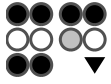


Assertive



DISC Motivation Spectrum



Mr John Sample

Profile created
 Wed 9 July 2003
 Report produced
 13 February 2019

Strong Motivators

- Challenge
- Recognition
- Appreciation
- Control

Low or Negative Motivators

- Stability
- Understanding

PRIVATE AND CONFIDENTIAL

Any purely behavioural tool should never be used to make a recruitment or redeployment decision unsupported by other techniques such as interviewing.

DISC Motivation Spectrum

The DISC motivation spectrum breaks down the key motivating factors of John's personality based on his DISC results. Higher scores on this chart point to factors that motivate John most strongly. Lower or negative scores describe factors that do not motivate John, or cases where an opposite factors will motivate him more effectively.



The rest of this section examines John's motivational values in a great deal more detail, but the quick summary table below gives an overview of the main motivational factors in John's personality style.

Strong Motivators

- **Challenge** Demonstrating success and effectiveness in achieving goals.
- **Recognition** Having achievements recognised and respected by other people.
- **Appreciation** Being seen as a positive and popular social influence.
- **Control** Ensuring that events and systems work according to specific requirements.

Balanced Motivators

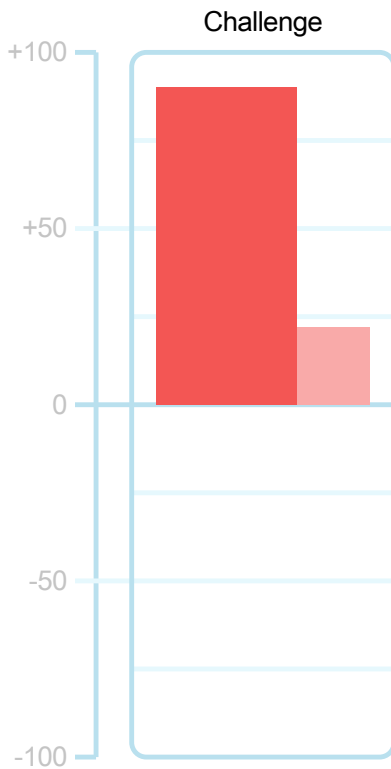
- **Information** Having clear knowledge of a situation, the underlying facts and the expectations of others.
- **Acceptance** Being accepted and respected as part of a working or social group.

Low or Negative Motivators

- **Stability** Operating in a relatively stable and predictable situation.
- **Understanding** Taking time to understand and prepare for developments and challenges.

DISC Motivation Spectrum

Challenge



About the Challenge Factor

Candidates who are motivated by Challenge look for opportunities to succeed in their own terms, using the forcefulness in their personalities to meet and overcome obstacles and to achieve direct and demonstrable results.

■ The Challenge Factor in John's Personality

John has a very determined and independent attitude, and this will necessarily have an effect on his motivation. People with attitudes of this kind are often strongly self-motivated, able to drive themselves forward towards their goals and thriving on a sense of personal achievement. For optimum motivation, therefore, John will want to work in challenging conditions that allow him to express this side of his personality to its fullest extent.

■ John's perception of his role

John's enjoyment of Challenge does not seem to be being entirely fulfilled in his current role. Whether he feels the need to show a slightly more diplomatic and accepting approach than he might prefer, or his work is simply not providing scope for him to express his more driving and determined nature, John is likely to be at least somewhat dissatisfied with his role under current circumstances.

Motivation Notes for John

The relatively high levels of the Challenge factor in John's motivational profile mean that he will work at his best in situations where he can take independent control of his work, and to drive forcefully towards quantifiable goals and rewards.

- He is ready to take control of a situation where it seems necessary, and indeed relishes the opportunity to show personal leadership.
- He enjoys the opportunity to develop his own solutions to problems and to put those solutions into action.
- He has a sense of self-motivation, and works at his best when his work goals align with his personal ambitions.

