DISC team assessment

Working Group

Report produced
13 October 2015

ASSERTIVE

CONTROLLED

OPEN

RECEPTIVE

DIR COM STA PRD
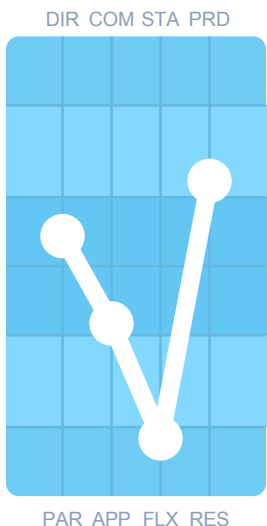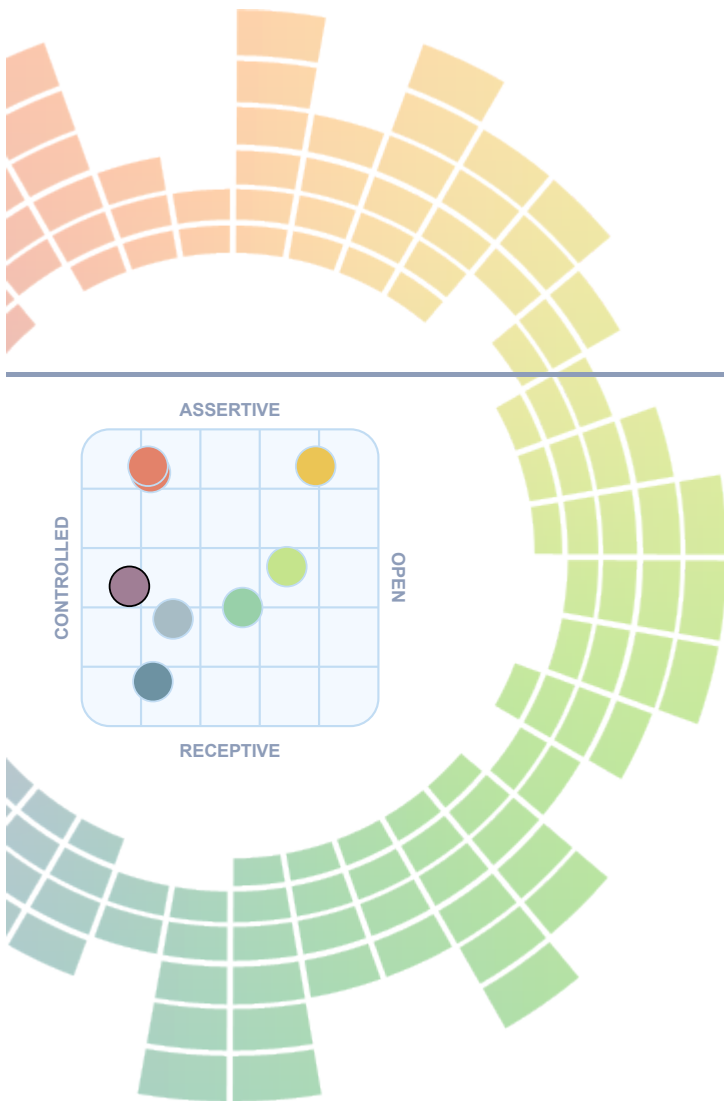
Category	General	
Team Style	Balanced (Diffuse Flexible)	
Colour Code		
Leader	Leonard Wisden	
Members		
Unique Relationships	8	
Unique Viewpoints	28	

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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.
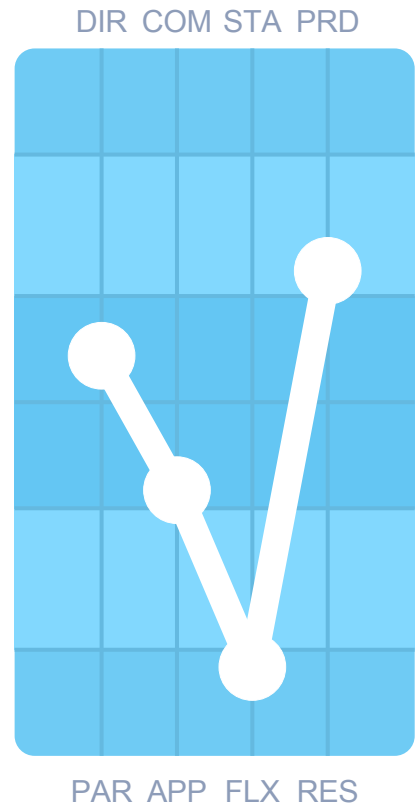
Team Analysis

Team Profile

The Team Profile provides an overview of the general style of a team. The four factors shown are similar, and related, to the four factors on an ordinary DISC graph. The Team Profile also emphasises the opposites of these main factors.

