

# Ms Samantha Harrison

Profile created  
Thu 4 December 2008  
Outline report produced  
22 December 2020

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.

## Candidate Details:

## Ms Samantha Harrison

Profiled on 4 December 2008  
Gender Female  
Telephone +44 (0)161 408 2112  
E-mail address [contact@axiomsoftware.com](mailto:contact@axiomsoftware.com)

## At a Glance

(Derived from the Summary Profile)

- Productive
- Enterprising
- Serious
- Rational

## Inside this Discus Outline Report

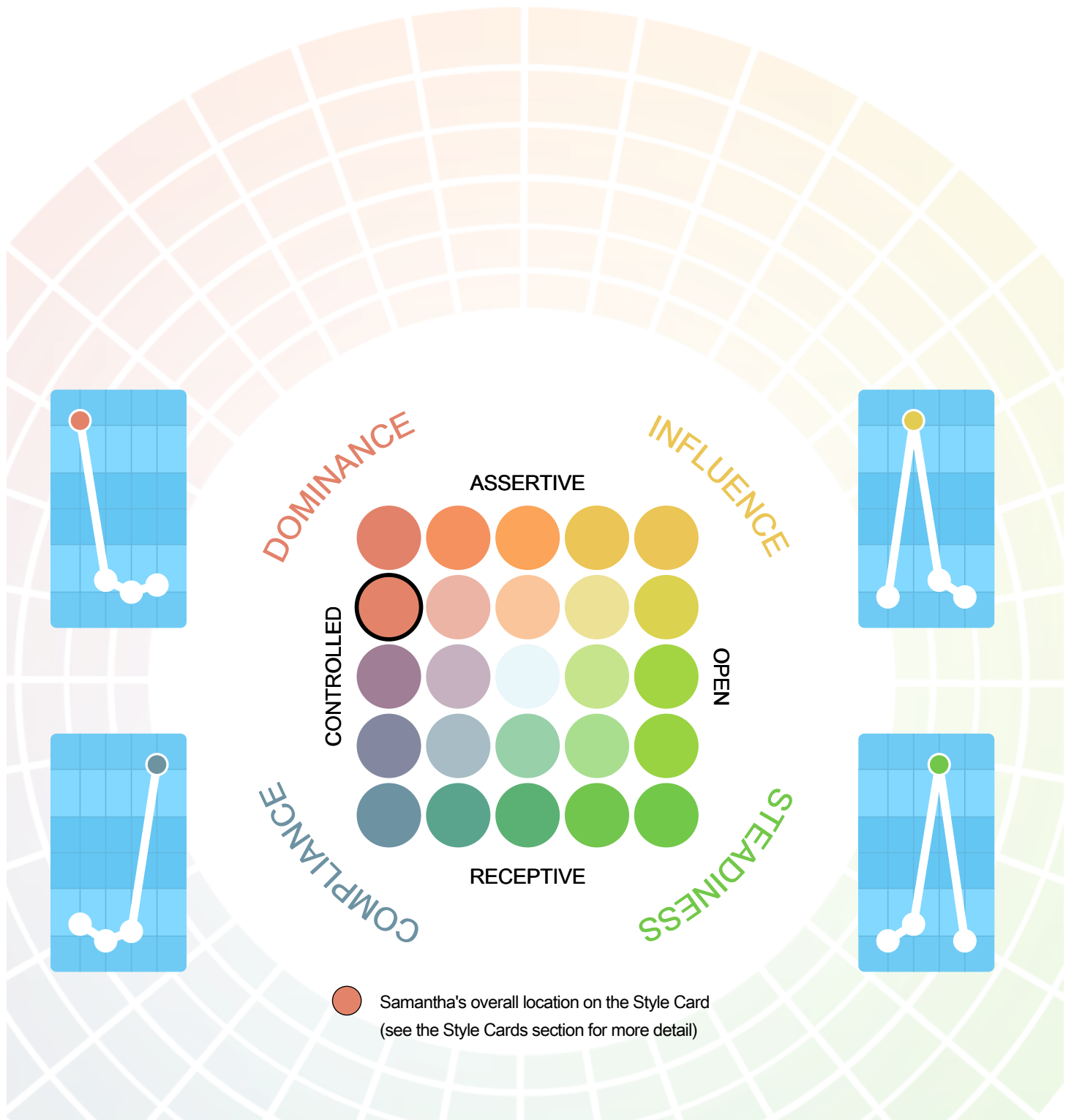
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# About DISC Profiling

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.

