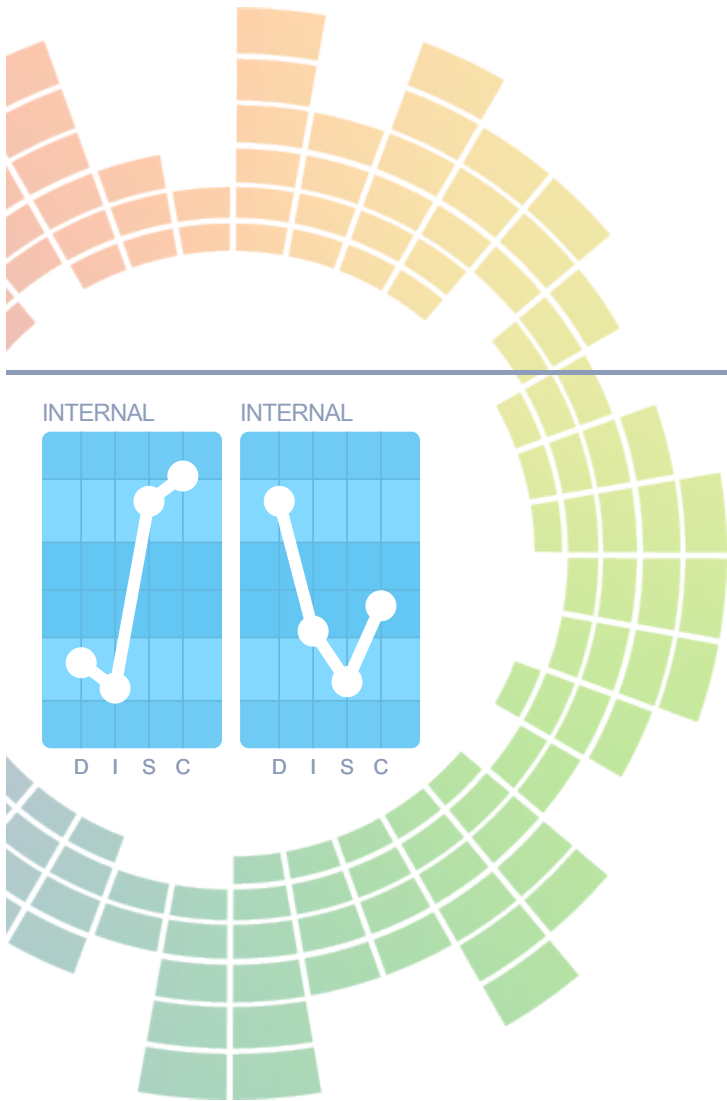




DISC relationship  
assessment



Michael Smith

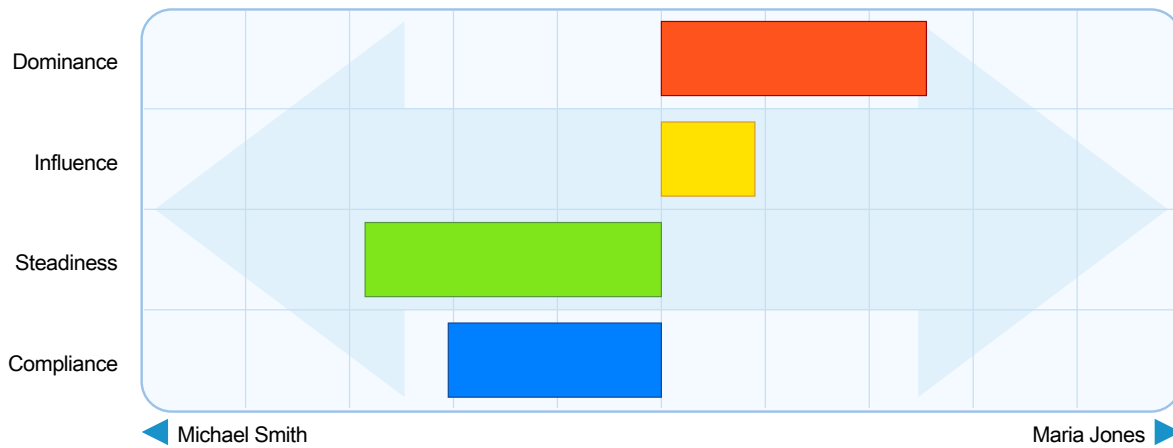
Maria Jones

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

# Factor Comparison



This graph shows how the four DISC factors compare between the two candidates' profiles. Shorter bars near the center of the graph indicate factors that are similar in both profiles, while longer bars indicate DISC factors that differ more significantly.

