



*“Discover the Key Candidate Selection
Performance Answers!”*

The Leadership & Management Selection and Hiring Analysis Executive Summary Report

**The Multi-Dimensional Human Performance Measures
that Support Making Great People Decisions**

Report For: **Greg Sample**

Date: **12/21/2017**

Note this report is a scientific performance analysis. It should not be used as the sole source for decisions regarding hiring, promotion, career moves or terminations. It was designed to provide you with performance ANSWERS that are very difficult to determine via the personal interview. This tool can assist and guide your selection and hiring insights

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The Integrated Performance Measurement Report for Making Great People Decisions



This Executive Summary Leadership and Management Selection Report will prove extremely valuable as you seek to make Great People Hiring decisions. It measures the strength of the three performance multipliers that have the unique capacity to amplify any potential manager's credentials, e.g. *the combination of hard skills and track record of past success.*

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool targets employee selection and tactics to improve onboarding, teamwork and interpersonal dynamics. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Decision Making Measurement

Critical Thinking is the first and most important performance multiplier. It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of an organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate an individual's capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter when applied to their areas of expertise.

The critical thinking decision measure reports on the capacity to:

1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to affect the solution.

The Internal Motivator/Driver Measurement

The **Internal Motivators/Drivers** are the second performance multiplier. Based upon the Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the ACTION STEPS an individual will WANT to take as they translate their critical thinking decisions into concrete plans and results. It indicates how an individual will overtly or covertly want to influence the results that reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The **Behavioral or Communication Style** is the third performance multiplier. Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the behavioral STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other DISC tools that measure just four primary behaviors, we report the 12 integrated behavioral and communication factors that comprise the 15 most common behavioral and communication styles. These styles show how an individual's level of assertiveness, extroversion, patience and precision *uniquely combine* to form the overall behavioral display they'll most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.

Integrated Performance Analysis for Greg Sample

How Critical Thinking, Internal Motivators and Behavior or Communication Style amplify this individual's credentials

Greg's Critical Thinking Decision Making Capacity

Critical thinking is the first and most important performance multiplier. It is presented as a function of RISK (the probability for errors in judgment). The "Z score Risk factor" is also shown as an academic A, B, C or D score.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
		✓	
Cautionary REAL Risk <i>Marginal Critical Thinking and Judgment</i>	Average Conditional Risk <i>Average Critical Thinking and Judgment</i>	Good Situational Risk <i>Good Critical Thinking and Judgment</i>	Strong Low Risk <i>Strong Critical Thinking and Judgment</i>



Greg's Critical Thinking "Z score" earns very good (B+ level) tactical or "practical next step" critical thinking and good (B level) "strategic or conceptual" critical thinking scores as he seek to resolve the job's typical leadership and management problems, challenges and opportunities supported by their relevant expertise and qualifications.

Review Greg's Management strengths that support their ability to make effective Mgt. decisions that will achieve their targeted results. We also present the *Mgt. performance blockers*. They are factors that can interfere with Greg's ability to optimize their strongest natural Mgt. strengths. View Key strengths & blockers below and all Top 10 management blockers on the next page.

Greg's Prioritized Critical Thinking Management Strengths

Insight Into Others: (Managing Others)-Low Risk

Keen insight into others combined with a positive attitude builds a realistically optimistic evaluation of others.

Intuitive Insight: (Managing Problems)-Low Risk

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

Seeing Potential Problems: (Managing Problems)-Low Risk

Excellent capacity for identifying crucial issues in complex and confusing situations.

Persistence: (Getting Things Done)-Low Risk

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

Role Satisfaction: (Managing Self)-Low Risk

Combination of confidence about their ability to perform and an urgency to push ahead and get things done.

Ambition: (Getting Things Done)-Low Risk

Driven by a compulsive need to attain personal goals and ambitions.

Consistency: (Getting Things Done)-Low Risk

The ability to feel confident and competent about staying on track even in difficult times.

Attitude Toward Others: (Managing Others)-Low Risk

Positive, open attitude toward others generates genuine concern about the needs and interests of others.

Strength Scoring Legend:

Low Risk = A Level
 Situational Risk = B Level
 Conditional Risk = C Level
 Real Risk = D Level

(Risk is the Probability of Judgmental Errors)

Greg's Prioritized Critical Thinking Management Blockers

Self Esteem: (Managing Self)-Real Risk/MGT-30B

Self-depreciation, tend to be too tough on and critical of themselves and to expect too much from themselves.

Results Oriented: (Getting Things Done)-Conditional Risk/MGT-26C

Unconventional, cautious thinking can create an inconsistent focus on results and immediate circumstances.

Attention To Concrete Detail: (Managing Activities)-Conditional Risk/MGT-12C

Lack of attention to immediate circumstances can lead one to overlook concrete detail, to 'bump into the world'.

Meeting Schedules & Deadlines: (Managing Activities)-Conditional Risk/MGT-10A

Perfectionistic, black and white thinking can lead them to set unrealistic schedules and time tables.

Blocker Strength Scoring Legend:

Real Risk = D Level
 Conditional Risk = C Level
 Situational Risk = B Level
 Low Risk = A Level

(Risk is the Probability of Judgmental Errors)



Everyone has blockers! They are the factors that INTERFERE with one's ability to optimize their strengths. Here you will find this person's top 10 Management blockers. The blockers are prioritized with the greatest interference first. (Key blockers have a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker (See Red box at the bottom of page).

Prioritized Leadership and Management Blockers

Consider The Blocker Strength (Equals the Interference with the Strengths)

Real Risk = D Level Conditional Risk = C Level Situational Risk = B Level Low Risk = A Level

Self Esteem: (Managing Self)-Real Risk/MGT-30B

Self-deprecation, tend to be too tough on and critical of themselves and to expect too much from themselves.