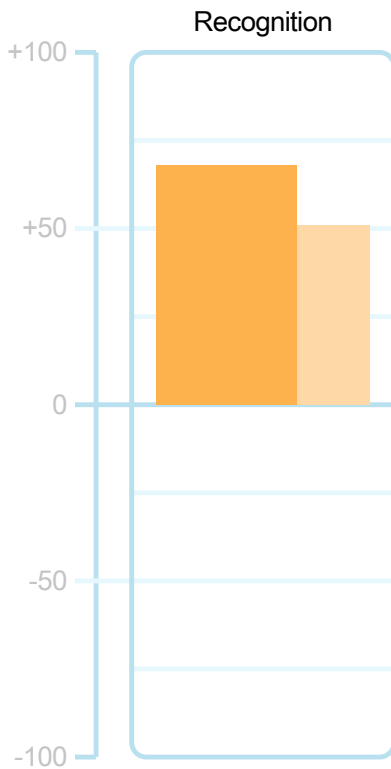
Demotivating Factors

The relatively high levels of the Challenge factor in John's motivational profile mean that he will work at his best in situations where he can take independent control of his work, and to drive forcefully towards quantifiable goals and rewards.

- Working in rigidly defined conditions, with little opportunity to find his own approaches to his goals.
- Operating as part of an integrated team, giving him little chance to take an independent stance or implement his own ideas.
- Working under conditions where risk is avoided, and outcomes need to be carefully considered and analysed before taking action.

DISC Motivation Spectrum

Recognition



About the Recognition Factor

Candidates who are motivated by Recognition are concerned about achievement, but especially achievement that is recognised and appreciated by their colleagues. A person of this kind will value positive feedback and explicit recognition of the value of their work.

■ The Recognition Factor in John's Personality

John is a person for whom a sense of personal relevance and importance is a strong motivating factor. He has the personal drive and extrovert attitude to take on a prominent role, but he will ideally want to see his achievements acknowledged by those around him. Success is important to John, but to be fully motivated he will want that success to be evident to others.

■ John's perception of his role

With regard to Recognition, John's role seems to be meeting his personal motivational needs relatively well. He feels little need to modify his naturally self-confident approach in his work, so that he is capable of both achieving results, and of communicating those achievements openly to others. This combination implies that John is presently rather well motivated, at least in terms of this particular motivational factor.

Motivation Notes for John

Recognition is an important feature of John's personality, and forms a key element of his motivation. To work at his most productive, he will need to feel that his achievements and contributions are not only recognised but also suitably rewarded, so far as a situation makes that practical.

- When he has achieved a significant target, he will want to be shown appropriate recognition and reward for that achievement.
- He has the independence and drive to motivate himself when needed, but to do so he will want to work towards clear and achievable goals.
- He tends to look at events in the shorter term, and will respond better to rapid or immediate outcomes than longer term prospects.

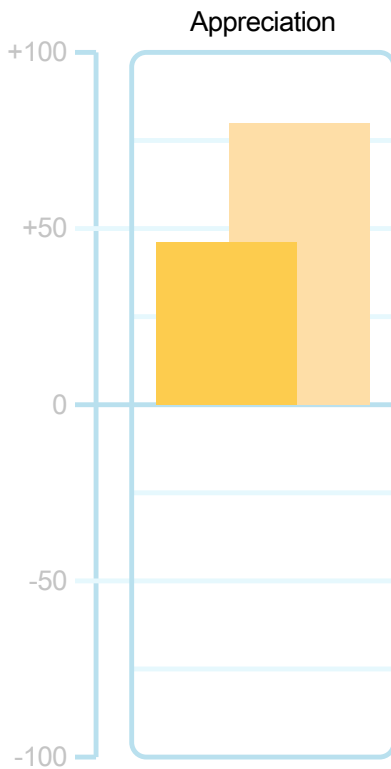
Demotivating Factors

Recognition is an important feature of John's personality, and forms a key element of his motivation. To work at his most productive, he will need to feel that his achievements and contributions are not only recognised but also suitably rewarded, so far as a situation makes that practical.

