PERSONAL BEHAVIOURAL PROFILE

Sam Sample *(an example)*

Organisation:

FinxS

Date:

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IIMPM

INTERNATIONAL INSTITUTE OF
MEDICAL PROJECT MANAGEMENT

www.iimpm.com

SECTION 1: PERFORMANCE THEORY

Overview of Behavioural Profiling

Behavioural profiling helps you identify what are your key strengths that can be indicative for the health or medical roles you are best suited to, and how to effectively undertake roles to add the most value to your personal, unit or organisational practice. Workplace in this context can include any place of paid work, volunteer work, study, or managing a household. It is effectively the place where you are required to perform.

This report is designed for health professionals or students and aims to provide you with personal insights to your style and includes a validation score to define its accuracy. Any misinterpretation of the information or personal blind spots that may question the validity of the information can be overcome through undertaking a debrief with your *International Institute of Medical Project Management* consultant, who is internationally accredited in the *Extended DISC* behavioural system.

If this report is being used for recruitment purposes, please note that behavioural analysis is only one factor to human complexity, although it can be a most valuable tool used in assessing a person's suitability for a role. The other human complexity factors include communication style (human representative system), personal values and beliefs, and personal knowledge and expertise (job competency). Given that thinking can significantly influence one's behaviour and actions that lead to their results, where a person has a bad attitude, they may not be bringing their best self to the role. This is why following up with referees is recommended in addition to undertaking any behavioural analysis.

Behavioural analysis does not provide results that classify people. There are no good or bad categories and the system does not rank people in any way. All of the information in this report is derived from your natural behavioural style. It represents a preferred behavioural style that takes the least energy and effort, requires the least amount of concentration, and achieves results faster and with more fun. It is the modus operandi that you normally use to react to events and is most frequently exhibited outwardly in your behaviour.

The Key Principles of Behavioural Profiling

The key principles of behavioural profiling is to acknowledge:

1. That our thinking influences our choice of behaviours and actions. A bad attitude can negatively override our behavioural strengths such that an individual may not be using their style to achieve the best results;

2. People can have a blend of behavioural traits in their natural style (compared to others) having up to three traits, but cannot have all four traits, showing that we were born to be in teams;

3. Success is a team sport; we need to understand the value we bring to the team and the team brings to us;

4. All styles have strengths and areas for development, where strengths are overdone, they become weaknesses;

5. No style is better than any other, each trait provides a unique value to the team;

6. People can adapt their style to their work environment, but where it is consistent to their natural style (we call in flow), they are able to perform to their maximum level; and

7. Individuals can be more:

   a. Task (Thinking) or People (Feeling) orientated; or

   b. Active (Extravert) or Reserved / Passive (Introvert) orientated.

*The DISC style presented in this example is: **IDS***

The DISC Model

Although history has shown that four dominating behavioural traits have been recognised for over 2,500 years, it was Dr William Marston, a Harvard PhD-level psychologist and lawyer, who coined the term DISC in 1924, publishing information about it in 1928 in a book named 'Emotions of Normal People'.

D stands for driven or dominant, **I** stands for Influencer, **S** stands for Stable or Security, and **C** stands for Compliance, or wanting to be more Correct.

In reviewing where behavioural traits originate, genetics contribute to the body's structure, from our physical size to the colour of our eyes. The behavioural differences between people have been suggested to be related to the size of the arteries, speed of the flow of blood and temperature of the blood and other neuro-chemicals within the brain.

It is likely that your genetic makeup explains what you are born with, and the developmental influences and physical structure of the brain that makes you dominantly a particular behavioural style. A person may have a behavioural blend of one, two or three traits (compared to others). This is shown on page 19 below.