Results Oriented: (Getting Things Done)-Conditional Risk/MGT-26C

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Meeting Schedules & Deadlines: (Managing Activities)-Conditional Risk/MGT-10A

Perfectionistic, black and white thinking can lead them to set unrealistic schedules and time tables.

Evaluating What To Do: (Managing Problems)-Conditional Risk/MGT-13

Uncertainty and lack of clarity in their thinking can restrict their ability to see what needs to be done.

Attitude Toward Authority: (Managing Activities)-Conditional Risk/MGT-11A

Unconventional, inventive thinking can lead them to disregard rules, standards, and the need for authority.

Doing Things Right: (Managing Activities)-Situational Risk/

Their unconventional, individualistic thinking can lead them to substitute being inventive for doing things right.

Long Range Planning: (Planning And Organizing)-Situational Risk/

Perfectionistic, idealistic thinking can lead you to set and become committed to unrealistic long-term goals.

Self Confidence: (Getting Things Done)-Situational Risk/

Overconfident, likely to overlook own mistakes as well as to be too status and image conscious.

Meeting Established Standards: (Managing Activities)-Situational Risk/

Strong sense of individualistic thinking can lead them to insist on doing things their own way.

Want more detail about each of the above Leadership and Management Interfering Blockers?

1. Go to the online resource page: <http://www.axiometrics.us>
2. Enter the following Log In and Password
 - a. Log In: **UNDERSTANDING**
 - b. Password: **BLOCKERS**
3. Select **Management Reference Manual Tab** from the top of the page.
4. Select the corresponding blocker number [**example (MGT-14-B)**]. Clicking on that link will provide you with relevant information about the strength of the blocker, how it will likely impact the individuals and it also **provides you with specific interview questions and tactics to explore the blocker**. These insights will prove very helpful for selection and as a foundation for development and training efforts.

Greg Management Core Competency Scores

Below are the scores of the **35 management competencies** that will direct, guide and focus Greg's credentials and qualifications toward successful leadership and management results

Click Link to View Competency definitions: <http://www.mauianalysis.com/competencies>

Supporting Management Competencies Inventory	A Level Low Risk <i>Strong Access to this Strength</i>	B Level Situational Risk <i>Good Access to this Strength</i>	C Level Conditional Risk <i>Average Access to this Strength</i>	D Level Real Risk <i>Poor Access to this Strength</i>
Working With Others				
Insight Into Others	✓			
Attitude Toward Others	✓			
Prejudice/Bias Index		✓		
Sensitivity to Others	✓			
Listening to Others	✓			
Talking At the Right Time	✓			
Managing Activities				
Meeting Established Standards		✓		
Doing Things Right		✓		
Attention to Policies and Procedures		✓		
Meeting Schedules & Deadlines			✓	
Attitude Toward Authority			✓	
Attention to Concrete Detail			✓	
Problem Solving				
Evaluating What To Do			✓	
Using Common Sense	✓			
Intuitive Insight	✓			
Seeing Potential Problems	✓			
Proactive Conceptual Thinking	✓			
Planning & Organizing				
Realistic Goal Setting	✓			
Short Range Planning	✓			
Long Range Planning		✓		
Concrete Organization	✓			
Conceptual Organization	✓			
Attention to Planning	✓			
Getting Things Done				
Self Confidence		✓		
Goal Directedness	✓			
Results Oriented			✓	
Ambition	✓			
Persistence	✓			
Consistency	✓			
Managing Self				
Self Esteem				✓
Self-Assessment	✓			
Self-Control		✓		
Role Satisfaction	✓			
Flexibility and Adaptability	✓			
Health Tension Index*	✓			

*Note: The health tension index is a powerful measure that calculates the degree of frustration, disappointment and even anger that a person will feel when their ideas, recommendations and beliefs are not accepted by their manager, peers or co-workers. It is also a measure of the willingness to consider and accept alternative ideas and beliefs that differ from your own.

Why you need to UNDERSTAND this person's Critical Thinking Decision Making Pattern

One of most powerful and unique elements of the Executive Summary Selection report is the inclusion of the amazing work of 1973 Nobel Nominee Dr. Robert S. Hartman. In a moment of clarity that rivaled Galileo and Einstein, Dr. Hartman discovered that it was possible to **identify and measure how an individual builds their unique “good, better, best” decisions and solutions for the issues (problems, challenges and opportunities) they face.** (Limited ONLY by the qualifications and credentials needed to address the specific issue).

The following page scores HOW this person builds their decisions & solutions based upon HOW THEY UNDERSTAND the CONSEQUENCES OF THEIR CHOICES and the RELATIVE IMPORTANCE THEY ASSIGN to:

- + the RESULTS they are targeting,
- + the RULES they are expected to follow
- + and how their targeted results will affect OTHER PEOPLE

Critical Thinking Scoring Legends “How one’s Clarity and Bias combine to build every decision!”
(Each dimension measures both Clarity (the Understanding of Consequences) and the Bias (Relative Importance assigned to the Clarity/Consequence Score. **Top performers typically have BALANCED Clarity scores above Visible Clarity with more balanced Bias/Attention scores that are either Cautious (single negative) or Attentive (single positive) as they are less inclined to influence a bias error than the much stronger Inattentive (double negative) or Over Attentive (double positive) scores.** (See Clarity and Bias/Attention Scoring Levels shown below)

Clarity = Understanding Consequences

1. **Crystal Clear** – Excellent understanding of the consequences
2. **Clear Clarity** - Good understanding of consequences.
3. **Unconventional Clear Clarity** – Good understanding that also features a **creative “out of the box” perspective.**
4. **Visible Clarity** – Some consequences ARE visible and some are invisible – subject to errors in judgment.
5. **Transition Clarity** – Poor understanding of consequences with questions and confusion. Errors are quite likely.