Key to Factors

DIR	Direction	🟡	50%
COM	Communication	🔻	31%
STA	Stability	🔻	6%
PRD	Productivity	🟡	62%
PAR	Participation	🟡	50%
APP	Application	🔺	69%
FLX	Flexibility	🔺	94%
RES	Resourcefulness	🟡	38%

DIR COM STA PRD

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Team Style	Balanced (Diffuse Flexible)
Colour Code	🟣
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Team Structure

The structure of this team suggests that it will work particularly well in a service or support role, especially where there is a need to deal with a variety of differing situations or problems. The members are not, on the whole, pro-active in approach, and so the team is best suited to situations where its goals are externally defined.

A potential problem arises here because the members do not communicate particularly strongly, nor are they particularly oriented toward working within structure. This can lead to members working at variance to one another, and so it is important to ensure that all members have a clear idea of their expected direction.
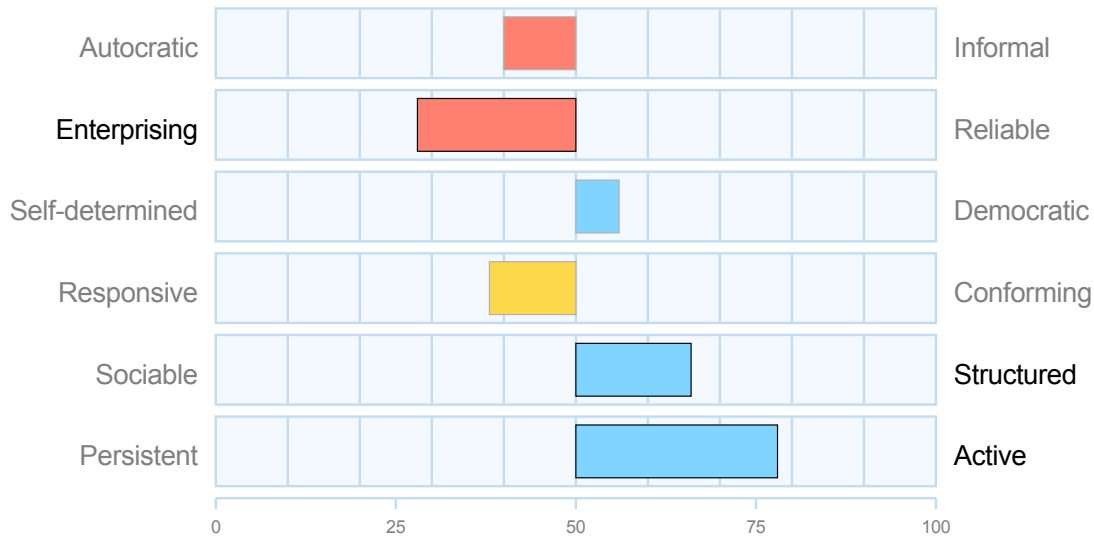
Team Keynotes

- Particularly well suited to a service or support role.

- Members are responsive, rather than pro-active.

- Low communication can lead to problems of co-ordination.

Key Team Dynamics

- In this team, urgency and the need to act quickly are primary dynamics. There is an interest in action, rather than consideration, among many of the members. While this might lead the team into making precipitous decisions from time to time, it can also be a highly effective facet of its make-up when faced with urgent, pressurised situations.

- A possible source of tension within this group of people derives from conflicting drives towards accuracy and speed. A need for precision and quality are strongly represented within the membership of the team, but so is a desire to complete tasks in as rapid a manner as possible. While these wishes will not always be in opposition, they will inevitably cause a certain amount of frustration from time to time.

- The desire to avoid causing offence, and prevent conflict, is strongly represented in this team. However, equally apparent is the need to achieve results quickly, and avoid prevarication. These incompatible desires clearly present the potential for confusion within the team, and members must either learn to be more direct with one another, or show more patience, if problems are to be avoided.

- There are several members within this team who act quickly, and sometimes without due consideration of the possible consequences of these actions. This in itself may constitute a problem, but within this specific team there is an incidence of uncommunicative types, meaning that more urgent members may act often without a clear idea of their direction. This may well exacerbate the issue.