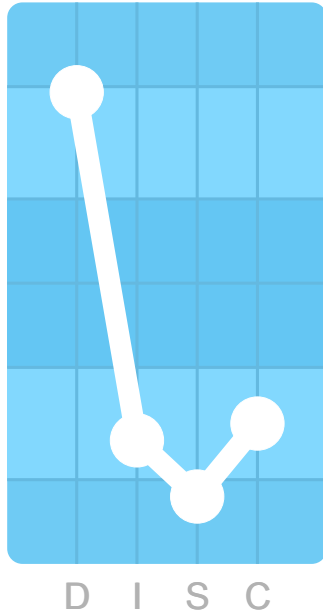
Those four factors are measured across different contexts to help interpret how a candidate will tend to behave in different situations. The result is a *DISC Profile Series*, given in detail early in the report. From those results, it is possible to extrapolate far more detailed and specific information, 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 Samantha's questionnaire responses. Each of the four graphs (Internal, External, Summary and Shift Pattern) looks at a different aspect of Samantha's behaviour, and at the ways she is likely to react in different sets of circumstances.

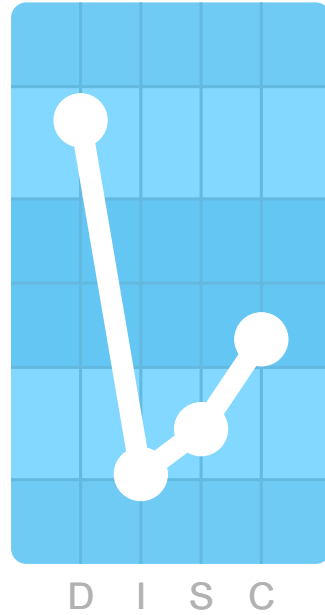
## Internal



Shape: D/ISC

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.

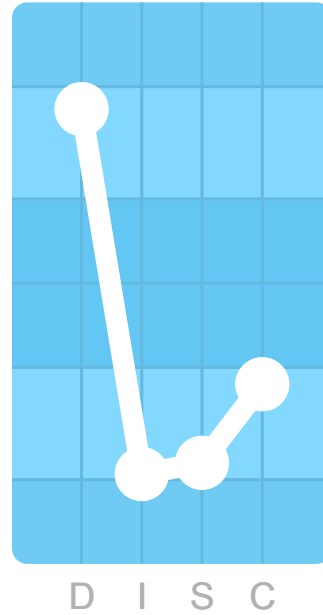
## External



Shape: D/IS

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.

