



Behavioural analysis

Example report PRO

02-12-2022

Contents

Contents	1
Introduction	2
What exactly is DISC?	3
Description of personal style	5
Personal DISC graphs	6
The DISC wheel and your position	7
The DISC wheel and your position (continued)	8
Basic and response style	9
Basic and response style (continued)	10
Self-perception and behaviour under pressure	11
Explanation of high and low scores	12
Intensity index	14
Development points for attention	15
More effective communication with other styles in general	16
Qualities	17
Do's and don'ts in communication	18
Suggestions for a manager	19
A stimulating working environment	20
DISC on a good day and a bad day	21
Notes	22
Personal action plan	23

Introduction

This DISC behavioural analysis was compiled on the basis of the replies you gave in the personality questionnaire of DISC Boulevard. The findings are based on the sequence you created with each question, where each statement is linked to a behavioural characteristic. From there, a unique report was generated, describing your preferred styles in relation to behaviour.

The basis for the DISC analysis was laid by Carl Gustav Jung. He is regarded as the spiritual father of the DISC typologies. In 1921, Jung introduced his 'Psychological types', which formed the basic principles for the personality model as we know it today. William Moulton Marston developed these basic principles further to form the current DISC model with the four behavioural styles.

This DISC behavioural analysis is based on the DISC model and involves a representation of how we do the things we do and how we respond to our environment.

Behaviour is seen as 'the interaction of a person with his or her environment.' This concerns both verbal and non-verbal communication. The behavioural analysis says something about how you *do* this, and less about who you *are*.

This DISC report is an analysis of your behavioural styles and says something about how you act in certain situations. It gives you an insight the degree of each of the four DISC behavioural styles that you have in you. This considers how you deal with problems, challenges, rules and change and how you convince others of your ideas. The report is a presentation of people with the same behavioural profile as you.

You will probably recognise most of the statements in this analysis. Does this all have to be 100% right? No, that is not necessary. It is quite possible that you do not recognise certain descriptions of behaviour. In that case, it is advisable find out how others in your environment see this in your case. Think of colleagues, friends or your partner. You could have a 'blind spot'. If they do not recognise the description of behaviour either, it may be that this statement does not apply to you.

Regard the analysis as a dynamic document, not a static one, and use it as a point of departure for your personal development. Read more about your qualities and points for development in the analysis. Get out of it what is important for you and keep your development goal in mind here. It may be that you address points for attention, but also that you make better use of your qualities. By actively working with these, you can get the most out of this for yourself.

What exactly is DISC?

DISC is a model that defines observable human behaviour. 'Behaviour' refers to a person's verbal and non-verbal communication with their environment.

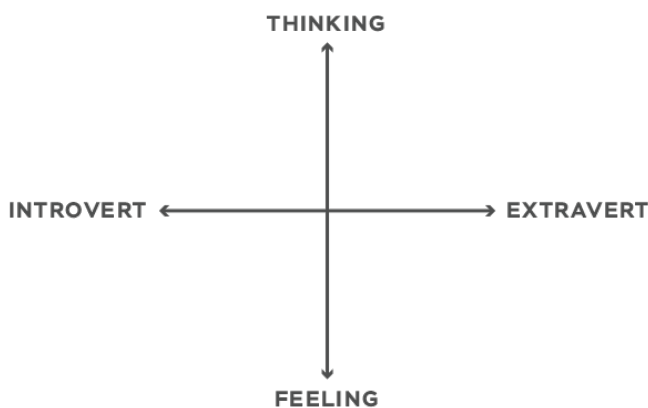
How can DISC help you?

- The DISC model provides for insight into your behavioural styles and those of other people
- It offers opportunities to respond better to the behavioural styles of other people
- It ensures that communication takes place more smoothly and effectively
- It provides for more understanding of people who are more distant from you

The DISC model consists of four quadrants, each with their own specific behavioural characteristics. It is a presentation of *how* you appear to other people and therefore says nothing about who you *are*. The theory is based on the work of the American psychologist Dr. William Moulton Marston.

Structure of the DISC model

The DISC model is distinguished by two axes.



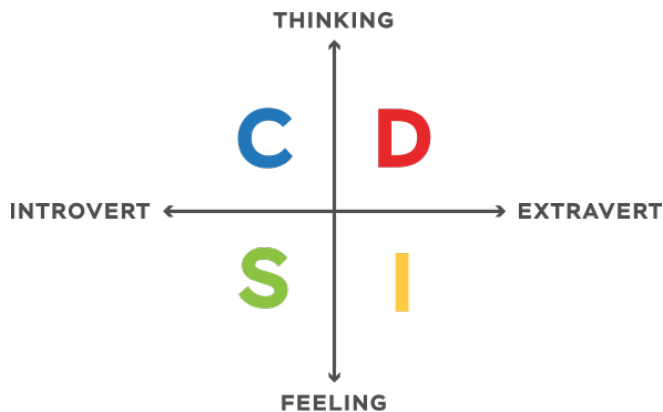
The vertical axis (from top to bottom) concerns thinking versus feeling.