- Developing longer-term projects that return little in the way of direct achievement or a sense of direct impact.
- Having little direct influence on the outcome of his work or responsibility for achieving his own independent goals.
- Working with only limited opportunity to interact with others, or without scope to form positive relationships with those around him.

DISC Motivation Spectrum

Appreciation



About the Appreciation Factor

Candidates who are motivated by Appreciation are concerned with the reactions of responses of the people around them. They will look for positive personal interactions and approval, and need to feel that they are liked and respected by their colleagues.

■ The Appreciation Factor in John's Personality

Appreciation is a strong factor in John's personal motivational attitude. He will want to find ways to express his views and ideas to those around him, and to feel that he is fully appreciated by his colleagues on both a professional and a personal level.

■ John's perception of his role

It seems that John's preference for positive interaction and communication with his work colleagues is being largely met at the moment. In these terms, he is probably well motivated, with his naturally positive attitude being reinforced by his working situation. His motivation profile implies that he feels able to express himself freely, and that others will respect his contributions.

Motivation Notes for John

The strong levels of Appreciation in John's profile mean that, in order for him to fully engage himself, he will need to feel that those around him are open to his opinions and ideas. The opportunity to build effective and open working relationships is an important element of John's personality type.

- He will want to feel that others are paying attention to his viewpoint, and giving serious consideration to his proposals or suggestions.
- He will look for opportunities to express his individual personal style, and place his own distinctive impression on his work.
- He prefers working conditions that provide plenty of opportunities to interact with others.

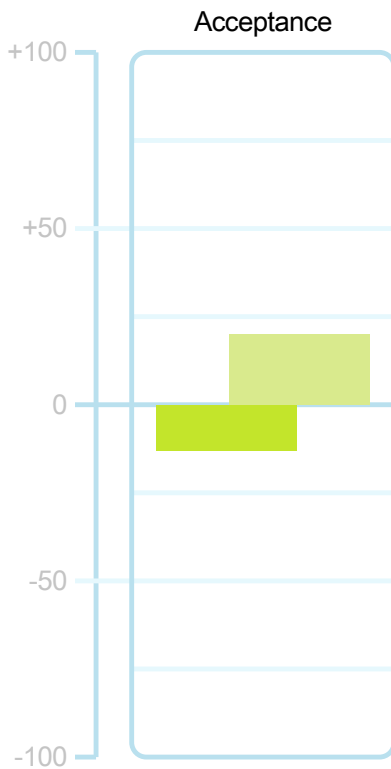
Demotivating Factors

The strong levels of Appreciation in John's profile mean that, in order for him to fully engage himself, he will need to feel that those around him are open to his opinions and ideas. The opportunity to build effective and open working relationships is an important element of John's personality type.

- Sensing that those around him fail to fully recognise his abilities, or actively disapprove of his actions or ideas.
- Working within a team that shows little direct appreciation for its members or their contributions to the team's overall function.
- Finding himself in situations where he is given little or no direct influence over the kind of work he will be performing.

DISC Motivation Spectrum

Acceptance



About the Acceptance Factor

Candidates who are motivated by Acceptance are concerned about the personal and social fabric of their working situation. They look to foster a positive and accepting attitude, and can find it uncomfortable to work in less open conditions.

■ The Acceptance Factor in John's Personality

Acceptance is not strongly indicated as an important feature of John's motivational framework. Though naturally he will prefer the social acceptance of his colleagues, this is not a critical factor for him, and he will be capable of operating more independently and directly when a situation calls for it.

■ John's perception of his role

John sees his current circumstances as relatively balanced in terms of Acceptance; they appear to show some element of positive interactions with his team or group, but this aspect is not a defining feature of the role. As John's own attitude to the Acceptance factor is also balanced, this situation is unlikely to impact his levels of motivation.