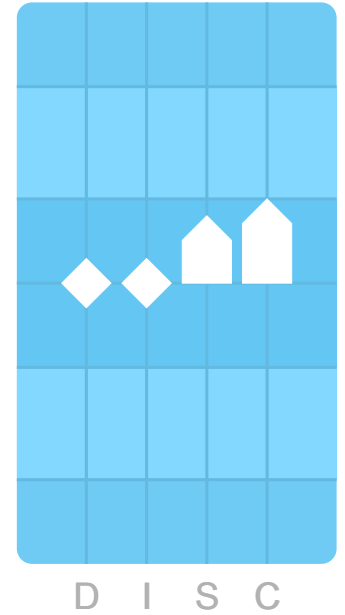
## Summary



Shape: D/ISC

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



Shape: C/-

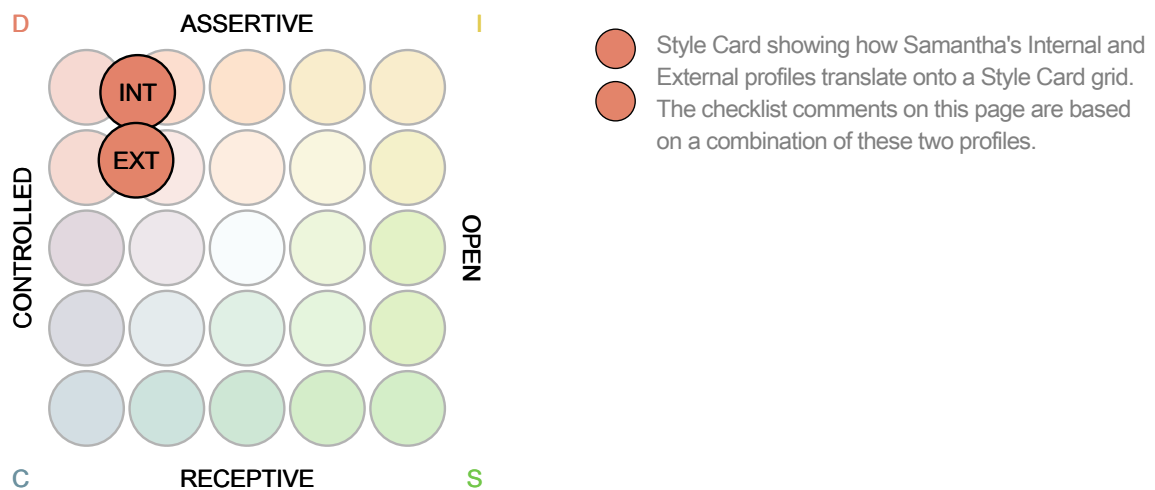
The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

Factor	Internal	External	Summary	Shifts
Dominance	84	79	81	-5
Influence	22	16	16	-6
Steadiness	12	24	18	+12
Compliance	25	40	32	+15

# Style Card

The *Style Card* is a key underlying concept of a DISC analysis. It allows us to summarise Samantha'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 Samantha'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 Samantha 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 Samantha's Style Card

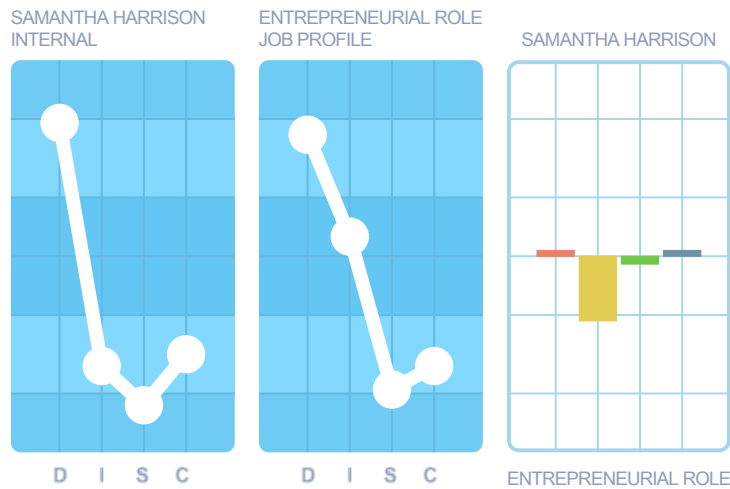
An assertive and controlled type of candidate like this can be described as being a Driver. This type of behaviour relates to the DISC factor of Dominance, and describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others.

Style Name	Analytical Driver
Overview	Assertive Direct Ambitious Cautious
Values	Results (and Procedure)
Seeks	Power (and Facts)
Avoids	Weakness (and Uncertainty)
Pressure Response	Dictates (may also Evade)
Approach	Efficient, Responsive
Strategy	Power (also responds to Proof)

Job Match

Entrepreneurial Role

Match Score  
**67%**



Factor Matches

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

Dominance	+3%	Close match
Influence	-33%	Too low
Steadiness	-4%	Close match
Compliance	+3%	Close match

Strengths For This Job

- Ability to work without others' support
- Readiness to act independently
- Ability to empathise with others
- Ability to work without others' approval
- Driving, motivated style
- Readiness to delegate where appropriate
- Strong self-motivation skills

