Work Pair Assessment

The Extended DISC® Work Pair Assessment is based on the responses given in the Extended DISC® Individual Assessment. This multi-person report should not be the sole criterion for making decisions about this team. The purpose of this report is to provide supporting information for the team and management.

Sample S/Sampleship S

Organization:
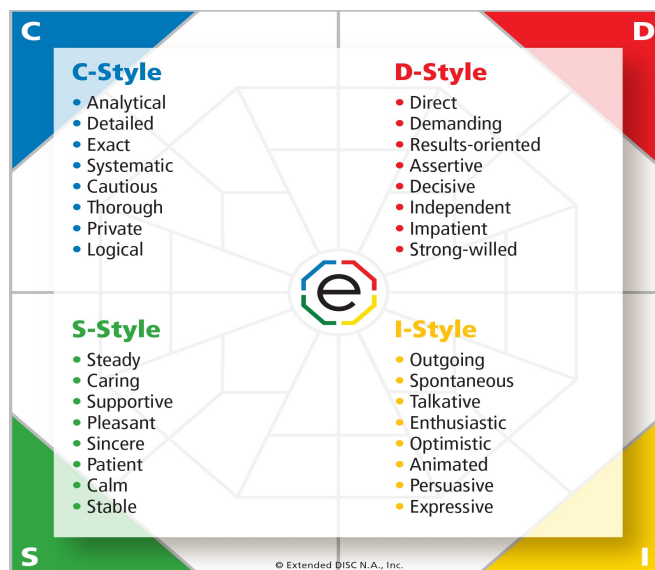
ABC Inc.

Date:

08.14.2018

Introduction

The Work Pair Assessment is a tool that can combine two of the Individual Assessment results into one report. It shows the pair's dynamics, strengths, and development areas.

If the pair is exeriencing conflict you can use the Conflict Resolution Assessment as a development tool to help them develop skills to better relate to one another by understanding each others unique style and contributions.

The Assessment divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

C-Style
- Analytical
- Detailed
- Exact
- Systematic
- Cautious
- Thorough
- Private
- Logical

D-Style
- Direct
- Demanding
- Results-oriented
- Assertive
- Decisive
- Independent
- Impatient
- Strong-willed

S-Style
- Steady
- Caring
- Supportive
- Pleasant
- Sincere
- Patient
- Calm
- Stable

I-Style
- Outgoing
- Spontaneous
- Talkative
- Enthusiastic
- Optimistic
- Animated
- Persuasive
- Expressive

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D-style: D-styles are competitive, assertive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like change, power, and challenges. D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as self-centered, demanding, blunt and overly aggressive.

I-style: I-styles are talkative, friendly, optimistic and energetic. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others. I-styles can also be inattentive to details, overly talkative and emotional. They may overpromise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style: S-styles are calm, helpful, modest, patient, caring and reliable. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent. S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S- styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style: The C-styles are precise, logical, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work. C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant and pessimistic.
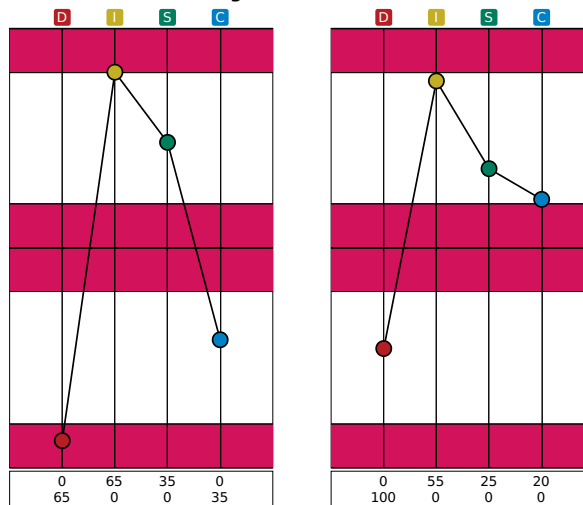
Your Work Pair Profiles

The Profiles are based on individual's responses to the Extended DISC questionnaire. There are no good or bad behavioral styles - just different ones.

Profile I: Perceived Need to Adjust - Your adjusted style reflects an adjustment that you perceive would help you be successful in your current environment.

