



Managers Report 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. Managers Report 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 workout 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 Managers Report 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 Managers Report report outlines the positive behaviors he will contribute to the team. Each behavioral style has strengths that can benefit a team. Managers Report 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.

As individuals we can adjust our Primary style to meet the real or perceived requirements of the workplace. This section of the Managers Report report demonstrates how he adjusts his Primary behavioral style to meet these requirements. The more this section is different from his Notable Primary Behaviors , the more he may feel the need to adjust his behavior to meet the real or perceived demands of his work environment. Small adjustments generally indicate he has found a comfort zone in his work environment. As he establishes or changes workplace roles or goals, he will move in and out of his work environment comfort zone.

D = Dominance - How Sam Solves Problems at Work

He has the unusual ability to have an awareness of what is appropriate in any given situation. Sam acts quickly, with confidence, stating what needs to be accomplished. He will often openly challenge those who make opposing comments. He will display great confidence in himself and finds it easy to instruct others on what needs to be done. Sam will find it easy to challenge those who think differently than he. Sam will find it easy to exert tremendous effort when accepting a challenge or getting a job done. He will have the expectation that others will feel the same and that they will respond by making a similar effort. Sam does not like to slow down after finishing a job successfully. He is best motivated by praising him for a job well done, while providing new goals that will continue to challenge him. Sam can often offend and intimidate others with his direct, forceful style. His manager should keep in mind that he is a competitor. Sam is adept at being able to anticipate potential problems. He will consider the possible options and decide which of them will be most effective for the organization.

I = Influence - How Sam Influences Others at Work

He will achieve his goal by actively involving others, listening to them and seeking out their ideas. He will use conciliatory language to overcome hostilities and disagreements. He will make an attempt to listen to the ideas of others, while allowing them the opportunity to openly discuss their ideas. Sam finds it important to be able to talk to his team members regarding methods of solving problems. Even though he will listen to the opinions of others, he will not accept their opinions at face value, but will study their opinions and even compliment them when he has verified their conclusions.

S = Steadiness - How Sam Reacts and Responds to Change at Work

Sam considers his Primary behavioral style to be what is necessary for him to meet the demands of the pace and consistency regarding his work environment. Refer to the Notable Personal Attributes section paragraph three.

C = Compliance - How Sam Displays Independence or Dependence at Work

Because he prefers to work with new ideas, products and services, he will find it easy to chide those whom are slower to adopt new ideas, products and services. He will actually try to justify challenging the system or breaking the rules as his attempt to

uphold truth and justice, as he sees it. Sam often appears to live on the edge and will pursue a solution or an opportunity relentlessly. If you give him a "no", he will come back with new ways to solve the problem. When the situation calls for it, Sam will not think twice about taking charge and letting others know what must be done to accomplish the job. Sam prefers others to make a decision on his work by what he accomplished, rather than how he actually got the job completed. He will not be bound by established procedures, regulations or processes in his attempt to complete the task successfully. He will often be seen as fearless in his desire to try the untried, to test the untested. Sam's philosophy may well be, "you can't steal second base with your foot on first." Sam will do his best work when he is allowed to cut through the clutter of details, and arrive at a conclusion based upon the most direct and straightforward approach. He will push aside those details that he sees as impeding the process.

Each behavioral style approaches change in his workplace from a different perspective. This section of the Managers Report report provides his supervisor/manager with insight and advice on working with him to implement change in the 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.