- A conflict, or at least difference of approach, is likely to develop within this team between those members who wish to see immediate results, and those who wish to concentrate on issues of quality and precision. Compromise will be necessary, and these members will need to come to understand the positive aspects of each others' approaches, if difficulties are to be avoided.

Team Subfactors

Team Subfactors are values calculated from the factors in the team profile that reveal some of the most important features and tendencies within the team structure.

	0	25	50	75	100	
Autocratic						Informal
Enterprising						Reliable
Self-determined						Democratic
Responsive						Conforming
Sociable						Structured
Persistent						Active

Important subfactors in this team are Enterprise, Structure and Activity.

■ Enterprise

Teams showing Enterprise are quick to take advantage of opportunities; their members are generally assertive and rather intuitive, and will often act from instinct as opposed to calm consideration. This urgent, active team style can be a significant advantage or disadvantage, depending on the team's operational needs.

■ Structure

A Structured team is one in which the members prefer to work within defined roles and according to specified responsibilities. Individuals within this group will often show distaste for tasks that they see as lying outside their area of responsibility; often simply because this violates their own sense of the structure of the team.

■ Activity

Members of an Active team are interested in developing new ideas, strategies and solutions. These teams are well-equipped to provide original and inventive concepts at every level. They are also characterised, however, by a low concentration threshold.

Style Card Team Summary
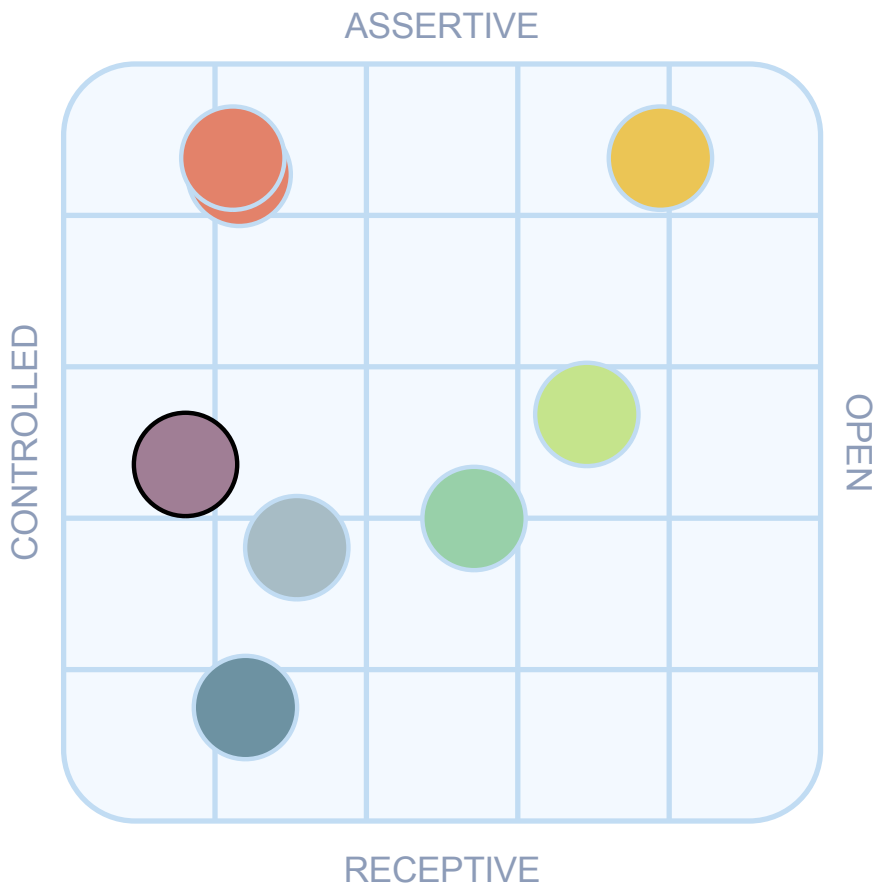
The Style Card Team Summary provides a collective overview of the styles of individual team members, and relative situations within the Style Card model.

Because the Style Card represents individual styles as a single point; it is possible to use this method to examine the distribution of styles within a team's membership.