- The **thinkers** make decisions with their heads and are primarily task-oriented. Decisions are made on the basis of logical reasoning. They do not allow emotions to play any role in this.
- The decisions and actions of **feelers** are driven by their feelings. They make their decisions on the basis of emotions. They are more focused on relationships than on tasks.

The horizontal axis (from left to right) concerns introvert versus extravert.

- **Introverts** are people who are more focused on their inner world. They are more thoughtful in their ideas and actions and have a need for time for themselves. They draw energy from one-to-one contact.
- **Extraverts** are people who are focused on the outside world. They draw energy from contact with other people and like to be among people. They do things at a fast pace. They often act first and think about it later.

By combining these two axes, you create four quadrants. See the illustration below:



D stands for **Dominance**. This behavioural style is a combination of thinking and extravert. It says something about the degree of goal orientation. The way in which results are achieved and problems are addressed. The characteristics of this behavioural style are a self-assured impression, task orientation and decisiveness.

I stands for **Influence**. This behavioural style is a combination of extravert and feeling. It shows how these people exert influence on their environment. These people are focused on winning over others and are characterised by enthusiasm, openness and optimism.

S stands for **Stability**. This behavioural style is a combination of feeling and introvert. It says something about the need for a stable and predictable environment. These people are calm, balanced and loyal and feel best in an environment with little change.

C stands for **Conformism**. This behavioural style is a combination of introvert and thinking. It shows how these people deal with rules and procedures imposed by others. Characteristics of this behavioural style are meticulous, critical and analytical.

Everyone has each four behavioural styles in them to a greater or lesser degree. This report shows the extent to which these DISC styles are present in you. The higher your score for a particular behavioural style, the more that this behavioural style is present and recognisable. It is important to know that a low score also says something about your preferred behaviour. It is the other side of a particular behavioural style. A high score is therefore not better than a low score. It only says something about what you are most comfortable with.

Description of personal style

This section describes the characteristics of your personal basic style. These characteristics are based on your answers relating to your natural behaviour, your basic behaviour.

You enjoy company and fun. You easily become enthusiastic about social activities. Your trust in other people means that you can sometimes take an overly positive view of their capabilities. You dare to take risks. Other people often see you as a courageous person who does not avoid problems. You like a relaxed and friendly atmosphere, with scope for your own input. You can become pushy if you do not get your way and try to impose your opinion. You prefer to work with other people who have a clear opinion or stand for something. If other people around you beat about the bush, you can sometimes lose your patience. You think in terms of solutions and look for possible options. If people around you are critical and pessimistic, that often costs you energy. You are willing to work long days in order to achieve goals. This can be at the expense of your free time or private meetings. You have an optimistic nature and are able to generate enthusiasm for your ideas in other people. You like to make your own decisions. You therefore need scope to be able to make decisions independently. You usually decide quickly. You take a very optimistic view of what you think is feasible. As a result, you sometimes take on too many tasks. You often think two steps ahead. If other people cannot keep up with you, that can sometimes irritate you. In your communications, you are clear and concise. You prefer other people to communicate with you in this way too. You take an independent approach in your actions. You dare to follow your own course and have a clear personal opinion. You are seen by others as an initiator and a self-starter. Other people do not need to encourage you: you have a proactive attitude. You are focused here on achieving concrete results. You work at a fast pace. This creates a risk that other people cannot keep up with you. You are able to motivate people and bring them into action through your positive attitude. You are often able to give them more self-confidence and to go for a goal. You are willing to work hard to achieve successes and results. You want to win and detest losses or failure. You are inventive and creative in thinking of solutions. Your motto is that there are ten solutions to every problem. You try to win over other people with a good story and conviction. You are less likely to try to persuade them with facts and rational arguments. You can present stories or events in an enthusiastic and lively manner. As a result, you can sometimes make your story sound a little better than it really is. You have a refreshing view of things and are able to look at problems from different angles, as a result of which plans that have become bogged down can sometimes succeed after all. You are goal and result-oriented. You will not easily be put off by problems. You like to have a large social network and are good at maintaining personal contacts. You are willing to invest a great deal of time in this.

Personal DISC graphs

This page shows your scores for each of the DISC behavioural styles. You see two graphs, the basic style and the response style graph. The basic style concerns your natural behaviour under normal circumstances and when you are most yourself. This is also referred to as your unconscious behaviour.