- 1) Make a concerted effort to explain a change of strategy or direction.
- 2) Provide him the opportunity to use his innovative ideas and plans.
- 3) Be certain to stress the need for him to be a team player in times of change.
- 4) Talk the new plan through with him so he won't underestimate the time needed to complete the change.
- 5) Be prepared for him to use his persuasive personality and techniques to convince you to his way of thinking.
- 6) Understand that he will make great attempts to motivate others to accept the change.
- 7) Keep in mind he can become impatient with others who do not have the same sense of urgency in adapting to the change.
- 8) He may attempt to delegate the unpleasant tasks involved in the change to others.
- 9) Make an effort to keep him focused on the change at hand, using the plan, as it has been prepared.
- 10) Give him the opportunity to use his problem solving ability to achieve a solution he can call his own.
- 11) Inform him that he will be evaluated more on the results he got from the change, rather than how the change was implemented.
- 12) Be aware that he may want to argue about the change, not because he doesn't see the need for change, but rather to play the "devils advocate."

Individuals want to have input into how they prefer to be managed and related to in their respective work environment. This section of the report outlines for him areas of potential behavioral needs that will allow him to do his best work. He can, along with his supervisor/manager, develop a personal improvement plan. A plan that will give him the opportunity to participate with management in discussing and determining which personal performance enhancements that can lead to increased productivity. 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.

Sam needs:

- 1) Evaluation based on the results, rather than how he got the job done.
- 2) To understand he may not always be the team leader.
- 3) To make certain he is realistic in setting timeframes and deadlines.
- 4) To be more realistic in appraising the abilities of those with whom he works.
- 5) To put important standards and expectations in writing and communicate them clearly to others.
- 6) To learn to listen more carefully.
- 7) To develop an ability to concentrate on projects or work to ensure completion in a timely manner.
- 8) Management and systems to keep him focused on expected results.
- 9) To manage his efforts and energy in making certain the work or project gets the same attention at the end as it did in the beginning.
- 10) An awareness of his tendency of assuming more authority than he has been given.
- 11) Performance expectations in writing to keep him on task.
- 12) To be aware of practicing the art of tact and diplomacy.

All motivation comes from within. Each behavioral style is driven by different motivational needs and desires. Performance improves when personal motivators are included in the work environment. While some of the Performance Motivators listed on this page are being met, there are others that are not. It will be helpful for him to note the motivators that are most important to him, but are not presently being incorporated into his daily motivation and supervision. 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.

Sam prefers:

- 1) Others to be available when he may need them.
- 2) To operate in an innovative environment and have the opportunity to think outside the box.
- 3) An arena where he can compete.
- 4) A work environment charged in a positive manner.
- 5) Attention and praise in public for a job well done.
- 6) Time for group activities outside work.
- 7) Work that is general in nature.
- 8) An ability to set his own pace and not be tied to routine work or events.
- 9) The option to establish his work priorities.
- 10) An opportunity to work in an environment free of restriction, rules and directives.
- 11) Unconventional, new and different work or assignments.
- 12) The chance to live life to its fullest by being adventurous and uninhibited.

Each of us prefers to see ourselves in a positive way. While he brings many outstanding strengths to his work environment, there are areas of his behavior which could impede his success. This section of the Managers Report report contains suggestions to consider relating to the behavioral tendencies that may slow or hinder his achievement of desired performance goals. 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.

Sam may have a tendency to:

- 1) Be a situational listener.
- 2) Often resist being a member of the team, unless he can lead the team.
- 3) Dislike a predictable and methodical environment.
- 4) Use the "halo" effect in appraising others' performance.
- 5) Work in spurts, which may not be permitted by the job.
- 6) Be overly trusting of others when delegating, while not taking time for proper instruction.
- 7) Keep too many balls in the air and fail to complete what he starts.
- 8) Have difficulty working in situations that require precision, coordination and patience.
- 9) Not understand or appreciate others whose style is not as active as his.
- 10) Attempt to push the envelope or walk on the edge.
- 11) Only want to follow those rules, regulations and procedures that he feels are warranted.
- 12) Be so unstructured that others cannot duplicate his results.

