

# 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:

**Firma Testowa**

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.*

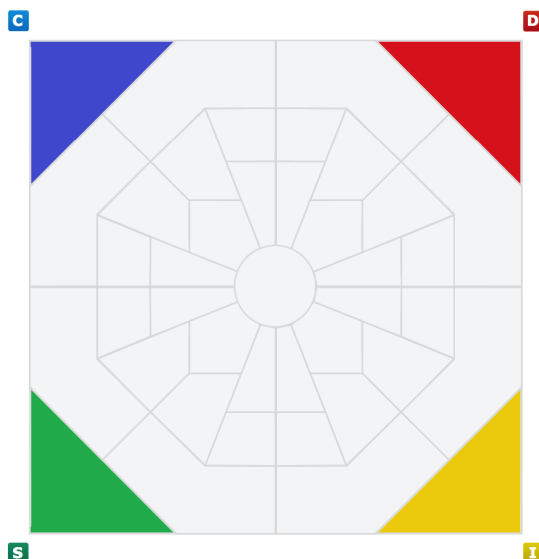
The Extended DISC behavioural analysis questionnaire has been used successfully for 20 years in over 40 countries worldwide. In every country it is used in detailed statistical research is conducted in order to make sure that we receive reliable and credible results. This tool has been used in Poland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

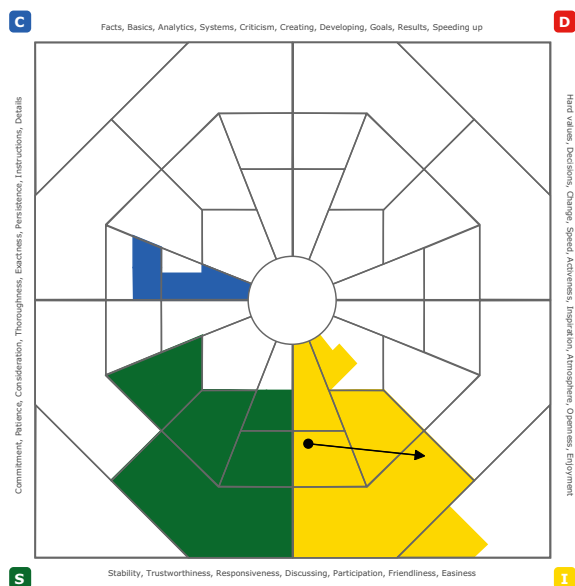
Sociable, persuasive, flamboyant  
Talkative, open, energetic  
Enthusiastic, frantic  
Careless, indiscreet  
Excitable, hasty  
Loses sense of time

## 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: ISC (I - 40%, S - 35%, C - 25%)

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.**

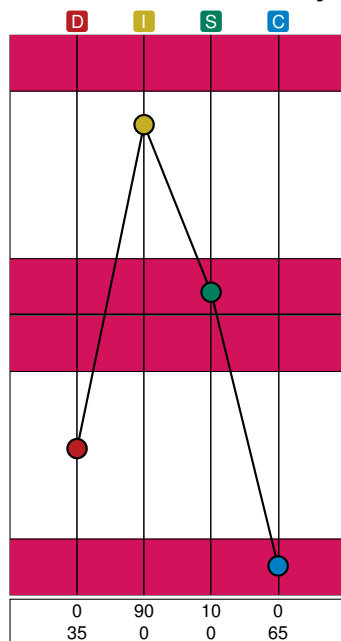
## Your DISC Styles

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

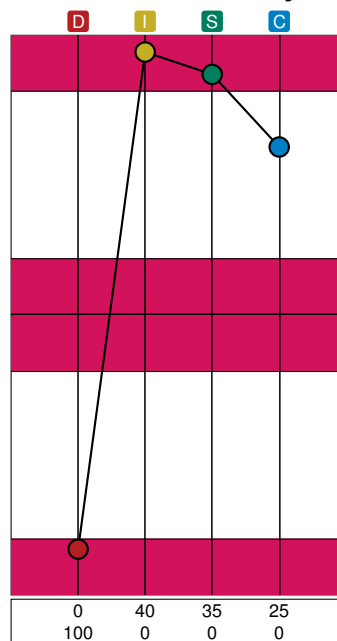
Profile II – Natural Style – shows behaviours which are the most comfortable for you.

