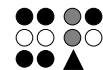




Ms. Briana Taylor

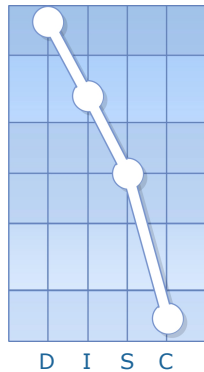
Prepared by Kimberly West on behalf of Tempo Temperaments



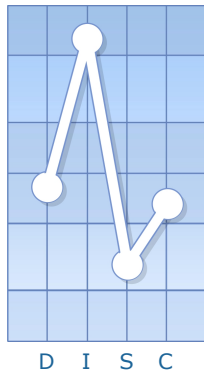
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| Candidate Analysed | Mon 29 March 2010 |
| Report Printed | Tue 5 October 2010 |
| Questionnaire | Adjective-based |
| Report Type | Enhanced |
| Report Style | Formal |
| Textual Content | All Available Sections |
| Category | Sample |

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| Address | Tempo Temperaments Anywhere! |
| Gender | Female |

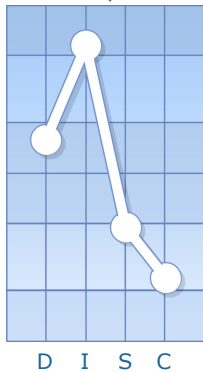
Internal



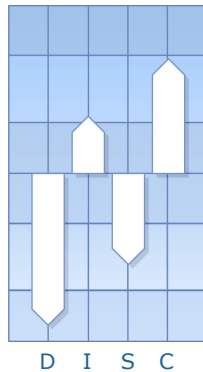
External



Summary



Shifts

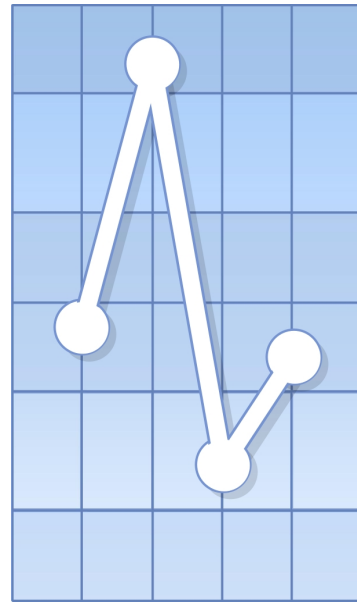
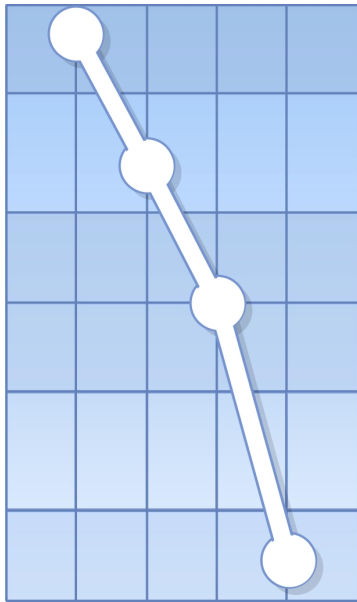


PRIVATE AND CONFIDENTIAL
Any purely behavioral tool should never be used to make a recruitment or redeployment decision unsupported by other techniques.



Internal

External



Keywords

- Charismatic
- Communicative
- Persuasive
- Unpredictable
- Effervescent
- Instinctive
- Influential
- Extrovert
- Charming
- Light-hearted

Overview  

Ms. Taylor is an enthusiastic and energetic person, who approaches life in an adventurous way, wanting to try new experiences and, especially, meet new and interesting people. Ms. Taylor is a strong communicator, and has a persuasive style that can encourage agreement and support from others.

She is not, however, a patient person, and she can sometimes be prone to impulsive actions. Her sense of self-confidence brings with it an optimistic view of life, and so she is rarely cautious or reticent in her approach.



DISC Profile Series



A series of graphs showing the key factors in Ms. Taylor's profile, including a Shift Pattern and a Style Card analysis.



Trait Summary



A description of the main traits present in Ms. Taylor's personality style, also including a Profile Tension assessment showing current pressure levels.



Textual Report



A detailed textual description of Ms. Taylor's personal style. This Enhanced textual report contains twenty-one sections, including all available information for this type of report.



Glossary



Your dynamic reference to all the terms in this report that are specific to Discus or the DISC system. If you're unsure of the meaning of any term in the report, check the Glossary for more information.

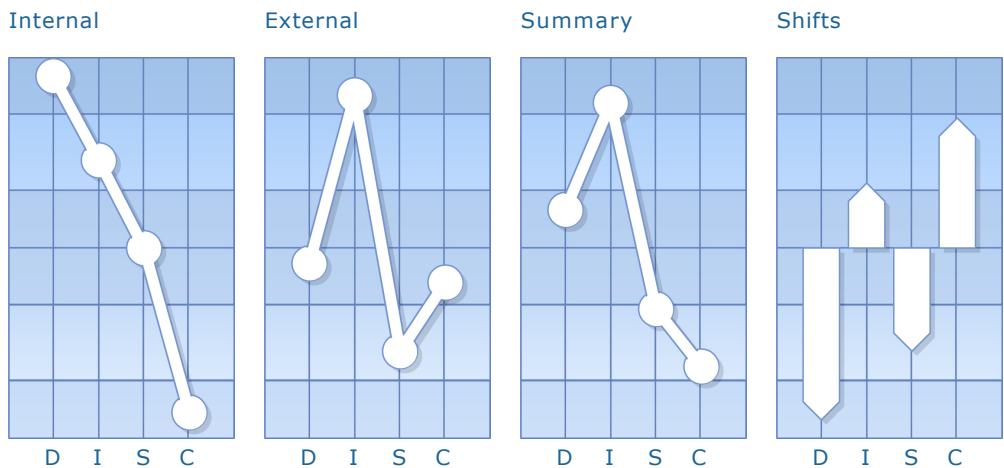
If you are viewing this report on the screen, you can also quickly access glossary information from elsewhere in the system by clicking terms that interest you.



Comments

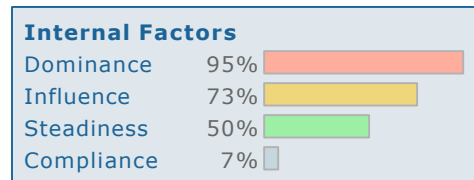


Space to add your own comments and thoughts about Ms. Taylor's profile and the details included in this report.



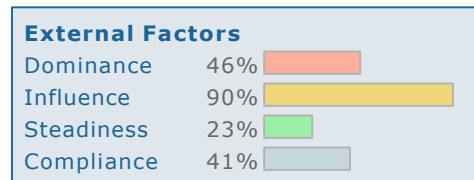
Internal Profile

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behavior that often appears outside a working environment, or when an individual is placed under pressure.



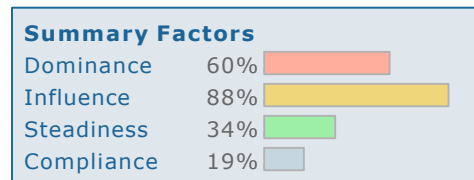
External Profile

The External Profile describes the candidate's perception of the type of behavior they should ideally project. This shape usually represents the type of behavior that an individual will try to adopt at work.