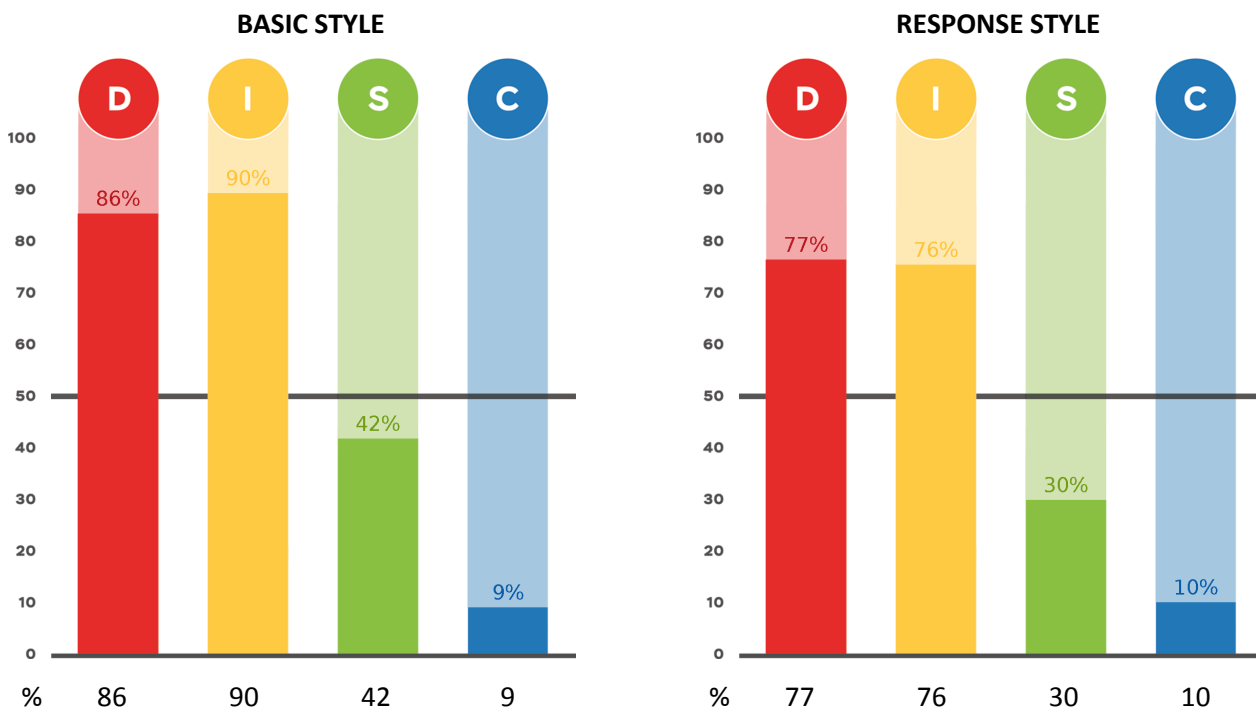
The response style is the behaviour that you show in your working environment, when you think that the environment requires this of you. This style is also referred to as your conscious behaviour. The DISC scores run from 0 to 100%.

The energy line

In the centre of the graph you see a bold-printed line at 50%. We call this line the energy line. Scores above 50% are the most visible to other people. Scores below the energy line are often less easily observable for other people.

Your behavioural style

Your behavioural style is always a combination of all four behavioural styles. So the scores below the 50% line also determine your behavioural style to some extent. It costs you relatively little effort to show your behavioural styles above the 50% line. Adjusting your lowest scores to your environment costs the most energy. Dealing with people who have high scores for behavioural styles for which you have low scores also usually costs you a great deal of effort.



