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# Behavioural analysis

Example report Plus

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## 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	8
Self-perception and behaviour under pressure	9
Explanation of high and low scores	10
More effective communication with other styles in general	12
Qualities	13
Do's and don'ts in communication	14
Suggestions for a manager	15
DISC on a good day and a bad day	16
Notes	17
Personal action plan	18

## 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, change and how you convince others of your ideas.

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.

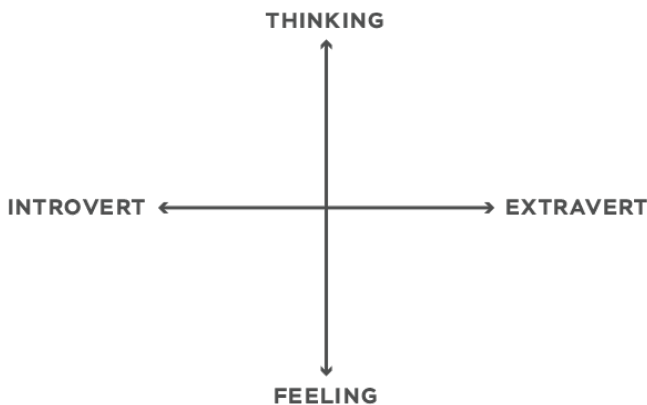
How can DISC help you?

- 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.

### Structure of the DISC model

The DISC model is distinguished by two axes.



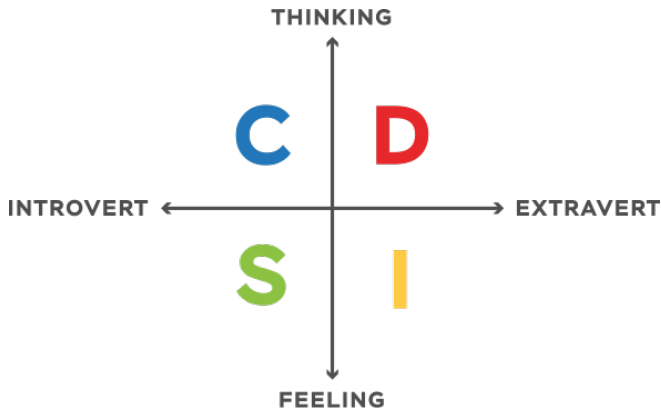
The vertical axis (from top to bottom) concerns thinking versus feeling.

- The **thinkers** make decisions with their heads and are primarily task-oriented. They make decisions based on logical reasoning. Emotions do not 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. Also they 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.



**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 making or leaving 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 people with this style of behaviour exert influence on their environment. They 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. People with this style of behaviour 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 people with this style of behaviour 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. 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.

You like to make your own decisions. You therefore need scope to be able to make decisions independently. You usually decide quickly. You enjoy company and fun. You easily become enthusiastic about social activities. You dare to take risks. Other people often see you as a courageous person who does not avoid problems. 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 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. 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 often think two steps ahead. If other people cannot keep up with you, that can sometimes irritate you. You like a relaxed and friendly atmosphere, with scope for your own input. You take a very optimistic view of what you think is feasible. As a result, you sometimes take on too many tasks. You think in terms of solutions and look for possible options. If people around you are critical and pessimistic, that often costs you energy. In your communications, you are clear and concise. You prefer other people to communicate with you in this way too. Your trust in other people means that you can sometimes take an overly positive view of their capabilities. You can become pushy if you do not get your way and try to impose your opinion. You have an optimistic nature and are able to generate enthusiasm for your ideas in other people. You are goal and result-oriented. You will not easily be put off by problems. You are willing to work hard to achieve successes and results. You want to win and detest losses or failure. You take an independent approach in your actions. You dare to follow your own course and have a clear personal 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 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 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 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 inventive and creative in thinking of solutions. Your motto is that there are ten solutions to every problem. You work at a fast pace. This creates a risk that other people cannot keep up with you. 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.