Each behavioral style prefers to be managed differently. This section of the Managers Report report suggests how a supervisor/manager can be most effective when working with him. Use these suggestions to manage, motivate and communicate with him for increased performance. 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) Challenge him while avoiding direct competition.
- 2) Treat him as a "top performer", including offering praise for his ability to achieve desired results.
- 3) Remember he is driven by his ego and desire to win.
- 4) Treat him as a unique person, making certain to use his Sam while talking.
- 5) Always listen carefully to him for the reason(s) for not meeting deadlines, to effectively separate reason from excuses.
- 6) Be aware he may put more credence in impressions than facts and could sacrifice thoroughness for speed.
- 7) He will want to work in an environment that does not require routine.
- 8) Understand that he believes adaptable and imaginative people should be free from boring activities.
- 9) Will often anticipate the effects of actions on others.
- 10) May bring his own interpretation of rules and procedures.
- 11) Avoid being tentative or hesitant in your communications with him.
- 12) Understand he is often motivated to try controversial and unorthodox methods.

Communication is the cornerstone of building relationships, achieving productivity and maintaining motivation. Communicating with him will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with him will provide an opportunity to improve communications, reinforce relationships, promote credibility and gain increased productivity. 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.

When communicating with Sam do:

- 1) Earn trust by being honest and direct.
- 2) Refer to the objectives and results often for the most effective interaction.
- 3) Increase the frequency and intensity of your eye contact.
- 4) Take care to not be redundant.
- 5) Be relaxed about a certain amount of fooling around.
- 6) Demonstrate concern about the human side of an issue or problem.
- 7) Be specific about what you want understood.
- 8) Provide as many options as possible.
- 9) Confirm that your message was understood.
- 10) Put your expectations in writing.
- 11) Be prepared to ask and answer questions.
- 12) Talk about results, not the process.

Each of us knows how we prefer to have others communicate with us. We are aware of communications mistakes and errors that others make when communicating with us that lead to Communication Barriers. We know what we don't like others to do, say or use when communicating with us. When communicating with him, making an effort to reduce or eliminate the barriers emphasized will minimize the stress and frustration often created when communicating with a person of this behavioral style. Communication is the cornerstone of building relationships, achieving productivity and maintaining motivation. 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.

When communicating with Sam don't:

- 1) Gloss over problems.
- 2) Say, "Here's how I want it done."
- 3) Say you will get at it "as soon as possible."
- 4) Be demanding without specifying your reasons.
- 5) Be too philosophical; remain practical.
- 6) Let his lack of tact affect other team members.
- 7) Be disjointed with information or procedures.
- 8) Spend so much time in details, you don't get your ideas across.
- 9) Forget he wants you to move quickly with your communication.
- 10) Be put off by his confident nature.
- 11) Let him mistake your "no" answer for a "yes."
- 12) Expect him to be intimidated by your authority.

Word Portrait

Sam Sample

This page of the Managers Report report highlights words that can be associated with his behavior based on the DISC model. These words suggest how he prefers to do business as it relates to solving problems, working with others, reacting to the pace of the work environment and responding to guidelines and procedures established by others.

