



## Personalized Description and Success Strategies

- General Characteristics
- Strategies for Creating a Positive Relationship
- Strategies for Managing
- Approach to Managing Others



Jane Doe

Monday, November 07, 2005

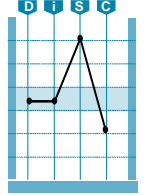
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Saint Augustine, FL 32080  
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# Behavioral Highlights

*This section lists the potential strengths of Jane's behavioral profile. Personalize the information using these steps: <1> Put a check mark next to the statements that you think accurately describe Jane's behavioral style. <2> Put an X next to the statements that you feel do not describe Jane's behavioral style very well. <3> Write in comments to modify the statements to make them more descriptive.*



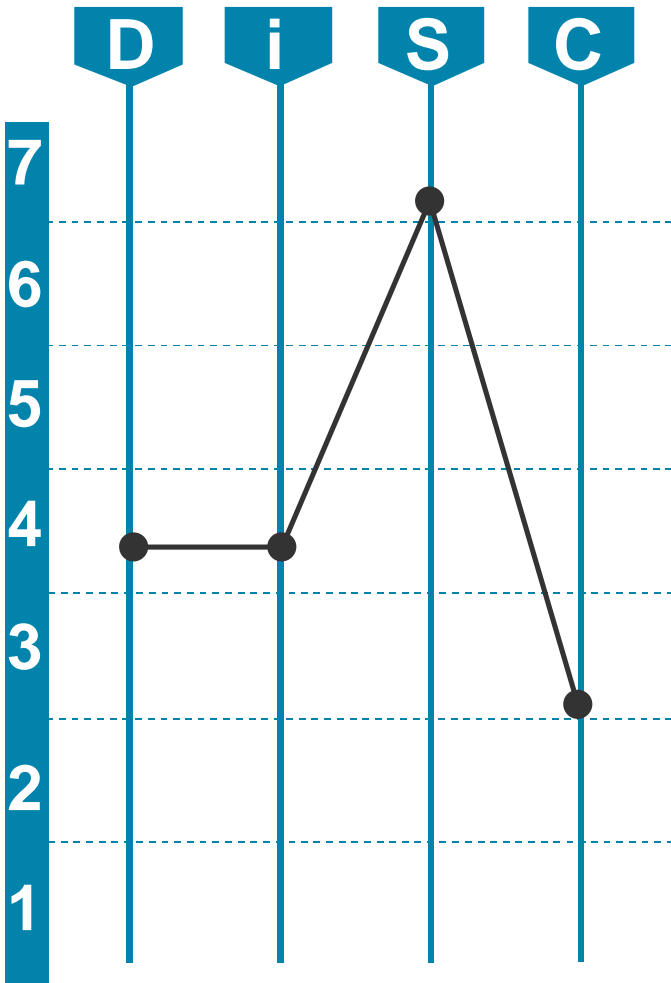
Specialist

## **Some of Jane's behavioral strengths may be**

- Accepting of other people's ideas
- Likes to cooperate with others to get results
- Willing to extend herself to meet other people's needs
- Works to create a predictable, stable environment
- Good at calming people who are upset



# Personal Profile System® Graph



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

- D Dominance:** People with a high "D" behavioral tendency seek to shape their environment by overcoming opposition to accomplish results
- i Influence:** People with a high "i" behavioral tendency seek to shape their environment by influencing or persuading others.
- S Steadiness:** People with high "S" behavioral tendency seek to cooperate with others to carry out their tasks.
- C Conscientiousness:** People with high "C" behavioral tendency seek to work within existing circumstances to ensure quality and accuracy.

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

Name: Jane Doe  
 Date: 11/7/2005  
 Classical Pattern: Specialist

Completed by: Self  
 Environmental Focus: Work

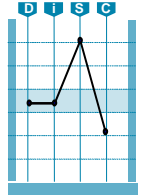
The above graph displays the relationship of the four behavioral tendencies in Jane's profile pattern. The information on the following pages is based upon this profile pattern.

