

Extended DISC® Behavioral Analysis - Team Member Report



This analysis is based on the responses given in the Extended DISC® Behavioral Analysis Questionnaire. This analysis should not be the sole criterion for making decisions about this individual. The purpose of this analysis is to provide supporting information to the respondee and his/her supervisor.



Zespół X

Organization:

XYZ sp. z o.o.

Date:

15.11.2022

Text Page

This page is a description of how this style of person is typically seen by others. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider person's conscious ability to adapt behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

Attributes

Ewa Przykładowa

Extroverted, communicative, talkative, open, sociable, calm, independent, emotional, thorough, peaceful, pleasant, strong-willed, decisive, nice.

Anna Przykładowa

Direct, determined, logical, firm, demanding, distant, decisive, goal-oriented, innovative, thorough, exact, ambitious, sensible, strong-willed.

Marcin Przykładowy

Calm, steady, patient, friendly, meticulous, thorough, modest, detail-oriented, dutiful, sincere, receptive conversationalist, careful, obedient, not irritating, teamworking.

Dariusz Przykładowy

Social, sociable, hardheaded, emotional, active, communicative, spontaneous, enthusiastic, inspiring, ambitious, decisive, goal-oriented, direct.

Karolina Różowa

Extroverted, sociable, social, active, alert, idea generator, purposeful, ambitious, seeks new contacts, exact, follows instructions, inspiring.

Ania Sample

Decisive, purposeful, bold, social, motivating, competitive, active, alert, exact, smart, open, strong-willed, goal-oriented, creative, conscientious.

Ada Testowa

People-oriented, inspiring, outspoken, active, busy, conversationalist, social, positive, goal-oriented, values instructions, kind, talkative, likes change, spontaneous.

Daniel Testowy

Busy, active, extroverted, people-oriented, inspiring, participating, goal-oriented, outspoken, talkative, organization-oriented, accepts authority, decisive, ambitious.

Motivators

Ewa Przykładna

Ewa is motivated by an encouraging work environment, good colleagues, open and honest surroundings, different human relations, and opportunities to work independently with people. She needs some freedom to handle people and decide her working methods. On the other hand, she accepts assistance in complicated situations.

Anna Przykładna

Anna likes tasks where she can develop systems or create totally new ones. She wants to operate very independently and concentrate on work rather than people. She likes freedom and opportunities to challenge her own skills. Anna moves quickly and needs to proceed at her own speed.

Marcin Przykładny

Marcin wants to work in a friendly team where he can do the work in which he is competent, so that his achievements are appreciated. Compliments are accepted if they come in time and are not exaggerated. The work in a group brings him a feeling of security and solidarity.

Dariusz Przykładny

Dariusz is motivated by opportunities to work with and influence people. He likes sociality without forgetting the benefit that it brings. He values independence and freedom, which is why he cannot be manipulated. Dariusz also likes variety in people, places and assignments.

Karolina Różowa

Karolina is motivated by opportunities to work with people in a variety of situations. She likes to inspire people and enjoys being popular. She wants to proceed independently in her work but does not mind if she is instructed.

Ania Sample

Ania is motivated by the chance to complete a task where she has to produce new ideas in connection with people. Finding new approaches to old things is one of her best qualities. She is not necessarily an entrepreneur, as she values the existing structures of an organization.

Ada Testowa

Ada likes to work with people in a changing atmosphere where she can concentrate on positive, pleasant things. She likes to be liked and accepted by the team. She enjoys developing things and finding solutions that are easy to identify with. Ada also likes emotional situations.

Daniel Testowy

Daniel is effective in roles that challenge his skill but do not counter organized instructions or the organization. He likes a variety of places, people and tasks. Success and attained goals are important to him. He gets motivation from being where the directing is done.

Tries to Avoid**Ewa Przykładna**

She tries to avoid competitive, aggressive environments and people. Ewa dislikes quarrels, arguing, and tasks that are repetitive, need to be completed alone or require a careful approach. She does not like to work in an environment where hard pressure for results exists.

Anna Przykładna

This person can handle details but does not want to be bound by strict rules nor control. She does not want to deal with useless talk and can never be left to the mercy of insecure people. Situations without a guiding goal are a waste of time to her. Anna cannot be talked into a committee-type of teamwork.

Marcin Przykładny

He does not like to oppose others. Marcin is a friendly person who is even afraid of aggressive situations. He does not have a need to control nor change others' lives as if Marcin were doing a puzzle. He would rather remain true to his role and manage it as well as possible.

Dariusz Przykładny

This person tries to avoid repetitive, similar tasks. Restrictions, rules and specific standards constrain him. He does not like over-determined people because Dariusz cannot approach them. He quickly loses interest in situations that do not "offer" him anything.

Karolina Różowa

Although Karolina would like to work in an established organization, she is not always a teamworker. Karolina is much better in tasks for which she is responsible and where success demands influencing people. She tries to avoid routine, repetitive tasks.

Ania Sample

Ania tries to avoid similar, repetitive situations. She may be obsessed with an idea to create something new. Usually Ania avoids situations where her role in a team is of minor importance. At the same time, she needs human contacts.

Ada Testowa

This person does not willingly enter aggressive situations but waits and even ponders before getting a tight grip on the situation. She does not like routines, especially if Ada gets separated from others. Though she is not a leader-type nor power-crazed, she wants to be where the "action" is.

Daniel Testowy

Tasks that demand staying in one place, exactness and systematization, or must be performed outside the center of action are unpleasant to him (he cannot follow the developing situation then). By nature Daniel is not a commanding-type and prefers to talk people into mutual understanding. Days that resemble each other start to bore him quite quickly.

Ideal Supervisor**Ewa Przykładna**

Ewa is not good with all details and may spend too much time on people. She needs support from her manager/leader for those detailed, time-framed duties. Regular, candid check-ups with the supervisor - are needed without unnecessary platitudes.

Anna Przykładna

She needs a supervisor who is powerful, practical and decisive. She needs considerable freedom to operate which the supervisor must be able to provide while ensuring that she knows the boundaries. The supervisor cannot be too determined because together these two can easily forget the humane side. The supervisor must sometimes speak very frankly.

Marcin Przykładny

He likes to operate in a team where the supervisor coordinates tasks and provides instructions, but where every team-member is competent in his field and motivated to work. The supervisor must be ready to take responsibility in unpleasant and complicated situations, or at least show willingness to back the employees in every situation.

Dariusz Przykładny

He needs a supervisor who can lead him with the help of an invisible rope. This person gets motivated best when he feels free and finds opportunities to perform his work alone. On the other hand, he does not always notice details and sometimes just goes where the wind blows. In that case, the supervisor must have methods to keep him on the rails.

Karolina Różowa

The supervisor should always provide her with something new. The supervisor has to demand directness from her and should also prevent her from launching into new ideas when the work is already in process.

Ania Sample

Her supervisor should be able to keep some distance. Goals and limitations have to be presented clearly, also the way results are evaluated. The supervisor must help her to keep her feet on the ground as she tends to disappear in her creative ideas. The supervisor should also keep in mind that she has to be given freedom to express her ideas.

Ada Testowa

A good supervisor inspires her. She does not identify with the commanding organization and the same goes for the supervisor who cannot digress from the daily routine to chat about ordinary things. Sometimes the supervisor has to help her to get her feet back on the ground and stick to the planned work.

Daniel Testowy

A good supervisor gives him various tasks which he can complete with a feeling of independence. The supervisor should support him when in risky times and when it is obvious that some people are going to oppose the situation. The supervisor should not exhaust him with an overly punctual attitude, but specific goals and deadlines should still be set.

Communication Style

Ewa Przykładna

In communication she makes an effort to inspire others and create a pleasant atmosphere and team-spirit. She tries to invent ways to work together and seeks the positive aspects from work. She could be described as a calm, purposeful inspirer. Problems may develop if her conversation partners turn out to be very precise, practical people.

Anna Przykładna

She is not extroverted and not very social (more often she is shy and reserved), but sometimes she can be quite outspoken about her ideas. Then she might be considered commanding although she does not mean to be. She stays within the topic and leaves motivation and emotional abuse aside. She is more effective with things than with people.

Marcin Przykładny

If he could only say what he thinks! Sometimes people are left with the feeling that he agrees with them only to be polite. When he listens to others, he is polite and understanding. His own presentation style is meticulous, patient and sometimes too circumstantial. He does not generally lead the conversation (more often he just follows it), thus he is not regarded as an effective communicator.

Dariusz Przykładny

He can be pleasant, encouraging and humane, but at the same time purposeful and demanding. He is probably a leader of his team - people easily identify with him. Sometimes he may be impatient, not listening, too general and a problem person. In these cases people are careful with him.

Karolina Różowa

She has no problem approaching people and discussing any subject. As she is a strongly emotional person, she may have difficulty hiding her bad mood even when she wants to. She is able to sell if reminded of the importance of the final results.

