



DISC BEHAVIORAL PROFILE

Candidate: Everett Sample
Company: Sample Company, Inc.
Job Title: Sales
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DISC Behavioral Profile Distributed by:

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Introduction

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

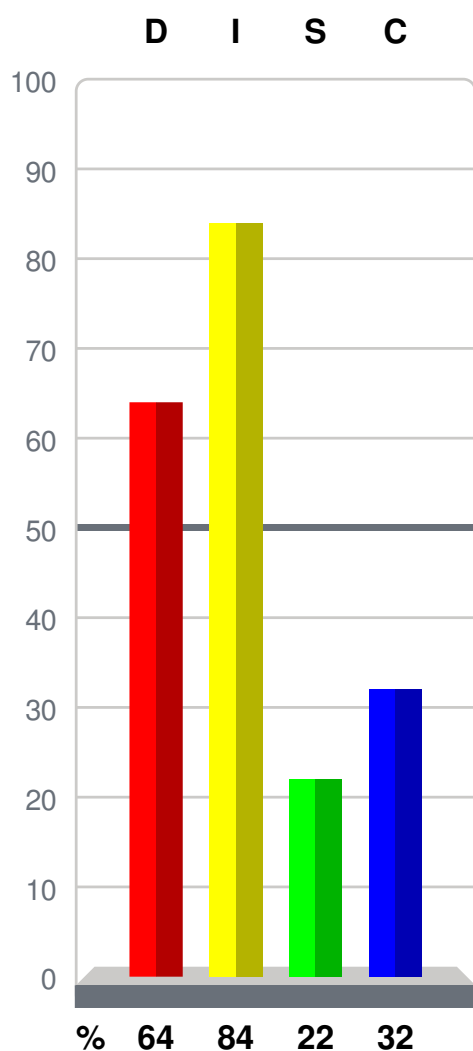
*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*

Style Insights[®] Graphs

6-2-2016

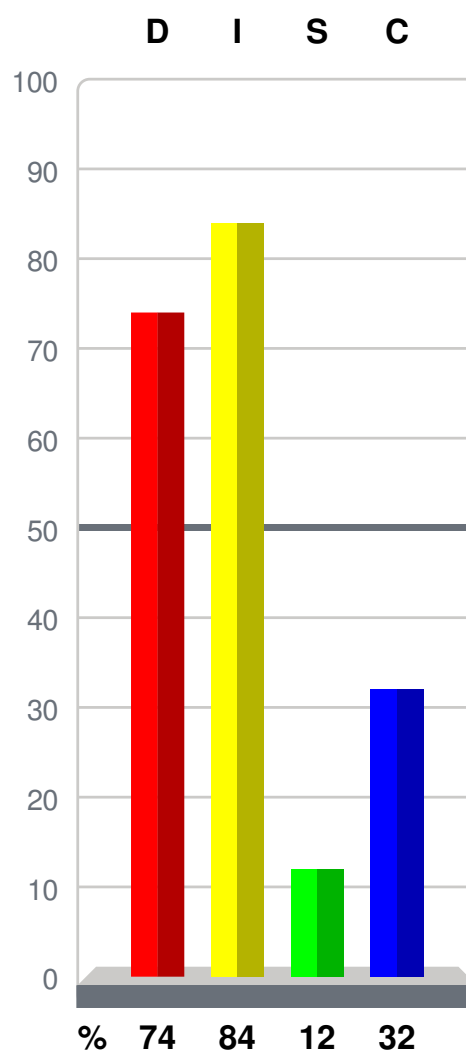
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4

