

My management style

The report is prepared based on the answers to the Extended DISC Individual Analysis questionnaire. This report should not be the only criterion for making decisions concerning the respondent. Its purpose is to provide information that facilitates a person's development.

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Organization:

XYZ Sp. z o.o.

Date:

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#SiłaBiznesuToLudzie

Siła nowoczesnego przywództwa

INTRODUCTION

This report has been designed to help you get to know your natural management style and understand it better.

The report contains a description of your natural predispositions and talents on which you can base when developing your management potential and gaining new skills. We hope that the information contained in this report will help you create an optimum plan to develop your skills.

The report describes the natural style of behaviour of the given person, i.e. the behaviour which costs the least energy and effort, require the least concentration and usually is the most pleasant for that person. This is the way we usually respond when there is no time to conduct a rational in-depth analysis of the situation. Our natural style of behaviour is particularly apparent in situations of great pressure when our ability to adapt our behaviour has been limited.

Structure of the Report

Your report consists of several parts:

1. Content-based introduction – information about the Extended DISC Model.
2. Presentation of the individual result.
3. Discussion of the individual result – description of natural behaviour and needs specific for persons with the given behaviour style.
4. Review of typical professional tasks and behaviours connected with management and communication.
5. Individual development indications concerning management tasks.
6. Information facilitating the use of the Extended DISC analysis on a daily basis.

The contents presented constitute the product of answers to questions contained in the Extended DISC behavioural analysis questionnaire. Results of the Extended DISC analysis should not be the only criterion when making personal decisions. They should be treated as a supplementary source of information useful to improve your personal and professional efficiency.

The Extended DISC Analysis does not describe full personality of a person and should not be used for this purpose. The report does not describe the intelligence, professional skills, knowledge or experience gained.

We recommend that the information contained in the report should be supported by the participation in a workshop or an individual interview with a Certified Extended DISC Consultant.

We wish you pleasant reading!

1. Extended DISC Model

In this part of the report you will find information which will help you understand the Extended DISC Model and characteristics of the behaviour styles. Study the model and style descriptions.

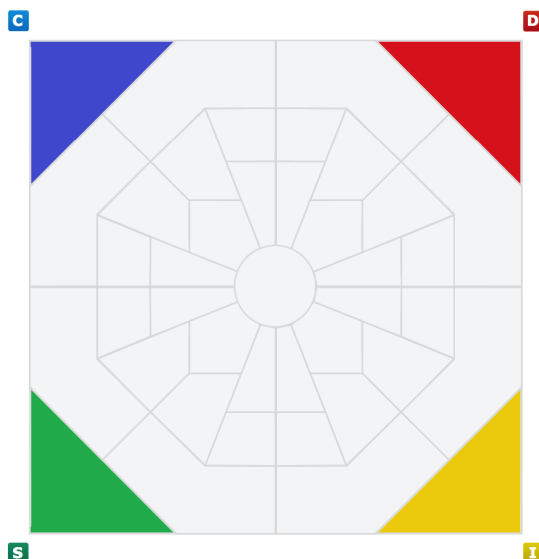
The Extended DISC behavioural analysis questionnaire has been used successfully for 20 years in over 40 countries worldwide. In every country it is used in detailed statistical research is conducted in order to make sure that we receive reliable and credible results. This tool has been used in Poland since 2001 and over 1,200 organisations used it.

The Extended DISC model is based on the work by Carl Gustav Jung and William Moulton Marston. The basis for this theories is the breakdown of human behaviour into four main styles determined as: D I S C. The essence of the Extended DISC model is the precise measurement of intensity of individual styles of behaviour in the respondent's potential.

Get to know the behaviours presented below, characteristic for individual styles of behaviour.