Ania Sample

She can often explain why some things need to be done and motivate others, but not always. Sometimes she tends to be too outspoken. Although people do not find her easy to approach nor identify with, she is still interesting to listen to.

Ada Testowa

She is very active in communication and gets along with most people. Some people have difficulty identifying with her speed, wandering ideas and optimism. She would like to listen more than she is able to - especially if the subject seems boring.

Daniel Testowy

Daniel has good natural talents to sell his ideas to the opposite side. He behaves respectfully toward his partner and does not use force nor direct orders. This person seems to listen carefully, but in fact has so many things on his mind that he has no patience to listen to slower speakers.

Decision-making

Ewa Przykładna

She may be a bit too careful in making decisions. In particular, unpleasant decisions concerning people and hard-nosed decisions are unpleasant to her. Emotions may sometimes influence her decisions. She is willing to decide positive matters.

Anna Przykładna

She is a very strong, purposeful, creative decision maker, although sometimes she may be discursive and difficult to follow. She is for absolutely sensible or effective decisions. She values rules and proven methods, but is not afraid to seek and adopt new variants. Sometimes she may seem too theoretical, forgetting the human aspects.

Marcin Przykładny

If he had more courage, he could be very good at making decisions. Now, however, he studies everything thoroughly, gives his opinion as a specialist and leaves the deciding to others. When expressing his opinion, he always goes for the stable and immutable possibility, just in case.

Dariusz Przykładny

This person usually makes decisions quickly. If the decision is unpleasant and difficult to disclose, he may delay announcing it. Sometimes his principles, which are usually based on strong emotions, may obscure his ability to see the situation in the most "reasonable" way.

Karolina Różowa

Basically she is good at making decisions. She is not very traditional, so can create new ideas. Sometimes she may hesitate and change her decision as she faces a conflict between wanting to make quick and at the same time the best (most correct) decisions. Complicated or unpleasant decisions that concern people demand more time to ponder.

Ania Sample

Under normal conditions, she has no difficulty forming an opinion. Some decisions that concern people may be complicated for her because she has to balance between different values. Sometimes she deliberates and philosophizes so much that she digresses from the subject.

Ada Testowa

As she is good at expressing her opinions and selling her ideas, she leaves an impression of being more decisive than she actually is. She does not want to take risks but at the same time she wants to be popular, forcing her into a contradictory situation when making a decision.

Daniel Testowy

He likes to make decisions when things are proceeding as planned and no radical decisions must be made. In sudden-conflict situations he may postpone the decision moment to find the best solution so that no one has to lose face. He is not good in decisions that demand detailed, basic analysis.

Motivators and Demotivators

Motivators - Comfort Areas

These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

Ewa Przykładna

- Being the center of attention
- Talking about positive things
- Public attention and praise
- Feeling of independence and freedom
- Possibility to express her feelings
- People-oriented management style
- Team-orientation and openness
- Freedom to speak without fear of punishment
- Wide contact network
- Pleasure of participation
- Good and encouraging atmosphere
- Openness among people

Marcin Przykładowy

- Belonging to a team
- Working for others
- Controlled and considered renewal of things
- Enough instructions before starting
- Team-spirit
- Routines that provide security
- Working at his own pace
- Security about the future
- Own office or work space
- Possibility to withdraw and be by himself
- Prefers to do the tasks, not to be the leader
- Possibility to be honest and frank

Karolina Różowa

- A possibility to get enthusiastic easily
- People who are in a good mood
- Assignments that need quick reaction
- Positive work environment
- Changing situations
- Inspirational encouragement
- Generating new ideas and starting new things
- Varying assignments
- Lots of time with people
- The organization's support in tough situations
- Lots of different communications
- More talk than listening

Anna Przykładna

- Environment that changes at the desired speed
- Finding the "real world"
- Independent planning and developing
- Possibility to be exact and matter-of-fact
- Agreeing on the goal and achieving it
- Planning the future activities
- Concentrating on her own responsibilities
- Talking firmly about the matter
- Organizing and developing things
- Criticism
- Analyzing feedback based on the results of the work
- An expert role

Dariusz Przykładowy

- Open and free atmosphere
- Possibility to move freely
- Variety and changes
- Possibility to do things his own way
- Freedom from all restrictions and rules
- Nice friends
- Possibility to control his own life
- Feeling of freedom
- Being popular and liked by others
- Challenges and opportunities
- Rapidly changing situations
- Possibility to work with own ideas

Ania Sample

- Success in achieving goals
- A possibility to develop something new
- Clear and measurable goals
- Succeeding through people
- Challenges
- Possibility to use imagination
- Finding creative solutions
- Working in a good atmosphere
- Winning, competing
- Freedom from routines
- A chance to analyze her own thoughts
- Being enthusiastic about hard values

Ada Testowa

- A chance to get enthusiastic and take part
- People who are in a good mood
- Situations that need quick reaction
- A positive work atmosphere
- Need to invent and be ingenious
- Enthusiastic encouragement
- Generating and beginning new things
- Varying assignments
- Lots of time with people
- Support in crisis situations
- Lots of different communicating situations
- More talking than listening

Daniel Testowy

- Possibility to get excited and join the gang
- People with good moods
- Situations requiring fast reaction
- Positive working atmosphere
- Need to renew and change
- Inspirational encouragement
- Planning and starting new projects
- Varying responsibilities
- Lot of time to spend with people
- Broad guidelines for difficult situations
- Diverse communications
- Having to talk more than to listen

Situations that Reduce Motivation

These are items that this style of person typically doesn't like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

Ewa Przykładowa

- Losing popularity
- Being separated from people
- Getting lost in details
- Nitty-gritty people
- Making unpopular decisions
- Spending time on "unnecessary" details
- Overemphasizing "hard" values
- Self-centered people
- Being forced to be a commander
- Disagreements
- Disappearance of positive feeling
- Lack of feeling

Anna Przykładowa

- Careless working
- Superficiality
- Being forced to obey strict rules
- People who have nothing important to say
- Unorganized environment
- Slowness
- Unnecessary socializing
- People who can't keep quiet
- Failure and being wrong
- Losing control
- Defeat
- Losing the "poker face"

Marcin Przykładowy

- Insecurity, uncertainty
- Being forced to act without instructions
- Aggressive or competitive work environment
- Cold and commanding supervisor
- Need to make sudden decisions
- Doing several things at the same time
- Fast or changing schedules
- Taking responsibility alone
- Frequent and unexpected changes
- Having to give orders
- Insecurity about the future
- People who interrupt things

Dariusz Przykładowy

- Duties fully designed beforehand
- Being alone
- Making routines
- Duties requiring attention to details
- Rules and restrictions
- Being a trivial person
- People who don't pay attention to him
- People who oppose and slow things down
- Losing people's attention
- Cannot control his own life
- Pessimists
- Teams not allowing others to join them

Karolina Różowa

- Argumentative solutions and situations
- Losing openness
- Boredom
- Too tough people
- Routines
- Complete unawareness of the situation
- People depressing others by pessimism
- Bureaucrats slowing things down
- Having to repeat the same message
- People who don't get excited over her thing
- Unreasonable risk-taking
- Making decisions that complicate things for others

Ada Testowa

- Argumentative people and unpopular solutions
- Losing the freedom to talk
- Boredom
- Overly facts-oriented people
- Routines and repetitive assignments
- One-minded leaders
- People depressing others with pessimism
- Slow bureaucrats
- Repeating the same thing over and over
- People who do not get enthusiastic about her ideas
- Unnecessary toughness
- Decision making that forgets people

Ania Sample

- Showing stupidity
- Being set aside
- That people don't listen
- Failure
- Things getting stuck
- Routines
- Losing power
- Losing popularity
- Slower paced people
- Being on a side-track
- Acting upon other people's wishes
- Being behind

Daniel Testowy

- Quarrelsome solutions
- Losing the right to speak
- Getting bored
- Too factual people
- Routines and repetitive tasks
- Full ignorance of direction
- People who depress with pessimism
- Bureaucrats who slow one down
- Coming back to the same thing again and again
- People not getting excited about his mission
- Unnecessary cruelty
- Decision making that forgets people

Strengths - Reactions to Pressure

Strengths

The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

Ewa Przykładna

- Is seen as pleasant and inspiring
- Has the patience to spend time with people
- Is positive
- Does her own job independently
- Works in a positive manner
- Protects her team's interest
- Gets excited in joint matters
- Gets people to work together
- Encourages by being a friend
- Joins in the planning of new things
- Does not forcefully protect herself
- Gives open image

Marcin Przykładowy

- Works according to agreements
- Knows his position and place
- Is thorough and systematic
- Wants to help everyone
- Is friendly and doesn't quarrel
- Asks for everyone's opinion
- Avoids unnecessary risks
- Makes only the necessary decisions
- Can concentrate on one thing at a time
- Is a patient and peaceful initiator
- Fulfills promises reliably
- Doesn't want to beat others

