Prepared by Mr Jon Peterson
On behalf of The Manifest Group
Candidate Analysed on Tue 28 February 2006

Questionnaire Type used: Adjective-based

Report Printed on 3 Mar 2006

Candidate: Mr #4 Uael
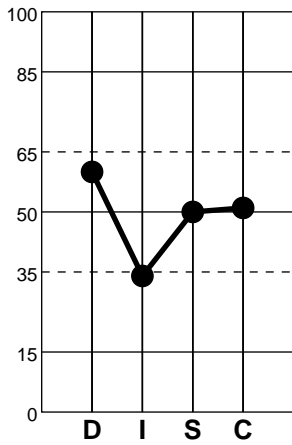
Address:

Telephone:

Fax:

Gender: Male

Date of Birth: Fri 16 May 1958
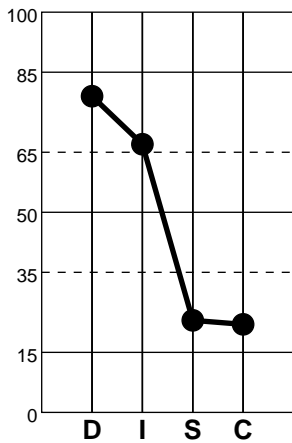
Current Position:

Position Applied For:

Notes:

IMPORTANT: Any purely behavioural tool should never be used to make a recruitment or redeployment decision unsupported by other
              techniques.

Internal Profile

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behaviour that often appears outside a working environment, or when an individual is placed under pressure.
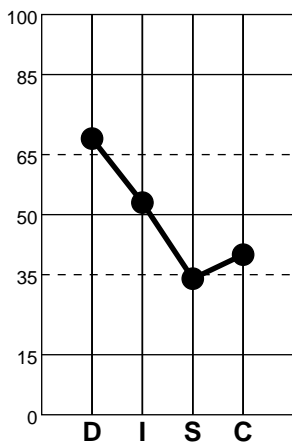
Dominance	60%
Influence	34%
Steadiness	50%
Compliance	51%

External Profile

The External Profile describes the candidate's perception of the type of behaviour they should ideally project. This shape usually represents the type of behaviour that an individual will try to adopt at work.
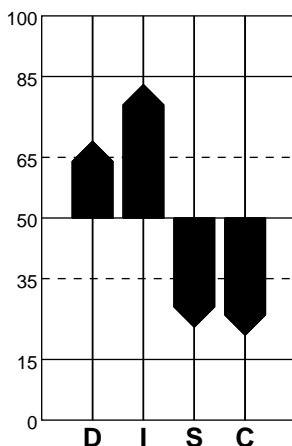
Dominance	79%
Influence	67%
Steadiness	23%
Compliance	22%

Summary Profile

In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behaviour.

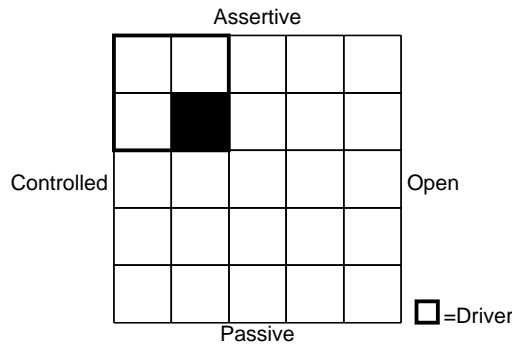|	
Dominance	69%
Influence	53%
Steadiness	34%
Compliance	40%

Shift Pattern

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

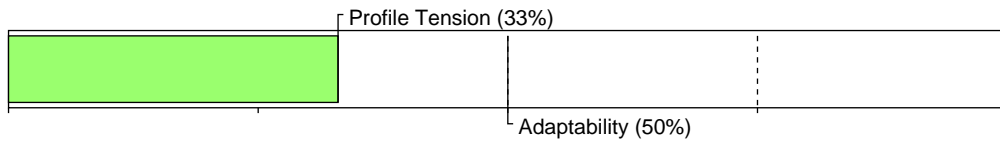|	
Dominance	Up by 19%
Influence	Up by 33%
Steadiness	Down by 27%
Compliance	Down by 29%

Assertive

Controlled

Open

□=Driver

Passive

Style Name: Balanced Driver
Primary Traits: Assertive and Controlled

An assertive and controlled type of candidate like this can be described as being a Driver. This type of behaviour relates to the DISC factor of Dominance, and describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others.

