

# EXCEL Performance Profiles

“Solutions for Effective Performance”

Managing for Success®  
**Team DISC Profile**  
(Sample)



Solutions for Effective Performance



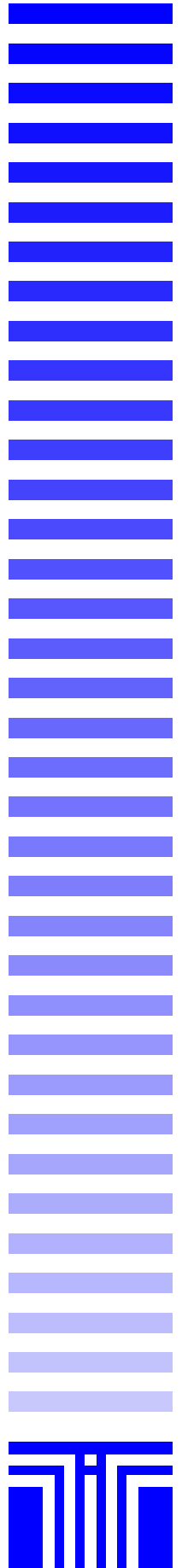
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# MANAGING FOR SUCCESS®

Team Building Version

*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

**John Doe**  
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6-18-2001



# INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
-W.M. Marston*

## BASIC CHARACTERISTICS

*Based on John's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of John's natural behavior.*

John can be flexible and diplomatic when the situation calls for it. He is usually filled with good intentions, but often lacks the time to fulfill them. He places his focus on people. To him, strangers are just friends he hasn't met! He can be seen as a person of good will. John likes to develop people and build organizations. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He can be sensitive to criticism of his work and take it as a personal affront. He may equate work criticism as someone's personal displeasure with him. John, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. John is optimistic and usually has a positive sense of humor. He believes in getting results through other people. He prefers the "team approach."

John prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. Decisions are made after gathering facts and supportive data. He is good at solving problems that deal with people. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. John likes to participate in decision making. He likes working for managers who make quick decisions. He will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view.

John is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, John will attempt to put them at ease. He has the ability to look at the whole problem; for example, thinking about relationships, being

## **BASIC CHARACTERISTICS**

concerned about the feelings of others and focusing on the real impact of his decisions and actions. He will optimistically interact with people in an assured, diplomatic and poised manner. John is highly excited by what influences him. He is optimistic about his ability to influence people to his way of thinking. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.

# WORK CHARACTERISTICS

*John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Participative decision making.
- Preferring people involvement over task focus.
- Careful, thoughtful approach to decision making.
- Contacting people using a variety of modes.
- Motivating people to take action by using persuasive skills.
- Calculation of risks before taking action.
- Critical appraisal of data.
- Sensitivity to existing rules and regulations.
- Positive, outgoing, friendly behavior.
- Precise, analytical approach to work tasks.
- Obtaining results through people.

## VALUE TO THE TEAM

*This section of the report identifies John's value to the team. Discuss this list and identify those values most important to the team.*

- Creative problem solving.
- Works for a leader and a cause.
- Service-oriented.
- Dependable team player.
- Optimistic and enthusiastic.
- Builds confidence in others.
- People-oriented.

## VALUE TO THE ORGANIZATION

*This section identifies the behavior John brings to the organization. Use these statements to capitalize on John's value to the team and organization.*

- Optimistic and enthusiastic.
- Team player.
- Verbalizes his feelings.
- Comprehensive in problem solving.
- Proficient and skilled in his technical specialty.
- Accurate and intuitive.



# EFFECTIVE COMMUNICATION

*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.*

Do:

- Read the body language for approval or disapproval.
- Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.
- Look for hurt feelings or personal reasons if you disagree.
- Leave time for relating, socializing.
- Define clearly (preferably in writing) individual contributions.
- Provide testimonials from people he sees as important.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Provide ideas for implementing action.
- Provide a friendly environment.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Talk about him, his goals and the opinions he finds stimulating.

