



Manager's Report for:  
Sam Sample

Thursday, August 17, 2006

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## Introduction

Individuals have a recognizable and understandable behavioral style. Style can be described as the way in which people think, solve problems, express feelings and interact with others to get a job done.

Proception 2 identifies and describes those external behaviors, which each style displays to others in a work environment. This report discusses behavior in a work environment. It uses a model of behavior developed by William M. Marston known as DISC. Marston's model has been tested, proven accurate and effective with millions of people for more than 40 years.

The terms most often associated with Marston's Behavioral Model are: Dominance, Influence, Steadiness and Compliance. These factors can range in intensity and work independently or in tandem with the other behavioral factors. The interrelationship of these factors describes how an individual responds to the work environment. The Proception 2 report describes the impact of an individual's DISC behavioral traits in a work environment.

The report generated by this analysis is designed to help individuals and management achieve a better understanding of this individual's behavioral style. It will provide helpful insight into the individual's behavioral strengths in sales and areas in need of possible improvement. The Proception 2 report can also be used to develop strategies and methods to help individual's increase their personal flexibility in working relationships with clients, managers, peers and staff.

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NOTE: If this report is being used in the selection process, it is important to remember that it is not designed to recommend or not recommend any person for employment or hiring for a specific job or position. It is provided only as a tool to help those involved in interviewing a candidate develop interview questions for the interview and candidate evaluation process. A hiring decision should not be based only on this report or any other comparable report. This report and all selection reports should be used in accordance with applicable employment laws.

We all have a primary behavioral style that we bring to our work environment. Proception2 produces an overview of his behavioral style based on his responses to the questionnaire. This report discusses how he prefers to function in his work environment. Read this section of the report carefully to get a good understanding of his primary behavioral style.

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**D = Dominance - How Sam Solves Problems**

Sam will tend to work closely with decision-makers to improve his opportunity for success, while tolerating differences of opinions. When others challenge his conclusions, he may often agree with their position. He will prefer to take direction from others rather than being the source of instructions and directions. Sam places a high value on following established rules, procedures and guidelines. Sam will want to evaluate his options before attempting to solve a problem. He will prefer to take calculated risks in his approach to the job, problem or project. Because Sam's approach is most times conservative and traditional in determining goals and objectives, he will not make decisions outside his basic scope of experience.

**I = Influence - How Sam Influences Others**

Sam will want to have time to carry on a conversation about things other than business. Being people oriented, he will get to the purpose of the meeting sooner or later, but will want to have time to talk about other fascinating non-business interests. He will make every effort to promote discussion while persuading others to view the various options. He knows how to make life fun and exciting in spite of his situation. He will respond to the situation in a spontaneous manner and he will be ready for the exciting and fun things that come his way. He will attempt to ward off his opposition by promoting discussion and persuading others to look at the different alternatives. Sam will exert vigorous efforts in his work and will expect others to respond to his lead. Sam likes to communicate with others, even when they hold opposing views. He understands the need for their cooperation to obtain success in a project or program. People with Sam's style will tend to approach problems without a plan. This often leads to acting first and worrying about the consequences later. He will often have to solve the problems that he, in fact, created. His emotions will be easy to read because his face and body language give him away. A smile will indicate approval, a frown disapproval and embarrassment may be displayed by blushing. He can have difficulty staying focused when working on tasks that are routine or lack excitement. Sam will want to move on to the next exciting project. He will often attempt to use equipment without looking at the directions or instructions. If he can't get it to work, he will look for someone he knows and have them show him how it functions. People with Sam's style look for the good in others. He feels that individuals who are not performing the job well should be given another opportunity to succeed. He must realize there is a time when he must make a final decision based on an individual's lack of performance. People with Sam's style are often called the visionaries of the world. He will look beyond the usual, preferring to use his imagination and creativity to think outside the box.