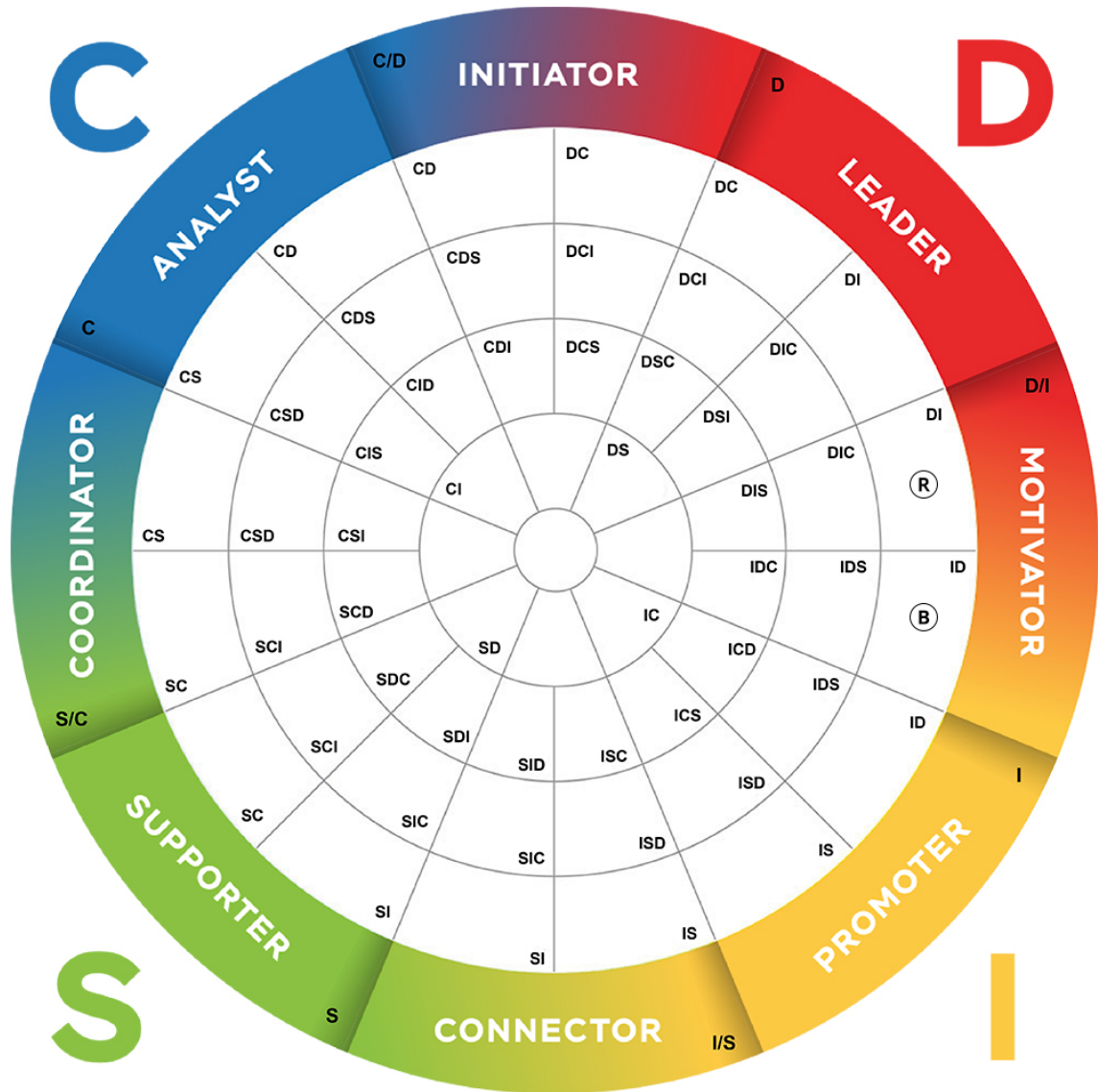
The DISC wheel and your position

In this part of your behavioural analysis, your score for each of the four DISC styles is translated into one of the eight team roles in the DISC wheel. This wheel is primarily interesting in terms of team development, cooperative processes and processes in which more effective communication with others is key, and in which insight into behavioural styles of other people is important.

It is certainly not our intention to put you or other people in 'boxes', but we do want to give you an insight into how your behavioural profile relates to other people who you want to deal with more effectively. If you enter the scores of the relevant people who also completed this analysis in this DISC wheel, more insight becomes available into where everyone stands in terms of behavioural styles and what this means for communication between them.

If you only use this analysis for yourself, this DISC wheel will give you an insight into how your unconscious behaviour (basic style) relates to your conscious behaviour (response style). The greater the difference between the two styles, the more energy this will cost you. You will get the most out of this report by discussing it personally with a certified DISC consultant.

The DISC wheel and your position (continued)



ⓑ : Your basic style

Ⓡ : Your response style

Basic and response style

The basic style of behaviour (i.e. the unconscious behaviour that a person shows, without thinking hard about it) is not always fully consistent with the behaviour that a person shows in their working environment.

In the working environment, a person may adjust their behaviour, more or less consciously, because the person in question thinks that this is required of them.

The modified behaviour is known as the response style, as explained above in this report. It is also referred to as a person's conscious behavioural style.

The following presentation shows how you consciously and unconsciously:

*deal with problems and challenges (D)

*influence and convince others (I)

Check for yourself the extent to which you recognise this and why you tend to adjust parts of your behavioural style.



Basic style 86%	Response style 77%
You have a highly ambitious and goal-oriented attitude. If you face problems or challenges, you persist until these are resolved.	In dealing with challenges and problems, you see no need to adapt your current style. You have the impression that your current style is what your environment needs.



Basic style 90%	Response style 76%
You are naturally very convincing and are able to win over many people. You often let your verbal skills and charm work for you here.	When you convince or influence others, you see no reason to adapt your style to the environment. You believe that your current style suits what the environment requires of you.

Basic and response style (continued)

The ways in which you consciously and unconsciously

*deal with changes and changes of pace (S)

*deal with rules and regulations drawn up by other people (C)

is presented below.

Find out the extent to which you recognise this and why you tend to adjust your behavioural style to some elements.



Basic style 42%	Response style 30%
You are focused on variation and have a well-developed sense for deadlines. You regularly take the initiative to implement changes and improvements if you feel these are necessary.	With regard to the aspect of dealing with change and how you respond to changes of pace, you do not adjust your style much to the environment. You assume that your current style matches what your environment requires of you.