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



# Behavioral Overview

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



Specialist

Jane tends to be fairly low-key and easy-going. Tending to take a moderate stand on most issues, she generally may prefer to think through an issue before taking action. Although she may try a new approach that has been carefully tested, she may prefer to use methods that have worked well in the past, avoiding risky, untried approaches. She may prefer to cooperate with others to obtain the results she desires and generally tends to work well with most people. She tends to be considerate, patient, and willing to help those she considers friends. In fact, she may build a close relationship with a relatively small group of friends. She tends to be available for extra work, provided it does not infringe too greatly on family or personal time.

Tending to prefer to keep things as they are, Jane may be most comfortable and effective in a steady, predictable environment. She may tend to develop regular work routines, together with well-planned methods for getting results. She may tend to focus on consistent performance and may be capable of performing routine activities for an extended period of time. As a result, she generally tends to achieve a remarkably constant level of performance.

Jane may tend to be a good listener. She may seek to accommodate the wishes of others. She often may compromise to avoid conflict, and easily adjusts to a wide range of personal styles. She tends to bring increased harmony to any situation. Very much a team player, she may evaluate others based upon friendship, as well as, performance and competency. She may tolerate shortcomings and seek to place the behavior of others in the best possible light.

Jane may tend to be an excellent short term planner. Once she understands what is expected and the resources available to her, she may carefully plan and organize her work to ensure an acceptable outcome within the established time frame. She may tend to get the job done by working consistently over a period of time.

Tending to view modesty as a very desirable trait, Jane may be reluctant to talk about her accomplishments or bring them to the attention of others. She may view this as bragging. As a result, her skills and talents may not be fully utilized or appreciated by others.

Jane may need some help in getting started on a new project. She may be less likely to initiate a new activity on her own. She may also need some help in getting a project completed, as she may tend to put aside work which is essentially complete for later "finalization." She also may need some help in developing short-cut methods and procedures for meeting deadlines.

Since change generally results in disorganization which may disrupt the consistency of her performance, Jane may be slow to adapt to change. In fact, when faced with sudden, unplanned change, she may become somewhat stubborn. However, when given advance notice and adequate time to prepare, she



## Behavioral Overview

can be a real asset in the process of implementing the change.

Jane tends to have some fear of disorganization and instability. Such conditions may interfere with her consistency of performance and may make her coping skills less effective. This may have a demoralizing effect on her. Depending on the abruptness of the changes or the amount of pressure she feels, Jane may intensify her efforts to restore the status-quo. For a while, she may appear not to be coping well with the changes. Before long, however, her natural tendencies to adapt and accommodate to the wishes of others may reappear. She may soon begin to regroup her inner resources, assess the new situation, and develop new coping skills to deal with it effectively. Soon she may have developed a new "status-quo" which she will work to maintain.

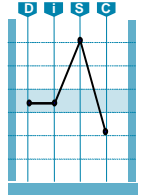
Although she rarely tends to hold a grudge, Jane may be unlikely to express her negative feelings such as anger. Consequently, this unexpressed anger may build up and perhaps then unexpectedly erupt - when the pressure becomes too great.

When approaching a problem or decision, Jane may prefer to rely on established practices. When this is not possible, she generally tends to be open to suggestions from others. She may carefully consider all the facts and every alternative, thinking about the matter for some time before coming to a conclusion. The greater the potential risk, the more time she may require to make the decision.



# Motivating Factors

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



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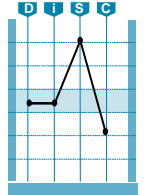
## **Jane may be motivated by:**

- Situations where she can work cooperatively with others
- Providing needed support to others through products or services
- Having clearly defined areas of responsibility and authority
- Maintaining a predictable, orderly environment
- A harmonious, informal, friendly work environment
- Environments where loyalty is rewarded with job security



# Preferred Environment

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



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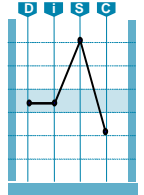
## **Jane wants an environment which provides:**

