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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.

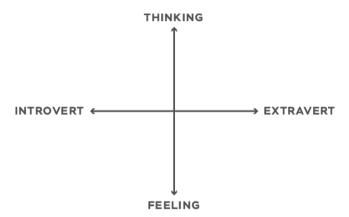
How can DISC help you?

- 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.

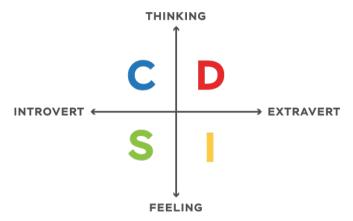
The horizontal axis (from left to right) concerns introvert versus extravert.

- 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 influene 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 hows 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 behvioural 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 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 are quality-conscious and focus on doing your work with care. You are willing to work hard to achieve successes and results. You want to win and detest losses or failure. In order to convince others of your views, you support your positions with logical reasoning and justified facts. You attach importance to schedules. You guard your agenda with care and ensure that you attend your appointments on time. It can annoy you if others do not do so. You find decisions based only on intuition difficult. You prefer to view and assess situations from a rational, analytical point of view. 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 like to make your own decisions. You therefore need scope to be able to make decisions independently. You usually decide quickly. In your communications, you are clear and concise. You prefer other people to communicate with you in this way too. You dare to take risks. Other people often see you as a courageous person who does not avoid problems. You are well organised and approach work in a structural way. As a result, you know where everything is and can retrieve information quickly. You can become pushy if you do not get your way and try to impose your opinion. You are not led by emotions under pressure and you remain calm. You analyse the situation, establish the facts and only then draw a conclusion. Once you have made a start on a project, you prefer to finish it before you start on something new. 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 often think two steps ahead. If other people cannot keep up with you, that can sometimes irritate you. You regard it as important to deliver good-quality work. You expect the same of people that you work with. You like clarity and ask critical questions in order to obtain clarification. You are goal and result-oriented. You will not easily be put off by problems. Your colleagues and manager(s) appreciate your analytical abilities and the quality of your work. You work at a fast pace. This creates a risk that other people cannot keep up with you. You take an independent approach in your actions. You dare to follow your own course and have a clear personal opinion. You usually remain calm in conflict situations. You observe the situation, identify all the tasks and will sometimes then still react. Because you are strongly focused on details, other people sometimes see you as fussy.





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.

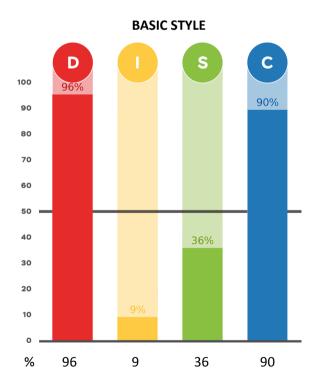
The response style is the behaviour that you show in your working environment, when you think that the environment requires this of you. This style is also referred to as your conscious behaviour. The DISC scores run from 0 to 100%.

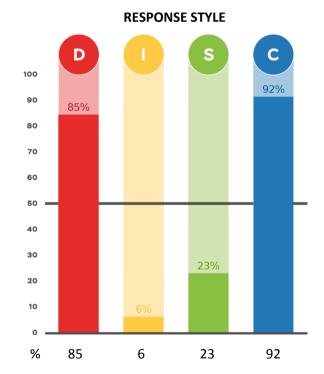
The energy line

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.











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.

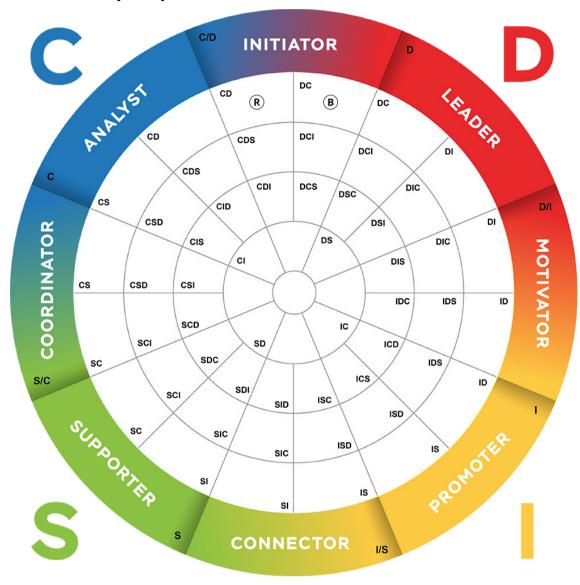
It is certainly not our intention to put you or other people in 'boxes'. We do want to give you an insight into how your behavioural profile relates to other people who you want to deal with more effectively. If you enter the scores of the relevant people who also completed this analysis in this DISC 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





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 your behavioural style.



Basic style 96%	Response style 85%
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 9%	Response style 6%
You beleive that it is best to convince others on the basis of facts, data or objective research. When convincing others, you usually show no emotions.	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

Presented below you find 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).