Basic style 9%	Response style 10%
You are not fond of rules and regulations and regularly call these into question. In some cases, you even become rebellious if rules restrict or obstruct you.	When you look at how you deal with rules and regulations, you do not adapt your style to the environment. You assume that your current method of dealing with rules and regulations suits what the environment requires of you.

Self-perception and behaviour under pressure

How other people perceive you can differ from the way in which you see yourself. So to your environment, how you intend to appear to other people may differ from your self-image. After all, this remains a question of perception. Certainly if you are tired or under pressure, your behaviour will differ from when you are relaxed and feel at ease. Behaviour is exacerbated when people are tense or stressed.

The self-perception section below shows how you can see yourself under normal circumstances,.

The section on behaviour under pressure shows which tendencies you may have in these situations. Read them and discover for yourself which suggestions you recognise. By being aware of how you appear under pressure, you can avoid communicating with others from this pitfall. As a result, you can also deal with other people more pleasantly when you are under pressure.

Self-awareness:

- Autonomous
- Efficient
- Welcoming
- Open-minded
- Determined
- Imaginative

Behaviour under pressure:

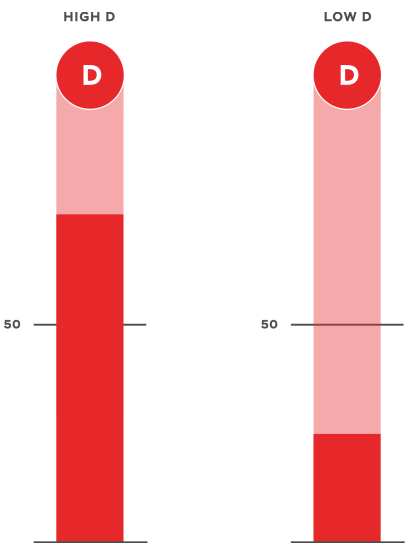
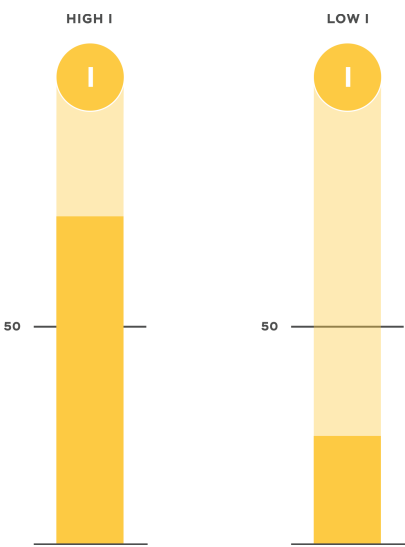
- Agitated
- Nonchalant
- Implacable
- Unreasonable
- Egotistical
- Fickle

Explanation of high and low scores

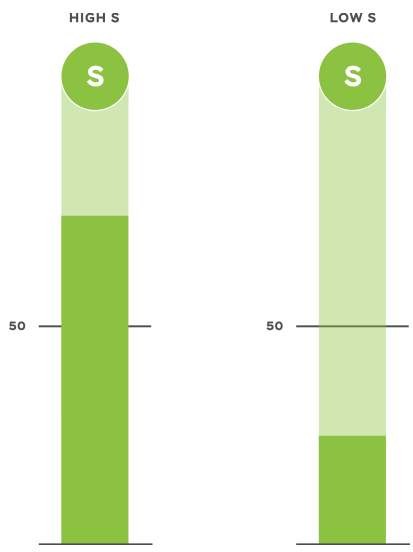
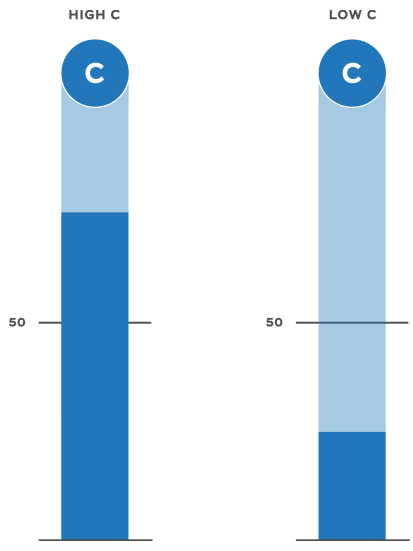
In general terms, for each of the four DISC styles, a high score is not better than a low score. Each score, high or low, says something more about how someone behaves on the basis of the relevant behavioural style.

A higher score is a score above 50%. A lower score is a score less than 50%.

How both the high and the low scores appear to other people is shown below.