The aim of the behavioural profile debrief is to help you get into flow, which is based on building your strengths in key areas (core style).
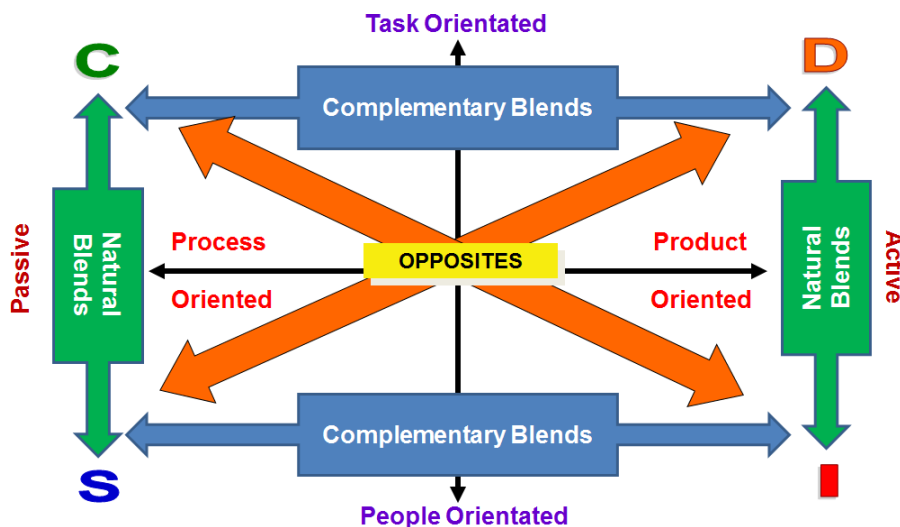
Research has shown that:

- D and C styles are more orientated towards tasks, whereas I and S styles are more orientated towards people; and

- D and I styles are more extroverted (active), whereas S and C styles are more introverted (passive).

It is of interest that the majority of health professional tend to be a C style or S style. The I style health professional is more likely to have a key business development role, and the D style health professional would be most interested in a leadership role.

Overview of the Key Behavioural Traits

This behavioural analysis divides all of the different behavioural styles into four main styles. These styles are not better or worse than each other. Each has its own value that it brings to individual, team and organisational performance.

D-style Generalisations

D-style people are typically competitive, fast-moving, decisive and results-oriented. They prefer to move fast, take risks and get things done as soon as practicable. D-style people also like to be in charge, have control and exert power. They like change, think out of the box, and enjoy challenges.

When overdoing their strengths, D-style people can also be impatient, arrogant, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-style people as being somewhat self-centred, demanding, blunt and overly aggressive.

The D style is task and extravert orientated.

The D style medical practitioner is ideally suited to emergency and senior management type roles.

I-style Generalisations

I-style people are typically talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-style people tend to be positive and good at influencing others.

When overdoing their strengths, I-style people can also be inattentive to details, overly talkative and emotional. They may over-promise and under deliver, as they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

The I style is people and extravert orientated. This is the most extraverted style.

The I medical practitioner is ideally suited to general practitioner type roles and generally takes a lead business development role in a business. They are very good at promoting others and the organistion.

S-style Generalisation

S-style people are typically calm, helpful, modest and predictable. They are eager to help, very loyal and often make excellent team players. S-style people tend to be good listeners, trustworthy, and seek to have purpose in helping others. They are very patient and persistent.

When overdoing their strengths, S-style people need stability and security, and could resist change. They may be too willing to pitch in, overly compromising and at times are taken advantage of. Others may perceive S-style people as acting too slowly, needing to be assured before changing, and being held back by comfort zones.

The S style is people and introvert orientated.

The S medical practitioner is ideally suited to general practitioner type roles. If they also have the C trait, they are likely to make great specialists and consultants.

C-style Generalisation

The C-style people are technical people. They typically are precise, logical, matter-of-fact, analytical and careful. They need data and information and like to make informed decisions. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work, have high standards and may want to progress work themselves.

When overdoing their strengths, C-style people may also focus too much on the details, becoming nit-picking, focused on the risk and losing sight of 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, pessimistic, and even cold.

The C style is people and introvert orientated. This is the most introvert style. The C medical practitioner is ideally suited to specialist or diagnostic technology type roles.

SECTION 2: YOUR PERSONAL PROFILE

Your Personal Profile Graphs

The graph on the right side is your Natural or Core Style, and the graph on the left side is your Adapted or Perceived Need to Adjust style.
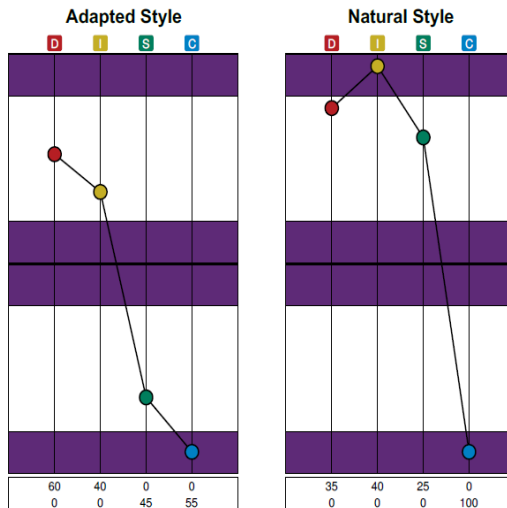
Your DISC style is: IDS

