



Interview Assistant for:

Sam Sample

ACME Inc.

12/30/2003

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Introduction

Individuals have a recognizable and understandable behavioral style. Style can be described as the way in which people think, solve problems, express feelings and interact with others to get a job done.

Proception2 identifies and describes those external behaviors, which each style displays to others in a work environment. This report discusses behavior in a work environment. It uses a model of behavior developed by William M. Marston known as DISC. Marston's model has been tested, proven accurate and effective with millions of people for more than 40 years.

The terms most often associated with Marston's Behavioral Model are: Dominance, Influence, Steadiness and Compliance. These factors can range in intensity and work independently or in tandem with the other behavioral factors. The interrelationship of these factors describes how an individual responds to the work environment. The Proception2 report describes the impact of an individual's DISC behavioral traits in a work environment.

The report generated by this analysis is designed to help individuals and management achieve a better understanding of this individual's behavioral style. It will provide helpful insight into the individual's behavioral strengths in sales and areas in need of possible improvement. The Proception2 report can also be used to develop strategies and methods to help individual's increase their personal flexibility in working relationships with clients, managers, peers and staff.

NOTE: If this report is being used in the selection process, it is important to remember that it is not designed to recommend or not recommend any person for employment or hiring for a specific job or position. It is provided only as a tool to help those involved in interviewing a candidate develop interview questions for the interview and candidate evaluation process. A hiring decision should not be based only on this report or any other comparable report. This report and all selection reports should be used in accordance with applicable employment laws.

We all have a primary behavioral style that we bring to our work environment. Proception2 produces an overview of his behavioral style based on his responses to the questionnaire. This report discusses how he prefers to function in his work environment. Read this section of the report carefully to get a good understanding of his primary behavioral style.

D = Dominance - How Sam Solves Problems

He looks to the future and works mentally putting the pieces of success together in his head. Others will often say that he makes decisions or acts without thinking twice about the possible outcomes. He is able to communicate so that others find it difficult to argue against him. Sam will like to attack problems in a fast, spontaneous and decisive manner. His goal when working on issues or problems will be focused on the task at hand. Sam does not like to have others tell him what to do. Sam gives the impression he knows what he wants, where he is going and how to get there quickly. Sam will prefer to operate independently and be in charge of projects, programs and people. He will readily accept a challenge. He will want to be in charge giving him the ability to take care problem or issue on his own. He will want to have the final say in the decision making process. He does not expect others to just sit there and do nothing, or think too much. Sam is driven by a strong desire for having his own way and will develop several strategies for gaining his points. Sam has no difficulty expressing his views and opinions. When he encounters difficulty in his attempt to reach an objective, he will want to take charge of the circumstances, being forceful if necessary. Vince Lombardi's philosophy of, "Winning isn't everything, it's the only thing" will be Sam's approach to nearly everything he does. Sam will only want to attend meetings where his attendance is required or essential to the outcomes of the meeting. He is a busy person and sitting in meetings will be boring. Don't look for Sam to take it easy or let up after he finishes a project or reaches a goal. Others recognizing him for a great performance will motivate him. His manager should challenge him further by setting a new goal that will stretch him to accomplish more. Sam can intimidate others with his upfront, assertive style. His manager should use competitive language when communicating with him. One of Sam's great strengths is his ability to foresee problems. His insight and recommendations will be valuable to his organization. He has a unique ability to screen the possible solutions and recommend the approach that will work best.

I = Influence - How Sam Influences Others

When Sam makes a presentation, you can expect it to be an emotional and compelling call to action. Sam will have a tendency to want to interrupt others, as he prefers talking to listening. He will use anecdotes to make his point, rather than using facts and data. His goal is to stand out in some way for people to recognize him as unique. He likes to be seen as a charismatic and influential person when working with those around him. He will want to generate enthusiasm in others and his goal will be to stimulate and motivate them to take action. People with Sam's style will tend to be impulsive. This often leads to acting first and thinking about the outcome later. He will often have to work out the problems that he actually created. His style is easy to