Karolina Różowa

- Looks for and finds new ideas alone
- Has multi-faceted thoughts
- Can sell her ideas
- Is not the first one to say "No!"
- Doesn't remain in one place
- Gets excited over challenging things
- Can portray her idea in an inspiring way
- Takes care of many things
- Is not afraid of meeting people
- Talks a lot to people
- Knows how to influence people's feelings
- Knows the rules and instructions

Anna Przykładna

- Identifies areas not properly taken care of
- Can generate fact-based ideas
- Wants perfect results
- Emotions don't cause excessive spontaneity
- Differentiates reality from idealism
- Doesn't give up
- Isn't blinded by social "sweet nothings"
- Always knows where one should go
- Wants to know her goals
- Is a demanding modernizer
- Can be thorough and exact
- Doesn't distort the truth to remain popular

Dariusz Przykładowy

- Keeps up a positive spirit
- Encourages, motivates and excites people
- Can continuously be in contact with people
- Gets things started
- Is willing to accept change
- Can always invent something new
- Wants to get people involved without force
- Dares to take positive risks
- Creates new ideas and breaks traditions
- Doesn't give in to pessimists
- Has lots of energy
- Doesn't wait if the road is open

Ania Sample

- Is not afraid of doing new things
- Has the courage to consider taking risks
- Makes even difficult decisions
- Forward-looking analytic thinking
- Looks for change
- Adjusts quickly to surprises
- Concentrates on the matter
- Can analyze from many sides
- Sells her ideas
- May generate surprising thoughts
- Doesn't fall into a routine
- Can go her own way

Ada Testowa

- Eagerly looks for and invents new ideas
- Is versatile in her thought processes
- Can sell her ideas
- Sticks close to people
- Doesn't stay in one place only
- Likes being in the center of attention
- Can express herself in an exciting way
- Doesn't hesitate and go nowhere
- Is not afraid of meeting people
- Talks a lot to all kinds of people
- Successfully influences people's feelings
- Is polite and excited

Daniel Testowy

- Is enthusiastic in finding and creating new
- Versatile in his thinking
- Can sell his ideas
- Doesn't give an immediate "No!" to new ideas
- Doesn't get stuck in one place
- Is inspired by challenge
- Can phrase his words in an inspiring format
- Handles several subjects simultaneously
- Is not afraid of meeting people
- Pays attention when talking to people
- Successfully influences people's emotions
- Is polite and inspiring

Reactions to Pressure Situations

These are not a description of this person's weaknesses or present behavior. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

Ewa Przykładowa

- Is not always aggressive enough
- Does not analyze all the details
- Forgets some of the instructions
- Talks too much
- Wants to be popular too much
- Is here and there but nowhere at the same time
- Is not time-effective
- Is naively positive
- Avoids dull occasions
- Gives superficial image
- Does not concentrate fully on the work
- Requires constant encouragement

Anna Przykładowa

- Concentrates on "hard" values instead of people
- Makes things unnecessarily difficult
- Is not open and excited about things
- Doesn't give others opportunities to rest
- Hides herself; doesn't show feelings
- Is direct and even blunt
- Doesn't inform about new things beforehand
- Values only visible results and facts
- Doesn't accept criticism
- Is always "above" others
- Works alone even when part of a team
- Is unpredictable

Marcin Przykładowy

- Wants things to remain the same
- Is afraid to make decisions
- Has difficulties in giving away anything
- Looks for rules even when there aren't any
- Expresses his opinion only when asked
- Is slow to accept changes
- Is afraid to adjust to a new situation
- Takes the safest path
- Doesn't speak to others, is too quiet
- Remains invisible
- Doesn't believe in himself enough
- Is overly cautious

Dariusz Przykładowy

- Overemphasizes atmosphere and people
- Tries to change too much
- Makes changes without consulting others
- Jumps from one thing to another
- Boring assignments will be delayed
- Acts too quickly and spontaneously
- Manipulates people
- Can't get rid of obsessions
- Does not really have the patience to listen
- Too optimistic and gets excited too easily
- Makes mistakes by not being thorough
- Cannot stay still or be at one place

Karolina Różowa

- Lives in an unreal world
- Operates here and there
- Thinks about change all the time
- Concentrates on herself
- Can be wavering
- Talks too long
- Considers difficult decisions too long
- Cannot concentrate
- Is not strong enough in her opinions
- Does not actually want to listen
- Talks about exactness but forgets it herself
- Concentrates on nice things

Ada Testowa

- Is overly active
- Does a little this and a little that without being effective
- Cannot concentrate
- Seeks attention too much
- Jumps from one thing to another
- Talks too long
- Avoids decisions that could cause arguments
- Is overly optimistic
- Is not direct enough
- Cannot really listen
- Talks but does not act
- Concentrates on pleasant things only

Ania Sample

- Is impatient
- Gets her own will
- Exhausts others by talking so intensively
- Is careless
- Doesn't listen to others
- Demands too much from others
- Takes her own path at own pace
- Wants to control everything
- Complicates things
- Can be "bossy"
- Puts too much pressure on herself
- Wants to be perfect

Daniel Testowy

- Is overly active
- Hassles here and there
- Has no patience to concentrate
- Concentrates on himself
- Jumps from one thing to another
- Talks too long
- Circumvents quarrelsome decisions
- Is overly optimistic
- Need for popularity overrules directness
- Does not really listen
- Talks about accuracy but forgets it himself
- Concentrates on nice things

Team Member Style Competencies

Being a lively team member who involves others

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a participative and talkative doer

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|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a demanding goal-setter

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
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| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Organizing and ensuring team responsibilities

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|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being an independent, logical planner

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a positive guide and advisor

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being the compromiser and a supporter of others

| | | | | | | | | | | | |
|---------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Determined speeding up of others

| | | | | | | | | | | | |
|---------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being an introducer of a new perspectives

| | | | | | | | | | | | |
|---------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being an accurate and demanding emphasize of quality

| | | | | | | | | | | | |
|---------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a steady doer and care-taker

| | | | | | | | | | | | |
|---------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Reducing conflicts and guiding others

| | | | | | | | | | | | |
|---------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładna: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładny: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Moving teammates toward the goal

| | | | | | | | | | | | |
|----------------------|----|----|----|-----------|----|---|----------|----------|---|---|----------|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a reliable and participating care-taker

| | | | | | | | | | | | |
|----------------------|----|----|-----------|-----------|-----------|---|---|---|---|---|----------|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a positive change agent, able to eliminate boredom

| | | | | | | | | | | | |
|----------------------|----|----|-----------|-----------|----|---|---|---|---|----------|----------|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a people-focused and conscientious doer

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being an independent developer of one's area of responsibility

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a specialist concentrating on work alone

| | | | | | | | | | | | |
|----------------------|----|----|----|----|----|---|---|---|---|---|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Being a specialist who can show the bright side of things

| | | | | | | | | | | | |
|----------------------|----|----|----|-----------|-----------|---|----------|---|---|----------|---|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Pleasant in doing routine work and helping others

| | | | | | | | | | | | |
|----------------------|----|----|-----------|-----------|-----------|---|---|---|---|---|----------|
| Ewa Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Anna Przykładowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Marcin Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Dariusz Przykładowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Karolina Różowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ania Sample: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Ada Testowa: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |
| Daniel Testowy: | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Relationship Roles

Your primary relationship role is:

Ewa Przykładna

Participator

Anna Przykładna

Changer

Marcin Przykładny

Assurer

Dariusz Przykładny

Influencer

Karolina Różowa

Influencer

Ania Sample

Developer

Ada Testowa

Influencer

Daniel Testowy

Influencer

Ewa Przykładna

A Participator is a pleasant and friendly conversationalist who likes to be with familiar people. He/she likes exchanging thoughts and feelings before moving into action. The Participator finds it important that everyone in the group gets to perform and express their feelings. Others find the Participator as a person who is easy to be with and who is honest toward everyone but also as a person who does not really express his/her honest opinion. In reality the Participator just finds it extremely unpleasant to bring up negative issues which would offend others, especially if they had to be justified. He/she likes working and being with others. He/she does not mind it if he/she has to guide, help or listen to others. His/her own priorities are not as important to him/her as the fact that others work well together. He/she does not want to decide for others.

Anna Przykładna

The Changer is the group's lone wolf who wants to control him/herself and his/her actions. The Changer does not care about titles or status, but believes that he/she is above them. The Changer has an answer ready for most questions and he/she is not afraid to give his/her opinions. Some see the Changer as frightening and believe he/she at times underestimates others. In reality he/she wants others to first show what they can achieve. Only then he/she gives his/her attention and acceptance into his/her group. The Changer is constantly looking for challenges and he/she is not afraid of the unknown. Routines bore him/her quickly. The Changer wants to be in the front line developing new things and creating something unique. He/she finds it very unpleasant to admit defeat and to go back. As a goal oriented person he/she is ready to adapt him/herself into new groups and situations quickly. The Changer does not live in the past.

