

DISC II

Temperament Assessment Report

Assessment on: **Leroy Hamm**
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Company: **IHD Corporation**

Position: **Project Manager**

Assessment Date: **5/11/2007**

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Background

History has recorded many attempts to explain why people are different. One of the first systems developed was Astrology, which looked outside of man. Hippocrates (470-360 B.C.), however, looked inside of man to explain the differences in people. He believed that behavior was determined by the presence of an excessive amount of one of four fluids or humors: yellow bile (High-D), red bile (High-I), white bile (High-S) and black bile (High-C). The insightful observations of Hippocrates laid the foundation for the temperament model of behavior.

Since Hippocrates identified the four temperaments, numerous men have refined, added to, and advanced the concept that people are born with natural tendencies. One of these pioneers, William M. Marston, scientifically identified the same four groups of tendencies in 1928 and coined the terms Dominant, Influence, Steady and Compliant. Marston's terms and descriptions correlate to the original four humors identified by Hippocrates. The **DISC II** Temperament Assessment is based on Marston's work as well as empirical evidence from years of research, thousands of interviews and testing since 1974.

The natural tendencies that a person possesses represent various "needs" that will endure throughout a person's life-span. The temperament model of behavior suggests that people perform best when the needs of their natural tendencies are consistently met.

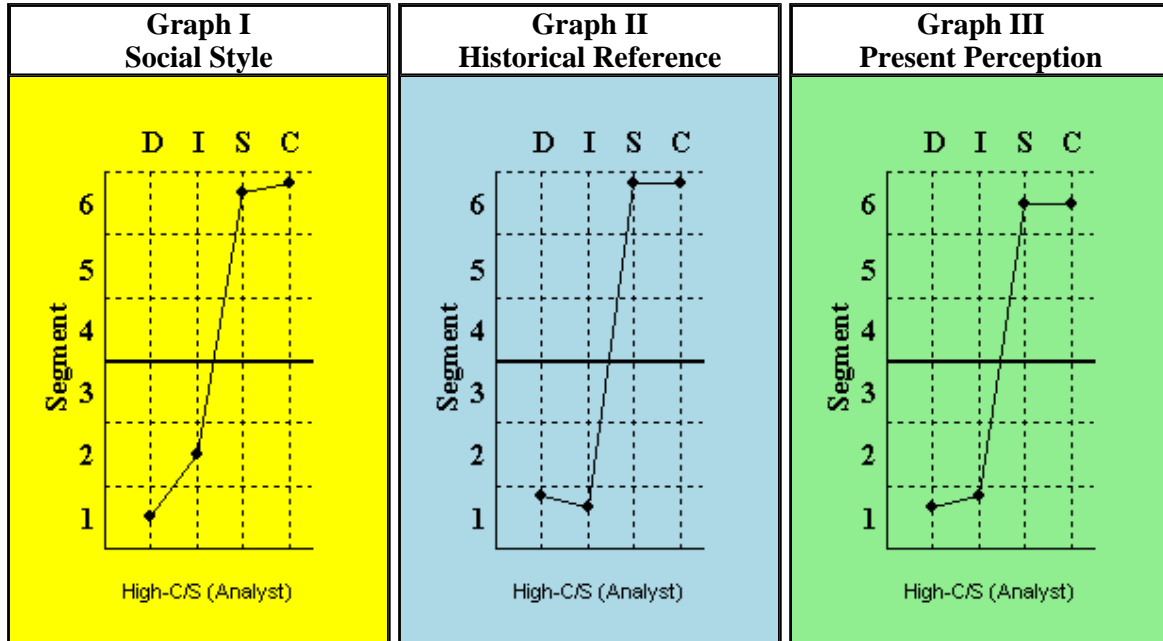
This report is taken from the on-line **DISC II** Temperament Assessment and is a reflection of the dynamics coming from the blend of the primary and secondary temperaments. It describes the respondent's temperament blend or pattern. This represents a general description of behavioral tendencies.

Of the three graphs shown, Graph III will be used as the best description of the individual's behavioral tendencies. This is consistent with the discussion of the **DISC II** Temperament Assessment in the **DISC II** Temperament Assessment User Guide. Also, for other blend descriptions, refer to the Temperament Blends section in the **DISC II** Temperament Assessment User Guide.

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DISC II Temperament Graphs



The three graphs above are a pictorial overview of your temperament blend. Keep in mind that this is only a part of your overall assessment. The three graphs show the following:

- Graph I - **SOCIAL** Behavior that you believe others expect of you. It is therefore the behavior you project and is the graph most likely to change.
- Graph II - **HISTORIC** Behavior that reflects unconscious and/or learned behavior which you instinctively demonstrate under pressure.
- Graph III - **PRESENT** Behavior that represents how you see yourself.

