

Ms Jane Profile

Profile created
Fri 17 April 2015
Enhanced report produced
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Any purely behavioural tool should never be used to make a recruitment or redeployment decision unsupported by other techniques such as interviewing.

Candidate Details:

Ms Jane Profile

Profiled on 17 April 2015
 Gender Female
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 E-mail address contact@axiomsoftware.com

At a Glance

(Derived from the Summary Profile)

- Forceful
- Blunt
- Active
- Impetuous
- Impulsive
- Bold
- Animated
- Domineering
- Masterful
- Expansive

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About this Discus Enhanced Report

This report is designed to give you a comprehensive overview of Jane's personality and behaviour from multiple different perspectives, using graphical and textual content to show how Jane is likely to react in different working situations. The report starts with a series of graphical analyses, including not only the full DISC Profile Series with detailed analysis of the four DISC factors, but also a Style Card analysis, a Trait Summary and a look at Jane's current Profile Tension.

The main body of the report is its textual analysis; a series of sections written in natural language that discuss Jane's likely behaviour in a wide variety of different situations and contexts. Following the Textual Report you'll find a selection of Relationship Keynotes, and several additional features depending on the options you selected for this report. Finally, an extensive Glossary of Terms helps to explain any technical terms used in the body of the report.

About DISC Profiling

DISC profiling is one of the world's most widely used behavioural assessment systems. It works by breaking down patterns of behaviour into four important factors: Dominance, Influence, Steadiness and Compliance. It is these four factors (from whose initials the system takes its name) that are used as a fundamental basis for the analysis and interpretation presented in this report.

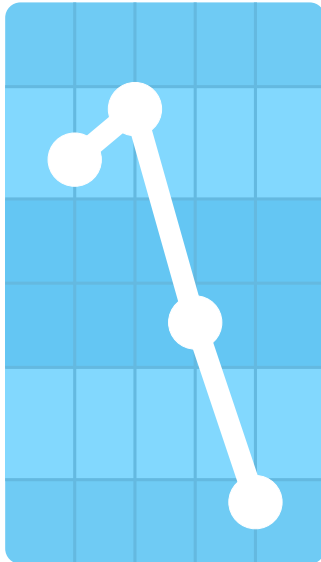
Those four factors are measured across different contexts to help interpret how a candidate will tend to behave in different situations. The result is a *DISC Profile Series*, given in detail early in the report. From those results, it is possible to extrapolate far more detailed and specific information, and that information forms the body of the report that follows.



DISC Profile Series

A DISC Profile Series consists of four DISC graphs compiled from different subsets of Jane's questionnaire responses. Each of the four graphs (Internal, External, Summary and Shift Pattern) looks at a different aspect of Jane's behaviour, and at the ways she is likely to react in different sets of circumstances.

Internal

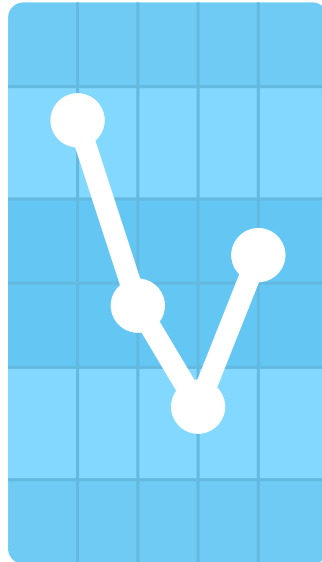


D I S C

Shape: D/I/C

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behaviour that often appears outside a working environment, or when an individual is placed under pressure.

External

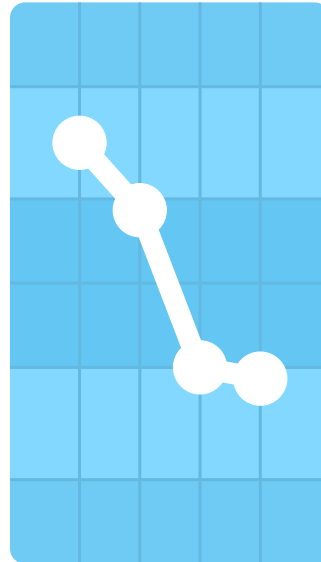


D I S C

Shape: D/S

The External Profile describes the candidate's perception of the type of behaviour they should ideally project. This shape usually represents the type of behaviour that an individual will try to adopt at work.

Summary

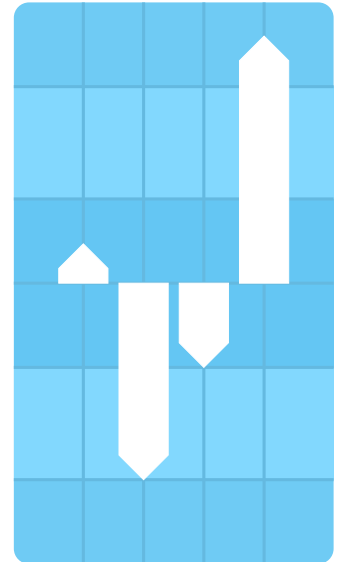


D I S C

Shape: D/SC

In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behaviour.

Shift Pattern



D I S C

Shape: C/IS

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

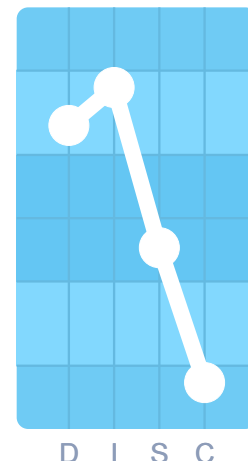
Factor	Internal	External	Summary	Shifts	Comments
Dominance	72	79	75	+7	Assertive and direct in most situations.
Influence	81	46	63	-35	Naturally outgoing, but currently less expressive in a work environment
Steadiness	43	28	35	-15	Not a significant factor, but Jane is somewhat more flexible at work
Compliance	11	55	33	+44	Extremely low by nature, but currently demonstrating a more orderly approach.

DISC Profile Series

Internal Profile

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behaviour that often appears outside a working environment, or when an individual is placed under pressure.

The Internal Profile is useful because it provides a baseline for comparing Jane's adaptations to her current working environment. This is particularly useful not only for assessing any such adaptations and their implications, but also for judging her likely behaviours independently of the role she is currently performing.



High Factors in this Profile

Influence: High, 81%

Social interaction is a key aspect of Jane's personality; she is naturally outgoing, expressive and enthusiastic, and looks for positive relations with other people where possible. Jane likes to feel that she is at the social centre of attention, and is ready to put forward her ideas in a confident and enthusiastic manner.

Dominance: High, 72%

This high factor shows that Jane's general approach is one based on her sense of confidence in her own abilities, and her need to achieve her own personal goals. Jane is a person with an assertive attitude, willing to take a stand, make decisions and rely on her own resources. She is ready to take a risk in pursuit of her goals.

Central Factors in this Profile

Steadiness: Central, 43%

Questions of pace and persistence are not a significant aspect of Jane's natural approach; she is neither notably urgent and flexible, nor notably patient and thoughtful. Either of these approaches may arise to some extent, depending on the needs of a situation: she can take a steady approach, but also adapt to new circumstances as they arise.

Low Factors in this Profile

Compliance: Very Low, 11%

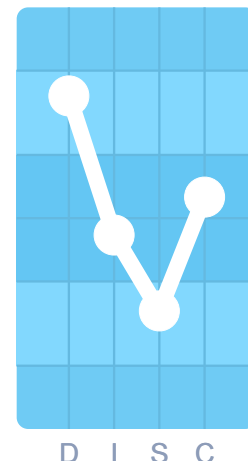
Independence is at the heart of Jane's personal style; she is a person who likes to find her own solutions and act in pursuit of her own goals. She is not averse to risk, and is generally ready to try new solutions or experiences. An independent person like Jane will tend to be uncomfortable in highly regulated or formal settings.

DISC Profile Series

External Profile

The External Profile describes the candidate's perception of the type of behaviour they should ideally project. This shape usually represents the type of behaviour that an individual will try to adopt at work.

It is important to note that the External Profile describes Jane's *perceptions* of her work environment. These perceptions may or may not accurately reflect the actual needs and expectations in her current role, but they do reflect any changes she is making to her behaviour to adjust to those perceptions.



High Factors in this Profile

Dominance: High, 79%

Assertive and direct, Jane has a sense of her own goals in her life and work, and will work towards those goals in a forceful manner. She prefers to rely on her own resources, and looks for the opportunity to work independently, or at least with a sense of control over her working conditions.

Central Factors in this Profile

Influence: Central, 46%

Jane's attitude toward social interaction in her current working conditions is ambivalent. She is not strongly emphasising that aspect of her behaviour, but that does not mean that she is not capable of outgoing and expressive behaviour when appropriate to a situation. This type of behaviour is likely to emerge as needed without defining Jane's overall style.

Compliance: Central, 55%

Jane's role does not appear to place notable demands on her in terms of conformity or compliance. Jane's attitude to these factors in her work is balanced; that is, she is not unusually concerned with systematic or methodical behaviour, but nor is she particularly independent or unconventional in her approach.

Low Factors in this Profile

Steadiness: Low, 28%

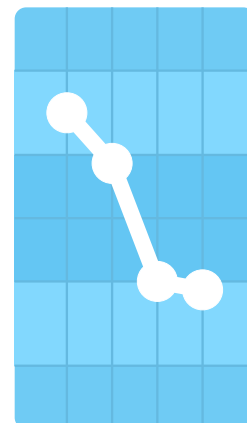
It seems that Jane feels a need to demonstrate levels of flexibility in her current work, and to be ready to adapt to unpredictable developments. This is a feature often seen in External Profiles even where Steadiness is relatively high on the Internal Profile.

DISC Profile Series

Summary Profile

In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behaviour.

In most cases the Summary Profiles gives us - as the name suggests - a useful summary of the ways a person is likely to accommodate the core motivations of the Internal Profile with the perceived expectations reflected by the External Profile. It therefore gives us an overall view of Jane's typical behaviour combining the more specific aspects of the Internal and External Profiles.



D I S C

High Factors in this Profile

Dominance: High, 75%

Jane is an independent person with a sense of reliance on her own abilities and a drive to achieve her own goals. She can be forceful and forthright when she considers it necessary, and she has the directness to be able to take personal responsibility, or make decisions for others, as conditions require.

Influence: Marginal, 63%

Jane's typical behaviour can be expected to show a friendly attitude to those around her, and show a degree of openness and confidence in her dealings with other people. In general she will prefer to avoid situations that involve precise or solitary work, but she has the capacity to adapt to such work if necessary.

Low Factors in this Profile

Compliance: Marginal, 33%

Jane has a somewhat independent style, and tends to prefer not to be bound by routine or regulation, but this is not a significant feature of her personal style. Where a situation demands that she take on a more controlled role or one in which more caution is needed, she should be able to adapt to such a role without undue difficulty.

Steadiness: Marginal, 35%

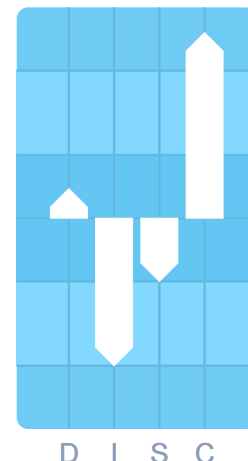
In most conditions, Jane will tend to react relatively rapidly to events, and is ready to show a flexible attitude to varying conditions. This is not a fundamental aspect of her behaviour, however, and in conditions where a more thoughtful or patient approach is required, it is likely that she will be capable of sustaining such an approach, at least for a time.

DISC Profile Series

Shift Pattern

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

Unlike the other graphs in a Profile Series, the Shift Pattern uses arrows to mark upward or downward movements. Upward arrows relate to factors that Jane feels a need to emphasize in her current working conditions, while downward arrows relate to factors that Jane feels a need to display less strongly than would normally be natural to her style.



Upward Shifts

Compliance: Up by 44%

The indications are that Jane is feeling that her current work demands a far more ordered and regulated approach than she would typically prefer. She is significantly emphasising the more formal and structured side of her behaviour at present, and showing a greater readiness to act within established rules.

Stable Factors

Dominance: Up by 7%

Jane's levels of assertiveness and competitiveness appear to be at appropriate levels for her current role, or at least she perceives no significant need to adapt them to the situation in which she presently finds herself. She is neither showing herself as more, or less, dynamic and pro-active than would naturally be the case.

Downward Shifts

Influence: Down by 35%

Jane's profile shows that she is holding back any natural self-confidence in her current situation. It appears that her current role requires a more serious and applied approach than Jane might naturally display, or that she has little opportunity to interact in an open and personal manner, and her personal style is adapting to adjust to these requirements.

Steadiness: Down by 15%

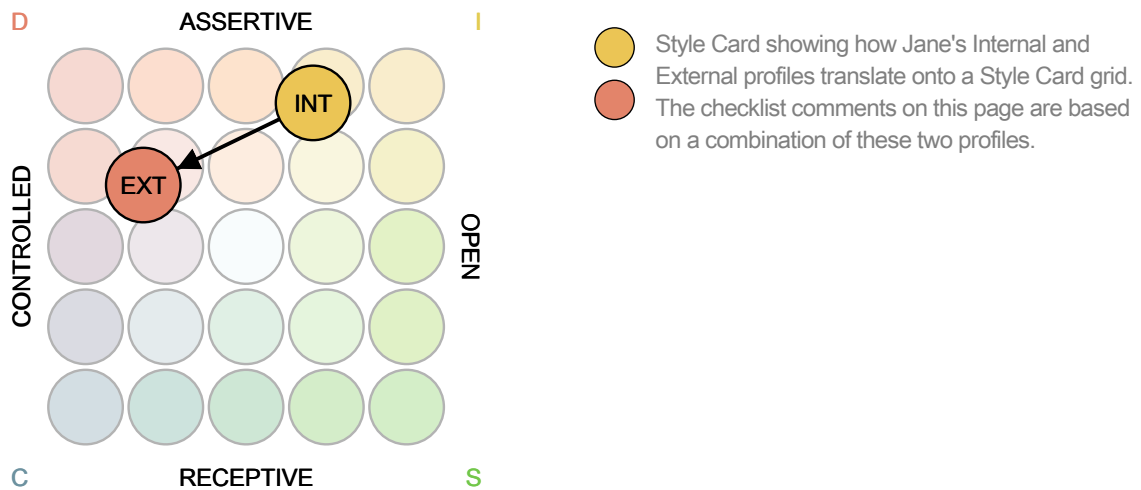
The shifts in Jane's profile are showing an adaptation whereby she demonstrates a slightly more flexible attitude and more responsive pace in her working environment than might appear in her natural style. It is relatively common to see an adaptation of this kind, and in Jane's case the effect on her overall behaviour is negligible.

Style Cards

Primary Style Card

The *Style Card* is a key underlying concept of a DISC analysis. It allows us to summarise Jane's personality style on a simple grid based on two axes (between Assertiveness and Receptiveness, and between Openness and Control). From the Style Card, we can compile an overview of Jane's general style, and also look into more specific aspects of her individual behaviour.

A Style Card can be used to plot any of a candidate's DISC profiles, and in this case we show the locations of both the Internal and External Profiles in Style Card terms. The distance between those points on the Style Card illustrates the degree to which Jane feels the need to adapt her approach to match her perceptions of her current working conditions.



Key to Terms

ASSERTIVE individuals are pro-active and direct, ready to take action to work towards their goals and ambitions.

OPEN individuals are sociable and communicative, ready to express their thoughts and feelings to those around them.

RECEPTIVE individuals are reactive in approach, preferring to assess and respond to a situation rather than acting directly.

CONTROLLED individuals are reserved and cautious in approach, valuing hard facts and quantifiable results.

About Jane's Style Card

Styles that lie in the area between the Driver and the Communicator ('Assertive' styles) share the assertive element of both these types. In terms of openness and control, however, they lie between the two extremes, sometimes being friendly and open, while at other times being capable of more controlled behaviour.

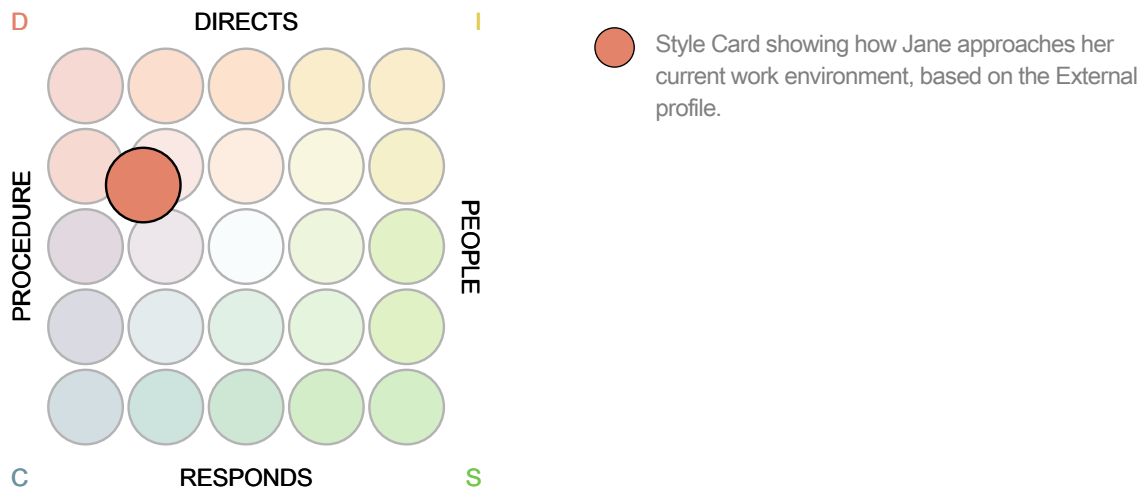
Style Name	Assertive
Overview	Assertive Friendly Ambitious Expressive
Values	Attention, Results
Seeks	Approval, Power
Avoids	Isolation, Weakness
Pressure Response	Attacks / Dictates
Approach	Friendly, Responsive
Strategy	Power / People

Style Cards

Work Style Card

The Work Style Card takes the general principles of the Style Card and recasts its underlying principles in a way that helps to focus on a person's attitude and approach in a work environment. This Style Card uses Jane's External Profile to concentrate on the way she currently perceives her working environment, and on the ways she is most likely to react within that environment.