◆Overview: Assertive
                         Direct
                         Ambitious
                         Competitive

◆Values: Results
◆Seeks: Power
◆Avoids: Weakness
◆Pressure Response: Dictates

◆Approach: Efficient
                         Responsive

◆Strategy: Power

Profile Tension

Profile Tension shows the extent to which #4 feels the need to adapt his style to his current working conditions. This tension may result in negative, pressurising effects under certain conditions, especially if #4's style is not suited to making adaptations of this kind. The diagram below shows #4's current Profile Tension, and estimates his adaptability for comparison purposes. Also shown is the most significant probable cause of any adaptation, where applicable.

Profile Tension (33%)

Adaptability (50%)

Probable source: Being distracted by the need to interact with others.

Overview

#4 is both motivated and ambitious. He focuses strongly on a set of personal goals and will go to great lengths to achieve these. He is quick-thinking and energetic, concentrating on gaining effective results as rapidly as possible.

#4 is competitive by nature, and where others see difficulties or obstacles, he is more likely to see a challenge, and be ready to meet it. He also has an adaptable side, enabling him to deal with unexpected situations where they develop.

Behavioural Adaptation

#4's behavioural adaptation is emphatically towards a more assertive, direct and pro-active style at work. It seems that his working conditions demand that he take at least some responsibility for his own projects, and for his own decisions. An increase in communicative factors is also indicated, which implies that he feels the need to show himself as more socially extrovert as well as more practically motivated.

Advantages

#4's strong sense of his personal goals is one of his particular advantages, because it allows him to be motivated by his own sense of achievement. Partly because of this ability to commit himself to a project, he possesses reserves of energy beyond those of most profiles, and will put great effort into achieving efficient results within a realistic time scale.

Disadvantages

#4's dominant and assertive character means that he tends to lack patience with others. Coupled with his demanding nature, this can make him difficult, on occasion, for others to deal with. This is especially true in more pressured situations, in which he will typically adopt a commanding and dominant stance.

Communication Style

#4's impatient style can be expected to translate into a dynamic and driving approach to communication. He tends not to employ tact or diplomacy unless he can see a distinct advantage in doing so: he prefers a more direct communication style, making it clear what his ideas or opinions are.

#4 has a competitive nature, and his dominant style means that he has little need for the support of colleagues.

Decision Making

#4 reaches decisions quickly, basing his conclusions, at least in part, on his instinctive sense. His priorities when coming to a decision are to demonstrate urgency and efficiency, and he will prefer to reach a decision rapidly rather than spend time investigating the detailed implications. His outgoing and determined nature mean that he and will be effective in communicating his decision to others, and in ensuring that his conclusions will be put into practice.

Organisation and Planning

As a self-motivated individual with an urgent pace and relatively spontaneous approach to life, #4 will generally place little emphasis on consciously planning his actions. There are of course exceptions to this tendency, particularly where the potential consequences are very significant, but those plans that he does make will tend to be short-term in nature. Because of his confident and instinctive style, #4 will take an adaptable, flexible approach to existing plans, and he will feel little compunction about changing his mind once a project is underway.

Motivation

#4 is motivated by success, and he places particular value on the opportunity to follow his own ideas and take control of his situation. Consequently, tightly structured environments where he has little opportunity to work in his preferred manner will have a negative effect on his motivation. To be fully motivated, he will need the scope to develop towards his own ambitions in his own way.

Managing Style

#4 has a rather informal management technique, at least in the sense that he places more emphasis on achieving his targets than on questions of management style or structure. His approach not reserved or diplomatic: instead, he will tend to state his requirements directly, and expect an equally direct response. Although he possesses a more sociable, persuasive side, but this will tend not manifest itself in day-to-day management. Confident, independent individuals like #4 tend to have a sense of certainty in their own authority. This feature of his style can work well in giving a team a common sense of purpose, but can also lead him to be less accepting of other viewpoints or ideas.

In summary, #4's management style will probably be more effective in highly pressured environments, where the rapid achievement of specific goals is paramount.

Style of Management Required

The most significant feature of #4's approach, from a manager's point of view, is probably his reluctance to express himself without encouragement. He will often be reluctant to bring problems to a manager's attention, and is more likely to attempt to find a solution himself. It falls to his manager, therefore, to make it clear that they expect him to come forward in such situations, rather than attempt to find his own solution.