Your Report's Validation Scores

PSiz	PSim	PPos
5	4	5

Tight I	Tightish I	Overshift I	Undershift I	Tightish II	FRS in D	FRS in C
No	No	No	No	No	No	No

Explaining the Key Validity Scores

The scoring system works on a range from 0 (low validity) to 5 (high validity) scale. They mean:

- **PSiz** represents the validity of results relating to how accurate it believes it represents what you are (your key natural strengths). This is the most important score for your report;

- **PSim** represents the likeness in the shapes of Profile I and Profile II; and

- **PPos** represents the validity of results relating to how accurate it believes it represents what you are not.

Behavioural Alignment to Health and Medical Practice Environments

This section aims to give insights to well aligned business development methods and the attributes that can help select health and medical clinical practice areas and roles.

When reading through this information, please remember that you will have a blend of behavioural traits based on your complete style (i.e., meaning more than one of the styles can be part of your accumulative traits).

Your DISC style is: IDS

1.   Business Development Considerations

The old adage that *"people prefer to do business with people they know, like and trust"* means that a person has to first position themselves so they become known. A person cannot be liked and trusted unless they are first known. This however does not mean they have to physically meet others, it could be through leveraging web profiles, traditional or social media, or just having someone else promoting them.

From a marketing perspective, when a person makes themselves known to people directly (e.g., direct marketing) it is known as a 'push' strategy, whereas when prospects come specifically to a health professional (e.g., through referrals or having a high media presence) then it is a 'pull' strategy. A pull strategy is most effective for attracting work, as the prospects are coming to the specific health or medical practitioner already having a level of commitment to engage them.

Dependent on what a person's behavioural style is, the preferred method of connecting with people can vary. People that are more extravert in nature for example, will be happier to attend conference or networking events.

Here is a general list of potential ways to build your personal and business brand that contributes to business development ideas that can be used to consider what would be more comfortable for an individual:

- Strategic networking events;
- Speaking at grand round or events;
- Cold calling or contacting strangers by phone or email;
- Strategically aligned pro bono assignments;
- Publishing as a researcher;
- Interviewing others;
- Board of Management positions;
- Mentoring programs;
- Educational institute lecturing, including having an adjunct university position;
- Social media contributions (statements, articles, videos, photos, podcasts etc.);
- You Tube / Vimeo videos;
- Website and other online personal profiles;
- Strategic awards and recognitions (Order of Australia, Best Health professional Award etc.);
- Professional association committee role;
- One-on-one informal meetings;
- Strategic alliances (e.g., health management organisations, insurance firms etc.);
- Strategic associations (e.g., people or organisations you associate with);
- Print media (e.g., magazines, newspapers etc.;)
- Television media (e.g., interviews, professional opinions etc.);
- Radio media (e.g., interviews, professional opinions etc.); and
- Advertising (e.g., print, video, billboards etc.).

Obviously all styles benefit from any form of media promotion, award recognition and having their biography published, as well as through strategic alliances and associations. This issue aside, however, the following information aims to explain behavioural traits and specific development activities that are well aligned to the style.

D Style Favoured Methods

D style health or medical professionals tend to enjoy being in important and senior roles. They like control and usually are ambitious and would like to be an owner or shareholder in any business or leader of a health services or government department.

They speak with authority, however they can lose interest fast where there lacks challenges and therefore will prefer business development efforts in short bursts (e.g., high profile short-term pro bono assignments) over any long term commitments (e.g., board positions). This is why emergency type roles well suit them.

Some business development areas that they are well aligned to include:

- Strategic networking events;
- Speaking at events;
- Strategically aligned short-term pro bono assignments;
- Interviewing others in their area of interest;
- Social media contributions (statements, articles, videos, photos, podcasts etc.);
- You Tube / Vimeo videos; and
- Strategic awards and recognitions (Order of Australia etc.)

I Style Favoured Methods

I style health or medical professionals tend to enjoy people interactions and they get their energy from engaging with wider groups of people. They are good at communication and find it easier to connect with strangers. This is what makes them good at being general practitioners.