The vertical axis of this Work Style Card concentrates on how pro-actively Jane is likely to behave, from 'Directs' (forcefully taking control of events) to 'Responds' (accepting others' directions and fitting in with a team). The horizontal axis describes Jane's focus in the workplace, and the extent to which she values individuals and formal structures, from 'People' to 'Procedures'.



Key to Terms

DIRECTS relates to individuals who take a leading and pro-active stance, organising the actions of others.

RESPONDS refers to less direct individuals who respond to the needs of their group or their circumstances.

PEOPLE relates to individuals who see the organisation primarily in terms of the people who make up that organisation.

PROCEDURE relates to individuals who focus on the practical matters of planning and achieving their work goals.

About Jane's Work Style

Jane actively seeks responsibility and opportunities for advancement.

Jane is a person who values the freedom to make her own decisions and work towards her own goals. In a work setting, this means that she will look to establish her own sense of autonomy within an organisation. She has the personal resources to take responsibility for her actions and for other people, as well as a capacity to work independently where required.

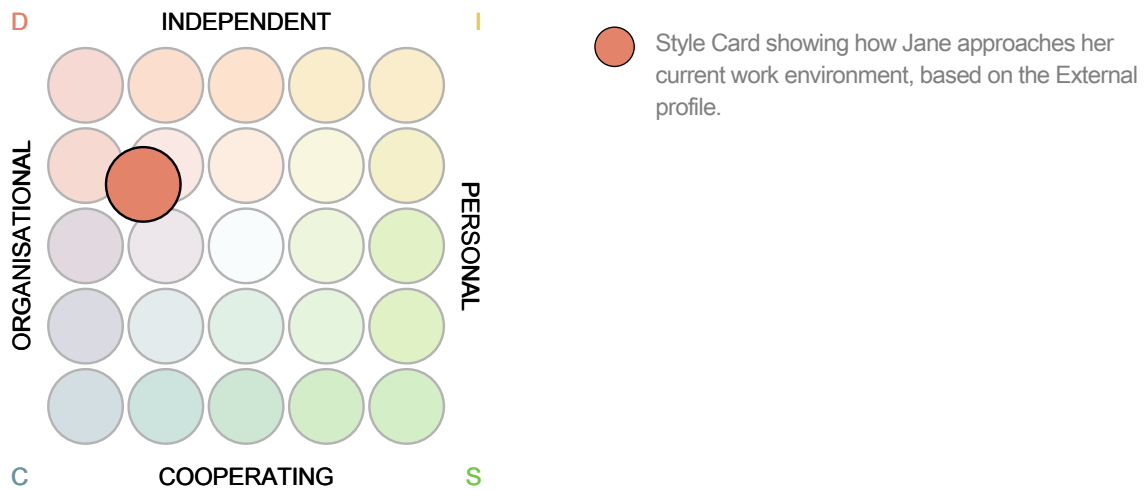
Personal asset	Dominant attitude
Seeks	Authority
Avoids	Restrictions
Strengths	Controls process
Drawbacks	Tends to overstate
Key motivator	Opportunities to develop personal responsibility

Style Cards

Leadership Style Card

The Leadership Style Card uses the Style Card technique to focus on the needs of Jane from a leader or manager, and the ways that she can be most effectively motivated to perform at her best. This Style Card is based on Jane's External Profile, so it describes her approach to work as it is currently, rather than her underlying motivations. This means that the Leadership Style Card may change under different working conditions.

The axes of this Style Card reflect Jane's attitude to a leader's role. The vertical axis discusses how team-oriented Jane tends to be in her work, from Independent to Co-operating. The horizontal axis describes the way Jane tends to view leadership within the structure of the organisation, from the practical Organisational level on the left to the more Personal level on the right.



Key to Terms

INDEPENDENT individuals are self-reliant and self-motivated, making their own plans and setting their own goals.

CO-OPERATING individuals are willing to accept a leader's requests and to comply with those requests where possible.

PERSONAL relates to individuals who tend to think about an organisation primarily in terms of the people who make it up.

ORGANISATIONAL denotes individuals who are concerned with the structure of the organisation and their place within it.

About Jane's Leadership Style

Jane challenges authority, and asserts personal control.

With her independent and self-determined approach to her work, Jane will present a challenge to a leader. She has a preference to set her own goals and make her own decisions, and as such can be resistant at times to external management of her work. The most effective leadership style with a person of this kind, where practical, is to set broad targets and allow her to achieve those targets in her own way. Jane's forceful and determined attitude means that she can make an effective leader in her own right, especially in pressured circumstances.

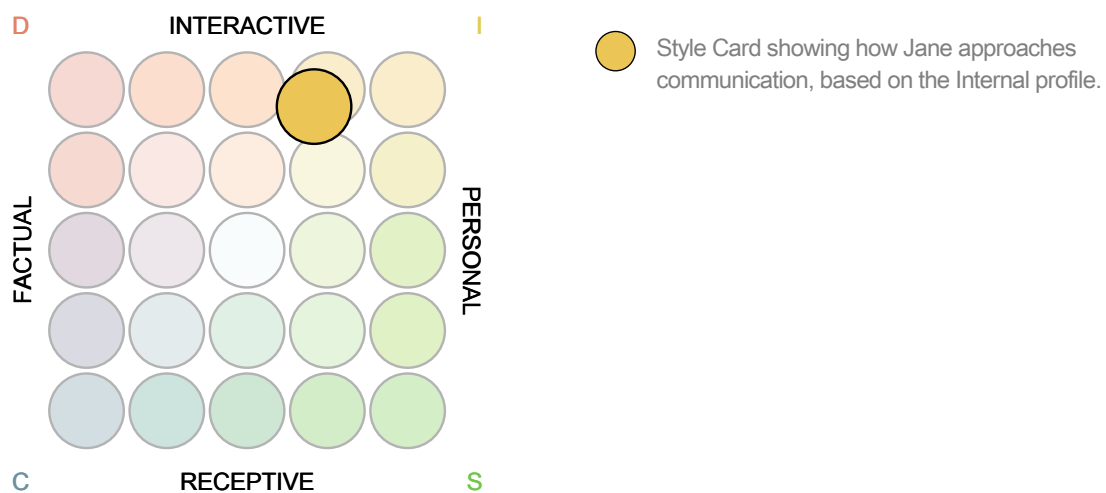
Profile	Finds own course of action
Attitude	Resistant, self-determined
Expectation	Responsiveness, parity
Praise	Effectiveness, control
Challenge	Ability to work in a team
Control	Forcefulness

Style Cards

Communication Style Card

The Communication Style Card helps to identify patterns in Jane's approach to communication, as well as her communicative priorities. This Style Card is based on Jane's Internal Profile, so it reflects the style of communication that will appear most naturally in her behaviour. As such this is also the mode of communication to which she will most readily respond, or be open to accepting new ideas.

The vertical axis of the Communication Style Card describes the level of interaction in Jane's communication, and the degree to which she will take control of such an interaction. The horizontal axis describes the focus of Jane's communication, on a continuum between fact and information at one extreme, and an interest in developing personal relationships at the other extreme of the axis.



Key to Terms

INTERACTIVE individuals take an active part in communication, often raising points or directing the flow of interaction.

PERSONAL describes individuals who focus on communicating through building effective personal relationships.

RECEPTIVE individuals tend to allow others to dictate the pace and content of communication, and respond accordingly.

FACTUAL relates to individuals who concentrate more on the formal role of communication as a means of conveying information.

About Jane's Communication Style

Friendly and open, Jane enjoys the personal interaction of communication.

Jane's communication style derives from her sociable and animated attitude. Jane is a person who likes to feel at the centre of things, so for effective communication it will be useful to ensure that she has the scope to express herself freely. Jane is not generally interested in the precise details of a plan or proposal, and will respond more readily to broad descriptions and likely outcomes.

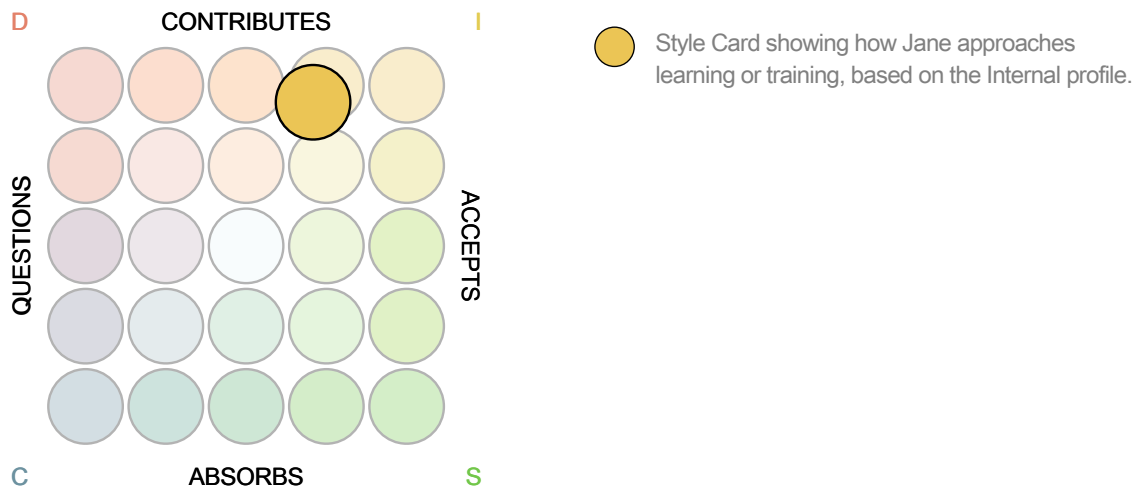
- | | |
|------------|---------------------|
| Stress | Popularity |
| Downplay | Questions of detail |
| Overcome | Distractions |
| Questions | Others' experiences |
| Motivation | Personal appeal |
| Approach | Friendly, receptive |
| Strategy | People |

Style Cards

Learning Style Card

An individual's personality will affect their learning style in important ways. Not only do different personal styles assimilate new information in different ways, but even the kinds of information they are concerned with, and their readiness to accept new ideas, will vary according to the details of a person's behavioural approach. The guidelines for this Learning Style Card will help to adapt training to Jane's individual style.

On the Learning Style Card, the vertical axis describes Jane's level of involvement in training, from regular questions and contributions ('Contributes') to a more passive assimilation of new information ('Absorbs'). The horizontal axis describes Jane's openness to new ideas, from a generally open attitude ('Accepts') to a more skeptical and questioning position ('Questions').



Key to Terms

CONTRIBUTES describes individuals who take an active part in a learning or training experience, helping to direct its progress.

ACCEPTS describes individuals open to ideas, who will tend to accept new information in a receptive and positive manner.

ABSORBS relates to individuals who prefer to absorb information without taking an active part in the learning process.

QUESTIONS describes skeptical and investigative individuals, prepared to question facts and sources before accepting them.

About Jane's Learning Style

Jane is generally light-hearted, but modifies her approach based on perceptions.

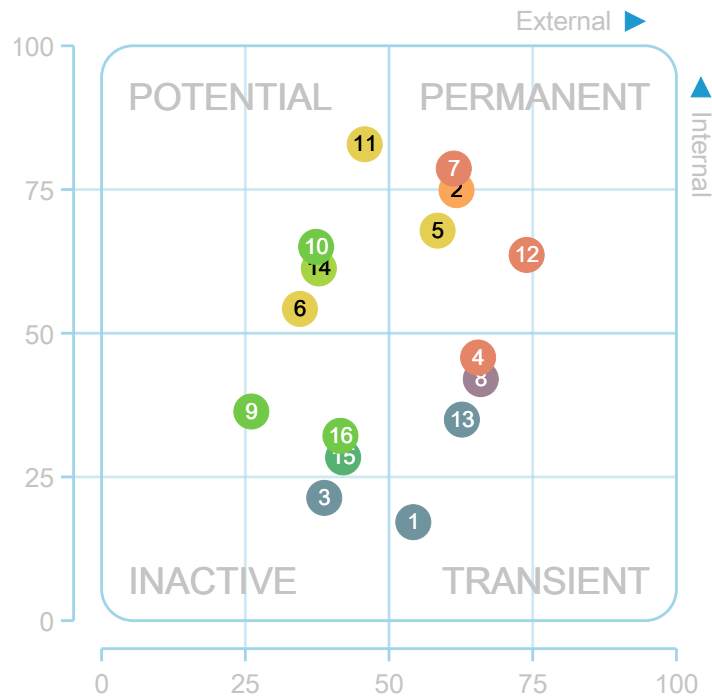
As a person who thrives on interaction with others, Jane will tend to learn most effectively in a situation where she can discuss and explore new ideas with others, ideally as part of a discussion group of some kind. Jane is not a person who will passively absorb information; she will want to feel that she can take an active part in the learning process.

Learning profile	Positive, attention-seeking
Focus	Popularity
Stress	Personal appeal
Downplay	Technicalities
Format	Discussion Group
Training style	Enthusiastic, interactive

Trait Summary

Trait Grid

The *Trait Grid* shows us how a selection of common personality traits manifest themselves in Jane's behaviour. The grid compares traits from both Jane's Internal and External profiles, giving an insight into how Jane is likely to adapt those traits in different situations.



Permanent Traits

PERMANENT traits are those that can be expected to appear in Jane's behaviour regularly, under varying conditions.

- 2 Assertiveness
- 5 Enthusiasm
- 7 Independence
- 12 Self-Motivation

Potential Traits

POTENTIAL traits are those that are not currently active in Jane's behaviour, but which she has the potential to develop if needed.

- 6 Friendliness
- 10 Persistence
- 11 Self-Confidence
- 14 Social Orientation

Transient Traits

TRANSIENT traits are those that might currently be seen in Jane's working behaviour, but are not part of her underlying style, and may not persist.

- 1 Accuracy
- 4 Efficiency
- 8 Objectivity
- 13 Sensitivity

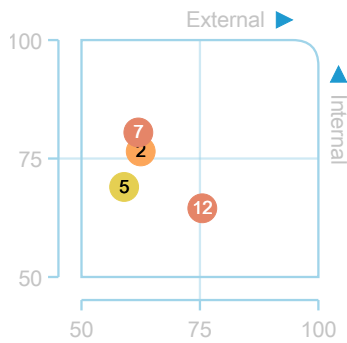
Inactive Traits

INACTIVE traits are those that are not strongly represented in any of Jane's profiles, and are unlikely to appear in her typical behaviour.

- 3 Cooperativeness
- 9 Patience
- 15 Technical Potential
- 16 Thoughtfulness

Trait Summary

Permanent Traits



Traits in this quadrant are strongly represented on both Jane's Internal and External Profiles, implying that they appear with consistent regularity in her behavioural style. These are the traits that will typify Jane's approach in general terms, and while operating in a normal working environment.

These are traits common throughout Jane's profile, suggesting that they are often seen in her behaviour, and are also likely to influence her attitudes. Jane's profile indicates the following permanent traits:

12 Self-Motivation

A sense of achievement from pursuing her own goals is important to Jane. It appears that her current working conditions are motivating her by providing at least some scope for the opportunity to rely on her own resources and decisions and organise her own work, at least to some extent.

2 Assertiveness

Jane has confidence in her own abilities, and a readiness to take control of a situation where she feels it to be necessary. This assertive and confident approach is a natural feature of her behaviour, and will tend to appear in her style regardless of her current working conditions.

5 Enthusiasm

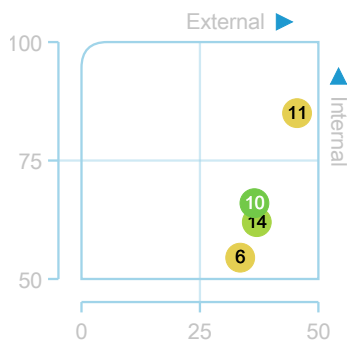
Jane has an animated and positive outlook, tending to see events with an optimistic eye and showing passion for those activities that interest her. This lively and active attitude can be motivating for her work colleagues and help to foster a pleasant working environment, especially among those who share her generally sociable approach.

7 Independence

In most circumstances, Jane will prefer to rely on her own resources and work towards her goals with a sense of personal autonomy. She prefers to work outside formal structures and regulation, instead finding her own solutions to problems, and feeling that she has at least some independent control over her own work.

Trait Summary

Potential Traits



Traits in this quadrant are low on Jane's External Profile, but show more strongly on her Internal Profile. These are traits that might express themselves naturally in Jane's behaviour, but under current circumstances she feels some need to keep them somewhat in check. These are 'Potential' traits in the sense that, while they may not be currently evident, they can be expected to appear in her behaviour under different circumstances.

These are traits that are native to Jane's personal style, but that she does not seem to feel are appropriate to her current working conditions. These traits are likely to appear from time to time, for example under pressurised conditions. Jane's profile indicates the following potential traits:

14 Social Orientation

It appears that Jane is currently working in rather more formal or regulated conditions than she may perhaps prefer. Her profile describes an individual with a naturally sociable and outgoing attitude, but under present conditions she appears to feel the need to minimise the effects of that attitude, which may nonetheless be expected to emerge in less demanding circumstances.

6 Friendliness

It does not appear that Jane's current working environment is conducive to her typically positive and socially open approach. She is presently showing a more serious and applied way of working than might suit her natural approach, and where conditions allow, a more light-hearted and personable side can be expected to emerge.