## **S = Steadiness - How Sam Reacts and Responds to Change**

Sam tends to identify competent people to do the job and expects team members to have similar skills. He will want to check out the opinions, ideas and plans of others and he will compliment them when they are right. He can display "righteous" anger when he feels that others aren't working as hard as he or may have already given up. Life is never dull when working with Sam. He can often frustrate associates who tend to move slower than he. He is constantly on the lookout for the next exciting idea or project. Don't expect Sam to be able to sit in his office or work cubicle for prolonged periods of time unless there are multiple things to work on. He prefers the ability to move about whenever he feels the need. One of Sam's biggest challenges is what to do while waiting for others. His philosophy is, "Don't just stand there, do something." Sam believes that each person has the responsibility for discovering and expressing his free will, self-determination and independent style.

## **C = Compliance - How Sam Displays Independence or Dependence**

Sam prefers working in situations that are free of antagonism and may retaliate when others push too hard. Sam generally will make an effort to appear to comply outwardly with the requests of respected individuals. He can tune out events beyond his control. This gives him the ability to concentrate on the situation at hand. He will approach problems and projects carefully before taking any action. He can display a good sense of timing and reasonableness in making his decision. This will provide him with the confidence to make the "right" decision. Sam's ability to see both sides of an issue will sometimes be seen as indecision, when in reality, he is approaching a decision with the discipline of using balanced judgment, and the firmness of making certain his decision is the best one available.

Most people have the ability to be flexible and use their intelligence to adjust their behavior to be productive in various work environments. He has a work environment in which he feels most comfortable. It is an environment in which he can produce his best results. The factors listed will provide an outline of his Preferred Work Environment. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

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**A Work Environment:**

- 1) Where he can use his organized and systematic approach.
- 2) Where he can use his organizational abilities.
- 3) Where he can use facts, figures and data to make the decision.
- 4) That will let him use his people skills.
- 5) Where he can express his feelings by talking with others.
- 6) Where he can develop his talents and skills.
- 7) Where he does not have to be confrontational or combative.
- 8) With sanctions and directions, which provide a sense of security and protection.
- 9) With guidance and directions in prioritizing the action to be taken on projects.
- 10) Where he can be a generalist, rather than a specialist.
- 11) Where decisions for change are made quickly.
- 12) Where he can work long hours with a support team to put all the pieces together.

## Potential Strengths In Business

Sam Sample

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The Proception2 report highlights potential behavioral traits and aptitudes he brings to the work environment. This information will help him and the organization better understand and maximize his behavioral strengths. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

- 1) Keeps accurate records.
- 2) Is aware of the politics of the organization.
- 3) Analyzes problems thoroughly.
- 4) Negotiates solutions to conflicts.
- 5) Excels in obtaining enthusiastic commitments.
- 6) Communicates with others well.
- 7) Calculates risk to avoid problems.
- 8) Is willing to accept the input of others.
- 9) Promotes harmony in the workplace.
- 10) Has a sense of urgency to get things done.
- 11) Hardly any boring times on the job.
- 12) Can be relied on to make decisions quickly.

## Strengths To The Team

Sam Sample

This section of the Proception2 report outlines the positive behaviors he will contribute to the team. Each behavioral style has strengths that can benefit a team. Proception2 highlights the behavioral strengths he is capable of bringing to his work team. Use this information to place him on a team where his strengths will be maximized to benefit the team and the organization. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

- 1) Sets a good example for team members by the quality of his work.
- 2) Cooperates with and is considerate of team members.
- 3) Will not allow the team to make careless mistakes.
- 4) Will work with team members who find him optimistic, open and friendly.
- 5) Recognizes the many benefits of spirited teamwork.
- 6) Builds a team spirit.
- 7) Accepts the input and direction of other team members.
- 8) Cooperates well with other team members.
- 9) Strives to build harmony among team members.
- 10) Sets an example for other team members by the amount of work performed.
- 11) Will bring many new ideas and methods for problem solving.
- 12) Has the ability to work with team members regardless of styles.

## Adjustment To The Work Environment

Sam Sample

As individuals we can adjust our Primary style to meet the real or perceived requirements of the workplace. This section of the Proception2 report demonstrates how he adjusts his Primary behavioral style to meet these requirements. The more this section is different from his Notable Primary Behaviors, the more he may feel the need to adjust his behavior to meet the real or perceived demands of his work environment. Small adjustments generally indicate he has found a comfort zone in his work environment. As he establishes or changes workplace roles or goals, he will move in and out of his work environment comfort zone.