Bias/Attention = Importance of the Clarity

- Inattentive [Double Negative (- -)] bias = Little importance**
- Cautious [Single Negative (-)] bias = May not rely upon this view as a strength when making decisions.**
- Attentive [Single Positive (+)] bias = Considered important without losing balanced perspective.**
- Over Attentive [Double Positive (+ +)] bias = Likely pay too much attention to this view. It will be considered VERY important.**

Next, we present the BALANCE of the Integrated Critical Thinking Pattern.

See the Degree of Understanding of the Consequences and Relative Importance that is applied to this person’s problems, challenges and opportunities. Discover the Relative Importance of the “end-game solution” that pursues their **Results** relative to following the **Rules they are expected to follow** and for how their decisions will **Impact and Affect Other People**. You will also want to consider the influence of the 3 INTERNAL scores (*self-esteem, role-awareness and self-direction-the future view* as all 3 impact the overall Z score. (See Page 4)

Understanding Greg's Critical Thinking Decision Pattern

"Measuring what was thought to be unmeasurable!"



The Critical Thinking scores in this report are built upon the research of Nobel Nominee Dr. Robert S. Hartman who discovered that humans have a consistent decision making pattern which can be measured. **Because decisions precede the actions that drive results, this decision making measurement allows us to predict a person's probable performance with a great deal of precision.**

The **BEST** decisions (business or personal) are **BALANCED** decisions - They are based upon first, how **CLEARLY** the person **UNDERSTANDS** how their decision or choice will **create the RESULT** they are targeting, **fit with the RULES** they are expected to follow and **its effect on the OTHER PEOPLE** who will be impacted by the decision **AND** second, the **Relative IMPORTANCE** that is applied to those considerations. **The Understanding and Importance scores for this person's balance (Workplace & Self Scores) are shown below. View the Red Text below for an overview of HOW they uniquely combine..**

Want more? View a short tutorial

<http://www.mauianalysis.com/think>

Here is Greg's decision making pattern:

Empathy – *Knowing how your decisions impact OTHERS.*

Clarity of understanding and the importance assigned to how their choices will be received by **Other People**.

Greg's Empathy score is **CRYSTAL CLEAR** with a positive, attentive bias. View how YOUR concern for other people's reactions will influence your decisions: **KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, INTUITIVE.**

Practical Thinking – *Knowing how your decisions impact RESULTS.*

Clarity of understanding and the importance assigned to how their choices and solutions will influence the **Targeted Results**.

Greg's Practical Thinking score is **UNCONVENTIONAL** with a negative, inattentive bias. View Greg's valuation of how available alternative choices will impact the results: **INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, PRAGMATIC.**

System Judgment – *Knowing how your decisions will impact RULES.*

Clarity of understanding and the importance assigned to how their choices will work within the **established Structure, Rules and Standards**

Greg's System Judgment score is **UNCONVENTIONAL** with a positive, overattentive bias. View how the "rules", structure and policy will influence your decisions: **PERFECTIONISTIC, IDEALISTIC, STRUCTURED, PROACTIVE, ANALYTICAL.**

Self-Esteem – *Knowing how your decisions will impact YOU.*

Clarity of understanding and the importance assigned to how their choices will impact **HOW THEY VALUE THEMSELVES.**

Greg's Self-Esteem score is **CLEAR** with a negative, inattentive bias. View how Greg views, understands and appreciates their own unique value. **INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES.**

Role Awareness – *Knowing how your decisions will impact your Current Life Role(s).*

Clarity of understanding and the importance assigned to how one's choices will impact **how they value their CURRENT LIFE'S ROLES.**

Greg's Role Awareness score is **CLEAR** with a positive, overattentive bias. View how Greg believes their current role is supporting and contributing to their workplace satisfaction: **EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT.**