11 Self-Confidence

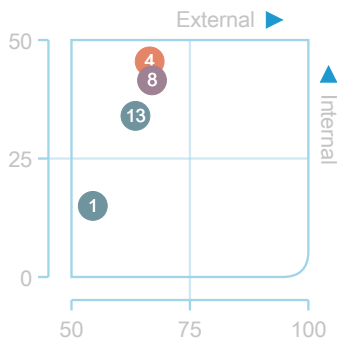
A socially confident and self-expressive style comes naturally to Jane, but she is currently feeling the need to keep that element of her approach somewhat in check. She appears to see her current conditions as needing a less open and more formal attitude, but her more self-confident side can be expected to emerge where these perceived restrictions do not apply.

10 Persistence

Jane is presently showing a common shift in her working behaviour, showing a more reactive and faster paced attitude than might be her natural preference. Under optimum conditions, she will be more likely to take a measured approach, assessing problems and developing solutions carefully over the longer term.

Trait Summary

Transient Traits



Traits in this quadrant are significant in Jane's External Profile, but far less defined in her Internal Profile. That combination implies that these are 'Transient' traits, representing adaptations that Jane feels are necessary to her current situation, rather than elements of her personality that are likely to persist in the longer term.

These are traits that Jane seems to feel are appropriate to her current working conditions, and so is emphasising in her behaviour. Transient traits, as their name suggests, tend to represent short-term adaptations. Jane's profile indicates the following transient traits:

4 Efficiency

Jane's current focus on the more practical and formal demands of her role appears to be due to her current working conditions, and implies that those conditions are placing her under some pressure to perform in this manner. In more relaxed surroundings, a less focused and more sociable attitude is likely to emerge.

1 Accuracy

Jane is currently showing an exacting and precise element to her character, and a concern for quality and accuracy. This emphasis derives, at least in part, from Jane's assessment of the needs of her current role; they are less strongly emphasised in her more natural style, and may not persist over the longer term.

13 Sensitivity

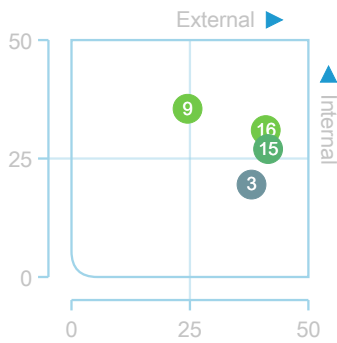
Jane is presently showing a willingness to concentrate on the detail and pay attention to subtleties in her work, implying that she is presently operating in relatively complex and varied conditions where precision and adaptability are important. These features are being emphasised due to her current circumstances, and may not persist if those circumstances change.

8 Objectivity

The pattern of adaptations in Jane's personal style is presently emphasising the need to be less subjective in her judgements, and to reach decisions or conclusions based on a more objective and impartial view of circumstances. This does not appear to be a natural feature of Jane's approach, but rather an adjustment to her approach demanded by her current situation.

Trait Summary

Inactive Traits



Traits in this quadrant are low on both the Internal and External scales, and are not therefore likely to commonly appear in Jane's behaviour under typical circumstances. Rather, these traits represent types of behaviour that Jane will either not consider, or actively prefer to avoid.

These are traits that are not normally seen in any aspect of Jane's behaviour. Though these types of behaviour are not completely absent from Jane's style, it will be relatively unusual to see her follow these patterns of behaviour. Jane's profile indicates the following inactive traits:

9 Patience

Jane is a motivated person with an urgent pace, who has little patience with delays or obstacles, and will drive towards her aims as directly as she is able. Once embarked on a course of action, Jane will want to see results as quickly as possible, and can become impatient with events that she sees as standing in her way.

16 Thoughtfulness

There is a spontaneous element to Jane's style, and because of that she will prefer to react to events as they occur, making decisions on instinct rather than taking time to plan her responses and actions. She will find it difficult to hold her concentration when working on long-term or repetitive tasks.

3 Cooperativeness

Jane is not a person who will, in general, be motivated by the prospect of working within a team of people. She tends to have her own ideas about how a task should be achieved, and will prefer to pursue those ideas independently, relying on her own resources, rather than co-operate with others within a more democratic framework.

15 Technical Potential

Jane's general style is not one that focuses closely on detail or precision, and she will typically have little patience with matters that need close concentration over the long term. Jane is more concerned with broad concepts and direct action than in considering matters of detail or the careful planning of projects.

Profile Tension

Profile Tension shows the extent to which Jane feels the need to adapt her style to her current working conditions. This tension may result in negative, pressurising effects under certain conditions, especially if Jane's style is not suited to making adaptations of this kind. The diagram below shows Jane's current Profile Tension, and estimates her adaptability for comparison purposes. Also shown is the most significant probable cause of any adaptation, where applicable.



About Profile Tension

On the Profile Tension graphic, each of the bars shown illustrates the extent to which Jane feels the need to adapt a particular DISC factor in her current working environment. Beneath the graph is an assessment of the strongest of these (the 'main tension factor') and the likely source and impact of this adaptation.

About Adaptability

Different personality styles have different levels of resilience in the face of Profile Tension. While some thrive on unpredictability and change, others find it distinctly uncomfortable and find it difficult to adjust their approach to new expectations. The candidate's 'Adaptability' level reflects this variation. Candidates with high Adaptability can accommodate a great deal of Profile Tension without significant effect, while less Adaptable individuals find even limited amounts of Profile Tension difficult to deal with effectively.

Textual Report

This is an Enhanced Discus report containing a total of 21 different sections.

A Note on Profile Use

Each section of this report is based on one of the four different profiles shown in the DISC Profile Series. The particular profile in use for a particular section is shown next to that section's text.

Note: Jane's profiles vary widely from one another, meaning that she shows quite different approaches in different situations. These variations will be reflected in the text, and if comments seem at variance with one another, compare the profiles being used to establish the context of the different comments.

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Textual Report

Overview

This Overview is your introduction to the main features of Jane's personality style and likely working behaviour, in the broadest and most general terms. As you explore the Textual Report further, the themes introduced here will be developed and expanded, and further sections of this report will look at the Jane's behaviour in more specific roles or working situations.

Jane has an assertive and confident approach to her life and work.

The driving forces behind this style are a strong ambition for success, and also a genuine enjoyment of the company of others.

Motivated, energetic and enthusiastic, her social orientation means that she can be expected to possess effective interpersonal skills, while the more determined side of her style demands success and achievement.

She is impatient in nature, putting forward her ideas emphatically, and possessing an open style in emotional and personal terms.

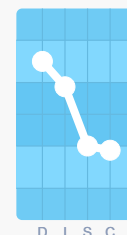
This impatient side of her personal style can lead her to act impulsively or instinctively at times, or to make decisions based on her personal impressions, rather than hard facts.

Indeed, she has something of a tendency to overlook matters of detail or research, preferring instead to take a more direct, spontaneous approach.

Overview

Source: Summary Profile

A composite overview of Jane's style, ideal for providing an overview or summary of the style.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Self-confidence and self-reliance are the primary factors in Jane's style. She enjoys working with others, but also has the qualities necessary to operate independently, without the support of others. She has a well-developed social side to her character, and is outgoing and self-assured in the company of other people.

External Profile

(Formal or structured situations)

Jane is both motivated and ambitious. She focuses strongly on a set of personal goals and will go to great lengths to achieve these. She is quick-thinking and energetic, concentrating on gaining effective results as rapidly as possible.

Textual Report

Keynotes

Keynotes are a useful additional method of understanding the main features of a profile at a glance. They consist of the Keynotes themselves (one or more brief comments summarising the profile) and a selection of Keywords that provide an even more immediate description.

The following keynotes summarise some of the most important aspects of Jane's personal style:

- She has a pro-active approach, and will normally take the initiative rather than waiting for others to do so.
- Her driving and powerful personal style can sometimes lead her to act without sufficiently considering the consequences.
- She is a strongly independent and self-reliant type of person.
- She freely expresses her thoughts and feelings.
- She has a naturally commanding style, ready to take control when a situation calls for it.
- She is dynamic and pro-active, quick to take advantage of opportunities that arise.
- Her current environment seems to be demanding a more cautious, methodical approach from her.
- She is taking pains to be more receptive to her work colleagues at present.

Keywords

The Keywords shown here are in order of importance in Jane's profile; words shown nearer the top of each list are more significant than those shown further down.

The Internal keywords are those that most closely reflect Jane's natural style, while changes that might occur in the External list show how she is adapting her style to her current situation.

Internal Keywords

- Open
- Charismatic
- Instinctive
- Unpredictable
- Informal
- Persuasive
- Communicative
- Domineering
- Pro-active
- Extrovert

External Keywords

- Commanding
- Productive
- Result-oriented
- Responsible
- Ambitious
- Uncompromising
- Dominant
- Adaptable
- Self-reliant
- Enterprising

Keynotes

Sources: Internal, External and Summary Profiles

A composite overview of Jane's style, ideal for providing an overview or summary of the style.

The Keywords section is subdivided to show terms from the Internal and External profiles, to show how Jane might react in different situations.

Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

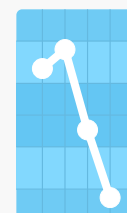
(Informal or pressured situations)

- She freely expresses her thoughts and feelings.
- She has a pro-active approach, and will normally take the initiative rather than waiting for others to do so.
- She has an original and adventurous approach to life.
- She has strong confidence in her own social abilities.
- Her current environment seems to be demanding a more cautious, methodical approach from her.
- She is taking pains to be more receptive to her work colleagues at present.

External Profile

(Formal or structured situations)

- She has a naturally commanding style, ready to take control when a situation calls for it.
- She works towards her goals efficiently and effectively.
- She copes well with rejection, and can handle conflict.
- She focuses on finding workable solutions to practical problems.
- She focuses on getting results as effectively, and efficiently, as possible.
- She is both assertive and practically minded, helping her achieve effective results.
- Her current environment seems to be demanding a more cautious, methodical approach from her.
- She is taking pains to be more receptive to her work colleagues at present.



D I S C



D I S C



D I S C

Textual Report

Behavioural Adaptation

Behavioural Adaptation describes the ways in which Jane is adapting her personality and behaviour to meet her current conditions, or at least her perceptions of those conditions. Adaptation like this may be transitory, or may remain relatively consistent over time, depending on the nature of Jane's working situation, and her own attitude towards that situation.

Among the adjustments Jane appears to be making to her style at present, the most important shift is towards a more cautious, accurate view of her role, in which she downplays social considerations in favour of a more meticulous, detailed approach.

Behavioural Adaptation

Source: Shift Pattern

The pattern of adaptations shown in Jane's profile that describe changes in her behaviour based on her perception of her current working environment.



Textual Report

Advantages and Disadvantages

For every style of behaviour, there is a distinct set of advantages that accompany that individual's natural style. Those advantages, however, are balanced by a set of disadvantages. Jane will typically be most productive, and typically most strongly motivated, in working conditions that maximise the advantages of her personal style while minimising the impact of her disadvantages.

Advantages

This highly effective communicator possesses an enthusiastic, personable style, but is also able to state a point directly when circumstances demand.

She enjoys working on a positive social level, and can be charming and pleasant to associate with, but this does not mean that she lacks the ability to confront a situation where necessary.

The combination of social skill with the confidence to take control of a situation makes Jane particularly effective in positions requiring the control or co-ordination of other people.

Disadvantages

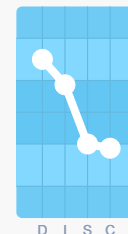
Jane is an energetic, active individual, who seldom doubts her actions, and this impatient approach means that she will tend to give little consideration to consequences before committing herself to a course of action.

Her dynamic, fast-paced style makes her less effective in situations that require a thorough level of analysis, or more patient handling.

Advantages and Disadvantages

Source: Summary Profile

A composite overview of Jane's style, ideal for providing an overview or summary of the style.



D I S C

Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile: Advantages

(Informal or pressured situations)

One of Jane's great advantages is her ability to work without reference to others for support or supervision. Her independent, adventurous style allows her to adapt to untried situations, and thrive in pressure-filled circumstances that would present enormous difficulties to other less self-reliant types. She is also an effective communicator, and can be a charismatic and enthusiastic motivator in the right situation.

External Profile: Advantages

(Formal or structured situations)

Jane's strong sense of her personal goals is one of her particular advantages, because it allows her to be motivated by her own sense of achievement. Partly because of this ability to commit herself to

a project, she possesses reserves of energy beyond those of most profiles, and will put great effort into achieving efficient results within a realistic time scale.

Internal Profile: Disadvantages

(Informal or pressured situations)

Her independent and socially active style means that Jane will not normally be well suited to situations where a more dispassionate, objective and careful assessment of information is needed. While she certainly possesses some direct decision making capabilities, especially in pressured situations, her strong sense of confidence may lead her to take risks from time to time.

External Profile: Disadvantages

(Formal or structured situations)

Jane's dominant and assertive character means that she tends to lack patience with others. Coupled with her demanding nature, this can make her difficult, on occasion, for others to deal with. This is especially true in more pressured situations, in which she will typically adopt a commanding and dominant stance.

Textual Report

Communication Style

This section discusses the major factors affecting Jane's style of communication. As well as looking at how Jane will typically communicate with others, this section also considers those factors that she feels it is important to express to others, as well as the ways she will react most positively to communication by those around her.

Jane has a confident and expressive style, capable of communicating openly in a variety of different situations.

She has the persuasiveness and enthusiasm to convince others of a course of action, but also a more assertive, direct element that can help her to adapt to more pressured circumstances.

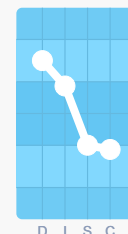
Though she can be expected to display this relatively outgoing approach in most circumstances, her profile is rather more balanced than that of many similar types.

Accordingly, it is possible that more a patient or hesitant approach may arise from time to time.

Communication Style

Source: Summary Profile

A composite overview of Jane's style, ideal for providing an overview or summary of the style.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Outgoing and expressive, Jane's self-confidence lends her strong communication abilities. She adapts easily to unfamiliar situations, and mixing with others, whether familiar or not, presents no difficulty to her. Her preference to take a wide view rather than concentrate on specifics allows her to communicate in an expansive, generalising way. She uses her skills to build and reinforce effective relationships with others, and as a way of communicating her needs in a direct and open manner.

External Profile

(Formal or structured situations)

Jane's impatient style can be expected to translate into a dynamic and driving approach to communication. She tends not to employ tact or diplomacy unless she can see a distinct advantage in doing so: she prefers a more direct communication style, making it clear what her ideas or opinions are.

Textual Report

Decision Making

Different personality types have quite different approaches to making decisions or reaching conclusions. This section looks at the typical mechanisms at work in Jane's decision-making process, her willingness to make a firm commitment and the routes by which she approaches such a commitment.

Jane's rapid, urgent style means that she tends to reach decisions quickly, often using her natural instincts as much as a rational overview of the facts.

She is a naturally adaptable individual, and is unconcerned about changing a decision if necessary, so long as this will not compromise her own position.

Not only does she come to decisions rapidly, but she also prefers to implement them as immediately as circumstances allow: Jane will want to see the outcomes of her decisions emerge as quickly as possible.

Decision Making

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Her highly self-confident style means that Jane tends to be ready to follow her instincts when it comes to making decisions: she typically views situations in a broad way, taking a wide view and leaving others to concentrate on the details of research and implementation. Her powers of assertiveness and persuasiveness will help her to convince others of the effectiveness of her proposals.

Summary Profile

(An overview of the general style)

Jane reaches decisions quickly, basing her conclusions, at least in part, on her instinctive sense. Her priorities when coming to a decision are to demonstrate urgency and efficiency, and she will prefer to reach a decision rapidly rather than spend time investigating the detailed implications. Her outgoing and determined nature mean that she will be effective in communicating her decision to others, and in ensuring that her conclusions will be put into practice.

Textual Report

Organisation and Planning

Certain personality styles are naturally suited to the principles of organisation and planning, while other more immediate styles often lack the motivation to address such questions. This section looks at the levels of focus that Jane brings to matters of organisation and planning, and the ways she can be expected to approach such questions in her work.

Jane's direct and urgent pace means that she will often find it hard to concentrate on matters of organisation and planning.

Indeed, her motivated and confident nature means that she tends to see little purpose in these activities.

She is far more oriented towards direct action, and will not take undue time to carefully consider her responses unless the possible consequences are likely to be very significant.

Organisation and Planning

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Jane is not normally methodical by nature, nor does she easily concentrate on matters of detail. Precise planning, then, does not come easily to her. Where she does produce plans, these are likely to be rather general in nature, concentrating on the broad steps involved in a task, rather than the details. Her independent, confident approach means that she will be unconcerned about deviating from planned actions.

Summary Profile

(An overview of the general style)

While Jane shows a relatively balanced behavioural style, she places slightly less emphasis on matters of organisation and planning than on activity and initiative, at least in her approach to her work. Her flexible and rapid attitude means that her natural preference is to act according to an immediate perception of a situation, adapting dynamically to its needs rather than following a pre-planned course of action.

Textual Report

Motivation

It is important to remember that motivation is a highly subjective quality; what might be highly motivating for individuals of one type might be something to actively avoid for people of another kind. This section considers Jane's natural style in this context, suggesting the conditions in which she will feel most strongly motivated, as well as potential demotivating factors.

Jane has an outgoing and assertive attitude, and enjoys being at the centre of events.

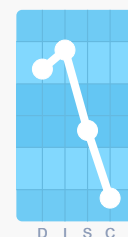
She looks for acceptance and respect from others, but she is also independent and individualistic, and will need the freedom of action to express this side of her nature if she is to be fully motivated.

Extremely formal or rigid circumstances, where she is expected to comply with detailed conditions and regulations, will reduce her motivation considerably.