### **D = Dominance - How Sam Solves Problems at Work**

Sam thinks that his Primary behavioral style is just what is needed when he is working with the problems and challenges presented by his work environment. Refer to the Notable Primary Behaviors section paragraph one.

### **I = Influence - How Sam Influences Others at Work**

He likes to interact with individuals who have high energy and passion for their job. Sam will find it easy to make friends with nearly everyone. He will want to use his engaging personality and charisma to entertain others. Sam will work hard at encouraging others when positive things happen. He has big dreams and can communicate those dreams to others. He will often become frustrated when others do not respond quickly to embrace his plans for change. Sam finds it easy to socialize with others. If he is not careful this socializing could keep him from getting jobs or projects completed in a timely fashion. He will make a strong effort to keep people feeling good about who they are and their being an integral part of the team. Sam will often be late for a meeting or miss project deadlines. He will be giving more attention to the people involved, rather than managing his time or deadlines. When Sam is in a tough situation and is seeking a solution, he will often talk with those who are close to him for advice. Sam will enjoy life no matter what he is doing. He will participate in life with the thought that the best is yet to come. He likes to have many friends and he prefers that they be supporters of his goals rather than competing with him. He will be seen as restless and impulsive, having difficulty sticking with any job or task he feels is boring. Individuals with Sam's style will often attempt to operate a piece of equipment before reading the instructions. If he can't get it to work quickly, rather than read the instructions, he will seek out someone he knows and ask to be shown how to operate it. Sam trusts others, accepts others for whom they are and likes to work with and be around his friends. When Sam attempts to solve problems he will often be referred to as "a dreamer." He likes to think beyond the ordinary standard set of ideas or solutions. He likes to use his imagination.

### **S = Steadiness - How Sam Reacts and Responds to Change at Work**

Sam considers his Primary behavioral style to be what is necessary for him to meet the demands of the pace and consistency regarding his work environment. Refer to the Notable Primary Behaviors section paragraph three.

**C = Compliance - How Sam Displays Independence or Dependence at Work**

Sam perceives his Primary behavioral style to be what is necessary for him to work with procedures, systems and regulations in his current work environment. Refer to the Notable Primary Behaviors section paragraph four.

Complimentary

## Implementing Change

Sam Sample

Each behavioral style approaches change in his workplace from a different perspective. This section of the Proception2 report provides his supervisor/manager with insight and advice on working with him to implement change in the work environment. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

- 1) Involve him in a conversation to discover his true feelings concerning the projected change.
- 2) Don't try to convince him of the need to change by making an emotional appeal.
- 3) Explain how the change will not affect his ability to meet his high standards.
- 4) Be aware that he may over delegate the change process to others without the necessary follow-up and follow through.
- 5) keep him from becoming too emotionally involved in the change.
- 6) Be aware that he may talk more about implementing the change, than actually making the change.
- 7) Explain to him that the change is well planned and that risk will be minimal.
- 8) He will want to proceed with caution because the impact of the change is unknown.
- 9) Seek to gain his confidence and personal commitment to the change.
- 10) Take time to explain all the necessary details involved in the change and that he understands them.
- 11) He will want to use unorthodox methods and ideas to achieve change.
- 12) Explain to him how he fits into the overall plan for change.

Individuals want to have input into how they prefer to be managed and related to in their respective work environment. This section of the report outlines for him areas of potential behavioral needs that will allow him to do his best work. He can, along with his supervisor/manager, develop a personal improvement plan. A plan that will give him the opportunity to participate with management in discussing and determining which personal performance enhancements that can lead to increased productivity. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

**Sam needs:**

- 1) To understand that mistakes will happen.
- 2) To make an effort to be less judgmental of others.
- 3) To understand rules can be flexible.
- 4) Be aware of his need to trust others. He must be careful to not trust others indiscriminately.
- 5) To prepare a solid case before he begins to argue his position.
- 6) To learn to concentrate.
- 7) Assignments with clear and detailed instructions.
- 8) Support from his boss or the rules.
- 9) Alternative techniques and methods.
- 10) To prioritize in terms of what needs to be done and the order in which the work should be accomplished.
- 11) To manage his efforts and energy in making certain the work or project gets the same attention at the end as it did in the beginning.
- 12) To be aware of the fact he may be going in too many directions at one time.

