



## Extended DISC Australasia *FactSheet*

### *Greetings*

Sometimes we come across some interesting situations when comparing Extended DISC Personal Analysis Report Profiles of individuals working closely together. Recently we had a classic example of two reports which showed the influence of two people's styles on each other in a close working environment.

There is absolutely nothing wrong with this, but it does help demonstrate how Extended DISC can be used to monitor the effect of one individual on another in a working situation.

Jukka Sappinen, CEO of Extended DISC International, recently wrote an interesting article on decision-making and the four styles which we think is worth reproducing in this month's newsletter. When reviewing Team Analysis Reports or when comparing two or more Personal Analysis Reports, we are often asked which person would be the best decision-maker. The answer is that all styles are good decision-makers, but they all arrive at a decision in a different way.

### *Personal Analysis Reports – How an individual's behavioural style can influence another individual's style*

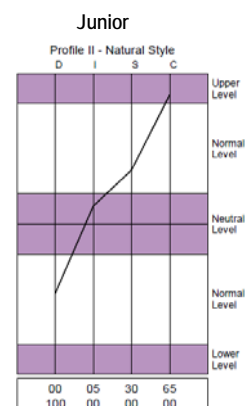
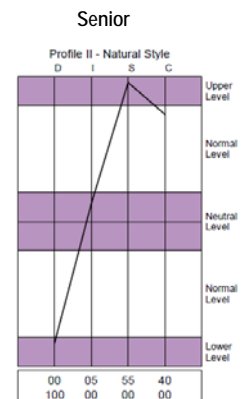
We recently debriefed two separate Personal Analysis Reports for two people who work very closely in an office and on the same projects.

Both were involved in professional roles which actually suited both behavioural styles and both had strong Profiles which indicated that the reports were reliable. Although one was more senior than the other, they worked well together as the junior staff member respected his senior and was learning from the experience of his mentor.

Both men's primary relationship roles were Assurers but their Profile II's showed distinct differences. With the senior's style being 55% S, 40% C and 5% I, while the more junior of the two's Profile II indicated that his natural unconscious style was 65% C, 30% S and 5% I.

The senior's Profile is shown opposite, and it will be noted that his major style is S. The S style when mixed with the other two characteristics means that he was profound, calm, adaptive, follows instructions and leaves others alone.

His communication style is such that people would find him friendly, calm and reliable. He doesn't express his views until asked and is a good listener. He doesn't inspire others nor motivate others as assertively as may be expected of a senior but nevertheless we understand that the two men communicated very effectively.



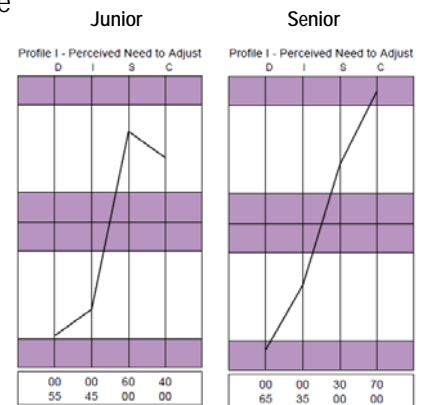


This is not surprising given the more junior man's Profile II, which is shown opposite, as his predominant style was C. This style when mixed with the other two styles meant that his natural style was diplomatic, careful, thoughtful friendly and modest and his communication style was open, easy-going, calm and practical and he was an active listener.

Despite the fact that the senior was not an outgoing demanding person, he was very effective in his role as instructor to his junior team member. If the junior had a different behavioural style things could well have been much different and although the firm was not using behavioural style analysis when the junior man was employed for his role, it is highly likely that he was chosen by the senior man because his style was similar.

The interesting thing that we noted however, was the change in the junior's adjusted conscious behavioural style to replicate the natural style of his senior after working with him for some time. The junior assumed the senior's style and somewhat remarkably, the senior assumed the junior's natural behavioural style in his Profile I.

The case is an effective example of how a senior's behaviour style on a junior member can be profound.



### Decision-making and the styles

Although Extended DISC recognises 160 different behavioural styles, from a combination of a percentage mix of two or three styles (sometimes, but seldom, one of the four styles) there is always one style that dominates, even when the mix might be a 50/50 mix. (More about this in a future issue).