Marcin Przykładowy

An Assurer is thorough and calm and concentrates on his/her work. He/she does not like when people disturb him/her, and he/she does not disturb others. The Assurer dreads mistakes and wants to work at his/her pace. Others find him/her accurate and someone who observes everything. The Assurer is also seen as quiet and private. In reality he/she is a considerate person and often does not speak out until the conversation has already taken place. The Assurer finds it extremely important to know what others expect from him/her and how they want him/her to proceed. He/she finds it uncomfortable to jump into the unknown without the support of others. He/she wants matters to proceed systematically and does not tolerate surprises unless their effects to the overall context are deliberated upon carefully. He/she does not find it important to be actively involved with others. However, the Assurer finds it important he/she can rely on others if help is needed.

Dariusz Przykładowy

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

Karolina Różowa

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

Ania Sample

A Developer is a very issue-centered and rational person. Even in a group the Developer emphasizes his/her own individuality, sees things his/her way and does not typically let other people get close to him/her. The Developer likes an opportunity to develop, plan and create something new. The Developer responds according to facts - not feelings. Others see the Developer as someone who knows his/her business and requires a lot from himself/herself, but someone who is also critical and peculiar. In reality he/she just does not believe in one truth. The Developer fears that when others get excited they lose the ability to think rationally. That is why he/she usually wants to discover something that others have not. The Developer does not want to share tasks with others because he/she does not believe that the others can do them the way he/she wants them done. The Developer finds it important not to identify with 'the masses' because he/she believes in his/her own uniqueness.

Ada Testowa

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

Daniel Testowy

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

An attitude toward teamwork**Ewa Przykładna**

- An extremely important and efficient way to work
- A way to ensure everybody does what they should do
- Making sure that the group stays together

Anna Przykładna

- Real waste of time
- A lot of idle talk
- A means to get information from others

Marcin Przykładny

- An important means to delegate tasks correctly
- Getting everybody to take responsibility
- A way to make the right decisions

Dariusz Przykładny

- A means to get people's attention
- A way to get the group motivated
- A possibility to delegate boring routines away

Karolina Różowa

- A means to get people's attention
- A way to get the group motivated
- A possibility to delegate boring routines away

Ania Sample

- Inefficient way to do things
- A means to get more information for oneself
- Sociable people's way of avoiding work

Ada Testowa

- A means to get people's attention
- A way to get the group motivated
- A possibility to delegate boring routines away

Daniel Testowy

- A means to get people's attention
- A way to get the group motivated
- A possibility to delegate boring routines away

A role in a team

Ewa Przykładna

- The one who finds compromises
- A listener and a helper
- The one who participates and is present

Anna Przykładna

- Carries through one's own message
- Decides what they talk about
- Challenges to a debate

Marcin Przykładny

- Often adapts to the role of a performer
- To make sure that you proceed according to the plan
- Keeps to the back

Dariusz Przykładny

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

Karolina Różowa

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

Ania Sample

- The one who makes analytical summaries
- Maker of new interpretations
- Manager of one's own special field

Ada Testowa

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

Daniel Testowy

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

A role as a decision maker

Ewa Przykładna

- Makes decisions, at most, after having heard others
- Wants to make decisions together with others
- Makes cautious decisions

Anna Przykładna

- Wants to participate in decision making
- Makes courageous decisions
- Does not always listen to others

Marcin Przykładny

- Helps rather than makes decisions
- Makes sure of all possible outcomes first
- Delays as long as possible

Dariusz Przykładny

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

Karolina Różowa

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

Ania Sample

- Wants to have the last word
- Takes notice of facts - not wishes
- Does not take part in joint discussion

Ada Testowa

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

Daniel Testowy

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

A role as a motivator

Ewa Przykładna

- Understands people extremely well
- Manages to discuss and listen
- Brings up positive thoughts

Anna Przykładna

- Motivates with toughness
- Stirs up to action
- Does not let you become exhausted

Marcin Przykładny

- Motivates by giving information
- Holds on to one's own responsibility
- Often forgets motivation

Dariusz Przykładny

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

Karolina Różowa

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

Ania Sample

- Believes people should be self-motivated
- Gives oneself possibility to develop
- Motivates by leaving in peace

Ada Testowa

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

Daniel Testowy

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

A role as a performer

Ewa Przykładna

- Does what has promised to do
- Does not always manage to stay away from the other team members
- Is able to act according to other people's instructions

Anna Przykładna

- Does it quickly and suddenly
- Gets bored quickly
- Does things their own way

Marcin Przykładny

- An extremely trustworthy doer
- Enters into one's matter carefully
- Stays on the same thing a bit too much

Dariusz Przykładny

- Aims at simplicity
- Does not deliberate for long
- Applies own rules

Karolina Różowa

- Aims at simplicity
- Does not deliberate for long
- Applies own rules

Ania Sample

- Does everything in one's own area
- In one's own estimation does not do overly easy work
- Does not settle for staying put

Ada Testowa

- Aims at simplicity
- Does not deliberate for long
- Applies own rules

Daniel Testowy

- Aims at simplicity
- Does not deliberate for long
- Applies own rules

The benefit the group receives

Ewa Przykładna

- Taking notice of everybody's opinions
- Treating people equally
- Enough discussion and exchanging thoughts

Anna Przykładna

- A group does not get stuck
- Brings something new to the group continuously
- Puts an idea on the table and figures where the problems lie

Marcin Przykładny

- Things get done
- Recognizing possible errors
- Staying on schedule

Dariusz Przykładny

- The group is able to be renewed - does not get stuck
- Group's atmosphere stays open
- Includes people

Karolina Różowa

- The group is able to be renewed - does not get stuck
- Group's atmosphere stays open
- Includes people

Ania Sample

- Continuous evaluation of one's own work result
- Clear opinions and reasons
- A lot of new thoughts

Ada Testowa

- The group is able to be renewed - does not get stuck
- Group's atmosphere stays open
- Includes people

Daniel Testowy

- The group is able to be renewed - does not get stuck
- Group's atmosphere stays open
- Includes people

The easiest way of finding the joint rhythm - convergent roles

Ewa Przykładna

Stimulator, Doer

Anna Przykładna

Influencer, Planner, Developer

Marcin Przykładny

Specialist, Doer

Dariusz Przykładny

Changer, Stimulator

Karolina Różowa

Changer, Stimulator

Ania Sample

Changer, Specialist

Ada Testowa

Changer, Stimulator

Daniel Testowy

Changer, Stimulator

The most difficult way of finding the joint rhythm - complementary roles

Ewa Przykładna

Developer, Changer, Specialist

Anna Przykładna

Doer, Participator, Assurer

Marcin Przykładny

Influencer, Changer, Stimulator

Dariusz Przykładny

Doer, Assurer, Specialist

Karolina Różowa

Doer, Assurer, Specialist

Ania Sample

Participator, Stimulator, Doer

Ada Testowa

Doer, Assurer, Specialist

Daniel Testowy

Doer, Assurer, Specialist

Zespół X

Organization:

XYZ sp. z o.o.

Date:

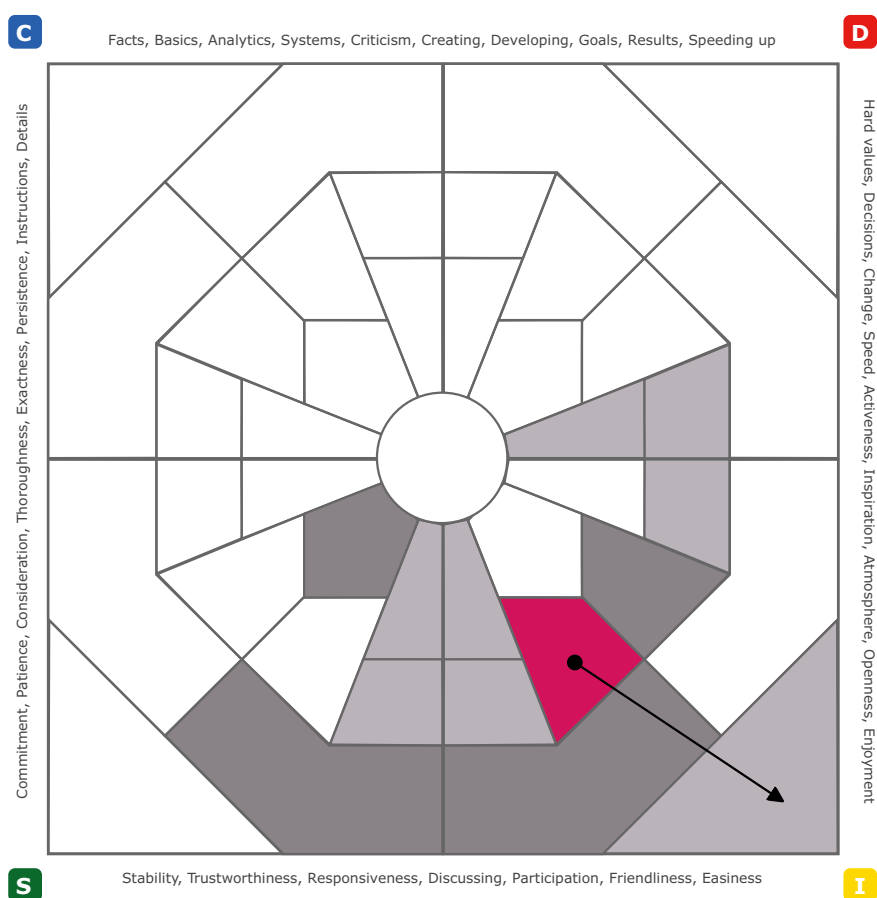
15.11.2022



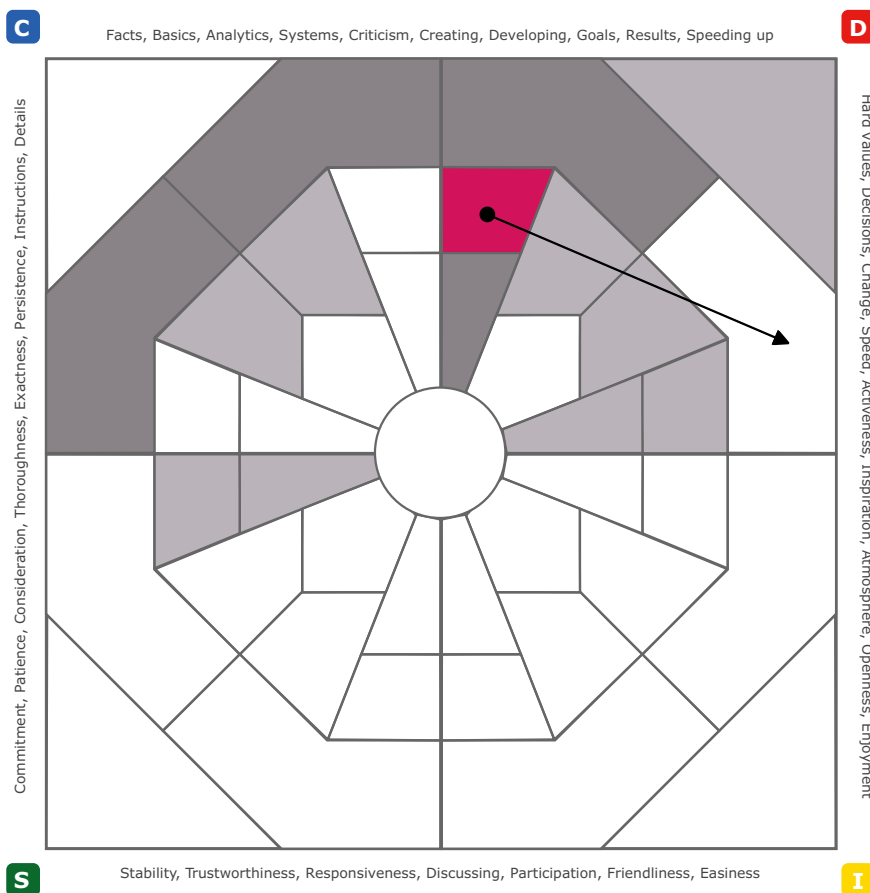
Flexibility Zones

Natural Flexibility Zone = The area where the profile will most probably shift

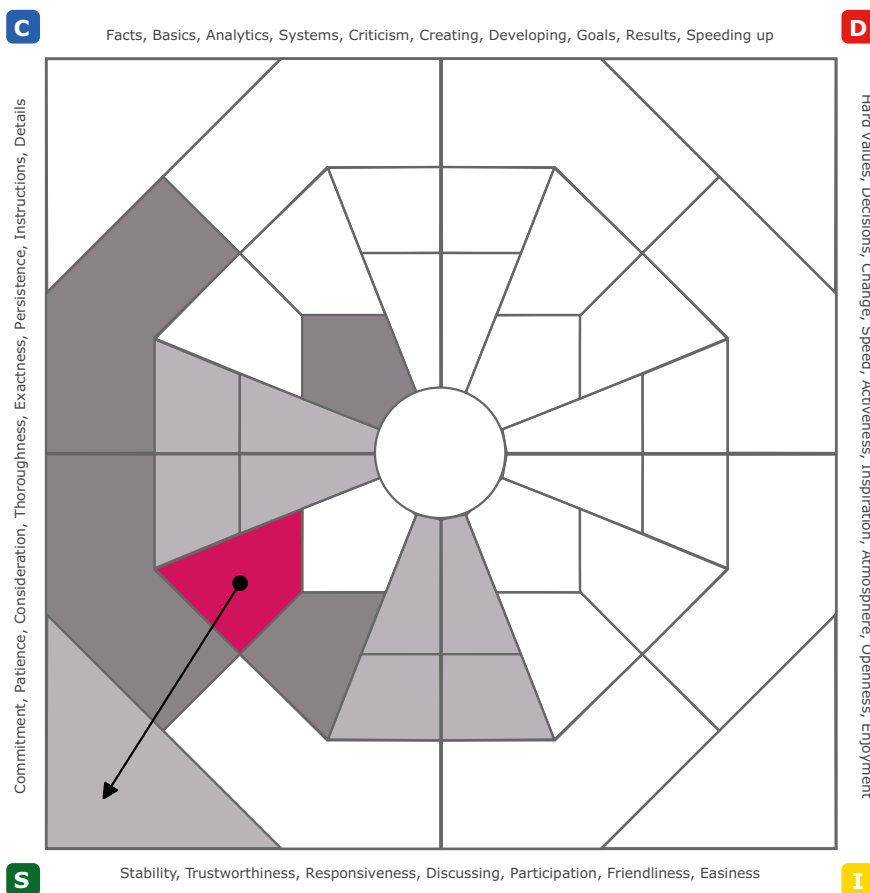
Ewa Przykładowa