## Personal Performance Motivators

Sam Sample

All motivation comes from within. Each behavioral style is driven by different motivational needs and desires. Performance improves when personal motivators are included in the work environment. While some of the Performance Motivators listed on this page are being met, there are others that are not. It will be helpful for him to note the motivators that are most important to him, but are not presently being incorporated into his daily motivation and supervision. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

### Sam prefers:

- 1) Recognition for quality work.
- 2) A manager who follows company policy and procedures.
- 3) Clearly defined lines of responsibility and authority.
- 4) A work environment charged in a positive manner.
- 5) An environment where he feels trusted and can trust others.
- 6) Time for group activities outside work.
- 7) A conservative approach in projecting goals.
- 8) Others to spell out the necessary information and directions required to get a job or project completed.
- 9) Work situations with support and back-up.
- 10) A work environment with the opportunity to work with different people in various locations.
- 11) Work that is general in nature.
- 12) A work environment that changes quickly from job to job or project to project.

## Personal Growth Suggestions

Sam Sample

Each of us prefers to see ourselves in a positive way. While he brings many outstanding strengths to his work environment, there are areas of his behavior which could impede his success. This section of the Proception2 report contains suggestions to consider relating to the behavioral tendencies that may slow or hinder his achievement of desired performance goals. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

### Sam may have a tendency to:

- 1) Be overly concerned with following the rules and procedures.
- 2) Not listen to others and their perspectives.
- 3) Be overly optimistic about time frames for completion of projects.
- 4) Work in spurts, which may not be permitted by the job.
- 5) Have a problem disciplining others and letting small issues grow into bigger problems.
- 6) Not exhibit intensity when working towards a goal or achievements.
- 7) Let others take advantage of his low-key nature.
- 8) Avoid accountability by overstating the difficulty of the problem or situation.
- 9) Have difficulty prioritizing because he tends to have many projects ongoing at the same time.
- 10) Have difficulty working in situations that require precision, coordination and patience.
- 11) Be prone to injuries or accidents due to his impulsiveness.

## Managing For Results

Sam Sample

Each behavioral style prefers to be managed differently. This section of the Proception2 report suggests how a supervisor/manager can be most effective when working with him. Use these suggestions to manage, motivate and communicate with him for increased performance. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

- 1) Be specific when explaining why you disagree with him.
- 2) Be aware of his sensitivity to criticism.
- 3) Realize he is cautious by nature and prefers avoiding trouble rather than confronting it.
- 4) Treat him as a unique person, making certain to make eye contact while talking with him.
- 5) Flesh out options and details that he may present that are too vague.
- 6) Be aware he may put more credence in impressions than facts and could sacrifice thoroughness for speed.
- 7) He will look for a work environment that is free of conflict and confrontation.
- 8) Can increase team or group tension by avoiding the problem or issue.
- 9) Understand that he will want to exercise caution and have time to think before making a decision.
- 10) Will focus his energies on people, projects or programs he finds most interesting.
- 11) Give specific deadlines for completion of the project or program.
- 12) Will be motivated to have other reliable people complete unexciting tasks.

Communication is the cornerstone of building relationships, achieving productivity and maintaining motivation.

Communicating with him will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with him will provide an opportunity to improve communications, reinforce relationships, promote credibility and gain increased productivity. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

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**When communicating with Sam do:**

- 1) Provide evidence that is substantial and practical.
- 2) Make certain your presentations are accurate.
- 3) Provide accurate and factual evidence.
- 4) Allow for socializing when discussing strategies and goals.
- 5) Be certain to put all details in writing.
- 6) Demonstrate concern about the human side of an issue or problem.
- 7) Allow time for questions to be asked.
- 8) Reassure him that it is a team effort.
- 9) Have a timetable to begin new programs or projects.
- 10) Provide "pats" on the back for his active participation.
- 11) Be aware he may not be listening all the time.
- 12) Provide actual priorities for him.

Each of us knows how we prefer to have others communicate with us. We are aware of communications mistakes and errors that others make when communicating with us that lead to Communication Barriers. We know what we don't like others to do, say or use when communicating with us. When communicating with him, making an effort to reduce or eliminate the barriers emphasized will minimize the stress and frustration often created when communicating with a person of this behavioral style. Communication is the cornerstone of building relationships, achieving productivity and maintaining motivation. The number to the left of each statement listed below is used to keep record of the statement. It does not indicate a statements order of importance.