Precise, follows rules
Logical, careful
Formal, disciplined
Withdrawn, shy
Does not express opinions
Gets stuck in details
Does not take risks

Decisive, tough
Strong-willed
Competitive, demanding
Independent, self-confident
Aggressive, blunt
Self-centered, overbearing
Exceeds authority



Calm, steady
Careful, patient
Good listener, modest
Trustworthy, stubborn
Resists new ideas
Does not express, does not seek change

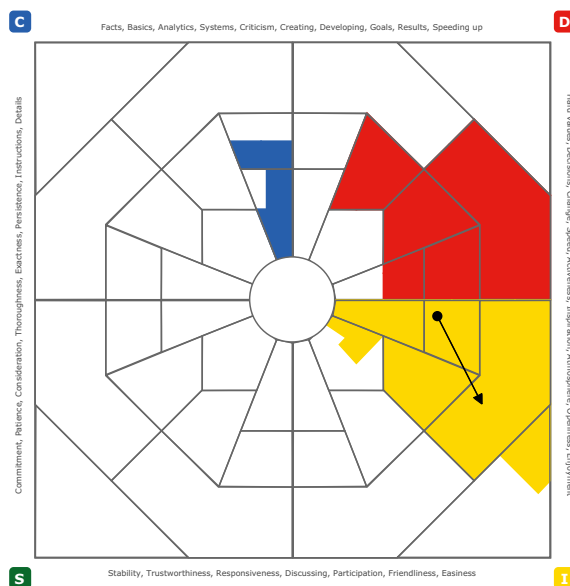
Sociable, persuasive, flamboyant
Talkative, open, energetic
Enthusiastic, frantic
Careless, indiscreet
Excitable, hasty
Loses sense of time

2. Extended DISC Analysis - Your Result

The second part of the report presents your individual result, shows which styles are closer to you and which behaviours require more effort and energy. You will also find an answer to the question what your need for adaptation is today, i.e. which behaviours have been indicated as the most useful in the current situation. Analyse your result and think in what professional situations your natural behaviours occur, what current tasks or challenges cause this particular need for adaptation? Are your needs with regard to behaviours requiring reinforcement consistent with your natural potential? How much effort does the adaptation to requirements of the surroundings require? What can be done to meet these requirements effectively? Who to ask for help in this scope?

Extended DISC Diamond - Yours Flexibility Zones

The following model shows which behaviours are the most comfortable ones for you and which require more energy and additional concentration. Shaded areas mean behaviours which are the most natural and comfortable ones for you. Compare your result with the model on the previous page. White fields show in which areas of activity more effort, increased concentration and energy are required. Behaviours characteristic for fields which are not shaded will require most energy from you.



Your DISC style is: IDC (I - 55%, D - 30%, C - 15%)

The arrow on the diamond shows the difference between your most comfortable behaviour (beginning of the arrow), and your need for adaptation (tip of the arrow). How much energy it will take to adapt to the needs of the environment depends on the direction and length of the arrow. Behaviours characteristic for shaded areas require less effort. If the arrow points to the style which the diamond is composed of just white fields, adapting may require more effort.

No arrow on your diamond may mean that expectations you feel in your current professional situation are not vastly different from your natural potential.

Comprehensive interpretation of these results requires the assistance of a Certified Extended DISC Consultant.

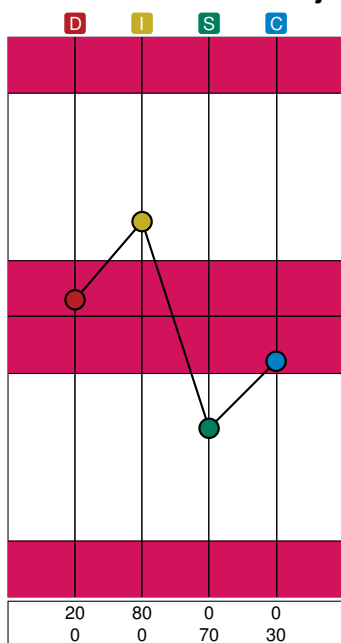
Your DISC Styles

The following diagrams contain information about the intensity of DISC styles and their mutual dependencies in your potential.