Profile II: Natural Style - Your natural style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable to you and uses the least energy.
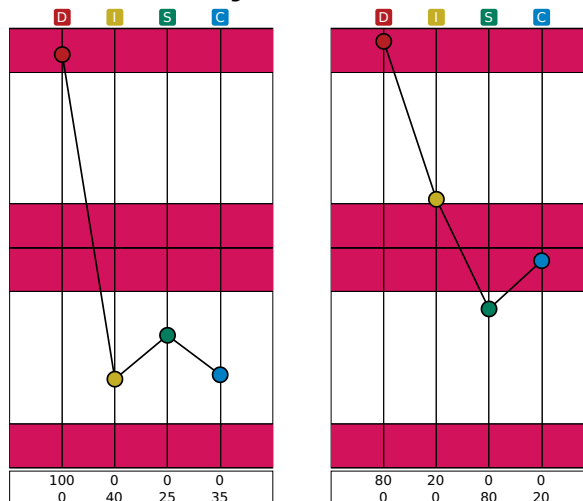
Sarah Sample

Profile I - Perceived Need to Adjust   Profile II - Natural Style

D	I	S	C		D	I	S	C
0	65	35	0		0	55	25	20
65	0	0	35		100	0	0	0

Stephen Sampleship

Profile I - Perceived Need to Adjust   Profile II - Natural Style

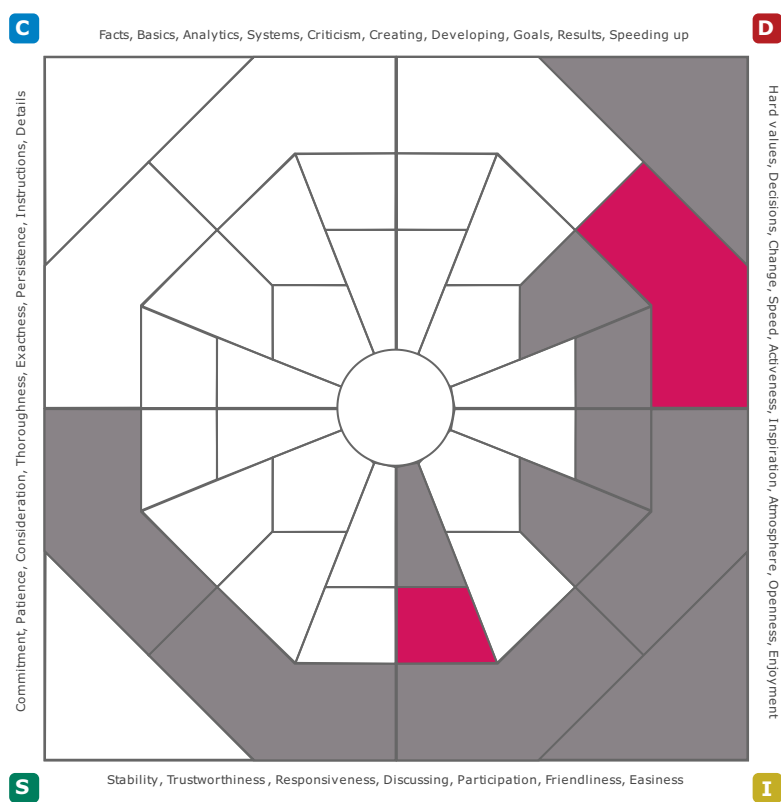| D	I	S	C		D	I	S	C
100	0	0	0		80	20	0	0
0	40	25	35		0	0	80	20

Work Pair Flexibility Zones

The shadings in the Team Flexibility Zones page demonstrate the behavioral styles that are the most comfortable for the work pair members. The white areas illustrate the areas on the Diamond that require the most energy, effort and concentration from work pair members. The farther from the deepest shade the members move, the more energy is required.

The Work Pair Diamond combines graphical information from the individuals' Personal Analysis reports. It gives the reader a quick understanding of how similar or different the two individuals are.

Understanding Our Styles as a Work Pair

How similar or different are our styles? What does it mean to our work relationship?

_____

_____

_____

_____

Are we taking advantage of our individual strengths?

