

# Steven Saunders & Associates Ltd Management 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:

**16.05.2013**



**Steven Saunders**  
& ASSOCIATES LTD



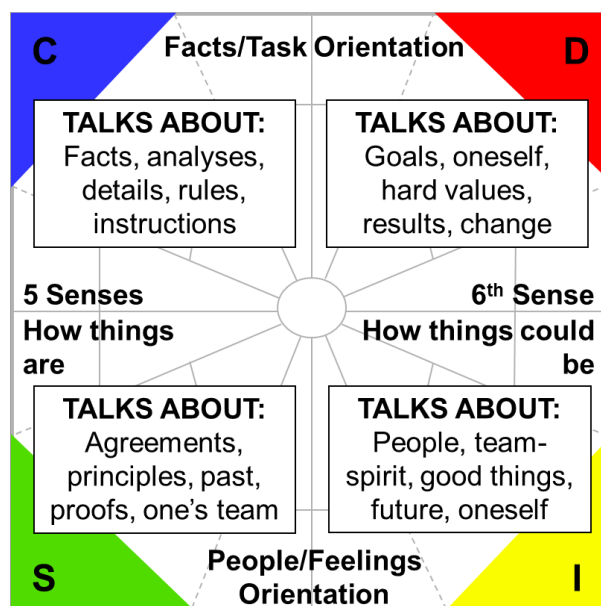
This Behavioural Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

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.

- **D**ominance - D styles are competitive, aggressive decisive and results-oriented, but can also be impatient, overbearing and even rude.
- **I**nfluence - I styles are talkative, sociable, optimistic and friendly, but can also be inattentive to detail, overly talkative and emotional.
- **S**teadiness - S styles are calm, helpful, patient, modest and laid back, but also need stability and security and, therefore, help with change.
- **C**ompliance - 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.

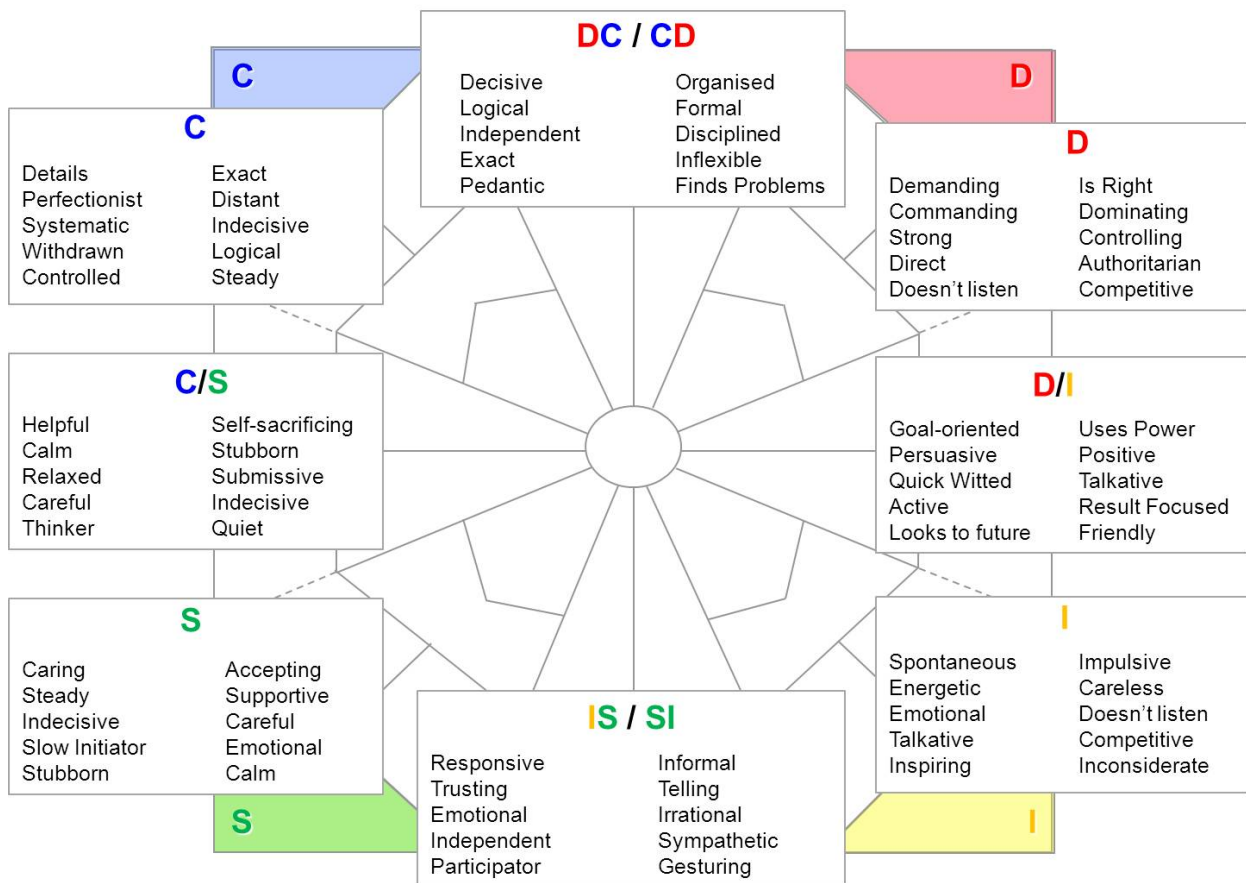
### How to identify the Behavioural Styles