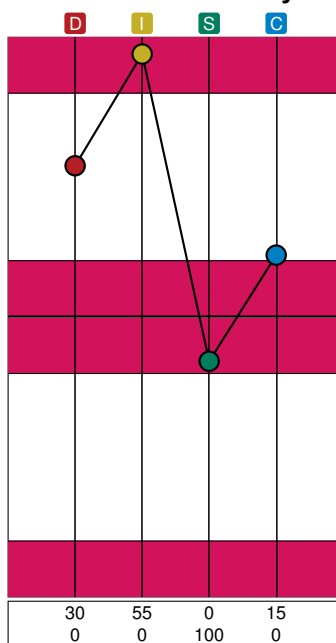
Profile II – Natural Style – shows behaviours which are the most comfortable for you.

Profile I – Perceived Need to Adjust – shows your feeling on how on the daily basis you want or have to adapt your behaviour to the surroundings in which you function.

Profile I - Perceived Need to Adjust



Profile II - Natural Style



Profile II

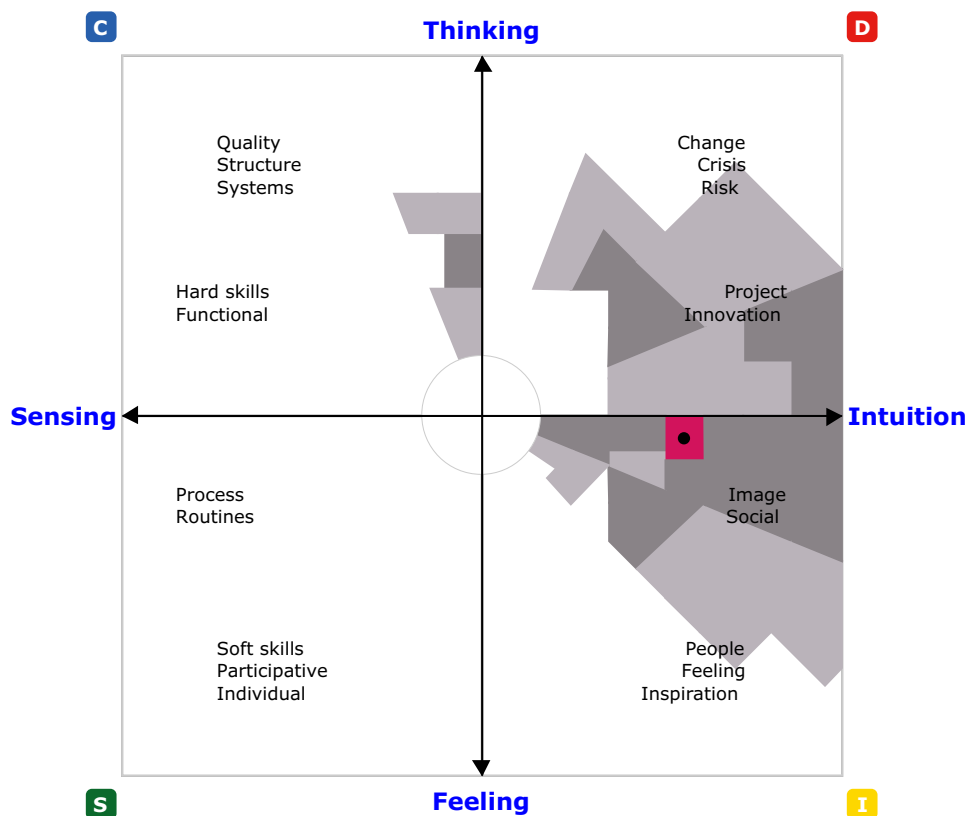
Table under diagrams – top line – shows the intensity and mutual relationships in % of behaviours comfortable for you, bottom line – shows the intensity and mutual relationships in % of behaviours uncomfortable for you.

Profile I

Table under diagrams – top line – shows the intensity and mutual relationships in % of behaviour which in your opinion correspond to current requirements of the surroundings, bottom line – shows the intensity and mutual relationships in % of behaviours which in your opinion are not of crucial in the current situation.

Extended DISC Diamond – Characteristics

On the diamond below you can see how your flexibility zones are connected to the needs and behaviours characteristic for individual styles in professional situations connected with management.



Behaviours characteristic for styles in which your flexibility zones are (shaded fields in the diamond) will not be too difficult for you. However, the ones connected with styles outside the flexibility zones (white fragments of the diamond) may require more attention and energy.

