

Individual Report for:  
Debbie Sample

Tuesday, January 20, 2004



## Report Contents

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Notable Primary Behaviors  
Preferred Work Environment  
Potential Strengths In Business  
Strengths To The Team  
Adjustment To The Work Environment  
Performance Enhancement  
Personal Performance Motivators  
Personal Growth Suggestions  
Communication Builders  
Communication Barriers  
Word Portrait  
Graphic Profile  
Intensity of Each DISC Behavior  
Action Plan

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## Introduction

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

Proception 2 identifies and describes those external behaviors, which each style displays to others in a work environment. This report discusses behavior in a work environment. It uses a model of behavior developed by William M. Marston known as DISC. Marston's model has been tested, proven accurate and effective with millions of people for more than 40 years.

The terms most often associated with Marston's Behavioral Model are: Dominance, Influence, Steadiness and Compliance. These factors can range in intensity and work independently or in tandem with the other behavioral factors. The interrelationship of these factors describes how an individual responds to the work environment. The Proception 2 report describes the impact of an individual's DISC behavioral traits in a work environment.

The report generated by this analysis is designed to help individuals and management achieve a better understanding of this individual's behavioral style. It will provide helpful insight into the individual's behavioral strengths in sales and areas in need of possible improvement. The Proception 2 report can also be used to develop strategies and methods to help individual's increase their personal flexibility in working relationships with clients, managers, peers and staff.

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NOTE: If this report is being used in the selection process, it is important to remember that it is not designed to recommend or not recommend any person for employment or hiring for a specific job or position. It is provided only as a tool to help those involved in interviewing a candidate develop interview questions for the interview and candidate evaluation process. A hiring decision should not be based only on this report or any other comparable report. This report and all selection reports should be used in accordance with applicable employment laws.

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

**D = Dominance - How Debbie Solves Problems**

Debbie will want to guard against gambling or taking an uncalculated risk. She will prefer to use a solution or system that is proven and in use at the present time. She will want to have a clearly defined plan prior to taking any action. Solutions and ideas will not be tested without a plan outlining the critical steps and procedures that could impact the outcome. Debbie places high value on making certain the rules and procedures are implemented and followed. It is important to her that others operate by the rules regularly and consistently. Debbie will work hard for people she feels are special and will try to avoid being seen as too ambitious. Debbie may cause others frustration when she rejects challenging assignments or waits for them to take action first. She can be unsettling to others when she creates tension by attempting to avoid issues or withdraw from conflict.

**I = Influence - How Debbie Influences Others**

Debbie finds it easy to give others feedback on their performance, and she will expect them to accept it without question. Debbie will want to be certain the lines of communication are well defined and understood by all involved. She will strive to gain the support of others through her sincerity, rather than what she sees as hype and emotional appeal. When given time alone to research a problem, she will logically and systematically focus her attention on finding a solution. She will want others to provide facts and data to demonstrate what they are saying is viable. Debbie will want to make certain their theories and ideas are sound. She will do this without wanting to destroy their ideas. When Debbie is armed with enough data, she can be logical and unemotional when solving problems. She will want to probe the information until the origin of the problem is uncovered.

**S = Steadiness - How Debbie Reacts and Responds to Change**

Debbie will deliver what she promises and follows through on personal commitments. People with Debbie's style will often be seen doing nice things for others. These random acts of kindness are done for others, because she wants to help, rather than be recognized for her actions. She will prefer to work at her own pace and dislikes being pushed or the pressure to meet deadlines. Debbie's goal is to work patiently and steadily toward getting the job done. She operates well as a member of her team and can coordinate her efforts with others with ease. It will take her longer to become angry and she can tolerate unpleasant situations better than most. Others will see her as a kind, gentle and agreeable person. She will tend to have difficulty making important decisions and implementing change. She will often be heard making the statement, "I am not a fighter, I am a peacemaker." She will be most at ease in a role as a follower, preferring to be a part of the team, rather than the leader. Debbie may prefer to have the responsibility of doing her own job as opposed to being held

accountable for the work of others. Debbie will need to understand that it is important to deal with an employees' unsatisfactory performance sooner, rather than later.

### **C = Compliance - How Debbie Displays Independence or Dependence**

Debbie will want to gather as much data and information as possible. She thinks that the more information she has, the better the decision. Debbie prefers to have the time to think things through before taking action. She will want to be precise and accurate to avoid being wrong. She will move more slowly and deliberately than the other styles. She will consider more options, her research is more thorough, and all of this can cause her to take an exceedingly long time to make a decision. She will take time to be organized and accurate, preferring to do quality work in her quest to be the best she can be. When challenged by others, she will often respond by using information that is accurate, to the point and in great detail. Debbie will know and understand the importance and merit of manners, appropriate behavior and etiquette. She will often take on the obligation to be the moral compass for her team members or employees. She will have a tendency to check up often on other team members or employees to make certain no mistakes are made.