Keep in mind the three graphs represent only a general description of your behavior. The Achiever assessment identifies more clearly what you have "learned" to do with your general characteristics.

Total Box	D	I	S	C
Graph I (Most)	1	2	12	13
Graph II (Least)	13	15	0	0
Graph III (Difference)	-12	-13	12	13

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OVERVIEW

HIGH C/S
Pattern: Analyst

Leroy is a person who is conscientious and private. He withdraws from aggressive people. He is quiet and works well in a structured environment requiring attention to detail. He is a systematic, precise thinker and worker who tends to follow procedures in both his business and personal life. He makes decisions slowly because of the need to collect and analyze information until he is sure of the right and best course of action. This is especially true when involved in a new project. He is good at anticipating problems but not as good at taking action. He is usually very well organized and functions best when he has a well-thought-out plan. To be highly motivated, he needs a structured environment with clear rules and procedures; time to organize, collect information and think; and the freedom to develop a plan.

1. Description:

- Needs information, time alone to think and have a plan.
- Self-sacrificing, self-critical nature.
- May have difficulty confronting others, being assertive, and stating his opinion.
- May have difficulty going to sleep; usually planning, reviewing, worrying, etc.
- May become assertive to restore harmony to his environment.
- Moody; emotional lows.
- Has guilt feelings.
- High standards for self and others.
- Likes quality things.
- Somewhat friendly after warm-up.
- May resist change until the rational is accepted.
- Strong sense of justice.
- Operates from a list.
- Picky, conscientious, apologetic.
- Needs pushing to be sociable.

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2. Temperament Needs:

The primary need of the High C/S is to do things right; the secondary need is to accommodate others. Either need may dominate behavior depending on the situation. Leroy needs to know why you want it done, exactly what you want and when you expect the results. Leroy has a driving need to know that he is doing it correctly. Leroy needs very specific, clear instructions and the opportunity to ask questions. Temperament needs include the following:

- Information logically given.
- Exact job description.
- To do detailed work.
- Time alone to think, plan.
- Feedback and reassurance.
- Privacy.
- To know why.
- To work alone.
- Diplomatic supervision.

3. Uniqueness:

Leroy is more conscientious than the other High C blends. He withdraws from aggressive people and tends to be very private.

4. Strengths:

- Analytical.
- Diplomatic.
- Organized; plans ahead.
- Attention to detail.
- Solving technical problems.
- Likes to do things "right".
- Creative thinking.

5. Weaknesses to Overcome:

- Moody.
- Unrealistic expectations.
- Negative self-talk; he tends to think too much about the wrong things.
- Critical attitude.
- Sensitivity.

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6. Traits Needed for Balance:

- Positive self-talk.
- Friendliness.
- Follow-through with his plan.

7. The Following Creates Discomfort, Anxiety and/or Fear:

- Conflict.
- Being wrong.
- Loss of emotional control.
- Disorganization.
- Not having a plan.

8. Responses to Pressure:

- Becomes negative, depressed.
- Releases frustration by withdrawing.
- Becomes suspicious.
- Wants to quit.

9. Impact upon Others:

- Attention to details.
- Establishing procedures.
- Does things "right".
- Desire for quality.

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10. Interacting with Others:

- Tends to approach new people in a more congenial, controlled, sincere and reserved manner.
- Tends to place importance on control of emotions, relationships and sincerity.
- Logical.
- Inquisitive.
- Concerned.

11. Preferences:

- Tends to prefer a more controlled, deliberate and predictable environment.
- Values security of situation.
- Needs time to adjust to change.
- Tends to prefer that things are done the “right way,” according to the book or established, accepted standards.

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Supervising

HIGH C/S
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1. Do's:

- Be warm, personal, factual and logical.
- Listen carefully to his detailed explanations.
- When he is being negative or feeling low, help him see that he has thought too much about the wrong things; suggest a more appropriate way of thinking.
- Be concerned about doing things right.
- Show him the right way to do the task.
- Show him the big picture and how he fits in.
- Allow opportunity to ask questions.
- Be specific when giving instructions.
- Give personal attention to his projects.
- May need help to get through details.
- When presenting a new idea, use logic, facts, and visual aids; allow time alone to think it over and expect resistance until he sees it can be done.
- Slow down your responses.
- Be non-aggressive.