## 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.

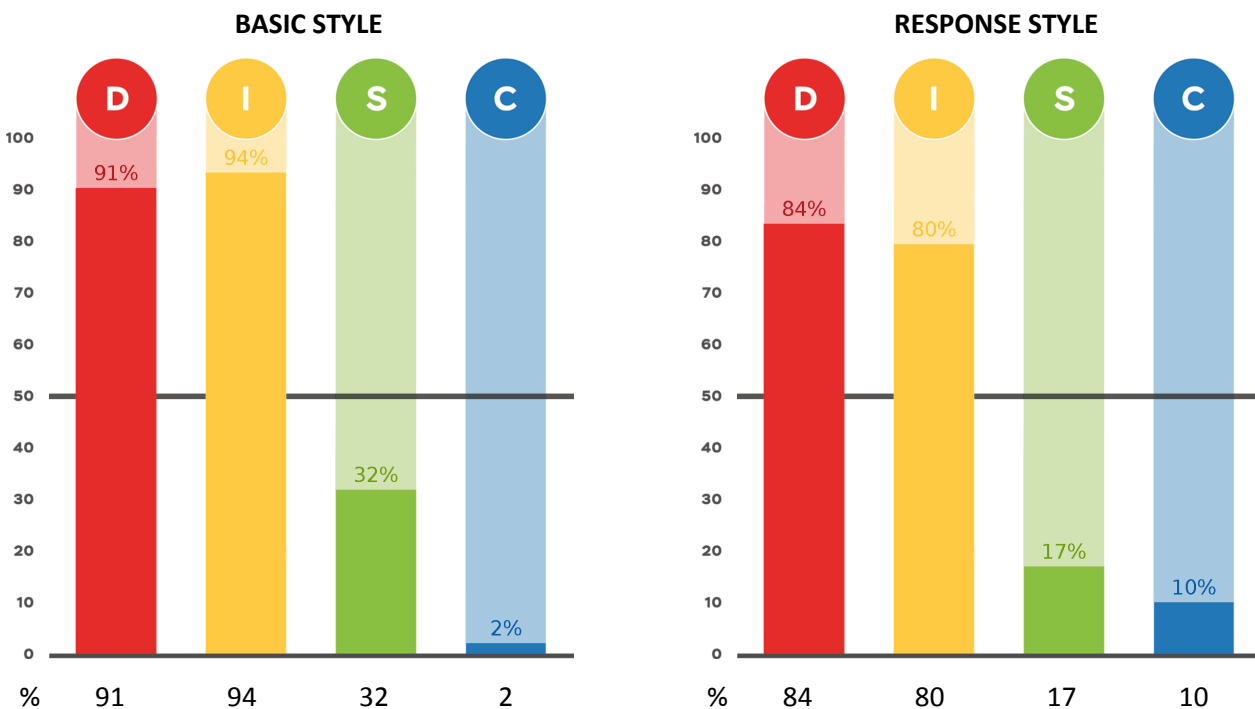
The response style is the behaviour that you show in your working environment, when you think that the environment requires this of you. This style is also referred to as your conscious behaviour. The DISC scores run from 0 to 100%.

### *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% also determine your behavioural style to some extent. It costs you relatively little effort to show your behavioural styles above 50%. 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.



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## The DISC wheel and your position