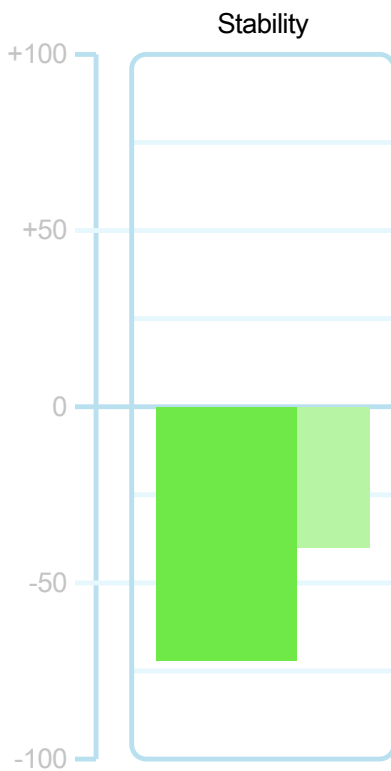
Motivation Notes for John

The motivation factor of Acceptance shows as relatively balanced in John's profile, acting as neither a strong motivator nor an important demotivator for his particular personality type.

Though he might prefer to work in a broadly Accepting situation, John has a sufficiently independent attitude to work effectively in situations that lack that level of Acceptance, at least in the short term. He also shows a sufficiently sociable side that he can work in more open and communicative surroundings without this acting as a distractor or a demotivating force.

DISC Motivation Spectrum

Stability



About the Stability Factor

Individuals who are motivated by the Stability factor are concerned with maintaining a favourable *status quo* in their working environment. They dislike risk or unplanned change, and are at their most motivated when they feel comfortable in their surroundings.

■ The Stability Factor in John's Personality

The concept of Stability is an actively demotivating one for John, who prefers to work in situations with as much variety and originality as possible. John is a person who enjoys having the potential to find new approaches, or to adapt to changing situations, and he will be most strongly engaged with his work if it offers him the potential for this kind of activity.

■ John's perception of his role

John's urgent and impatient attitude means that he works at his best in fast-paced environments that provide him with varied and interesting work. It seems that his present role is fulfilling these needs, so that John is feeling no impetus to show a more patient or considered approach. With his active and energetic nature fulfilled by his current role, it is likely that John is relatively well motivated at present in this area of his personality.

Motivation Notes for John

John is not a person motivated by Stability. Rather, he has an energetic and active attitude, and actively enjoys working in situations that are unpredictable or highly varied. Individuals of this kind often have their own reserves of personal motivation, but nonetheless John can become disinterested, impatient or bored if his work does not provide sufficient range to keep his interest.

- He prefers to work in fast-moving situations, and can lose focus or interest in less dynamic conditions.
- He will look for scope to explore new ideas or approaches to a project, rather than simply following established norms.
- He prefers to act decisively, rather than take time considering or planning.

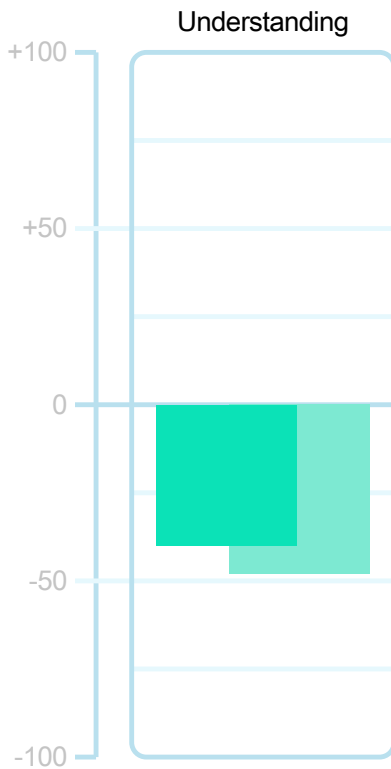
Demotivating Factors

John is not a person motivated by Stability. Rather, he has an energetic and active attitude, and actively enjoys working in situations that are unpredictable or highly varied. Individuals of this kind often have their own reserves of personal motivation, but nonetheless John can become disinterested, impatient or bored if his work does not provide sufficient range to keep his interest.