So let's look at the four main behavioural traits and their decision-making styles as presented in an article by Jukka Sappinen.

#### D.

**The fast, goal-focused, strong and courageous person:** He thinks he is the best decision maker because he is a fast decision maker. You hardly even have time to describe the challenge to him before he is ready with the solution. He has a goal in mind and he picks the first road available to take him there. Taking action is of utmost importance to him, and pondering situations is considered a waste of time. He also makes most of the decisions. It is not important for him to reach a popular decision, nor is it important for him to respect the traditions or what had been agreed beforehand. It is not important for him to check everything before the decision is made. No question about it, he is the best decision maker!



I.

**The people-oriented, spontaneous, eager and lively person:** He thinks he is the best decision maker because most people find it easy to like his decisions. He is not opinion-bound with his decisions. He believes a decision reflects the goodwill of parties involved and not necessarily what will actually happen in the future. It is more important to have agreement than to have it exactly right. It is not important for him to be the one in charge or for the decision to lead to maximum effectiveness. It is not important for him to make sure the decision is risk-free and it is not important for him to know all the facts relating to the decision. No question about it, he is the best decision maker.



S.

**The peaceful, considerate, well-meaning and helpful person:** He thinks he is the best decision maker because his decisions will not threaten anyone and benefit everyone. He believes a decision is not a statement of something that will happen but something that already exists. As he wants to minimise the amount of insecurity and risks in life, the role of a decision maker is to state and confirm the existence of what we know is safe and familiar. He does not believe a decision should be a task to be delegated to anyone, it must be a responsibility of everyone involved and the decision maker is only stating the obvious. It is not important for him to reach the decision quickly, for him shine in the limelight, or to reach maximum efficiency with the decision.



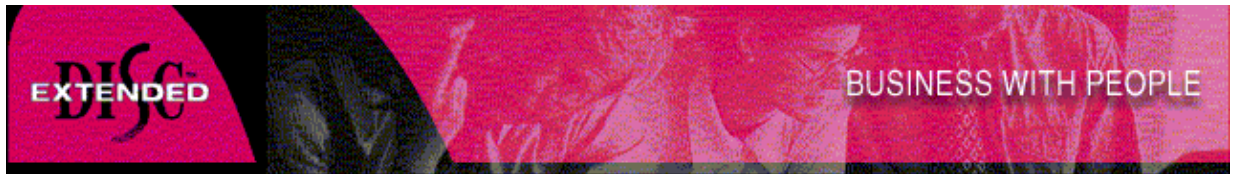
C.

**The exact, detailed, organised and rule-focused person:** He thinks he is the best decision maker because he makes less incorrect decisions. He has the patience to go through all the details influencing the decision, all the possible outcomes, compare them against the set criterion for the decision and make sure nothing is against the company rules and instructions. The time this takes is not important for him nor does he care how each decision will affect or influence personal feelings. Decision is about sorting out the facts and simply calculating the outcome. It is also acceptable not to make a decision because more important than making a decision is to avoid making a wrong decision. It is not important for him to be fast, it is not important for him to be liked and it is not important for him to listen to peoples' opinions about the decision.



## Discussion

DISC theory does not so much describe individual's strengths but how an individual goes about doing things. Our style is not good or bad alone, it only becomes effective or ineffective in different situations. We all are good decision makers, assuming we have the right circumstances and address the real issues.



### *Extended DISC Webinars – An interactive success*

A big **thank you** and **well done** to all those who attended the May 12<sup>th</sup> Webinar “Caution Areas in Profile Interpretation.” The discussion focused on practical experiences of attendees in working with the special situations that occur in Profile I and II. Adrienne Smith of Midcoast Trucks commented:

*“Wow thanks Madeleine – you certainly over-delivered today 😊. Appreciate it and yes I’ll be registering early for next Webinar.”*

The next Webinar is scheduled for Wednesday June 16<sup>th</sup> at 12.00pm NZT and titled “Classical Profile Patterns – from Inspirer to Practitioner”.

Spaces are limited. Email us to register.

We look forward to seeing you there!

For further information on our innovative products, please call our office on 0800 333 668 (New Zealand) or 1800 254 094 (Australia).



May 2010

**EXTENDED DISC AUSTRALASIA LIMITED**

**P O Box 301155, Albany, Auckland, New Zealand**