	<p>High D versus low D</p> <p>A high D</p> <ul style="list-style-type: none"> • Wants control over their environment • Addresses and solves problems • Is assertive and challenge-oriented • Has a shorter fuse • Responds proactively to change <p>A low D</p> <ul style="list-style-type: none"> • Responds in a more accommodating way • Can sometimes be somewhat hesitant when faced with problems • Is less assertive, can live with the status quo • Has a longer fuse • Responds more reactively to change
	<p>High I versus low I</p> <p>A high I</p> <ul style="list-style-type: none"> • Influences others on the basis of conviction • Takes an optimistic view of life • Responds in an enthusiastic, welcoming and exuberant way • Easily trusts others • Wants to be liked <p>A low I</p> <ul style="list-style-type: none"> • Presents only the facts, without frills • Is somewhat more pessimistic • Is observant and reserved • Is more likely to be suspicious and worried • Has less need for social recognition

Explanation of high and low scores (continued)

 <p>HIGH S</p> <p>LOW S</p> <p>50</p> <p>50</p>	<p>High S versus low S</p> <p>A high S</p> <ul style="list-style-type: none"> • Prefers established habits and patterns • Has a lower pace of thinking and action • Finds it difficult to deal with change • Is more cautious, reactive • Has a need for predictability <p>A low S</p> <ul style="list-style-type: none"> • Enjoys innovation and change • Has a higher level and pace of activities • Deals more easily with change • Has a proactive attitude • Prefers variation more
 <p>HIGH C</p> <p>LOW C</p> <p>50</p> <p>50</p>	<p>High C versus low C</p> <p>A high C</p> <ul style="list-style-type: none"> • Likes to keep to the rules and protocollen • Is accurate, detailed, specific • Has little willingness to take risks • Works on the basis of facts and research • Is structured and orderly <p>A low C</p> <ul style="list-style-type: none"> • Regards rules as more of a guideline than as regulations • Bases ideas on the big picture • Dares to take more risks • May respond more subjectively • Is somewhat less well organised

Intensity index

The overview below shows the intensity of the four behavioural styles. The higher your score for a certain behavioural style, the more intense the words that accompany this. Your outcomes are presented below. This concerns the shared section with the words printed in bold type.

These are the levels of your scores for the different behavioural styles, as also shown in the graph for your basic style.

D Shows how you deal with problems and challenges

I Shows how you deal with others and convince them

S Shows how you deal with change

C Shows how you deal with prescribed rules and procedures

DOMINANT	INFLUENCE	STABILITY	CONFORMISM
Problems How do you deal with problems and challenges?	Influencing How do you influence other people to see your point of view?	Pace How do you respond to changes of pace and other changes?	Procedures How do you deal with rules and procedures?
High D	High I	High S	High C
Challenging	Inspiring	Reactive	Perfectionist
Daring	Effusive	Relaxed	Conservative
Picky	Exuberant	Tolerant	Risk-averse
Over-achiever	Stimulating	Predictable	Critical
Pioneering	Charming	Adapted	Systematic
Daredevil	Winning	Constant	Objective
Resolute	Influential	Balanced	Careful
Strong-willed	Exciting	Loyal	Tactful
Self-starter	Positive	Controlled	Logical
Curious	Sociable	Balanced	Neat
D	I	S	C
Sensible	Contemplative	Agile	Reliable
Cautious	Thoughtful	Searching	Persistent
Co-operative	Factual	Restless	Unconstrained
Reserved	Sceptical	Impatient	Stubborn
Hesitant	Suspicious	Open-minded	Capricious
Mild-mannered	Withdrawn	Progressive	Unsystematic
Obliging	Concerned	Fast	Last minute
Amenable	Guarded	Releasing	Risk-taker
Modest	Sober	Flexible	Uninhibited
Subservient	Serious	Active organiser	Autonomous
Low D	Low I	Low S	Low C

Development points for attention

This overview presents a list of potential points for attention that can limit the effectiveness of your behaviour. These points for attention for development form part of your personal behavioural style. Every behavioural style has its own qualities and pitfalls. By being aware of your personal points for attention, you can take these into account in your relationships with other people.

This enables you to improve communications and cooperation with others and at the same time, to achieve your goals more easily. The advice below need not all apply to you. Read the points for attention for development that you recognise and that have the most effect on your performance.





Note for yourself which of these points for attention you want to work on.

You tend to:

- setting the bar too high for both yourself and other people.
- creating little structure in meetings and jumping from one subject to another.
- giving the impression that you do not take it all seriously.
- becoming defensive if you are told exactly what you have to do, without your input.
- seeking too much attention in groups, so that other people can be somewhat left out.
- ignoring rules in order to attain your goals.

More effective communication with other styles in general

Every behavioural style has certain characteristics. When you learn how to recognise these and how you can adapt your behavioural style to them, this enable you to communicate with others on the same level. By adjusting your behavioural style to that of the person you are speaking to, you will notice that a connection arises. As a result, the communication will improve and run more smoothly.