They can generally be comfortable in front of people they have never met. They are well aligned to business development and often carry this function for the firm, as they are good at promoting others and connecting people to those who can provide the solutions.

They do not however like to promote something they do not believe in.

Some business development areas that they are well aligned to include:

- Strategic networking events;
- Speaking at events;
- Strategic pro bono assignments where a lot of people are involved;
- Cold calling or contacting strangers by phone or email;
- Interviewing others;
- Board of Management positions;
- Mentoring programs;
- Educational institute lecturing;
- Social media contributions (statements, articles, videos, photos, podcasts etc.);
- You Tube / Vimeo videos; and
- One-on-one informal meetings.

S Style Favoured Methods

S style health or medical professionals tend to enjoy helping people and are very aligned to training, mentoring, coaching and caring for others. They tend to avoid high profile positions, however, are comfortable with one-on-one interactions where they know the people. They prefer dealing with fewer people in a deeper relationship. They generally make good carers and are very compassionate people.

This means business development efforts are typically more focused at building stronger relationships (e.g., retaining clients) where they are engaged over a period of time.

Some business development areas that they are well aligned to include:

- Pro bono assignments;
- Board of Management positions;
- Mentoring programs;
- Educational institute lecturing;
- Social media contributions (statements, articles, videos, photos, podcasts etc.); and
- One-on-one informal meetings.

C Style Favoured Methods

C style health or medical professionals are technical specialists. They prefer to do the work, and not be socially engaged in networking. This can be overcome if they see the strategy in the engagement. They usually make great surgeons or people of high technical speciality.

Equally, they prefer to avoid presenting if they do not know the subject well, however, can overcome this once they feel they are the knowledgeable expert. They do like being the highest specialist.

This means business development is more focused to demonstrating their technical expertise.

Some business development areas that they are well aligned to include:

- Publishing as a researcher or specialist;
- Pro bono assignments requiring technical expertise;
- Board of Management positions in more compliance or expert functions;
- Speaking at technical events where they know the topic well as a specialist;
- Educational institute lecturing requiring high technical disciplines; and
- Professional association committee role in more compliance or expert functions.

2.   Health and Medical Practice Areas and Role Considerations

In selecting areas of practice for a career purpose one has to consider one's own values, passions and interests in the health and medical profession. Although a health and medical professional may choose to practice in any area of health or medicine, this section provides some guidance to the factors to consider that would mean a choice of clinical or practice area that is likely better aligned to their natural behavioural strengths. The following information explains each trait to assess when considering clinical practice areas and key role attributes.

D Style Interests

D style health and medical professionals tend to like challenges and are very task focused. They thrive on new, unique or challenging clinical matters.

They are creative thinkers and can talk with confidence in the moment. They like challenging, interesting and non-repetitive work. They like exciting areas of clinical practice due to their sense of adventure and being unique. They typically have an entrepreneurial flair and would be ambitious in pursuit of senior positions and even owning an organisation.

When looking for a role, consider positions that:

- have seniority (control);
- are results driven;
- are fast paced; and
- are highly challenging or competitive.

I Style Interests

I style health and medical professionals are usually good talkers, are able to get on well with people. They typically excel in building and leveraging their relationships. They usually have a wide people network and are very people orientated.

They can be good at politics and rapidly building rapport with people. They are happy to attend events where they know no one and can easily engage in conversation. They present well, however prefer more generalised or high-level guidance. I style health and medical professionals are typically less detailed focus (in comparison to other styles), so roles that rely heavily on people skills are best aligned to their strengths, such as general practitioner roles. This makes them well aligned to selling the practice's services or their own ideas. The I style health and medical professionals excel in networking and attracting patients to the practice, often taking up the business development function of the practice.

When looking for a role, consider positions that:

- has a high level of people connection;
- require refined interpersonal skills;
- allows for testing the rules; and
- include facilitation or presentation delivery.

S Style Interests

S style health and medical professionals tend to enjoy clinical and practice areas that have a purpose aligned to helping or serving people. They are people orientated, but do not need to be everyone's friend, as they rather work with fewer people with deeper relationships. This makes them good specialists.

They typically are focused on fairness and equity. Trust is a critical factor to their relationships. They have good listening skills and people find themselves able to open up in communications fast with them and are happier to share information with them. They are more introverted in nature; hence they prefer repeat business and are good at the customer service aspects of keeping existing patients.