# DON'TS ON COMMUNICATING

*This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

Don't:

- Be domineering or demanding; don't threaten with position power.
- Legislate or muffle--don't overcontrol the conversation.
- Debate about facts and figures.
- Be dictatorial.
- Offer assurance and guarantees you can't fulfill.
- Be abrupt and rapid.
- Force him to respond quickly to your objectives. Don't say "Here's how I see it."
- Manipulate or push him into agreeing because he probably won't fight back.
- Leave decisions hanging in the air.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Talk down to him.
- Drive on to facts, figures, alternatives or abstractions.
- Take credit for his ideas.

## COMMUNICATION TIPS

*This section provides suggestions on methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

# COMMUNICATION TIPS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

# TEAM EFFECTIVENESS FACTORS

*John's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.*

- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.

# PERCEPTIONS

*A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on John's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John to project the image that will allow him to control the situation.*

## "See Yourself As Others See You"

### SELF-PERCEPTION

John usually sees himself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

And, under extreme pressure, stress or fatigue, others may see him as being:

Overly Confident  
Poor Listener

Talkative  
Self-Promoter

# DESCRIPTORS

*Based on John's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.*

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	Resistant to Change	Careful
Ambitious		Nondemonstrative	Dependent
Pioneering		Passive	Cautious
Strong-Willed		Patient	Conventional
Forceful		Possessive  Predictable Consistent Deliberate Steady Stable	Neat
Determined			Systematic
Aggressive			Diplomatic
Competitive			Accurate
Decisive			Tactful
Venturesome		Open-Minded	Balanced Judgment
Inquisitive	Trusting		
Responsible	Sociable		
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed	Logical	Variety-Oriented	
Unsure	Undemonstrative	Demonstrative	Obstinate
Undemanding	Suspicious	Impatient	Opinionated
Cautious	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable	Pessimistic	Flexible	Uninhibited
Modest	Moody	Impulsive	Arbitrary
Peaceful		Impetuous	Unbending
Unobtrusive	Critical	Hypertense	Careless with Details

# ACTION PLAN

Name: John Doe

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop an action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Communicating (Listening)  
Team Goals  
Setting Priorities  
Understanding Team Members

Time Management  
Career Goals  
Personal Goals  
Skill Development

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



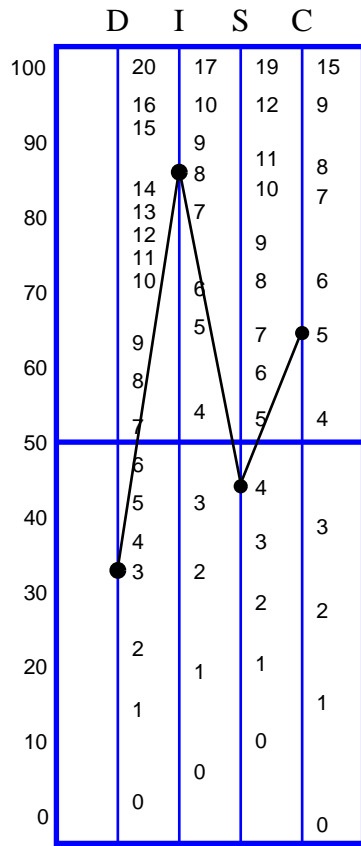
# STYLE ANALYSIS™ GRAPHS

**John Doe**

Growth Co.