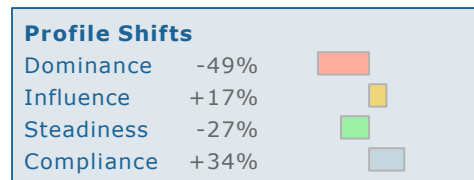
Summary Profile

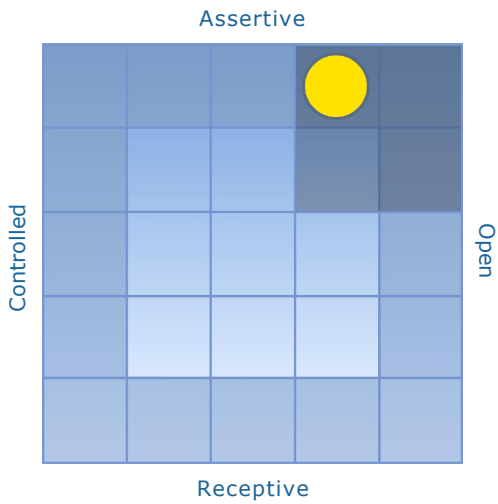
In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behavior.



Shift Pattern

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.



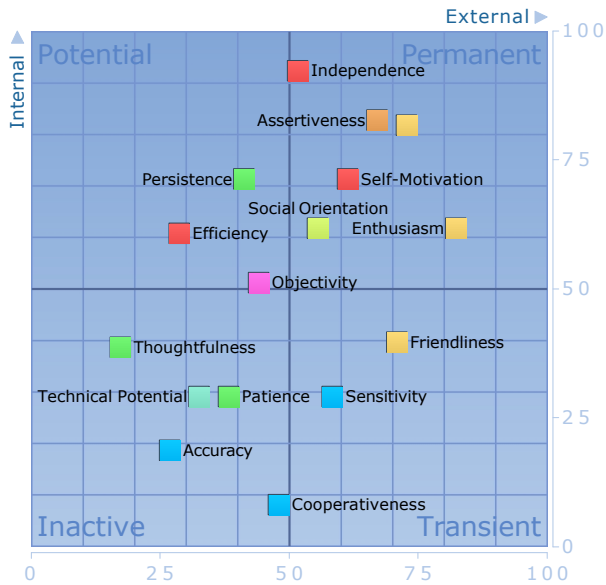
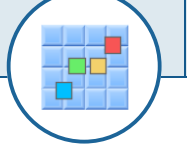


Driving Communicator: Assertive and Open

A combination of assertiveness and openness, relating to Influence in DISC terms, can be described as a Communicator. This style is communicative and sociable, being friendly and outgoing with other people and feeling at ease in strange company.



| | |
|-------------------|-------------------------------------------|
| Overview | Friendly, Sociable, Expressive, Assertive |
| Values | Attention (and Results) |
| Seeks | Approval (and Power) |
| Avoids | Isolation (and Weakness) |
| Pressure Response | Attacks (may also Dictate) |
| Approach | Friendly Open |
| Strategy | People (also responds to Power) |






Permanent Traits

These are traits common throughout Ms. Taylor's profile, suggesting that they are often seen in her behavior, and are also likely to influence her attitudes. Ms. Taylor's profile indicates the following permanent traits:

-  Self-Confidence
-  Assertiveness
-  Enthusiasm
-  Independence
-  Self-Motivation
-  Social Orientation



Potential Traits

These are traits that are native to Ms. Taylor's personal style, but that she does not seem to feel are appropriate to her current working conditions. These traits are likely to appear from time to time, for example under pressurized conditions. Ms. Taylor's profile indicates the following potential traits:

-  Persistence
-  Objectivity
-  Efficiency






Transient Traits

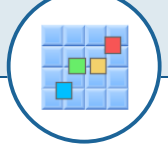
These are traits that Ms. Taylor seems to feel are appropriate to her current working conditions, and so is emphasizing in her behavior. Transient traits, as their name suggests, tend to represent short-term adaptations. Ms. Taylor's profile indicates the following transient traits:

-  Friendliness
-  Sensitivity

Inactive Traits

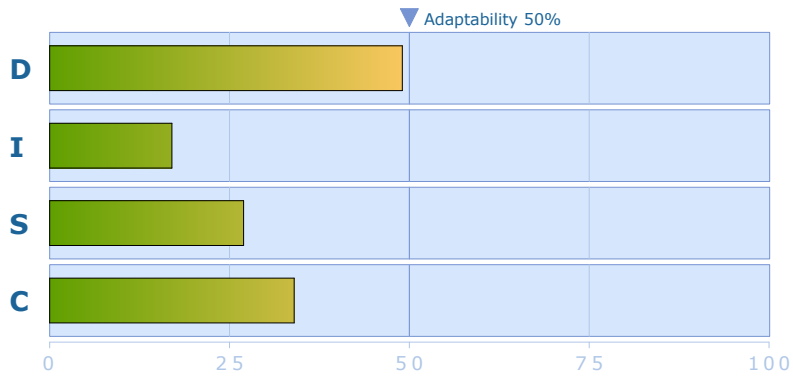
These are traits that are not normally seen in any aspect of Ms. Taylor's behavior. Though these types of behavior are not completely absent from Ms. Taylor's style, it will be relatively unusual to see her follow these patterns of behavior. Ms. Taylor's profile indicates the following inactive traits:

-  Patience
-  Technical Potential
-  Cooperativeness
-  Thoughtfulness
-  Accuracy



Profile Tension

Profile Tension shows the extent to which Ms. Taylor feels the need to adapt her style to her current working conditions. This tension may result in negative, pressurizing effects under certain conditions, especially if Ms. Taylor's style is not suited to making adaptations of this kind. The diagram below shows Ms. Taylor's current Profile Tension, and estimates her adaptability for comparison purposes. Also shown is the most significant probable cause of any adaptation, where applicable.



Main Tension Factor Dominance
Value Down by 49%
Probable Source Being provided too little challenge or competition.
Probable Impact Mild



About This Report

This is an Enhanced Discus report containing all available information. There are a total of 21 different sections in this report.

A Note on Profile Use

Each section of this report is based on one of the four different profiles shown in the DISC Profile Series. The particular profile in use for a particular section is shown next to that section's text.

Note: Ms. Taylor's profiles vary widely from one another, meaning that she shows quite different approaches in different situations. These variations will be reflected in the text, and if comments seem at variance with one another, compare the profiles being used to establish the context of the different comments.

Textual Report Contents

- Overview
- Keynotes
- Behavioral Adaptation
- Advantages
- Disadvantages
- Communication Style
- Decision Making
- Organization and Planning
- Motivation
- Managing Style
- Style of Management Required
- Guidelines in Management
- Guidelines in Sales
- Guidelines in Service
- Guidelines in Technical Work
- Exploratory Questions
- Career Directions
- Relationships
- The Team
- Pressure
- Ambition and Development



Overview

Ms. Taylor is an enthusiastic and energetic person, who approaches life in an adventurous way, wanting to try new experiences and, especially, meet new and interesting people. Ms. Taylor is a strong communicator, and has a persuasive style that can encourage agreement and support from others.

She is not, however, a patient person, and she can sometimes be prone to impulsive actions. Her sense of self-confidence brings with it an optimistic view of life, and so she is rarely cautious or reticent in her approach.

Keynotes

The following keynotes summarize some of the most important aspects of Ms. Taylor's personal style:

- She has an original and adventurous approach to life.
- She has a pro-active approach, and will normally take the initiative rather than waiting for others to do so.
- She has strong confidence in her own social abilities.
- She freely expresses her thoughts and feelings.
- She is at present restraining the more independent side of her nature, and is therefore more open to working as part of a team.
- Though naturally efficient and practical, she is presently adapting to a perceived need to appear more friendly and sociable.
- She is taking pains to be more receptive to her work colleagues at present.