The S style health and medical professional is well able to do repetitious tasks and is a loyal team member, often staying with an employer for a long period. This means they are happy in clinical testing type roles. They are considered friendly; however, they need to like the person to be effectively engaged with them. They tend to support processes in the practice as they prefer stability.

When looking for a role, consider positions that:

- provides a stable work environment;
- have a social justice slant or a people-serving purpose;
- require deeper connection with fewer people;
- protects the under privileged; and
- allows for repetition.

C Style Interests

C style health and medical professionals tend to enjoy the research elements of health and medicine and are very detailed people. They seek information and are technical professionals who are ideally suited to research, surgery or pathology-type work.

This is a very task-focused style and they enjoy dealing with and overcoming difficult or complex issues. They like to stick with the rules and ensure a high level of compliance. This style often sees things more black and white, so they are clear on right and wrong, avoiding ambiguity. They generally go deep into any analysis, enjoy highly technical work and any evidence-based investigations. They have an eye for risks, mistakes and process deficiencies.

The C style health and medical practitioner is very task focused and has a high attention to detail. They like to present information in the most accurate and correct way. They generally remember details. They tend to enjoy working more alone so they can focus on the detail and avoid distractions. They strive to be a specialist and don't like when they do not know something. Hence, they are hesitant to give bad advice or an uninformed opinion and will seek the information first to validate their thoughts.

When looking for a role, consider positions that:

- enables one to work alone as a specialist;
- require a high level of compliance;
- are tasked and technically focused;
- deals with detail and analysis; and
- allows for adequate research time.

Extended DISC Describes Your Style as the:

Influencer

Style Summary

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. They don't stay in one place hesitating and deliberating but believe in their own instinct and spontaneity. They like change and taking part in many different kinds of groups, situations and roles. Other group members see them as an open and sociable person but somewhat superficial and self-absorbed. In reality they are just so full of action that they don't have time to stop and deliberate other people's worries, even if they would like to. They like to bring out their own opinions and try to persuade others onto the side of their group. They aren't very patient listeners. They have to stand out in a group somehow; they find it awful to be an average person in an average group. Concentrating on one thing is difficult for them because they are a lot better at thinking up ideas and starting them than finishing them.

Relationship Attitude

- A means to get people's attention
- A way to get the group motivated
- An opportunity to delegate boring routines away

Typical Team Role

- The one who gives a push to a conversation
- The one who introduces new thoughts
- The one who stops hesitation

Relationship Decision-making Role

- Wants to make quick decisions
- Brings up decisive ideas
- Doesn't analyse all the alternatives

Relationship Motivator Role

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

Relationship Performer Role

- Aims at simplicity
- Does not deliberate for long
- Applies rules

Relationship Benefits Role

- The group is able to be renewed - doesn't get stuck
- Group's atmosphere stays open
- Includes people

Your Key Strengths

Your key strengths list helps you compare different job opportunities to determine which job would better suit you.

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

Your Key Motivators

You are more likely to respond positively if these motivators are present or increased in your workplace:

- Good and lively friends
- Positive and excited atmosphere
- Freedom in how to take care of responsibilities
- People who are easy to get involved
- Openness in communication
- Freedom from detailed tasks
- Opportunity to join in
- Free discussion
- Lofty ideas and changes to work with them
- Having own opinion been heard
- New opportunities
- Positive way to promote things

Your Key Demotivators

The following are situations that reduce your motivation, and will take more of your energy to manage:

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

How You May Come Across to Others?

This page is a description of how you are typically seen by others. While this page describes your typical behaviour, a person can modify their conscious behaviour to suit a particular situation. When reading this page, it will help you to develop an overall picture of yourself.

Note: It is important to understand that the following comments do not take into account "learned behaviour" as you may have addressed many of the issues a person might observe in your behaviour.

Summary Attributes

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

Summary Motivators

"Sam" as an influencer is motivated by social human contacts, good human relationships, acceptance in the team and co- operation. Actually, he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organised company. Sam also needs a certain amount of freedom.

Typical Avoidance Areas

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each other's company.