## Styles and the Extended DISC Diamond

Extended DISC identifies and reports on 160 behavioural styles. The below graphic shows the diamond and adjectives associated with 8 of these behavioural styles.





### Your Profile

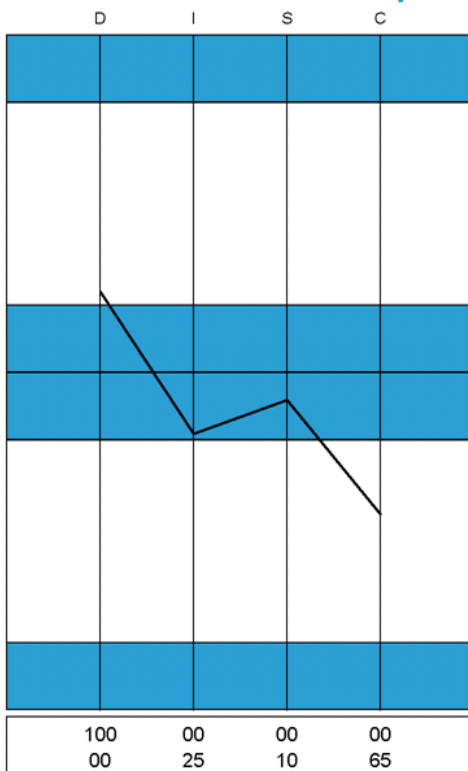
The following profiles are a visual representation of your behavioural style. They are based on your responses to the online questionnaire and have been calculated by your "most" and "least" selections into a frequency distribution of each of the behavioural styles - D, I, S and C.

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

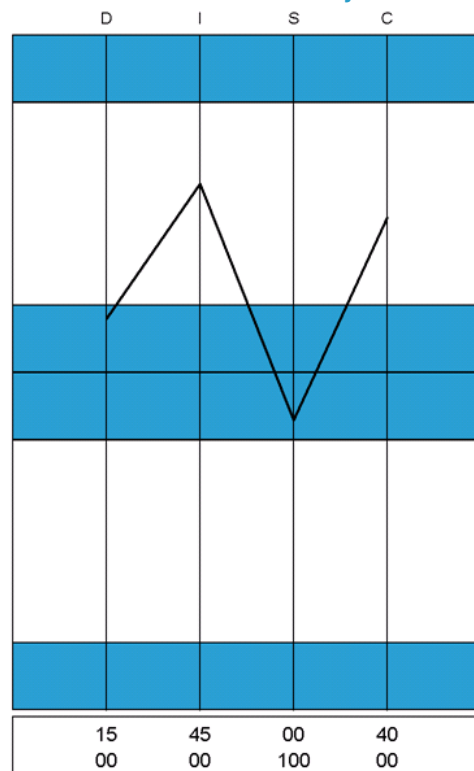
**Profile II** - your natural style (unconscious behaviour) remains fairly stable, but not rigid, over your lifetime. It is the style that is more comfortable to you and uses the least energy.