Keywords

- Charismatic
- Communicative
- Persuasive
- Unpredictable
- Effervescent
- Instinctive
- Influential
- Extrovert
- Charming
- Light-hearted



Based on the **Summary Profile**, a composite overview of Ms. Taylor's personal style.



Based on the **Summary Profile**, a composite overview of Ms. Taylor's personal style.



Behavioral Adaptation

There are a complex series of shifts in Ms. Taylor's style with respect to her work, and these seem to revolve around a greater need to co-operate with other people. Different elements of her adaptation point to the need to both work in a more team-oriented way, and to communicate more effectively with others. While her natural trend is towards more independent and thoughtful behavior, her profile suggests that this is not a particularly useful style under present conditions, and she is taking pains to show herself in a more co-operative, approachable and energetic way.

Advantages

As an able communicator, Ms. Taylor combines an animated, confident approach to other people with a sense of responsiveness and quickness of thought. Open and socially aware, Ms. Taylor enjoys the company of other people, and her engaging and enthusiastic nature helps build effective relationships with those around her.

Disadvantages

Ms. Taylor's extroversion is attended by a number of possible disadvantages in a business sense. Perhaps most significant among these is the Ms. Taylor's lack of caution. She prefers to employ an experimental attitude, rather than spend time considering implications and possible outcomes. While this approach can have its positive side, it can also lead her into unforeseen difficulties, and lead her on occasion to take significant risks.

Communication Style

Ms. Taylor is a socially motivated self-starter, somebody who actively seeks contact with other people and takes the initiative in forming and developing social bonds. She is open and trusting with others, and possesses a disarming ability to put others at their ease. However, her unreserved approach means that she is not naturally diplomatic.

(Communication Style continues overleaf)



Based on the **Shift Pattern**, showing the ways Ms. Taylor is adapting to her current conditions.



Based on the **Summary Profile**, a composite overview of Ms. Taylor's personal style.



Based on the **Summary Profile**, a composite overview of Ms. Taylor's personal style.



Based on the **Summary Profile**, a composite overview of Ms. Taylor's personal style.



Approval and acceptance are important motivators within Ms. Taylor's style. She finds it difficult to operate in an environment in which she feels rejected, and for this reason values her positive relationships with others.

Decision Making

The effects of Ms. Taylor's conclusions on others will form an important factor in her decision-making process. She will normally avoid conclusions that may make her unpopular with others. Her rapid, animated pace means that she looks to make decisions quickly, and will often be prepared to reach a judgment based on her own instincts rather than a thorough and impartial view of the facts.

Organization and Planning

Ms. Taylor's exuberant, impatient nature means that she does not easily focus on matters of careful planning and efficient organization. Her inclination is to act on impulse, reacting and adapting to a situation, and trusting her strong personal confidence to help her deal with any difficulties that might arise.

Motivation

Ms. Taylor has an outgoing and assertive attitude, and enjoys being at the center of events. She looks for acceptance and respect from others, but she is also independent and individualistic, and will need the freedom of action to express this side of her nature if she is to be fully motivated. Extremely formal or rigid circumstances, where she is expected to comply with detailed conditions and regulations, will reduce her motivation considerably.

Communication Style

Continued



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



Managing Style

Ms. Taylor is a capable communicator who can effectively express her ideas and instructions, and who prefers to foster an atmosphere of co-operation, rather than authority, in the workplace. She has a responsive style, meaning that she has the capacity to adapt her views as circumstances develop. In a management context, this means that members of her team will need to be ready adapt if this flexible attitude leads her to change her management style or direction.

Style of Management Required

Ms. Taylor can be very challenging for a manager to deal with, as her self-reliant and adventurous nature means that she tends to be reluctant to recognize authority. As far as possible, she will prefer to be in control of her situation, and a manager who gives her a degree of personal freedom while retaining ultimate control will help to motivate her to perform at her best.



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



Guidelines in Management

It seems clear that Ms. Taylor will be successful in fostering a positive and enthusiastic attitude in her team. She has a highly individual and motivating style that works well in enthusing and energizing her team. Her reactions will typically be generous and receptive, and this is likely to make her popular in a management role.

Ms. Taylor has a highly adaptable style that works well within a changing and challenging role, but she will be rather less effective in dull, repetitive situations. In these kinds of situations, she will tend to feel that she doesn't have the scope to express her vitality in a productive way.

In most management situations, an ability to think and act independently is an important element of the equation. It seems that Ms. Taylor might have these qualities in her more natural style, but she does not seem to be displaying these aspects at present. If she finds herself in a situation that demands them, they are more than likely to reappear.

Ms. Taylor's current adoption of a friendlier, more receptive attitude to her work will necessarily affect her approach to a management role. Rather than concentrating on the more practical matters of management (her more natural response) she is instead showing a much more open and approachable side, being more prepared, for example, to build relationships with members of her team.

Ms. Taylor's greater concentration on the need to be sensitive to others is due to a shift in her profile pattern. She is normally rather less sensitive to such needs, but a shift like this can often indicate a perceived need to interact more effectively with work colleagues.

Management Style Summary

- It is important to her that her management successes are recognized.
- She can sometimes act in unpredictable ways, or lead her team in unforeseen directions.
- She develops strong lines of communication with the members of her team.
- She tends to use her powers of persuasion and communication to motivate and direct her team.
- She has a positive and effusive communication style that will be evident in her approach to management.

(Guidelines in Management continues overleaf)



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Guidelines for Development

Ms. Taylor might consider the following suggestions to develop her management style. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Ms. Taylor might consider:

- Being ready to take decisions independently and unsupported, with consultation, where necessary.
- Holding back and taking time to make sure she does not act without thinking through the consequences.
- Being prepared to show greater patience with those members of her team that seem to require it.
- Controlling her responses to maintain an air of authority, where appropriate.
- Using her highly communicative style to its best advantage in a management role.

Guidelines in Management

Continued



Guidelines in Sales

Sales success for Ms. Taylor will depend on how effectively she can exploit her energetic and enthusiastic approach. She has an individualistic, extrovert nature that makes her likeable and persuasive, and this will give her a clear advantage in sales. She also has a sense of pace and urgency, which will clearly confer further advantages in the sales field. To be truly successful, however, she will need to develop the more assertive side of her nature - while she certainly has the potential to act in a more direct and self-motivated way, she will probably need to develop this somewhat if she is to be truly effective in a sales environment.

Though an independent, self-reliant nature are generally necessary features of a successful sales style, Ms. Taylor seems to be reducing the emphasis on this side of her character, and instead showing a greater preparedness to cooperate positively with others. This adaptation strongly suggests that she doesn't see her current working conditions in terms of sales.

Under current conditions, Ms. Taylor is emphasizing her more friendly and sociable side somewhat at the expense of her naturally efficient, driving approach. In sales terms, this adaptation will likely make it easier for her to build positive relations with prospects, but may compromise her closing ability to some extent.

Ms. Taylor's profile shows a focus on sensitivity in her current approach, as opposed to her more naturally persistent style. From a sales point of view, this brings advantages and disadvantages. Though she will be readier to understand and respond to a prospect's needs, her presently less resilient approach means that she will be more sensitive to rejection than under normal circumstances.

Sales Style Summary

- She is able to hold a prospect's attention, and probably has presentation and demonstration skills.
- She is open to taking a risk within a sale, if the potential rewards seem high enough to justify it.
- She is particularly high-spirited and animated in approach.
- To succeed in sales, she will tend to rely on her effective communication style.
- A natural communicator, she will interact effectively and positively with prospects.