- Predictable tasks and activities
- Friendly, informal, cooperative involvement with others
- Little or no interpersonal hostility
- Methodical approaches to completing work



## Tends to Avoid

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



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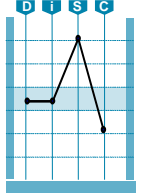
### **Based on dislike, discomfort, or fear, Jane tends to avoid:**

- Situations with high levels of unpredictability and uncertainty
- Disorganized and disorderly environments
- Situations where other people may become hostile
- Having to become aggressive
- Ambiguous situations with uncertain outcomes
- Having to provide a solution without having time to study the situation



# Strategies for Increased Effectiveness

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



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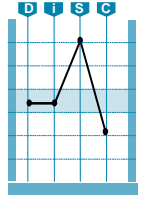
## **Jane would increase her effectiveness by:**

- Developing the ability to respond to unpredictable change
- Learning techniques to be more assertive
- Initiating discussions to resolve ambiguous situations
- Stretching toward new challenges
- Increasing flexibility in work routines
- Looking for possible short cuts to make work routines more efficient



# Demotivating Factors

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



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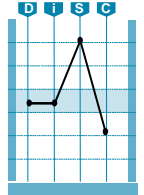
## **Jane may become demotivated when:**

- Working in an environment with rapid, unpredictable change
- There is chronic hostility with co-workers
- Support from bosses and/or co-workers is lacking
- Working in situations requiring one-on-one confrontation
- Expectations for performance are not clear or change frequently
- Aggressive, competitive interactions are required as part of the job



# Behavior in Conflict Situations

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



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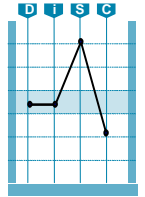
## **In a conflict situation Jane:**

- Tends to avoid interpersonal aggression
- Seeks to find solutions that are acceptable to everyone
- May acquiesce to restore harmony without resolving the issues
- May attempt to calm agitated people
- May become more quiet and reserved
- May feel powerless to do anything about the conflict



# Behavioral Tendency Continuum

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



Specialist

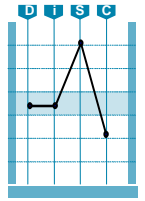
Name: **Jane Doe**  
 Date: 11/7/2005  
 Classical Pattern: Specialist  
 Environmental Focus: Work

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



# Behavioral Tendency Continuum

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



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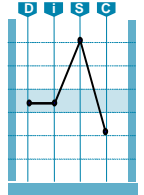
Name: **Jane Doe**  
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	L	ML	M	MH	H
MAINTAINS - continues, preserves					◆
MANEUVERS - plans skillfully		◆			
MODIFIES - adapts, adjusts, revises					◆
NURTURES - shows care for others				◆	
OBJECTS - protests, argues, disputes		◆			
OBSERVES - watches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



# Strategies for Creating a Positive Relationship

*All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Jane's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key behavioral area, you can develop an effective plan for creating a positive relationship with Jane.*



Specialist

## **Creating a Positive Climate for Jane**

- Acknowledge how her efforts are helpful to you and others
- Schedule predictable, regular activities in which she can participate
- Provide opportunities to cooperate with others in achieving results
- When suggesting change, lay out a step-by-step plan
- Initiate low-risk discussions for her to express her thoughts and feelings
- Accept that she has a tendency to avoid confrontation
- Accept that she may prefer familiarity and predictability to variety
- Display your appreciation warmly

## **How to Communicate with Jane**

- Jane tends to be somewhat reserved and may not initiate discussions in some areas
- Provide regular opportunities for informal, casual discussions
- She tends to prefer new information to be presented in a logical manner, with enough time to ask questions
- She may not spontaneously talk about concerns, worries and conflicts with other people
- Provide opportunities for drawing out her concerns in a low-risk setting



# Strategies for Creating a Positive Relationship

## **How to Compliment Jane**

- Use warm, sincere statements
- Acknowledge the value of her efforts at maintaining stability
- Compliment her ability to build and maintain harmonious, cooperative work relationships
- Acknowledge how her ability to consistently produce concrete results is important to others
- Praise her continuing concern for meeting the needs of others
- Acknowledge her efforts at building team loyalty and involvement