Descriptors

Based on Everett's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

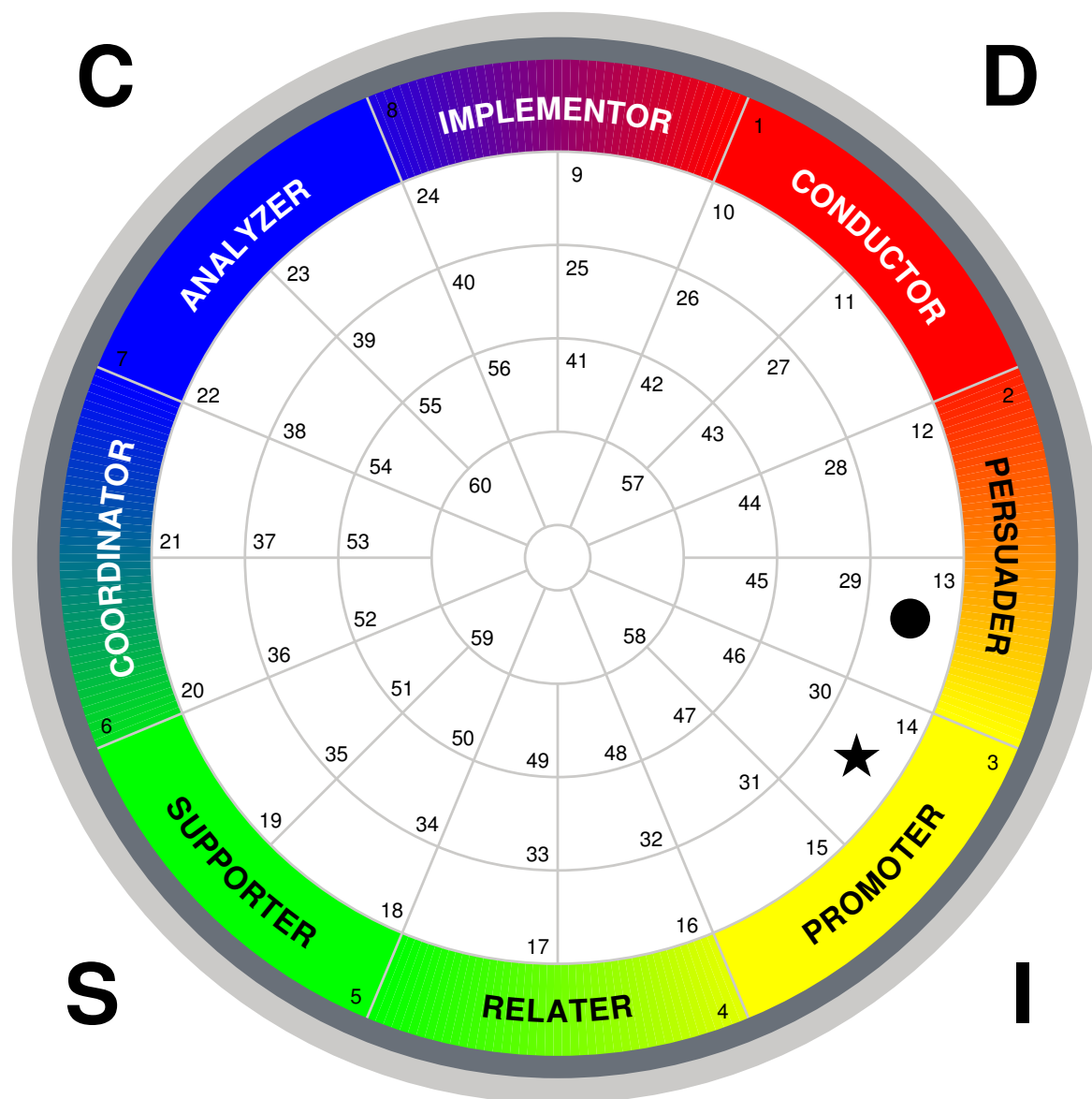
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

The Success Insights® Wheel

6-2-2016



Adapted: ★ (14) **PERSUADING PROMOTER**
 Natural: ● (13) **PROMOTING PERSUADER**

Everett Sample

Value to the Organization

This section of the report identifies the specific talents and behavior Everett brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Negotiates conflicts.
- Sense of urgency.
- Positive sense of humor.
- Ability to change gears fast and often.
- Optimistic and enthusiastic.
- Team player.
- Builds confidence in others.
- Motivates others towards goals.

Ideal Environment

This section identifies the ideal work environment based on Everett's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Everett enjoys and also those that create frustration.

- New products and new ideas to sell.
- Freedom from long, detailed reports.
- Support team with sense of urgency.
- Work tasks that change from time to time.
- Freedom from control and detail.
- Democratic supervisor with whom he can associate.
- Tasks involving motivated groups and establishing a network of contacts.
- Activities, and more activities.

Sales Characteristics

Based on Everett's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

Everett consistently meets the challenge of persuading people to his point of view. Some buyers may desire less talk and more facts. He sets high sales goals for himself and others. Being optimistic, he may set them too high. However, if he develops a plan and follows that plan, he usually will deliver the results. Inclined to talk smoothly, readily and at length, he loves the opportunity to verbalize. Sales presents an opportunity for him to use this great attribute. He prefers to sell a new client on himself first rather than his product or service. This reflects his natural approach. When he buys, he also prefers to be sold in this manner. Detail work is not Everett's forte. He enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. He prefers to be evaluated on his results, not the paper work. He prefers to sell new, innovative products or services. In fact, he often uses creative ways to sell his products or services. He may be seen as somewhat impulsive. He likes new products and often is the first in his neighborhood to buy the latest things.

Everett should learn to follow all objections with a question. This will allow him time to prepare his answer and help clarify the prospect's actual objection. He frequently uses emotion and active body language in his sales presentation. With some buyers this could be detrimental because they may see him as being superficial. He depends on his prospects to trust his judgment in recommending his products or services. Not all prospects are as trusting and some will want facts and data to support his judgment. His presentation may not be logical enough for some buyers. He has good intentions, but may become excited and jump around in the presentation. This may cause buyers to ask questions or raise objections to support the need for a logical presentation. Everett welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of his knowledge. He experiences difficulty in telling a prospect that he doesn't have the answer to the prospect's objections. His natural sales style attempts to answer the objections even if he lacks the proper data to do so. He would rather take the risk than admit failure.