Summary Communication Style

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

Summary Decision-making Approach

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

Ideal Supervisor

His manager/leader should be able to stop and move forward purposefully. The manager/leader must be able to listen, discuss things besides business and be easy to approach. From time to time the manager/leader has to give him energy, especially when beginning new tasks and when different opinions arise.
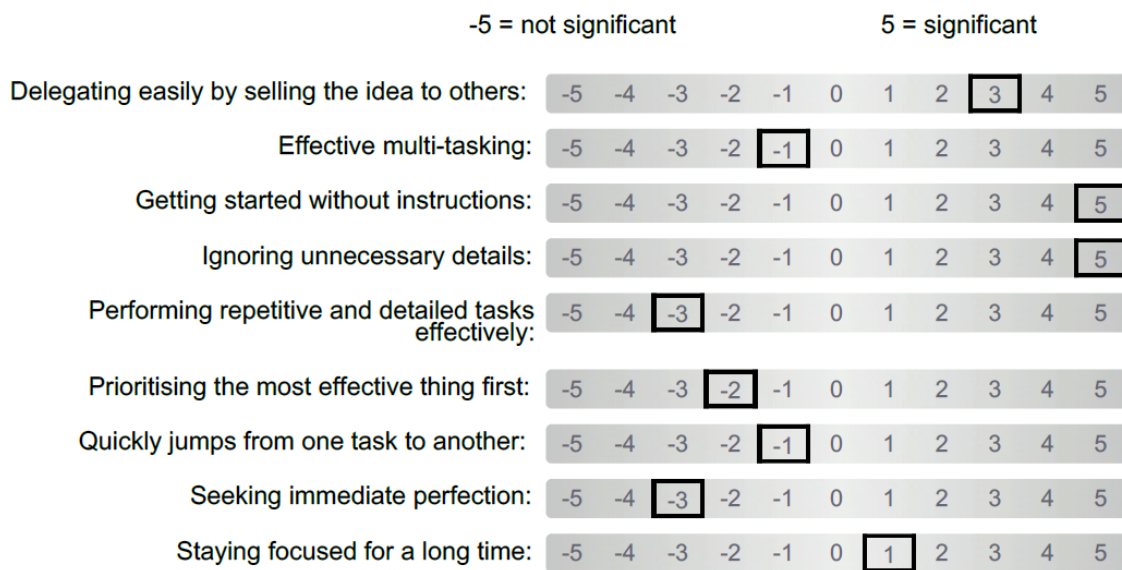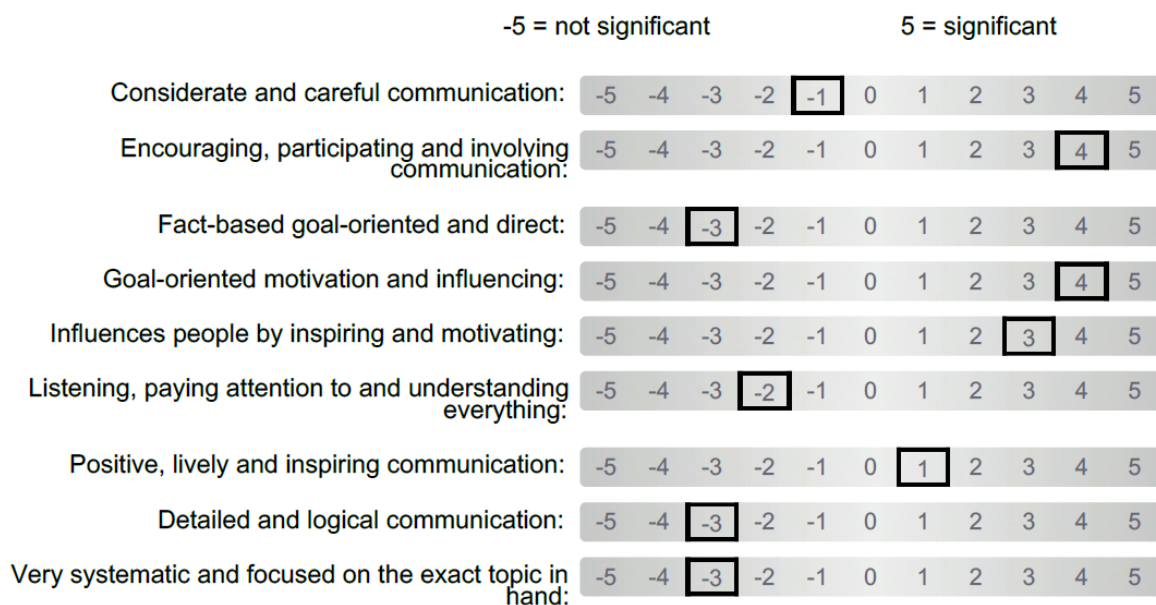
How does your profile fit within your role?