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**When communicating with Sam don't:**

- 1) Forget to invite him to talk by asking his point of view.
- 2) Fail to mention the problems and disadvantages of your proposal or request.
- 3) Be inconsistent in your communication style.
- 4) Be demanding without specifying your reasons.
- 5) Allow him to overstate completion time for projects.
- 6) Be overpowered by his verbal skills.
- 7) State unrealistic expectations.
- 8) Ask him to make decisions rapidly.
- 9) Make guarantees you cannot live up to.
- 10) Be disjointed with information or procedures.
- 11) Be regimented, stiff or authoritative in your approach.
- 12) Inhibit his active mind.

## Word Portrait – Primary Style

Sam Sample

This page of the Proception2 highlights words that can be associated with his behavior based on the DISC model. These words suggest how he prefers to do business as it relates to solving problems, working with others, reacting to the pace of the work environment and responding to guidelines and procedures established by others.

Dominance	Influence	Steadiness	Compliance
Problems	People	Pace	Procedures

Challenging	Extroverted	Rigid	Painstaking
Self-Centered	Motivating	Undemonstrative	Wary
Relentless	Charismatic	Systematic	Meticulous
Driving	Subjective	Reluctant to change	Precise
Innovative	Spirited	Deliberate	Quality oriented
Strong-Minded	Expressive	Steady	Exacting
Resolute	Convincing	Unhurried	Accurate
Competitive	Animated	Consistent	Prudent
Goal oriented	Outgoing	Thoughtful	Compliant
Decisive	Upbeat	Reliable	Cautious
Assertive	Trusting	Careful	Organized
Enterprising	Warm	Unruffled	Neat
Strong	Friendly	Calm	Conservative
Determined	Congenial	Composed	Tactful
Positive	Sociable	Relaxed	Diplomatic
Purposeful	Contemplative	Eager	Steadfast
Reasonable	Objective	Quick	Original
Moderate	Cool	Unsettled	Self-reliant
Tentative	Doubting	Flexible	Confident
Reserved	Rational	Energetic	Bold
Uncertain	Logical	Animated	Stubborn
Accommodating	Questioning	Spontaneous	Independent
Conservative	Realistic	Restless	Unconventional
Cautious	Reflective	Versatile	Resourceful
Amenable	Analytical	Spur-of-the-moment	Autonomous
Unassuming	Critical	Dynamic	Opinionated
Humble	Calculating	Hurried	Individualistic
Restrained	Skeptical	Intense	Radical
Complacent	Introspective	Zealous	Fearless
Acquiescing	Reclusive	Impulsive	Reckless

## Word Portrait – Adjusted Style

Sam Sample

This page of the Proception2 highlights words that can be associated with his adjustment to the work environment based on the DISC model. These words suggest how Sam adjusts his Primary behavioral style to do business as it relates to solving problems, working with others, reacting to the pace of the work environment and responding to guidelines and procedures established by others.

Dominance	Influence	Steadiness	Compliance
Problems	People	Pace	Procedures

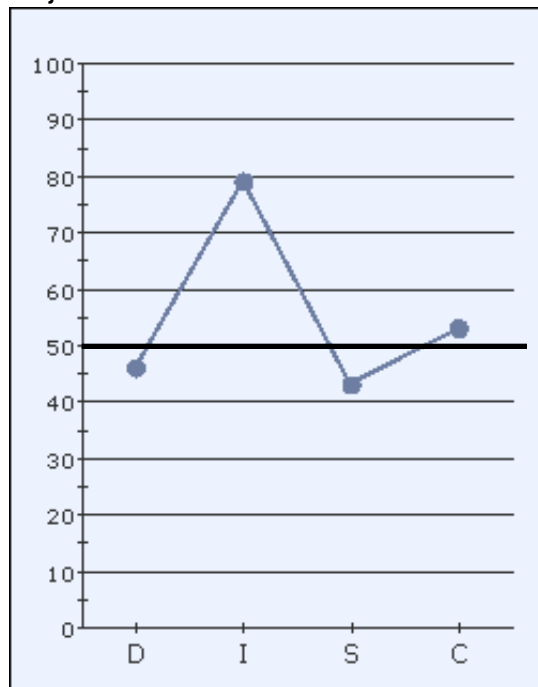
Challenging	Extroverted	Rigid	Painstaking
Self-Centered	Motivating	Undemonstrative	Wary
Relentless	Charismatic	Systematic	Meticulous
Driving	Subjective	Reluctant to change	Precise
Innovative	Spirited	Deliberate	Quality oriented
Strong-Minded	Expressive	Steady	Exacting
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Restrained	Skeptical	Intense	Radical
Complacent	Introspective	Zealous	Fearless
Acquiescing	Reclusive	Impulsive	Reckless