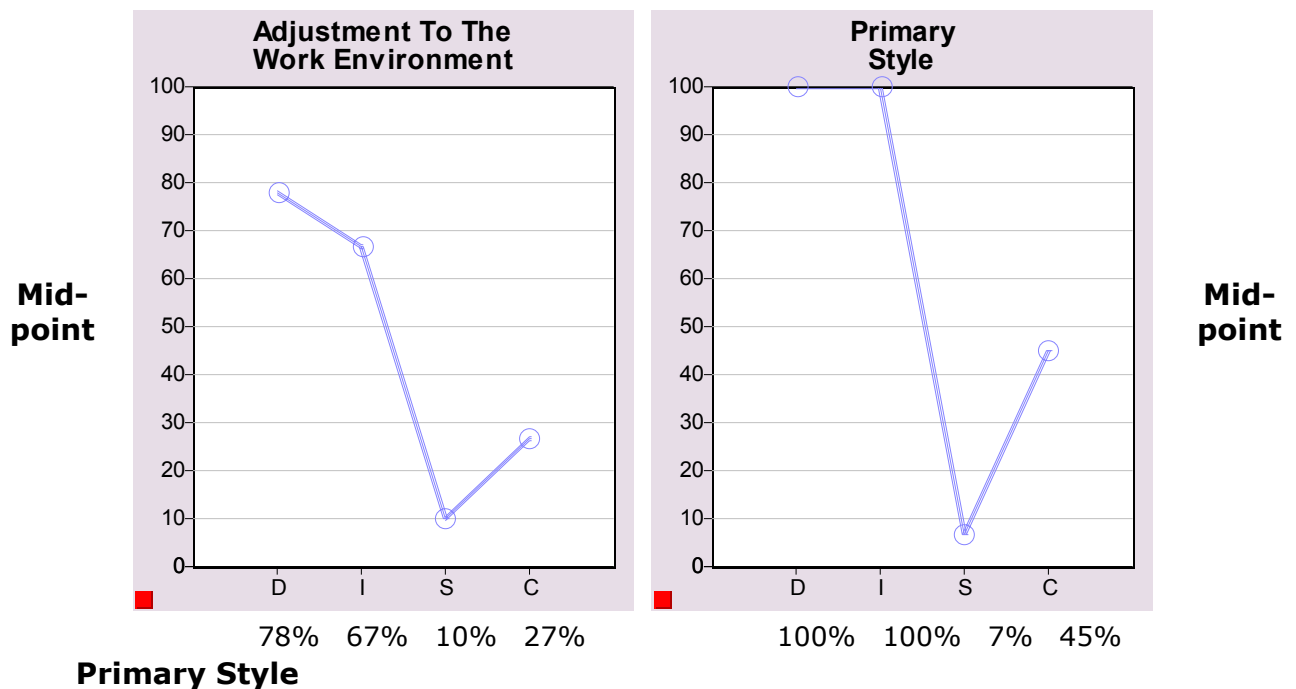
| Dominance | Influence | Steadiness | Compliance |
|------------------|------------------|---------------------|-------------------|
| Challenging | Extroverted | Rigid | Painstaking |
| Self-Centered | Motivating | Undemonstrative | Wary |
| Relentless | Charismatic | Systematic | Meticulous |
| Driving | Subjective | Reluctant to change | Precise |
| Innovative | Spirited | Deliberate | Quality oriented |
| Strong-Minded | Expressive | Steady | Exacting |
| Resolute | Convincing | Unhurried | Accurate |
| Competitive | Animated | Consistent | Prudent |
| Goal oriented | Outgoing | Thoughtful | Compliant |
| Decisive | Upbeat | Reliable | Cautious |
| Assertive | Trusting | Careful | Organized |
| Enterprising | Warm | Unruffled | Neat |
| Strong | Friendly | Calm | Conservative |
| Determined | Congenial | Composed | Tactful |
| Positive | Sociable | Relaxed | Diplomatic |
| Purposeful | Contemplative | Eager | Steadfast |
| Reasonable | Objective | Quick | Original |
| Moderate | Cool | Unsettled | Self-reliant |
| Tentative | Doubting | Flexible | Confident |
| Reserved | Rational | Energetic | Bold |
| Uncertain | Logical | Animated | Stubborn |
| Accommodating | Questioning | Spontaneous | Independent |
| Conservative | Realistic | Restless | Unconventional |
| Cautious | Reflective | Versatile | Resourceful |
| Amenable | Analytical | Spur-of-the-moment | Autonomous |
| Unassuming | Critical | Dynamic | Opinionated |
| Humble | Calculating | Hurried | Individualistic |
| Restrained | Skeptical | Intense | Radical |
| Complacent | Introspective | Zealous | Fearless |
| Acquiescing | Reclusive | Impulsive | Reckless |



A Graphical Representation for Sam Sample

ACME Inc.

12/30/2003



Primary Style
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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