Self-Direction – *Knowing how your decisions will impact your FUTURE.*

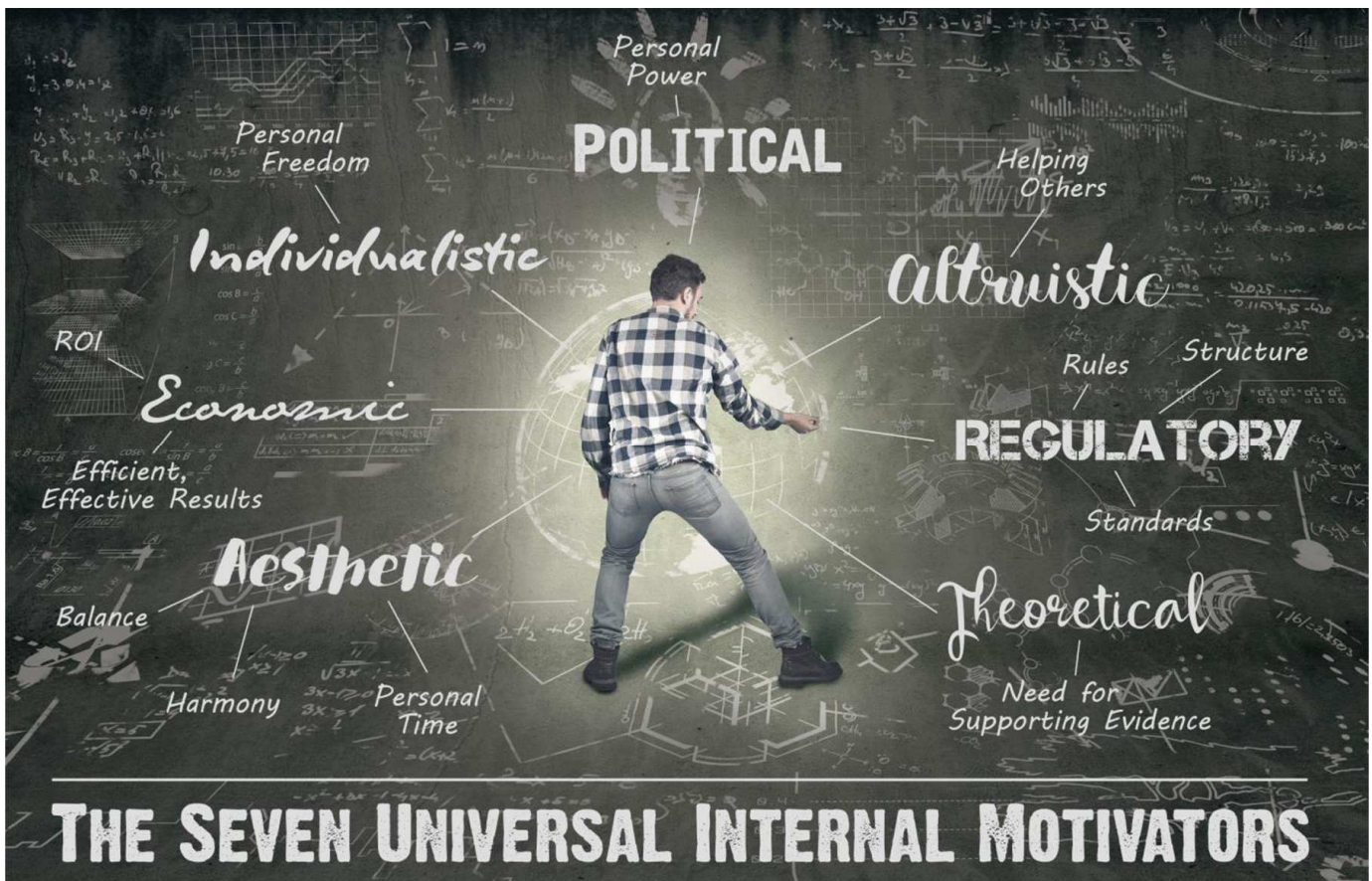
Clarity of understanding and the importance assigned to how one's choices will **CONTRIBUTE TO THE FUTURE** one is seeking to manifest.

Greg's Self-Direction score is **CRYSTAL CLEAR** with a positive, overattentive bias. View how Greg believes their choices and circumstances will achieve the future they want for themselves.: **KEENLY PERCEPTIVE, IDEALISTIC, PERSISTENT, INSISTENT.**

You'll WANT to carefully consider the following insights about this person's decision-making pattern:

1. How Clearly does this person **UNDERSTAND THE CONSEQUENCES OF** and the **RELATIVE IMPORTANCE** assigned to how their **decisions will IMPACT AND AFFECT OTHER PEOPLE?** – *See the Empathy Score Above.*
2. How Clearly does this person **UNDERSTAND THE CONSEQUENCES OF** and the **RELATIVE IMPORTANCE** assigned to how their **decisions will CREATE THEIR TARGETED RESULTS?** – *See the Practical Thinking Score Above.*
3. How clearly does this person **UNDERSTAND THE CONSEQUENCES OF** and the **RELATIVE IMPORTANCE** assigned to how their **decisions will OPERATE WITHIN THE RULES THEY ARE EXPECTED TO FOLLOW.** *See the System Judgment Score*

Note Compare the Clarity and Bias scores of the 3 External Workplace Scores (Empathy, Practical Thinking and System Judgement) with the 3 Internal Scores of Self-Esteem, Role Awareness and Self-Direction). Poor internal scores can drag the overall ranking down. **With Good External Scores, some people can be Effective and Productive in the workplace EVEN with Poor Internal Scores- Review the Blockers - Are they workplace or personal blockers? Review the blockers on page 5.**



The 7 Internal Motivators are the second of the three “Performance Multipliers.” The Motivators “*filter and guide*” our decisions toward RESULTS that reflect OUR MOST INFLUENTIAL Motivators. Our primary motivations spring from your HIGHEST AND/OR LOWEST scores.

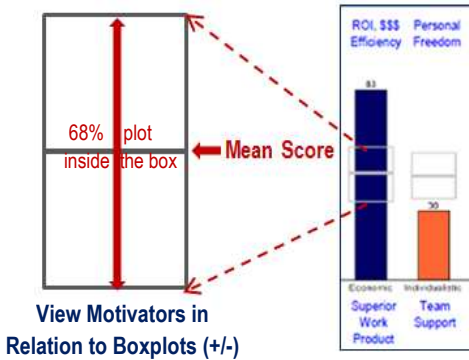
Think of these Internal Motivators as an inventory of our Personal Agenda – “Pursuing Results that reflect the way we BELIEVE THINGS OUGHT TO BE!”

Like ingredients that flavor a cake mix, everyone is influenced to SOME degree by each of the seven motivators.

The ones that have the HIGHEST or LOWEST scores, i.e. MOST above or below the mean will have the greatest impact and influence on the overall action steps we will want to take as we implement the decisions we believe offer the best solutions.