Motivation

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Motivation for Jane comes from her own sense of ambition and need to achieve, meaning that she is able to remain driven and committed even under extremely difficult conditions, particularly if she can see some advantage to herself in doing so. Success and achievement are always strong motivators for a person like Jane, but they can act even more strongly in a competitive setting.

Summary Profile

(An overview of the general style)

Individuals with a dominant nature like Jane's are motivated by authority. Jane seeks control over her working conditions, freedom of action, and a sense of responsibility. This ambitious and competitive side to her character are tempered by more extrovert and communicative motivations: she will prefer to feel that others respond to her on a personal level, rather than simply acknowledging any formal authority she may hold. Indeed, formality or rigid rule structures are highly restrictive to her style, and she will normally try to avoid situations of this kind.

Textual Report

Managing Style

An individual's behavioural type can have a profound effect on their attitude to management, and on their ability to lead other people. This section discusses the factors that are likely to come into play where Jane is in a management position, the attitudes she will likely display, and the potential responses of those she is managing.

A highly self-motivated individual who is urgent in style, Jane will expect those working for her to be equally responsive, and can become impatient if others fail to meet her demanding standards.

She has an authoritative style of management, and relies on her position of power to ensure that others meet her requirements and follow her directions.

Managing Style

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Jane's assertive approach, both independent and self-confident, means that Jane has the ability to communicate her authority through friendly persuasion or, when circumstances indicate, through a more demanding and formal approach. She can be expected to approach plans and decisions in a broad, general way, tending to rely on the more analytical members of her team to handle questions of research and analysis. Her thrusting and active nature probably makes her more suitable for leadership in difficult or uncertain circumstances than in stable, pressure-free environments.

Summary Profile

(An overview of the general style)

The balance of her style Jane's style appears to be focused on a pro-active approach to management - she will tend to look for possible problems before they arise, for example, and take direct action to meet challenges. However, her style is a relatively balanced one, so that this assertive and direct approach will be tempered by a more communicative element. A balanced style like Jane's is generally a flexible one, so that she can adapt to the needs of her team in different situations, but her most natural responses will come from her more assertive and confident side.

Textual Report

Style of Management Required

Different personality styles have distinctly different attitudes to management, and respond most effectively to quite different management approaches. This section looks at the way Jane's particular style will respond in a situation like this, and the kinds of management required to help motivate her to perform at her best.

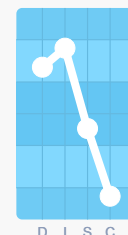
Jane can be very challenging for a manager to deal with, as her self-reliant and adventurous nature means that she tends to be reluctant to recognise authority.

As far as possible, she will prefer to be in control of her situation, and a manager who gives her a degree of personal freedom while retaining ultimate control will help to motivate her to perform at her best.

Style of Management Required

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Jane thrives on challenge, and needs to feel that she is moving forward and achieving results if she is to remain motivated. Work that fails to present her with the challenge she needs, or tasks requiring long-term and repetitive effort can quickly cause her to lose interest. Ambitious by nature, she has a competitive style, and her manager will do well to find ways of harnessing these aspects of her behaviour.

Summary Profile

(An overview of the general style)

Independent and self-motivated, Jane is concerned to project an image of friendly efficiency to her manager, and this means that she will rarely seek help from her manager, and will prefer instead to follow her own course of action unless faced with serious difficulties. Jane prefers to feel responsible for her own actions, and will tend to regard detailed instructions as unwarranted and unnecessary. She will work best when given as much freedom as possible to determine her own course of action and put it into effect.

Textual Report

Guidelines in Management

There are many different approaches to effective management, each suited to a different personality style, and this section considers the ways in which Jane will typically fit into a management or supervisory role. It also looks at some of the strategies she can employ to help optimise her personal resources and achieve the greatest possible effectiveness in a role of this kind.

By virtue of the dominant and ambitious elements that help to make up her approach to life, it is not unlikely that Jane will find herself in a management position, or one of team leadership, at some stage in her career. She is impatient and demanding by nature, and these aspects will necessarily affect her interaction with her team. Their response will depend on their own styles; some will find the competitive environment Jane fosters to be motivating and stimulating, while more passive types will have difficulty adapting to her management style.

The fact that Jane's profile shows a lessening of her typically confident, outgoing style, and a subsequent focus on working in a more precise, cautious manner, is not a change that is commonly associated with management. In fact, her more naturally expressive side will normally be more motivating and positive in a management position, except where her team is assigned to very particular types of work.

Jane's greater concentration on the need to be sensitive to others is due to a shift in her profile pattern. She is normally rather less sensitive to such needs, but a shift like this can often indicate a perceived need to interact more effectively with work colleagues.

Management Style Summary

- She has a naturally driving and commanding style.
- She is a focused and determined manager who concentrates on pushing her team to achieve results.
- She seeks success for herself, and for the team she manages.
- She has an independent attitude, and a readiness to take responsibility for her own decisions.
- Her concentration of matters of efficiency and effectiveness help to make her productive in a management role.

Guidelines for Development

Jane might consider the following suggestions to develop her management style. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Jane might consider:

- Presenting herself as a little more open to others' ideas or suggestions.
- Considering the needs of the members of her team, as well as the need to achieve results.
- Focusing to a greater extent on shorter-term objectives of immediate importance.
- Enhancing productivity by taking time to help her team develop a motivated approach.
- Allowing others to take personal responsibility for their own projects from time to time.

Guidelines in Management

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Jane has a strongly pro-active style, energetic, dynamic and capable of taking independent responsibility. As such, she is particularly well equipped to take on a management role, especially in a situation where her team needs to be motivated and dynamic themselves. Her management style will tend to be authoritative and commanding, rather than democratic, but she does have the openness and persuasive style to form positive working relationships with individual members of her team.

Summary Profile

(An overview of the general style)

Jane has a controlling style, combining a persuasive communicative style with the ability to be more directly assertive when a situation calls for it. As such, her particular strengths in management will be in keeping her team focused on their goals, and ensuring that they do their best to achieve them. How she approaches situations will depend on her perception of them; she might use a more positive, friendly approach, or her more direct and blunt style, depending on how she sees a situation. This can make her behaviour a little difficult to predict for those working within her team.

Textual Report

Guidelines in Sales

This section focuses on Jane's performance in a role that can be broadly characterised as 'sales', or more broadly to a situation in which Jane needs to present information in a persuasive manner, or bring another person to a decision point. Also included are a series of guidelines that will help Jane to develop her potential in this kind of a role, based on her particular personality style.

Jane's self-motivated style means that she acts with dynamism and urgency. She is highly pro-active, and will seize opportunities, or even make them for herself. She focuses on her goals and is ambitious for success, and these features of her behaviour give her a strong drive to achieve results. All of these factors mean that she is in many ways well suited to a sales role, especially one in direct sales.

A consequence of this driving, dynamic approach is that Jane is necessarily highly impatient. If she encounters obstacles or delays, she will want to take action to address them. In some sales situations, this can be a clear advantage, but in others it might be more useful for her to adopt an approach that shows a little more patience.

Jane seems to be adopting a more cautious approach at present. In a sales role, this can refer to one of two factors, or possibly both in tandem. First, there may be a need to follow a code of conduct or a set of regulations that govern her sales function. Second, she may be taking a more cautious approach to other people, being less open and trusting than she might prefer.

Jane's profile shows a focus on sensitivity in her current approach, as opposed to her more naturally persistent style. From a sales point of view, this brings advantages and disadvantages. Though she will be readier to understand and respond to a prospect's needs, her presently less resilient approach means that she will be more sensitive to rejection than under normal circumstances.

Sales Style Summary

- She has considerable personal presence, with the assertiveness and authority to impress a prospective client.
- She focuses with clarity on her aim of successfully closing a sale.
- She takes responsibility for following up and developing a sale.
- She has a sense of ambition and competitiveness that will help to motivate her towards success in sales.
- She has a productive and efficient attitude to sales work.

Guidelines for Development

Jane might consider the following suggestions to develop her sales style. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Jane might consider:

- Giving the prospect a little more input into the sales process. Jane's commanding style might occasionally serve to antagonise prospects, especially those rather less assertive than she is.
- Balancing the need to maximise profit from a sale with the need to achieve customer satisfaction.
- Being careful not to intimidate the prospect by driving too hard towards closing a sale.
- Ensuring that her own agenda does not unduly dominate the sales process.
- Using her personal drive and ambition as a motivator towards sales success.

Guidelines in Sales

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

This is a strong sales profile, especially in a direct sales situation. Jane has a highly assertive style, and expresses it in a positive, approachable way (as opposed to the more direct and blunt approaches seen in other assertive types). This gives her the personal confidence and communicative ability to build effective social bridges, but also the strength of will to close a deal.

Summary Profile

(An overview of the general style)

A style like Jane's is generally considered to be one of the strongest profile shapes for direct sales. Not only does she have a highly communicative and expressive side to her nature, but she also has a more practical, direct element too. This means that not only can she develop effective communication with prospective clients, but she also has the determination to make statements that other less assertive types might find difficult. In particular, she has the directness to close a sale effectively.

Textual Report

Guidelines in Service

This section discusses how Jane will respond in a service or support role, of the kind that involves interaction with others and also the provision of assistance or advice where necessary. The guidelines given here describe how Jane will likely perform in such a role, and also provides a series of suggestions to help her optimise her performance in a position of this kind.

Jane has a powerful and flexible style, and her personal determination means that she can adapt to meet most roles, especially if she can see such a role as enhancing or developing her sense of responsibility. Service and support will be one of the most challenging roles for her to fulfil, however, as its needs are in many ways opposed to her demanding, pro-active style. As such, she will need to adapt her approach considerably to show a more patient and receptive side, something that will not come easily to a style such as hers. She can be expected to look for ways to channel her more dynamic style into the role if at all possible.

If Jane is working in a service or support role, then her profile suggests that she is concentrating more on the practical requirements associated with that role, rather than interaction with customers or clients. Her underlying style suggests that she is rather more informal and open than her present behaviour might suggest, and that her current concentration on a more formal and systematic approach is a response to her perceptions of her working situation.

Jane's current emphasis on a more sensitive and responsive approach will typically have a positive effect on her work in a services area, allowing her to be more aware of the needs of customers, and readier to adapt to those needs. However, it should be noted that this attitude is less prevalent in her more natural style, and will need to be cultivated and developed if it is to persist in the longer term.

Service Style Summary

- She will tend to take charge of a support situation, looking for rapid and efficient solutions.
- She will tend to view customer service in terms of achieving concrete resolutions of customers' requirements.
- She holds a sense of personal responsibility for the success of her service work.
- She will want to find her support work making a detectable, quantifiable difference of some kind.
- She will tend to try to impose her own preferred approach on a support situation.

Guidelines for Development

Jane might consider the following suggestions to develop her approach to service and support work. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Jane might consider:

- Restraining her commanding nature to allow a customer to explain their requests or requirements.
- Understanding that some problems may not be subject to rapid solutions.
- Curbing her naturally ambitious style to provide for the needs of customers.
- Taking a more accepting and sedate approach to customers than her naturally dynamic and determined style might prefer.
- Being ready to interact with customers on a less formal basis, where appropriate.

Guidelines in Service

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

The effectiveness of Jane's style in a service role will depend to a great extent on the level of personal freedom she has in that role. Her style is effusive, assertive and self-confident, and her drive and dynamism mean that she will want to develop the service role into a dynamic, pro-active approach if she possibly can. In less adaptable service roles, however, this approach may overawe or discomfort customers, and in such a role Jane will need to rein in her extrovert style somewhat if she is to be effective.

Summary Profile

(An overview of the general style)

Jane's immediate advantages in a service role will be evident in her style: a friendly communicative style, and a direct and dynamic attitude can be expected to instil a sense of confidence in most customers. However, the very energy and responsiveness that provide these advantages can also militate against her effectiveness in a support or service role. She is naturally impatient, and tends not to focus on a single task for long, especially if it fails to hold her interest. For this reason, she will need to understand how her performance in a service role relates directly to her personal success, if she is to remain focused on the needs of that role.

Textual Report

Guidelines in Technical Work

The term 'Technical Work' is used here in a broad sense, from the conventionally 'technical' (for example, programming or engineering), to work that simply requires the ability to operate in a consistent and productive way (for example, financial analysis or design). This section concentrates on the personality factors relevant to work of this kind, rather than particular skills or knowledge that might be relevant to the work in question.

Jane is a person who prefers to act rather than plan, and this is a feature of her style that will not fit easily into a technical role. The dynamism and motivation that make her highly effective in many roles will tend to be more of a hindrance with regard to technical work, and she will need to adapt to a much more patient and thoughtful way of working than is indicated by her profile. Perhaps the most relevant element of her style under these circumstances would be her original, adventurous nature, which grants her an affinity toward investigating and developing new ideas.

The movements shown between Jane's profiles imply that she is currently working in a role that does indeed involve an element of technical work, or at least appears to do so from her perspective. She is demonstrating a focus on accuracy and caution that is less evident in her underlying style, and if these features are to persist in the longer term, she will do well to concentrate on developing them.

Jane's preferred approach to technical work, and to work in general, may in fact be more patient and deliberate than the above comments suggest. There are indications in her profile that the relatively flexible and adaptable style she is demonstrating at present is due to her perceived needs in a working environment, rather than her natural approach. Under more accepting, less pressured circumstances, she can be expected to display behaviour of a more patient and steady type.

Technical Style Summary

- She will tend to take a commanding role within a technical team, whether formally sanctioned or not.
- She is ready to take on responsibility for her own work, and indeed willing to extend that responsibility into a group situation.
- She will look for a source of personal motivation in a technical role.
- She looks to achieve productive results, as much through organising others as through her own efforts.
- She will look to complete technical work as quickly and efficiently as possible.

Guidelines for Development

Jane might consider the following suggestions to develop her approach to technical work. The effectiveness of these suggestions will naturally depend on her current situation, and will need to be weighed accordingly. Taking this into account, Jane might consider:

- Taking care that her naturally commanding style does not unbalance the workings of a project group.
- Balancing the need for rapid results with questions of consistency and effectiveness.
- Placing equal importance on the effectiveness of her work as on the efficiency she applies in producing it.
- Accepting the need to work within a team structure in order to achieve results.
- Being prepared to comply with others' requirements within a structured technical team.

Guidelines in Technical Work

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

Jane's approach to problems is adaptive and instinctive - she tends to invent solutions quickly when difficulties develop, or use her communicative abilities to convince others to follow a course of action. In most circumstances, this combination of elements can be powerful and effective, but working with technical systems is not one of those circumstances. The patience and detailed understanding needed to work with such systems are not strongly represented in her style at all, and she will have to adapt her approach considerably if she is to succeed in work of this kind.

Summary Profile

(An overview of the general style)

The key features of successful technical styles generally revolve around such elements as patience, planning, precision and concentration. Jane's style places little emphasis on any of these features, instead being rather dynamic and impulsive in nature. As this suggests, working in a purely technical role will need a great deal of adaptation from Jane, and it is unlikely that she will find it rewarding in the long term. She does have a persuasive and direct nature, though, so that presenting or championing the work of more technical types will be rather better suited to her approach.

Textual Report

Exploratory Questions

These Exploratory Questions provide some guidelines for exploring Jane's personality style in, for example, a behavioural interview situation. The questions explore both potential strengths in Jane's style and possible disadvantages, and each includes an explanation of the aspect of Jane's behaviour that it is intended to probe. It may be necessary to adapt the question content to meet a specific situation, but these questions provide a useful tool to explore important features of Jane's approach.

Exploring Positive Aspects of the Profile

- When did you last take a risk that paid off?
(Jane is a risk-taking individual who will grasp opportunities that present themselves.)
- Can you describe a situation where you relied on your own initiative?
(Jane has a strongly independent style, and will naturally tend to take the initiative in situations that demand it.)
- Style observation: confidence and self-composure.
(Jane's innate assertive and persuasive style should be clearly expressed in her answers and general attitude.)
- If you found that a supplier was consistently late with deliveries, how would you approach the problem?
(Jane has an uncompromising and dynamic style, and would be expected to propose some kind of direct action.)
- When did you last need to speak in public? How were you received?
(Jane has the confidence to express herself effectively in a situation like this.)
- Do you enjoy working in a situation where you have direct contact with customers or clients?
(Jane has considerable confidence in situations like this, and enjoys interacting with others.)

Exploring Possible Training Needs in the Profile

- When did you last take a risk that didn't pay off?
(The less positive side of Jane's risk-taking approach is that there can sometimes be negative consequences.)
- Can you describe a situation where you relied on somebody else to reach a goal?
(Jane's profile suggests that she will tend to prefer not to work cooperatively with others.)
- Imagine a situation where your only chance of completing a task is to 'bend the rules' in some way. What would you do?
(According to her profile, she would do what was necessary to achieve her goal - within reason, of course.)
- If you were called on to make a presentation to an audience about a technical subject, how would you go about it?

(Jane's confident style means that she would have little difficulty making the presentation, but her approach to the technical subject matter - something her style is not well suited to - will be interesting.)

- Have you ever made a quick decision and come to regret it later?

(Jane's profile suggests that she does tend to make decisions in a rather impulsive way.)

- Would you consider yourself to be diplomatic?

(The openness inherent in Jane's character can sometimes lead her to be a little too ready to state her mind, on occasion.)

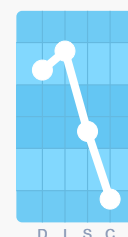
Jane's profile shows that she is tending to emphasise her more practical, productive side at the moment, as opposed to the more open and socially confident side to her style. This may affect some of her responses to these exploratory questions.

Jane's adaptation is showing a heightened sensitivity and responsiveness, which will likely appear as a tendency to respond quickly to questions, and perhaps a tendency to give relatively brief responses.

Exploratory Questions

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

- What would you say motivates you most strongly?