Adaptability	A measurement derived from the *Steadiness* value in the *Internal Profile.* It indicates the degree to which #4 feels able to adapt his approach to changing circumstances. It is used as a comparison value to suggest the effects of *Profile Tension.*
	◆ Where Profile Tension is lower than Adaptability, as in #4's case, it is unlikely to result in significant negative effects.
Adjective-based	A type of DISC questionnaire consisting of single descriptive words, as opposed to phrases or sentences. A profile derived from adjective-based questionnaire will have been completed directly by #4 himself.
Analyst	'Analyst' is a term used to describe individuals in the *Controlled* and *Passive* region of the *Style Card,* whose style is related to the *DISC* factor of *Compliance.* These are structured, organised people, who tend to follow the rules whenever they can. They are interested in precision and order. The full Analyst is found in the bottom left-hand segment of the *Style Card* grid, but there are various subtypes: the *Driving Analyst,* the *Planning Analyst* and the *Balanced Analyst.*
	◆ #4 does not belong to this type, according to his *Style Card.*
Analytical Driver	The term used to describe an individual who, while falling in the assertive and direct *Driver segment* of the *Style Card,* also has some features in common with the *Analyst,* meaning that they will tend to have a more dispassionate and rule-based approach than a full *Driver* type.
	◆ #4 is not an Analytical Driver, but he does belong to the broader category of *Driver.*
Analytical Planner	The term used to describe an individual who, while falling in the patient and thoughtful *Planner segment* of the *Style Card,* also has some features in common with the *Analyst,* meaning that they will tend to have a more dispassionate and rule-based approach than a full *Planner* type.
	◆ #4 is not associated with this type of behaviour, according to his *Style Card.*
Approach	A term used in the *Style Card* summary to suggest the kind of approach that #4 will respond to in the most positive way.
	◆ In #4's case, the *Style Card* suggests that an efficient, responsive approach will be received most favourably.
Assertive	A measure on one of the axes of the *Style Card.* Assertiveness in this context relates to individuals who are pro-active and direct. They lead rather than follow, and like to take immediate action whenever they can. They believe in grasping opportunities and making their own way. Often independent and commanding, they prefer to give orders rather than take them, and will issue instructions rather than ask for cooperation.
	◆ #4's *Style Card* places him high on the Assertive scale.
	Note that 'Assertive' on the *Style Card* is distinct from, though closely related to, *Assertiveness* as sometimes shown in the report's Trait Analysis.
Assertiveness	In the Trait Analysis, 'Assertiveness' is a measure of #4's capacity for pro-active, direct behaviour. It is related to both *Dominance* and *Influence,* so that profiles showing both of these at a high level will have the greatest Assertiveness.
Assessment Mode	One of two modes available for performing a *Job Match.* In this mode, #4's *External Profile* is used as a basis of comparison. This mode is intended for use in situations where #4 is already acting within a role, and is familiar with its requirements, so that his *External Profile* represents his current behaviour in that role. The alternative comparison mode is *Recruitment Mode.*
Balanced Analyst	The term used to describe an individual who, while falling in the cautious and reserved *Analyst segment* of the *Style Card,* incorporates elements from different styles of behaviour. This means that they will tend to have a rather less dispassionate and rule-based approach than a full *Analyst* type.
	◆ #4 is not associated with this type of behaviour, according to his *Style Card.*