# PROCEPTION<sup>2</sup><sup>TM</sup>

## A Graphical Representation For

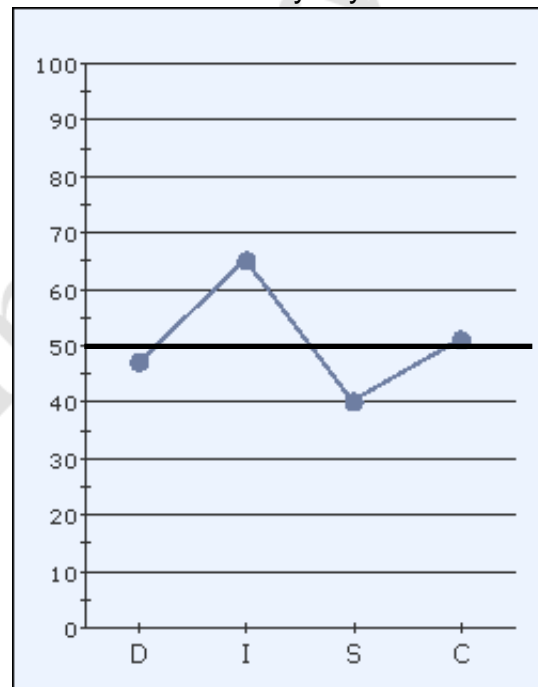
Sam Sample

Adjustment To The Work Environment



46% 79% 43% 53%

Primary Style



47% 65% 40% 51%

## Primary Style

Primary Style is the behavioral response that is most reflective of the “real person”. This is often referred to as an individual’s basic style. Over time the Primary Style is usually very consistent and will not change significantly.

## Adjustment to the Work Environment

Adjusted Style is an individual’s behavioral response to their work environment. It reflects the behavior they feel will give them the best opportunity to succeed in their job. As an individual advance their career they will encounter new jobs or positions. An individual will often adjust their behavior to meet the needs and demands of a new work environment.

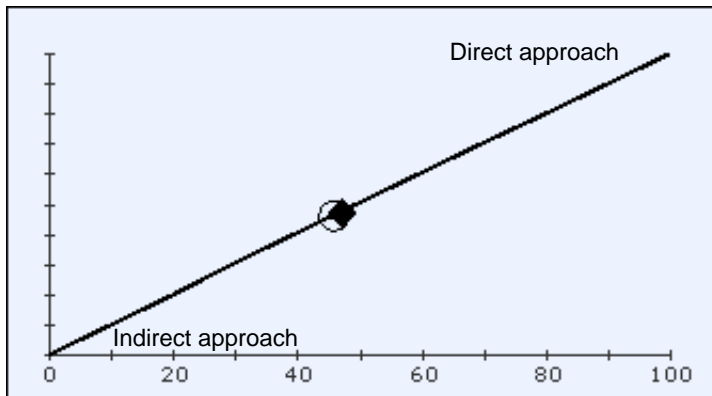
## Intensity of Each DISC Behavior

Sam Sample

Each individual has his Primary and Adjusted behavioral approach to problems, people, pace and procedures. Use this page to gain a better understanding of Sams Primary and Adjusted behavioral approach in working with problems, influencing people, pace, and change of activity and responding to rules and procedures.