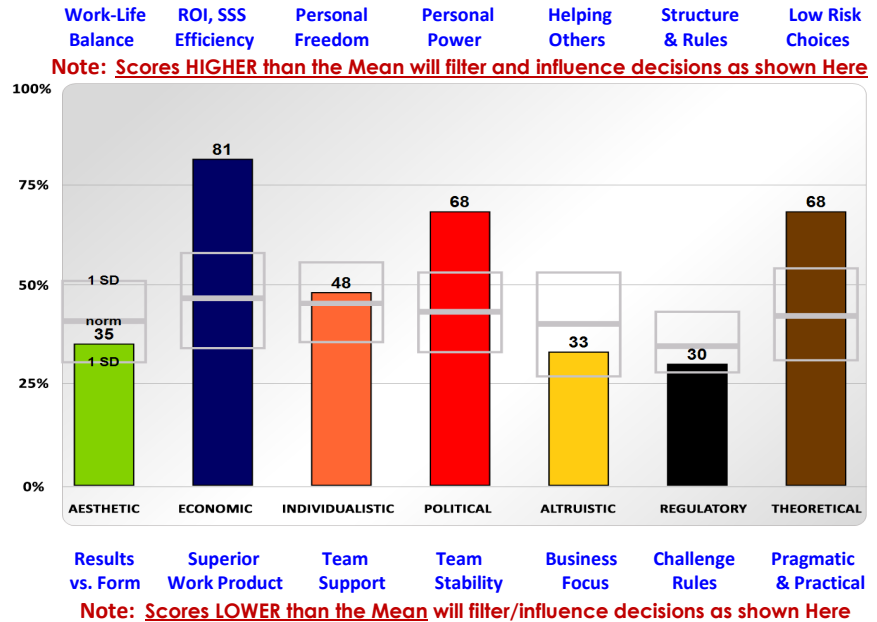
View the SCORES FOR THE 7 MOTIVATORS - HIGH, LOW OR MAINSTREAM

Why do we include the Internal Motivators...and WHAT do they tell us? Every decision we make is "FILTERED" by our Internal Motivators. Consider the four (4) MOST influential scores (MOST above or below the Mean and Boxplots-see below) as they will exert the greatest influence on our decisions. Strong Motivators can alter or even CHANGE an "end game decision" to reflect a result that reflects what we believe is VERY IMPORTANT.



SAMPLE MEAN SCORE DISPLAY

68% of general population will plot somewhere within the confines of the grey boxplots (sample shown above) for EACH of the 7 motivators.



- View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers (High or Low scores) that support your 'personal agenda.'
- Higher and Lower Scores will influence in VERY DIFFERENT ways. View the top 4 Most Influential Motivators shown just below. They provide the strongest "filters" through which the decisions must pass.

View your four (4) MOST influential Motivators. Your highest (+) OR lowest (-) scores carry the MOST influence. Some of the 7 motivators will likely be in the mainstream middle range.

- Economic (+)** Prioritize solutions that achieve a high economic focus on ROI, \$\$\$, efficiency and effective results.
- Theoretical (+)** Prioritize solutions that offer low risk choices supported by knowledge, experience and past successes.
- Political (+)** Prioritize solutions that enable Influence and control over projects & the activities of others.
- Altruistic (-)** Prioritize solutions that support a focus more on business, financial and economic efforts.

View the Influence of Higher or Lower Scoring Motivators

View the 7 Universal Human Motivator Definitions along with guidelines as to *HOW* Lower and Higher Scores will INFLUENCE the person's decisions as they seek to resolve the issues they face. **Remember, lower scoring motivators ARE NOT BAD SCORES...they just indicate an influence that is different than higher scores.**

LOWER SCORE INFLUENCES

Below the Bottom of the boxplot
Can exert enough influence to alter or even change decisions

Will influence actions towards Pragmatic Results with less emphasis on Research, Frills or Enhancement

Will influence actions towards producing the "best possible work product or result." Lower scores supersede a primary focus on the immediate bottom line.

Will influence actions to play a supportive role in teaming and groups activities. Suggests a good team player

Will influence actions to bring a stabilizing element to teaming efforts that can ask the questions that may avoid a team error.

Will influence actions towards a focus on business, the bottom line and efficient commercial actions.

Will influence actions towards challenging the status quo. May approach established rules with a questioning and even sceptical eye.

Will influence actions that are very results NOW and pragmatic in nature. Less need to research or to consider multiple options prior to action.

7 UNIVERSAL HUMAN MOTIVATOR DEFINITIONS

Mainstream Scores (within the box plots) are not strongly displayed

THE AESTHETIC MOTIVATOR

plots the value you place on
BALANCE, HARMONY, PERSONAL TIME

THE ECONOMIC MOTIVATOR

plots the value you place on
ROI, EFFICIENT AND EFFECTIVE RESULTS

THE INDIVIDUALISTIC MOTIVATOR

plots the value you place on
PERSONAL FREEDOM

THE POLITICAL MOTIVATOR

plots the value you place on
PERSONAL POWER

THE ALTRUISTIC MOTIVATOR

plots the value you place on
HELPING OTHERS

THE REGULATORY MOTIVATOR

plots the value you place on
RULES, STRUCTURE AND STANDARDS

THE THEORETICAL MOTIVATOR

plots the value you place on
THE NEED FOR SUPPORTING
EVIDENCE PRIOR TO DECISION

HIGHER SCORE INFLUENCES

Above the Top of the boxplot
Can exert enough influence to alter or even change decisions

Will influence actions that protect and preserve this person's view of the ideal work/life balance. Will likely have another personal passion (Family, Art, Music, Golf, etc.)

Will influence actions that seek a strong personal ROI, feature the bottom line, \$\$\$ and efficient and effective results.

Will influence actions that enjoy freedom from micro-management. Will seek to create personal autonomy and the option to exercise unique and creative solutions

Will influence actions that enhance one's personal power, influence and control over project and co-workers working on the project.

Will influence actions that bring value, assistance and help to others without an expectation of anything in return.

Will influence actions that follow the rules. The higher scores want and need to have a structured path to the solution and the end result.

Will influence actions towards making "low risk choices" that are supported by knowledge, experience and past successes and failures. Higher scoring individuals are Not Risk Takers.