Balanced Communicator	The term used to describe an individual who, while falling in the outgoing and expressive *Communicator segment* of the *Style Card,* incorporates elements from different styles of behaviour. This means that they will tend to have a rather less confident and extrovert approach than a full *Communicator* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*
Balanced Driver	The term used to describe an individual who, while falling in the assertive and direct *Driver segment* of the *Style Card,* incorporates elements from different styles of behaviour. This means that they will tend to have a rather less urgent and demanding approach than a full *Driver* type. ♦ This is the *Style Card* type to which #4 belongs, along with approximately four per cent of the population.
Balanced Planner	The term used to describe an individual who, while falling in the patient and thoughtful *Planner segment* of the *Style Card,* incorporates elements from different styles of behaviour. This means that they will tend to have a rather less steady and amiable approach than a full *Planner* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*
Candidate	The Discus system uses 'candidate' as a convenient generic term to refer to the individual described by the report. It does not necessarily indicate that #4 is in the process of applying for a post.
Communicating Driver	The term used to describe an individual who, while falling in the assertive and direct *Driver segment* of the *Style Card,* also has some features in common with the *Communicator,* meaning that they will tend to have a more friendly and sociable approach than a full *Driver* type. ♦ #4 is not a Communicating Driver, but he does belong to the broader category of *Driver.*
Communicating Planner	The term used to describe an individual who, while falling in the patient and thoughtful *Planner segment* of the *Style Card,* also has some features in common with the *Communicator,* meaning that they will tend to have a more outgoing and expressive approach than a full *Planner* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*
Communicator	'Communicator' is a term used to describe individuals in the *Open* and *Assertive* region of the *Style Card,* whose style is related to the *DISC* factor of *Influence.* This type of person is communicative and sociable, being friendly and outgoing with other people and feeling at ease in strange company. The full Communicator is found in the top right-hand *segment* of the *Style Card* grid, but there are various subtypes: the *Driving Communicator,* the *Planning Communicator* and the *Balanced Communicator.* ♦ #4 does not belong to this type, according to his *Style Card.*
Compliance	Compliance is the right-most factor shown on a *DISC* profile, and the 'C' of *DISC.* It is the factor of structure, detail and fact, and those displaying high levels are interested in precision and accuracy. Because they are naturally *passive* and reticent to speak out unless called on by others, it is often imagined that highly Compliant individuals are lacking in ambition. In fact, this is not the case - in this specific sense, they are similar to highly *Dominant* individuals in their desire for control over their environment. Because of their *passive* style, however, they will try to achieve this control through the use of structure and procedure, insisting on rules and defined codes of conduct to achieve their ends. This is the root of the 'rule-oriented' style often associated with Compliance. ♦ #4's *Internal Profile* shows a level of Compliance consistent with the average, but his *External Profile* shows a much lower Compliance level.
Controlled	Controlled individuals are practical and can appear somewhat cynical in style. They value hard facts and rational argument above emotional considerations, and prefer to follow their own ideas, rather than rely on other people. At times, they can be distrustful or suspicious, and will rarely volunteer information about themselves to other people. ♦ #4's *Style Card* places him high on the Controlled scale.

Dictates	A type of *Pressure Response* described by the *Style Card.* This type of response appears where a person wishes to operate from a position of control, and they use approach as a basis for their pressure reaction. They will adopt a highly assertive, even aggressive, stance in the face of difficulties, dictating solutions and expecting immediate responses to their instructions. ♦ #4's *Style Card* suggests that this is his most common response to pressure.
DISC	The system used by Discus to develop a picture of a person's likely behaviour. The name is an acronym formed from the four behavioural factors it measures, *Dominance, Influence, Steadiness* and *Compliance.* DISC looks at the combinations of these factors, expressed in a variety of different ways, to provide an assessment of a person's behavioural style.
Dominance	Dominance is the left-most factor shown on a *DISC graph,* the factor of directness, assertiveness and control, and the 'D' of *DISC.* Like all the factors, D is a blend of positive and negative traits. On the positive side, highly Dominant individuals are independently-minded, motivated to succeed, and generally very effective at getting their own way. Less positively, they can also be hot-tempered and even aggressive under certain conditions. ♦ #4 seems to perceive Dominance as being important in his current conditions, and is likely to be demonstrating this type of behaviour.
Driver	'Driver' is a term used to describe individuals in the *Controlled* and *Assertive* region of the *Style Card,* whose style is related to the *DISC* factor of *Dominance.* The term 'Driver' describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others. The full Driver is found in the top left-hand segment of the *Style Card* grid, but there are various subtypes: the *Communicating Driver,* the *Analytical Driver* and the *Balanced Driver.* ♦ #4 does belong to the Driver type, but his *Style Card* shows other components to his behaviour, too, describing him as a *Balanced Driver.*
Driving Analyst	The term used to describe an individual who, while falling in the cautious and reserved *Analyst segment* of the *Style Card,* also has some features in common with the *Driver,* meaning that they will tend to have a more urgent and demanding approach than a full *Analyst* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*
Driving Communicator	The term used to describe an individual who, while falling in the outgoing and expressive *Communicator segment* of the *Style Card,* also has some features in common with the *Driver,* meaning that they will tend to have a more urgent and demanding approach than a full *Communicator* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*
External Profile	One of the three component *graphs* of a *DISC Profile Series.* The purpose of the External Profile is to describe the style of behaviour that an individual feels is appropriate to their current circumstances. The External Profile can change considerably over time, as a person's situation and environment changes - such modifications often accompany major life events, such as starting a new job or moving home.
Graph	The standard means of displaying DISC results. A typical DISC graph plots the values of *Dominance, Influence, Steadiness* and *Compliance,* and connects them to form an identifiable profile 'shape'. The *Shift Pattern* is a departure from this - it retains the basic structure of the graph, but instead of plotting values, it displays a sequence of arrows to show movements between the *Internal* and *External Profiles.*
Independence	A *DISC sub-trait* found in profiles showing *Dominance* higher than *Compliance.* This type of person feels frustrated by rules and regulations - they often follow their own ideas, or work in positions of authority. This *sub-trait* is common, for example, in entrepreneurial styles.