Communicating with a D	
	<ul style="list-style-type: none"> - Make a self-assured impression and do not allow yourself to be rejected if you encounter resistance - Focus on possibilities and opportunities, not on what cannot be achieved - In presentations, keep to the core message and do not diverge - Present ideas or initiatives yourself. This will be appreciated - Focus on the future in conversations with a D. Ds do not often look back - Check your watch regularly, for Ds do this too - Deal with the time efficiently in a meeting. If the meeting can be kept shorter, do so - Keep it short and get to the point quickly, before the D loses interest
Communicating with an I	
	<ul style="list-style-type: none"> - Create a warm and friendly atmosphere - Take a relaxed attitude, not too formal, and respond to the person's humour - Encourage the I's enthusiasm without losing yourself in it - Spend time on the social aspect before you get down to business - Understand that an I makes decisions on the basis of emotions, not facts - Require a concrete answer to your questions and confirm your agreements - Build in a time margin for meetings with an I. Is often arrive late - Bear in mind that an I does not easily admit that they are wrong and can respond with denial
Communicating with an S	
	<ul style="list-style-type: none"> - Understand that it costs an S a great deal of energy to take an active approach - Take the initiative yourself when speaking with an S - Be clear about what you expect of the S, not in outline, but specifically - Be aware that an S sometimes likes to do absolutely nothing - Be patient if you expect change of an S - Above all, explain the reason and the need for the change to an S - Be aware that an S likes to maintain harmony and will avoid confrontations - Ask open questions and wait patiently for a response
Communicating with a C	
	<ul style="list-style-type: none"> - Keep social talk brief and avoid a chummy approach - Ask open questions and do not rush to fill silences - Arrive at a meeting with a C on time, so not too late but not too early either - Show the C that you are well prepared and familiar with the subject of the meeting - If you do not know something, say so honestly, find out and do actually come back to it - Stick to the facts. Opinions or assumptions are not relevant for a C - Set realistic targets that are clearly feasible in advance - Check your work thoroughly before you deliver it to a C

Qualities

The combination of your styles of behaviour give rise to particular qualities. Behavioural aspects that are positive distinguishing features of how you appear to your environment and deal with other people. By being aware of these, you can make specific use of them and make them work to your advantage. A summary of some of your qualities is presented below. Take note of them and see which qualities you may want to deploy still more effectively.

Your qualities. You...

- are innovative and focused on progress.
- communicate clearly and explain what you want to achieve.
- are creative in finding solutions.
- have a social nature and engage with other people.
- make decisions easily and quickly.
- perform well with a fast pace of work.
- are focused on achieving results.
- have a lively personality and create a positive atmosphere.

Do's and don'ts in communication

Every behavioural style is distinguished by a particular style of communication. Effective communication therefore usually requires a match with the other person's communication style.

This also applies for the way in which other people match your behavioural style when they communicate with you. Two overviews are presented below, of the dos and don'ts in communication with you as a person. In the first part, you read what works for you and in the second part, what does not work for you.

What works:

- Addressing problems on the basis of possibilities and opportunities
- Making agreements concrete by writing them down
- Offering enough scope for new ideas and input
- Recording agreements in writing
- Looking at schedules and the feasibility of your plans together

What doesn't work:

- Expressing criticism of your working method, which is sometimes unstructured
- Making promises that are not kept
- Ignoring your feelings and offering no scope for these
- Focusing too much on the past instead of focusing on the future
- Going along with all your dreams and ideas too much

Suggestions for a manager

This chapter shows which method of supervision by a manager suits you best. If a manager matches your behavioural style, this will have a positive effect on your collaboration. The following points provide an insight into what is important for you, where your needs lie and how your manager can respond to these. Perhaps you do not have a manager, and instead you work for clients. You should then read 'manager' as 'client'. Select the most important development requirements together and see how you can be helped with this. This can assist you in your personal growth.

In my working environment, a manager (or client) can help me by:

- giving feedback in a supportive and friendly way.
- presenting plans and projects in positive and lively manner.
- giving me recognition and appreciation for what I have achieved.
- making clear that I must write down my projects and ideas, with an action plan.
- considering the feasibility of goals together.
- setting deadlines and offering help with scheduling.
- getting quickly to the point and acting decisively.
- giving me a feeling that I am seen and heard.
- openly expressing their appreciation of performance delivered.
- communicating clearly and concretely and stating what is expected of me.

A stimulating working environment

In general, people perform best in a working environment that suits them. This section describes what is important for you in your work. Which elements of your working environment enable you to perform your work with satisfaction and success?