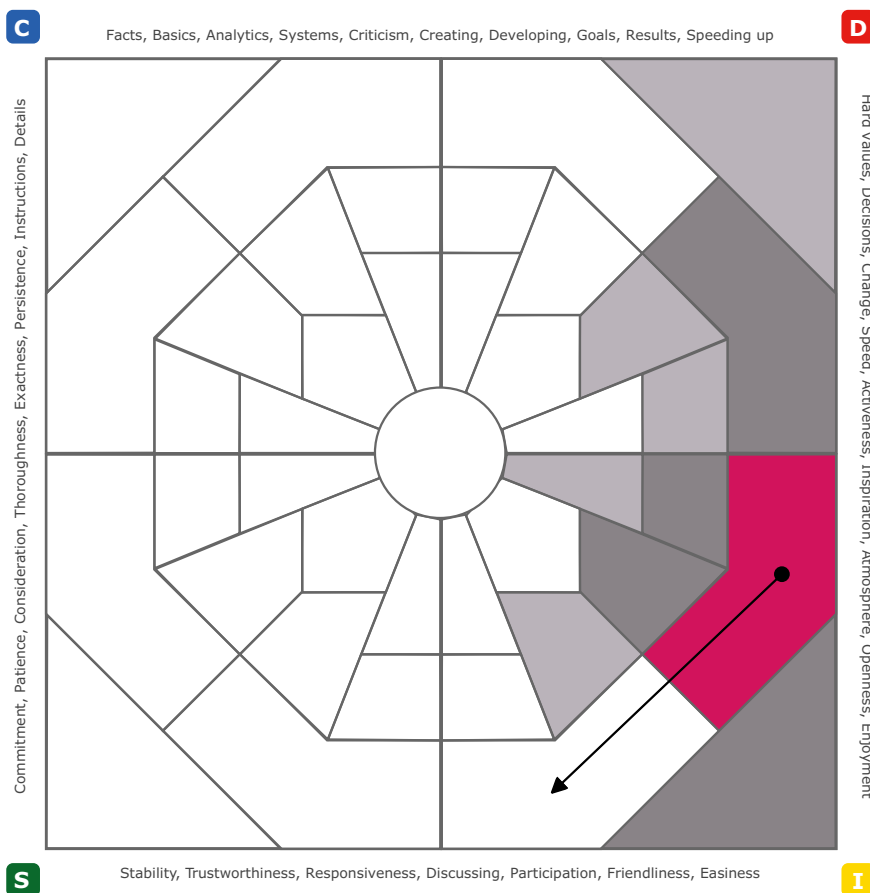
Anna Przykładowa



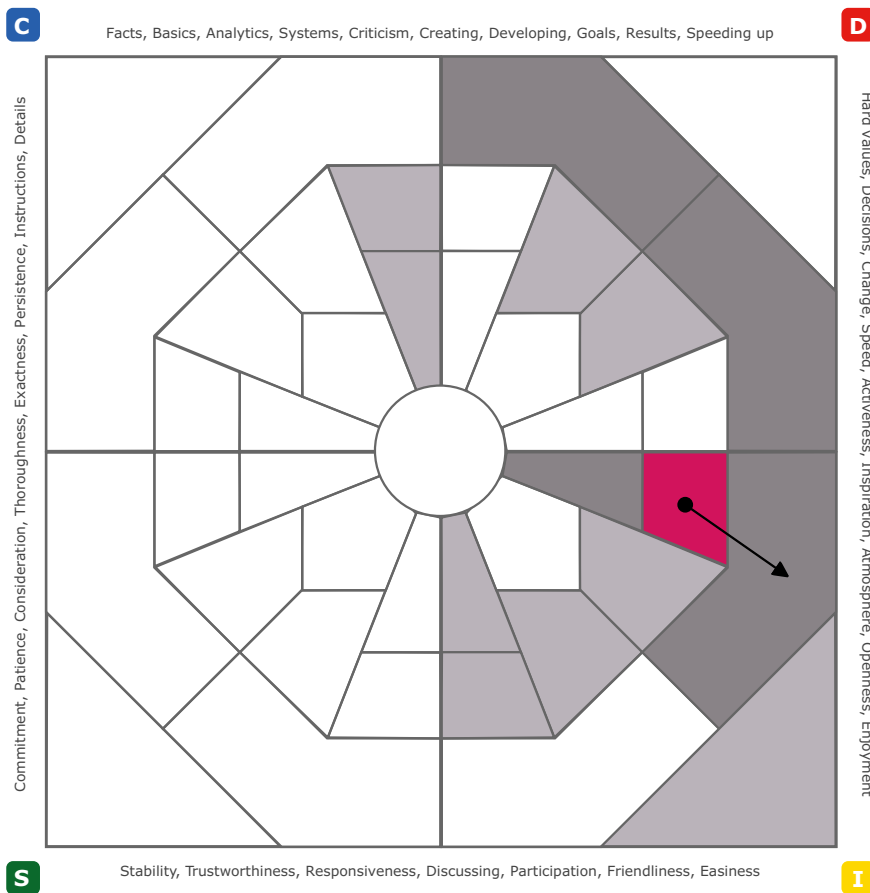
Marcin Przykładowy



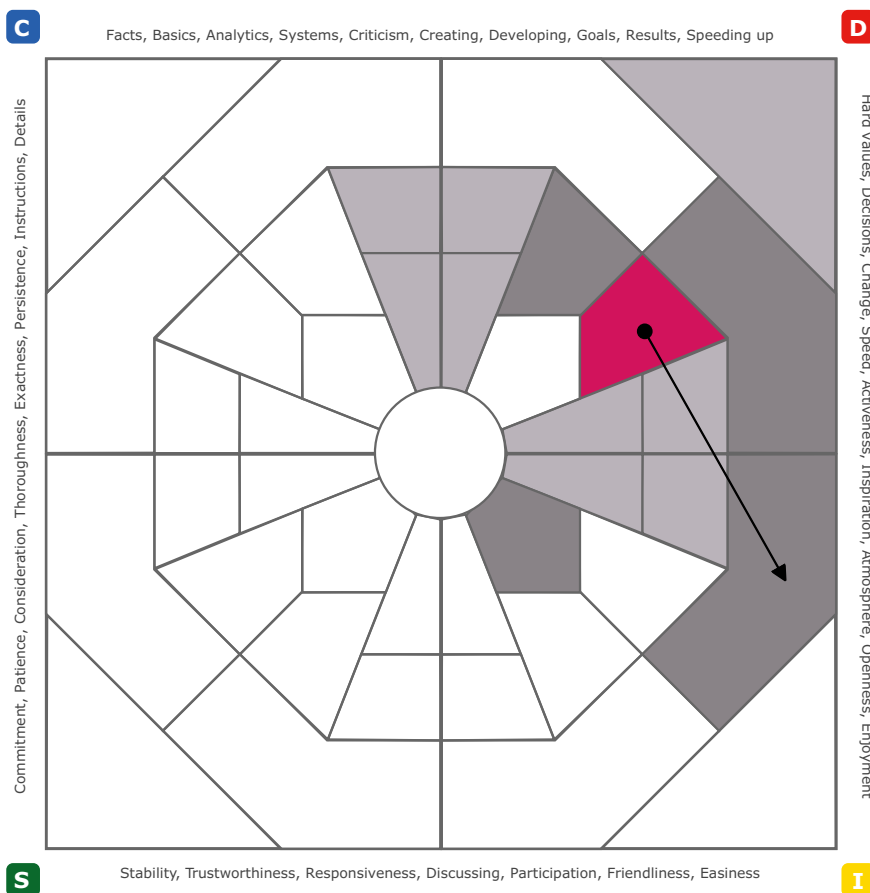
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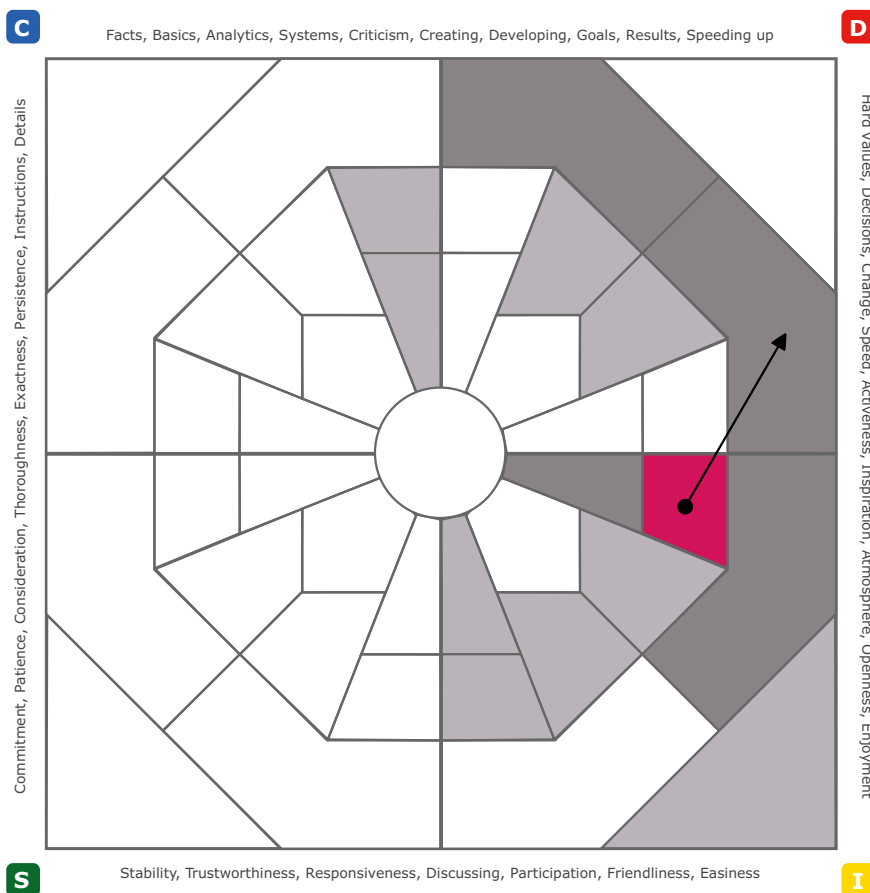
Karolina Różowa