Greg's DISC Communication Style Measurements

This section presents THE DISC COMMUNICATION STYLE. Use it to understand HOW individuals share their communications (decisions, ideas, recommendations, questions etc.) with others...**And how to specifically connect and communicate more effectively with this individual in one on one, group and teaming environments.**

Think of your DISC communication style as the “**delivery truck**” that delivers the **content** and **intent of your decisions** **adjusted** by your motivators to other people.

Here we define the 4 Key Communication Factors that comprise the DISC measures



D = Dominance – The degree of dominance/assertiveness and results NOW emphasis applied to most communications. (0-100 scale)



I = Influence/Extraversion – The degree of outgoing extraversion & personal connection applied to most communications. (0-100 scale)

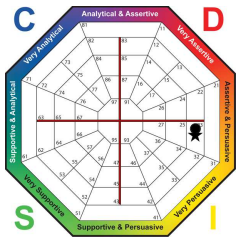


S = Steadiness/Patience – The pace, activity level and patience applied to most communications. (0-100 scale)

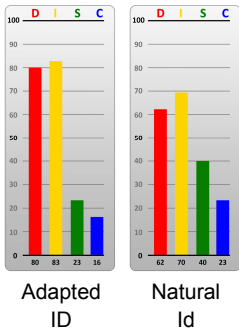


C = Comprehensiveness – The detail, accuracy, precision and overall accuracy focus applied to most communications. (0-100 scale)

What is Greg's DISC Behavior and Communication Style?



Primary Behavioral Style Overview: Greg's style enjoys working with others. It is viewed as friendly even as these individuals seek to accomplish their own personal goals. They often gain the respect and support of others. They aspire to positions of authority and it is important that they "look good to others." They like variety in their day. They can be too optimistic about others and tend to believe they can influence others more than they likely can. This style often needs analytical support to offset their tendency to proceed without all the facts



Primary Communication Style Overview: Greg communicates Situational Risk very good (B+ level) critical thinking in an overall **DIRECT** and **OPEN** style. The **DIRECT** style is *emphatic, competitive and results oriented*. The **OPEN** style is *warm, capable of expressing emotion and seeks to build relationships*. Greg delivers their communication style in an overall subjective and cordially Social manner. Others will likely view Greg as someone who can sometimes appear overconfident with a willingness to improvise and take spontaneous actions, who will not likely be deterred by potential restraints or procedures IF they are perceived to impede results and who operates with a high degree of energy displayed in a freewheeling, confident and engaging style.

VIEW THE DISC WHEEL (How All four (4) DISC Factors morph into a single integrated plot point)

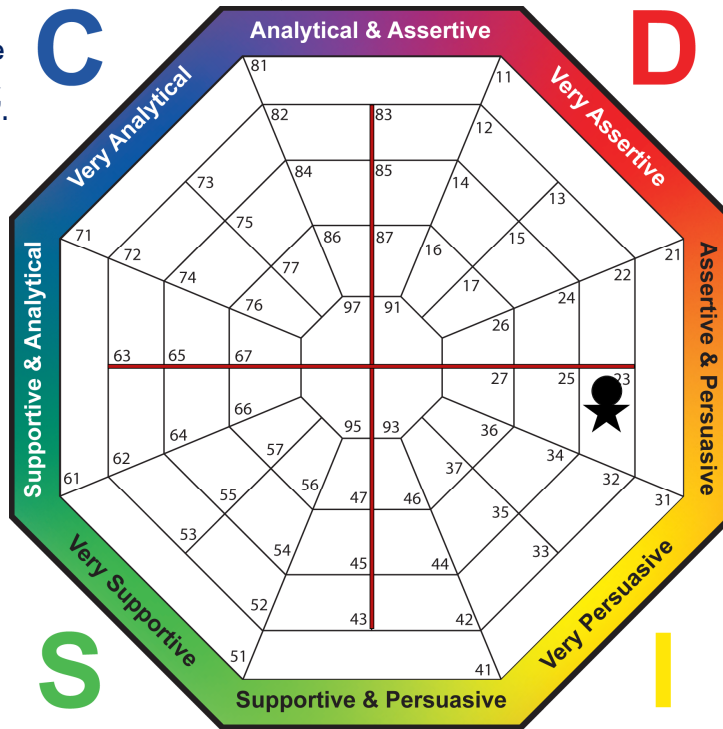
- Dot = Natural DISC Communication Style - *(This is the baseline Natural style that you want to use.*
- ★ Star = Adapted DISC Communication Style - *(How they are "Adapting their style" in their CURRENT role).*

Efficient, Analytical, Organized, Factual,
Aware of the Consequences of their
Actions, Practical and Innovative.

Data, Fact & Analysis Based.
Precise & Accurate Trusts in the
Value of Structure, Standards &
Order. Sees the value of "Rules".

Balances & Values Data &
Diplomacy, Mindful of the
"Rules". Will be Goal Focused,
Dislikes Confusion and
Ambiguity.

Very Patient, Favors Stability
and Structure. Not a Risk
Taker Likes to operate at a
Steady, Even Pace. Dislikes
Fire Drills.



Assertive, Results Focused, Rapid
Decisions, Will Seek Challenges, Can
be Aggressive and Impatient, Desires
to Lead and Direct Projects

Both Assertive and
Persuasive, Likely to embrace
New Concepts, Often a Mover
and a Shaker, Can be very
outgoing with High Energy and
Engaging Effort.