## **How to Provide Feedback to Jane**

- Provide feedback on specific behavior in a low-key, informal, non-aggressive manner
- Take time to draw out her true thoughts and feelings about the situation
- Balance a discussion of what changes are necessary with acknowledgement of the areas where her actions contribute positively to the relationship
- Assist her in developing a step-by-step plan for change, if requested
- Discuss a reasonable time line for the changes
- Provide encouragement and support for developing assertive behaviors
- Acknowledge that the change may be stressful in the short term
- Emphasize the improvement in harmony and cooperation that will result from the changes
- Acknowledge her value and worth as a person, separate from the desired changes

## **How to deal with Jane in Conflict**

- Jane tends to avoid interpersonal conflict or hostility
- Acknowledge her discomfort by saying "I realize you are uncomfortable with conflict"
- State the need to have this discussion in order to maintain the harmony and stability of the work environment
- Describe the issue without judgement or blame
- Solicit her thoughts and feelings about the issue, recognizing that she may be somewhat reserved in expression



# Strategies for Creating a Positive Relationship

## **How to deal with Jane in Conflict (Continued)**

- Draw out issues that she may be uncomfortable in stating by asking open-ended questions (how, what, where, when, who)
- Ask her what she would need to resolve the issue in a way that was reasonable and effective
- Ask her what she would see as a win/win solution for everyone involved in the conflict
- Counter a potential tendency for her to give in just to maintain harmony, without resolving the conflict, by creating a low-risk opportunity for her to discuss what she would really like to do if maintaining harmony was not an issue
- Address her concerns about how this conflict may affect the security of the relationship or situation by stating, factually, what the logical consequences may be, if any
- Affirm her worth as a person and continued value to the group or family
- Close the discussion with a clear statement of expectations, outcomes and consequences, re-affirming the importance of the discussion in maintaining the harmony and stability of the work environment

## **How to deal with Jane's Problem-solving Style**

- Jane tends to use a step-by-step, methodical approach to solving problems, relying on proven procedures
- Jane may need assistance in developing innovative solutions to problems in new areas
- She tends to prefer having time to study problems before implementing solutions
- Jane may need direction in determining which situations require study and which require immediate action

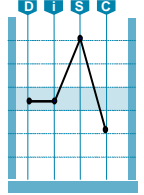
## **How to Deal with Jane's Decision-making Style**

- Jane tends to want time to think things through, in a step-by-step manner
- Support her methodical, logical approach to some decisions
- Discuss which decisions may be lower risk and perhaps can be made more quickly
- She may tend to procrastinate on decisions involving interpersonal conflict
- Discuss how the decision will improve harmony and stability



# Strategies for Managing Jane

*All people are not the same. A management strategy that is very effective with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very time-consuming and expensive both in the dollar cost as well as the emotional cost. This section provides a starting point for developing strategies based on Jane's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Jane.*



Specialist

## **Developing**

- Create a step-by-step plan for development
- Provide one-on-one "hands on" instruction
- Have written procedures wherever possible
- Allow more time to feel competent in mastery
- Provide regular, friendly follow-up and reassurance

## **Motivating**

- Demonstrate how her efforts are helping others
- Recognize and reward consistent, predictable performance
- Provide opportunities to work cooperatively with others to achieve tangible outcomes

## **Complimenting**

- Use warm, sincere statements about the value of her efforts at maintaining stability, building harmonious, cooperative relationships, and producing results consistently



# Strategies for Managing Jane

## **Counseling**

- Take time to draw out her true thoughts and feelings about situations
- Help develop a step-by-step plan for change with a defined time line
- Provide encouragement and support for developing assertive behaviors
- Acknowledge that the change may be stressful in the short-term, emphasizing the benefits to everyone once stability is restored