**There are no good or bad profiles. Just different.**

Profile I - Perceived Need to Adjust



Profile II - Natural Style

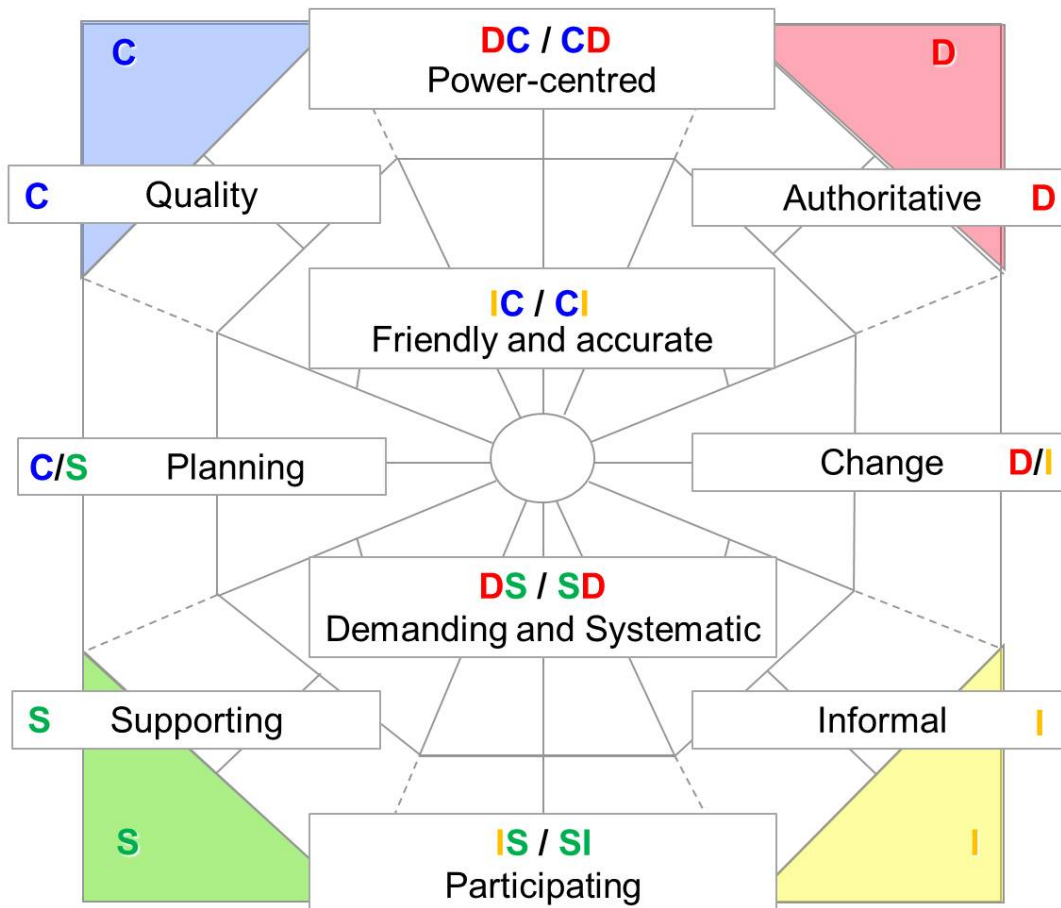




## Behavioural Styles and Management Roles

### Important Note:

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





### How flexible is your profile?

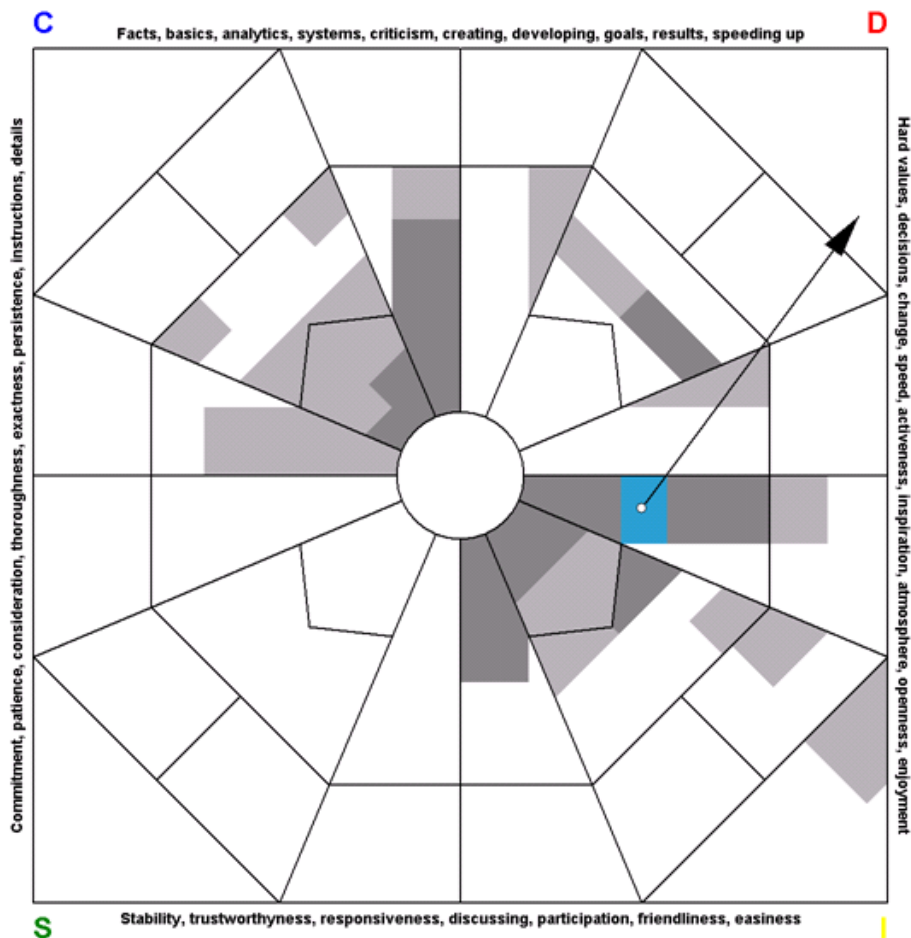
The Extended DISC Diamond visually shows what behavioural styles are the most comfortable to you and what styles require the most energy from you.

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.