- Following rigidly defined or repetitive work practices with little variety.
- Needing to show patience and restraint in frustrating circumstances.
- Working in an unchanging or predictable environment with little scope for originality or personal achievement.

DISC Motivation Spectrum

Understanding



About the Understanding Factor

Individuals who are motivated by Understanding are concerned to have a detailed grasp of the workings of their current situation, and need to feel as fully prepared as possible. People like this will look for the opportunity to explore and analyse before acting.

■ The Understanding Factor in John's Personality

Understanding is not a significant motivator to John's personality style. He tends to be more concerned with outcomes or results than with the details of how those results are achieved, and the need for extensive investigation or research into such matters can be rather demotivating for him.

■ John's perception of his role

John's perception of his current role is as one that requires direct action and immediate responses, with little time for analysis or detailed consideration of the issues. This suits his general approach and attitude well, and in this area he is likely to be relatively well motivated. John prefers a fast-moving work environment, and his current work seems to be satisfying him in those terms.

Motivation Notes for John

The Understanding factor in John's personal style shows a relatively strong negative trend. Not only does he tend not to be motivated by the opportunity to investigate and understand matters in detail, but he will typically react negatively in situations needing this approach, and prefer instead the scope to improvise his own approaches.

- He is concerned with the overall effects of a decision or proposal, rather than the detailed rationale behind it.
- He will want to approach projects at the level of an overview, setting goals or targets without involving himself in matters of detail.
- He prefers to act directly or reach a conclusion quickly, rather than take time to analyse potential outcomes.

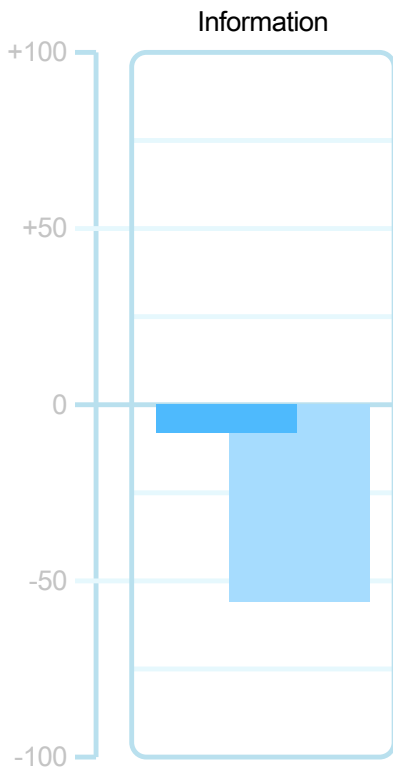
Demotivating Factors

The Understanding factor in John's personal style shows a relatively strong negative trend. Not only does he tend not to be motivated by the opportunity to investigate and understand matters in detail, but he will typically react negatively in situations needing this approach, and prefer instead the scope to improvise his own approaches.

- Needing to work on long-term, technically complex projects or tasks, especially where he has little input into the overall process.
- Having limited opportunities for personal interaction with others, on either a social or a professional level.
- Pursuing gradual, slow-paced or repetitive work without clear quantifiable outcomes in the shorter term.

DISC Motivation Spectrum

Information



About the Information Factor

Candidates who are motivated by Information need to feel that they are fully aware of everything they need to know to operate effectively in a situation. They respond positively to insights and details, and can be reluctant to act if they do not feel adequately informed.

