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DISC Workplace Insights

Report For: **Sample Report**

Date: **9/13/2016**



Introduction to Workplace Insights

This tool provides useful insights that will **a.)** empower your decision process regarding hiring, placement, or career moves, and **b.)** enable a provisional screening with a focus on behavioral and communication style. It highlights primary strengths, potential areas needing support, and other behavioral insights to assist you in your evaluation prior to making a decision.

Part One: Core Workplace Strengths

Part one of the report provides an indicator of the candidate's "good decision making capacity." It is based on Nobel Nominee Dr. Robert S. Hartman's critical thinking calculations that measure the impact one's solutions will likely have on the results, rules, and other people they will encounter in the workplace.

This screening tool provides a **SATISFACTORY** or **CAUTIONARY** overview score based on **four critical action factors** that are required (or very highly desirable) for nearly EVERY job:

- Will this candidate **WORK EFFECTIVELY** with customers, co-workers, and leaders?
- Will this candidate **BE ABLE TO EFFECTIVELY GET THINGS DONE** while under stress and pressure?
- Can this candidate **PRIORITIZE** (*know what to do*) to achieve their workplace goals and results?
- Will this candidate be **PERSONALLY ACCOUNTABLE** for their own actions in the workplace?

This report is NOT a measure of past experience or specific credentials, but rather **how** those credentials will likely be applied.

- A **SATISFACTORY** score suggests the candidate brings a good balance of workplace strengths.
- A **CAUTIONARY** score suggests there are areas to evaluate more closely in one or more of these factors. It should not be considered a DO NOT HIRE score. Rather, it is meant to encourage careful exploration of the job, references, and past performance track record prior to making a hiring decision.

Part Two: DISC Behavioral and Communication Style

Behavioral style is measured with the world-class **DISC behavioral assessment**. It is a supportive, reliable, and powerful tool that reveals how someone will likely interact and communicate with others. It identifies how the candidate's unique blend of **assertiveness, persuasiveness, supportiveness, and accuracy** will combine and typically be displayed to others within the organization.

Part Three: Sample Interview Questions

Whether a candidate scores **SATISFACTORY** or **CAUTIONARY** in the Workplace Insights, these interview questions can help you learn more about their four critical action factors to further understand the associated risks and relevancies that may support your hiring or selection decision.

