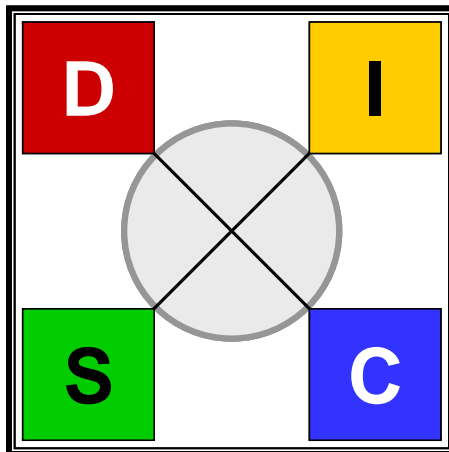




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Date		Test	PAS 2 – BD1

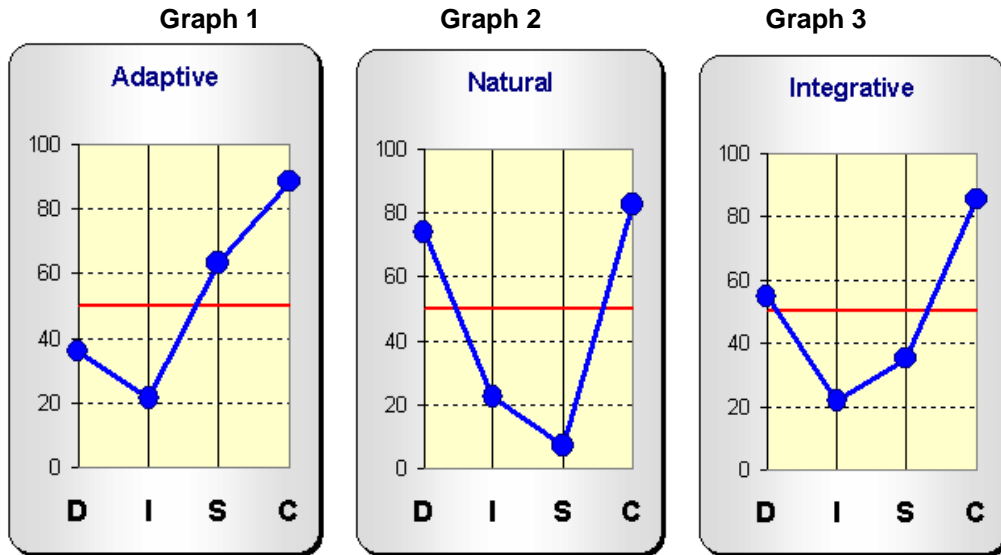
## Behaviour Dimension (BD1) Test Report



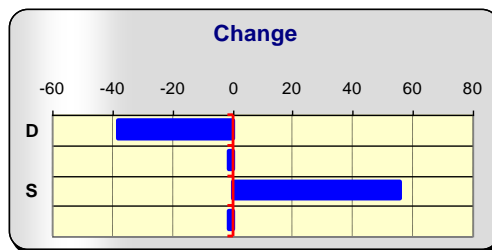
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Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female	Client	
Tel		Group	
Date		Test	PAS 2 – BD1

### Your DISC Profile

Your DISC profile is shown in the following graphs:



G1	Adaptive	G2	Natural	G3	Integrative		Change
D	36%	D	74%	D	55%	D	-38%
I	21%	I	22%	I	22%	I	-1%
S	63%	S	7%	S	35%	S	56%
C	89%	C	83%	C	86%	C	-1%



**Graph 1 - Public Self or Adaptive Style - Mask**

This behaviour is the public self, the person projected to others. The public self can be very different from the "real" person; it is a mask.

**Graph 2 - Private Self or Natural Style - Core**

These are behaviours which the person accepts about him/herself. Under pressure or tension, these behaviours become prominent. A person's behaviour under pressure may be drastically different than his/her public behaviour.

**Graph 3 - Perceived Self or Integrative - Mirror**

The self image or self identity combines the learned responses from one's past with the current expected behaviour from the environment.