(Jane is highly motivated by achievement and success, and so is a self-starting individual.)

- Can you recall an occasion where another person's suggestion or idea made a significant difference to your work?

(Jane prefers to follow her own approach, and tends not to place importance on input from others.)

Summary Profile

(An overview of the general style)

- If you found that a supplier was consistently late with deliveries, how would you approach the problem?

(Jane has an uncompromising and dynamic style, and would be expected to propose some kind of direct action.)

- If you were called on to make a presentation to an audience about a technical subject, how would you go about it?

(Jane's confident style means that she would have little difficulty making the presentation, but her approach to the technical subject matter - something her style is not well suited to - will be interesting.)

Textual Report

Career Directions

The comments in this section give an insight into the development of Jane's career, particularly in terms of the kinds of work she is likely to find most motivating and rewarding, and in which she is likely to be most productive and effective. This section discusses Jane's role in broad terms, and can be used to help develop Jane's current working role as well as suggesting entirely new possibilities.

Jane's powerful and expressive style will work well in many different career areas. As a highly persuasive type of person, she will be particularly suited to work that highlights the need for effective communication, as in sales, for example, or representative work such as public relations. Her self-reliant, self-confident nature will naturally help her succeed in a career of this kind.

Career Selection

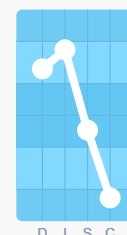
The following list represents a cross-section from the Job Profile Library that match Jane's underlying personality style. Note that these matches are based on personality only, and are intended only as potential guidelines for development.

Estate Agent	88%
Sales Director	84%
Teacher (Humanities)	83%
Artist	82%
Art Director	81%
Barrister	81%
General Manager	78%
Training and Development Manager	78%
Chief Executive	74%
Entrepreneurial Role	73%

Career Directions

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

As the dominating factor within Jane's style, her impressive ability to motivate herself will be a key factor in identifying a suitable career path for her. In fact profiles like Jane's are sometimes referred to as 'Entrepreneurial', which in itself gives a strong suggestion. Her independent, ambitious and

commanding nature could hardly find a more suitable outlet than working for herself in an entrepreneurial role of some kind.

Summary Profile

(An overview of the general style)

Jane has an extremely confident and assertive style, meaning that she will tend to have the force of character and the persuasiveness to succeed in almost any career. She will be particularly suited, though, to roles that allow her to express and develop her pro-active, energetic style, and that encourage her adventurous, exploratory approach. In particular, Jane's profile is one of those considered to be a classical shape for success in direct sales, but there are many other potential roles where she could expect to do well.

Textual Report

Relationships

The 'Relationships' section of this report concentrates on the ways that Jane will tend to interact with those around her, particularly in the context of working with colleagues. Communication style forms an element of this topic, but this section also looks at the ways Jane will approach the development of working relationships, and how such relationships will tend to develop over time.

Jane is an assertive and direct communicator, both informal and forceful in style. It follows that she will tend to dominate working relationships, and it can sometimes be difficult for others to form well-founded relations with her. She has a confident, expressive side that can often be charming and persuasive, but equally she has a demanding and independent facet that will be especially likely to emerge if she encounters difficult situations. She is unafraid of confrontation, and if a dispute develops, she will be ready to make her position known in the strongest terms.

Jane seems at present to be presenting a rather more cautious outlook than is natural to her style. Hence, any comments made above regarding confidence and self-expression may not seem to fit her current persona. Nonetheless, she is rather more self-confident than she might appear at present, a factor that is likely to re-emerge when conditions are right.

Jane is showing an adaptation in her style that might modify her appearance, as compared with the remarks above. This is a tendency to be more receptive to others, and readier to adapt to their needs. Her more persistent side will be correspondingly less visible under these conditions.

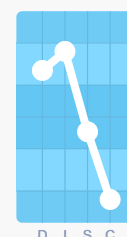
Relationship Keynotes for Jane

- She can present a charming, charismatic style that puts others at their ease.
- She has an open and direct nature, bringing a sense of (sometimes blunt) honesty to her relationships.
- She typically responds to others on an immediate, instinctive level.
- She will generally relate more easily to equally extrovert and expressive types.
- She does not take life too seriously, and will work most easily with similarly informal styles.

Relationships

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Jane's primary motivations are self-motivation and ambition, and this means that, in a work sense, she is not perhaps the most sociable of styles. She will tend to view her relationships with work colleagues in a relatively pragmatic fashion, considering those relationships in terms of the formal needs of the workplace, rather than a more social level. There is a notable element of impatience to

her style that can make her quite demanding for others to work with, especially in a pressured environment.

Summary Profile

(An overview of the general style)

Jane's highly assertive behaviour will tend to make her the naturally more dominant partner in any given relationship, whether on a practical or a social level. In more favourable situations, her positive side will be most clearly active, being communicative and persuasive. In more difficult circumstances, her approach will be correspondingly more domineering, but in either case she will remain strongly assertive.

Textual Report

The Team

Working within a team and interacting with other team members are areas where a person's behavioural style can have some of its most profound effects. The kind of role that Jane is likely to adopt, and the ways in which she is likely to interact with other members of the team can be vitally important. This section looks at issues surrounding membership of a team, and also offers some useful Team Keynotes summarising Jane's approach in this situation.

Jane is a person who tends to rely on her own abilities, and focus on her own targets, and these are facets of her character that mean she will generally not integrate easily into a team. Where she is working within a group, her naturally dominating and commanding nature means that she will tend to have a significant effect on the team's decision-making process, and might even become its de facto leader. If she can be integrated successfully into the team's infrastructure, her determined and effective style can be expected to contribute to the drive and motivation of the team as a whole.

The movements in Jane's profile suggest that her role in the team may be more oriented towards organisation and facilitation than she would prefer. Given the opportunity, it is likely that she would develop contacts within the team on a more positive, social footing.

Jane's working persona is being adapted at the moment in a way that suggests a need to work in a more cooperative way, perhaps as part of a team (though other explanations are possible). Specifically, she is showing a more responsive and conforming aspect to her style, and a willingness to accept others' suggestions that is rather less emphasised in her more natural approach.

Team Keynotes for Jane

- She will look for a measure of authority within the team.
- Her determined style can help drive the team forward as a group.
- She is capable of taking responsibility for her contributions to the team's output.
- She will encourage and motivate the team, as far as she can, towards success.
- She is ultimately concerned with the measurable and demonstrable success of the team.

The Team

Source: External Profile

The External Profile is most relevant to Jane's current working environment, and reflects behaviours that are likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

Internal Profile

(Informal or pressured situations)

With her combination of assertive independence and extrovert confidence, it will often prove difficult for Jane to integrate easily into a group situation. Her particularly forthright nature means that she will certainly be one of the most emphatic voices within the team, and may take on its leadership role if appropriate to the group's particular make-up. If she is able to successfully settle into a team, she can be expected to have a positive effect both in terms of productivity and team motivation.

Summary Profile

(An overview of the general style)

Independent and confident, Jane can be expected to take on a dominant role within the team whether or not she is the 'leader' in any official capacity. There is no question that she has many advantages to bring to a team. Her naturally pro-active and assertive style can be effective in getting results in the most difficult of conditions, while her more expressive and outgoing side can help to motivate and enthuse the other members of the team. To get the most from her as a team member, though, it is important to remember that she has an independent, self-reliant style, and so will need to see how her own goals mesh with those of the team as a whole.

Textual Report

Pressure

A person's responses to pressure can vary considerably depending on the factors that make up their behaviour. While some individuals are motivated by challenge, others respond far less productively in a pressurised situation. This section looks at the ways Jane is likely to view a situation like this, and how she can be expected to react.

Perhaps the most significant sources of pressure for a highly assertive and extrovert person like Jane lie in frustration at being prevented from expressing these qualities.

For example, she has a particularly independent style that is resistant to rules and regulations, so that being forced to comply with others' instructions will not be something she easily accepts.

The assertiveness and extroversion of her character mean that if she does feel under pressure, she will not be reluctant to make that clear, nor to take definite steps to alleviate it.

Particular sensitivity is warranted in dealing with Jane, according to the movements between her profiles.

Because she is showing a more pragmatic, factually-oriented side of herself, it should not be assumed that the more social elements of her style are less active.

She will still have a need for companionship and a positive working environment, though these might not be immediately apparent in her outward behaviour.

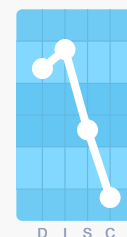
Taking her perceptions of her current working environment into account, it seems that Jane is rather more sensitive to pressure at the moment than usual.

The very fact that she feels it necessary to adopt this less calm and patient demeanour suggests that she is working under more demanding circumstances than she is used to.

Pressure

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Motivated, urgent and, above all, impatient, Jane is a person who will want to see rapid results. Though she is highly resilient to pressure, its most likely source is in situations where she finds her ambitions frustrated, especially by factors outside her control. Her typical response to pressure of this kind will be one of impatience and irascibility. She can be expected to take whatever direct means she can to address the issue, which can be an effective response depending on the particular circumstances.

Summary Profile

(An overview of the general style)

Full of drive, pace and enthusiasm, Jane is a person with a clear idea of what she wants to achieve, and the determination to reach her goals. Problems will start to arise if she finds her aims blocked by obstacles. It would be too much to refer to her reaction as 'pressure' (in fact, Jane will rarely feel pressure in the sense that more passive types do) but it can be exceedingly frustrating for her.

Textual Report

Ambition and Development

In this section we consider how Jane's most important motivational factors are likely to impact her personal development over the longer term. Different motivational factors need different strategies for continuing success, and this section looks at the ways Jane would hope to develop her role over time, and how those motivations can be harnessed most effectively.

People with more dominant types of behaviour are motivated by a drive towards power and control, which typically translates as a desire for financial security.

As such a person, Jane will share this trait, but she is also expressive and outgoing.

This means that, for Jane, mere success is insufficient; that success must be visible, in a form that will impress those around her.

People like Jane, then, will tend to concern themselves with 'status symbols' as clear markers of their achievements in life.

If Jane appears rather less focused on social matters than the above might suggest, this is due to a movement in her profile.

She seems to feel the need to concentrate more on matters of detail and precision at the moment, but this requirement need not be expected to persist in the long term.

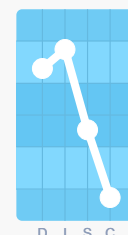
Jane's current approach to her work involves masking her naturally calm and steady style with a more responsive, sensitive style.

This seems unlikely to be a permanent feature of her style.

Ambition and Development

Source: Internal Profile

The Internal Profile reflects Jane's most natural responses, and as such it describes the types of behaviour most likely to appear in that context.



Profile Variations

Jane shows some distinct variations across her profile series, which may result in divergent behaviour in different situations. The excerpts here indicate how those differences may manifest in different circumstances.

External Profile

(Formal or structured situations)

Jane is a person for whom ambition is a strong driving factor in her style, and who focuses clearly on her own goals in life. It is this sense of ambition that helps her to motivate herself, and she has the force of character and uncompromising approach to help her drive towards her aims. Her effectiveness in the short term will be to some extent dependent on these longer-term ambitions, and she will work in a far more motivated way if she feels that her work is contributing to her own goals, in tandem with the broader aims of the organisation.

Summary Profile

(An overview of the general style)

Jane's profile shows a very strong sense of ambition, and a real urge to succeed in life and in work. She is very motivated, and will work hard to achieve her goals, but she is also highly independent,

meaning that she can tend to concentrate on her own aims rather than those of the group or organisation.

Relationship Keynotes

Relating to Other High Dominance Individuals

This part of the report considers the ways in which Jane will interact with and relate to individuals with various common personality styles. This first section looks specifically at aspects of Jane's relationships with highly Dominant individuals: those with a notably competitive and direct approach to their life and work.

General Dynamics

Dominance is a core component of Jane's personality style, so the meeting of two strongly independent character types will characterise this kind of relationship. Both these individuals have a competitive element to their natures, so there is inevitably the potential for conflict in a relationship of this kind, but if both can focus on the same goals, this relationship can be a highly productive and effective one.

Communicating

These are two direct and forthright individuals; in communication, they tend to say what they mean with little concern for matters of tact or diplomacy. Communication will often focus on their goals and their plans for achieving those goals, especially if both of these people are working towards similar targets.

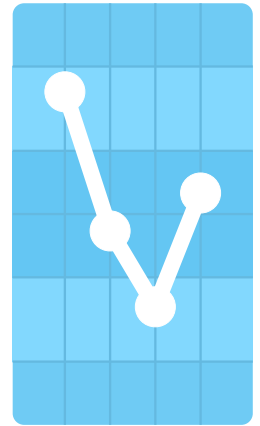
Managing

The competitive and direct natures of highly Dominant individuals can lead to disagreement and conflict in a relationship, and that is particularly true in a situation where one of those individuals (in this case Jane) holds a management or leadership position relative to the other. Jane's naturally commanding style will tend not to be productive in a situation like this, and a more strategic approach will likely be needed.

Team Roles

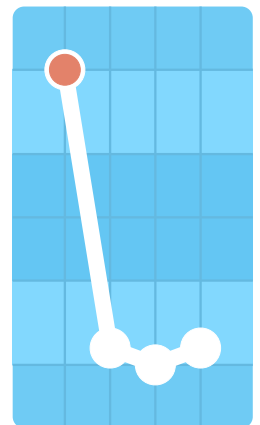
Both of these individuals like to feel that they have a sense of control over events, and typically have the assertiveness to achieve that control. In a team context, people of this kind will tend to seek out roles where they exert some kind of a leadership or decision-making role. This can help to drive the team forward, but in a smaller group with fewer such opportunities, it may also lead to rivalry.

JANE PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
DOMINANCE PROFILE



D I S C

Relationship Keynotes

Relating to High Influence Individuals

Relationships for highly Influential personality types revolve around sociability, acceptance and approval. A person with high Influence in their profile will be looking to build personal ties with those around them, and may be reluctant to accept more reticent or reserved types. Explicit approval or praise will often help win acceptance for a person of this kind.

General Dynamics

The dynamics within a relationship of this kind will tend to vary according to circumstances. Both these individuals are confident and pro-active, but their strengths tend to emerge in different spheres of activity; while Jane's dominant attitude will be clear in more pressured or urgent situations, this individual will tend to take the fore in more social or supportive environments.

Communicating

The dynamics of communication within this relationship will depend to an extent on current working conditions. Where tasks need to be completed urgently, or pressure is otherwise present, Jane's dynamic and demanding communication style is likely to dominate the relationship. Under less pressurised conditions, however, this individual's more friendly and confident side is likely to play a more prominent role.

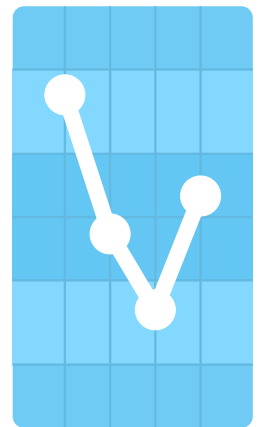
Managing

Jane's naturally direct and forthright attitude to management may not be at its most effective with an individual like this, who instead prefers to cultivate positive relationships with those around them, including their manager. Jane's style may be more immediate and effective, especially under pressured circumstances, but where possible a certain amount of social compromise will help to motivate a person like this.

Team Roles

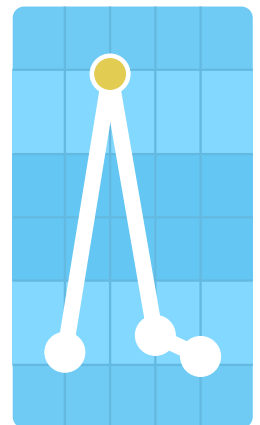
The relative team roles best suited to these two individuals will depend to a large extent on the nature and conditions of the team. Jane is not so dominant or assertive as the other team member here, but she does have reserves of social self-confidence and persuasiveness. The extent to which these features will be evident will depend on relative levels of formality or openness within the team.

JANE PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
INFLUENCE PROFILE



D I S C

Relationship Keynotes

Relating to High Steadiness Individuals

Candidates with high Steadiness are patient and deliberate, often taking time to build an effective working relationship. They are also receptive and reliable, so their fundamentally Steady approach to others means that they can build effective relationships where time and lack of pressure allow.

General Dynamics

Jane is a person who looks to achieve concrete results quickly and efficiently, whereas this individual prefers to work methodically and gradually over the longer term. Jane is likely to find this approach rather frustrating at times, though the steadying effect on Jane's naturally rather instinctive approach may be advantageous in some situations.

Communicating

Jane tends to have a quite different outlook on communication than this person. As an assertive and sometimes demanding type of person, Jane looks for a responsive attitude in others, and she may take this individual's steady and unhurried pace as lacking in urgency or responsiveness. Jane will need to take this person's style into account if misunderstandings are to be avoided.

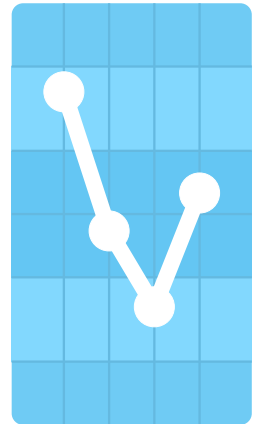
Managing

Jane may need to adjust her typically demanding and driving management style to get the best from this individual. Jane looks for efficiency and rapid responses, while this individual prefers to consider and concentrate over the longer term. This approach can be productive in its own way, if Jane is able to develop it with patience.

Team Roles

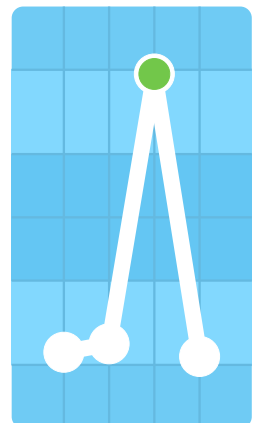
Jane will need to modulate her driving attitude if she is to develop a productive working relationship with a person of this kind. Jane likes to achieve her ends as directly as possible, but this team member will prefer to plan and consider their actions before committing themselves. Jane will need to take this into account if she is to avoid become frustrated by her colleague's steady approach.