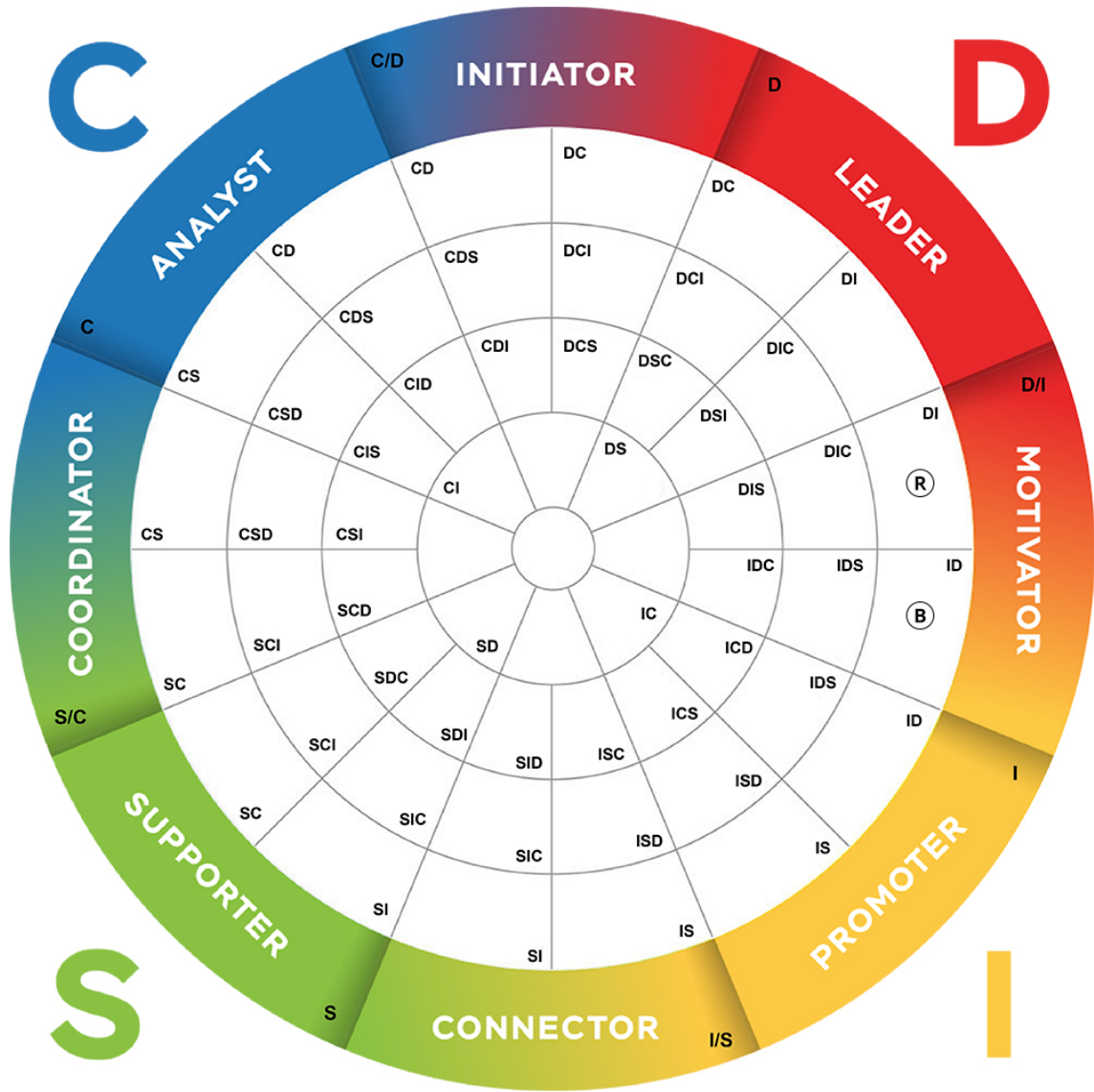
In this part of your behavioural analysis, your score for each of the four DISC styles is translated into one of the eight team roles in the DISC wheel. This wheel is primarily interesting in terms of team development, cooperative processes and processes in which more effective communication with others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

It is certainly not our intention to put you or other people in 'boxes'. 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 this personally with a certified DISC consultant.



## The DISC wheel and your position



(B) : Your basic style  
(R) : Your response style

## Self-perception and behaviour under pressure

How other people perceive you can differ from the way in which you see yourself. Your environment may experience or interpret your behaviour in a different way than you intended. 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.

### Self-awareness:

- Determined
- Optimistic
- Welcoming
- Proactive
- Flexible
- Autonomous

### Behaviour under pressure:

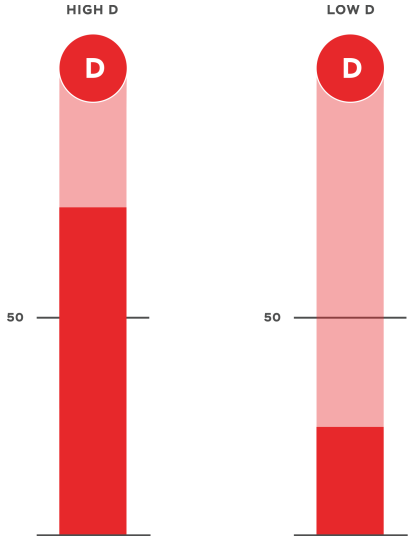
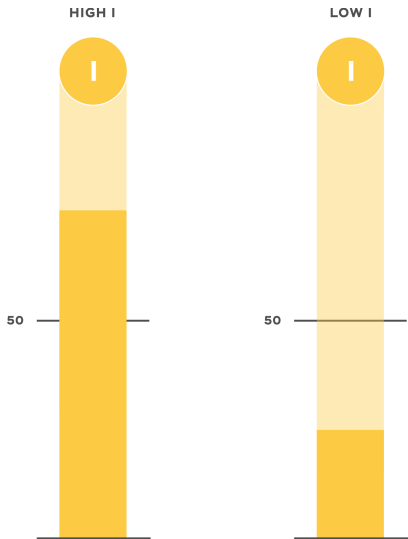
- Intrusive
- Inconsistent
- Agitated
- Unstable
- Haughty
- Bossy

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

## Explanation of high and low scores

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

## 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.

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

## 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 independent in your actions.
- are good at networking and maintaining social contact.
- make decisions easily and quickly.
- are able to generate enthusiasm and motivate other people to achieve goals together.
- perform well in a varied and changing (working) environment.
- are creative in solving problems.
- are determined and persistent.
- are sensitive to others and people-oriented.