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



Basic style 36%	Response style 23%
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 90%	Response style 92%
You consider it very important to follow rules and procedures strictly and so to ensure quality. You also believe that it is only in this way that you can deliver the best result.	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. Your environment may experience or interpret your behaviour in a different way then you intented. 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:

- Goal-oriented
- Quality-oriented
- Risk-taking

Behaviour under pressure:

- Heartless
- Haughty
- Indifferent

- Ambitious
- Punctual
- Loyal
- Intolerant
- Restive
- Uncompromising

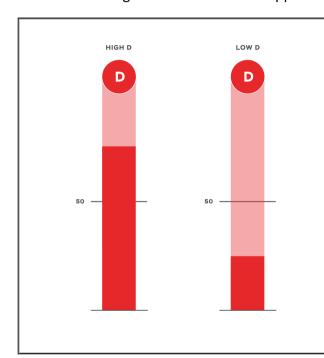




Explanation of high and low scores

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.



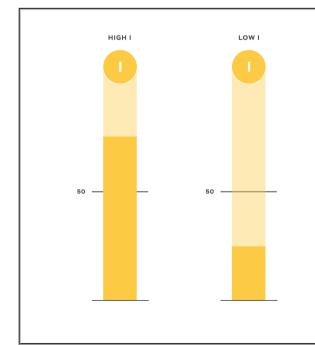
High D versus low D

A high D:

- Wants control over their environment.
- Addresses and solves problems.
- Is assertive and challenge-oriented.
- Has a shorter fuse.
- Responds proactively to change.

A low D:

- 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.



High I versus low I

A high I:

- Influences others on the basis of conviction.
- Takes an optimistic view of life.
- Responds in an enthusiastic, welcoming and exhuberant way.
- Easily trusts others.
- Wants to be liked.

A low I:

- 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



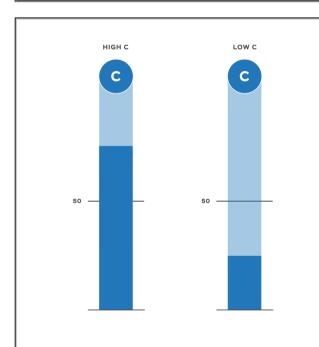
High S versus low S

A high S:

- 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.

A low S:

- Enjoys innovation and change.
- Has a higher level and pace of activities. Deals more easily with change.
- Has a proactive attitude.
- Prefers variation more.



High C versus low C

A high C:

- Likes to keep to the rules and protocollen.
- Is accurate, detailed and specific.
- Has little willingness to take risks.
- Works on the basis of facts and research.
- Is structured and orderly.

A low C:

- 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	The state of the s	S	С
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:

- taking situations and matters very seriously.
- being critical and demanding of yourself.
- defending yourself when you receive feedback on your performance or decisions you have made.
- responding simplisticly and curtly if you are called to account for something.
- setting a tight schedule in the assumption that you will manage it all.
- focusing too closely on facts and figures alone.





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



- 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



- 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



- 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



- 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 independent in your actions.
- are able to organise work and turn chaos into order again.
- appear self-assured.
- use a systematic working method.
- dare to make difficult subjects open to discussion.
- make decisions easily and quickly.
- seek logical and realistic solutions.
- are able to clearly state where potential problems could arise.







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
- Maintaining a distance and not becoming too chummy in meetings
- Providing rational and factual support for arguments
- Giving concise instructions on how something should be addressed and leaving scope for personal input
- Making statements that you can also justify

What doesn't work:

- Explaining every side before it becomes clear where you want to go
- Not creating any structure in a meeting and appearing disorganised
- Restraint when you raise your voice and not giving a robust reply
- Complaining and being overly critical about the feasibility of plans
- Openly criticising the work that you have delivered





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:

- setting deadlines for when work must be ready.
- teaching me how I can show understanding of people with a different attitude to life or views.
- looking at my personal ambitions together and at how these can be given shape.
- to show that it is accepted that mistakes can happen.
- teaching me how to assess risks better in order to outline a realistic picture and make responsible decisions.
- being consistent in his/her actions and not breaking promises.
- setting realistic goals and keeping the work transparent.
- to justify certain choices and decisions made properly.
- giving me a degree of autonomy and responsibility for achieving my goals.
- pointing out to me that I need to watch out for my health if I demand too much of myself, by constantly working too hard and too long.





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:

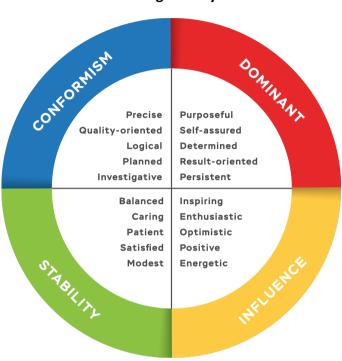
- there is enough variation in your work.
- you can play a pioneering role and set out courses.
- agreements made are met and people take the work seriously.
- working with people who are result-oriented and goal-oriented.
- you have the opportunity to perform your work independently.
- established working processes and rules are clear.
- you receive recognition and remuneration for the performance you deliver.
- your critical and investigative attitude is appreciated.
- work is processed and documented in a transparent and orderly manner.
- there is scope and time to complete work with care.



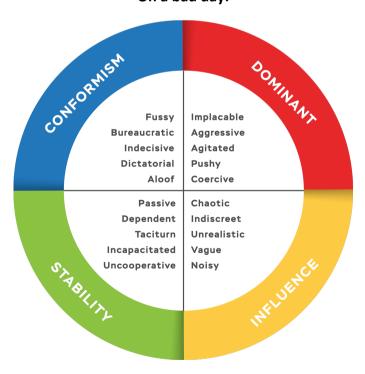


DISC on a good day and a bad day

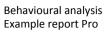
On a good day:



On a bad day:









Example report Pro 04-04-2023

Notes





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	



04-04-2023