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

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**A Work Environment:**

- 1) Where she can operate "by the book," following the guidelines, rules and procedures.
- 2) Where she can use her organizational abilities.
- 3) With the opportunity to do it right the first time.
- 4) That is predictable in pattern and routine.
- 5) Where she can work with others with whom she has an established relationship.
- 6) Where she can work at a consistent pace to get the job done.
- 7) Where she does not have to be confrontational or combative.
- 8) With time to think before acting.
- 9) Where she can take her time to explore the details in depth.
- 10) Where she can play "the devil's advocate" to clarify a problem or situation.
- 11) Where she can use her ingenuity and innovation.
- 12) Where she can re-examine or retest her findings and those of others.

## Potential Strengths In Business

Debbie Sample

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 she brings to the work environment. This information will help her and the organization better understand and maximize her behavioral strengths. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

- 1) Strives for perfection.
- 2) Expects people to do it right.
- 3) Uses good judgment and information in solving problems.
- 4) Coordinates the efforts of others.
- 5) Gives recognition to deserving individuals.
- 6) Encourages cooperation among others.
- 7) Is patient, calm and thoughtful.
- 8) Is practical in her approach to solving problems and issues.
- 9) Is seen as a strong team member.
- 10) Communicates in a straightforward way.
- 11) Is charming, positive and persuasive when logic dictates such tactics.
- 12) Is wary of people, their reasons and motives.

## Strengths To The Team

Debbie Sample

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

- 1) Contributes ideas to the team that are well thought out.
- 2) Is excellent at organizing the "how" of the problem, issue or circumstance.
- 3) Will investigate all sides of an issue or problem.
- 4) Encourages team-building efforts.
- 5) Recognizes the value of team dynamics.
- 6) Brings a steady pace and peaceful approach to the team.
- 7) Will review all team decisions prior to moving ahead.
- 8) When she is treated fairly and is duly recognized she will be a sound member of the team.
- 9) Places high value on structure, predictability and consistency.
- 10) Will be an excellent troubleshooter for the team.
- 11) Will communicate her thoughts in a concise manner.
- 12) Will be the team member who likes working with ideas, concepts and things.

## Adjustment To The Work Environment

Debbie Sample

As individuals we can adjust our Primary style to meet the real or perceived requirements of the workplace. This section of the Proception2 report demonstrates how she adjusts her Primary behavioral style to meet these requirements. The more this section is different from her Notable Primary Behaviors , the more she may feel the need to adjust her behavior to meet the real or perceived demands of her work environment. Small adjustments generally indicate she has found a comfort zone in her work environment. As she establishes or changes workplace roles or goals, she will move in and out of her work environment comfort zone.

### **D = Dominance - How Debbie Solves Problems at Work**

When problems arise, she will want others to make the first move and take action. Proceed with caution is her philosophy especially when a decision must be made. Debbie will often conceal her real feelings until she feels that a level of trust has been established. She will want to have decisions from her superiors made on a timely basis. Having others provide key sanctions and directions will provide her with a strong sense of security. Because she prefers to avoid conflict and confrontation, she may find it difficult to tell others "no." She will often find it easier to go along with their plans and ideas rather than suggesting her own. She listens better than most people, mainly because she is not busy pushing to make her point.

### **I = Influence - How Debbie Influences Others at Work**

Debbie feels that her Primary behavioral style is just what is needed when she is working with the people she relates to in her present work environment. Refer to the Notable Primary Behaviors section paragraph two.

### **S = Steadiness - How Debbie Reacts and Responds to Change at Work**

Debbie considers her Primary behavioral style to be what is necessary for her to meet the demands of the pace and consistency regarding her work environment. Refer to the Notable Primary Behaviors section paragraph three.

### **C = Compliance - How Debbie Displays Independence or Dependence at Work**

She prefers working in situations that are free of antagonism and may retaliate when others push too hard. Debbie generally will make an effort to appear to comply outwardly with the requests of respected individuals. She can tune out events beyond her control. This gives her the ability to concentrate on the situation at hand. She is wary of making decisions that may be contrary to deeply ingrained procedures or techniques. She may be reluctant to make a quick decision and will want to proceed carefully, gathering what she thinks is the necessary information. When attempting to see both sides of an argument, others who attempt to "slant" an argument towards the "one" way of solving a problem can frustrate Debbie. She will want a balanced approach that allows for all sides of a solution to be given equal merit.