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

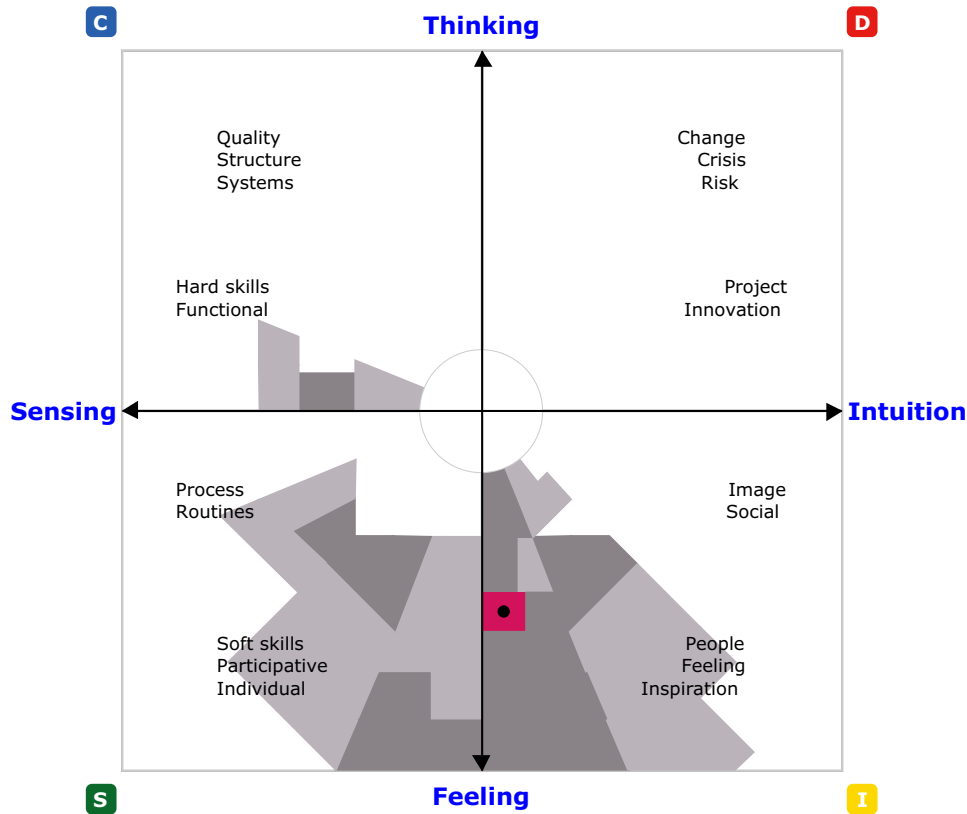
Table under diagrams – top line – shows the intensity and mutual relationships in % of behaviours comfortable for you, bottom line – shows the intensity and mutual relationships in % of behaviours uncomfortable for you.

### 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

Friendly, polite, positive, calm, nice, steady, patient, social, sociable, easy to approach, modest, adjustable, adaptive, exact.

#### Motivators

Marta gets the motivation from working with people in a pleasant, positive and well-established organization. She wants to work in the name of others, helping and supporting them. She values honesty, sincerity, reliability, security and continuity.

#### Tries to Avoid

She tries to avoid too aggressive and quarrelsome people and situations. Marta prefers to be flexible with others' wishes than to start a quarrel. She also tries to avoid situations which demand big, complicated decisions that have to be made without explicit instructions and support.

#### Communication Style

Marta is rather kind in discussions. She enjoys company where positive and pleasant things are discussed. She avoids talking about lofty goals, as she finds a lot of other things much more important in life than plain numbers and facts. Negative and conflicting topics are unpleasant to her.

## 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.*

- Good atmosphere
- Discussions with other people
- Instructions for her own work
- Close people
- Feeling of security and calmness
- Honest encouragement
- Interpersonal communication
- Own position is clearly defined in the organization
- Possibility to help and be useful
- Enough time to make decisions
- Possibility to be heard and appreciated
- Possibility to avoid mistakes

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

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## Situations that Reduce Motivation

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

- Competition against other people
- Boldness
- Toughness
- "Cold" thinking
- Distance
- Decisions requiring hard values
- Being pressured
- People who criticize
- Stubborn people
- Being alone
- Tedious solutions
- Having to communicate directly

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

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## Strengths

*Behaviour listed below constitutes your natural strengths.*

- Puts people in a good mood
- Knows how to make things sound positive
- Does not pressure other people
- Has a conscientious attitude to work
- Appreciates differences
- Tries to avoid mistakes
- Is easy to approach
- Can listen without emphasizing herself
- Wants to help and guide
- Does not step on people's toes
- Easily adopts a serving role
- Works for the benefit of the team

What are your most important advantages?

