



John Doe

Any Company

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Introduction to Proception 2

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

Proception2 identifies and describes those external behaviors, which each style displays to others in a work environment. It uses a model of behavior developed by William M. Marston known as DISC. Marston's model has been tested, proven accurate and effective with tens of thousands of people for more than 30 years.

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

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

Notable Primary Behaviors

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

D = Dominance - How John Solves Problems

He has the unusual ability to have an awareness of what is appropriate in any given situation. John acts quickly, with confidence, stating what needs to be accomplished. He will often openly challenge those who make opposing comments. Once he has made the decision, he will want to act quickly, letting other people know what needs to be done. He will often vent his anger quickly, but it will usually subside just as quickly. He likes to see people in action, and when others aren't busy doing something you can expect to hear from him. Don't look for John to take it easy or sit back after he performs a project successfully or reaches a goal. Others giving him recognition for the great performance will motivate him. His manager should continue to raise the bar challenging him further by setting a new goal that will stretch him. John can often offend and intimidate others with his direct, forceful style. His manager should keep in mind that he is a competitor. One of John's great strengths is his ability to anticipate problems. His perceptiveness and leadership will be useful to his organization. He has an uncanny ability to evaluate the potential options and recommend the approach that he feels will work best.

I = Influence - How John Influences Others

He will use logical arguments and facts to give others feedback and he will expect them to accept it. John values his freedom of speech and will challenge those who attempt to limit it. He wants direct lines of communication with superiors and subordinates. He expects the communication to be clear and understood by all involved. He wants the communication within his team, group or department clearly defined and understood. He will win support for a program, project or idea with his sincerity. John will want to have personal quiet time away from other staff members to gather his thoughts. John's analytical style will challenge others to prove what they have said is actually true. He does not necessarily want to destroy other peoples' ideas. He wants to be certain their theories and ideas are valid. When John is armed with enough data, he can be logical and unemotional when solving problems. He will want to probe the information until the origin of the problem is uncovered.

S = Steadiness - How John Reacts and Responds to Change

He will be realistic about what he can do. He will be quick to meet the demands of change and will be on the lookout for new and exciting challenges. John will be quick to respond to change and is open to new ideas and methods. John will often get bored with performing the job in the same manner and will seek out new methods of accomplishing his work responsibilities. When the project gets to the point of becoming routine, he will want to delegate those tasks to others. He can be quite capable of adapting to any situation. John prefers working in new, different and exciting situations. He feels he has the ability to select the best course of action, and likes to be

the person with the responsibility of making the final decision. John's resourcefulness lends itself to excitement, because his approach is often unusual and he barely ever lets the dust settle on one idea or project before he is speculating on the next. New projects are begun and dropped as he goes in pursuit of the latest great idea. John sees variety as the spice of life. He wants to be on the move, with the potential to stir things up. He will want to have a high degree of activity with a number of projects going on at the same time. One of John's biggest challenges is what to do while waiting for others. His philosophy is, "Don't just stand there, do something." John's mind-set is that every person should become aware of and voice his need for personal freedom, independence and autonomy.

C = Compliance - How John Displays Independence or Dependence

Meeting and satisfying others expectations will be important. To ensure the quality of a job or project, he will focus on the details and the "little things" that may impact producing good work. John will have a strong desire to make certain all rules, procedures and guidelines are followed. He may enforce them to the detriment of others. Because John can deliver a tremendous work effort, he can make less ambitious people uncomfortable. When he must deal with a difficult situation, he will respond in a tactful manner to avoid conflict. He may inhibit communication with others because he guards information. John thinks that the best method to solve problems includes the use of reason to analyze the problem, along with a logical process to evaluate the possible outcomes. He has been known to withhold his support for an idea he thinks is ill advised.