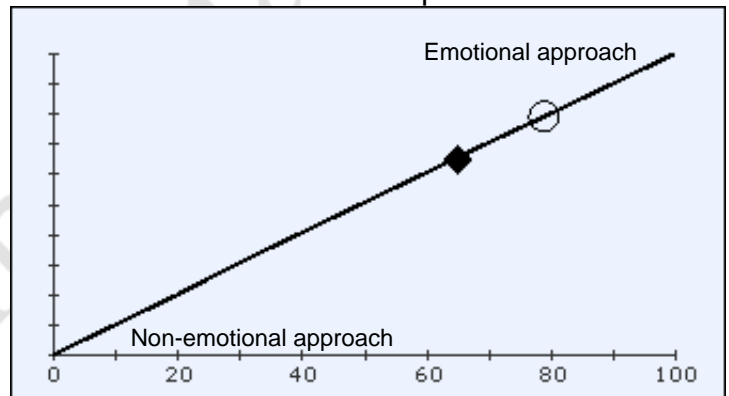
The Diamond symbol represents Sam Samples Primary Style Behavior for each dimension of DISC. The Circle symbol represents his Adjusted Style Behavior for each dimension of DISC.

### Dominance-Problems



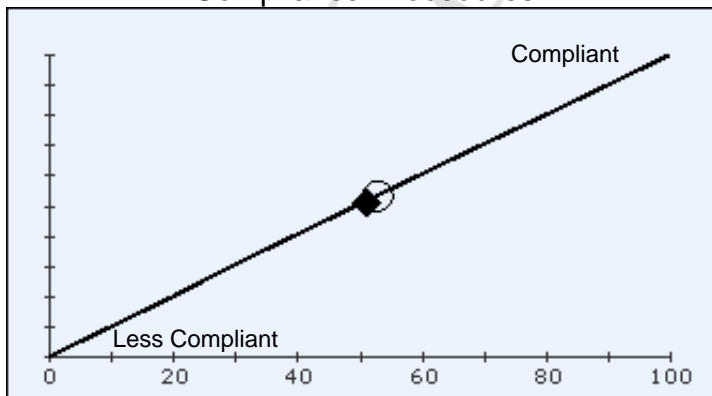
Diamond: Primary Style, Circle: Adjusted Style

### Influence-People



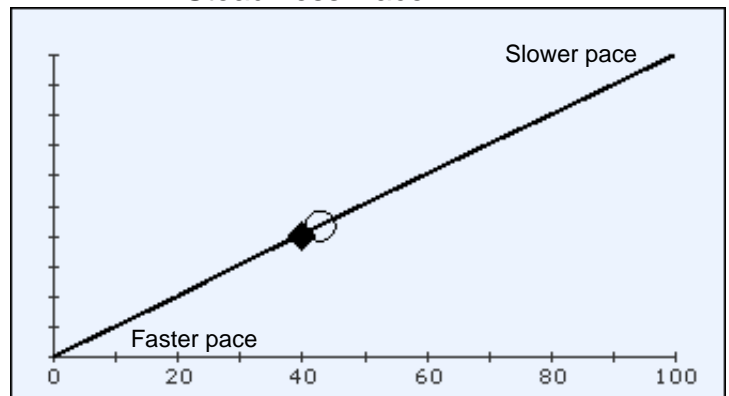
Diamond: Primary Style, Circle: Adjusted Style

### Compliance-Procedures



Diamond: Primary Style, Circle: Adjusted Style

### Steadiness-Pace



Diamond: Primary Style, Circle: Adjusted Style



## PROCEPTION2 PERSONAL ACTION PLAN

Name \_\_\_\_\_

Date \_\_\_\_\_

Listed below are areas of potential development that you may find helpful. Review each of the areas outlined below and circle 1 to 3 areas in which you feel you need to improve to maximize your performance. Your next step is to review your report to identify realistic areas for development.

Communicating    Delegating    Decision Making    Disciplining    Time Management    Developing People  
 Evaluating Performance    Personal Development    Career Goals    Motivating Others    Personal Goals

<b>DEVELOPMENTAL GOALS</b>
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
<b>EXPECTED OUTCOMES</b>
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
<b>WHO TO INVOLVE</b>
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
<b>TARGET DATES</b>
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
<b>INDICATORS OF PROGRESS</b>
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
<b>POTENTIAL BARRIERS</b>
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>