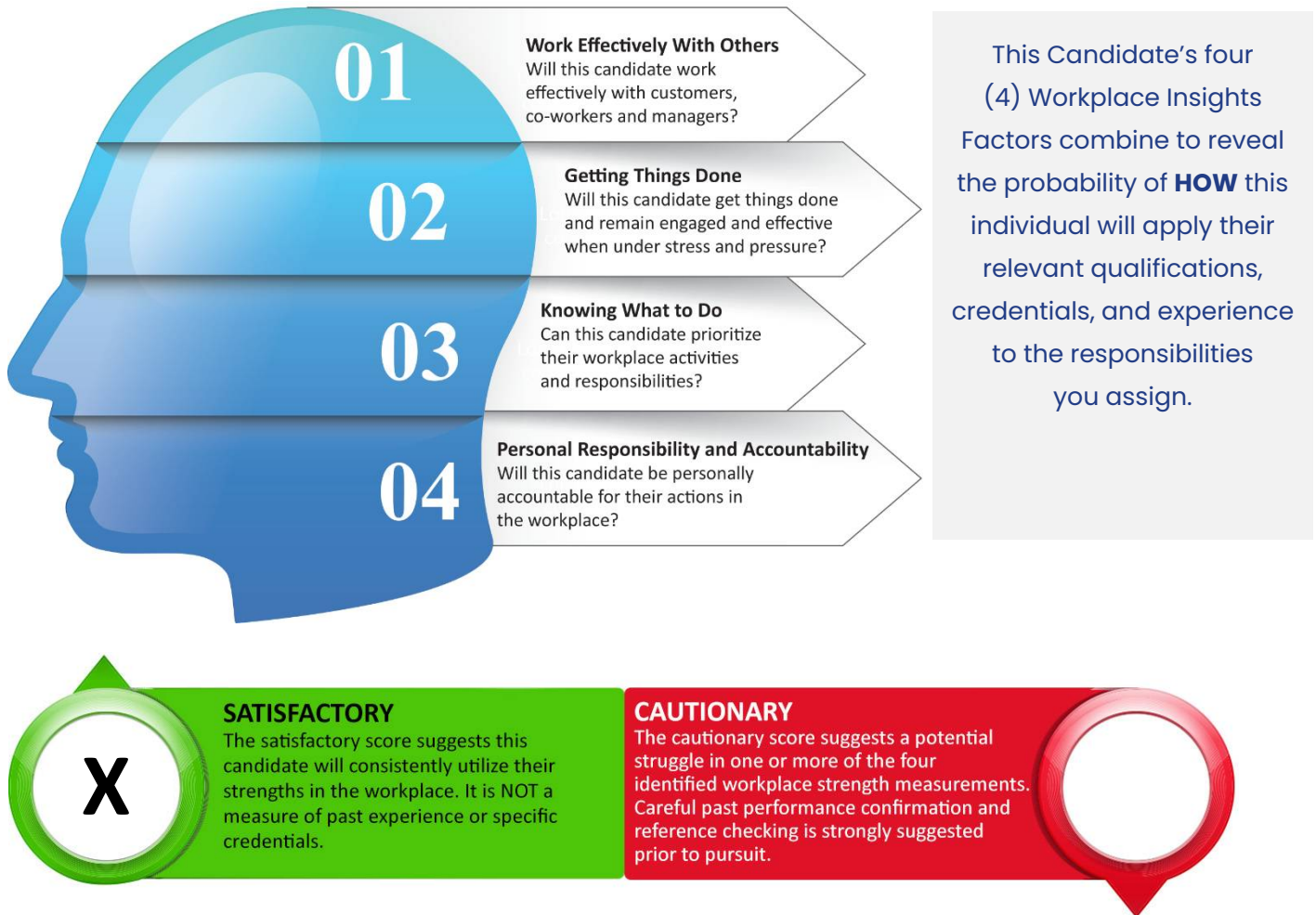
Part Four: Development Suggestions

Should you select this individual, this section presents an inventory of their strengths and areas needing support. You can use them as an opportunity to discuss their relevance to your specific requirements and a plan for supporting their growth and development.

Note: This Initial screen should not be used as the sole or primary source for your decisions. Use it as part of your careful evaluation of the individual's qualifications, credentials, and track record of past success for the outcome(s) being considered.

Part One – Core Workplace Strengths

Below is the rating of two performance indicators for the candidate – **SATISFACTORY** or **CAUTIONARY**. The indicator is based upon the candidate's integrated scores in the four (4) Workplace Insights Factors, and reveals how one determines the choices that precede the actions they take toward the results they pursue in the workplace. The 4 Workplace Insights Factors combine to influence how one engages with the problems, challenges, and opportunities the job presents.



More about the Satisfactory/Cautionary Score

A Cautionary Score should NOT be considered a "DO NOT HIRE" score. Make sure that the person has the qualifications and credentials required to be considered for the position. This score is intended to serve as an alert to carefully and completely explore the previous job stability, references, and documentable track record.

For a Key/Senior Hire, we would strongly recommend a more comprehensive and thorough evaluation.

These key performance factors drive the overall screening score shown on the previous page.

Using the four Workplace Insights that form the basis for essentially all human performance, the overall screening score is a reflection of these in combination. Remember, a Borderline (D Level) score should alert you to explore that particular area, which can be done using the associated interview questions presented in Part Three of this report.