**Change - Difference between Natural to Adaptive, i.e. increase or decrease when going from Natural to Adaptive**

<b>Name</b>		<b>Associate</b>	
<b>Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female	<b>Client</b>	
<b>Tel</b>		<b>Group</b>	
<b>Date</b>		<b>Test</b>	PAS 2 – BD1

## DISC PROFILES

### *Behavioural Styles*

There is no right, wrong, or best style. The profile only describes how one does things (behaviour). A knowledge of behavioural styles assists in understanding an individual and how he or she relates to others. This knowledge can be an asset to help blend style on the job or in the home, if needed. The 4 primary emotions as Marston viewed them are:

- **D Dominance** How people respond to problems or challenges
- **I Influence** How people influence others to their point of view
- **S Steadiness** How people respond to the pace of the environment
- **C Compliance** How people respond to rules and procedures set by others

These are commonly referred to as DISC behavioural styles. People are a combination of these 4 styles although one or two styles usually predominate. Behavioural research suggests that the most effective people are those who understand themselves and those around them. This understanding of personal strengths and weaknesses, coupled with the ability to identify and understand the strengths and weaknesses of others, allows one to develop strategies to meet the demands of the environment. By appreciating and understanding human differences, veterinarians can increase their effectiveness in working with clients and staff. This same knowledge is important in preventing communication blocks between doctor and clients. When gaps exist in this relationship, misunderstandings frequently arise leading to dissatisfaction, client complaints, and possible legal action.

The predominant characteristics of the DISC behaviours are:

#### **D** D Dominance--Work Behavioural Tendencies

1. Impatience
2. High ego strength; high self-confidence
3. Desire change; can make decision on very few facts
4. Fear being taken advantage of
5. Need direct answers

#### **I** I Influencing--Work Behavioural Tendencies

1. Emotional
2. People oriented; persuasive; often have great ideas
3. Disorganized (may not notice change)
4. Fear loss of social approval
5. Optimistic; can make decisions on whether it sounds good

#### **S** S Steadiness--Work Behavioural Tendencies

1. Loyal; team person; good listener; patient
2. Family oriented

<b>Name</b>		<b>Associate</b>	
<b>Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female	<b>Client</b>	
<b>Tel</b>		<b>Group</b>	
<b>Date</b>		<b>Test</b>	PAS 2 – BD1

3. Possessive
4. Fear loss of security
5. Slow to change; base decision on their trust in you

### **C** C Compliance--Work Behavioural Tendencies

1. Perfectionist
2. Sensitive
3. Accurately base decisions on information pros and cons
4. Fear criticism of the job
5. Need many explanations; slow to change; need reasons

One way of understanding the relationships between factors in a profile is through 'sub-traits'. There are twelve of these, one for each possible pair of factors. For example, if a particular individual has a high Dominance score and a low Steadiness score, we can say that they are 'Self-motivated', and further interpret their profile in light of this.

- **Accuracy (high C, low I)** (sometimes also called 'Caution') refers to individuals for who getting things just right is the main goal.
- **Cooperativeness (high C, low D)** applies to individuals who prefer to work in a team environment.
- **Efficiency (high D, low I)** describes a person primarily motivated by results.
- **Enthusiasm (high I, low S)** relates to animated, expressive behaviour.
- **Friendliness (high I, low D)** is essentially a social sub-trait, used of people who are open and warm to others.
- **Independence (high D, low C)** is used to describe self-reliant individuals who follow their own goals.
- **Patience (high S, low D)** is displayed by calm and unobtrusive types.
- **Persistence (high S, low C)** represents dogged, tenacious behaviour.
- **Self-confidence (high I, low C)** is used specifically to describe social confidence.
- **Self-motivation (high D, low S)** relates to self-starting, 'go-getting' styles.
- **Sensitivity (high C, low S)** appears in profiles for people who are observant and aware of their environment.
- **Thoughtfulness (high S, low I)** is used to describe individuals who think their actions through carefully.

