

Work Pair



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 for making decisions about this team. The purpose of this report is to provide supporting information for the team and management.

Sample S/Smith A

Organization:

ABC Inc.

Date:

08.18.2015



Introduction

The Work Pair Assessment is a tool that can combine two of the Individual Assessment results into one report. It shows the work pair's dynamics, the strengths and development areas of the work pair, and illustrates how the pair is adjusting their behaviors in the existing work environment.

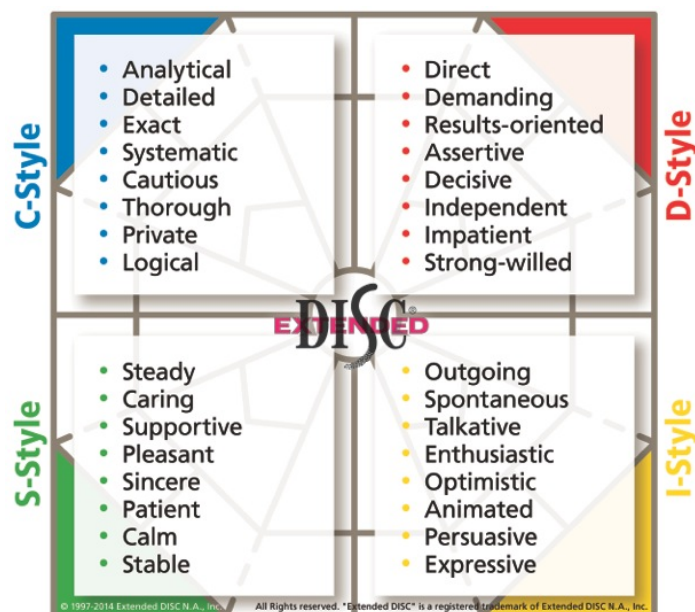
The Assessment divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

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.



Sample S/Smith A

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Your Work Pair Profiles

The Profiles are a visual representation of your behavioral style. They are based on your responses to the questionnaire. There are no right or wrong answers.

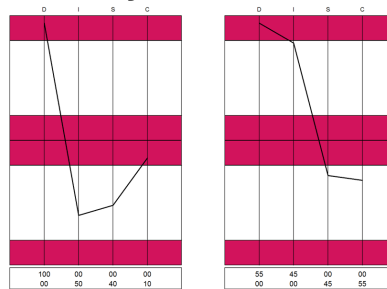
Profile I: Perceived Need to Adjust - Your adjusted style reflects an adjustment that you perceive would help you be successful in your current environment.

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. Most individuals are a combination of styles. The styles (D, I, S, and C) that are above the middle line (=top half of the Profile II) are your natural styles. The styles that show below the middle line means that they require more energy from you. There are no good or bad behavioral styles - just different ones.