2. Don'ts:

- Do not speak in general terms.
- Do not expect high flexibility when giving instructions.
- Do not rush him to complete a task.
- Do not cause embarrassment.
- Do not expect much social involvement.
- Do not expect him to pressure others.
- Do not treat his questions as unimportant.

3. Drive:

Leroy is primarily driven by a passive will and, secondarily, by logic. He tends to analyze everything (twice), operate on very high personal standards, and have an active imagination. He tends to obtain results in an organized, deliberate and calculated manner.

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4. Key Words to Use:

- Logical.
- Fact.
- Precise.
- Practical.
- Quality.
- Detail.
- Efficient.

5. Keys to Relating:

- Show concern.
- Remove risk of making a bad decision.
- Be specific and factual.
- Stress quality.
- Give guarantees.
- Avoid conflict, tension.

6. Environment Needed:

- Opportunity to collect information and plan.
- Opportunity to do detailed work.
- Some flexibility.

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7. Responses Needed from Others:

- Give specific, detailed directions and answers.
- Give time for him to think about the task, plan or problem.
- Tolerate his need to analyze.
- Be lighthearted.

8. Characteristics He Enjoys Being Complimented on:

- Analytical.
- Diplomatic.
- Organized.
- Attentive to detail.
- Creative thinker.

9. Suggestions for Best Performance:

Do not expect an individual to perform well if he does not possess the talent, desire or temperament suitable for the task. The Analyst works best for a manager who is supportive and willing to discuss changes or ideas.

- Give him reasons why.
- Give him a task that requires attention to detail, accuracy and detailed planning.
- Help him develop a plan.
- Give him a task that requires structure.
- Give him feedback and reassurance.
- Help him take short-cuts.
- Give him a task that allows privacy.
- Give him a task that allows him to check for quality.

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10. Concerns:

- Slow making decisions.
- Resistance to change until it makes sense.
- Critical attitude toward others.
- Can be picky.
- Anticipates the negative.
- Unrealistic standards.
- Overuses analysis.
- Withdrawal.

11. Causes of Procrastination:

Leroy tends to bog down in details especially when decisions must be made. Leroy may become overly dependent on his supervisor or established procedures since he hesitates to act without precedent. He may yield his position to avoid conflict or controversy. He tends to become defensive when threatened or pushed to complete a task. Leroy may procrastinate because he is not sure of what is the right or best thing to do. He usually takes lots of time to think through the options.

- Help him reason through the options.
- Be objective; help him decide on the best approach.
- Encourage him to take action.

12. Things to Remember when Confronting:

- Give reasons why.
- Use facts, logic and persistence.
- Conversation should be non-threatening.
- Be careful when criticizing his work. (He can accept personal criticism easier than criticism concerning his work.)
- Listen carefully to his explanations.
- Allow questions; give specific answers.
- After confrontation, he may withdraw; allow him time to be alone.
- Stress quality, rightness.
- Be specific, firm.
- Use visual aids.

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C/S Analyst Pattern Interview Questions

The DISC II may be used to enhance dialogue in the interview but should not be used as a stand-alone (go or no-go) assessment in hiring. All hiring decisions should be derived from the interview, the DISC II/Achiever assessments and reference checks. Assessments should make up only one-third of the hiring decision.

The following questions can help identify specific job-related characteristics.

1. Have you ever experienced “paralysis of analysis”?

(The High C is the most analytical of the four basic temperaments. When overextended, this strength can become a weakness and inaction occurs.)

2. Give me an example of a time you got “bogged down” in details and it had a negative effect on your performance.

(The High C tends to major in the minors and can suffer from “detailitis.” Has the applicant learned to control this tendency?)

3. How do you respond to criticism of your work?

(The High C does not like others criticizing his work. He fears being viewed as incompetent and gets angry when his work is criticized. His self worth is tied to his work. So when you criticize his work, you are criticizing him. Check out his score on Sensitivity in the Achiever.)

4. What management style do you prefer? Is close supervision necessary where you receive daily instructions and feedback, or do you prefer less “hands on” management?

(This helps the hiring manager know the needs of the new hire. Mental alertness on the Achiever affects this response.)

5. Do you have trouble prioritizing and focusing on one task when you have several tasks to do?

(The secondary temperament is an S. Because of the pull between the need of the High C to do things right and the need to accommodate, it can create problems in setting priorities and sticking to them. Check the Assertiveness dimension on the Achiever.)

6. Have you ever had trouble making decisions?

(The secondary temperament is an S. Because of the pull between the need of the High C to do things right and the need to accommodate, it can create making decisions and sticking to them.)