

DiSC® Behavioral Profile for:

Paul Persuader

Personalized Description and Success Strategies from the Personal Profile System®

- **General Characteristics**



Dimensions of Behavior

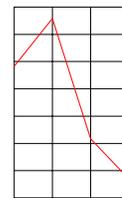
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01-16-2002



BEHAVIORAL HIGHLIGHTS

This section lists the potential strengths of Paul's behavioral profile. Personalize the information using these steps: <1> Check mark the boxes of those statements that you think accurately describe Paul's behavioral style. <2> Cross out the boxes of those statements that you feel do not describe Paul's behavioral style very well. <3> Write in comments to modify the statements to make them more descriptive.



D I S C

Some of Paul's behavioral strengths may be:

- Likes to interact with many different types of people
- Likes to express thoughts and feelings to others
- Animated and enthusiastic in expression
- Quick to adapt to new ideas and changes
- Seeks to find ways to interact positively in difficult situations
- Likes a fast pace, new activities, change, and variety
- Quick to act and creates a sense of urgency in others
- Enjoys challenges and competition
- Can move forcefully to get results
- Uses direct, action-oriented approach to solving problems

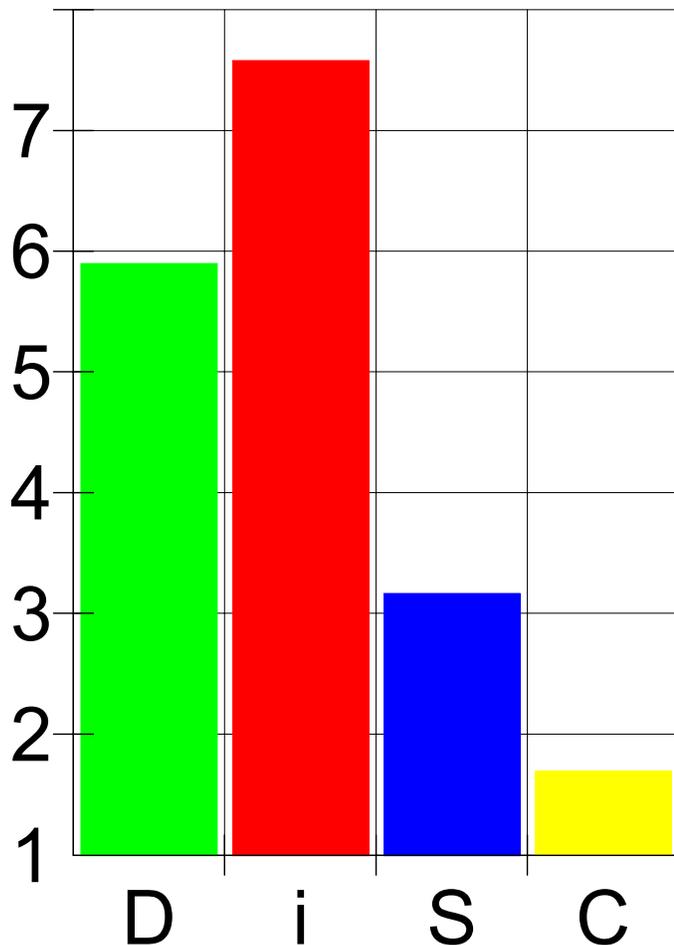
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Personal Profile System® Graph



The DiSC® Dimensions of Behavior model describes behavioral patterns in terms of four tendencies. They are briefly defined below:

D Dominance: People with a high "D" behavioral tendency seek to shape their environment by overcoming opposition to accomplish results.

i Influence: People with a high "i" behavioral tendency seek to shape their environment by influencing or persuading others.

S Steadiness: People with high "S" behavioral tendency seek to cooperate with others to carry out their tasks.

C Conscientiousness: People with high "C" behavioral tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioral tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioral responses.

Name: Paul Persuader

Date: 01-16-2002

Classical Pattern: Persuader

Completed by: self

Environmental Focus: work

The above graph displays the relationship of the four behavioral tendencies in Paul's profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the Personal Profile System® is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.