_____

_____

_____

_____

Is it possible that we are over emphasizing our shared strengths so that they have become weaknesses?

_____

_____

_____

_____

"One's not half of two; two are halves of one."

— E.E. Cummings

Your Strengths

Sarah Sample

- Puts people in a good mood
- Knows how to make things sound positive
- Does not pressure other people
- Has a conscientious attitude to work
- Appreciates differences
- Tries to avoid mistakes
- Is easy to approach
- Can listen without emphasizing herself
- Wants to help and guide
- Does not step on people's toes
- Easily adopts a serving role
- Works for the benefit of the team

Stephen Sampleship

- Keeps the troops in shape
- Motivates with independence and challenge
- Direct and clear in a diverse way
- Can set the goals
- Demands and maintains speed
- Dares to dive into risks
- Can generate new ideas
- Doesn't stumble in restrictions
- Wants to be the best
- Wants to manage his surrounding
- Doesn't allow jobs to become routine
- Is always ready for change

Most of us tend to overlook our strengths, even taking them for granted. Do not let that happen to you. Instead, consider the items listed above and think how well you are taking advantage of these valuable behavioral traits. Please use caution however; remember that an overused strength very often becomes a weakness and a serious liability to our performance.

Identify two Strengths that each of you can capitalize upon in your current positions.

1 _____

2 _____

1 _____

2 _____

How can you maximize the impact of your combined Strengths? Be specific.

_____

_____

_____

How You May View Each Other's Communication Style

Your message and your communication style comes across differently to different people. While you cannot control others, you can be more aware of your natural communication style and how it is perceived by others. You can then make the necessary adjustments in your interactions with others. This is how we typically perceive your individual communication styles.

Sarah Sample

She is a very nice and positive person. People who do not know her find her easy to approach. She succeeds in tasks that need contacts with new people. These situations should not be focused on results. She could be good in advising, teaching, training, etc.

Stephen Sampleship

His way to approach people may fluctuate greatly. He can be inspiring and encouraging when he wants, then another time be demanding, outspoken, commanding and unyielding. The latter behavior occurs in forced situations or when he is very enthusiastic about something and wants everyone to come along immediately.

How similar are your communication styles? What strengths do you share?

_____

_____

_____

_____

Where are each of your areas of development in communication? Are there any gaps that need to be addressed?

_____

_____

_____

_____

What Motivates Each of Us

Sarah Sample

Sarah is motivated by the chance to work where everybody is treated equally, teamwork thrives and nobody fights for personal interests. She likes to help people, giving explanations and instruction until everybody agrees. She is motivated by a pleasant working atmosphere and having attention directed to her.

Stephen Sampleship

Stephen is motivated by the opportunities to rule himself and his actions. He likes freedom, variety, challenges, and clear projects. This person should decide work-related matters for himself and after that, have the freedom to complete them. He likes measurable goals.

Each of you are more likely to respond positively and feel energized if these factors are present in your work environments.

Sarah Sample

- Good atmosphere
- Discussions with other people
- Instructions for her own work
- Close people
- Feeling of security and calmness
- Honest encouragement
- Interpersonal communication
- Own position is clearly defined in the organization
- Possibility to help and be useful
- Enough time to make decisions
- Possibility to be heard and appreciated
- Possibility to avoid mistakes

Stephen Sampleship

- Renewal, generating ideas
- Possibility to win and achieve
- Freedom from boring and tedious tasks
- Getting people involved in the action
- Achieving results by influencing people
- Varying and multifaceted situations
- Freedom caused by change
- Facing new situations
- Possibility to react freely
- Generating new and creative ideas
- Daring to enter the unknown
- Deciding his own matters

For each of you, identify two Motivators that are being fulfilled in your current positions.

Your Motivators

1 _____

2 _____

1 _____

2 _____

How can your work pair increase the motivational effect on performance? Be specific.

_____

_____

_____

_____

_____

How can you effectively motivate each other?