## **Problem-Solving**

- Tends to use a step-by-step methodical approach to solving problems, relying on proven procedures
- May need coaching in developing innovative solutions to problems in new areas
- Tends to prefer having time to study problems before implementing solutions
- May need direction in determining which situations require study and which require immediate action

## **Delegating**

- Provide step-by-step explanation of what is required, with written documentation where possible
- Be available for regular follow-up and to handle questions
- Clarify which resources are available for completing the assignment
- Provide assistance in gaining cooperation from others where necessary

## **Correcting**

- Balance statements of what improvement is necessary with acknowledgements of the areas in which she is performing well
- Provide assistance in creating a step-by-step plan for improvement
- Provide regular feedback on incremental improvement
- Separate issues of performance from issues of worth as a person



# Strategies for Managing Jane

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## **Decision-Making**

- Tends to want time to think things through in a step-by-step manner
- Support her methodical, logical approach to some decisions and coach her on which decisions are lower risk and can be made more quickly
- May tend to procrastinate on decisions involving interpersonal conflict
- Discuss how the decision will improve the work group's overall well-being and stability

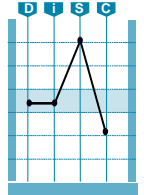
## **Communicating**

- May be somewhat reserved and tend not to initiate discussions
- Provide regular opportunities for informal, casual discussions
- Tends to prefer information presented in a logical manner with enough time to ask questions
- May not spontaneously talk about concerns, worries and conflicts with other people
- Provide opportunities for drawing out her concerns in a low-risk setting



# How Jane Tends to Manage

*This section describes how Jane may tend to manage based on her natural behavioral tendencies. Some of these key management behaviors may have been modified due to life experience and Jane's values system and, therefore, represent only potential behaviors. Some of the behaviors may appear contradictory as they represent the different behavioral tendencies that comprise Jane's style. Review and discuss the list, determining which behaviors are most effective in this management environment.*



Specialist

## **Communicating**

- Tends to use an informal, friendly approach, demonstrating a willingness to listen
- Likes to involve her team in discussions of how things will be done
- Presents information in a methodical, step-by-step approach, asking for feedback at regular intervals
- May have difficulty communicating with hostile or aggressive people

## **Delegating**

- Tends to prefer to develop a methodical, planned approach to assigning work
- Likes hands-on involvement with the work, so she may have difficulty delegating work with which she feels most competent and enjoys doing
- Tends to follow-through by checking back on a regular basis and by being available for help
- Prefers to delegate to people who are cooperative, non-argumentative, and perform consistently
- May correct or re-do work rather than confront someone who becomes hostile

## **Directing People**

- Prefers to give specific assignments with clearly defined procedures
- Tends to follow-up on a regular, scheduled basis
- May have difficulty being assertive with hostile or aggressive people and holding them accountable for performance



# How Jane Tends to Manage

## **Developing People**

- Tends to prefer to show people how to do things in a step-by-step manner
- Uses a structured approach to training wherever possible
- Provides feedback and responds to questions with patience and understanding
- People who have a different, quicker style of learning may become frustrated by her methodical approach to training

## **Decision-Making**

- Tends to be factual in decision-making (taking time to think things through) and considers the impact on others and on the organization's long-term stability
- May procrastinate on decisions involving interpersonal conflict, or involving changes that involve risk-taking

## **Managing Time**

- Prefers to operate with a predictable routine and established schedules
- Likes to work with a specific plan for how things are going to be done, including a "to do" list
- May become bogged down in procedures and lose the flexibility to respond to changing situations
- May become overwhelmed with commitment due to a desire to help others, and have difficulty being assertive

## **Problem-Solving**

- Likes to confer with others using a deliberate, methodical approach
- Tends to prefer solutions that are low-risk and have proven effective in the past
- May have difficulty with complex problems, requiring innovative solutions which may involve risk
- Others may find her adherence to traditional practices frustrating



## How Jane Tends to Manage

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### **Motivating Others**

- Tends to build relationships of trust, providing predictability, and rewarding loyalty
- Promotes the benefits of teamwork and cooperation