Your Profile I and II

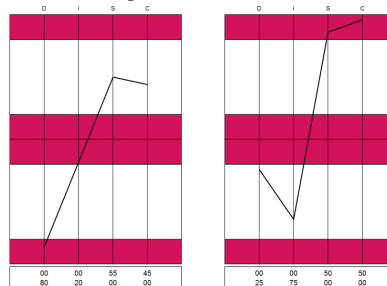
Suzanne Sample

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



Andy Smith

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



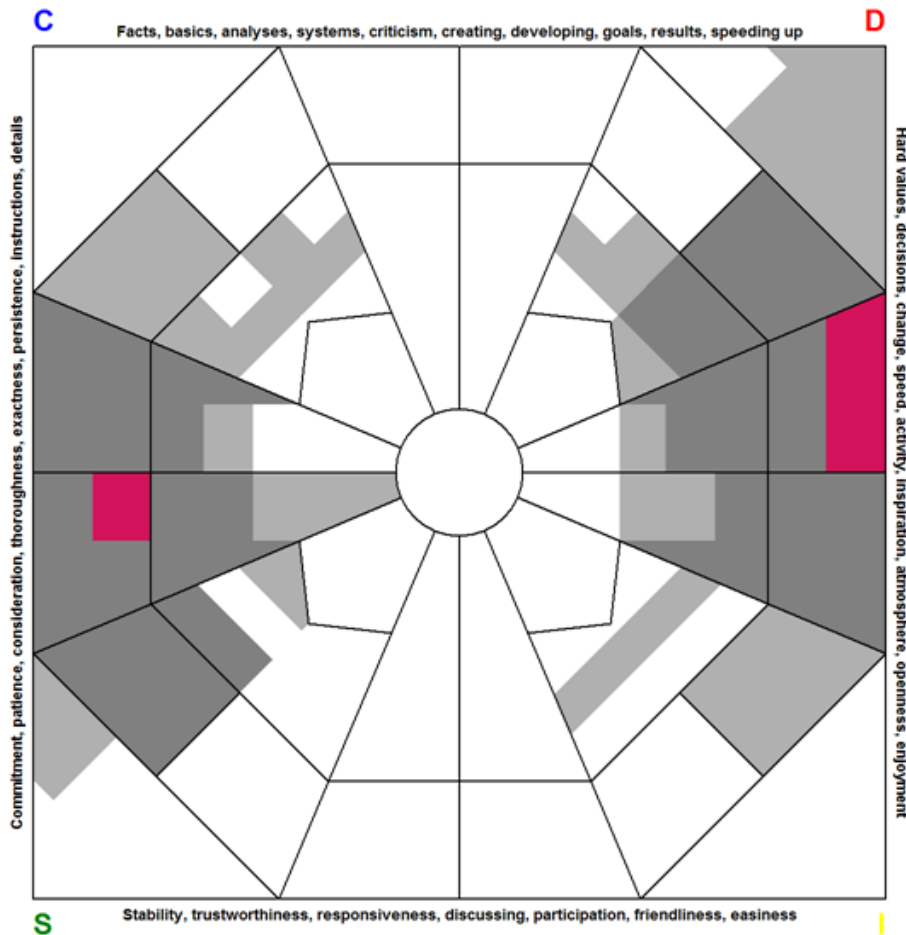
Percentage Table

Person	Profile I				Date Analyzed	Profile II			
	D	I	S	C		D	I	S	C
Suzanne Sample	100%	0%	0%	0%	08.21.2013	55%	45%	0%	0%
Andy Smith	0%	0%	55%	45%	08.26.2013	0%	0%	50%	50%

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

Sample S/Smith A

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Your Strengths

Suzanne Sample

- Can keep people in line
- Motivates with independence and challenges
- Is clear enough
- Can set the goals
- Can demand
- Dares to take risks
- Can generate new ideas
- Has willingness to change
- Wants to be the best
- Can keep the goals high enough
- Doesn't let jobs become routine
- Can generate new ideas

Andy Smith

- Masters details and little things
- Works according to the given roles
- Can concentrate on his own thing
- Doesn't provide unconsidered solutions
- Doesn't go beyond his role
- Can wait for his turn
- Doesn't want attention
- Very harmonious worker
- Achieves success through reliability
- Knows and follows the traditions of the team
- Stays in his own area
- Takes only what belongs to himself

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.

Sample S/Smith A

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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.

Suzanne Sample

Her relationships with other people are difficult to describe. She can be very nice, social, communicative and sociable - or she can be extremely tough, demanding, aggressive and over-practical. It always depends on her partner and how she expects to take advantage of that individual. Chatting is not her way to spend time.

Andy Smith

He can stand up only if he is absolutely convinced that he has something important to say. He does not like to talk just to talk, as he does not respect people who talk even though they have got nothing to say. He could be more bold and frank without being intrusive.

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?

Sample S/Smith A

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What Motivates Each of Us

Suzanne Sample

Suzanne is motivated by the chance to do independent work involving people. She gets motivation from clear, challenging goals that she can achieve her way. Variety in people, places and tasks also motivate her. She likes to work through people but that does not mean that Suzanne is a teamworker. This person is also motivated by popularity and social acceptance, publicity and success.

Andy Smith

Andy needs to feel safe, then he knows what he has to do and what is happening. He respects honesty, feeling comfortable only if Andy can trust people. This person likes to complete each task before he starts a new one. Random activities are not smart in the long run.

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

Suzanne Sample

- Renewal, generating ideas
• Possibilities to win and achieve
• Freedom from restrictions and chains
• Opportunities to control and manage people
• Achieving results through people
• Varying and multifaceted situations
• Moving
• Meeting new people
• Possibilities for fast reaction
• Possibility to decide by herself
• Venturing into the unknown
• Deciding her own matters

Andy Smith

- Security and correctness
• Clear and exact operating instructions
• Criteria for decision-making
• Appreciation as an expert
• Possibility to concentrate on his work
• Consistency and appreciation for traditions
• Diminishing all risk factors
• Support in starting new projects
• Thorough and planned progress
• Lots of information to support decision making
• Enough time to dig into problems
• Possibility to plan beforehand

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?