- Bars to the left of center indicate factors that are notably higher in Michael's profile.
- Bars to the right of center indicate factors that are notably higher in Maria's profile.

## Viewpoint: Michael Smith

- Conflicts may develop here regarding the need for caution and precision.
- Both members are interested, for differing reasons, in a measure of control over their working conditions.
- This relationship will typically operate on a rather formal, serious level.
- The inexpressive Michael will likely have difficulty approaching the more assertive and direct Maria on a social level.
- With Michael being patient and thoughtful, while Maria is dynamic and urgent, it will be difficult for these members to build a positive relationship.

People with characters such as Michael's tend to prefer to concentrate on a task until they have completed it to their own exacting satisfaction. Because of this, they will often see less patient types such as Maria's as incautious and unconcerned with quality; this perception is not necessarily accurate, of course, but it will affect these members relationships with one another.

These two individuals share one factor in common; both are interested in developing a measure of control over their surroundings. Where Michael prefers to achieve this through the development and application of rule and structure, however, Maria tends to rely on her forcefulness and assertiveness. Hence, there is potential for conflict here where the ultimate goals of these two individuals are not compatible.

Both Michael and Maria have a pragmatic element to their behavior, and this will help them to understand one another's needs. Michael rarely shows outgoing or extrovert behavior, preferring to concentrate on specific issues, and while Maria may not necessarily be quite so reserved, she will at least understand this approach, and react effectively to it.

Michael, with his relatively inexpressive approach, will often find it difficult to approach the dominant and assertive Maria. Where such encounters do take place, they can be expected to operate on a practical, matter-of-fact level. For this relationship to work effectively, Maria will need to show more patience and a more accepting attitude to Michael's comments and ideas.

Michael's careful, steady approach to his work means that he will often find Maria's more dynamic, impatient approach difficult to understand. While this combination of styles can be quite productive, with each helping to balance the others' shortcomings, there is also much room for misunderstanding and frustration in this combination of styles.

## Viewpoint: Maria Jones

- Maria may easily become frustrated with Michael's cautious and careful approach.
- Both members concentrate on practical issues.
- Michael may find Maria's impatient and unpredictable approach difficult to work with.
- Maria's direct and assertive style means that she can be expected to adopt a dominant role in this relationship.
- Maria and Michael have entirely different approaches to their work, in terms of careful concentration on long-term tasks.

A difficult and stressful (especially for Michael) situation can develop between these two individuals. Maria's impatience is not easily compatible with Michael's preference for certainty; while Michael will wish to check carefully before proceeding, Maria will demand a more urgent approach. Michael's attempts to reconcile the opposing needs for haste and caution can result in considerable stress.

In some senses, these two members have much in common; they concentrate on practical needs, and neither has a great deal of time for irrelevancies or distractions, especially when they are working under pressure. However, there are significant differences here too, and these revolve specifically around their respective assertiveness or lack thereof; Maria is demanding and direct, while Michael tends to be more subtle and diplomatic in his approach.

Maria's lack of patience, and tendency to change her mind, can make her difficult to deal with even by those who share these characteristics. Because Michael is not naturally expressive, however, any difficulty that he might experience in Maria's approach will likely either remain unexpressed, or be forcefully reproached (the former being the more likely reaction).

This can be a productive relationship, typically with Maria taking the pro-active role and Michael providing the concentration and application required to complete tasks. The effective operation of this relationship, however, depends on mutual respect; where one member feels that the other is acting inappropriately, this can lead to friction between the two.

Maria and Michael have very considerably differing attitudes to time-scales and deadlines. Maria is an urgent, fast-paced individual who seeks similar rapidity and responsiveness from those around her. Michael, however, is much more steadily paced type of person, working with patience and care to complete tasks; he is more concerned with getting things right than with the time it takes to complete tasks. This can be highly frustrating to individuals of Maria's temperament.