Four Workplace Insights	Excellent Score (A Level)	Above Average (B Level)	Average Score (C Level)	Borderline Score (D Level)
Working Effectively with Others <i>Connect with and support customers, co-workers, and managers/leaders</i>		✓		
Getting Things Done <i>Remain engaged and productive while under stress and pressure</i>		✓		
Knowing What to Do <i>Prioritize workplace activities, duties, and responsibilities</i>	✓			
Personal Responsibility & Accountability <i>Be responsible for one's own actions – not blame others for mistakes</i>		✓		

Remember, there are NO PERFECT PEOPLE. While a borderline score in the above scale encourages additional review, this is **not** the only indicator of potential success. **Those with the appropriate credentials and experience who earn an overall SATISFACTORY score can often deliver acceptable performance, despite not having all Excellent scores noted above.**



Part Two – The DISC Behavioral and Communication Style

The DISC Behavioral Style graphs score the strength of D, I, S, and C to provide a reliable indication of how this individual will typically interact and communicate with others. Explore how this individual's behavior and communication style will fit within your environment or role(s).

The **Natural** style (right graph) is the most reliable as a baseline of preference for behavior and communication. The **Adapted** style (left graph) reflects the current situation (may be misleading due to various factors including current manager, current role, etc.).

D = the degree of **dominance toward problems**

I = the degree of **influence with people**

S = the degree of **steadiness of pace and patience**

C = the degree of **conscientiousness regarding procedures**

Selection Guidance:

This individual will likely display their satisfactory Workplace Insights in an **assertive and persuasive** behavioral style.

Communication Style Overview:

Sample communicates in an overall DIRECT and GUARDED style. The DIRECT style is *emphatic, competitive, and results oriented*. The GUARDED style is private, specific and logical. Sample delivers their communication style in an overall determined and cordially social manner. Others will likely view Sample as someone who has a "now-oriented pace" that is keyed toward taking action and achieving results and immediate goals, who will not likely be deterred by potential restraints or procedures if they are perceived to impede results and who operates with a high degree of energy displayed in a freewheeling, confident, and engaging style

Sample's Behavioral Insights:

Personal direction: Winning; achieving dominance and lack of restraint.

Strengths offered: Will "get it done!"

General characteristics: High ego strength and single-minded intensity.

Contributions to others: Power of assertion and persistence to win.

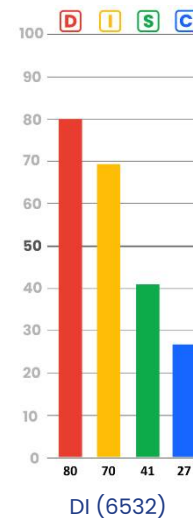
Getting along with others: Via ability to accomplish tasks quickly and keep pace.

When stressed: Critical and fault finding; can overstep bounds and not contribute fully to the team direction if different than their own.

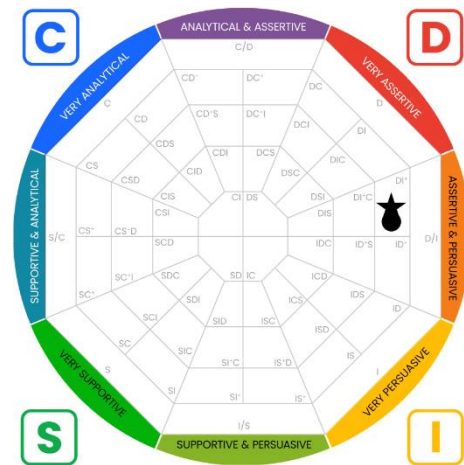
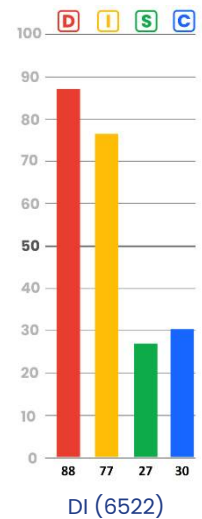
Keep in mind: Can become too impatient, and seek the "I win - You lose" scenario.