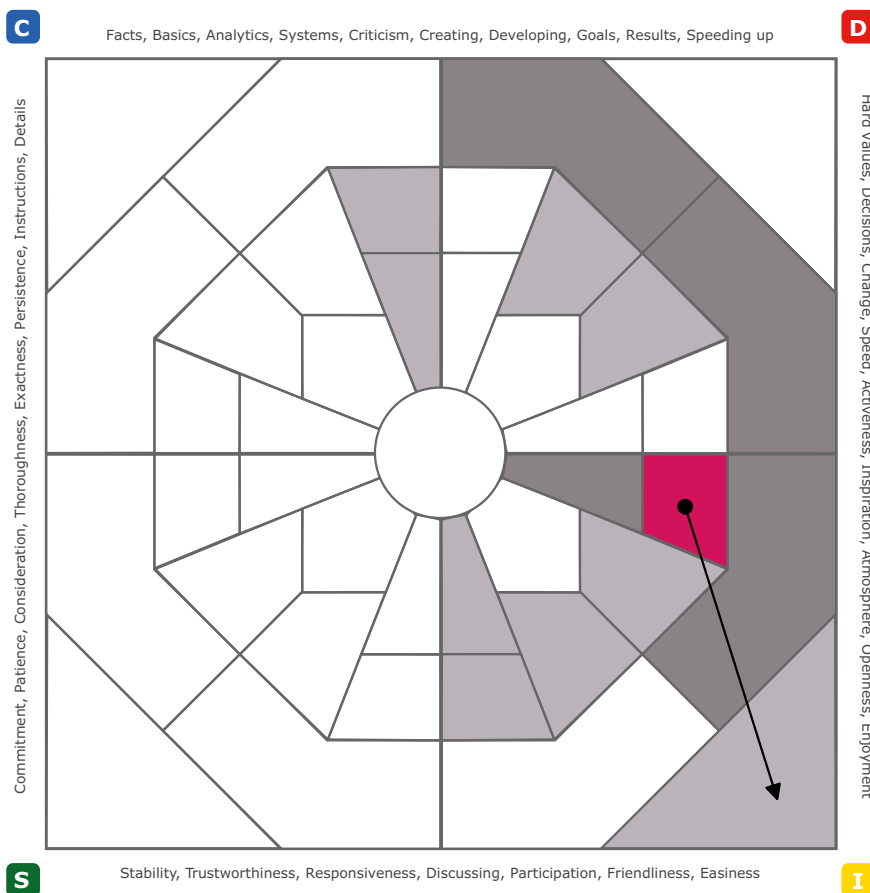
Ania Sample



Ada Testowa



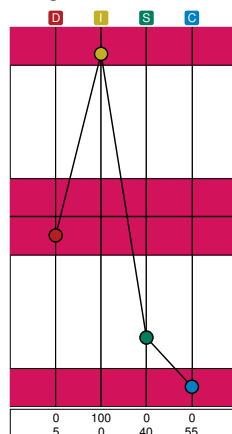
Daniel Testowy



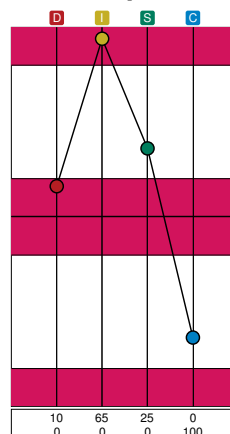
Extended DISC® Profiles

Ewa Przykładowa

Profile I - Perceived Need to Adjust

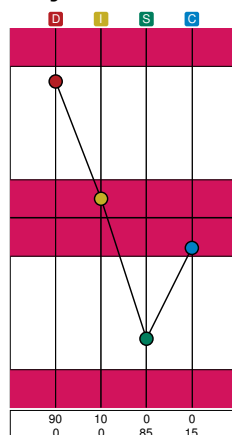


Profile II - Natural Style

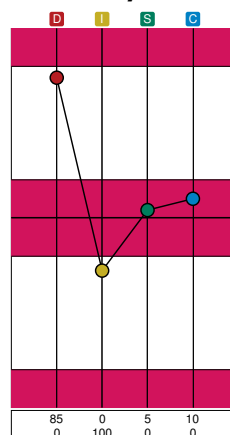


Anna Przykładowa

Profile I - Perceived Need to Adjust

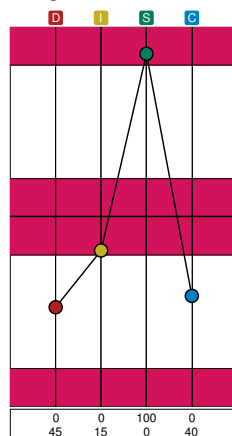


Profile II - Natural Style

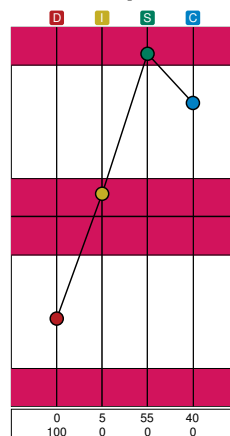


Marcin Przykładowy

Profile I - Perceived Need to Adjust

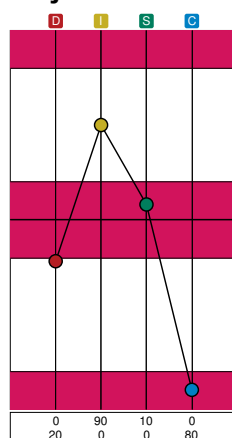


Profile II - Natural Style

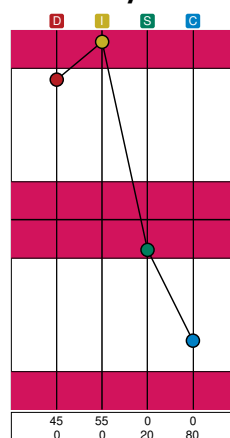


Dariusz Przykładowy

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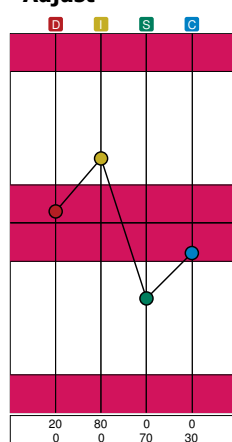