_____

_____

_____

_____

_____

Work Pair Behavioral Competencies

These behavioral competencies contain graphical comparisons of two individuals' natural behavioral tendencies. The higher the number (items more to the right of the graph), the more comfortable the individual is with this behavior. The lower the number (items more to the left of graph), the more energy and concentration needed for this behavior. **The numbers indicate energy levels - not ability!**

If the DISC style for the behavior is very natural for the person (on the right half of bar) it means he/she is willing to accept responsibility for it in the work pair. If the DISC style for the behavior falls to the left half of the bar, it means that this type of behavior is not very natural for the person and it would most likely require more energy for him/her to work in that way for longer periods of time.

When comparing the two individual's bar graphs it is possible to identify the areas for the Work Pair to focus on:

- **Areas where we both fall more to the right side of bar graph (*Natural to My Style*)** - typically this type of work pair, when working together, easily forgets. Many of the items are self-evident, but it is likely that they tend to be forgotten. Hence, pay special attention and talk about these items periodically

- **Areas where our DISC Styles are different on the Behavioral Competency Bar Graphs: (gaps between our positions on bar graph)** - If you have different underlying opinions and values, the differences are likely to cause different preferences.

- **Areas where both our DISC styles fall more to the left side of bar graph (Not Natural to My Style)** - It is recommended that you, both together and perhaps with the help of someone who knows both of you, analyze the items and try to find out if some of them are problems that need to be addressed.

Making fast decisions based on achieving goals

Sarah Sample: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Making well thought out decisions based on detailed analysis

Sarah Sample: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Participating in the change process as a project member

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Stephen Sampleship: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Providing guidance in complicated matters

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Stephen Sampleship: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Asking for the input and ideas of others

Sarah Sample: -5 -4 -3 -2 -1 0 [1] 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 [-1] 0 1 2 3 4 5

Being willing to try new approaches

Sarah Sample: -5 -4 -3 -2 [-1] 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 2 3 4 [5]

Taking into account everyone's needs before deciding on how to change

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 [4] 5

Stephen Sampleship: -5 -4 [-3] -2 -1 0 1 2 3 4 5

Clear and fact-based communication

Sarah Sample: -5 -4 -3 [-2] -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 [2] 3 4 5

Direct, goal focused communication

Sarah Sample: -5 [-4] -3 -2 -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 2 3 4 [5]

Empathic, positive, understanding

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 [4] 5

Stephen Sampleship: -5 -4 -3 [-2] -1 0 1 2 3 4 5

Positive, lively and inspiring communication

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 [4] 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 [2] 3 4 5

Thoughtful, fact-based communicator

Sarah Sample: -5 -4 -3 -2 [-1] 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 [-2] -1 0 1 2 3 4 5

Preferring to talk instead of listening

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 [3] 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 [2] 3 4 5

Being a tough decision-maker

Sarah Sample: -5 -4 [-3] -2 -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 2 3 [4] 5

Finding a balance between people and facts when making a decision

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 4 [5]

Stephen Sampleship: -5 -4 -3 [-2] -1 0 1 2 3 4 5

Communicating detailed requirements in positive manner

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 **[4]** 5

Stephen Sampleship: -5 -4 -3 -2 **[-1]** 0 1 2 3 4 5

Maintaining cooperation among people

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 4 **[5]**

Stephen Sampleship: -5 -4 -3 **[-2]** -1 0 1 2 3 4 5

Helping and guiding others

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 4 **[5]**

Stephen Sampleship: -5 -4 -3 **[-2]** -1 0 1 2 3 4 5

Effective multi-tasking

Sarah Sample: -5 -4 -3 **[-2]** -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 1 2 3 4 **[5]**

Identifying the goal and then taking quick and decisive steps to achieve it

Sarah Sample: -5 -4 -3 **[-2]** -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 -1 0 **[1]** 2 3 4 5