JANE PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
STEADINESS PROFILE



D I S C

Relationship Keynotes

Relating to High Compliance Individuals

People with high Compliance are interested in gaining a clear understanding of their environment and expectations, and this will extend to their relationships with other people. They tend to look for a clear sense of their status within a working relationship, and the framework within which that relationship operates.

General Dynamics

Jane may find it difficult to build a productive relationship with an analytical person of this kind. Where Jane prefers to act directly and efficiently, following her instincts in making decisions, this individual is more concerned to consider implications and explore possibilities than to take a pro-active stance, an attitude that Jane is likely to find frustrating.

Communicating

This individual's cautious and rather circumspect approach may raise difficulties in communication for Jane, who tends to prefer a more direct and decisive approach. She will tend to see this individual's tendency to qualify statements and avoid definitive conclusions as unnecessary obfuscation, whereas they are simply a part of this individual's mode of communication.

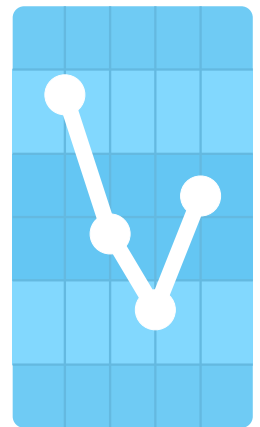
Managing

An individual like Jane will tend to take a broader, more strategic attitude to events than a highly focused and analytical type such as this work colleague. It will help Jane to manage this person more effectively if she is able to provide explanations for her decisions and explanations of her requirements.

Team Roles

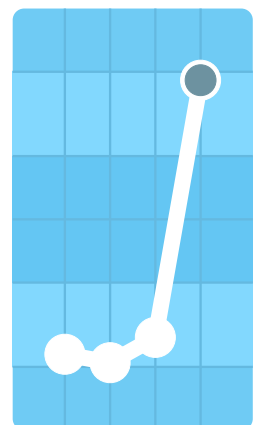
Jane's rather commanding and decisive style means that she will typically adopt a position of some authority within the team, whether formally assigned or not. She is not, however, a person concerned with matters of detail, and she will find it useful to cultivate relations with team members of this kind, who more naturally focus on the practical questions at work within the team.

JANE PROFILE
EXTERNAL PROFILE



D I S C

TYPICAL HIGH
COMPLIANCE PROFILE

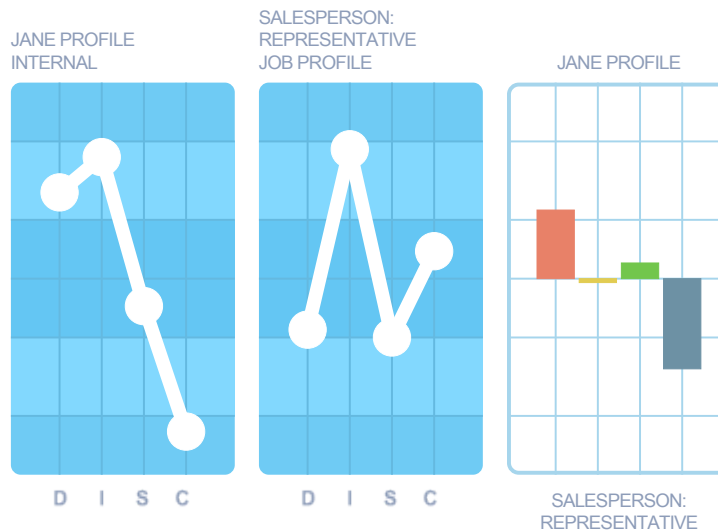


D I S C

Job Match

Salesperson: Representative

Match Score
54%



Factor Matches

This table shows the match scores for the individual DISC factors in the profile.

Dominance	+35%	Too high
Influence	-2%	Close match
Steadiness	+8%	Slightly too high
Compliance	-46%	Too low

Strengths For This Job

- Ability to respond instinctively to events
- Enthusiastic, animated approach
- Ability to work without others' approval

Probable Training Requirements

- Tendency to act without consultation
- Reluctance to work cooperatively with others
- Undue forthrightness
- Tendency to discount alternative solutions
- Inability to deal with distraction
- Insufficiently objective
- Lack of technical ability
- Tendency to take unnecessary risks
- Over-confidence
- Lack of attention to detail

About this Job Match

This Specific Job Match analysis has been compiled in **Recruitment** Mode, and is suitable for matching the candidate's behavioural style against a role different from that which they currently fill.

Job Requirements 1

Close Matches

These are elements of the Salesperson: Representative role where Jane's personal style seems to match the job's requirements relatively closely. According to her profile, Jane's personality would seem to be well suited to these aspects of the job.

Note: these Close Matches are based on individual factors, and combinations of factors, within the profiles.

Openness and Communication



Salesperson: Representative is a role for which an optimum candidate will show an open, confident communication style and a readiness to express themselves freely. A Salesperson: Representative will need to feel at ease in the company of others, and show the capacity to take a central social role.

An open communication style is among the qualities most strongly described by Jane's profile, and in this area her personal style is well suited to the degree of positive interaction with others required by a successful Salesperson: Representative.

Energy and Dynamism



A candidate with an energetic and outgoing attitude will suit the role of Salesperson: Representative well. The role requires a persuasive and engaging style of communication, and will benefit from a dynamic personality motivated by positive interaction with others.

Jane's profile demonstrates that she does indeed possess the kind of enthusiastic style that might suit a role of this kind, with a sense of personal energy and communicative drive.

Recruitment Mode

This is a match analysis made in Recruitment Mode, meaning that it is based on Jane's likely behaviours in a new role. These behaviours may not necessarily be evident in Jane's current role.

Behavioural Questions

For individuals with an open and confident communication style like this, that style tends to be evident during discussion, especially of the face-to-face variety. This in itself will help to demonstrate how well suited Jane is to the role in this area.

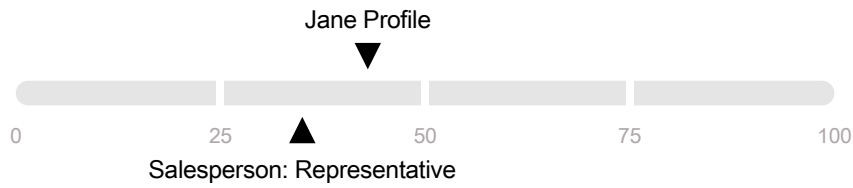
The particular types of communication needed tend to be unique to individual roles. Explaining the particular requirements relevant to a Salesperson: Representative will help to show how Jane will apply her open style in the role itself.

Behavioural Questions

The enthusiastic personal style of the kind indicated by Jane's profile suggests that she can be expected to show an engaging and positive approach to discussion, except perhaps in the most formal of circumstances.

Jane's communicative style is likely to match the needs of the role, and investigating the ways she has taken on communicative roles in the past will help to confirm how effective she is likely to be as a Salesperson: Representative.

Flexibility and Pace



The profile for Salesperson: Representative describes a role in which events develop quickly, and a successful candidate will need an ability to respond to such a changing environment, dealing with unexpected developments as they emerge.

Jane has a behavioural style suggesting that, while she is capable of showing a flexible side to her approach as a situation demands, she may need to develop this attitude further if she is to work in such a changeable environment on a longer-term basis.

Behavioural Questions

Though Jane's capacity for responding to changing events is close to that needed by the role, there is some indication that she may need to adapt her approach slightly in order to concentrate on this kind of behaviour.

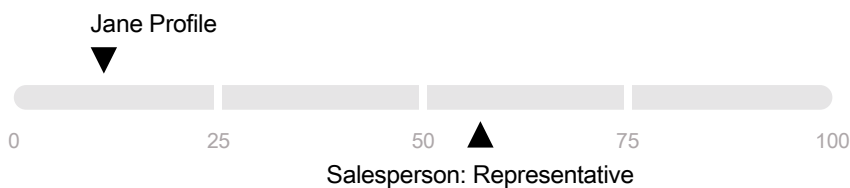
It will be useful to look into situations in the past where she has need to develop such a flexible attitude, particularly situations in which she has maintained such an approach over time.

Job Requirements 2

Adaptation Needs

These are elements of the role where Jane's profile diverges most strongly from the ideal working style. These are areas in which Jane will need to show the potential to adapt her own approach if she is to succeed in the role.

Self-organisation



A role such as Salesperson: Representative requires a balanced attitude to questions of authority and structure. A candidate for a role like this will need to be able to work effectively within a structured environment, but will also at times need to be ready to show individual initiative, or a willingness to work without support.

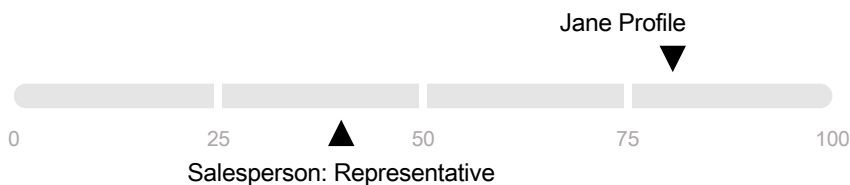
Jane's profile emphasises independence of thought and a preference for making decisions without reference to guidelines or approval. This may be effective for those aspects of the role that need such an independent approach, but Jane is less suited to the formal or structured working conditions associated with other aspects of the role.

Behavioural Questions

Though Jane is likely to perform well in the more independent aspects of the Salesperson: Representative role, it will be important to explore how effectively she will accommodate those parts of the role that need a more formal or organised approach, as such an approach is not strongly indicated in Jane's profile.

The degree to which Jane is prepared to follow a structured discussion process and answer questions directly will help to identify how easily Jane will adapt to the more structured side of the Salesperson: Representative role.

Co-operation and Teamwork



A co-operative attitude, and a willingness to work productively within a team, are key abilities for a successful Salesperson: Representative. An effective candidate will need to be ready to fit into established patterns of work and adapt to the needs of the organisation.

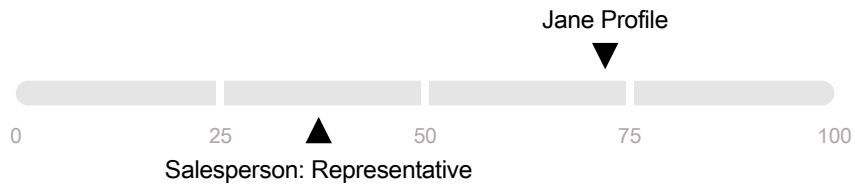
A highly independent individual like Jane will tend to find a role such as Salesperson: Representative somewhat restrictive. She will prefer to take control of a situation, and address issues directly in her own way, and so the need to co-ordinate with others is not something that comes easily to her style.

Behavioural Questions

At least to some degree, Jane can be expected to show her independent outlook in a face-to-face discussion. For example, an individual of this kind will often direct a discussion towards topics that seem most relevant to her, or otherwise exert personal control over a conversation.

The relevant question for this aspect of the job's requirements is the degree to which Jane will be able to work productively with others, so a discussion of her experience working in a team setting will help to demonstrate whether such an adaptation might be practical.

Combining Leadership and Support



A Salesperson: Representative is a role with a balanced need when it comes to directness and assertiveness. A well-suited candidate will be one who can work productively and co-operatively with others, but is capable of taking a more commanding and forceful approach when a situation demands.

Jane's profile describes an individual who possesses the potential for strongly assertive behaviour, but perhaps to rather too great an extent to be effective as a Salesperson: Representative. She will need to develop a less competitive approach if she is to work well in role of this kind.

Behavioural Questions

Highly direct and assertive individuals such as Jane will often take a dominant role in communication, directing a conversation themselves rather than simply responding to questions.

Key work experiences to explore will be those in which co-operative work with others has been paramount to success. Jane's approach to such situations will help to show how she can be expected to adapt to the role of Salesperson: Representative.

Job Match: Salesperson: Representative

Job Summary

The key feature of the role of a Salesperson: Representative is the ability to communicate effectively and enthusiastically with others. A successful candidate will not only be naturally friendly in temperament, but also have an array of communication skills to help them build an effective business relationship.

Presentation and Image

People in this type of role are often called on to represent their organisation in some way, whether to customers and clients, or internally to other staff members. As such, presentation and image are vital components of the role, and a Salesperson: Representative must remain conscious of the fact that they are projecting the image of the organisation through their appearance and demeanour.

Influencing Others

The role of Salesperson: Representative often incorporates an element of influence over others. Traits such as persuasiveness and tactfulness will be useful in this element of the role, and an ability to show sympathy for others' viewpoints will be an advantage. A positive, motivating and enthusiastic approach will also be useful.

Flexibility

There is little predictable about the conditions a Salesperson: Representative will need to work in: new situations can develop all the time, and a successful candidate will need to have the flexibility to adapt to these changing requirements. A person who thrives on change and variety will be most comfortable in a role of this type.

About the Job Summary

This page gives an overview of the most important aspects of the job, for comparison with Jane's working style.

Note that these factors are specifically related to features of the personality. There may be, and typically there are, key requirements of the job that lie outside this sphere, especially in the areas of qualifications and experience.

Job Match: Salesperson: Representative

Sales & Marketing Matches

This list shows a selection of jobs from the 'Sales & Marketing' category. Each shows an overall match score, based on Jane's general personality match compared against each job's personality requirements.

Sales Director	84%
Salesperson: Direct	77%
Marketing Manager	71%
Sales Manager	66%
Marketing Director	61%
Salesperson: Retail	61%
Salesperson: Financial Services	59%
Insurance Sales Agent	54%
Salesperson: Representative	54%
Salesperson: Cold calling	53%
Market Research Analyst	41%
Telemarketer	36%

Recruitment Mode

This Job Match analysis has been compiled in Recruitment Mode, and is suitable for matching this candidate's behavioural style against roles other than that which they currently fill.

It contains only Job Profiles from the Sales & Marketing category.

Appendix: DISC Profile Shapes

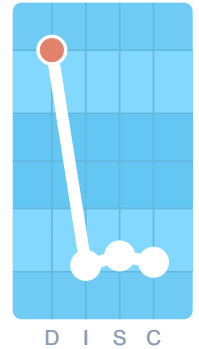
In this appendix, we review the most significant features of a series of common DISC profiles. This is useful reference information for considering how Jane might interact with other personal styles. Bear in mind that there are numerous possible gradations within a DISC profile, and this reference section can only cover the most common. For a fuller assessment of a particular profile, a separate report is strongly recommended.

The notation used here has high factors and low factors separated by a forward slash, so 'D/I' indicates high Dominance and low Influence (without any other high or low factors).

High Dominance (D/ISC)

The High-D profile is often described as the 'Autocrat', and for good reason. Dominance is the factor of control and assertiveness, and with no other high factors in the profile to balance this, the pure High-D can be remarkably domineering, and even overbearing at times. This type of person has a very high need to achieve, and because of this they are often ambitious and competitive, striving aggressively to achieve their goals. They are dynamic and adaptable, and show a decisiveness and a capacity for direct leadership.

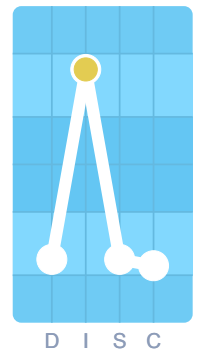
- Decisive
- Ambitious
- Competitive
- Driving
- Intrepid
- Self-reliant
- Forceful



High Influence (I/DSC)

Influence is the factor of communication. A profile with this factor strongly represented, showing high Influence with no other balancing factors, represents a style that communicates easily and fluently with others. It is for this reason that profiles of this kind are often referred to as 'Communicator' profiles - they describe confident, outgoing and gregarious individuals who value contact with other people and the development of positive relations.

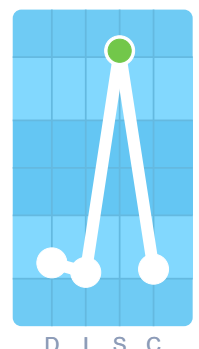
- Confident
- Outgoing
- Expressive
- Sociable
- Enthusiastic
- Animated
- Positive



High Steadiness (S/DIC)

This type of profile, showing a high level of Steadiness with no other balancing factors, is comparatively rare. Steadiness is the factor of patience, calmness and gentle openness, and a pure High-S will reflect these qualities. They are generally amiable and warm-hearted, being sympathetic to others' points of view, and valuing positive interaction. They are not outgoing by nature, however, and rely on other, more assertive, people to take the lead.

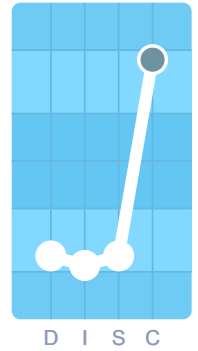
- Measured
- Accepting
- Neighbourly
- Stable
- Planning
- Consistent
- Generous



High Compliance (C/DIS)

Unassertive by nature, often reticent and aloof, people of this kind can give an impression of coldness or disinterest. Often reluctant to reveal information about themselves or their ideas unless absolutely necessary, highly Compliant individuals tend to lack assertiveness and are generally unwilling to become involved in confrontational situations. Instead, they will tend to rely on structures and rules, and such people typically have a systematic and orderly approach to life.