- ⬤ Leonard Wisden
- ⬤ Derek Daley
- ⬤ Irene Jacobs
- ⬤ Derek Johnson
- ⬤ Michael Jones
- ⬤ Catherine Keen
- ⬤ Jane Lightfoot
- ⬤ Matthew Livingstone
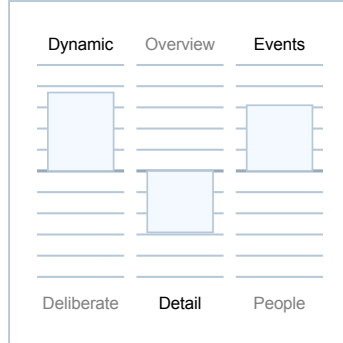
Team Role Breakdown

Architect

Develops high-level proposals and solutions; tends to frame issues, and approach team work, in a formally structured way

- Takes responsibility
- Applies structure
- Develops high-level concepts

There is 1 Architect in this team:
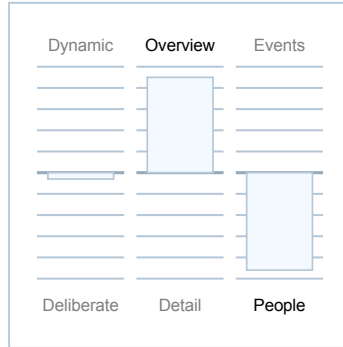
- Leonard Wisden (Team Leader)

Brainstormer

Creates discussion about broad topics; helps to generate a high level consensus of understanding among members

- Generates discussion
- Builds social ties
- Explores broad concepts

There is 1 Brainstormer in this team:

- Jane Lightfoot

Consultant

Analyses team operations and working practices; looks for ways to develop and improve the team

- Provides analyses
- Applies a structured approach
- Seeks consensus

There are 2 Consultant in this team:

- Michael Jones
- Matthew Livingstone

Working Group Roles

Architect (1)

Brainstormer (1)

Consultant (2)

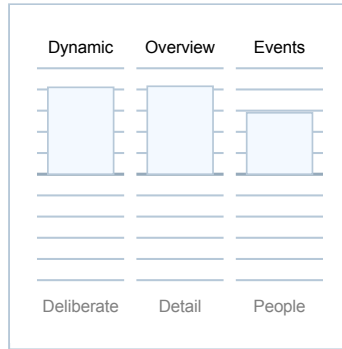Originator (2)

Socialiser (1)

Technician (1)
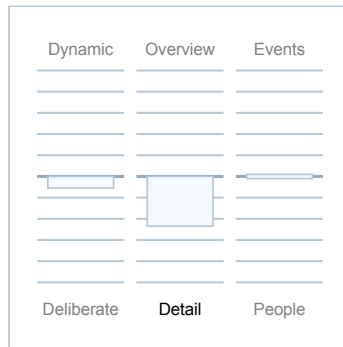
Originator

Formulates targets and drives the team toward them; assigns goals through determination and assertiveness

- Drives forward
- Engenders a competitive attitude
- Exploits opportunities

There are 2 Originator in this team:

- Derek Daley
- Derek Johnson

Socialiser

Engages with other members on a primarily social level; builds relationships and promotes an informal approach

- Promotes friendly environment
- Responds to others with enthusiasm
- Helps develop a social aspect to the team

There is 1 Socialiser in this team:
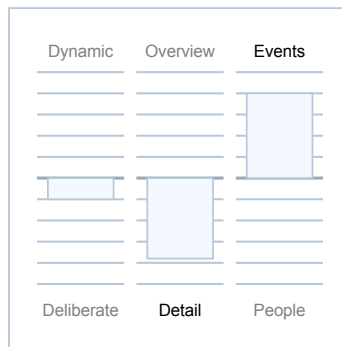
- Irene Jacobs

Technician

Provides detailed understanding of complex and sophisticated systems; capable of analytical thought and precise explanation

- Provides analyses
- Applies a structured approach
- Specialises on particular topics

There is 1 Technician in this team:

- Catherine Keen

Leadership Analysis

Leonard Wisden: General Leadership Style

Leonard's leadership style will tend to emphasise matters of practicality and accuracy, perhaps at the expense of more personal elements. He tends to see his role in functional terms; he insists on a high quality of work from members of his team, and he reacts quickly if a problem arises. Leaders of Leonard's type, because of their need for control over their team, tend to dislike delegation, because they feel that in passing a task to another member, they lose responsibility for that task. Where delegation is unavoidable, Leonard will still wish to maintain a measure of control, through reporting structures and extensive checking.