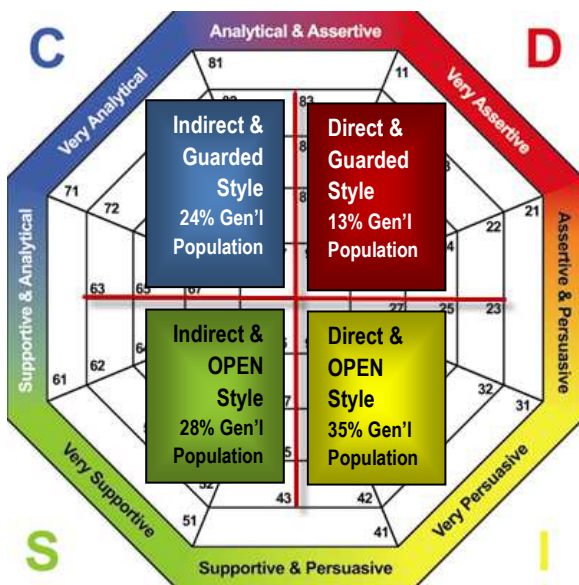
Supportive & Persuasive, Good
Team Player, Creates Good Will &
provides Good Customer Service

Very Outgoing & Persuasive,
People Oriented, Quite Optimistic
Outlook, Strong Communication
Skills, Likes to have Variety &
Personal Interactions in their day.

“Poor Communications can derail even the VERY BEST ideas and solutions.”

Because effective communication plays such a critical role in creating top performance and superior results...You'll want and need to know:

1. How **COMPATIBLE** is this person's communication style with who will be their new manager?
2. Is this person's communication style **DIRECT** or **INDIRECT**?
3. Is this person's communication style **OPEN** or **GUARDED**?
4. What % of the General Population synchs with this person's natural communication style?



Where this person plots on the wheel identifies their DISC Communication style.

There are four Primary DISC styles – they are each quite different. Every style has two (2) major descriptors that define it.

Where does this person plot AND what are the 2 major descriptors that comprise their style?

One will be **DIRECTNESS** (Either Direct or Indirect)
 + Directness scores the amount of energy, emphasis, power and enthusiasm that typically fuels most communications. (Direct = Lots of power, Indirect = More reserved). **The High D and High I styles are DIRECT, the High S and High C styles are INDIRECT.**

The other will be **OPENNESS** (either Open or Guarded)
 + Openness scores the desire to establish a personal connection with others – to build a bridge, trust and a meaningful working relationship. (OPEN – presents stronger People-Oriented Focus, GUARDED - Task focused on business via logical and typically non-emotional conversations. (Not unfriendly...just business focused.) **The High S and High I styles are OPEN, the High C and D styles are GUARDED.**

Greg's Additional Key Behavioral Insights

Emotional characteristic: Recognizable vitality; vibrance, enthusiasm; and interest in connecting with others.

Goals: Seek authority and prestige through a variety of status symbols.

How others are valued: Via the ability to verbalize and create and compromise.

Influences group: Via friendliness, fluency and ease of creating working relationships.

Value to the organization: Often good at promoting ideas and concepts; being poised, persuasive and confident and is able to make requests of others in order to get things accomplished.

Warning: Unjustified reliance on personal persuasion; overly enthusiastic; too optimistic.

When under pressure: Can become too persuadable, will want to look good.

Fears: Routine boring activities and limiting personal relationships that impede their ability to take action.

THE SINGLE BIGGEST COMMUNICATION ROADBLOCK

Let's start with you. This report includes the SPECIFIC strategies that ARE and ARE NOT likely effective with YOU. Based upon your responses to the survey, please:

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Mark the three or four strategies that you DO like others to use when they seek to communicate with you.▪ Circle the one DO that is MOST IMPORTANT for others to know about you. | <ul style="list-style-type: none">▪ Mark the three or four strategies that you DO NOT like others to use when they seek to communicate with you.▪ Circle the one DON'T that is MOST IMPORTANT for others to know about you. |
|---|--|

If you're a leader or a manager, share these tactics with your Team and Co-Workers.

When Communicating with Greg, **DO**:

- Use his own words to direct things back to the topic or issue at hand.
- Provide testimonials from people he sees as important and prominent.
- Be clear in your explanations.
- Provide immediate incentives for his willingness to help on the project.
- Try to be engaging, stimulating, and fast-paced.
- Be certain to specify steps for continuing action.
- Offer input on how to make ideas become reality.

When Communicating with Greg, **DON'T**:

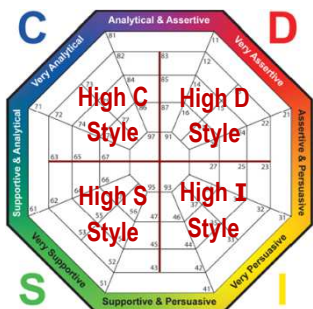
- Be overly task-oriented.
- Ask rhetorical or useless questions.
- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Speculate wildly without factual support.
- Confuse or distract him from the business issues at hand.
- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.

Examples of WHY learning the Boss's and Key Co-Worker's Unique Do's and Don'ts will prove so valuable IF you onboard this person – Now, you can give EVERY new employee the MOST and LEAST Effective way to Communicate with their New Manager & Key Co-Workers.

- **If the DISC style is (High D), i.e. prefers just bullet points...**likely to give OTHERS just the bottom line bullet points; May become frustrated when others keep asking for more detail and clarification.
- **If the DISC style is (High I), i.e. likes to make personal connections with others...**likely seeks to build a bridge to OTHERS. This can cause disappointment and a feeling of rejection if others do not reciprocate.
- **If the DISC style is (High S), i.e. likes to support the team's efforts...**likely to offer OTHERS support and cooperation. This can cause frustration and potentially hurt feelings if others do not appreciate or even appear to want an offer of assistance.
- **If the DISC style is (High C), i.e. wants and needs lots of detail...**likely to offer OTHERS the relevant data, detail and supporting evidence. May become discouraged if others do not seem to appreciate or even want to look the supporting materials and details prepared for them.