■ The Information Factor in John's Personality

John is not strongly motivated by the need for facts or structure in his work, but nor is he particularly demotivated by factors like this. He is capable of working in a relatively organised and planned manner when a situation requires it, but he is also capable of a more improvisational approach in less predictable circumstances. Neither of these sets of conditions is likely to have a strong effect on his sense of motivation, unless they persist in the longer term, or reach notable extremes in one direction or the other.

■ John's perception of his role

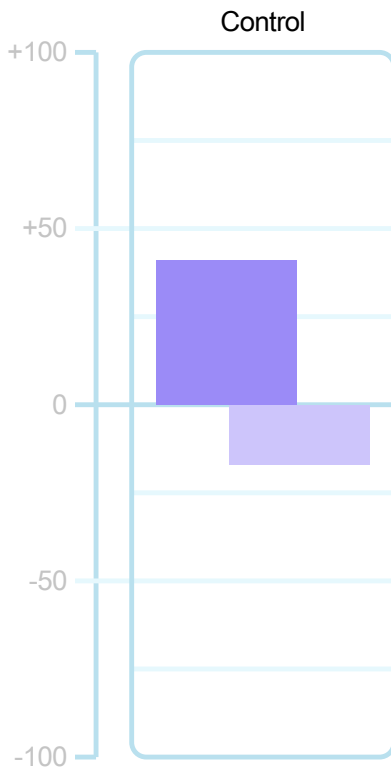
John has an adaptable attitude to Information, and tends not be strongly motivated or demotivated by the need to adjust his approach in this area. His current role is indeed requiring a certain degree of adaptation, implying that there is a need to operate more intuitively and instinctively in a relative absence of definite detail. This is unlikely to be particularly demotivating for John, except perhaps in cases where any kind of structure or precedent are entirely absent.

Motivation Notes for John

Information is not a critical factor in John's motivational make-up. He can be expected to take advantage of detail or analysis if such resources are available, but he is capable of operating more intuitively if a situation requires it. Due to his balanced attitude to this motivational factor, the presence or absence of detailed information is unlikely to act as either a motivating or a demotivating factor for John at present.

DISC Motivation Spectrum

Control



About the Control Factor

Candidates who are motivated by Control have a keen sense of the way they believe systems around them should work, and will want to exert that sense of personal control where possible. Individuals of this kind find organisation and discipline important.

■ The Control Factor in John's Personality

John is a person who focuses on the practical and the objective, typically seeing issues in terms of problems to be solved or goals to be achieved. Motivation for John comes from the achievement of those goals, or the solving of distinct problems. This is especially true where he can work with personal autonomy, defining his own path to success and progressing along that path with minimal outside interference.

■ John's perception of his role

The variations in John's personality style imply that he is probably not finding quite the scope he would prefer to manage his own working life. He is adapting his approach in this area to present a somewhat more tractable and co-operative attitude, though this adjustment is not so significant that it is likely to be impacting his sense of motivation in a serious way.

Motivation Notes for John

John is at his most strongly motivated where he holds a sense of personal investment in his work. So far as is practical, allowing him the freedom to develop his own projects and ideas, and to manage his own working conditions, will help to maximise John's sense of motivation and engagement. Control for John does not necessarily mean Control over colleagues or coworkers, but rather the sense of freedom to control the work that he produces and the ways that he produces it.

- He looks for the opportunity to explore his own ideas or develop his own projects.
- He prefers to feel that he holds at least some personal influence over the management and organisation of his work.
- He is interested in an objective, factual view of matters, rather than personal persuasion or hyperbole.

Demotivating Factors

John is at his most strongly motivated where he holds a sense of personal investment in his work. So far as is practical, allowing him the freedom to develop his own projects and ideas, and to manage his own working conditions, will help to maximise John's sense of motivation and engagement. Control for John does not necessarily mean Control over colleagues or coworkers, but rather the sense of freedom to control the work that he produces and the ways that he produces it.

- Sensing a lack of respect or personal standing among colleagues and team members.
- Having his work placed under close supervision or review.
- Following a plan without being given the opportunity to make his own contributions or suggestions.