Preferred Work Environment

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

A Work Environment:

- 1) With tasks that allow him to work alone.
- 2) Where he can operate "by the book," following the guidelines, rules and procedures.
- 3) With information, data and facts to study in detail.
- 4) Where he can have a lively debate on issues or problems.
- 5) Where he can use his high energy level.
- 6) That will allow him to use his logical thinking.
- 7) Where he can play "the devil's advocate" to clarify a problem or situation.
- 8) Where he can demonstrate his technical expertise.
- 9) Where he can re-examine or retest his findings and those of others.
- 10) That allows him to work with people who have a sense of urgency similar to his.
- 11) Where he can easily move from one activity to another.
- 12) That will let him channel his high energy level.

Potential Strengths In Business

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The Proception2 report highlights potential behavioral traits and aptitudes John brings to the work environment. This information will help John and his organization understand and maximize his behavioral strengths. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

- 1) Adheres closely to organizational policies and procedures.
- 2) Has a keen sense for sound judgment.
- 3) Has perceptive insight into the situation.
- 4) Encourages efficiency and effectiveness.
- 5) Communicates high expectations.
- 6) Willing to make unpopular decisions.
- 7) Approaches problems in a logical and objective manner.
- 8) Probes beneath the surface of issues and problems.
- 9) Has wit and humor that can be dry and cutting.
- 10) Likes to work for companies and organizations that are progressive.
- 11) Has a sense of urgency to get things done.
- 12) Displays energy and vitality in performing daily responsibilities.

Strengths To The Team

This section of the Proception2 report outlines the positive behaviors John will contribute to the team. Each behavioral style has strengths that can benefit a team. This section of the Proception2 report highlights the behavioral strengths John is capable of bringing to his work team. Use this information to place John on a team where his strengths will be maximized to benefit the team and the organization. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

- 1) Excels in task oriented team development.
- 2) Contributes ideas to the team that are well thought out.
- 3) Sets a good example for team members by the quality of his work.
- 4) Motivates the team towards its goals by his own need to succeed.
- 5) Conveys a powerful influence in a team environment.
- 6) Displays strong leadership in a team environment.
- 7) Will be an excellent troubleshooter for the team.
- 8) Will be a diplomatic member of the team.
- 9) Is profit conscious and aware of the impact of costs on bottom line results.
- 10) Prefers to have many varied and complex problems to solve.
- 11) Will bring his mental agility and intuitiveness to the team.
- 12) Will be the team member who challenges conventional thinking.

Adjustment To The Work Environment

As individuals we adjust our basic behavioral style to meet the requirements of the workplace. This section of the Proception2 report demonstrates how John adjusts his Primary behavioral style to meet these requirements. The more this section is different from John's Notable Primary Behaviors section, the more he may feel the need to adjust his behavior to meet the demands of his work environment. Little adjustments generally indicate that he has found the comfort zone in his environment. As John establishes or changes he workplace roles or goals, he will move in and out of his work environment comfort zone.

D = Dominance - How John Solves Problems at Work

John thinks that his Primary behavioral style is just what is needed when he is working with the problems and challenges presented by his work environment. Refer to the Notable Personal Attributes section paragraph one.

I = Influence - How John Influences Others at Work

John relies on his own ideas and thoughts to provide a sense of security. He will not hesitate to question his supervisor, manager or others in positions of power. John will often prefer to work alone. He likes the quiet time away from others to gather his thoughts. When he is upset with someone, he will tend to use silence to demonstrate his dissatisfaction. John finds it easy to talk about the downside of any issue. Other staff or team members often do not appreciate his ability to see issues without shades of gray, but only as black and white, or right and wrong. John will want to maintain his distance from other people. He often does his best work by himself.

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

John prefers to operate in an arena that does not have much structure. He tends to act impulsively rather than make organized plans. He will often display or experience dissatisfaction with his job. He prefers a work environment where he can be capable of changing quickly from one situation to another. He will want to get the job or project completed quickly, but may be hampered by the number of jobs or projects he has underway at the same time. He considers group functions as a general waste of time. He can become frustrated and restless when meetings or committees delay projects. If he finds himself in an environment with little movement, he may become restless and dissatisfied. John strives to be his own person and will often criticize those whom he believes is stereotypical. When working with the same people over a period of time, he can become frustrated and will show signs of boredom when routine relationships becomes the norm. He will often seek out new acquaintances and perhaps even a new job or career.