(Guidelines in Sales continues overleaf)



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Guidelines for Development

Ms. Taylor might consider the following suggestions to develop her sales style. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Ms. Taylor might consider:

- Giving a prospect space and time to explain her particular requirements.
- Taking a more measured, strategic approach to the sales process.
- Being ready to push herself to the limit to gain a sale.
- Ensuring that she does not appear over-eager to close a sale.
- Applying her naturally communicative style in a positive and moderate way within a sales situation.

Guidelines in Sales

Continued



Guidelines in Service

One of Ms. Taylor's most characteristic strengths is her ability to make a positive impact on others with her confident and outgoing nature. With her sunny disposition, she will normally have little difficulty in communicating with clients or customers, and making them feel at their ease. Her enthusiastic and energetic pace will also help in this regard, but these same qualities mean that she will be more effective in a communicative sense than in the more practical elements of a support role. Her urgent pace, for example, means that she will tend not to feel motivated to spend time finding solutions to a particular problem.

Ms. Taylor's style is currently incorporating a greater willingness to accommodate others, and work together with them in a positive way. This is certainly a positive feature from the perspective of service, as it will give her more empathy for others' needs, but it should be noted that this feature is less evident in her underlying Internal style than in her External Profile. This suggests that a certain amount of development work will be needed if she wishes to employ this attitude on a more permanent basis.

Ms. Taylor's profile suggests that she is naturally rather more determined and motivated than her present open and friendly style suggests. The need to interact with others on a regular basis is one possible reason for this adaptation, but Ms. Taylor is capable of a more serious, assertive approach to her work where she feels it to be appropriate.

Ms. Taylor's current emphasis on a more sensitive and responsive approach will typically have a positive effect on her work in a services area, allowing her to be more aware of the needs of customers, and readier to adapt to those needs. However, it should be noted that this attitude is less prevalent in her more natural style, and will need to be cultivated and developed if it is to persist in the longer term.

Service Style Summary

- She tends to express herself well, but may benefit from developing her listening skills in a support environment.
- She can sometimes be prone to act without a full appreciation of the facts.
- She has a positive, friendly approach, even charming at times, that should help her build relationships with clients.
- Her expressive but efficient style can help to project a professional image of the organization.
- She can be eager and energetic in helping customers, though she may lose motivation over an extended period of time.

(Guidelines in Service continues overleaf)



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Guidelines for Development

Ms. Taylor might consider the following suggestions to develop her approach to service and support work. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Ms. Taylor might consider:

- Ensuring that she pays due attention to a customer's explanation of their needs.
- Ensuring that she has a firm understanding of a customer's needs before responding to them.
- Developing her ability to listen patiently to customers' requirements or directions.
- Ensuring that her naturally sociable style does not overshadow the more practical elements of her work.
- Being prepared to rein in her naturally effusive style where a customer requires a more measured approach.

Guidelines in Service

Continued



Guidelines in Technical Work

Ms. Taylor's profile shows few of the traits traditionally associated with technical work. She tends to show a confident approach, rather than the more cautious style that tends to apply in a technical arena. She also displays energy and impulsiveness in her nature, whereas a more thoughtful and deliberate approach is needed in most work of this kind. If a presentational or communicative role is present within a technical team, Ms. Taylor may succeed in filling it effectively, but in general she will find it difficult to feel motivated in work of a technical nature.

There are several possible sources for the more cooperative approach shown in Ms. Taylor's working style, but in terms of a technical role it will help her to operate in a more team-based fashion than her typically more independent approach would allow. As most technical work involves interacting effectively with others, this adaptation is likely to help her adapt to work in this sphere.

Ms. Taylor seems to be concentrating on developing positive relationships with those around her, and displaying a warm, friendly style. This may be appropriate for her role (indeed, the most usual explanation for such a modification is to fit more effectively into a role), but it is unlikely to make her more effective in a technical sense. This is particularly the case as such a change will tend to make her more focused on personal matters, rather than the practical issues more relevant to technical work.

Ms. Taylor's preferred approach to technical work, and to work in general, may in fact be more patient and deliberate than the above comments suggest. There are indications in her profile that the relatively flexible and adaptable style she is demonstrating at present is due to her perceived needs in a working environment, rather than her natural approach. Under more accepting, less pressured circumstances, she can be expected to display behavior of a more patient and steady type.

Technical Style Summary

- She will look for acknowledgement of her achievements in a technical sphere.
- She may at times pursue a course of action without fully researching a situation.
- She tends to take a broad, optimistic view of events, rather than focus on their details.
- She is not reluctant to communicate her findings and achievements to those around her.
- She will tend to adapt more easily to a communicative or co-ordinating role than to purely technical work.

(Guidelines in Technical Work continues overleaf)



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Guidelines for Development

Ms. Taylor might consider the following suggestions to develop her approach to technical work. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Ms. Taylor might consider:

- Presenting her ideas in a more impersonal, factual manner.
- Spending time to ensure that the details of her work are accurate.
- Ensuring that her highly communicative nature does not affect her level of concentration.
- Being careful not to embark on a task without weighing up alternative courses of action.
- Using her communicative abilities to express and promote ideas and proposals.

Exploratory Questions

Exploring Positive Aspects of the Profile

- When did you last take a risk that paid off?
(Ms. Taylor is a risk-taking individual who will grasp opportunities that present themselves.)
- Can you describe a situation where you relied on your own initiative?
(Ms. Taylor has a strongly independent style, and will naturally tend to take the initiative in situations that demand it.)
- **Style observation: confidence and self-composure.**
(Ms. Taylor's innate assertive and persuasive style should be clearly expressed in her answers and general attitude.)
- What's the most difficult problem that you have personally overcome?
(Ms. Taylor has a highly assertive and forceful style that should help her overcome significant obstacles.)

(Exploratory Questions continues overleaf)

Guidelines in Technical Work

Continued



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



Exploring Possible Training Needs in the Profile

- When did you last take a risk that *didn't pay off*?
(The less positive side of Ms. Taylor's risk-taking approach is that there can sometimes be negative consequences.)
- Can you describe a situation where you relied on somebody else to reach a goal?
(Ms. Taylor's profile suggests that she will tend to prefer not to work cooperatively with others.)
- Imagine a situation where your only chance of completing a task is to 'bend the rules' in some way. What would you do?
(According to her profile, she would do what was necessary to achieve her goal - within reason, of course.)
- How well would you say that you follow orders?
(Ms. Taylor is both assertive and independent, and will not easily accept orders or instructions from others.)

Though Ms. Taylor possesses at least some natural independence, she seems to perceive the situation at present as requiring that she show a more cooperative, team-oriented approach.

Her current friendly and open approach results to some extent from her perceived requirements (that is, how she feels she should be presenting herself). In fact, she is rather more oriented towards achieving results than her current sociable demeanor might suggest. Ms. Taylor's adaptation is showing a heightened sensitivity and responsiveness, which will likely appear as a tendency to respond quickly to questions, and perhaps a tendency to give relatively brief responses.

Career Directions

Ms. Taylor's powerful and expressive style will work well in many different career areas. As a highly persuasive type of person, she will be particularly suited to work that highlights the need for effective communication, as in sales, for example, or representative work such as public relations. Her self-reliant, self-confident nature will naturally help her succeed in a career of this kind.

Exploratory Questions

Continued



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



Relationships

Ms. Taylor is an assertive and direct communicator, both informal and forceful in style. It follows that she will tend to dominate working relationships, and it can sometimes be difficult for others to form well-founded relations with her. She has a confident, expressive side that can often be charming and persuasive, but equally she has a demanding and independent facet that will be especially likely to emerge if she encounters difficult situations. She is unafraid of confrontation, and if a dispute develops, she will be ready to make her position known in the strongest terms.