identify in meetings. Others will notice the nervous energy of Sam as he fidgets with a pencil, bends paper clips into unique shapes, shifts positions often in a chair or doodles on a notepad. Sam is easy to read because he tends to wear his emotion on his sleeve. His voice, facial expressions and body language will give him away. He will know how to make life fun and exciting regardless of his circumstances. He will be spontaneous and ready for the exciting and fun things that come his way. Sam will often find that he is putting off important projects or jobs until the last minute. He will often attempt to operate a piece of equipment without ever reading the instructions. If he can't get it to work, rather than read the instructions, he will seek out someone he knows and ask him or her to show him how to operate it. He will have a high level of trust in others, is very open and accepting of others and is most times surrounded by his friends. People with Sam's style are often called the dreamers of the world. He will look beyond the run-of-the-mill ideas, wanting to be allowed to think outside the box using his imagination.

S = Steadiness - How Sam Reacts and Responds to Change

Sam prefers to operate in an arena that does not have much structure. He tends to act impulsively rather than make organized plans. Sam likes working in an unstructured environment, which provides him with the ability to have many projects active at the same time. He will want to get the job or project completed quickly, but may be hampered by the number of jobs or projects he has underway at the same time. He will often display his restlessness and discontent with his co-workers, manager or organization. Sam wants to be seen as his own person and will make a concerted effort to avoid becoming stereotyped in his role or responsibility. He can become bored when working with or maintaining relationships with the same group of people over a period of time. He will attempt to overcome this boredom by seeking out new associates and perhaps even a career move.

C = Compliance - How Sam Displays Independence or Dependence

Sam is adept at using good judgment when he interprets rules and procedures. He will adopt a new course of action; purchase a new product or service by using his personal experience along with known facts to reach a sound decision. He will want to be independent of others' rules and procedures, but realizes that even he must follow some rules and procedures. He will find it difficult to approach problems in a "tried and true" manner, and will want to attack problems using "bold strokes" and unprecedented methods. Sam is usually very determined to give others explanations that will resolve issues, and he will not allow his opinions to go unnoticed. Sam will want to remove uncertainty and maybes from the decision-making process. Sam will approach problems in an innovative, groundbreaking and pioneering manner, because he usually has no vested interest in others particular methods or processes. He needs less predictability or structure than other styles.

Most people have the ability to be flexible and use their intelligence to adjust their behavior to be productive in various work environments. He has a work environment in which he feels most comfortable. It is an environment in which he can produce his best results. The factors listed will provide an outline of his Preferred Work Environment. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

A Work Environment:

- 1) Where he can use his high energy level.
- 2) With the ability to move from one activity to another without restrictions.
- 3) With the ability to work in an environment without routine.
- 4) That allows him to use his creative thinking to find new ways to do things.
- 5) That will let him use his people skills.
- 6) With little or no details.
- 7) That allows him to work with people who have a sense of urgency similar to his.
- 8) That will let him channel his high energy level.
- 9) Where he can work long hours with a support team to put all the pieces together.
- 10) Where he is measured on what he accomplished, rather than how it was accomplished.
- 11) Where he can use his quick thinking skills, stating unpopular positions and responding to management without fear of retaliation.
- 12) Where others provide documentation and follow-up.

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The Interview Assistant report highlights potential behavioral traits and aptitudes he brings to the work environment. This information will help him and the organization better understand and maximize his behavioral strengths. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

- 1) Turns problems into opportunities.
- 2) Takes the initiative in solving problems.
- 3) Attempts to achieve bottom line results.
- 4) Persuades others to his point of view.
- 5) Stimulates ideas.
- 6) Makes use of humor to ease tensions.
- 7) Likes to work for companies and organizations that are progressive.
- 8) Likes new and different assignments.
- 9) Has great wit and snappy comebacks.
- 10) Will challenge or advocate ideas, thoughts or issues equally.
- 11) Displays self-reliance.
- 12) Makes an exciting friend or determined adversary.