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## 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:

- Keeping to your agreements and not promising what cannot be realised
- Showing your approval and appreciation openly
- Ensuring that you are well prepared
- Offering scope for social talk and relaxation
- Creating an informal, relaxed atmosphere

What doesn't work:

- Presenting plans only on the basis of facts and figures
- Not keeping you informed of which results have been achieved
- Wasting time by not working efficiently and giving too much unnecessary information
- With new plans, immediately naming the downside and the risks
- Leaving you to take all the initiative for contact

## 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.

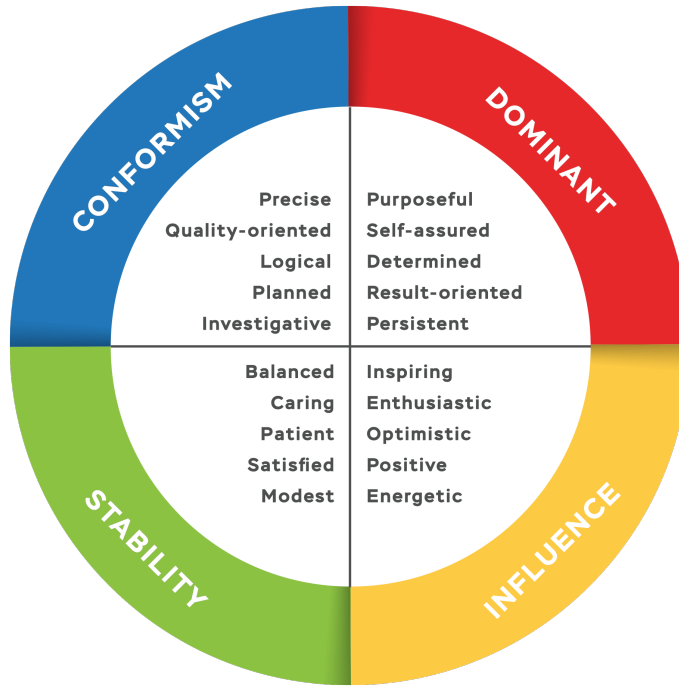
In my working environment, a manager (or client) can help me by:

- showing understanding and recognition for the creative ideas that you put forward.
- giving me scope to network and maintain social contacts.
- clearly defining the rules and frameworks within which I can operate.
- offering support for administrative and detailed work.
- showing that my vision and willingness to take risks are appreciated at their worth.
- directing me in a people-oriented and sympathetic way.
- showing me that there is much to be gained from a more people-oriented approach.
- giving me a feeling that I am seen and heard.
- giving me insight into what my role is in the team and what my powers are.
- teaching me how I can show understanding of people with a different attitude to life or views.

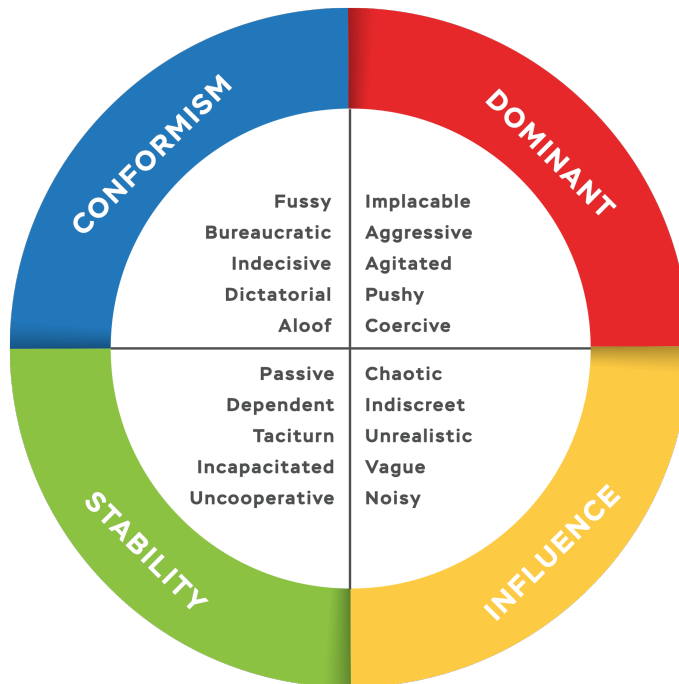


## DISC on a good day and a bad day

On a good day:



On a bad day:







## 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? 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 and 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. \_\_\_\_\_



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### 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. \_\_\_\_\_