<b>Name</b>		<b>Associate</b>	
<b>Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female	<b>Client</b>	
<b>Tel</b>		<b>Group</b>	
<b>Date</b>		<b>Test</b>	PAS 2 – BD1

## DISC Behavioural Preference Model

### D Dominance

Dominant behaviour is characterized by **rapid responses** to the environment and other members of the team. Someone displaying dominant behaviour can be very successful in moving a group to action and overcoming obstacles. Often others view them to have a "can do" attitude that sometimes borders on recklessness. Often in their pursuit of getting a task accomplished someone with dominant behavioural tendencies can overlook the needs and feelings of others. They can also fail to follow up on details and be unaware of consequences to their actions. Like all behavioural preferences dominance provides a valuable dynamic to team and personal interactions, but overused it can become a detriment.

### I Influencing

Influencing behaviour is characterized by an interest in and an ability to **get along with others**. Individuals with strong influencing behaviour often seem to "never meet a stranger." They are experts at networking and are usually quite verbal. Often the life of the party they can entertain others with stories and jokes and display a comprehensive knowledge of others. Their **interpersonal skills** allow them to put others at ease and help teams overcome conflict. However, their focus on personal interaction can become a barrier to getting tasks completed. Also they may have problems confronting others on issues of personal performance and may have difficulty when subjected to personal criticism. Influencing behavioural preferences can help minimize interpersonal friction within a group, but overused it can lead to missed deadlines and low performance levels.

### S Steadiness

Steadiness behaviour is characterized by a strong desire to be **proficient** بارع in a specific area of work. Also steadiness behaviour is notable for interest in the well-being of others. Individuals who have strong steadiness tendencies are usually **good listeners** and are willing to **help others** learn and master tasks. People who have strong steadiness behavioural characteristics believe that there is no reason to change current operating methods unless a strong reason can be demonstrated. Even then they may persist in old methods. In teams those having strong steadiness behaviour tend to bind the team together and help to resolve conflicts. However, the general aversion to change can present problems in rapidly changing environments. Utilizing old methods in the face of change can result in failure to remain competitive.

### C Conscientious

Conscientious behaviour is characterized by a strong interest in **accuracy** and adherence to **rules**. Individuals who exhibit conscientious behavioural preferences are sticklers for detail and are very task oriented. They tend to discover facts and issues often overlooked by others. In a team setting they can play the "devil's advocate" role and help the team to look at issues in more detail. Faced with demands for change conscientious behavioural tendencies will resist without compelling evidence for the need to change and assurances that quality will not be adversely affected. Sometimes the focus on task and precision can lead to "paralysis by analysis" for people having strong conscientious behavioural tendencies.

Name		Associate	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female	Client	
Tel		Group	
Date		Test	PAS 2 – BD1

## DISC GENERAL CHARACTERISTICS

See if you can "find yourself" or someone else on the following listings of General Characteristics! Contact us to take a behavioural assessment, and see how close you've come to understanding yourself, or a significant other in your life!

### D

#### D's General Characteristics:

Descriptors	Value To The Team	Ideal Environment	Tendency Under Stress	Possible Limitations
<b>Adventuresome</b>	Bottom-Line Organizer	Freedom from Controls, Supervision & Details	Demanding	Overuse of Position
<b>Competitive Innovative</b>	Forward-Looking	Innovative and Futuristic	Nervy	Set Standards too high
<b>Daring</b>	Challenge-Oriented	Forum to Express Ideas	Aggressive	Lacks Tact & Diplomacy
<b>Decisive Result-Oriented Persistent</b>	Initiates Activity	Non-Routine Work	Egotistical	Takes on Too Much, Too Soon, Too Fast
<b>Direct Self-Starter Problem-Solver</b>	Emotion driving the core "D" person: anger			

### I

#### I's General Characteristics:

Descriptors	Value To The Team	Ideal Environment	Tendency Under Stress	Possible Limitations
<b>Charming</b>	Optimism & Enthusiasm	High Degree of People Contacts	Self-Promoting	Inattentive to details
<b>Confident</b>	Creative & Problem Solving	Freedom from control and detail	Overly Optimistic	Unrealistic in Appraising Others
<b>Convincing</b>	Motivates Others toward Goals	Freedom of Movement	Gabby	Trusts people indiscriminately
<b>Enthusiastic Inspiring Optimistic</b>	Team Player	Forum for Ideas to be Heard	Unrealistic	Situational Listener
<b>Persuasive Popular Sociable Trusting</b>	Emotion driving the core "I" person: optimism			