This section of the Interview Assistant report outlines the positive behaviors he will contribute to the team. Each behavioral style has strengths that can benefit a team. Interview Assistant highlights the behavioral strengths he is capable of bringing to his work team. Use this information to place him on a team where his strengths will be maximized to benefit the team and the organization. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

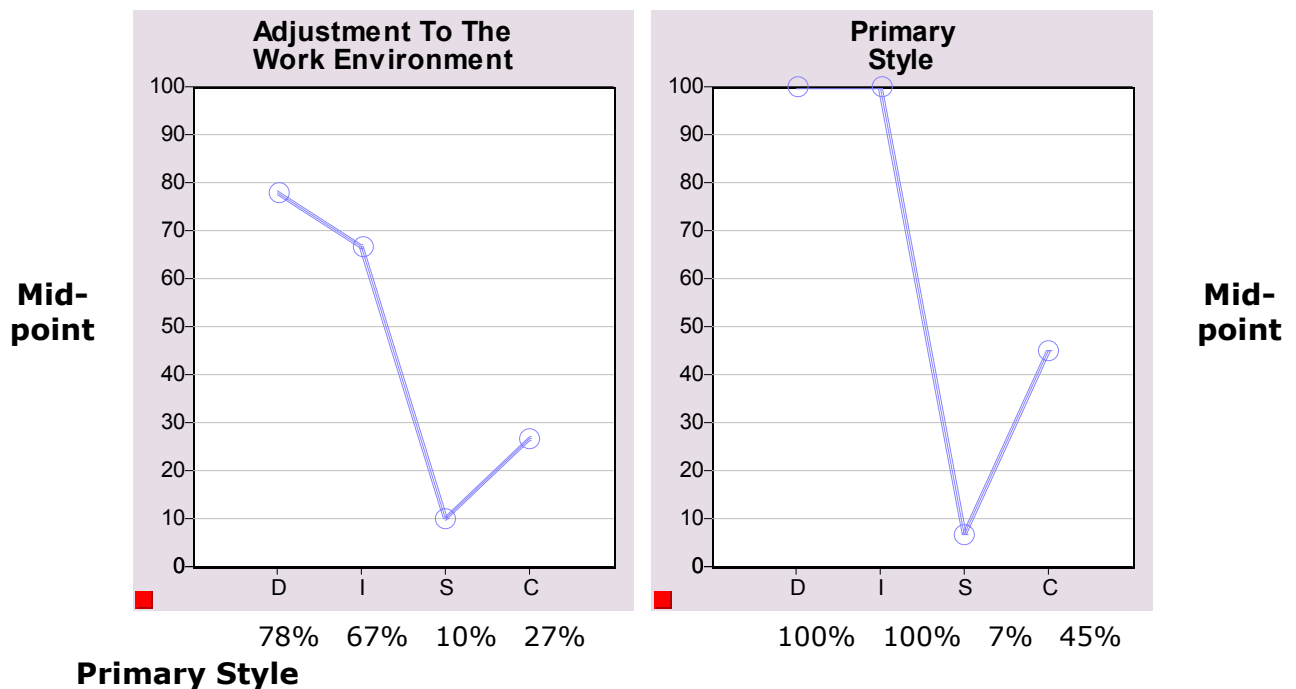
- 1) Conveys optimism, while projecting a forward-looking and progressive feeling to the team.
- 2) Will handle problems or issues.
- 3) Challenges the team to achieve top performance.
- 4) Will work with team members who find him optimistic, open and friendly.
- 5) Is a strong team motivator.
- 6) Prefers working with others on problems or projects, rather than working alone.
- 7) Is progressive and future oriented in his outlook.
- 8) Prefers to have many varied and complex problems to solve.
- 9) Will make team meetings and other organizational gatherings exciting.
- 10) Will express his prejudices and biases readily to the team.
- 11) Will be willing to explore any avenue in his approach to an issue or problem.
- 12) Is not afraid to make some mistakes along the way, using trial and error to reach a conclusion or decision.



A Graphical Representation for Sam Sample

ACME Inc.

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Primary Style is the behavioral response that is most reflective of the "real person". This is often referred to as an individual's basic style. Over time the Primary Style is usually very consistent and will not change significantly.

Adjustment to the Work Environment

Adjusted Style is an individual's behavioral response to their work environment. It reflects the behavior they feel will give them the best opportunity to succeed in their job. As an individual advances their career they will encounter new jobs or positions. An individual will often adjust their behavior to meet the needs and demands of a new work environment.

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