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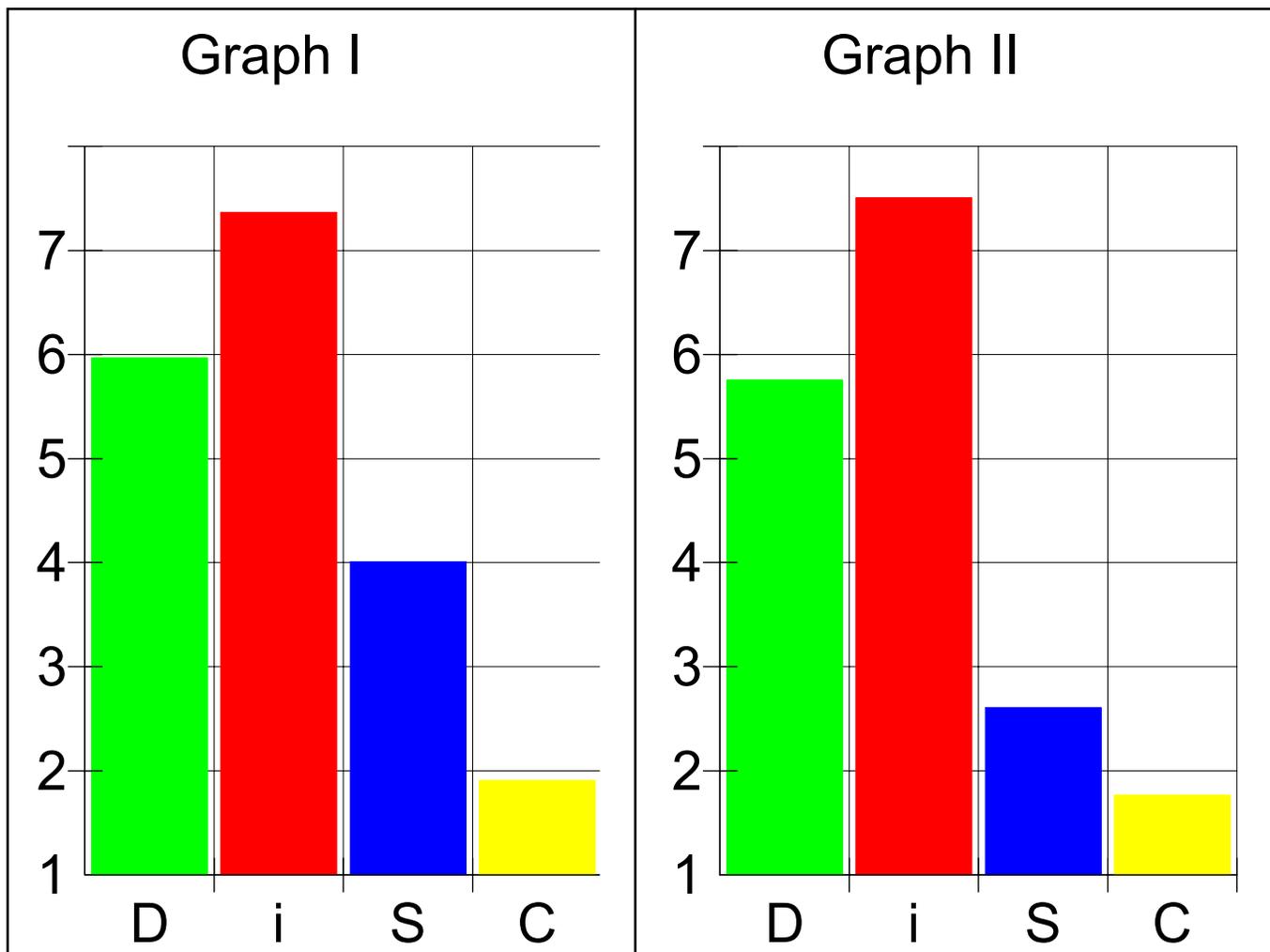
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Personal Profile System® Graph



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Some people find additional understanding of themselves by looking at any differences between their responses to their MOST and LEAST choices. Because you have responded to the same question "How do I see myself?" for both choices, it is likely the information will be the same. If there is a significant difference in the Profiles, you may want to ask yourself some questions about the factors that influenced your choices as you responded. The composite graph (Graph 3) reflects the combination of your most and least choices and is typically the most comprehensive description of your overall Profile. This composite Profile is used for all the information contained in your reports.