Sample S/Smith A

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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

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

Andy Smith: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Making well thought out decisions based on detailed analysis

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

Andy Smith: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Participating in the change process as a project member

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

Andy Smith: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Providing guidance in complicated matters

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

Andy Smith: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Asking for the input and ideas of others

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

Andy Smith: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Sample S/Smith A

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Being willing to try new approachesSuzanne Sample: -5 -4 -3 -2 -1 0 1 2 **3** 4 5Andy Smith: -5 -4 **-3** -2 -1 0 1 2 3 4 5**Taking into account everyone's needs before deciding on how to change**Suzanne Sample: -5 **-4** -3 -2 -1 0 1 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 1 2 **3** 4 5**Clear and fact-based communication**Suzanne Sample: -5 -4 -3 -2 **-1** 0 1 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 1 2 **3** 4 5**Direct, goal focused communication**Suzanne Sample: -5 -4 -3 -2 -1 0 1 2 3 **4** 5Andy Smith: -5 -4 -3 **-2** -1 0 1 2 3 4 5**Empathic, positive, understanding**Suzanne Sample: -5 -4 -3 **-2** -1 0 1 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 **1** 2 3 4 5**Positive, lively and inspiring communication**Suzanne Sample: -5 -4 -3 -2 -1 0 **1** 2 3 4 5Andy Smith: -5 **-4** -3 -2 -1 0 1 2 3 4 5**Thoughtful, fact-based communicator**Suzanne Sample: -5 -4 **-3** -2 -1 0 1 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 1 2 3 4 **5****Preferring to talk instead of listening**Suzanne Sample: -5 -4 -3 -2 -1 0 1 **2** 3 4 5Andy Smith: -5 **-4** -3 -2 -1 0 1 2 3 4 5**Being a tough decision-maker**Suzanne Sample: -5 -4 -3 -2 -1 0 **1** 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 **1** 2 3 4 5**Finding a balance between people and facts when making a decision**Suzanne Sample: -5 -4 **-3** -2 -1 0 1 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 1 **2** 3 4 5**Communicating detailed requirements in positive manner**Suzanne Sample: -5 -4 -3 **-2** -1 0 1 2 3 4 5Andy Smith: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Sample S/Smith A

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Maintaining cooperation among people

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

Andy Smith: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Helping and guiding others

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

Andy Smith: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Effective multi-tasking

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

Andy Smith: -5 -4 **-3** -2 -1 0 1 2 3 4 5

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

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

Andy Smith: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Performing repetitive and detailed tasks effectively

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

Andy Smith: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Staying focused for a long time

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

Andy Smith: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Striving for perfection

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

Andy Smith: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Taking care of details with planned and focused steps

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

Andy Smith: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Helping others by providing the support they need

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

Andy Smith: -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:

Suzanne Sample

- Evaluate how committed others are before emotionally reacting to their level of performance
- Are you sure that everybody can really follow your pace?
- Learn to complete one thing at a time
- Do not unnecessarily bring up your own opinions - encourage others to discover their own tune to sing to
- The goals of the team should satisfy the wishes of its members - do not forget that
- At the end of every day or project, review the completed tasks
- Do not go to battle unprepared - practice first

Andy Smith

- Try to get others to really participate in doing things
- Dare to express your dreams about "impossible and unbelievable" achievements
- Learn to dream and show that you believe in them
- Avoid negative expressions - everything can be said in more than one way
- You seldom need losers - try to concentrate on finding winners
- Create your own way of doing things and stick to it
- Do not try to know everything - if you do, you do not know anything well

Questions Based on Your DISC styles

Suzanne Sample

She does not feel any significant need to slow down or give up her goals. She believes that she will find the challenges she wants in her current surroundings.

Describe an incident when you felt like you exceeded your level of authority?

Presently she feels a little uncertain and does not feel that she can act as freely and humanely as she would like to. At the same time she feels that she is not getting the kind of social freedom and openness that she would enjoy.

How do you feel being alone?

This person is extremely active and hard-working by nature. It is very important for her to constantly get new incentives so that she will not get bored. The current surroundings seem to offer just enough.

=> When was the last time you were bored?

Presently she may feel slight pressure or uncertainty even though she does not in any way try to change her own natural behavior. She should get more freedom to take charge of her own affairs. In what way should you not be restricted?

Andy Smith

He does not feel the need to be tougher or more decisive, and is capable of being his own amiable self. Helping and supporting others may have become more important than in the past.

Do you want to take part in decision-making?

He may feel a slight need to be more extroverted and active in the current situation than he would naturally be. However, he does not feel like that bothers him.

What kind of people do you like to have as your colleagues?

He does not feel any need to rush in the current situation but tries to be his calm self.

How are you able to react to occurring changes in the surroundings?

He tries to act a little more independently and bolder in the current situation than he would naturally. However, he does not change his basic, exact behavior.

Do you want more exact instructions for your work than you currently get?

Sample S/Smith A

Organization:

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08.18.2015

Questions Based on Your Jobs

Suzanne Sample

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?

Andy Smith

You like to stick to your own area. How do you answer a person who asks you a question that you do not have an answer for?

You are not particularly extroverted. How do I know that you are not afraid to face people?

You like to receive instructions. In what situations are you able to advise others?

You do not emphasize your own abilities or skills. Tell why do you think you will succeed in this job.

You prefer stability to change. How does one get you to accept rapid changes relating to your job?