mood
- Does many things simultaneously
- Keeps up a positive pace

Situations that reduce your motivation:

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

- A need to be too careful
- Being overlooked
- Slow people
- Pressure in making decisions
- Working with pure facts
- Having to be impolite
- Lack of feeling challenged
- Inability to experience or learn new
- Disappearing from people's minds
- Inability to introduce own ideas
- Bored organisation
- End of open communication

When you are under pressure:

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

- Spends the important time talking
- Is restless and impatient
- Is not direct; wants to please
- Has no long-range approach
- Doesn't listen
- Takes too long to finish things
- Is overly positive
- Cannot be alone
- Cannot wait
- Wants to change something all the time
- Spends all the time discussing and thinking
- Lives in idealism

In a team environment you are:

A communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. He has an excellent ability to make boring matters interesting. He seeks change but not at the expense of people or the organisation. The group members find him very genial and "easy" but on the other hand a little mysterious and evasive. In reality he wants to avoid aggressions and he doesn't want to guide other people's matters. He is afraid of arguments, which is why he doesn't reveal all of his own feelings to people. He likes the fact that in a group people know what they are expected to do. Meeting different kinds of people in positive matters is pleasant to him. Investigating things and deliberating different points of view as well as creating ideas is pleasant to him, even if he doesn't always want to further those matters forcefully within a group.

Your attitude to team work:

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

Your role within the team:

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

Your decision making for the team:

- Cautiously and willingly gives responsibility to others
- Emphasises the meaning of information
- They want to hear everybody's opinion first

How you motivate the team:

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

How you perform in the team:

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

How you benefit the team:

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

What other team roles work well with yours:

Stimulator, Specialist

What other team roles compliment your role:

Changer, Supporter, Planner

How you may work within a team

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

Accurate and demanding emphasiser of quality:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bringing team-mates toward the goal:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding goal-setter:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Determined expeditor 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 of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reliable and participating care-taker:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Specialist concentrating on work, alone:	-5	-4	-3	-2	-1	0	1	2	3	4	5

How does your profile fit within your role?

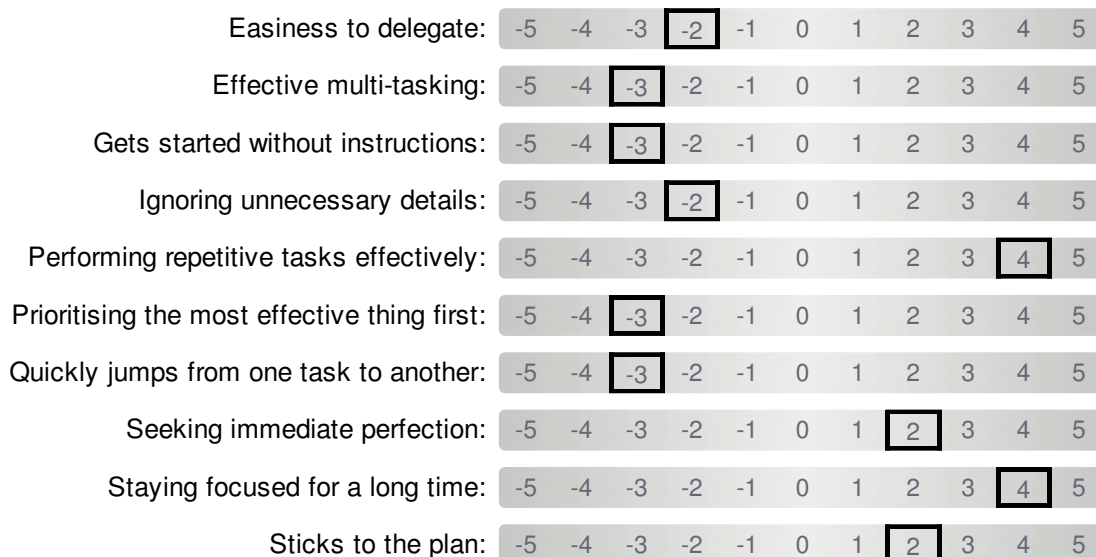
Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A lower grade (below 0) would mean this competency does not come as easily to you (does not fall within your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

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

Administration



Time management



Communication

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

Communication Listening

Gets bored easily if finds the topic not interesting:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Impatient listener because of own thoughts and ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Interested in the next step and how to proceed:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening by being present and available:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listens, nods and seems to understand you:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Shows interest, listens and participates:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Providing constructive feedback:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Management / Leadership

Achieving results through and with people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
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
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:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Decision Making

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

Ideal Job Environment

Broad range, few instructions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Concentration on people encouragement:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Conducting systematic planning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Exact following of rules:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Facing tough competition:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Handling a variety of different contacts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Searching for change continuously:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Learning Styles