Additional notes: That others will take advantage, appearing too accommodating or too slow to act.

Adapted Style -
Graph I



Natural Style -
Graph II



Dot = Natural Communication Style

Star = Adapted Communication Style

Part Three – Sample Interview Questions (Optional)

Working with Others

1. How much do you rely upon your intuition or “gut feeling” as you are making your final choices?
2. Do you find yourself becoming personally involved in the problems and private issues of other people?
3. Can you please give me an example of when you were able to question a manager’s decision?
 - a. How did that feel for you?
 - b. What was the result?
4. Do you tend to focus more on the strengths or the flaws of others?

Getting Things Done

1. When faced with a situation that calls for you to act, do you tend to favor speed over quality or quality over speed?
2. How would you describe your level of persistence (Scale 1-10)?
 - a. Please give me an example of when you saw that it was necessary to abandon a project due to changing circumstances.
 - b. What was your justification for doing so?
3. When you find yourself becoming distracted from your primary objective, what is the source of that distraction, typically? (i.e. being drawn toward new and interesting concepts, concern that the current project will not be rewarding enough, other)
4. On a scale of 1-10, how frustrated are you in your current situation and why?

Knowing What To Do

1. When it comes to making a decision or choice, are you more cautious and play defense or are you more active and play offense as you prepare to take action?
2. How do you prioritize your activities? If you have two or three things that are VERY important, how you determine what to do first?
3. If you had to make a rapid decision, would you tend to rely upon your “gut feeling,” logic, or both?
 - a. If both, what would be a typical ratio of intuitive feeling vs. logical analysis?
4. When you are required to make a decision in order to achieve a specified result, how do you typically pursue that outcome?
 - a. What plans do you make, if any? Do you follow a process or jump in and figure it out as you go?
 - b. Do you consider pros and cons, risks and rewards?
 - c. What’s most important: achieving the result, following the rules and expectations, or making sure others buy-in and will support the decisions you make?

Personal Responsibility and Accountability

1. How important is it to you to get things done right?
 - a. When would it acceptable to you to “bend the rules” in order to get something done?
2. In a situation where you believe the current policy is limiting, do you favor inventive, creative solutions over the established procedures?
 - a. If so, how important is it to consider the consequences of your choices?
3. If your boss asked you, would you be willing to set aside your personal priorities and beliefs and follow the established protocols of the organization?
4. Give me an example of a time when you had to take responsibility for an error or a mistake you made.

Part Four – For the Candidate (Optional)

If you wish, the developmental sections below can be shared with the candidate. We recommend using these statements as an opportunity to discuss with the candidate specific areas that are relevant to your job requirements.

Primary Workplace Strengths

The candidate will typically display these as they seek to effectively connect and communicate with others (customers, co-workers, managers):

- You have the ability to develop bold and new solutions independently, without deferring to others.
- You are able to direct and motivate others, while still being sensitive to their needs and concerns.
- You tend to take on challenging assignments or difficult tasks, and succeed with them.
- You are socially poised and confident, able to speak in a persuasive way to both small and large groups of people.
- You are ready to take the credit or assume the blame for the results.
- You approach challenges in a forceful, direct, and bottom-line savvy manner.
- You have the ability to be both firm and friendly, as the situation demands.

Potential Areas Needing Support

These areas represent situations when there may be potential opportunity for improvement:

- Rather than emphasizing the positive, you may sometimes be too critical with team results.
- Your sense of urgency may lead you to attempt too many simultaneous tasks. You may avoid delegation, reasoning that it's easier and faster to do the task yourself.
- A combination of ego and optimism may lead you to act too impulsively at times.
- While directing team projects, you may tend to avoid direct participation with others.
- You tend to be a selective listener, hearing only what you want to hear.
- You may oversell others on project goals, and the team's ability to achieve them.
- Your sense of urgency, coupled with your strong ego and optimism, may cause you to overstep your authority or scope.