How do you use them in your job?

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## 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.*

- Tries to please too much
- Can be talked into things
- Hesitates when making decisions
- Is too tolerant
- May look for personal popularity
- Requires encouragement and sympathy
- Is afraid to be alone
- Looks for support - doesn't want power
- Asks too many questions
- Believes in others too easily
- Doesn't know how to be critical
- Hesitates to begin quarrelsome 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

Reassuring people in a positive manner:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Modest and participating guide of others:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Management that emphasizes people's well-being:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Having a listening, participative management style:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thorough familiarizing and teaching:	-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
Making complex issues more pleasant:	-5	-4	-3	-2	-1	0	1	2	3	4	5

**Least Comfortable Behaviour Connected with Management**

Authoritative use of power:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding communication and leading from a distance:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-focused and direct communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new systems independently:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Strongly influencing people to achieve results:	-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
Being a demanding, fast-moving creator of resources:	-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?

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## Communication

### Most Comfortable Behaviour Connected with Communication

Active listening, paying attention to understanding everything:	-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
Positive, lively and inspiring communication:	-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
Repetitive talking about the same topic:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Considerate and careful 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

### Least Comfortable Behaviour Connected with Communication

Direct, goal focused communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Facts-based, goal-oriented and direct communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building distance to other people:	-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
Very systematic and focused communication style:	-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
Detailed and logical 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?

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## Decision-Making

### Most Comfortable Behaviour Connected with Decision-Making

Explaining the emotions and facts behind the decision: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Listening to people's needs before making a decision: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Finding a balance between people and facts when making a decision: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being willing to work with others in reaching a solution: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being willing to both share and accept ideas in solving problems: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Following policies and respecting agreements when making decisions: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Making spontaneous decisions based on intuition: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

### Least Comfortable Behaviour Connected with Decision-Making

Making a quick decision without any instructions or support from others: **-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

Breaking complex problems into sequential parts: -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

Solving problems independently: -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

Being a tough decision-maker: -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?

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## 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

Supporting people with their need for understanding change:	-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
Being prepared to listen to new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Participating in the change process as a project member:	-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
Thoroughly preparing for 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

### Least Comfortable Behaviour Connected with Change Management

Taking initiative to develop new business opportunities:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Thriving and becoming more motivated under pressure:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being flexible in adapting to changes and setbacks:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a catalyst for thoughtful and appropriate change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Searching continuously for change:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bravely moving forward to the next step after failing on previous one:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being able to anticipate the long-term consequences:	-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?

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## 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

- Learn to create a demanding image of yourself
- With each person think about what he/she could do for you
- Learn to create an organizational culture that is focused on profitability
- Keep in mind the goals you have set for each stakeholder group
- Create a system by which you can measure whether each stage is working efficiently enough
- Learn to communicate clearly the essence of your messages
- Considering new opportunities, write down the "whys" and what you can expect to achieve

### Management - What to Do's?

- Try to be a little more demanding with employees who are already motivated
- Keep more control than you think may be necessary
- Make sure the atmosphere is friendly but you are the leader
- Give employees clear timetables when you want things to be ready
- Consider how you can take advantage of the good atmosphere
- Consider in what way each person has earned your kind treatment
- Make sure your subordinates know that you also have the ability to implement unpopular solutions

### Management - What to Don'ts?

- Be careful not to give people the idea that everything is fine when it is not
- Learn not to care what other people think - decide first what your own viewpoint is
- Do not be available all the time - force others in the organization to take initiative
- Be careful not to be too nice to your employees - they may become less productive
- Do yourself a favor: do not do too many favors for your subordinates
- Do not dwell on what other people think about what is possible and what is not
- Do not forget that you have to try to make people be more efficient all the time

### Reflections and Conclusions

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

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### Exercises for Self-reflection

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

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

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Are there statements that you do not think describe you?

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

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

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## 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.

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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.

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## 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.

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**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>