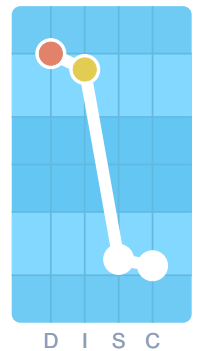
- Diplomatic
- Factual
- Organised
- Impartial
- Unemotional
- Precise
- Scrupulous



High Dominance and Influence (DI/SC)

A profile of this type represents a highly assertive person, capable of both direct, dynamic action or charming sociability as a situation demands. In combination, these factors describe a person with clear goals in life with the determination and commitment to achieve them. This style of person will seek to maintain a position of dominance, both in terms of personal authority and control, but also in a social sense - they like to feel that they are not only respected by those working with them, but also genuinely liked.

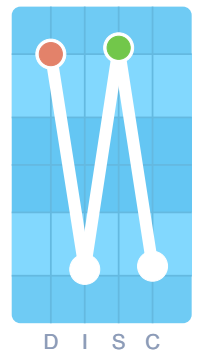
- Pro-active
- Self-confident
- Assertive
- Extrovert
- Independent
- Forthright
- Persuasive



High Dominance and Steadiness (DS/IC)

Profiles showing both high Dominance and high Steadiness are extremely rare in most circumstances. These two factors represent radically differing sets of values and motivations, such it is difficult for them to effectively coexist in a single behavioural style. In combination, there is scope for an individual like this to combine their Dominance and Steadiness to display a strongly determined and dogged style, driving purposefully towards their goals in the face of difficulties and obstacles.

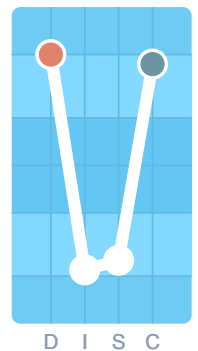
- Determined
- Resilient
- Resolute
- Committed
- Steady
- Persistent
- Stubborn



High Dominance and Compliance (DC/IS)

This 'U'-shaped profile is not uncommon. It represents a highly formal and structured individual with a forceful and blunt style. This type of person believes in getting things right, and is rarely afraid to state their mind robustly and directly. Of all possible DISC profiles, this style probably represents the least forthcoming in personal or emotional matters; individuals of this type tend to be remote and somewhat isolated, preferring to keep their own counsel.

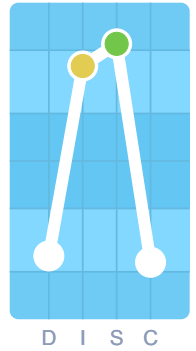
- Self-reliant
- Objective
- Demanding
- Self-motivated
- Practical
- Exacting
- Efficient



High Influence and Steadiness (IS/DC)

Influence and Steadiness are both communicative factors more oriented towards feelings and emotions than hard fact and practicalities. In combination, they describe a person oriented towards personal matters and the understanding of other people. Such an individual is confident, warm and friendly, but nonetheless is also able to extend a sympathetic ear to others and ready to help with others' problems if they can. A DISC profile with this characteristic inverted 'U' shape is often described as a 'Counsellor' Profile.

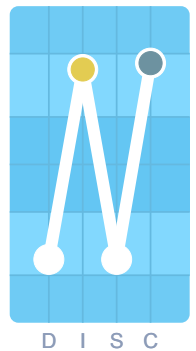
- Sympathetic
- Supportive
- Friendly
- Confiding
- Gregarious
- Personable
- Trusting



High Influence and Compliance (IC/DS)

This relatively common profile includes two factors that appear in some ways to be contradictory. On the one hand, Influence is the factor of excitement, enjoyment and extrovert impulsiveness. On the other, Compliance is related to precision, detail and carefully-followed rules. In practice these variant approaches tend to emerge depending on prevailing circumstances; this profile describes a person capable of an open and sociable attitude, but who can also present a more analytical attitude when a situation demands.

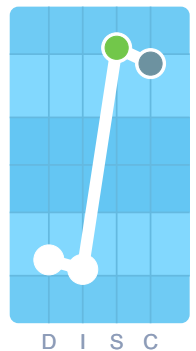
- Accommodating
- Diplomatic
- Amicable
- Conforming
- Considerate
- Tactful
- Team-oriented



High Steadiness and Compliance (SC/DI)

Profiles of this kind, showing both high Steadiness and high Compliance, are often referred to as 'Technical'. This term is used in its broadest sense: people showing this type of behaviour are suited to jobs such as accountancy, computer programming or engineering, because their approaches combine accuracy and precision with the patience to work at a problem until it has been solved. They are interested in producing quality work, and will often go to great lengths to ensure that the results of their efforts are the best they can possibly achieve.

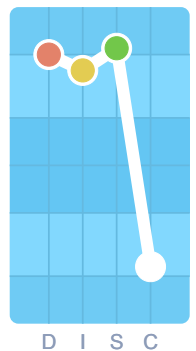
- Analytical
- Patient
- Restrained
- Cautious
- Dispassionate
- Accurate
- Conscientious



High Dominance, Influence, and Steadiness (DIS/C)

The lack of Compliance in this type indicates that independence is the key element in understanding this style. People of this kind have a clear idea of their aims in life, and the strength of will to achieve their aims. Steadiness lends this individual a sense of persistence and a willingness to work steadfastly and diligently in pursuit of their ends. There is also a sociable, open aspect to this type of person, but they also have an underlying sense of determination and assertiveness that will come to the fore when a situation demands.

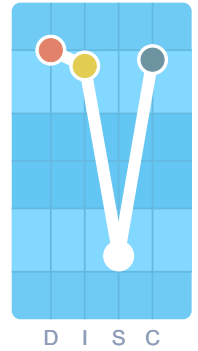
- Informal
- Emotional
- Candid
- Talkative
- Companionable
- Persistent
- Positive



High Dominance, Influence, and Compliance (DIC/S)

Speed of response and a sense of urgency are the defining characteristics of this type; their low Steadiness score suggests that their approach will be rooted in a dynamic, impatient style. This is a relatively self-controlled and ambitious style, but they also possess effective social abilities that can be expected to come to the fore in informal, open situations. While ambition and assertiveness are important elements of this style, they combine here with an awareness of the needs of others and a sense of order

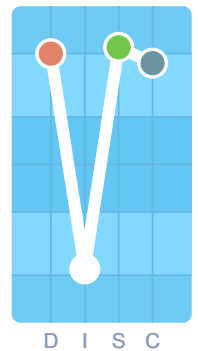
- Flexible
- Dynamic
- Exploratory
- Questioning
- Original
- Adaptable
- Unpredictable



High Dominance, Steadiness, and Compliance (DSC/I)

This is a somewhat unusual profile shape, as are all profiles containing both high Dominance and Steadiness. The main distinguishing feature of this behavioural type is the low Influence score, describing a style based more around practicality and rational thought than emotional considerations, and being generally reluctant to reveal information about themselves, their ideas or their feelings.

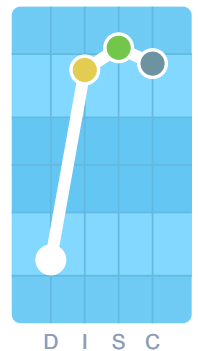
- Analytical
- Precise
- Dependable
- Factual
- Determined
- Rigid
- Stoical



High Influence, Steadiness, and Compliance (ISC/D)

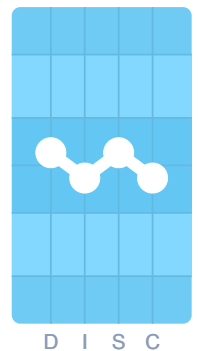
Individuals of this kind will rarely display overtly assertive or direct behaviour. Instead, they will try to achieve their ends through communication, using their persuasive abilities or the powers of rational discussion. This is not an ambitious type of person; profiles of this kind reflect individual styles who rarely set distinct goals for themselves in life, but prefer instead to build strong relationships with others and pursue their personal interests or pastimes. They work particularly well as part of a team or group, being both friendly and co-operative in style, and ready to accept others' ideas.

- Co-operative
- Team-oriented
- Courteous
- Moderate
- Compromising
- Team-oriented
- Sociable



Compressed

A profile showing all four factors between 35% and 65% is described as *compressed*. The interpretation of a profile of this kind depends on where the shape appears in the overall profile series. If the Internal Profile is compressed, this might reflect a problem with the person's general lifestyle, whereas a compressed External Profile would suggest problems in the shorter term, typically related to the individual's work life.



Glossary of Terms

This Glossary covers terms used elsewhere in the report that have a specific or technical meaning in the context of a DISC analysis. For many of these terms, you will find additional comments in the right-hand margin explaining how the term applies in Jane's case.

Acceptable

A term used to describe Jane's suitability for roles against which a [Job Match](#) produces a [Match Score](#) of between seventy and eighty per cent. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within [Job Match](#) assessments - whether or not Jane is actually 'acceptable' for a particular role will naturally depend on other factors beside her behavioural style.

Accuracy

A [DISC sub-trait](#) found in profiles showing [Compliance](#) higher than [Influence](#), also sometimes referred to as 'Caution'. The type of person to whom it refers hates to make mistakes - they check and recheck their own work, and are prone to correct errors in the work of others, whether or not they have been asked to do so. This need for certainty means that they will rarely take a risk unless absolutely necessary. They are also cautious in communication, rarely revealing more about themselves than a bare minimum.

In Jane's case, Accuracy is not strongly represented in her [Internal Profile](#), but is somewhat more evident in her [External](#). This suggests that, while this trait is not part of her natural behaviour, she sees a need to behave in this way under current conditions. As such, Accuracy is categorised as a [Transient Trait](#).

Adaptability

A measurement derived from the [Steadiness](#) value in the [Internal Profile](#). It indicates the degree to which Jane feels able to adapt her approach to changing circumstances. It is used as a comparison value to suggest the effects of [Profile Tension](#).

Where Profile Tension is lower than Adaptability, as in Jane's case, it is unlikely to result in significant negative effects.

Analyst

'Analyst' is a term used to describe individuals in the [Controlled](#) and [Receptive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Compliance](#). These are structured, organised people, who tend to follow the rules whenever they can. They are interested in precision and order. The full Analyst is found in the bottom left-hand segment of the [Style Card](#) grid, but there are various subtypes: the [Driving Analyst](#), the [Planning Analyst](#) and the [Balanced Analyst](#).

Jane does not belong to this type, according to her [Style Card](#).

Analytical Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), also has some features in common with the [Analyst](#), meaning that they will tend to have a more dispassionate and rule-based approach than a full [Driver](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Analytical Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), also has some features in common with the [Analyst](#), meaning that they will tend to have a more dispassionate and rule-based approach than a full [Planner](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Approach

A term used in the [Style Card](#) summary to suggest the kind of approach that Jane will respond to in the most positive way.

In Jane's case, the [Style Card](#) suggests that a friendly, responsive approach will be received most favourably.

Assertive

A measure on one of the axes of the [Style Card](#). Assertiveness in this context relates to individuals who are pro-active and direct. They lead rather than follow, and like to take immediate action whenever they can. They believe in grasping opportunities and making their own way. Often independent and commanding, they prefer to give orders rather than take them, and will issue instructions rather than ask for cooperation.

Jane's [Style Card](#) places her high on the Assertive scale.

Note that 'Assertive' on the [Style Card](#) is distinct from, though closely related to, [Assertiveness](#) as sometimes shown in the report's Trait Analysis.

Assertiveness

In the Trait Analysis, 'Assertiveness' is a measure of Jane's capacity for pro-active, direct behaviour. It is related to both [Dominance](#) and [Influence](#), so that profiles showing both of these at a high level will have the greatest Assertiveness.

In Jane's case, Assertiveness is strongly represented in both her [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

Assessment Mode

One of two modes available for performing a [Job Match](#). In this mode, Jane's [External Profile](#) is used as a basis of comparison. This mode is intended for use in situations where Jane is already acting within a role, and is familiar with its requirements, so that her [External Profile](#) represents her current behaviour in that role. The alternative comparison mode is [Recruitment Mode](#).

Attacks

A type of [Pressure Response](#) described by the [Style Card](#). This type of behaviour is found in people whose response to a problem is to use their communicative abilities to talk themselves out of it. Placed under pressure, they will adopt a verbal attacking style, accusing others of causing problems, highlighting shortcomings in systems and other people, and generally laying blame.

Jane's [Style Card](#) suggests that this is one of her most common responses to pressure.

Balanced Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), incorporates elements from different styles of behaviour. This means that they will tend to have a rather less dispassionate and rule-based approach than a full [Analyst](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Balanced Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), incorporates elements from different styles of behaviour. This means that they will tend to have a rather less confident and extrovert approach than a full [Communicator](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Balanced Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), incorporates elements from different styles of behaviour. This means that they will tend to have a rather less urgent and demanding approach than a full [Driver](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Balanced Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), incorporates elements from different styles of behaviour. This means that they will tend to have a rather less steady and amiable approach than a full [Planner](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Candidate

The Discus system uses 'candidate' as a convenient generic term to refer to the individual described by the report. It does not necessarily indicate that Jane is in the process of applying for a post.

Communicating Driver

The term used to describe an individual who, while falling in the assertive and direct [Driver segment](#) of the [Style Card](#), also has some features in common with the [Communicator](#), meaning that they will tend to have a more friendly and sociable approach than a full [Driver](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Communicating Planner

The term used to describe an individual who, while falling in the patient and thoughtful [Planner segment](#) of the [Style Card](#), also has some features in common with the [Communicator](#), meaning that they will tend to have a more outgoing and expressive approach than a full [Planner](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Communicator

'Communicator' is a term used to describe individuals in the [Open](#) and [Assertive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Influence](#). This type of person is communicative and sociable, being friendly and outgoing with other people and feeling at ease in strange company. The full Communicator is found in the top right-hand [segment](#) of the [Style Card](#) grid, but there are various subtypes: the [Driving Communicator](#), the [Planning Communicator](#) and the [Balanced Communicator](#).

Jane does not belong to this type, according to her [Style Card](#).

Compliance

Compliance is the right-most factor shown on a [DISC](#) profile, and the 'C' of [DISC](#). It is the factor of structure, detail and fact, and those displaying high levels are interested in precision and accuracy. Because they are naturally [Receptive](#) and reticent to speak out unless called on by others, it is often imagined that highly Compliant individuals are lacking in ambition. In fact, this is not the case - in this specific sense, they are similar to highly [Dominant](#) individuals in their desire for control over their environment. Because of their [Receptive](#) style, however, they will try to achieve this control through the use of structure and procedure, insisting on rules and defined codes of conduct to achieve their ends. This is the root of the 'rule-oriented' style often associated with Compliance.

Compliance is not strongly represented among Jane's [profiles](#), though she is showing a slightly greater propensity to act in this way at present.

Controlled

Controlled individuals are practical and can appear somewhat cynical in style. They value hard facts and rational argument above emotional considerations, and prefer to follow their own ideas, rather than rely on other people. At times, they can be distrustful or suspicious, and will rarely volunteer information about themselves to other people.

Jane's [Style Card](#) places her approximately halfway between the Controlled and [Open](#) extremes.

Cooperativeness

A **DISC sub-trait** found in profiles showing **Compliance** higher than **Dominance**. This is the classic 'rule-oriented' **sub-trait**, relating to a person who needs to be absolutely sure of their position and prefers to use established regulations and procedures as a framework to support their ideas. Cooperative people are so called because this aspect of their personal style extends to the need for practical support from managers, colleagues and friends, and so they tend to seek to maintain effective working relationships with others.

In Jane's case, Cooperativeness is not strongly represented in either her **Internal** or **External Profile**, and so is categorised as an **Inactive Trait**.

Dictates

A type of **Pressure Response** described by the **Style Card**. This type of response appears where a person wishes to operate from a position of control, and they use approach as a basis for their pressure reaction. They will adopt a highly assertive, even aggressive, stance in the face of difficulties, dictating solutions and expecting immediate responses to their instructions.

Jane's **Style Card** suggests that this is one of her most common responses to pressure.

Direct Profile Entry

Where a report's cover sheet lists 'Direct Profile Entry' as the type of **Questionnaire** used to create the profile, this indicates that a questionnaire was not in fact used at all. Instead, the **DISC** factors described and interpreted in the report have been entered manually, and may not therefore represent actual profile data.

DISC

The system used by Discus to develop a picture of a person's likely behaviour. The name is an acronym formed from the four behavioural factors it measures, **Dominance**, **Influence**, **Steadiness** and **Compliance**. DISC looks at the combinations of these factors, expressed in a variety of different ways, to provide an assessment of a person's behavioural style.

Dominance

Dominance is the left-most factor shown on a **DISC graph**, the factor of directness, assertiveness and control, and the 'D' of **DISC**. Like all the factors, D is a blend of positive and negative traits. On the positive side, highly Dominant individuals are independently-minded, motivated to succeed, and generally very effective at getting their own way. Less positively, they can also be hot-tempered and even aggressive under certain conditions.

Dominance is consistently high across Jane's **profile series**.

Driver

'Driver' is a term used to describe individuals in the [Controlled](#) and [Assertive](#) region of the [Style Card](#), whose style is related to the [DISC](#) factor of [Dominance](#). The term 'Driver' describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others. The full Driver is found in the top left-hand segment of the [Style Card](#) grid, but there are various subtypes: the [Communicating Driver](#), the [Analytical Driver](#) and the [Balanced Driver](#).

Jane does not belong to this type, according to her [Style Card](#).

Driving Analyst

The term used to describe an individual who, while falling in the cautious and reserved [Analyst segment](#) of the [Style Card](#), also has some features in common with the [Driver](#), meaning that they will tend to have a more urgent and demanding approach than a full [Analyst](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Driving Communicator

The term used to describe an individual who, while falling in the outgoing and expressive [Communicator segment](#) of the [Style Card](#), also has some features in common with the [Driver](#), meaning that they will tend to have a more urgent and demanding approach than a full [Communicator](#) type.

Jane is not associated with this type of behaviour, according to her [Style Card](#).

Efficiency

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Influence](#). An efficient individual is direct and assertive, but tends to take little interest in personal matters. They take an objective, analytical view and drive towards their goals ruthlessly and relentlessly. They need to see results, and may even be willing to compromise quality or detail to get them.