It seems that building relationships is a necessary part of Ms. Taylor's present working conditions. At least, she is modulating her rather independent style, and being more open to the development of productive working relationships at present than would normally be the case.

Ms. Taylor's profile suggests that, at the moment, she is rather more attuned to personal relationships than usual. She seems to perceive this as a need of her working environment, though to what extent this perception will be a permanent feature of her style will depend on her particular working conditions.

Ms. Taylor is showing an adaptation in her style that might modify her appearance, as compared with the remarks above. This is a tendency to be more receptive to others, and readier to adapt to their needs. Her more persistent side will be correspondingly less visible under these conditions.

Relationship Keynotes for Ms. Taylor

- She is open to meeting new people and developing new relationships.
- She has a significant level of personal confidence and assertiveness.
- She typically responds to others on an immediate, instinctive level.
- Her powerful and confident style means that others are ready to pay attention to her comments and ideas.
- She can be expected to assert her domineering style within a relationship.



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



The Team

As a rather individualistic and extrovert type of person, Ms. Taylor is likely to form a social focus within the team. She appreciates the approval and acceptance of others, and her outgoing style tends to make her popular among her colleagues. She can be expected to be vocal in team discussions, and indeed she is likely to present original ideas - she is entirely unafraid to try new directions or implement new schemes, and will freely suggest any such possibilities that might occur to her.

It should be noted that Ms. Taylor's cooperative approach is largely a response to her perceived working environment, and may indeed reflect the fact that she is working in a team-oriented situation at present. Her natural approach is rather less cooperative (and correspondingly more independent and self-reliant) than her current style might imply.

Ms. Taylor is showing a shift in her profile that is often characteristic of working in a team situation. She would seem to be rather more oriented towards efficiency and practicality than she is showing at the moment, and instead she is demonstrating a more open and friendly style, being readier to spend time building working relationships.

Ms. Taylor's working persona is being adapted at the moment in a way that suggests a need to work in a more cooperative way, perhaps as part of a team (though other explanations are possible). Specifically, she is showing a more responsive and conforming aspect to her style, and a willingness to accept others' suggestions that is rather less emphasized in her more natural approach.

Team Keynotes for Ms. Taylor

- She will want to feel that her proposals and ideas are fully explored by the team.
- She can have a tendency, on occasion, to act without consulting with other members of the team.
- Her approachable and outgoing style mean that she will be effective in selling the team's ideas or proposals.
- Properly channeled, her enthusiastic nature can help to motivate the team and drive it forward.
- Her natural role within the team is communicative and expressive.



Based on the **External Profile**, Ms. Taylor's style at work, or in a comparatively formal situation.



Pressure

Perhaps the most significant sources of pressure for a highly assertive and extrovert person like Ms. Taylor lie in frustration at being prevented from expressing these qualities. For example, she has a particularly independent style that is resistant to rules and regulations, so that being forced to comply with others' instructions will not be something she easily accepts.

The assertiveness and extroversion of her character mean that if she does feel under pressure, she will not be reluctant to make that clear, nor to take definite steps to alleviate it.

Shifts in Ms. Taylor's profile suggest that she may be working in a more team-oriented environment at the moment. At least, she is showing a rather less independently assertive side within her current working conditions. She is likely, then, to be rather more capable of dealing with pressure than her current demeanor might suggest. Ms. Taylor is showing herself as being rather less assertively resilient, and rather more socially positive, than appears to be her natural style. This would be an unusual shift to see in a pressurized environment, and suggests that she is not experiencing undue pressure in her current working conditions.

Taking her perceptions of her current working environment into account, it seems that Ms. Taylor is rather more sensitive to pressure at the moment than usual. The very fact that she feels it necessary to adopt this less calm and patient demeanor suggests that she is working under more demanding circumstances than she is used to.



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



Ambition and Development

People with more dominant types of behavior are motivated by a drive towards power and control, which typically translates as a desire for financial security. As such a person, Ms. Taylor will share this trait, but she is also expressive and outgoing. This means that, for Ms. Taylor, mere success is insufficient; that success must be visible, in a form that will impress those around her. People like Ms. Taylor, then, will tend to concern themselves with 'status symbols' as clear markers of their achievements in life.

If Ms. Taylor seems rather less independently minded at present than these comments suggest, that is an adaptation in her style to a working environment where she sees it as necessary. In fact, she has rather more internal self-reliance than her current behavior might suggest.

Adaptations in Ms. Taylor's profile mean that she sees the need to present a more open, expressive style at the moment, and one effect of this is that her naturally rather ambitious nature will be somewhat reduced, at least in the short term.

Ms. Taylor's current approach to her work involves masking her naturally calm and steady style with a more responsive, sensitive style. This seems unlikely to be a permanent feature of her style.



Based on the **Internal Profile**, reflecting Ms. Taylor's natural and instinctive responses.



Accuracy

A DISC sub-trait found in profiles showing [Compliance](#) higher than [Influence](#), also sometimes referred to as 'Caution'. The type of person to whom it refers hates to make mistakes - they check and recheck their own work, and are prone to correct errors in the work of others, whether or not they have been asked to do so. This need for certainty means that they will rarely take a risk unless absolutely necessary. They are also cautious in communication, rarely revealing more about themselves than a bare minimum.

- In Ms. Taylor's case, Accuracy is not strongly represented in either her [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).

Adaptability

A measurement derived from the [Steadiness](#) value in the [Internal Profile](#). It indicates the degree to which Ms. Taylor feels able to adapt her approach to changing circumstances. It is used as a comparison value to suggest the effects of [Profile Tension](#).

- Where Profile Tension is close to Adaptability, as in Ms. Taylor's case, it may potentially result in some negative effects.

Adjective-based

A type of DISC questionnaire consisting of single descriptive words, as opposed to phrases or sentences. A profile derived from adjective-based questionnaire will have been completed directly by Ms. Taylor herself.

Analyst

'Analyst' is a term used to describe individuals in the [Controlled](#) and [Receptive](#) region of the [Style Card](#), whose style is related to the DISC factor of [Compliance](#). These are structured, organized people, who tend to follow the rules whenever they can. They are interested in precision and order. The full Analyst is found in the bottom left-hand segment of the [Style Card](#) grid, but there are various subtypes: the [Driving Analyst](#), the [Planning Analyst](#) and the [Balanced Analyst](#).

- Ms. Taylor does not belong to this type, according to her [Style Card](#).

Analytical Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), also has some features in common with the [Analyst](#), meaning that they will tend to have a more dispassionate and rule-based approach than a full [Driver](#) type.

- Ms. Taylor is not associated with this type of behavior, according to her [Style Card](#).

Analytical Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), also has some features in common with the [Analyst](#), meaning that they will tend to have a more dispassionate and rule-based approach than a full [Planner](#) type.

- Ms. Taylor is not associated with this type of behavior, according to her [Style Card](#).