3. Description of the Natural Behaviour Style

The following part of the Report contains an extensive description of natural behaviour and needs specific for persons with the behaviour style similar to yours. Read this description carefully and think which information is particularly important for you. You can mark those elements and information which are worth sharing with co-workers in order to help them understand you better and improve cooperation. Based on phrasing contained in the report, you may also prepare for a conversation with your superior, aimed at planning development and activities which will help most fully develop and utilise your potential.

Attributes

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

Motivators

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.

Tries to Avoid

This person tries to avoid too small units when Karolina cannot motivate herself enough with the help of a strong atmosphere or good client relationships. In a bigger unit, she has more chances to communicate with different people. Karolina tries to avoid tasks which are repetitive or demand accuracy because in the long term she becomes careless and makes small mistakes.

Communication Style

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.

Motivators

This part describes elements which may motivate you. The more such elements in your surroundings, the higher will be the level of your motivation.

- 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

Select 2-3 motivators which are particularly important for you in the work environment.

Situations that Reduce Motivation

These are elements which you usually don't like and may have a negative response to.

- 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

Select 2-3 demotivators which are the most demotivating for you in the work environment

Strengths

Behaviour listed below constitutes your natural strengths.

- 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

What are your most important advantages?

How do you use them in your job?

Reactions to Pressure Situations

The following description is NOT a description of your behaviour. This is a certain "warning checklist" – this way persons with a behaviour style similar to yours often respond to stress.

- 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

4. Scale of Preferred Behaviour

In the following fragment of the report, you can find a review of typical behaviour and behaviour connected with management, communication, decision-making, change and stress. Here you can find an answer to the question: which of them can you manager without any effort and which require more effort. Analyse this information and think which situations it is worth preparing for particularly well, which elements of work that you carry out will enable you to fully use your natural potential and which involve increased attention and energy?

The following results are shown on the scale from - 5 to 5, from the least to the most comfortable behaviour. Uncomfortable behaviour – requires more energy – more on the left hand side of the diagram. Comfortable behaviour – requires less energy – more on the right of the diagram.

This is not a “you may – you may not” type of a scale. In other words, where one of the dimensions is on one side of the scale, it does not mean that you cannot cope well with this area. You can develop this skill very well, however this will require a conscious effort from you, concentration and energy.

Management

Most Comfortable Behaviour Connected with Management

Creating and promoting ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating and explaining new approaches:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive encouragement of specialists:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Motivating people to do quality work:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bringing up new ideas to inspire people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building openness and excitement:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Emphasizing people as goal-achievers:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Management

Patently developing others' professional skills: -5 -4 -3 -2 -1 0 1 2 3 4 5

Motivating by being knowledgeable and systematic: -5 -4 -3 -2 -1 0 1 2 3 4 5

Testing new operational procedures: -5 -4 -3 -2 -1 0 1 2 3 4 5

Reaching perfection by renewing things, systems and methods: -5 -4 -3 -2 -1 0 1 2 3 4 5

Providing guidance and support to experts: -5 -4 -3 -2 -1 0 1 2 3 4 5

Long-term planning of details: -5 -4 -3 -2 -1 0 1 2 3 4 5

Organizing and guiding of the daily activities: -5 -4 -3 -2 -1 0 1 2 3 4 5

Reflections and Conclusions

Which of the above behaviours are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

Communication

Most Comfortable Behaviour Connected with Communication

Inspiring and motivating influencing of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Positive, lively and inspiring communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Active sharing of factual information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal oriented motivation and influencing:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Direct, goal focused communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Active sharing of positive information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging, participating, involving communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Communication

Considerate and careful communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Repetitive talking about the same topic:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Empathic, positive, understanding:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Detailed and logical communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very systematic and focused on the exact topic in hand:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Active listening, paying attention to understanding everything:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thoughtful, fact-based communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Reflections and Conclusions

Which of the above behaviours with communication are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