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

John perceives his Primary behavioral style to be what is necessary for him to work with procedures, systems and regulations in his current work environment. Refer to the Notable Personal Attributes section paragraph four.

Performance Enhancement

Individuals want to have input into how they prefer to be managed and related to in their respective work environment. This section of the report outlines for John, areas of potential behavioral needs that will allow him to do his best work. He can, along with his supervisor/manager, develop a personal improvement plan. A plan that will give him the opportunity to participate with management in discussing and determining his personal performance enhancements that can lead to increased productivity. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

John needs:

- 1) To understand that mistakes will happen.
- 2) To consider sharing his expertise more readily with others.
- 3) To realize the fact that no one is right all the time.
- 4) To be aware of his environment and that his intensity matches the circumstances.
- 5) A course to learn how to moderate his assertiveness.
- 6) To not use threats or punishment as a means of motivation.
- 7) To learn to communicate with others in a less direct, straightforward manner.
- 8) Others to show him a sincere demeanor, avoiding flattery and praise that may not be real.
- 9) An awareness that he may take the "devils advocate" role to the extreme.
- 10) Management and systems to keep him focused on expected results.
- 11) Time away from his job in sufficient amounts to avoid stress and potential job burnout.
- 12) An awareness that he may overextend his physical abilities and those of his associates.

Personal Performance Motivators

All motivation comes from within. Each behavioral style is driven by different motivational needs and desires. Performance improves when personal motivators are included in the work environment. While some of the performance motivators listed on this page are being met, there are others that are not. It will be helpful for John to note the motivators that are important to him, but are not being incorporated into his daily motivation and supervision. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

John prefers:

- 1) A structured environment with procedures in writing.
- 2) An opportunity to ask specific questions.
- 3) An arena where he can use his tact and diplomacy.
- 4) The opportunity to say what is on his mind.
- 5) Others to be available when he may need them.
- 6) The opportunity for a fast track career path.
- 7) A work environment free of emotional displays.
- 8) An opportunity to figure things out on his own.
- 9) An opportunity to ask direct and specific questions.
- 10) A work environment with the opportunity to work with different people in various locations.
- 11) Work that is general in nature.
- 12) An ability to set his own pace and not be tied to routine work or events.

Personal Growth Suggestions

Each of us prefers to see ourselves in a positive way. While John brings many outstanding traits and strengths to his work environment, there may be areas of his behavior, which could hamper his success. This area of the Proception2 report contains suggestions to consider relating to the behavioral tendencies that may slow or hinder his achievement of desired performance goals. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

John may have a tendency to:

- 1) Not listen to others and their perspectives.
- 2) Dislike small talk and social situations and may want to distance himself from social encounters.
- 3) Spend too much time and energy preparing, leaving little time and energy to actually get the job done.
- 4) Ride roughshod over the feelings and rights of others.
- 5) Not see the strengths of others equal to his.
- 6) Become dictatorial and push his ideas through at the expense of others' feelings.
- 7) Not display enough emotion in his relationships to let others know what he is feeling.
- 8) Let his pessimism become a turnoff for other team members.
- 9) Prefer to work with things, rather than people, because things have a specific mode of operation.
- 10) Keep too many balls in the air and fail to complete what he starts.
- 11) Take on too many projects and find he may become overextended.
- 12) Not understand or appreciate others whose style is not as active as his.

Communication Builders

Communication is the cornerstone of building relationships and improving productivity. Communicating with John will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with John will provide an opportunity to improve communications, reinforce relationships, promote credibility and gain increased productivity. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When communicating with Johndo:

- 1) Approach business in a straightforward and direct manner.
- 2) Be realistic about time frames for completion of the program, project or job.
- 3) Provide a sound rationale for narrowing the options.
- 4) Communicate high expectations.
- 5) Not make the situation personal, but support the results.
- 6) Negotiate commitment on a person-to-person basis.
- 7) Provide details and directions in writing.
- 8) Put your proposals, information, data and details in writing.
- 9) Present the reasons for and the reasons against an idea, project or decision.
- 10) Be specific about what you want understood.
- 11) Put goals, deadlines and objectives in writing.
- 12) Confirm that your message was understood.