- Approach** A term used in the [Style Card](#) summary to suggest the kind of approach that Ms. Taylor will respond to in the most positive way.
- In Ms. Taylor's case, the [Style Card](#) suggests that a friendly, open approach will be received most favorably.
- Assertive** A measure on one of the axes of the [Style Card](#). Assertiveness in this context relates to individuals who are pro-active and direct. They lead rather than follow, and like to take immediate action whenever they can. They believe in grasping opportunities and making their own way. Often independent and commanding, they prefer to give orders rather than take them, and will issue instructions rather than ask for cooperation.
- Ms. Taylor's [Style Card](#) places her high on the Assertive scale.
- Note that 'Assertive' on the [Style Card](#) is distinct from, though closely related to, [Assertiveness](#) as sometimes shown in the report's Trait Analysis.
- Assertiveness** In the Trait Analysis, 'Assertiveness' is a measure of Ms. Taylor's capacity for pro-active, direct behavior. It is related to both [Dominance](#) and [Influence](#), so that profiles showing both of these at a high level will have the greatest Assertiveness.
- In Ms. Taylor's case, Assertiveness is strongly represented in both her [Internal](#) and [External Profiles](#), and so is categorized as a [Permanent Trait](#).
- Attacks** A type of [Pressure Response](#) described by the [Style Card](#). This type of behavior is found in people whose response to a problem is to use their communicative abilities to talk themselves out of it. Placed under pressure, they will adopt a verbal attacking style, accusing others of causing problems, highlighting shortcomings in systems and other people, and generally laying blame.
- Ms. Taylor's [Style Card](#) suggests that this is her most common response to pressure.
- Balanced Analyst** The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), incorporates elements from different styles of behavior. This means that they will tend to have a rather less dispassionate and rule-based approach than a full [Analyst](#) type.
- Ms. Taylor is not associated with this type of behavior, according to her [Style Card](#).
- Balanced Communicator** The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), incorporates elements from different styles of behavior. This means that they will tend to have a rather less confident and extrovert approach than a full [Communicator](#) type.
- Ms. Taylor is not a Balanced Communicator, but she does belong to the broader category of [Communicator](#).



- Balanced Driver** The term used to describe an individual who, while falling in the assertive and direct **Driver segment** of the **Style Card**, incorporates elements from different styles of behavior. This means that they will tend to have a rather less urgent and demanding approach than a full **Driver** type.
- Ms. Taylor is not associated with this type of behavior, according to her **Style Card**.
- Balanced Planner** The term used to describe an individual who, while falling in the patient and thoughtful **Planner segment** of the **Style Card**, incorporates elements from different styles of behavior. This means that they will tend to have a rather less steady and amiable approach than a full **Planner** type.
- Ms. Taylor is not associated with this type of behavior, according to her **Style Card**.
- Candidate** The Discus system uses 'candidate' as a convenient generic term to refer to the individual described by the report. It does not necessarily indicate that Ms. Taylor is in the process of applying for a post.
- Communicating Driver** The term used to describe an individual who, while falling in the assertive and direct **Driver segment** of the **Style Card**, also has some features in common with the **Communicator**, meaning that they will tend to have a more friendly and sociable approach than a full **Driver** type.
- Ms. Taylor is not associated with this type of behavior, according to her **Style Card**.
- Communicating Planner** The term used to describe an individual who, while falling in the patient and thoughtful **Planner segment** of the **Style Card**, also has some features in common with the **Communicator**, meaning that they will tend to have a more outgoing and expressive approach than a full **Planner** type.
- Ms. Taylor is not associated with this type of behavior, according to her **Style Card**.
- Communicator** 'Communicator' is a term used to describe individuals in the **Open** and **Assertive** region of the **Style Card**, whose style is related to the **DISC** factor of **Influence**. This type of person is communicative and sociable, being friendly and outgoing with other people and feeling at ease in strange company. The full Communicator is found in the top right-hand **segment** of the **Style Card** grid, but there are various subtypes: the **Driving Communicator**, the **Planning Communicator** and the **Balanced Communicator**.
- Ms. Taylor does belong to the Communicator type, but her **Style Card** shows other components to her behavior, too, describing her as a **Driving Communicator**.



Compliance

Compliance is the right-most factor shown on a **DISC** profile, and the 'C' of **DISC**. It is the factor of structure, detail and fact, and those displaying high levels are interested in precision and accuracy. Because they are naturally reticent to speak out unless called on by others, it is often imagined that highly Compliant individuals are lacking in ambition. In fact, this is not the case - in this specific sense, they are similar to highly **Dominant** individuals in their desire for control over their environment. Because of their less **assertive** style, however, they will try to achieve this control through the use of structure and procedure, insisting on rules and defined codes of conduct to achieve their ends. This is the root of the 'rule-oriented' style often associated with Compliance.

- Compliance is not strongly represented among Ms. Taylor's **profiles**, though she is showing a slightly greater propensity to act in this way at present.

Controlled

Controlled individuals are practical and can appear somewhat cynical in style. They value hard facts and rational argument above emotional considerations, and prefer to follow their own ideas, rather than rely on other people. At times, they can be distrustful or suspicious, and will rarely volunteer information about themselves to other people.

- Ms. Taylor's **Style Card** places her low on the Controlled scale, suggesting that she is **Open** instead.

Cooperativeness

A **DISC sub-trait** found in profiles showing **Compliance** higher than **Dominance**. This is the classic 'rule-oriented' **sub-trait**, relating to a person who needs to be absolutely sure of their position and prefers to use established regulations and procedures as a framework to support their ideas. Cooperative people are so called because this aspect of their personal style extends to the need for practical support from managers, colleagues and friends, and so they tend to seek to maintain effective working relationships with others.

- In Ms. Taylor's case, Cooperativeness is not strongly represented in either her **Internal** or **External Profile**, and so is categorized as an **Inactive Trait**.

Dictates

A type of **Pressure Response** described by the **Style Card**. This type of response appears where a person wishes to operate from a position of control, and they use approach as a basis for their pressure reaction. They will adopt a highly assertive, even aggressive, stance in the face of difficulties, dictating solutions and expecting immediate responses to their instructions.

- Ms. Taylor's **Style Card** suggests that this is not her most natural response to pressure, but it can emerge in certain circumstances.

DISC

The system used by Discus to develop a picture of a person's likely behavior. The name is an acronym formed from the four behavioral factors it measures, **Dominance**, **Influence**, **Steadiness** and **Compliance**. DISC looks at the combinations of these factors, expressed in a variety of different ways, to provide an assessment of a person's behavioral style.



Dominance

Dominance is the left-most factor shown on a [DISC graph](#), the factor of directness, assertiveness and control, and the 'D' of [DISC](#). Like all the factors, D is a blend of positive and negative traits. On the positive side, highly Dominant individuals are independently-minded, motivated to succeed, and generally very effective at getting their own way. Less positively, they can also be hot-tempered and even aggressive under certain conditions.

- Dominance seems to be an important factor in Ms. Taylor's natural style, but she is tending to express it rather less frequently under current conditions.

Driver

'Driver' is a term used to describe individuals in the [Controlled](#) and [Assertive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Dominance](#). The term 'Driver' describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others. The full Driver is found in the top left-hand segment of the [Style Card](#) grid, but there are various subtypes: the [Communicating Driver](#), the [Analytical Driver](#) and the [Balanced Driver](#).

- Ms. Taylor does not belong to this type, according to her [Style Card](#).

Driving Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), also has some features in common with the [Driver](#), meaning that they will tend to have a more urgent and demanding approach than a full [Analyst](#) type.

- Ms. Taylor is not associated with this type of behavior, according to her [Style Card](#).

Driving Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), also has some features in common with the [Driver](#), meaning that they will tend to have a more urgent and demanding approach than a full [Communicator](#) type.

- This is the [Style Card](#) type to which Ms. Taylor belongs, along with approximately four per cent of the population.

Efficiency

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Influence](#). An efficient individual is direct and assertive, but tends to take little interest in personal matters. They take an objective, analytical view and drive towards their goals ruthlessly and relentlessly. They need to see results, and may even be willing to compromise quality or detail to get them.

- In Ms. Taylor's case, Efficiency is strongly represented in her [Internal Profile](#), but less evident in her [External](#). This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Efficiency is categorized as a [Potential Trait](#).