Glossary of Terms

Influence	Influence is the second factor described by a *DISC graph,* and the 'I' of *DISC.* The communicative and socially confident style of those with high Influence tends to be balanced by a rather impulsive and sometimes even irrational approach to their life and work. The urge to relate to and impress those around them can lead such a person to act in highly expressive, and sometimes unpredictable, ways. ♦ #4 seems to feel it necessary to display behaviour of this kind, though Influence is not strongly represented in his underlying style.
Internal Profile	One of the three component graphs of a *DISC Profile Series.* This *graph* describes a person's 'inner' style, the type of behaviour that can be expected when they feel completely at ease. Conversely, this style can also sometimes be seen when certain people are placed under severe pressure, because such pressure limits their capacity to adapt themselves. The Internal Profile tends to remain more constant over time than its counterpart, the *External Profile.*
Job Match	A comparison of #4's *DISC* profile against one or more predefined *Job Profiles.* In each case, it is possible to derive an estimation of #4's suitability for a particular role, in specific terms of his behavioural style. The broad Job Match Analysis shows a range of such comparisons expressed in percentage terms, while a Specific Job Match Analysis compares #4's *DISC* profile against a particular *Job Profile* in a great deal more detail, providing a detailed investigation of different features.
Job Profile	A specialised *DISC graph* created to represent the ideal behavioural needs of a particular job or role. Discus is supplied with a number of standard Job Profile templates, and its built-in Job Profiler can be used to create or develop further Job Profiles as needed.
Match Score	An assessment of #4's suitability for a particular role, in behavioural terms. This is derived by comparing #4's *DISC* profile against a *Job Profile,* and is always expressed as a percentage value, where 100% represents a perfect match.
Open	A measure on one of the axes of the *Style Card.* Open people are friendly, trusting and ingenuous. They express themselves easily and value strong relationships with other people. Open individuals tend to work on an emotional level, revealing their feelings to others and being ready to sympathise with those around them. ♦ #4's *Style Card* places him low on the Open scale, suggesting that he is *Controlled* instead.
Passive	A measure on one of the axes of the *Style Card.* Passivity describes people who are patient and cautious. They prefer to avoid taking risks, and rarely take definitive action unless the pressure to do so is unavoidable. They dislike change or surprise, and will seek calm, predictable situations. ♦ #4's *Style Card* places him low on the Passive scale, suggesting that he is *Assertive* instead.
Planner	'Planner' is a term used to describe individuals in the *Open* and *Passive* region of the *Style Card,* whose style is related to the *DISC* factor of *Steadiness.* The term 'Driver' describes a steady, amiable type of person, who is patient and persistent, dislikes change, and prefers to take time to plan carefully before acting (hence the name of the style). The full Planner is found in the bottom right-hand *segment* of the *Style Card* grid, but there are various subtypes: the *Communicating Planner,* the *Analytical Planner* and the *Balanced Planner.* ♦ #4 does not belong to this type, according to his *Style Card.*
Planning Analyst	The term used to describe an individual who, while falling in the cautious and reserved *Analyst segment* of the *Style Card,* also has some features in common with the *Planner,* meaning that they will tend to have a more open and amiable approach than a full *Analyst* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*
Planning Communicator	The term used to describe an individual who, while falling in the outgoing and expressive *Communicator segment* of the *Style Card,* also has some features in common with the *Planner,* meaning that they will tend to have a more patient and sympathetic approach than a full *Communicator* type. ♦ #4 is not associated with this type of behaviour, according to his *Style Card.*

Power	A type of *Strategy* recommended by the *Style Card,* indicating a style of behaviour to which a person will be particularly receptive. The 'Power' strategy relates to *Drivers* and associated styles. *Drivers* relish control and authority. Whatever their situation, they will seek to dominate the proceedings. To motivate them towards accepting an idea, therefore, it is important not to challenge this desire to dominate the discussion, but to appear receptive and even mildly submissive. By offering suggestions and hints, rather than attempting to directly control the *Driver's* decision-making process, they can be made more receptive to a proposal.