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 her areas of potential behavioral needs that will allow her to do her best work. She can, along with her supervisor/manager, develop a personal improvement plan. A plan that will give her the opportunity to participate with management in discussing and determining which personal performance enhancements that can lead to increased productivity. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

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**Debbie needs:**

- 1) To be less skeptical and more trusting.
- 2) To be careful not to overplan or over prepare.
- 3) To understand that making decisions involves risk.
- 4) Time to adapt to new ideas and methods.
- 5) To be willing to take calculated risks.
- 6) To occasionally project more enthusiasm and assertiveness when working with others.
- 7) Support from her boss or the rules.
- 8) Techniques to help transform ideas into performance.
- 9) Alternative techniques and methods.
- 10) To be less suspicious, while learning to trust others sooner.
- 11) To remain aware of the social requirements within her job.
- 12) Awareness that she may take the "devils advocate" role to the extreme.

## Personal Performance Motivators

Debbie Sample

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 her to note the motivators that are most important to her, but are not presently being incorporated into her daily motivation and supervision. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

### Debbie prefers:

- 1) Precision work to perform.
- 2) Quiet time away from others.
- 3) An environment free of risk or great change.
- 4) Time to plan for and adjust to change.
- 5) A stable environment.
- 6) To be appreciated for her genuine concern for her work team.
- 7) Sufficient time to think through and plan for the issue or project.
- 8) A work environment with little change and unpredictability.
- 9) A work environment free of risks and hazards.
- 10) Information in a logical and orderly manner.
- 11) An unemotional approach to problem solving.
- 12) Advance notice of future events so she knows what to expect.

Each of us prefers to see ourselves in a positive way. While she brings many outstanding strengths to her work environment, there are areas of her behavior which could impede her success. This section of the Proception2 report contains suggestions to consider relating to the behavioral tendencies that may slow or hinder her achievement of desired performance goals. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

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**Debbie may have a tendency to:**

- 1) Require too much information before a decision is made.
- 2) Spend too much time and energy preparing, leaving little time and energy to actually get the job done.
- 3) Attempt to make her point by out-waiting her adversaries.
- 4) Go overboard in appearing cooperative and trying to minimize the stress and tension between others.
- 5) Take criticism of her work personally, and productivity may suffer as a result.
- 6) Want to use tried and true methods to get a job done, rather than trying a new method or procedure.
- 7) Avoid new methods of solving problems.
- 8) Let others take advantage of her low-key nature.
- 9) Use the mistakes of others to defend or protect her position.
- 10) Attempt to oversell the facts and not use enough emotional appeal.
- 11) Withdraw from others until she comes up with a solution.
- 12) Not project social confidence.

Communication is the cornerstone of building relationships, achieving productivity and maintaining motivation.

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

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**When communicating with Debbie do:**

- 1) Decrease your eye contact.
- 2) Set high standards.
- 3) Go into considerable detail.
- 4) Provide assurance that there will be no glitches.
- 5) Define her expectations.
- 6) Lend a helping hand.
- 7) Give her time to think before deciding.
- 8) Provide time to weigh the pros and cons.
- 9) Allow time for questions to be asked.
- 10) Have all the necessary facts, figures and information at hand.
- 11) Provide details and directions in writing.
- 12) Present the reasons for and the reasons against an idea, project or decision.

Each of us knows how we prefer to have others communicate with us. We are aware of communications mistakes and errors that others make when communicating with us that lead to Communication Barriers. We know what we don't like others to do, say or use when communicating with us. When communicating with her, making an effort to reduce or eliminate the barriers emphasized will minimize the stress and frustration often created when communicating with a person of this behavioral style. Communication is the cornerstone of building relationships, achieving productivity and maintaining motivation. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statement's order of importance.

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**When communicating with Debbie don't:**

- 1) Use information from sources she may think are not reliable.
- 2) Make statements that are in conflict with each other.
- 3) Waste her time or fail to get right to business.
- 4) Talk too fast.
- 5) Finish her sentences.
- 6) Be afraid to be more relaxed and less business oriented.
- 7) Speak too rapidly.
- 8) Give directions in a random or disorganized manner.
- 9) Make guarantees you cannot live up to.
- 10) Leave her office or hang up the phone without checking for questions she may have.
- 11) Try to persuade her to take a project without solid reasons for it.
- 12) Cut short the information she needs to make a decision.

## Word Portait – Primary Style

Debbie Sample

This page of the Proception2 highlights words that can be associated with her behavior based on the DISC model. These words suggest how she prefers to do business as it relates to solving problems, working with others, reacting to the pace of the work environment and responding to guidelines and procedures established by others.