<b>Name</b>		<b>Associate</b>	
<b>Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female	<b>Client</b>	
<b>Tel</b>		<b>Group</b>	
<b>Date</b>		<b>Test</b>	PAS 2 – BD1

**S**

**S's General Characteristics:**

Descriptors	Value To The Team	Ideal Environment	Tendency Under Stress	Possible Limitations
Amiable	Dependable Team Player	Stable & Predictable	Non-demonstrative	Yields to avoid Controversy
Friendly	Work for a Leader and a Cause	One that allows time for change	Unconcerned	Difficulty in establishing priorities
Good Listener	Patient & Empathetic	Long Term Work Relationships	Hesitant	Dislikes unwarranted change
Patient Relaxed Sincere	Logical Step-wise Thinker; Service Oriented	Little conflict between people	Inflexible	Difficulty dealing with diverse situations
Stable Steady Team Player Understanding	Emotion Driving the core "S" person: none motional			

**C**

**C's General Characteristics:**

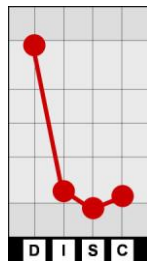
Descriptors	Value To The Team	Ideal Environment	Tendency Under Stress	Possible Limitations
<b>Accurate</b>	Maintains High Standards	Where Critical thinking is needed	Pessimistic	Defensive when Criticized
<b>Analytical</b>	Conscientious & Steady	Technical Work or Specialized Area	Picky	Gets bogged down in details
<b>Conscientious</b>	Defines, Clarifies, gets information and tests	Close Relations with a small group	Fussy	Overly Intense for the situation
<b>Courteous Diplomatic Fact-Finder</b>	Objective: "The Anchor of Reality"	Familiar Work Environment	Overly Critical	Difficulty dealing with diverse situations
<b>High Standards Mature Patient Precise</b>	Emotion driving the core "C" person: fear			

Name		Associate	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female	Client	
Tel		Group	
Date		Test	PAS 2 – BD1

## DISC PROFILES

### DOMINANT PROFILES

#### D1. DISC PROFILE: HIGH DOMINANCE ONLY



#### ('Autocrat' Profile)

The High-D profile is often described as the 'Autocrat', and for good reason. Dominance is the factor of control and assertiveness, and with no other high factors in the profile to balance this, the pure High-D can be remarkably domineering, and even overbearing at times. This type of person has a very high need to achieve, and because of this they are often ambitious and competitive, striving aggressively to achieve their goals. They are dynamic and adaptable, and show decisiveness and a capacity for direct leadership.

#### Relating to Others

The emphasis that this type of person places on achievement and success significantly affects their relations with other people. In extreme cases, a High-D can come to treat other people simply as a means to an end, or a way of achieving their personal goals. Dominance is not an emotional factor, and individuals with this type of profile will tend not to place great importance on feelings, either their own or others'. The competitive side of Dominance can lead this type of person to see challenges and opposition everywhere, and others sometimes find it difficult to break through this naturally suspicious, sceptical shell.

#### Common Abilities

We have already seen that the Dominant individual has qualities of command and leadership. It should be noted, however, that these abilities are based on their direct, demanding nature, and are more suited to structured, formal situations than those where close ties are required.

The High-D is a competent and confident decision-maker, able to reach a conclusion quickly from minimal information and act accordingly. They are well suited to situations that others would find unbearably stressful, as their desire for challenge and their enjoyment of success against the odds makes them unusually proficient in dealing with such situations.

#### Motivating Factors

Highly Dominant individuals of this kind like to feel that they are in control, and seek opportunities to reinforce and emphasise their personal power. They measure their progress in life by their achievements and successes, and need to maintain a sense of personal momentum.

Being impatient and forthright, they intensely dislike situations that they are unable to directly resolve for themselves - dependence on other people is anathema to this personality type. They find these kinds of situation extremely frustrating, and can be driven to wild, impulsive actions in an attempt to relieve the pressure.