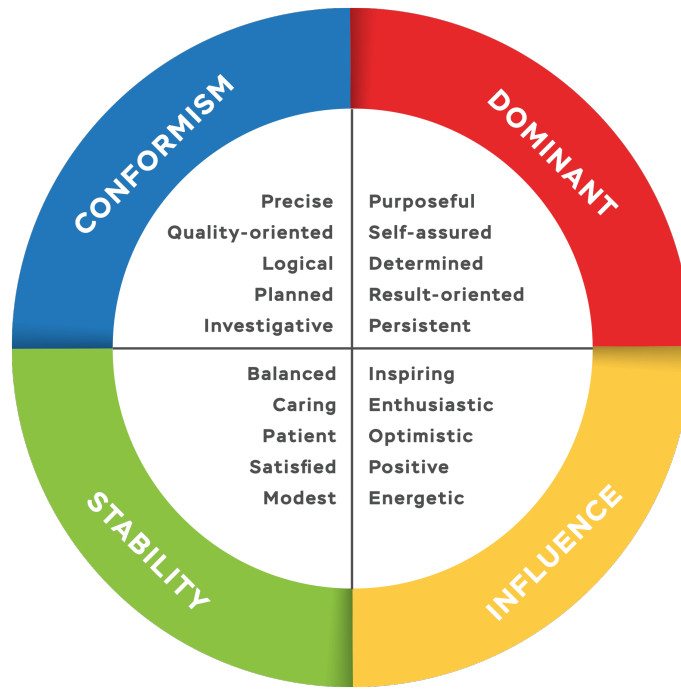
The points that are important for you are described below. Note for yourself which aspects are already reflected in your work and which aspects you are probably missing.

You do best in a working environment in which:

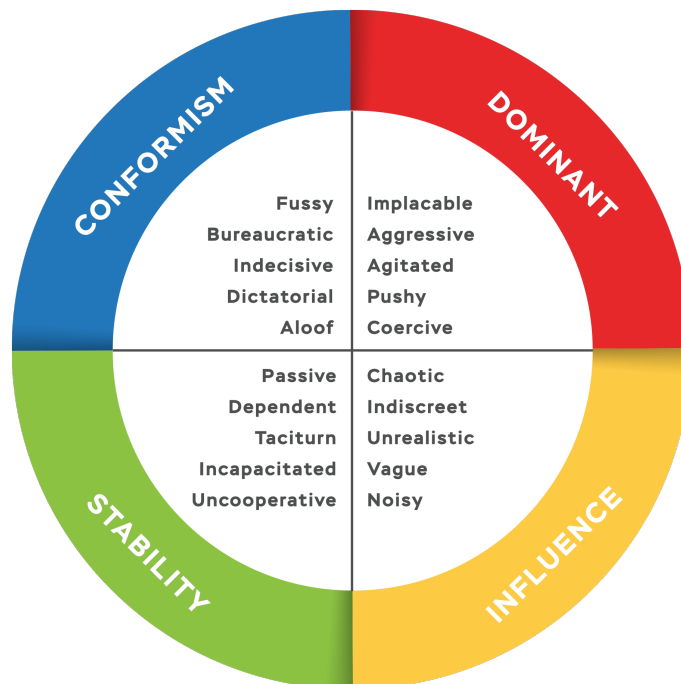
- the team is ambitious and dares to take risks in order to progress.
- there is scope for relaxation and fun.
- there is a degree of mutual competition.
- there is a degree of freedom in dealing with rules.
- there is enough variation in your work.
- you can focus on the main points and leave the detailed work to other people as far as possible.
- there is an opportunity to develop and to (jointly) address initiatives.
- networking and interaction with other people are part of the work.
- time is taken to share ideas and emotions can then be expressed.
- there are no tight schedules, fixed rules or procedures apply.

DISC on a good day and a bad day

On a good day:



On a bad day:



This image shows a full page of blank, lined paper. It features approximately 20 evenly spaced horizontal grey lines across its entire width. The lines are thin and consistent in color, providing a template for handwriting practice or general note-taking. There are no margins, text, or other markings present on the page.

Personal action plan

This analysis can provide you with the necessary insights regarding your interaction with your environment. What suits you, and what perhaps suits you less well? And what makes you happy?

The analysis was used for a particular reason and a particular goal. Keep this goal in mind when you read the report. You can then clearly identify learning points for yourself and actually start work with them.

In this way, you will get more out of the analysis than if you only read the report. In addition to your points for attention, also look at your qualities, so that you can also develop and expand these further.

An action plan is presented below, which you can use to reach your development goals. 'No goal, no direction' - so make sure that your goal is clear. This document will help you to work on your development in a structured way.

By stating when you want to achieve the goal by under 'date achieved', you set a deadline for yourself.

The goals that I want to achieve are:

Goal: _____ Date achieved: _____

1. _____
2. _____
3. _____

My qualities

These qualities are characteristic of me:

1. _____
2. _____
3. _____

How I want to make still better use of my qualities:

1. _____
2. _____
3. _____

I will have succeeded if I achieve the following:

1. _____
2. _____
3. _____

My development points

The development points that I will work on:

1. _____
2. _____
3. _____

The development of these points for attention is important for me because:

1. _____
2. _____
3. _____

What it will mean if I do not develop these points for attention:

1. _____
2. _____
3. _____

How I will work on my development points:

1. _____
2. _____
3. _____

What I and my environment will gain if I achieve these goals:

1. _____
2. _____
3. _____