## 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





### 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).



### 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

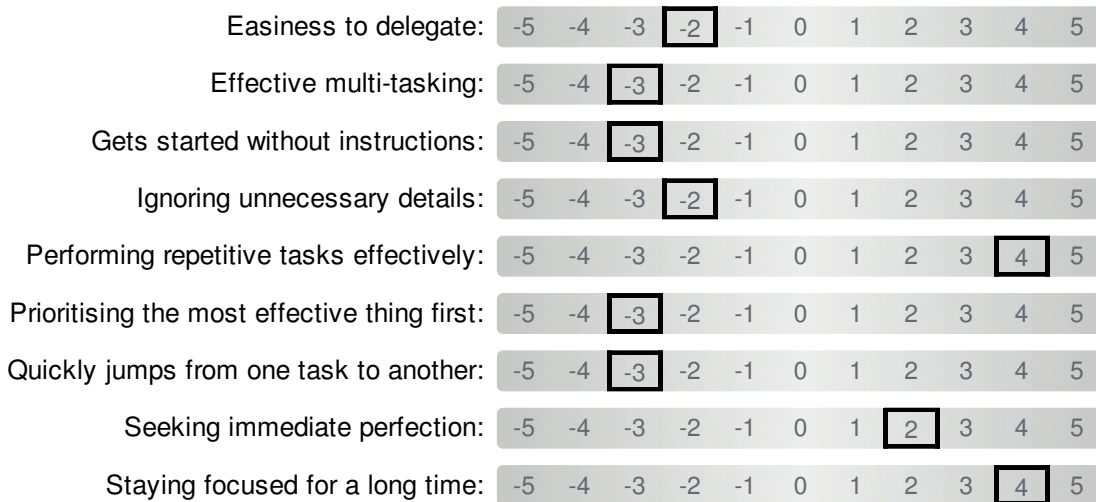


### How does your profile fit within your role?

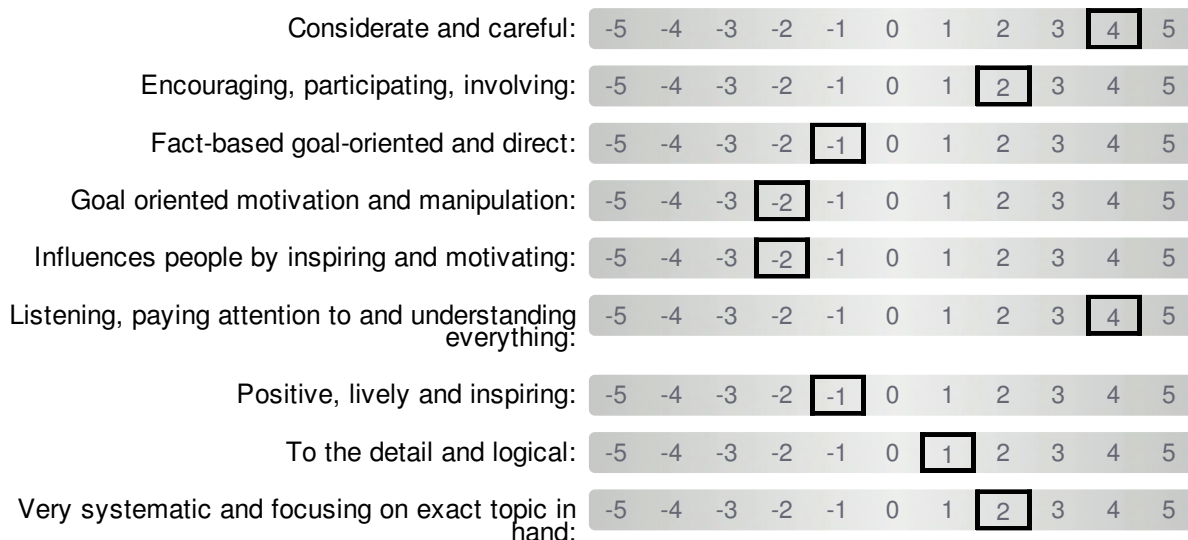
Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A lower grade (below 0) would mean this competency does not come as easily to you (does not fall within your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

### Time management



### Communication





Management / Leadership

Achieving results through and with people:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Acquiring and applying information at fast speed:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Adjusting one's approach with different people:	-5	-4	-3	-2	-1	0	1	2	<b>3</b>	4	5
Analysing and researching complicated matters:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Anticipating change in the environment and preparing for it :	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Assuring and checking the quality of activities:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Authoritative use of power:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Being able to make quick decisions as well as require all the details:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Being future-focused, wanting to shape the future :	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Being well-organised and planful:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Coaching others to support their development and goals:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Coming up with and selling ideas:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Developing new business:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Developing strategies to minimising risk:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Evaluating and analysing a range of alternatives before making a decision:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Following-up