Universal Communication Tactics that Work...with ALL OTHERS!



1. View Your DISC Wheel (Page 13 of your Report).
2. Which of the Four (4) DISC Quadrants does YOUR Natural Style (the dot) plot? YOUR Natural Style is shown with the dot - Star is the Adapted Style.

Use when you do NOT have the benefit of the specific Do's and Don'ts from your boss, your customers, your peers and your direct reports, **Start with these UNIVERSAL tactics – Based upon YOUR style, YOU Can Immediately Improve YOUR Connections with Most Everyone Else.**

If you plot as a Conscientious (High C) Style, rely upon these specific tactics – they will work with all 4 styles:

- Openly show concern and appreciation of others.
- Occasionally consider short cuts and timesavers.
- Adjust more readily to change and disorganization.
- Work on timely decision-making & time frames.
- Initiate new projects – make recommendations.
- Appreciate the value of compromising with others.
- Use policies as guidelines rather than laws
- Understand that others may NOT want all the details.

If you plot as a Dominant (High D) Style, rely upon these specific tactics - they will work with all 4 styles:

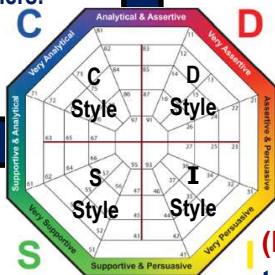
- Practice “active” listening.
- Project a more relaxed image by pacing yourself.
- Develop patience, humility, sensitivity and empathy.
- Add a dose of caution to your actions.
- Verbalize the reasons for your conclusions & actions.
- Identify with the group and team.
- Be aware of existing rules, sanctions and codes.
- Verbalize complements to others.

IF you plot as a Steady/Patient (High S) Style, rely upon these specific tactics - they will work with all 4 styles:

- Learn to say “No” occasionally.
- Pursue your objectives and goals without over-sensitivity to others “feelings” about how they will react to your efforts.
- Take some risks by stretching beyond your current comfort zone.
- Delegate to others – You don't have to do everything yourself.
- Accept necessary changes in procedure or routine – it might make things easier.
- Verbalize your feelings and thoughts to the appropriate people.

IF you plot as an Influential/Extraverted (High I) Style, rely upon these specific tactics – they will work with all 4 styles:

- Focus on time management and control emotions.
- Develop a more objective & data based mindset.
- Spend more time checking, verifying, specifying, balancing and organizing activities and actions.
- Follow through on agreements.
- Concentrate on the task at hand (start-finish etc.)
- Take a more logical, less emotional approach.
- Be sure to complete what you start.
- Remember, not everyone will want to engage in a social connection BEFORE they get down to business.



Greg's Primary Communication Strengths:

Note: Your scores indicate:

- You can handle objections, questions, and pressure, with poise and confidence.
- You score like those known to be "movers and shakers" in the workplace.
- You are very much at ease in making presentations to both large or small groups.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You are able to react and adapt quickly to change in projects or activities.
- You are an excellent team player, very effective at training or developing others.
- You're able to sell others on a variety of ideas and concepts.

This is the "Show me the Performance ANSWERS page!"

Greg's Performance Overview and Recommendations

General Performance Overview: Ability to perform the Key Management Functions

Relying upon the areas of expertise and qualifications, Greg is an individual who can call upon very good (B+ level) critical thinking to resolve the core management problems, challenges and opportunities they encounter. Greg's internal motivator hierarchy will filter/influence their choices and drive action steps that are built upon achieving a strong ROI via highly effective tactics, low risk choices supported by past successes, creating influence and control over projects & others, a focus on business, finance and economic efforts, a flexible, no frills approach to results, a willingness to challenge the status quo and sustaining a high level of personal freedom and autonomy. Greg delivers their motivated critical thinking pattern in an overall Emphatic and People Oriented manner. Be aware that the following attitudes will typically be reflected in their decisions: Perfectionistic, insists on doing things right, Cautious, hesitant toward the world, Optimistic about themselves, Optimistic, positive attitude toward others and Cautious, skeptical attitude toward getting things done.

Screening & Hiring Recommendation: Probable Performance in a Management Role

As you consider the impact that the three reliable performance multipliers summarized above will have on Greg's credentials, **we would view him as a very good individual who can be expected to deliver strong results in this role providing it is supported by his specific knowledge, industry experience and track record of past success.** Based upon the survey's results, Greg believes that their innate natural talents and abilities are in synch and a good fit for their current role. *Factor in this current role satisfaction as you consider new, expanded or alternative assignments for this individual.*

Training & Development: Areas where Greg may need support

Note: The Developmental scores indicate:

- You are sometimes inattentive to details and may need support in this area.
- You may be somewhat disorganized behind the scenes, despite maintaining an organized public presence.
- You may tend to be a selective listener, hearing only what you want to hear.
- You could be more effective in large groups by being more firm in delegating tasks and setting deadlines.
- Your optimism and high level of trust may cause you to overestimate the abilities or intentions of others. As a result, you may be left with unexpected difficulties.
- You may have difficulty disciplining others, or bearing bad news.
- You may overestimate your ability to influence people.

Teamwork: Greg should thrive in teaming opportunities that provide

- New and varied activities; a change-oriented workplace culture.
- Freedom from controls, details, and minutiae.
- A wide scope of involvement with a variety of people.
- Opportunities to try new ideas.
- Ability to see rapid results from your efforts.
- Authority equal to your responsibility.
- Challenging assignments.

This Executive Summary Measures and reports the key universal success multipliers that are very difficult, if not impossible to gather via the face to face interview. It is designed to be used in alliance with your typical evaluation of any individual's credentials, job stability, references and track record of documentable past successes.