Leadership Demands
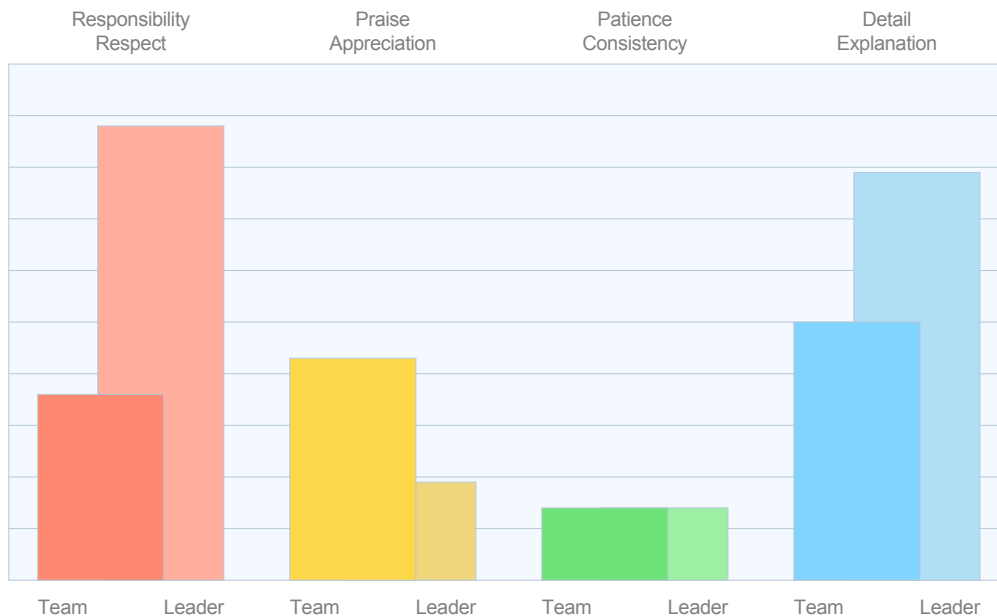
This chart compares the team's leadership expectations in four vital areas. In each case, the team's level of demand is compared against the extent to which that demand will be met by Leonard Wisden as team leader.

Where the 'Team' bar is notably higher than the 'Leader' bar, it's likely that the team feels that their expectations in that particular area not being fulfilled by their leader. Where the 'Leader' bar is notably higher than the 'Team' bar, this suggests that the leader is focusing too strongly on an area that the team members tend not to rate as important.

Emergent Leadership Candidates

- Derek Daley

  Derek has an extremely independent style. He is naturally self-reliant, and when working within a team, he will look to adopt a role in which he is responsible for his own decisions and actions.

- Irene Jacobs

  Irene's leadership style will tend to vary according to circumstances. Where the working situation is calm or predictable, she will usually adopt a sociable and friendly approach to leadership. In more pressurised circumstances, however, she will tend to fall back on established rules and guidelines, and will expect other team members to do the same.

- Derek Johnson

  Derek has an extremely independent style. He is naturally self-reliant, and when working within a team, he will look to adopt a role in which he is responsible for his own decisions and actions.

- Jane Lightfoot

  A very open and expressive person, Jane's style of leadership will follow her general attitude of open communication. She will expect others to voice their opinions, and will typically maintain her position through friendliness and enthusiasm, rather than direct authority.

Team Members

This section shows the working style of each of the 8 individual members of the team. Where possible, the display also describes that members team style in detail, but note that team style analyses are only available for members with an Enhanced report.

Team Leader: Leonard Wisden
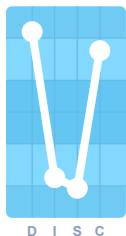
Profiled on Tue 17 March 2015

Leonard's effectiveness within a team will be governed to a significant extent by the perceptions of the other team members. He can give the impression of being rather negative, and might perhaps be seen as not taking full part in the team. In fact, Leonard can work productively within a team, but he needs to feel that he is doing so on his own terms. People of this kind will prefer to be in a position of some influence in the team, and will tend to look for authority over at least part of the team's operation.

Team Keynotes for Leonard

- He would benefit from developing a more open and trusting approach within a team environment.

- He tends to rely on his own resources, rather than depending on the support of other team members.

- He will look to develop his areas of responsibility within the team.