Enthusiasm

A **DISC sub-trait** found in profiles showing **Influence** higher than **Steadiness**. This is an outgoing and extrovert **sub-trait** that has much in common with **Friendliness**, but with the added dimension of energy and pace. This animated style shows their interest in a topic very strongly, and their effusive nature can act as a motivating factor for others.

- In Ms. Taylor's case, Enthusiasm is strongly represented in both her **Internal** and **External Profiles**, and so is categorized as a **Permanent Trait**.

External Profile

One of the three component **graphs** of a **DISC Profile Series**. The purpose of the External Profile is to describe the style of behavior that an individual feels is appropriate to their current circumstances. The External Profile can change considerably over time, as a person's situation and environment changes - such modifications often accompany major life events, such as starting a new job or moving home.

Friendliness

A **DISC sub-trait** found in profiles showing **Influence** higher than **Dominance**. Friendly people love to talk - communication is the strongest element of this style. They are outgoing and extrovert, but they find it far from easy to concentrate on mundane tasks, and are easily distracted from such work by the opportunity for social interaction.

- In Ms. Taylor's case, Friendliness is not strongly represented in her **Internal Profile**, but is somewhat more evident in her **External**. This suggests that, while this trait is not part of her natural behavior, she sees a need to behave in this way under current conditions. As such, Friendliness is categorized as a **Transient Trait**.

Graph

The standard means of displaying DISC results. A typical DISC graph plots the values of **Dominance**, **Influence**, **Steadiness** and **Compliance**, and connects them to form an identifiable profile 'shape'. The **Shift Pattern** is a departure from this - it retains the basic structure of the graph, but instead of plotting values, it displays a sequence of arrows to show movements between the **Internal** and **External Profiles**.

Inactive Traits

Traits that are rarely seen in Ms. Taylor's behavior under any circumstances. More technically, these are traits that are not strongly represented on either Ms. Taylor's **Internal Profile** or **External Profile**, and so would not normally be expected to emerge in her behavior.

Independence

A **DISC sub-trait** found in profiles showing **Dominance** higher than **Compliance**. This type of person feels frustrated by rules and regulations - they often follow their own ideas, or work in positions of authority. This **sub-trait** is common, for example, in entrepreneurial styles.

- In Ms. Taylor's case, Independence is strongly represented in both her **Internal** and **External Profiles**, and so is categorized as a **Permanent Trait**.



Influence

Influence is the second factor described by a [DISC graph](#), and the 'I' of [DISC](#). The communicative and socially confident style of those with high Influence tends to be balanced by a rather impulsive and sometimes even irrational approach to their life and work. The urge to relate to and impress those around them can lead such a person to act in highly expressive, and sometimes unpredictable, ways.

- Influence is consistently high across Ms. Taylor's [profile series](#).

Internal Profile

One of the three component graphs of a [DISC Profile Series](#). This [graph](#) describes a person's 'inner' style, the type of behavior that can be expected when they feel completely at ease. Conversely, this style can also sometimes be seen when certain people are placed under severe pressure, because such pressure limits their capacity to adapt themselves. The Internal Profile tends to remain more constant over time than its counterpart, the [External Profile](#).

Objectivity

In the Trait Analysis, 'Objectivity' is a measure of Ms. Taylor's ability to view a situation in a rational, dispassionate way. It is related to both [Dominance](#) and [Compliance](#), so that profiles showing both of these at a high level will have the greatest Objectivity.

- In Ms. Taylor's case, Objectivity is strongly represented in her [Internal Profile](#), but less evident in her [External](#). This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Objectivity is categorized as a [Potential Trait](#).

Open

A measure on one of the axes of the [Style Card](#). Open people are friendly, trusting and ingenuous. They express themselves easily and value strong relationships with other people. Open individuals tend to work on an emotional level, revealing their feelings to others and being ready to sympathize with those around them.

- Ms. Taylor's [Style Card](#) places her high on the Open scale.

Patience

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Dominance](#). This style of person has little sense of urgency and a slow pace, which means that they are able to work in situations that others would find repetitive or dull. They are submissive in style, and ready to accept that there are some things that they cannot change.

- In Ms. Taylor's case, Patience is not strongly represented in either her [Internal](#) or [External Profile](#), and so is categorized as an [Inactive Trait](#).



People

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behavior to which a person will be particularly receptive. The 'People' strategy relates to [Communicators](#) and associated styles. Perhaps the most important thing to a [Communicator](#) is the building of positive relationships with other people. In a negotiation, therefore, it is important to build a social relationship with the [Communicator](#) if they are to be motivated towards accepting new ideas or proposals. [Communicators](#) are also interested in the experiences of other people, and they will be receptive to discussions of the ways that a proposal has benefited others in the past.

- Ms. Taylor's [Style Card](#) indicates that she will likely respond well to this [strategy](#).

Permanent Traits

Traits that are commonly seen in Ms. Taylor's behavior regardless of circumstances. These are traits that are strongly represented in both Ms. Taylor's [Internal](#) and [External Profiles](#), and so can be expected to describe her behavior under a wide range of conditions.

Persistence

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Compliance](#). Persistent people deal particularly badly with change. Once they have become established in a status quo, they find it very difficult to break out of this and adapt to a new situation. This means that they will do what they can to maintain their current state of affairs, showing great loyalty and resilience in defense of their present environment and social circle.

- In Ms. Taylor's case, Persistence is strongly represented in her [Internal Profile](#), but less evident in her [External](#). This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Persistence is categorized as a [Potential Trait](#).

Planner

'Planner' is a term used to describe individuals in the [Open](#) and [Receptive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Steadiness](#). The term describes a steady, amiable type of person, who is patient and persistent, dislikes change, and prefers to take time to plan carefully before acting (hence the name of the style). The full Planner is found in the bottom right-hand [segment](#) of the [Style Card](#) grid, but there are various subtypes: the [Communicating Planner](#), the [Analytical Planner](#) and the [Balanced Planner](#).

- Ms. Taylor does not belong to this type, according to her [Style Card](#).

Planning Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), also has some features in common with the [Planner](#), meaning that they will tend to have a more open and amiable approach than a full [Analyst](#) type.

- Ms. Taylor is not associated with this type of behavior, according to her [Style Card](#).



Planning Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), also has some features in common with the [Planner](#), meaning that they will tend to have a more patient and sympathetic approach than a full [Communicator](#) type.

- Ms. Taylor is not a Planning Communicator, but she does belong to the broader category of [Communicator](#).

Potential Traits

Traits that Ms. Taylor seems capable of demonstrating, but that are unlikely to appear under current conditions. Potential traits are those represented in Ms. Taylor's [Internal Profile](#), but not strongly expressed in her [External Profile](#). This suggests that the traits in question may emerge under different conditions - hence the term 'Potential'.

Power

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behavior to which a person will be particularly receptive. The 'Power' strategy relates to [Drivers](#) and associated styles. [Drivers](#) relish control and authority. Whatever their situation, they will seek to dominate the proceedings. To motivate them towards accepting an idea, therefore, it is important not to challenge this desire to dominate the discussion, but to appear receptive and even mildly submissive. By offering suggestions and hints, rather than attempting to directly control the [Driver's](#) decision-making process, they can be made more receptive to a proposal.

- Ms. Taylor's [Style Card](#) suggests that she may respond to this approach, but will be more receptive to the [strategy](#) known as [People](#).

Pressure Response

A classification provided by the [Style Card](#) to describe Ms. Taylor's likely response in a pressurized situation, from a selection of four basic approaches.