Communication Barriers

Each of us knows how we prefer to have others communicate with us. We are aware of communication mistakes and errors that others make when communicating with us that lead to Communication Barriers. We know what we don't like others to do, say, or use when communicating with us. When communicating with John, reducing or eliminating the barriers emphasized will minimize the stress and frustration often created when communicating with a person of this behavioral style. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When communicating with John don't:

- 1) Forget to minimize the chance for risk.
- 2) Forget to invite him to talk by asking his point of view.
- 3) Be inconsistent in your communication style.
- 4) Talk about how you feel.
- 5) Gloss over problems.
- 6) Have the decision already made.
- 7) Leave his office or hang up the phone without checking for questions he may have.
- 8) Be indirect with explanations and procedures.
- 9) Expect him to take you on your word only.
- 10) Be disjointed with information or procedures.
- 11) Delay the conversation or avoid getting to the point.
- 12) Forget to set definitive time lines and priorities with him.

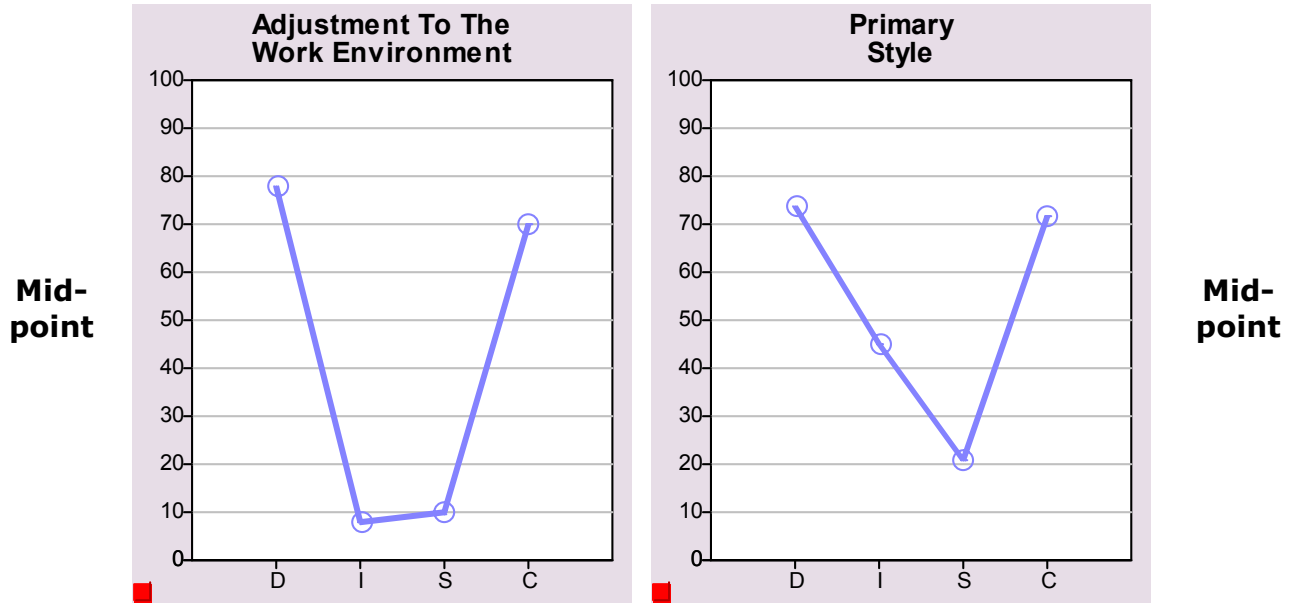


A Graphical Representation for

John Doe

Any Company

08/26/2002



Primary Style

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

Adjustment to the Work Environment

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

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