Probable Training Requirements

- Reluctance to speak plainly

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

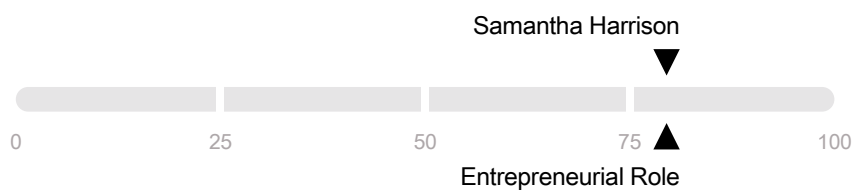
These are elements of the Entrepreneurial Role role where Samantha's personal style seems to match the job's requirements relatively closely. According to her profile, Samantha's personality would seem to be well suited to these aspects of the job.

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

### Recruitment Mode

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

## Self-reliance and Independence



The role of Entrepreneurial Role is one in which a candidate will need to be ready to make decisions for themselves, or to take risks, responding independently to the situation. A candidate for a role like this will need to be ready to rely on their own resources, without reference to a team or manager for support.

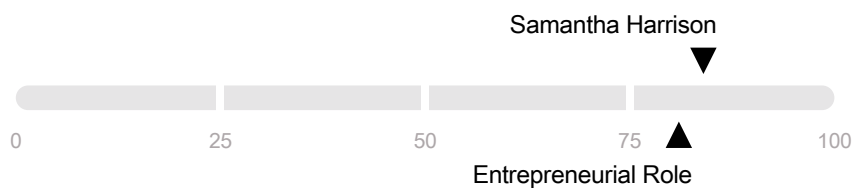
Samantha's profile shows high levels of this independence and self-reliance. She is a person capable of following her own course of action without undue supervision.

### Behavioural Questions

Investigate aspects of Samantha's work life in which she has been ready to take the initiative, or achieve success following her own approach.

This is a role that will benefit from an ability to take risks, and an understanding of any such risks that Samantha has taken in the past, and the way she approached them, will be valuable in this context.

## Forcefulness and Direction



Entrepreneurial Role is a demanding and challenging role that will need a person with strong reserves of self-reliance and determination to fill it effectively. Such a role will often call on an individual to fulfil a leadership position, or to be ready to act in direct competition with others.

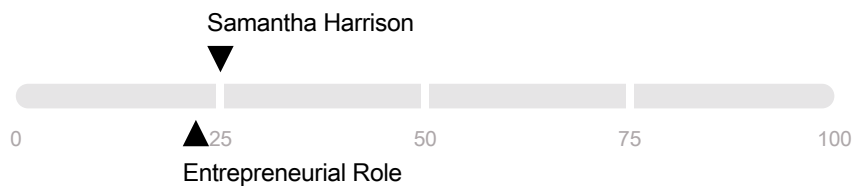
Assertiveness is a strongly represented feature of Samantha's personal style, and she can be expected to show the drive and directness that the role of Entrepreneurial Role requires. Samantha has the capacity for decisive action and personal responsibility needed for an Entrepreneurial Role.

### Behavioural Questions

A direct and forthright individual like Samantha will often make these qualities clear in a face-to-face discussion, for example taking a dominant role in communication, making forceful points and decisive statements.

Key aspects of personal experience for this role will be cases in which Samantha has taken on a leading role in a team, or taken direct personal responsibility for achieving a goal or overcoming an obstacle.

## Autonomy



For a candidate to work well as an Entrepreneurial Role, important abilities will include a capacity to apply their own resources and rely on their own ideas. This is a role that provides little structure or external support, so a sense of self-sufficiency will be a key attribute in a successful candidate.

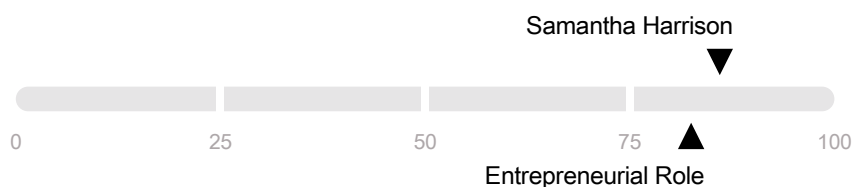
Samantha has this sense of self-sufficiency. She is able to function effectively in situations where little support is available, and to make decisions without the need to reference others' opinions.