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<b>Tel</b>		<b>Group</b>	
<b>Date</b>		<b>Test</b>	PAS 2 – BD1

### Sub-traits

The sub-traits of a highly Dominant personality are Efficiency, Self-motivation and Independence.

### Overview

The High-DI's personality can be effectively summarised with the single word 'confidence'. He is assertive and extrovert, and he possesses both a drive towards success and a pro-active communicative style. He thinks and acts quickly, and so he can respond well to changes in his situation - indeed, he prefers a measure of variety and unpredictability.

His strong and persuasive style works best where he has a degree of control over his own working conditions - he very much prefers to be responsible for his own actions, although he will co-operate with others where he sees that he has no practical alternative.

### Advantages

The High-DI has a highly independent attitude; he is not only able to take responsibility for his own work, but is highly motivated to do so. He much prefers to feel that he has a significant input into his own areas of operation, and will be ready to submit suggestions for improvements and developments of his own role and other aspects of the organisation.

He also possesses a strong measure of confidence, and interacts well with other people on both a business and a social level. This confidence, combined with his self-reliant style, means that he needs only limited support from management, and is able to take an original, forthright approach to his work.

### Disadvantages

The High-DI is an active individual, who seldom doubts his actions, and not unusually fails to consider the consequences before committing himself to a course of events. His dynamic, fast-paced style makes it difficult for him to accept situations requiring more patient handling, and he does possess a tendency to act simply for the sake of action.

### Communication Style

Personalities that combine a strong assertiveness with communicative abilities, as in this case, often exhibit an ability to adapt their communication style to meet the needs of a particular situation. While the High-DI can be expected to be extrovert and expressive at all times, his style can change from relaxed and receptive to demanding or even, at times, aggressive. These changes will depend on his perceptions of his environment and the likely reactions of those around him.

Because of his very open nature, the High-DI's communication style is often rather uncontrolled; he will rarely take time to consider his words, and if he feels strongly, he will not be reserved in stating his opinions.

### Decision Making

This active and energetic individual will not typically wait for decisions to be presented to him, but will prefer to independently assess a situation and work out for himself the decisions that need to be reached. The High-DI's high levels of personal confidence means that he feels at ease reaching conclusions on only limited information. Indeed, even where more detailed facts are known, he may be tempted to disregard them and follow his own instincts. He has an outgoing and persuasive personality, and this will assist him in convincing others that his decisions are the right ones, and in persuading them to follow his conclusions.

### Organisation and Planning

A self-motivated individual with an urgent pace and largely instinctive approach to life, the High-DI will not normally take time to consciously plan his actions unless the potential consequences are very great. Those plans that he does make will generally be short-term in nature, and he feels little compunction about changing his mind halfway through a project.

### Motivation

The High-DI possesses a rapid and responsive personality and, because of this, he is motivated by new experiences, change and excitement. Being both extrovert and assertive by nature, he will tend to take the



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<b>Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female	<b>Client</b>	
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<b>Date</b>		<b>Test</b>	PAS 2 – BD1

initiative and expect others to follow his lead. His desire for respect from and acknowledgement by those around him means that he is at his most motivated in situations where he can assert his considerable strength of personality. Conversely, he will be disaffected if forced to abide by others' decisions, or to comply with stringent regulations.

### Managing Style

As a driving and original individual himself, the High-DI will tend to expect qualities of this kind in those he manages. He can be very demanding and impatient with his staff, but he is equally capable of a more receptive, communicative style. This latter approach would be most often seen in situations where his personnel are acting in accordance with his expectations.

The High-DI's style of management is clearly better suited to staff with similar levels of determination and self-motivation to his own. More patient types, or those with a need for management support, may find him unresponsive to their particular needs.

### Style of Management Required

It will take a strong-minded and capable manager to handle this personality style effectively. The High-D respects results, and will respond more favourably to a manager who can demonstrate their effectiveness. His desire for control over events is very pronounced, and if he is not provided some freedom for independent action, he will lose motivation and possibly start to behave in a less disciplined manner.