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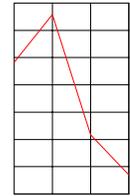
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BEHAVIORAL OVERVIEW

The following narrative, based upon the profile responses, provides a general overview of Paul's natural behavioral style in the environment. This section is designed to provide a broad overview of his natural, most comfortable behavior. Paul's actual observed behavior may be somewhat different due to modifications based on the demands of the situation, the expectations of others, and his personal values. Review and discuss the information, deleting the portions that do not seem applicable and highlighting the portions which may be most relevant and useful.



D I S C

Paul tends to be highly enthusiastic and receptive to other people. He generally has an easy smile and a warm greeting. He tends to shake hands firmly and maintain direct eye contact. His ready use of wit and small talk may relax most people and may tend to brighten their day. He may seem quite approachable.

He tends to be very friendly and trusting. That trust may not be noticeably reduced even if his expectations of others are not met. He tends to maintain a fresh interest in each person. Delays and setbacks may not dampen his enthusiasm or his faith in others. He tends to have the ability to gain the respect and confidence of most of the people he meets.

Tending to be rather ambitious, Paul may seek authority and prestige, preferably in the form of an official position within the hierarchy of both work and community organizations. He also may enjoy the various status symbols, both material and psychological, which accompany such a position. He may also seek recognition of his position and his accomplishments from his peers.

Paul may use his verbal abilities to paint vivid word pictures which can make the abstract concrete, bring people together, or finalize an agreement. Not surprisingly, he may tend to evaluate others on the basis of their verbal skills. Yet, because of his warm and accepting manner, even those evaluated less favorably generally do not feel rejected.

The verbal skills of Paul may be made all the more valuable by his tendency to promote. He may tend to be selling himself, his product or service and his organization most of the time. As a persuader, he may often sway people to his point of view. He may have the ability not only to draw people to him, but to retain them as clients or friends as well.

Paul may tend to be highly flexible and tends to expect flexibility in others. This flexibility may make it possible for him to deal effectively with all the change occurring in a complex situation. Or, it may result in the lack of any sustained direction and, perhaps, the absence of desired results. Closely tied to his flexibility is his tendency to function spontaneously in a disorganized environment. However, if he perceives a need to look good in order to meet his goals, he may become very organized. This sudden organization may be superficial (such as cleaning his desk by throwing everything in a box), or it may be substantial, involving some extended effort and preparation.

Since Paul basically tends to seek to obtain results through people, he may readily delegate responsibility to others. His tendency for genuine trust in the abilities of others may facilitate such delegation. However, it may also involve a lack of judgement in selecting the most suitable person for an activity, or a lack of adequate supervision or follow up.

Paul tends to like variety and change. He may not like to feel hemmed in. He may prefer to be able to move about, talk with people, and generally be free to manage his own work environment. He may become very restless if required to stay in one place very long. He may do whatever he can to avoid such situations. On occasion, he may accept the inevitability of the situation. At these times, he may respond by becoming quiet, perhaps taking a mental journey to a more interesting time.

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BEHAVIORAL OVERVIEW

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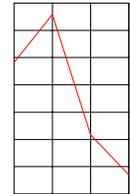
By accenting the positive and ignoring the negative, Paul may at times set himself up for difficulties. When things are not going well or he feels pressured for any reason, he may tend to become soft-spoken and easily persuaded. He may too readily accept the statements of the person with whom he is speaking.