Dominance	Influence	Steadiness	Compliance
Problems	People	Pace	Procedures

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

## Word Portait – Adjusted Style

Debbie Sample

This page of the Proception2 highlights words that can be associated with her adjustment to the work environment based on the DISC model. These words suggest how Debbie adjusts her Primary behavioral style to do business as it relates to solving problems, working with others, reacting to the pace of the work environment and responding to guidelines and procedures established by others.

Dominance	Influence	Steadiness	Compliance
Problems	People	Pace	Procedures

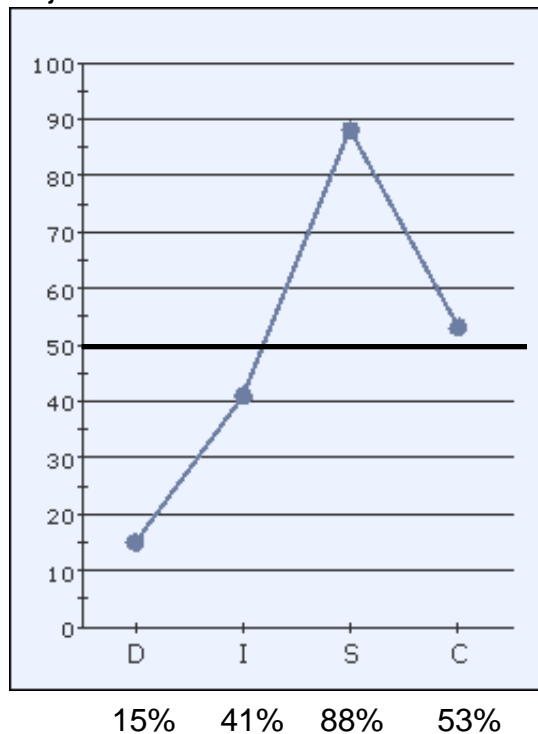
Challenging	Extroverted	Rigid	Painstaking
Self-Centered	Motivating	Undemonstrative	Wary
Relentless	Charismatic	Systematic	Meticulous
Driving	Subjective	Reluctant to change	Precise
Innovative	Spirited	Deliberate	Quality oriented
Strong-Minded	Expressive	Steady	Exacting
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Complacent	Introspective	Zealous	Fearless
Acquiescing	Reclusive	Impulsive	Reckless