♦ #4's *Style Card* indicates that he will likely respond well to this *strategy.*

Pressure Response	A classification provided by the *Style Card* to describe #4's likely response in a pressurised situation, from a selection of four basic approaches.

♦ #4's *Style Card* shows that, under pressure, he most likely *Dictates.*

Profile Series	A term describing the combination of *DISC Graphs* that provide a basic description of a person's behaviour. In Discus, the Profile Series consists of the *Internal Profile,* the *External Profile,* the *Summary Profile* and the *Shift Pattern.*

Profile Tension	A measurement of the difference between #4's *Internal* and *External Profiles,* showing the degree to which he is adapting his style to meet the perceived needs of his environment. The more *Adaptability* there is in #4's style, the more effectively he can do this, and so the report shows Profile Tension in conjunction with *Adaptability.*

♦ Where Profile Tension is lower than Adaptability, as in #4's case, it is unlikely to result in significant negative effects.

Questionnaire	An indication of the source of the information used as a basis for #4's profile and its analysis.

♦ The use of the *Adjective-based* questionnaire in #4's case shows that the results were derived directly from his responses to the questionnaire.

Recruitment Mode	One of two modes available for performing a *Job Match.* In this mode, #4's *Internal Profile* is used as a basis of comparison. Recruitment Mode is intended for use in situations where #4 is unfamiliar with the needs of a role, so that the adaptations in his *External Profile* are unlikely to form a useful basis for comparison. As such, the factors of his *Internal Profile* will provide a better predictor of his behaviour in the longer term. The alternative comparison mode is *Assessment Mode.*

segment	One of the twenty-five squares that compose the *Style Card.* The *Style Card* is designed so that the population as a whole will be equally distributed between its segments, so each square will represent approximately one twenty-fifth (about four per cent) of the population.

Shift Pattern	A pattern of arrows shown against a standard *DISC graph* layout. The arrows indicate the movements of the four *DISC* factors between the *Internal* and *External Profiles,* indicating the shifts in *Dominance, Influence, Steadiness* and *Compliance,* respectively. Arrows moving upward on the Shift Pattern indicate factors that #4 is tending to express more commonly in his behaviour, while downward arrows related to factors being shown less commonly by #4.

Steadiness	The third of the *DISC* factors, Steadiness is shown third from the left on a *DISC graph,* and is represented by the 'S' of the name *DISC.* People of this kind are patient and sympathetic listeners, with a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. They also have a persistent approach, with powers of concentration that allow them to work steadily at a task. While other profile types might become bored or distracted, the High-S (that is, person with high Steadiness) will continue to work until they complete an assignment.

♦ #4's *Internal Profile* shows a level of Steadiness consistent with the average, but his *External Profile* shows a much lower Steadiness level.

Strategy	A summary designed to suggest the optimum approach to #4, and the most effective way to present ideas or proposals to him. There are four standard strategies, each beginning with the letter 'P'.

♦ The *Style Card* lists *Power* as the optimum Strategy for communicating with #4.

Style Card	A useful graphical way of summarising #4's style, in general terms. The Style Card is subdivided into twenty-five *segments,* and the *segment* most closely associated with #4's behaviour is marked. Most *segments* have their own specific names - referred to as *Style Names* - and Discus is able to interpret each of these and provide a summary of its implications. Specific terms used in this summary are explained elsewhere in the Glossary.
Style Name	The Style Name is a descriptive term associated with individual *segments* of the Style Card. It provides an immediate summary of #4's approach, which is then expanded on by a more detailed breakdown provided as part of the Style Card Analysis. ♦ The Style Name associated with #4's profile is *Balanced Driver.*
Sub-trait	A specific measure within a *DISC* profile, based on the relationship between two *DISC* factors. In each case, two factors are compared, and their levels relative to one another provide a measure of the sub-trait. For example, profiles where *Dominance* is higher than *Compliance* display the sub-trait of *Independence,* and the greater the difference between the two, the more independent a person is. There are twelve sub-traits in total.
Summary Profile	The *Internal* and *External Profiles* provide valuable specific information about a person's attitudes and perceptions. In reality, however, a person's behaviour is rarely based completely on one or the other of these styles, and the Summary Profile combines information from the other two to present a view of a person's most likely behaviour style.
Trait Comparison	The trait comparison looks at individual factors within a specific *Job Match,* and uses these to build a list of particular strengths, and possible training requirements. These lists relate specifically to the job in question, and their contents can, and will, change from one specific *Job Match* to another.

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