Decision-Making

Most Comfortable Behaviour Connected with Decision-Making

Making spontaneous decisions based on intuition:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making sudden and emotional decisions when under pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Finding a decision that best meets the goals and can be promoted to people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Explaining the emotions and facts behind the decision:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thinking "outside the box":	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating a variety of approaches to problem solving:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing novel ideas to solve problems:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Decision-Making

Following policies and respecting agreements when making decisions:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Breaking complex problems into sequential parts:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Defending a decision against opposition:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Collecting all the facts to reach the only possible solution instead of a decision:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Making well thought out decisions based on security:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Driving decision making processes:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Defending a fact-based decision against any opposition:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Reflections and Conclusions

Which of the above behaviours are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

Change management

In this part of the report you can find a review of various situations connected with behaviour towards change.

Most Comfortable Behaviour Connected with Change Management

Being future-focused, wanting to shape the future:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Encouraging others to focus on details when brainstorming:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Creating and explaining new approaches:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being open to new experiences, ideas, and cultures:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being able to visualize long-term consequences:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating and motivating the need for change to the organization:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being willing to try new approaches:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Least Comfortable Behaviour Connected with Change Management

Thoroughly preparing for change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being prepared to listen to new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring the change is without unnecessary risks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ensuring all details are in place before taking action:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking into account everyone's needs before deciding on how to change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Asking for the input and ideas of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Accepting and implementing new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Which of the above behaviours are the most comfortable for you? How do you use them in everyday work? How do you cope with tasks that require less comfortable behaviour? What can you do in this scope?

5. Leadership and Management - General Tips

We usually recommend that you focus on developing your strengths, see how easy (sometimes less comfortable) you can improve your effectiveness. Below, you can find some tips which are worth using to improve your effectiveness in carrying out daily managerial tasks. They are adapted to your individual result of the analysis.

Entrepreneurship

- Make sure you keep your promises
- Do not promise anything before you have made sure you can do it
- Persistently stick to one task until it is completed
- Remember that people who appreciate security do not always get excited about changes
- Draw a flow chart as to how the logistics work
- Write down the concrete changes you want to achieve before moving into action
- Make sure the administrative issues of your organization are taken care of well and on time

Management - What to Do's?

- Remember to make sure that you assign everyone work that they are best suited for
- Collect feedback in various ways
- Be consistent when developing ideas - link new ideas to the past
- Develop one thing per employee at a time
- Learn to involve your subordinates in planning of their work
- Keep your ideas to yourself for a few days - they might still change
- Try to do things thoroughly - do not leave them until tomorrow

Management - What to Don'ts?

- You know how to make complicated things interesting - be careful not to overlook anything
- Do not try to change things too much or too often - justify the real need for the change to yourself
- Be careful not to give too much attention to stakeholders at the expense of your own subordinates
- Do not be too optimistic - check how things are in reality
- Set one goal, find the means needed to achieve it, and do not focus on anything else
- Try not to change existing solutions that work
- Do not be satisfied with just one test run - test it thoroughly before involving others

Reflections and Conclusions

Analyse the above tips and select those that you think particularly useful. Think how to apply them in everyday tasks.

Exercises for Self-reflection

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

What about others? Can they see it in your behavior?

Exercises for Self-reflection - Motivators

Identify two *Motivators* that are being fulfilled in your current position:

1 _____

2 _____

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

1 _____

2 _____

How can you maximize the impact of your *Strengths*? Be specific.

Exercises for Self-reflection - Motivators

Identify two Situations that *Reduce Motivation* that create the greatest challenges in your current position:

1 _____

2 _____

How can you decrease their effect on your performance? Be specific.

Thank you for reading the “*My management style*” report.

If you would like to learn more about yourself, ask your Extended DISC representative for additional reports, such as My Potential and Talents, Me and Stress, Leader of the New Era, Sales 18: My Potential against 18 Sales Competences.

Learn more about the Extended DISC® model with the handbook: “How to Communicate with Others?”

- How to identify others' style?
- How to adapt your communication style to the other person?
- What to do and what not to do when communicating with a person who has a particular style?

You will find answers to these questions in our handbook. Scan the QR code below to access the handbook or go to <https://shorturl.at/uMSW6>