Performing repetitive and detailed tasks effectively

Sarah Sample: -5 -4 -3 -2 **[-1]** 0 1 2 3 4 5

Stephen Sampleship: -5 -4 **[-3]** -2 -1 0 1 2 3 4 5

Staying focused for a long time

Sarah Sample: -5 -4 **[-3]** -2 -1 0 1 2 3 4 5

Stephen Sampleship: -5 -4 -3 -2 **[-1]** 0 1 2 3 4 5

Striving for perfection

Sarah Sample: -5 -4 -3 -2 **[-1]** 0 1 2 3 4 5

Stephen Sampleship: -5 -4 **[-3]** -2 -1 0 1 2 3 4 5

Taking care of details with planned and focused steps

Sarah Sample: -5 -4 -3 -2 **[-1]** 0 1 2 3 4 5

Stephen Sampleship: -5 -4 **[-3]** -2 -1 0 1 2 3 4 5

Helping others by providing the support they need

Sarah Sample: -5 -4 -3 -2 -1 0 1 2 3 4 **[5]**

Stephen Sampleship: -5 -4 -3 **[-2]** -1 0 1 2 3 4 5

Questions Relating to Your Work Pair Behavioral Competencies:

Remember to focus on your particular job requirements and environment.

Areas where we both fall more to the right side of bar graph (*Natural to My Style*)

If these areas are relevant to our job performance is there a possibility that we share responsibility in this area or would it be better if only one of us were to take the responsibility for this?

_____

_____

_____

Areas where our DISC Styles are different on the Behavioral Competency Bar Graphs:

One of us is comfortable with certain behaviors while the other is not. Is it possible that the one who is naturally more comfortable handle this? Can the one work pair member get support from the other one if the behavior takes energy for him/her?

_____

_____

_____

Areas where both our DISC styles fall more to the left side of bar graph *(Not Natural to My Style)*

If this is critical to our job performance could it be delegated outside the work pair or receive outside support for our development? How do we go about doing this?

_____

_____

_____

Remember When You are Working as a Pair:

Sarah Sample
- Learn to bring up difficult things
- If you are responsible for something, make the decisions - do not let others decide for you
- Think of a reason for each member to be part of the team
- Create a way to assess each person's contribution
- Tell others in advance what the goals are
- Do not attempt to help if your assistance only makes it worse for the other person
- Review things in the order that they actually should happen

Stephen Sampleship
- Do not go to battle unprepared - practice first
- Be careful not to appear impatient when you have to help others
- Let others define the problem first and show them that you understand
- Give people time to adjust to one new thing at a time
- Learn to complete one thing at a time
- Evaluate how committed others are before emotionally reacting to their level of performance
- Try to be careful about telling others how often you have changed your mind

Questions Based on Your DISC styles

Sarah Sample

She does not feel any particular need to be more decisive or bolder in the current situation than her style is.
How do you handle difficult situations in your current life?

At the time of analysis she was strongly focused at acting through, and affecting, people. This is a natural way of behaving for her. Being apart from people would reduce her motivation.
What do you get out of working with people?

Presently she feels the need to be even more careful and stable than usual. She may fear some forthcoming change so much that she is even more careful now.
How do you see your future?

She feels occasional need to be more decisive and bolder than she naturally is and to make decisions that she does not feel she is ready to make.
What kind of decisions would you not want to make on your own at work?

Stephen Sampleship

He does not feel any significant need to slow down or give up his goals. He believes that he will find the challenges he wants in his current surroundings.
Describe an incident when you felt like you exceeded your level of authority?

He feels that the current situation and surroundings require him to pay attention to factual and tough values instead of people and feelings.
How much would you like to deal with people?

He likes freedom and feels he is getting it now, although not quite as much as he would usually want. However he does not suffer from this in a significant way yet.
What detail would you remove from your current surroundings?

He appreciates independence and freedom within his own work. At the time he feels he's getting that independence and doesn't feel that he's being forcefully controlled by others.
How do you manage tasks that demand being meticulous?

Questions Based on Your Jobs

Sarah Sample

You want to avoid conflicts. What are you like in a tough negotiation situation?

You are careful at making difficult decisions. What decisions do you absolutely want to make yourself?

You can be very friendly and polite. Do you manage to be that way with people who are not?

You work for the benefit of others. Tell about an incident when both you and your supervisor benefited.

You are ready to sacrifice yourself. When are you ready to sacrifice your team?

Stephen Sampleship

You are usually quite outspoken with people. What kind of people do you like?

You want all the possible tools at your disposal. What are you ready to take away from your colleague?

Variety motivates you. How much variety do you need?

You do not like it when things do not move along. What do you do with people who hesitate?

You always aim to succeed and win. When do you feel that you have succeeded at work?