In Jane's case, Efficiency is not strongly represented in her [Internal Profile](#), but is somewhat more evident in her [External](#). This suggests that, while this trait is not part of her natural behaviour, she sees a need to behave in this way under current conditions. As such, Efficiency is categorised as a [Transient Trait](#).

Enthusiasm

A [DISC sub-trait](#) found in profiles showing [Influence](#) higher than [Steadiness](#). This is an outgoing and extrovert [sub-trait](#) that has much in common with [Friendliness](#), but with the added dimension of energy and pace. This animated style shows their interest in a topic very strongly, and their effusive nature can act as a motivating factor for others.

In Jane's case, Enthusiasm is strongly represented in both her [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

External Profile

One of the three component [graphs](#) of a [DISC Profile Series](#). The purpose of the External Profile is to describe the style of behaviour that an individual feels is appropriate to their current circumstances. The External Profile can change considerably over time, as a person's situation and environment changes - such modifications often accompany major life events, such as starting a new job or moving home.

Friendliness

A [DISC sub-trait](#) found in profiles showing [Influence](#) higher than [Dominance](#). Friendly people love to talk - communication is the strongest element of this style. They are outgoing and extrovert, but they find it far from easy to concentrate on mundane tasks, and are easily distracted from such work by the opportunity for social interaction.

In Jane's case, Friendliness is strongly represented in her [Internal Profile](#), but less evident in her [External](#). This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Friendliness is categorised as a [Potential Trait](#).

Graph

The standard means of displaying DISC results. A typical DISC graph plots the values of [Dominance](#), [Influence](#), [Steadiness](#) and [Compliance](#), and connects them to form an identifiable profile 'shape'. The [Shift Pattern](#) is a departure from this - it retains the basic structure of the graph, but instead of plotting values, it displays a sequence of arrows to show movements between the [Internal](#) and [External Profiles](#).

Inactive Traits

Traits that are rarely seen in Jane's behaviour under any circumstances. More technically, these are traits that are not strongly represented on either Jane's [Internal Profile](#) or [External Profile](#), and so would not normally be expected to emerge in her behaviour.

Independence

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Compliance](#). This type of person feels frustrated by rules and regulations - they often follow their own ideas, or work in positions of authority. This [sub-trait](#) is common, for example, in entrepreneurial styles.

In Jane's case, Independence is strongly represented in both her [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

Influence

Influence is the second factor described by a [DISC graph](#), and the 'I' of [DISC](#). The communicative and socially confident style of those with high Influence tends to be balanced by a rather impulsive and sometimes even irrational approach to their life and work. The urge to relate to and impress those around them can lead such a person to act in highly expressive, and sometimes unpredictable, ways.

Influence seems to be an important factor in Jane's natural style, but she is tending to express it rather less frequently under current conditions.

Internal Profile

One of the three component graphs of a [DISC Profile Series](#). This [graph](#) describes a person's 'inner' style, the type of behaviour that can be expected when they feel completely at ease. Conversely, this style can also sometimes be seen when certain people are placed under severe pressure, because such pressure limits their capacity to adapt themselves. The Internal Profile tends to remain more constant over time than its counterpart, the [External Profile](#).

Job Match

A comparison of Jane's [DISC](#) profile against one or more predefined [Job Profiles](#). In each case, it is possible to derive an estimation of Jane's suitability for a particular role, in specific terms of her behavioural style. The broad Job Match Analysis shows a range of such comparisons expressed in percentage terms, while a Specific Job Match Analysis compares Jane's [DISC](#) profile against a particular [Job Profile](#) in a great deal more detail, providing a detailed investigation of different features.

Job Profile

A specialised [DISC graph](#) created to represent the ideal behavioural needs of a particular job or role. Discus is supplied with a number of standard Job Profile templates, and its built-in Job Profiler can be used to create or develop further Job Profiles as needed.

Manual Data Entry

Where this caption appears on the cover of a report, it indicates that the profile described by that report was entered manually through Discus' [Direct Profile Entry](#) option. As such, it may not represent actual behavioural data - hence this distinct warning on the report's cover.

Match Score

An assessment of Jane's suitability for a particular role, in behavioural terms. This is derived by comparing Jane's [DISC](#) profile against a [Job Profile](#), and is always expressed as a percentage value, where 100% represents a perfect match.

Objectivity

In the Trait Analysis, 'Objectivity' is a measure of Jane's ability to view a situation in a rational, dispassionate way. It is related to both [Dominance](#) and [Compliance](#), so that profiles showing both of these at a high level will have the greatest Objectivity.

In Jane's case, Objectivity is not strongly represented in her [Internal Profile](#), but is somewhat more evident in her [External](#). This suggests that, while this trait is not part of her natural behaviour, she sees a need to behave in this way under current conditions. As such, Objectivity is categorised as a [Transient Trait](#).

Open

A measure on one of the axes of the [Style Card](#). Open people are friendly, trusting and ingenuous. They express themselves easily and value strong relationships with other people. Open individuals tend to work on an emotional level, revealing their feelings to others and being ready to sympathise with those around them.

Jane's [Style Card](#) places her approximately halfway between the Open and [Controlled](#) extremes.

Patience

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Dominance](#). This style of person has little sense of urgency and a slow pace, which means that they are able to work in situations that others would find repetitive or dull. They are submissive in style, and ready to accept that there are some things that they cannot change.

In Jane's case, Patience is not strongly represented in either her [Internal](#) or [External Profile](#), and so is categorised as an [Inactive Trait](#).

People

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behaviour to which a person will be particularly receptive. The 'People' strategy relates to [Communicators](#) and associated styles. Perhaps the most important thing to a [Communicator](#) is the building of positive relationships with other people. In a negotiation, therefore, it is important to build a social relationship with the [Communicator](#) if they are to be motivated towards accepting new ideas or proposals. [Communicators](#) are also interested in the experiences of other people, and they will be receptive to discussions of the ways that a proposal has benefited others in the past.

Jane's [Style Card](#) indicates that she will likely respond well to this [strategy](#).

Permanent Traits

Traits that are commonly seen in Jane's behaviour regardless of circumstances. These are traits that are strongly represented in both Jane's [Internal](#) and [External Profiles](#), and so can be expected to describe her behaviour under a wide range of conditions.

Persistence

A **DISC sub-trait** found in profiles showing **Steadiness** higher than **Compliance**. Persistent people deal particularly badly with change. Once they have become established in a status quo, they find it very difficult to break out of this and adapt to a new situation. This means that they will do what they can to maintain their current state of affairs, showing great loyalty and resilience in defence of their present environment and social circle.

In Jane's case, Persistence is strongly represented in her **Internal Profile**, but less evident in her **External**. This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Persistence is categorised as a **Potential Trait**.

Planner

'Planner' is a term used to describe individuals in the **Open** and **Receptive** region of the **Style Card**, whose style is related to the **DISC** factor of **Steadiness**. The term describes a steady, amiable type of person, who is patient and persistent, dislikes change, and prefers to take time to plan carefully before acting (hence the name of the style). The full Planner is found in the bottom right-hand **segment** of the **Style Card** grid, but there are various subtypes: the **Communicating Planner**, the **Analytical Planner** and the **Balanced Planner**.

Jane does not belong to this type, according to her **Style Card**.

Planning Analyst

The term used to describe an individual who, while falling in the cautious and reserved **Analyst segment** of the **Style Card**, also has some features in common with the **Planner**, meaning that they will tend to have a more open and amiable approach than a full **Analyst** type.

Jane is not associated with this type of behaviour, according to her **Style Card**.

Planning Communicator

The term used to describe an individual who, while falling in the outgoing and expressive **Communicator segment** of the **Style Card**, also has some features in common with the **Planner**, meaning that they will tend to have a more patient and sympathetic approach than a full **Communicator** type.

Jane is not associated with this type of behaviour, according to her **Style Card**.

Possibly Acceptable

A term used to describe Jane's suitability for roles against which a **Job Match** produces a **Match Score** of between sixty and seventy per cent. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within **Job Match** assessments - whether or not Jane is actually 'possibly acceptable' for a particular role will naturally depend on other factors beside her behavioural style.

Potential Traits

Traits that Jane seems capable of demonstrating, but that are unlikely to appear under current conditions. Potential traits are those represented in Jane's [Internal Profile](#), but not strongly expressed in her [External Profile](#). This suggests that the traits in question may emerge under different conditions - hence the term 'Potential'.

Power

A type of [Strategy](#) recommended by the [Style Card](#), indicating a style of behaviour to which a person will be particularly receptive. The 'Power' strategy relates to [Drivers](#) and associated styles. [Drivers](#) relish control and authority. Whatever their situation, they will seek to dominate the proceedings. To motivate them towards accepting an idea, therefore, it is important not to challenge this desire to dominate the discussion, but to appear receptive and even mildly submissive. By offering suggestions and hints, rather than attempting to directly control the [Driver's](#) decision-making process, they can be made more receptive to a proposal.

Jane's [Style Card](#) indicates that she will likely respond well to this [strategy](#).

Pressure Response

A classification provided by the [Style Card](#) to describe Jane's likely response in a pressurised situation, from a selection of four basic approaches.

Jane's [Style Card](#) shows that, under pressure, she most likely either [Attacks](#) or [Dictates](#).

Profile Series

A term describing the combination of [DISC Graphs](#) that provide a basic description of a person's behaviour. In Discus, the Profile Series consists of the [Internal Profile](#), the [External Profile](#), the [Summary Profile](#) and the [Shift Pattern](#).

Profile Tension

A measurement of the difference between Jane's [Internal](#) and [External Profiles](#), showing the degree to which she is adapting her style to meet the perceived needs of her environment. The more [Adaptability](#) there is in Jane's style, the more effectively she can do this, and so the report shows Profile Tension in conjunction with [Adaptability](#).

Where Profile Tension is lower than [Adaptability](#), as in Jane's case, it is unlikely to result in significant negative effects.

Questionnaire

An indication of the source of the information used as a basis for Jane's profile and its analysis.

The use of the [Direct Profile Entry](#) feature shows that Jane's results were not derived from a questionnaire as such, but were entered directly into the system.

Receptive

A measure on one of the axes of the [Style Card](#). Receptiveness describes people who are patient and cautious. They prefer to avoid taking risks, and rarely take definitive action unless the pressure to do so is unavoidable. They dislike change or surprise, and will seek calm, predictable situations.

Jane's [Style Card](#) places her low on the Receptive scale, suggesting that she is [Assertive](#) instead.

Recruitment Mode

One of two modes available for performing a [Job Match](#). In this mode, Jane's [Internal Profile](#) is used as a basis of comparison. Recruitment Mode is intended for use in situations where Jane is unfamiliar with the needs of a role, so that the adaptations in her [External Profile](#) are unlikely to form a useful basis for comparison. As such, the factors of her [Internal Profile](#) will provide a better predictor of her behaviour in the longer term. The alternative comparison mode is [Assessment Mode](#).

Segment

One of the twenty-five squares that compose the [Style Card](#). The [Style Card](#) is designed so that the population as a whole will be equally distributed between its segments, so each square will represent approximately one twenty-fifth (about four per cent) of the population.

Self-confidence

A [DISC sub-trait](#) found in profiles showing [Influence](#) higher than [Compliance](#). Self-confident profiles represent people who rarely experience self-doubt, and feel at ease in almost any social situation. They mix easily with strangers, and are unafraid to initiate social contact. They can at times become over-confident, leading them to act impulsively.

In Jane's case, Self-Confidence is strongly represented in her [Internal Profile](#), but less evident in her [External](#). This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Self-Confidence is categorised as a [Potential Trait](#).

Self-motivation

A [DISC sub-trait](#) found in profiles showing [Dominance](#) higher than [Steadiness](#). Action is a key ingredient of this sub-trait. This type of person feels a need to be active all the time, and is impatient with those who are unwilling or unable to keep up with their urgent pace. They react quickly to new developments, but never lose sight of their own goals and ambitions.

In Jane's case, Self-Motivation is strongly represented in both her [Internal](#) and [External Profiles](#), and so is categorised as a [Permanent Trait](#).

Sensitivity

A **DISC sub-trait** found in profiles showing **Compliance** higher than **Steadiness**. People of this kind are extremely aware of their environment and changes taking place within it, to the extent that they often notice subtle points that other people miss or ignore. In itself, this is a positive factor, but it does have the consequence that they have a very low boredom threshold and are very easily distracted.

In Jane's case, Sensitivity is not strongly represented in her **Internal Profile**, but is somewhat more evident in her **External**. This suggests that, while this trait is not part of her natural behaviour, she sees a need to behave in this way under current conditions. As such, Sensitivity is categorised as a **Transient Trait**.

Shift Pattern

A pattern of arrows shown against a standard **DISC graph** layout. The arrows indicate the movements of the four **DISC** factors between the **Internal** and **External Profiles**, indicating the shifts in **Dominance**, **Influence**, **Steadiness** and **Compliance**, respectively. Arrows moving upward on the Shift Pattern indicate factors that Jane is tending to express more commonly in her behaviour, while downward arrows related to factors being shown less commonly by Jane.

Social Orientation

In the Trait Analysis, 'Social Orientation' is a measure of Jane's level of focus on matters of sociability and interaction with others. It is related to both **Influence** and **Steadiness**, so that profiles showing both of these at a high level will have the greatest Social Orientation.

In Jane's case, Social Orientation is strongly represented in her **Internal Profile**, but less evident in her **External**. This suggests that, while she is capable of showing this trait, she will tend not to do so under present conditions. As such, Social Orientation is categorised as a **Potential Trait**.

Steadiness

The third of the **DISC** factors, Steadiness is shown third from the left on a **DISC graph**, and is represented by the 'S' of the name **DISC**. People of this kind are patient and sympathetic listeners, with a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. They also have a persistent approach, with powers of concentration that allow them to work steadily at a task. While other profile types might become bored or distracted, the High-S (that is, person with high Steadiness) will continue to work until they complete an assignment.

Jane's **Internal Profile** shows a level of Steadiness consistent with the average, but her **External Profile** shows a much lower Steadiness level.

Strategy

A summary designed to suggest the optimum approach to Jane, and the most effective way to present ideas or proposals to her. There are four standard strategies, each beginning with the letter 'P'.

The **Style Card** lists **Power** and **People** as the optimum Strategies for communicating with Jane.

Style Card

A useful graphical way of summarising Jane's style, in general terms. The Style Card is subdivided into twenty-five [segments](#), and the [segment](#) most closely associated with Jane's behaviour is marked. Most [segments](#) have their own specific names - referred to as [Style Names](#) - and Discus is able to interpret each of these and provide a summary of its implications. Specific terms used in this summary are explained elsewhere in the Glossary.

Style Name

The Style Name is a descriptive term associated with individual [segments](#) of the Style Card. It provides an immediate summary of Jane's approach, which is then expanded on by a more detailed breakdown provided as part of the Style Card Analysis.

The Style Name associated with Jane's profile is [Assertive](#).

Sub-trait

A specific measure within a [DISC](#) profile, based on the relationship between two [DISC](#) factors. In each case, two factors are compared, and their levels relative to one another provide a measure of the sub-trait. For example, profiles where [Dominance](#) is higher than [Compliance](#) display the sub-trait of [Independence](#), and the greater the difference between the two, the more independent a person is. There are twelve sub-traits in total.

A summary of Jane's sub-traits can be found in the Traits and Profile Tension section of this report, and the definition of each individual sub-trait is given elsewhere in this Glossary.

Suitable

A term used to describe Jane's suitability for roles against which a [Job Match](#) produces a [Match Score](#) of between eighty and ninety per cent. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within [Job Match](#) assessments - whether or not Jane is actually 'suitable' for a particular role will naturally depend on other factors beside her behavioural style.

Summary Profile

The [Internal](#) and [External Profiles](#) provide valuable specific information about a person's attitudes and perceptions. In reality, however, a person's behaviour is rarely based completely on one or the other of these styles, and the Summary Profile combines information from the other two to present a view of a person's most likely behaviour style.

Technical Potential

In the Trait Analysis, 'Technical Potential' describes Jane's capacity to work carefully and diligently at detailed tasks. It is related to both [Steadiness](#) and [Compliance](#), so that profiles showing both of these at a high level will have the greatest Technical Potential.

In Jane's case, Technical Potential is not strongly represented in either her [Internal](#) or [External Profile](#), and so is categorised as an [Inactive Trait](#).

Thoughtfulness

A [DISC sub-trait](#) found in profiles showing [Steadiness](#) higher than [Influence](#). Thoughtful individuals plan their words and actions carefully and almost never act on impulse. Deadlines and other time constraints are difficult for this type of person to deal with. Their advantage, however, is the reliability and steadiness that they bring to their work.

In Jane's case, Thoughtfulness is not strongly represented in either her [Internal](#) or [External Profile](#), and so is categorised as an [Inactive Trait](#).

Trait Comparison

The trait comparison looks at individual factors within a specific [Job Match](#), and uses these to build a list of particular strengths, and possible training requirements. These lists relate specifically to the job in question, and their contents can, and will, change from one specific [Job Match](#) to another.

Transient Traits

Traits that derive from Jane's perceptions of her current situation, rather than being firmly established in her style. Transient traits are those strongly represented in Jane's [External Profile](#), but not supported by her [Internal Profile](#). As such, they represent responses to her current environment, and are unlikely to persist in the longer term - hence the name 'Transient'.

Unsuitable

A term used to describe Jane's suitability for roles against which a [Job Match](#) produces a [Match Score](#) of between thirty and sixty per cent. Note that this, and other similar terms, are used as a somewhat arbitrary subdivision within [Job Match](#) assessments - whether or not Jane is actually 'unsuitable' for a particular role will naturally depend on other factors beside her behavioural style.