6-18-2001

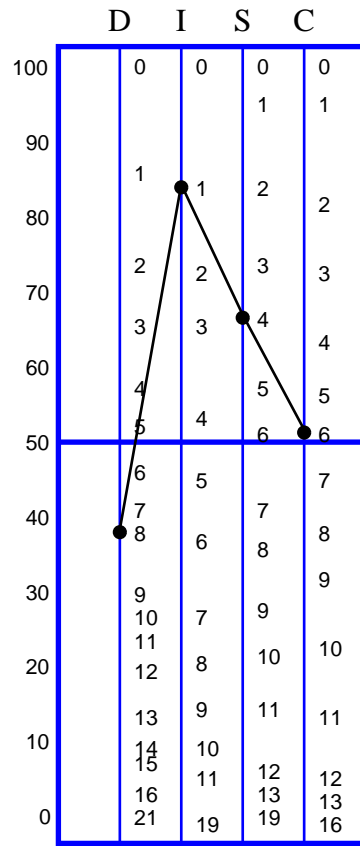
**MOST**  
Graph I  
Adapted Style



Score  
%

3	8	4	5
34	86	45	65

**LEAST**  
Graph II  
Natural Style



8	1	4	6
39	84	67	52

# THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

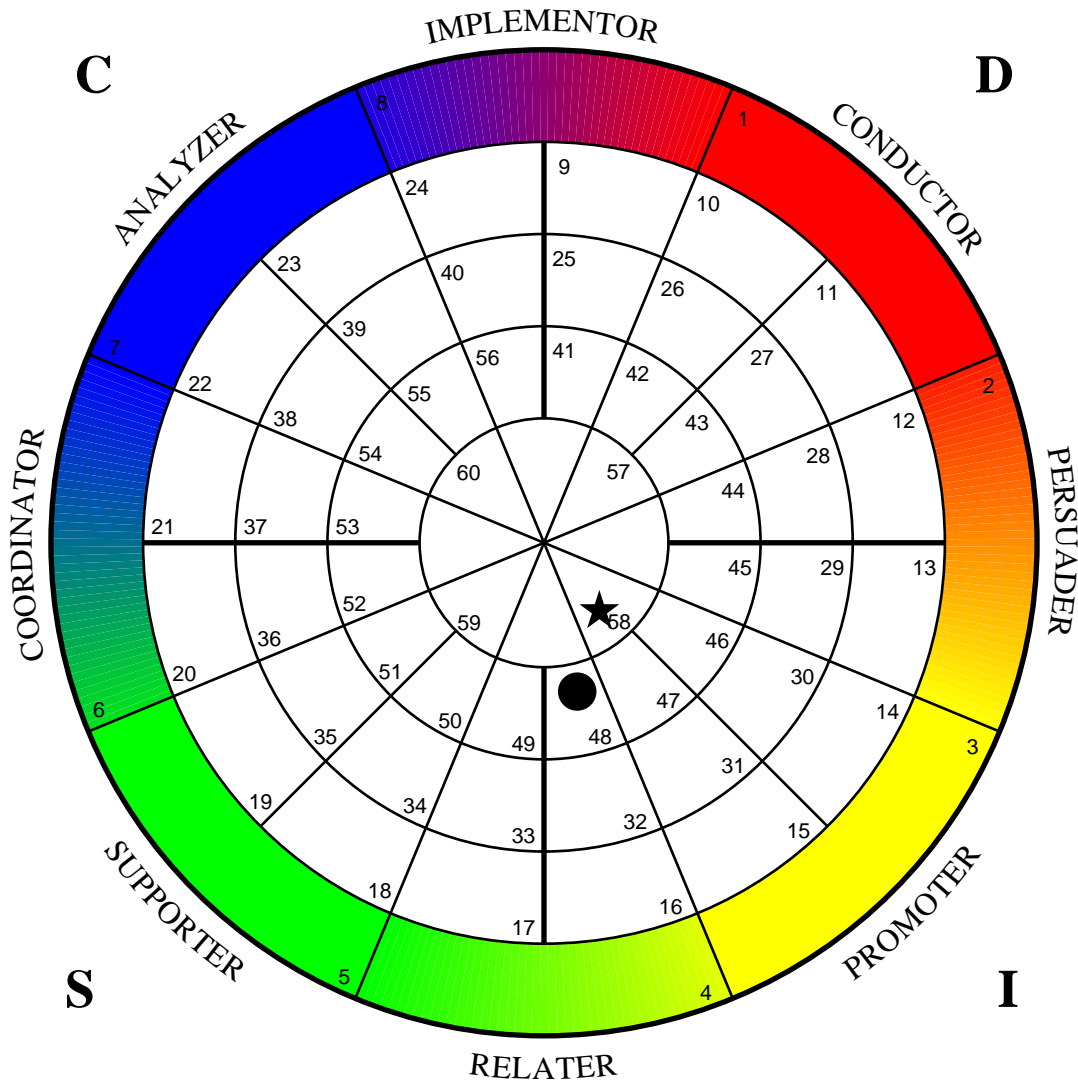
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

# THE SUCCESS INSIGHTS® WHEEL

**John Doe**

Growth Co.

6-18-2001



Adapted: ★ (58) ANALYZING PROMOTER (ACROSS)

Natural: ● (48) PROMOTING RELATER (ACROSS)