Profile II - Natural Style

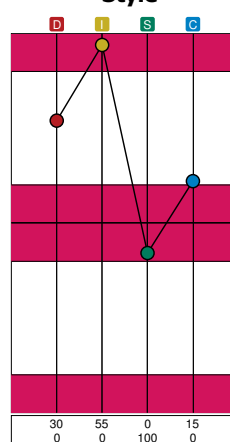


Karolina Różowa

Profile I - Perceived Need to Adjust

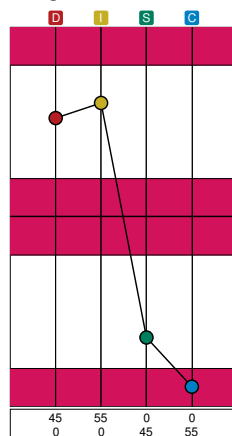


Profile II - Natural Style

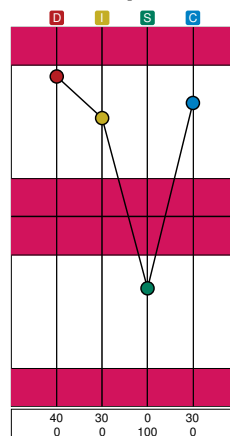


Ania Sample

Profile I - Perceived Need to Adjust

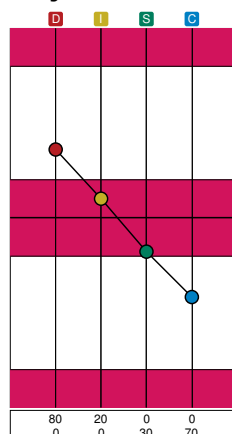


Profile II - Natural Style

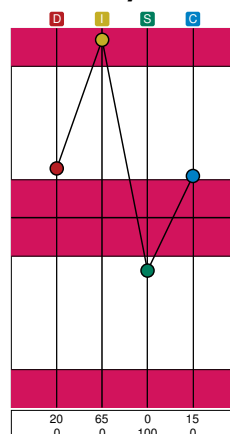


Ada Testowa

Profile I - Perceived Need to Adjust

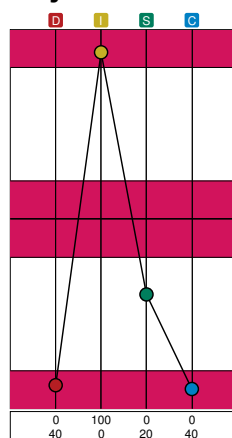


Profile II - Natural Style

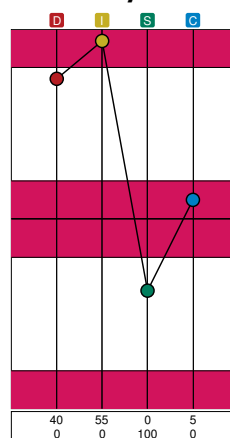


Daniel Testowy

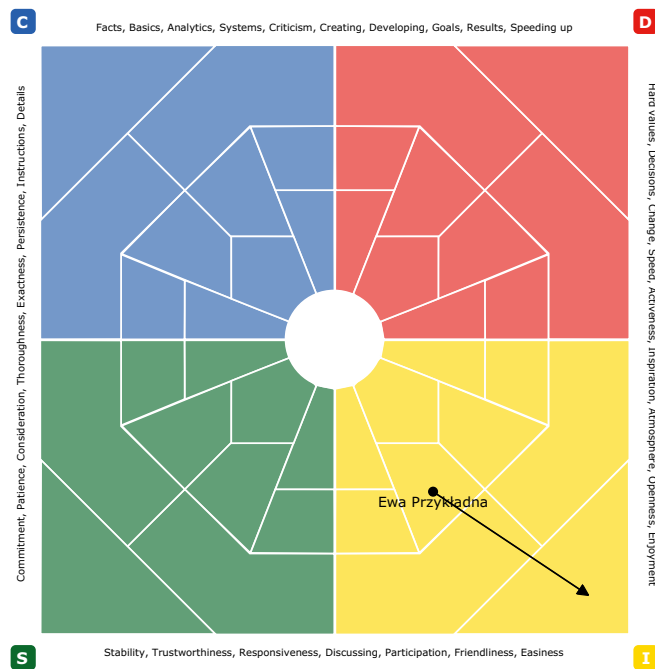
Profile I - Perceived Need to Adjust



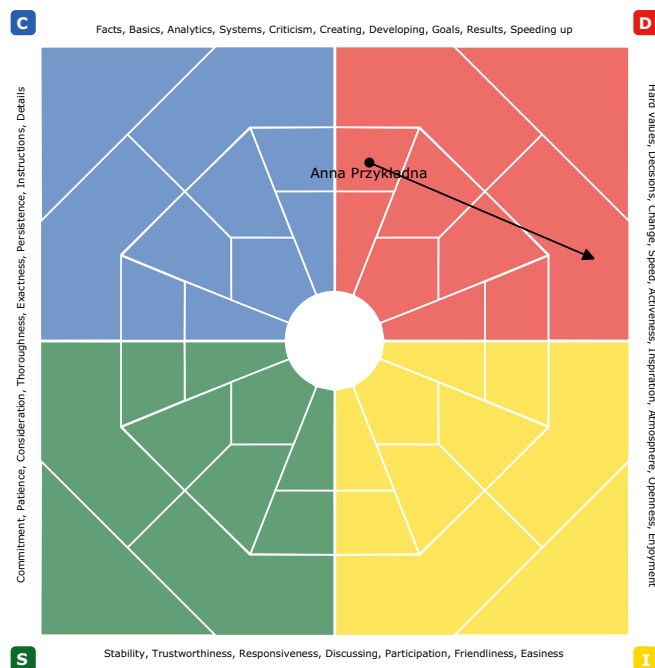
Profile II - Natural Style



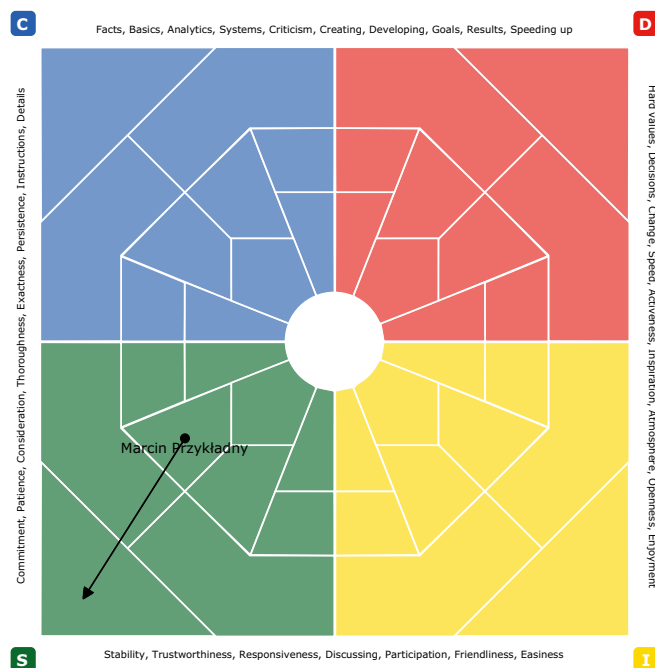
Ewa Przykładowa



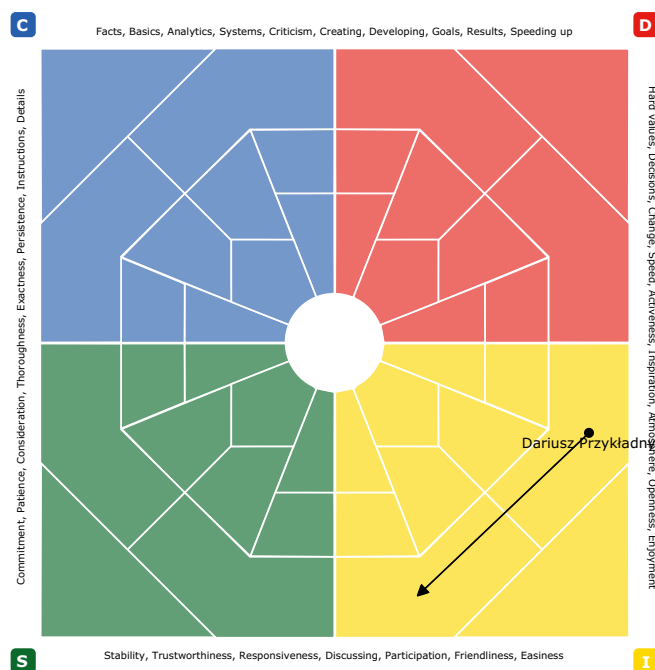
Anna Przykładowa



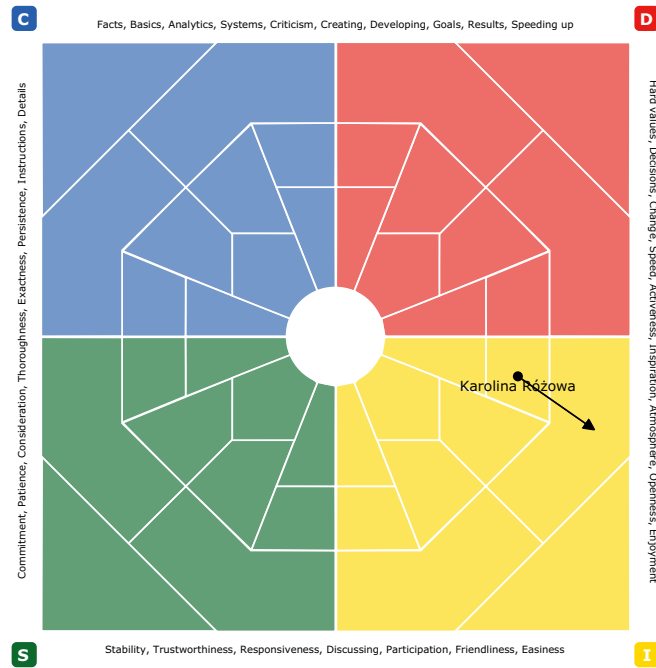
Marcin Przykładowy



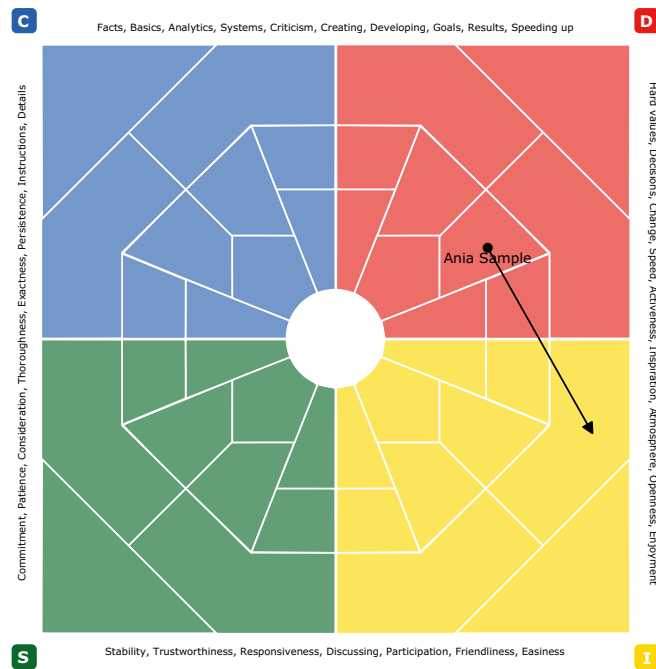
Dariusz Przykładowy



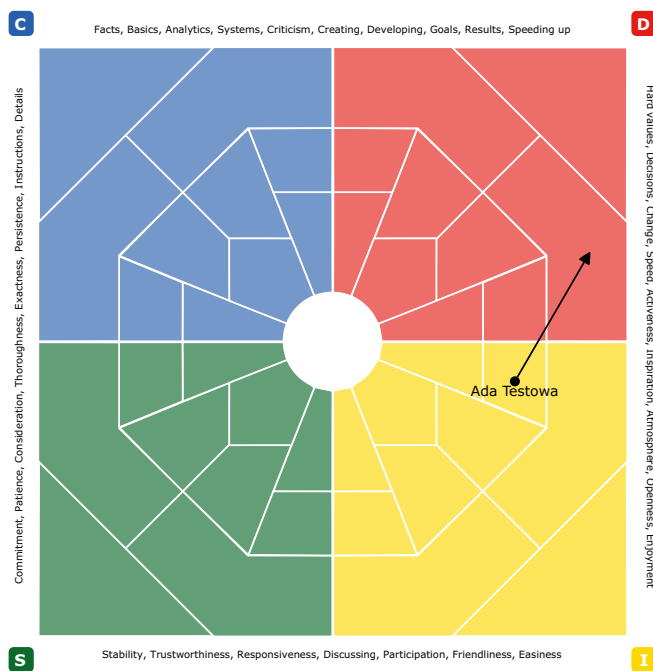
Karolina Różowa



Ania Sample



Ada Testowa



Daniel Testowy