on implementation of agreed new ideas:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Having a strategic perspective, seeing the bigger picture:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Helps team during peak workloads:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Knowing when to analyse and when to act:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Leader who both plans and participates:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Long-term planning of details:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Providing guidance and support to experts:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Reaching perfection by renewing things:	-5	-4	-3	-2	-1	0	1	<b>2</b>	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

Being neglected:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Having to accept an unprepared role:	-5	-4	-3	-2	-1	0	1	2	3	4	<b>5</b>
Having to participate in conflicts:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Having to show emotions:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Inability to influence people:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Inability to make decisions:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Lack of accurate information:	-5	-4	-3	-2	-1	0	<b>1</b>	2	3	4	5
Limited room for flexibility:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Losing control:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Losing freedom:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Losing position in limelight:	-5	-4	-3	<b>-2</b>	-1	0	1	2	3	4	5
Non challenging goals:	-5	-4	<b>-3</b>	-2	-1	0	1	2	3	4	5
Unclear responsibilities:	-5	-4	-3	-2	-1	0	1	<b>2</b>	3	4	5
Unexpected changes:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	5
Unfriendly environment:	-5	-4	-3	-2	-1	0	1	2	<b>3</b>	4	5
Unjust way of treating people:	-5	-4	-3	-2	-1	0	1	2	<b>3</b>	4	5
Unorganised way of working:	-5	-4	-3	-2	-1	0	1	2	3	<b>4</b>	5



**Thank you for completing the Steven Saunders & Associates Ltd online questionnaire and obtaining this report!**