When approaching a new problem or decision, Paul may tend to base his decision more on feelings than on facts. His optimism and faith in the abilities of others may cause him to make some unwise decisions. The effect of the decision on his own position and prestige may also be a factor. In any case, he may be likely to make a quick decision. He may not monitor the results, however, simply assuming that all will go well.



MOTIVATING FACTORS

People have different sources of motivation and different goals based on their most preferred behavioral tendencies. This section lists those factors usually found to be most motivating to someone with Paul's behavioral tendencies. Some of these factors may not apply to Paul because he may have modified his behavior due to his life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Paul's behavior. Review and revise as necessary.



D I S C

Paul may be motivated by:

- Situations providing positive interactions with others
- Opportunities to verbalize his thoughts and feelings
- Environments where two-way dialogue is encouraged
- Enthusiastic verbal recognition: "Great!" "Fantastic!"
- Immediate verbal feedback
- Having his feelings acknowledged
- Having control over his work environment
- Being able to direct other people's activities
- Being offered new opportunities and new challenges
- Situations where he is held accountable solely for results rather than for how the results are achieved
- Opportunities for advancement
- Rewards for achieving goals

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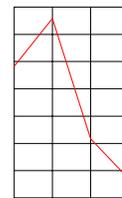
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PREFERRED ENVIRONMENT

People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Paul might find most desirable based on his behavioral tendencies. Some of these factors may not apply to Paul or may appear contradictory because of the differences between the tendencies that describe Paul's behavior. Review and revise as necessary.



D I S C

Paul wants an environment which provides:

- A fast-moving pace which involves relating to others with enthusiasm
- Recognition and positive feedback
- Opportunities for creative, imaginative "brainstorming"
- Maximum freedom to determine how things are done
- Fast-paced, results-oriented
- Performance measurements and rewards based upon achieving agreed-upon results
- Him the opportunity to control events

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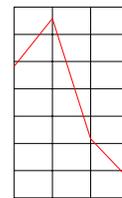
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TENDS TO AVOID

All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviors are, we can choose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Paul is most likely to avoid based on his behavioral tendencies. Some of the factors may not apply to Paul. Review and revise as necessary.



D I S C

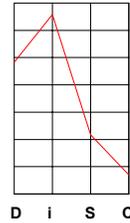
Based on dislike, discomfort, or fear, Paul tends to avoid:

- Situations where others may react to him with hostility
- Actions that might lead to loss of approval from others
- Having to choose between being liked or being respected
- Follow-through on extensive detail
- Routine, repetitive task work
- Environments that provide little or no contact with people
- Environments with rigid time constraints
- Situations where he has no control over the environment
- Appearing soft or weak
- Situations requiring routine, predictable behaviors day after day
- Being closely managed by others
- Having to check in frequently and report what he is doing
- Having to report step by step how he is going to do a task or activity



STRATEGIES FOR INCREASED EFFECTIVENESS

This section describes possible actions that Paul might take to modify certain naturally occurring behavioral tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritize the strategies based on the needs of the current environment. Review and revise as necessary.



Paul would increase his effectiveness by:

- Developing a more realistic assessment of people and situations that includes negative and positive information
- Structuring a process for completing tasks in an orderly and timely manner
- Developing the ability to be firm and direct when dealing with interpersonal conflict
- Willingness to hear and consider negative thoughts and feelings of others
- Following through on key details on a more consistent basis
- Better management of time requirements
- Evaluating the amount of time spent in meetings and verbal communications with others
- Taking more time to think through possible consequences before taking action
- Listening and considering the thoughts, feelings and experiences of others
- Learning to negotiate outcomes on a win/win basis
- Explaining his reasoning process rather than just announcing conclusions
- Learning to participate in a group without being in charge
- Developing tact and diplomacy in communications and interactions with others
- Giving recognition to others for their efforts

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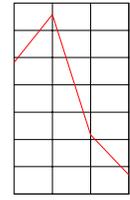
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DEMOTIVATING FACTORS

People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation, and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Paul's behavioral style.