Derek Daley

Profiled on Tue 17 March 2015

Derek is not, by nature, a team player. He has a very demanding and domineering style, that is generally better suited to taking personal responsibility than integrating into a team. This is not to say that he cannot be effective in such a role - indeed, from a practical point of view he has one of the most efficient and commanding styles. As a highly independent type, though, he does not fit easily into a structured team environment. In such a situation, he will often work most effectively in some kind of leadership capacity.

Team Keynotes for Derek

- His decisive approach means that other members will often look to him for guidance.

- His natural drive for success means that he will do what he can to lead the team as a whole in a productive direction.

- He will need to feel that the team is taking full account of his proposals and ideas.

- He responds well to a challenge, and can help to motivate the rest of the team in such circumstances.

Irene Jacobs

Profiled on Tue 17 March 2015

Irene's effectiveness and contribution within a team will depend largely on the working conditions relating to that team. Key features of her style are friendliness, openness and a need for variety and interest in her work. If she is able to express these features, she can help to develop a strongly positive attitude within a team, not only helping to build effective relationships within the team structure, but also possessing a more productive side that will contribute on a practical level.

Team Keynotes for Irene

- She will do what she can to avoid antagonism between members of the team.

- Her communication skills will make her an effective spokesperson for the group at large.

- She will work at her best in a positive team, free of conflict or political differences.

Derek Johnson
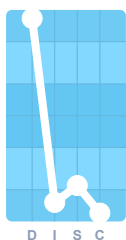
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Team Keynotes for Derek

- No keynotes were found that apply closely to Derek's style.

Michael Jones

Profiled on Tue 17 March 2015

Michael has a style that will typically thrive in a team environment. Not only is he open and friendly to others, but he also has a naturally cooperative approach, preferring to work collectively with others than to act independently. He also has a focus on productivity, so that, though he values interaction with other team members, he does not allow that side of teamwork to reduce his effectiveness on a practical level.

Team Keynotes for Michael

- He is naturally disposed to pooling his talents and working productively with others.

- He has something of an indirect approach, sometimes working through other team members to make a point.

- He will do what he can to avoid antagonism between members of the team.

- He will do what he can to develop a sense of mutual respect within the team.

- As a somewhat reserved type, he will benefit from encouragement by other team members.

Catherine Keen
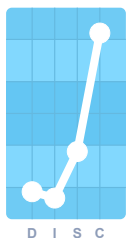
Profiled on Tue 17 March 2015

It would not be true to say that Catherine enjoys a natural affinity with others; she is neither socially confident nor particularly accepting of others on a personal level. She is, however, a practical individual, and she understands the need for a team of people to work towards a goal. She can, therefore, be expected to interact productively with the other members of the team and be receptive to their ideas and suggestions, although she may not perhaps bond with them as effectively on a more social level.

Team Keynotes for Catherine

- She will tend not to be expressive or communicative within the team.

- Her sensitive and rational style means that she may often find herself cast as arbitrator where disputes develop.

- She communicates with other members in a tactful and diplomatic way.

- She tends to work towards her aims within the team through subtle, indirect means.

- She will tend not to take an active part in team discussions.

Jane Lightfoot
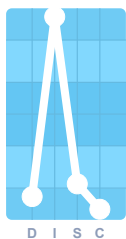
Profiled on Tue 17 March 2015

As an extremely extrovert and outgoing person with a strong social side, Jane can be expected to be motivated by working as part of a team. She feels most comfortable in an open, approving environment, and given her native friendliness and confidence, it is likely that she will be able to find - or develop - such a situation within most teams. Though she will be effective in promoting the internal social cohesion of the team it will be important for her to balance this against the more practical requirements of the group.

Team Keynotes for Jane

- No keynotes were found that apply closely to Jane's style.

Matthew Livingstone

Profiled on Tue 17 March 2015

It can be easy to misunderstand Matthew's contribution to the team, because his generally rather reticent, taciturn approach might suggest disinterest in the purpose of the group, or perhaps a lack of motivation. In fact, this is due to Matthew's personal style, which is rather reserved and uncommunicative. Far from not contributing, though, a person with this style will often be one of the more productive members of a team, but he prefers to focus on the business of achieving results rather than discussing them in a forum.

Team Keynotes for Matthew

- He has an awareness of the needs of his fellow team-members.

- His affinity for matters of fact and detail means that he will gravitate towards work of a more 'technical' nature within the team.

- He has a disciplined attitude, and will look for a similar approach among other members of the team.

- He will seek to understand his position and responsibilities within a structured framework.

- He will tend to gravitate to roles that involve working with facts and information.