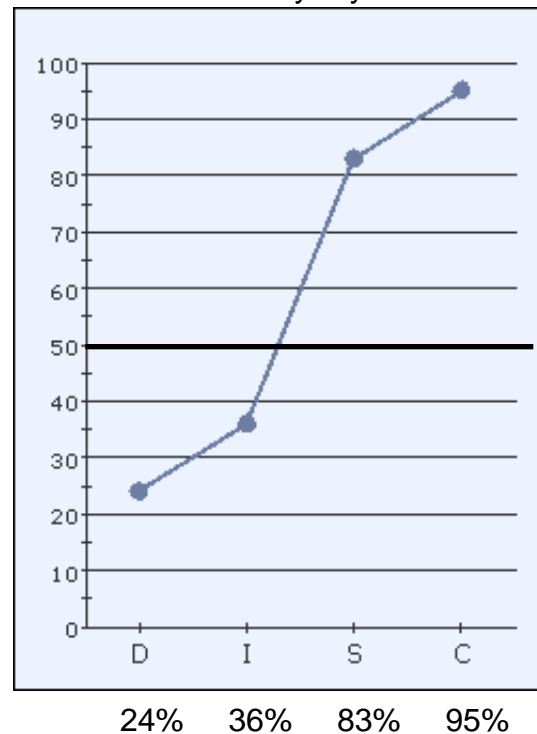
## A Graphical Representation For

Debbie Sample

Adjustment To The Work Environment



Primary Style



### 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 advance 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.

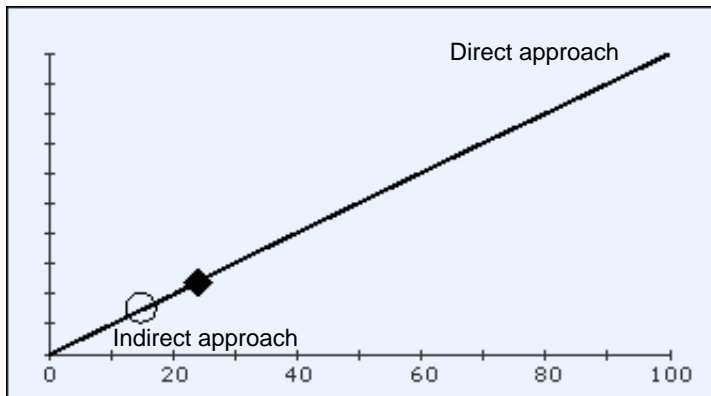
## Intensity of Each DISC Behavior

Debbie Sample

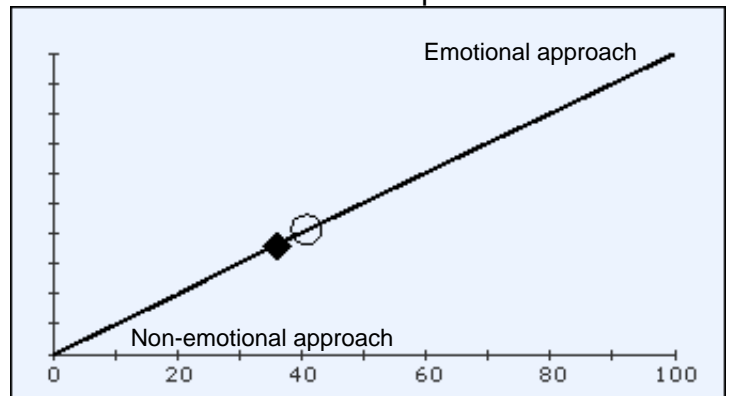
Each individual has her Primary and Adjusted behavioral approach to problems, people, pace and procedures. Use this page to gain a better understanding of Debbie's Primary and Adjusted behavioral approach in working with problems, influencing people, pace, and change of activity and responding to rules and procedures.

The Diamond symbol represents Debbie Sample's Primary Style Behavior for each dimension of DISC. The Circle symbol represents her Adjusted Style Behavior for each dimension of DISC.

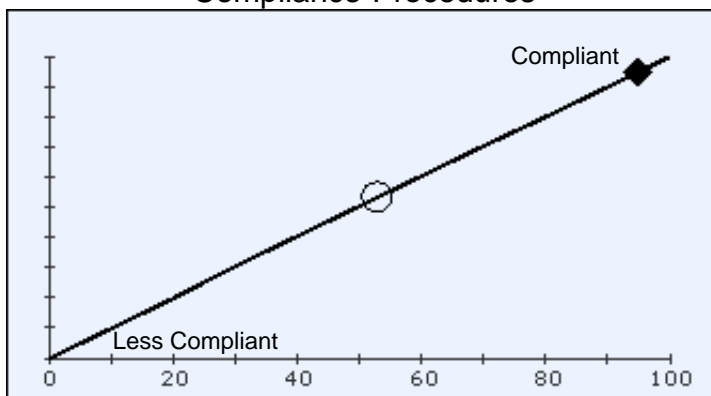
Dominance-Problems



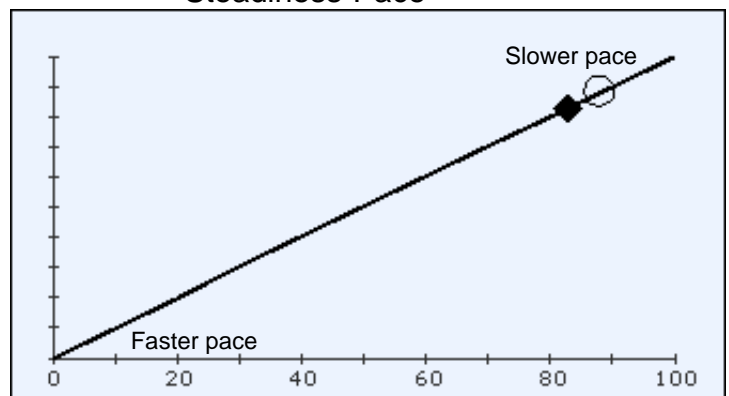
Influence-People



Compliance-Procedures



Steadiness-Pace



## PROCEPTION2 PERSONAL ACTION PLAN

Name \_\_\_\_\_

Date \_\_\_\_\_

Listed below are areas of potential development that you may find helpful. Review each of the areas outlined below and circle 1 to 3 areas in which you feel you need to improve to maximize your performance. Your next step is to review your report to identify realistic areas for development.

Communicating    Delegating    Decision Making    Disciplining    Time Management    Developing People  
Evaluating Performance    Personal Development    Career Goals    Motivating Others    Personal Goals

DEVELOPMENTAL GOALS
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
EXPECTED OUTCOMES
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
WHO TO INVOLVE
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
TARGET DATES
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
INDICATORS OF PROGRESS
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
POTENTIAL BARRIERS
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>