Sales Characteristics Continued

Everett's listening skills may cause him to miss some closing opportunities. He may be thinking about what he is going to say next and miss the buying signal. He has a good sense of urgency to get things done quickly. Sometimes this will not allow him the patience needed to service some of his accounts. He can be guilty of overservicing the accounts he feels are personal friends. To him, friendship is important and he may overlook certain requests to maintain the friendship. Sometimes he tries too hard to accommodate the buyer with service. He will resent his effort if the account doesn't live up to its potential. Everett can be seen as a good closer. However, he may postpone the close until giving the complete sales pitch. Observers have actually seen him sell the product and then buy it back. He should guard against excessive talking and close at the appropriate time. He may be positive and direct with his closes. He will be friendly and persistent as he attempts to close the sale.

Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Everett. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Everett most frequently.

Ways to Communicate:

Provide a warm and friendly environment.

Not deal with details, put them in writing, pin him to modes of action.

Offer special, immediate and extra incentives for his willingness to take risks.

Provide testimonials from people he sees as important.

Provide ideas for implementing action.

Give strokes for his involvement.

Expect acceptance without a lot of questions.

Provide systems to follow.

Put projects in writing with deadlines.

Talk about him, his goals and opinions he finds stimulating.

Be open, honest and informal.

Use enough time to be stimulating, fun-loving, fast-moving.

Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Everett. Review each statement with Everett and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate:

Talk down to him.

Be put off by his "cockiness."

Legislate or muffle--don't overcontrol the conversation.

Drive on to facts, figures, alternatives or abstractions.

Be curt, cold or tight-lipped.

"Dream" with him or you'll lose time.

Let him change the topic until you are finished.

Dictate to him.

Take credit for his ideas.

Use paternalistic approach.

Assume he heard what you said.

Perceptions

See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Everett's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Everett to project the image that will allow him to control the situation.

Self-Perception

Everett usually sees himself as being:

- Enthusiastic
- Outgoing
- Charming
- Inspiring
- Persuasive
- Optimistic

Others' Perception - Moderate

Under moderate pressure, tension, stress or fatigue, others may see him as being:

- Self-Promoting
- Glib
- Overly Optimistic
- Unrealistic

Others' Perception - Extreme

Under extreme pressure, stress or fatigue, others may see him as being:

- Overly Confident
- Talkative
- Poor Listener
- Self-Promoter

Keys to Motivating

This section of the report was produced by analyzing Everett's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Everett and highlight those that are present "wants."

Everett wants:

- Working conditions with freedom to move and to talk to people.
- Travel or changing territory.
- Flattery, praise, popularity and strokes.
- Public recognition of his ideas and sales results.
- Work assignments that provide opportunity for recognition.
- Freedom to talk and participate in sales meetings.
- A wide scope of activities.
- Outside activities so there is never a dull moment.
- A support system to do the detail work.
- Rewards to support his dreams.
- A variety of products to sell.
- Participation in meetings on future planning.
- Support troops to follow through with his part or detail work.

Keys to Managing

In this section are some needs which must be met in order for Everett to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Everett and identify 3 or 4 statements that are most important to him. This allows Everett to participate in forming his own personal management plan.

Everett needs:

- To handle routine paperwork only once.
- Annual physicals because of his activity level and work intensity.
- Better organization of record keeping.
- Systems to follow.
- To focus conversations on work activities--less socializing.
- Objectivity when dealing with customers because of his high trust level.
- More logical presentations--less emotional.
- To mask emotions when appropriate.
- People to work and associate with.
- Vacations or periods of reduced activity level.
- To be informed of things which affect him.
- Appreciation of slower-moving people and customers.

Adapted Style

Everett sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Verbally stressing the benefits of his product or service.
- Adapting easily to changing sales territory.
- A variety of sales activity.
- Impatient to overcome competition.
- Using great social strengths in approaching new prospects.
- Coping easily with many concurrent sales activities.
- Impulsive and eager to keep the sales presentation moving.
- Handling a variety of products or services.
- Using an informal sales presentation.
- Alert, active attention to customers or clients.
- Meeting customers either formally or informally.
- Generating enthusiasm in others.
- Exhibiting excitement about his service or product.

Selling Tips

This section provides suggestions on methods which will improve Everett's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Everett will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

Factors that will create tension:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

Factors that will create tension:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Everett and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Everett has a tendency to:

- "Oversell" or talk his way out of a sale by focusing on irrelevant things.
- Be more concerned with popularity than sales results.
- Be unrealistic in appraising a client's credit.
- Not have all the necessary brochures and sales aids.
- Be a situational listener.
- Make promises he can't keep.
- Have difficulty planning and controlling time.