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

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

Causes of Stress

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

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

Signs of Stress

Bases every action on what is just and fair:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes impatient:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes irritating, inflexible, blunt and demanding:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly careful in saying anything:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Becomes overly worried 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
Defends stubbornly the existing:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Has strong emotional opinions:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Below are some ways to help alleviate stress:

Stress Release

Agree on important goals and how to achieve them:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Allow enough time to discuss the situation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Create a predictable, familiar and safe environment:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Exact following of rules and instructions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Give more room to solve the problem independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Give opportunity to meet people and hear what they say:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Provide an opportunity to operate independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Provide information, feedback and clear instructions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Write down clearly what you expect from this person:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Questions relating to your profile:

He aims at being tougher, more independent and decisive in the current surroundings even though these are not his normal characteristics.

Do you feel that you are being pressured from some direction?

He feels that his current environment is perhaps a little tougher and more factual than he would like it to be and that is why he does not necessarily enjoy it. He feels too disconnected from people.

How important is communication to you?

He likes freedom and feels he is getting it now, although not quite as much as he would usually want.

However he does not suffer from this in a significant way yet.

What detail would you remove from your current surroundings?

For some reason he feels that he should be a lot tougher, more direct, active, independent and spontaneous than he naturally is. The situation may cause pressure.

In your opinion, what kind of things demand courage in your job?

Questions relating to your job:

Some may see you as being restless. Are you restless?

You want to experience new things. How long will this job be able to offer you something new?

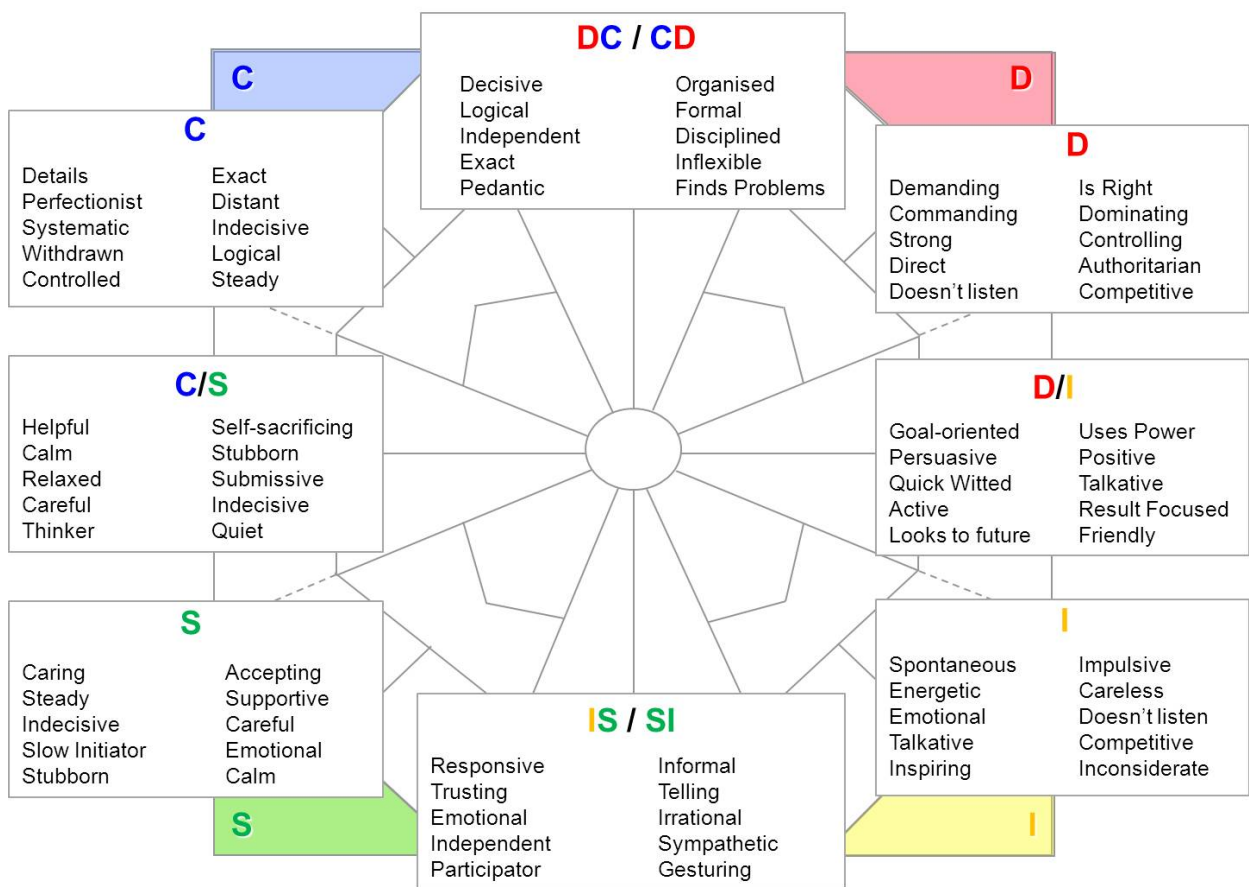
You do not let people to know you completely. Why?