- Ms. Taylor's [Style Card](#) shows that, under pressure, she most likely either [Attacks](#) or [Dictates](#).

Profile Series

A term describing the combination of [DISC Graphs](#) that provide a basic description of a person's behavior. In [Discuss](#), the Profile Series consists of the [Internal Profile](#), the [External Profile](#), the [Summary Profile](#) and the [Shift Pattern](#).

Profile Tension

A measurement of the difference between Ms. Taylor's [Internal](#) and [External Profiles](#), showing the degree to which she is adapting her style to meet the perceived needs of her environment. The more [Adaptability](#) there is in Ms. Taylor's style, the more effectively she can do this, and so the report shows Profile Tension in conjunction with [Adaptability](#).

- Where Profile Tension is close to Adaptability, as in Ms. Taylor's case, it may potentially result in some negative effects.



- Questionnaire** An indication of the source of the information used as a basis for Ms. Taylor's profile and its analysis.
- The use of the **Adjective-based** questionnaire in Ms. Taylor's case shows that the results were derived directly from her responses to the questionnaire.
- Receptive** A measure on one of the axes of the **Style Card**. Receptiveness describes people who are patient and cautious. They prefer to avoid taking risks, and rarely take definitive action unless the pressure to do so is unavoidable. They dislike change or surprise, and will seek calm, predictable situations.
- Ms. Taylor's **Style Card** places her low on the Receptive scale, suggesting that she is **Assertive** instead.
- segment** One of the twenty-five squares that compose the **Style Card**. The **Style Card** is designed so that the population as a whole will be equally distributed between its segments, so each square will represent approximately one twenty-fifth (about four per cent) of the population.
- Self-confidence** A **DISC sub-trait** found in profiles showing **Influence** higher than **Compliance**. Self-confident profiles represent people who rarely experience self-doubt, and feel at ease in almost any social situation. They mix easily with strangers, and are unafraid to initiate social contact. They can at times become over-confident, leading them to act impulsively.
- In Ms. Taylor's case, Self-Confidence is strongly represented in both her **Internal** and **External Profiles**, and so is categorized as a **Permanent Trait**.
- Self-motivation** A **DISC sub-trait** found in profiles showing **Dominance** higher than **Steadiness**. Action is a key ingredient of this sub-trait. This type of person feels a need to be active all the time, and is impatient with those who are unwilling or unable to keep up with their urgent pace. They react quickly to new developments, but never lose sight of their own goals and ambitions.
- In Ms. Taylor's case, Self-Motivation is strongly represented in both her **Internal** and **External Profiles**, and so is categorized as a **Permanent Trait**.
- Sensitivity** A **DISC sub-trait** found in profiles showing **Compliance** higher than **Steadiness**. People of this kind are extremely aware of their environment and changes taking place within it, to the extent that they often notice subtle points that other people miss or ignore. In itself, this is a positive factor, but it does have the consequence that they have a very low boredom threshold and are very easily distracted.
- In Ms. Taylor's case, Sensitivity is not strongly represented in her **Internal Profile**, but is somewhat more evident in her **External**. This suggests that, while this trait is not part of her natural behavior, she sees a need to behave in this way under current conditions. As such, Sensitivity is categorized as a **Transient Trait**.



Shift Pattern

A pattern of arrows shown against a standard **DISC graph** layout. The arrows indicate the movements of the four **DISC** factors between the **Internal** and **External Profiles**, indicating the shifts in **Dominance**, **Influence**, **Steadiness** and **Compliance**, respectively. Arrows moving upward on the Shift Pattern indicate factors that Ms. Taylor is tending to express more commonly in her behavior, while downward arrows related to factors being shown less commonly by Ms. Taylor.

Social Orientation

In the Trait Analysis, 'Social Orientation' is a measure of Ms. Taylor's level of focus on matters of sociability and interaction with others. It is related to both **Influence** and **Steadiness**, so that profiles showing both of these at a high level will have the greatest Social Orientation.

- In Ms. Taylor's case, Social Orientation is strongly represented in both her **Internal** and **External Profiles**, and so is categorized as a **Permanent Trait**.

Steadiness

The third of the **DISC** factors, Steadiness is shown third from the left on a **DISC graph**, and is represented by the 'S' of the name **DISC**. People of this kind are patient and sympathetic listeners, with a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. They also have a persistent approach, with powers of concentration that allow them to work steadily at a task. While other profile types might become bored or distracted, the High-S (that is, person with high Steadiness) will continue to work until they complete an assignment.

- Ms. Taylor's **Internal Profile** shows a level of Steadiness consistent with the average, but her **External Profile** shows a much lower Steadiness level.

Strategy

A summary designed to suggest the optimum approach to Ms. Taylor, and the most effective way to present ideas or proposals to her. There are four standard strategies, each beginning with the letter 'P'.

- The **Style Card** lists **People** and **Power** as the optimum Strategies for communicating with Ms. Taylor.

Style Card

A useful graphical way of summarizing Ms. Taylor's style, in general terms. The Style Card is subdivided into twenty-five **segments**, and the **segment** most closely associated with Ms. Taylor's behavior is marked. Most **segments** have their own specific names - referred to as **Style Names** - and Discus is able to interpret each of these and provide a summary of its implications. Specific terms used in this summary are explained elsewhere in the Glossary.

Style Name

The Style Name is a descriptive term associated with individual **segments** of the Style Card. It provides an immediate summary of Ms. Taylor's approach, which is then expanded on by a more detailed breakdown provided as part of the Style Card Analysis.

- The Style Name associated with Ms. Taylor's profile is **Driving Communicator**.



Sub-trait

A specific measure within a **DISC** profile, based on the relationship between two **DISC** factors. In each case, two factors are compared, and their levels relative to one another provide a measure of the sub-trait. For example, profiles where **Dominance** is higher than **Compliance** display the sub-trait of **Independence**, and the greater the difference between the two, the more independent a person is. There are twelve sub-traits in total.

- A summary of Ms. Taylor's sub-traits can be found in the Traits and Profile Tension section of this report, and the definition of each individual sub-trait is given elsewhere in this Glossary.

Summary Profile

The **Internal** and **External Profiles** provide valuable specific information about a person's attitudes and perceptions. In reality, however, a person's behavior is rarely based completely on one or the other of these styles, and the Summary Profile combines information from the other two to present a view of a person's most likely behavior style.

Technical Potential

In the Trait Analysis, 'Technical Potential' describes Ms. Taylor's capacity to work carefully and diligently at detailed tasks. It is related to both **Steadiness** and **Compliance**, so that profiles showing both of these at a high level will have the greatest Technical Potential.

- In Ms. Taylor's case, Technical Potential is not strongly represented in either her **Internal** or **External Profile**, and so is categorized as an **Inactive Trait**.

Thoughtfulness

A **DISC** sub-trait found in profiles showing **Steadiness** higher than **Influence**. Thoughtful individuals plan their words and actions carefully and almost never act on impulse. Deadlines and other time constraints are difficult for this type of person to deal with. Their advantage, however, is the reliability and steadiness that they bring to their work.

- In Ms. Taylor's case, Thoughtfulness is not strongly represented in either her **Internal** or **External Profile**, and so is categorized as an **Inactive Trait**.

Transient Traits

Traits that derive from Ms. Taylor's perceptions of her current situation, rather than being firmly established in her style. Transient traits are those strongly represented in Ms. Taylor's **External Profile**, but not supported by her **Internal Profile**. As such, they represent responses to her current environment, and are unlikely to persist in the longer term - hence the name 'Transient'.



Use this page to record your own comments about Ms. Taylor and her style.