D I S C

Paul may become demotivated when:

- Working in environments with reserved or unfriendly co-workers
- Required to meet fixed schedules and rigid time constraints
- Working in negative, pessimistic, hostile environments
- Required to focus on thinking to the exclusion of feeling
- Required to perform routine tasks with attention to detail
- His authority is countermanded
- His responsibility is diminished
- His resources are restricted
- Required to do routine activities with little or no variety
- Closely supervised
- Required to report frequently on activities rather than results
- He has no opportunity for advancement

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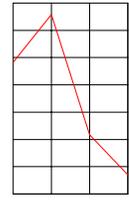
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BEHAVIOR IN CONFLICT SITUATIONS

Most people use behavior in conflict situations that can be described as either a "fight" or "flight" response based on their natural behavioral tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Paul might use in a conflict situation. These behaviors may have been modified due to Paul's values system and/or life experience. This information will be more helpful if reviewed with Paul, ranking the behaviors from most-likely to be used to least-likely.



D I S C

In a conflict situation Paul

- Tends to avoid open, direct conflict
- Tends to become emotionally expressive
- May become personally attacking
- Tends to minimize negative information
- May attempt to placate angry people without addressing the issue
- May give in to avoid looking bad or losing approval
- May become impulsive
- Tends to take a direct, aggressive approach
- May escalate levels of aggression
- May create win/lose outcomes
- May overpower others who then retaliate with covert aggression
- Tends to become defensive
- May become autocratic, using rank and authority to end the conflict

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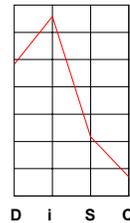
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Behavioral Tendency Continuum

This continuum displays Paul's potential range of intensity for each of the behaviors listed. This continuum represents potential behavior based on Paul's profile pattern rather than actual, observed behavior. This information is most helpful when discussed and evaluated based on experience with Paul.



Name: Paul Persuader

Date: 01-16-2002

Environmental Focus: work

Classical Pattern: Persuader

	L	ML	M	MH	H
ACCEPTS - open, receives willingly				★	
ADHERES - sticks to the rules		★			
ADVOCATES - promotes, urges action				★	
AGITATES - stirs up, rocks the boat			★		
AMPLIFIES - explains, expands the point					★
ASSIGNS - delegates to others			★		
ASSUMES - takes for granted				★	
BOASTS - brags about abilities					★
CAPTIVATES - charms others					★
COMMANDS - directs others			★		
DIGESTS - absorbs, thinks it through		★			
ESTABLISHES - stabilizes, builds to last		★			
IMITATES - follows the leader's example					★
INVENTS - creates new solutions, ideas			★		
INVESTIGATES - examines, checks it out		★			
JUSTIFIES - defends, gives reasons for			★		

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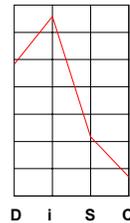
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Date: 01-16-2002

Environmental Focus: work

Classical Pattern: Persuader

	L	ML	M	MH	H
MAINTAINS - continues, preserves	★				
MANEUVERS - plans skillfully				★	
MODIFIES - adapts, adjusts, revises		★			
NURTURES - shows care for others		★			
OBJECTS - protests, argues, disputes			★		
OBSERVES - watches attentively			★		
PLANS - prepares, maps out task		★			
PRAISES - compliments, shows approval					★
PROHIBITS - cautions, prevents risk			★		
PROTECTS - guards tradition, stability		★			
RECONCILES - appeases, settles differences		★			
REVIEWS - examines in detail			★		
SPECULATES - gambles on the future				★	
TESTS - examines, tries it out		★			
TRUSTS - believes in others				★	
VERBALIZES - talks things out					★

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Performance Management Worksheet

--Continued--

4. What actions can be taken to modify and/or eliminate those factors that Paul finds most demotivating?

5. What strategies for developing, modifying or eliminating behavior would be most useful for improving Paul's behavior in conflict situations in this work environment?

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