## Behavioural Questions

It appears that Samantha has some capacity for the kind of self-reliant attitude needed by this role, so in terms of assessment the key question will be how well she will be able to adapt that attitude to the specific needs of the role.

A productive approach here is to examine elements of Samantha's work history that have placed her in positions with little or no external support, and review the ways in which she approached situations of that kind.

## Motivation and Self-reliance



This is a job that will require a candidate with reserves of personal motivation and drive. In a role like Entrepreneurial Role, the ability to manage one's own work, or to take on the leadership of others, will be important. An ideal candidate will be capable of setting their own goals and driving towards them.

Samantha has a sense of personal ambition that matches the needs of the role, and a determination to work towards achieving her goals suggesting that, in terms of drive and motivation, she is well suited to the role of Entrepreneurial Role.

## Behavioural Questions

A highly motivated candidate like this will often take a leading role in conversation, and it will be useful to observe whether this aspect of Samantha's behaviour is evident during a face-to-face encounter.

Relevant personal experiences in this area will be those in which Samantha took direct charge of a situation, or relied on her sense of personal determination to work towards a difficult goal.

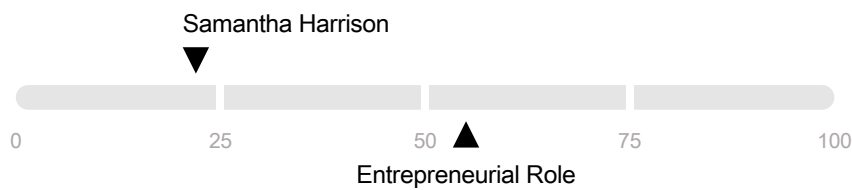


## Job Requirements 2

# Adaptation Needs

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

## Adaptable Communication Style



This is a role that needs a candidate to adapt their approach to communication depending on circumstances. Though this is not in general a significant feature of the role, there may be times when a candidate's ability to present ideas, or build relationships with others, will be significantly useful.

Samantha's personal style does not emphasise questions of communication, and it may be that she will find it challenging to fit into those circumstances that do demand it. In this respect she may find adaptation to the role difficult.

## Behavioural Questions

If Samantha has experience of situations in which she needed to, for example, make a public announcement or build a relationship with a client, investigating those situations will be worthwhile.

If these circumstances lie outside Samantha's direct experience, discussing hypothetical situations relevant to the particular needs of the role may help to clarify Samantha's attitudes towards communication.

## Job Match: Entrepreneurial Role

### Job Summary

More than anything else, this is a job that calls on a candidate to be self-reliant. A successful Entrepreneurial Role will have the determination and ambition to act directly and decisively, and be ready to direct and lead others when a situation calls for it. As an Entrepreneurial Role, the candidate can expect to face many unexpected challenges, and will need the strength of character to overcome and resolve these.

### Driving Nature

It is not enough for an Entrepreneurial Role to be able to merely respond effectively to challenges. A successful candidate will also need to show a pro-active, determined and driving nature, and an ability to make and implement their own decisions. Often this role will require immediate or urgent decision making.

### Independent Approach

In the role of Entrepreneurial Role, a candidate can expect little or no immediate support from outside sources. A sense of reliance on their own abilities is therefore important, and so an intrepid attitude, and an ability to thrive on challenge, will be important.

### Effective Motivator

A job like this will often see the candidate in a leadership role, or at least in a position where it is important to motivate others towards a certain viewpoint or decision. Effective motivation skills will be needed to help drive and motivate others, in combination with the personal confidence to challenge others, and even risk conflict, when a situation demands it.

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### About the Job Summary

This page gives an overview of the most important aspects of the job, for comparison with Samantha'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: Entrepreneurial Role

### Role Templates Matches

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

<b>Entrepreneurial Role</b>	<b>67%</b>
Analytical Role	55%
Negotiating Role	52%
Demanding Leader	45%
Administrative Role	36%
Motivating Leader	36%
Adaptable Role	32%
Communicative Role	32%
Supportive Role	31%
Consultative Role	26%

### 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 Role Templates category.