You like human contacts. How do you convince me that you also want to achieve results?

You can be talkative when you want to. How do you know when it is time to focus on work and not on a conversation?

Styles and the Extended DISC Diamond

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



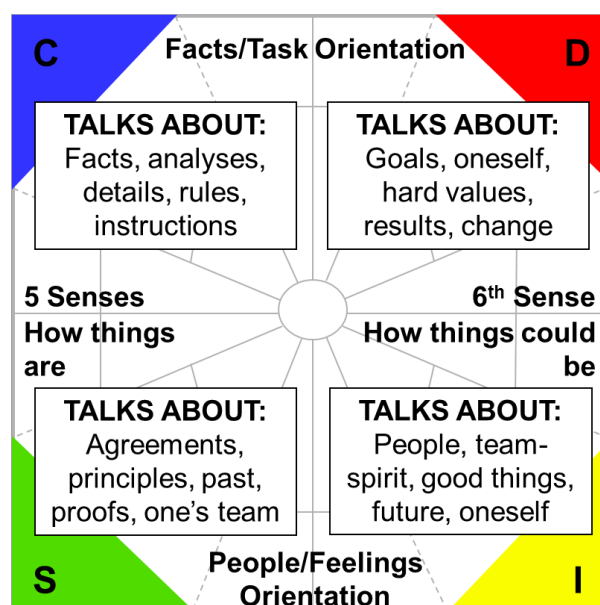
This Behavioural Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

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

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

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

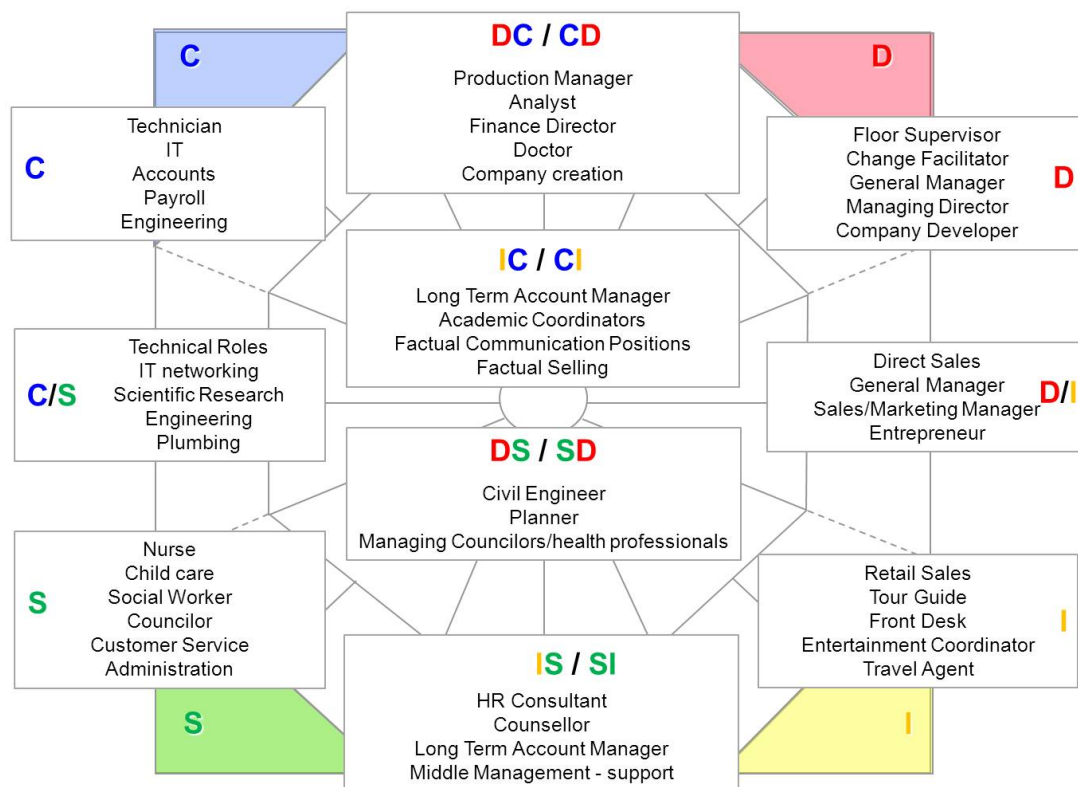
How to identify the Behavioural Styles



Potential Career Paths

Important Note:

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



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