Each slider below shows your flexibility within the competencies of Time Management, Communication and Management / Leadership. Each competency has been graded on a scale from -5 to 0 or 0 to +5. A grade below -1 means this competency would require more energy. If you score from -1 to 1 this area can be developed comfortably. A score of 2 or more means this competency requires very little energy from you. As with the flexibility diamond, this does not mean you are not capable it simply requires more energy. *This is not a "can or cannot" scale.*

Time Management

-5 = not significant　　　　5 = significant

Competency	Score
Delegating easily by selling the idea to others:	3
Effective multi-tasking:	-1
Getting started without instructions:	5
Ignoring unnecessary details:	5
Performing repetitive and detailed tasks effectively:	-3
Prioritising the most effective thing first:	-2
Quickly jumps from one task to another:	-1
Seeking immediate perfection:	-3
Staying focused for a long time:	1

Communications

-5 = not significant　　　　5 = significant

Competency	Score
Considerate and careful communication:	-1
Encouraging, participating and involving communication:	4
Fact-based goal-oriented and direct:	-3
Goal-oriented motivation and influencing:	4
Influences people by inspiring and motivating:	3
Listening, paying attention to and understanding everything:	-2
Positive, lively and inspiring communication:	1
Detailed and logical communication:	-3
Very systematic and focused on the exact topic in hand:	-3

Leadership Style

-5 = not significant   5 = significant

Leadership quality	Score	Percentage
Achieving results through and with people:	5	100%
Active developer of others' skills:	5	100%
Adjusting one's approach with different people:	1	55%
Approaching everyone with dignity and respect:	-3	20%
Authoritative use of power:	-1	35%
Being active in contacting people via multiple channels:	4	90%
Being mindful of one's style and its impact:	-1	35%
Being willing to share one's mistakes with others:	-1	35%
Building lasting relationships with people in the organisation:	4	90%
Coaching others to support their development and reaching goals:	5	100%
Communicating to the team how it contributes to organisational strategy and success:	5	100%
Delegating and allowing people to perform:	4	90%
Helping team during peak workloads:	-2	25%
Holding team members accountable to shared goals:	3	80%
Inspiring and encouraging people:	5	100%
Taking strong, corrective action when observing poor performance:	-2	25%
Being a leader who both plans and participates:	5	100%
Maximum utilisation of the skills of each team member:	-1	35%
Is a positive change agent:	5	100%
Strongly influencing people to achieve results:	4	90%

Match Percentage: 70%

☐ Person score   ■ Expectation

Uncertainty About Role

An uncertainly about your role relates to the tightness of your Adapted Style. A 'yes' shows a sense of insecurity. This may be caused by:

- being in a new position (still learning);
- unclear job description;
- reporting to more than one manager;
- not having clear goals;
- actively seeking change; or
- unclear areas of responsibility.

Tightish I	No

Insecurity About Role

An insecurity about your role relates to the tightness of your Natural Style. A 'yes' shows a sense of insecurity but can also be indicated by an ascending adapted style. This may be caused by:

- being unemployed;
- being in a probation period;
- sickness or absence;
- difficult personal circumstances;
- rumours of pending organisational change; or
- a career threat.

Tightish II	No

A Sense of Frustration

A sense of frustration is shown when a tightness appears in both profiles. A 'yes' to both would indicate a frustration is present. This may be caused by:

- a sense of ambiguity in your career;
- lack of motivation;
- lack of direction clarity; or
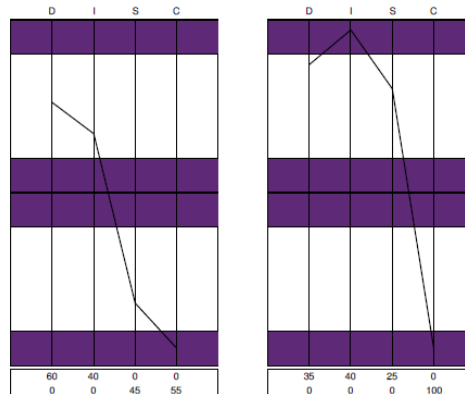- a sense of confusion.

Tightish I	No

Tightish II	No

Stress Factor

A drop in the S trait (a lower Profile 1) can suggest a sense of stress.

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

Stress Indicators

The following list provides stress indicators that when active will be signs that something is not ideal. Where they exist, there is usually a sense of stress.

- Makes inaccurate assessments
- Operates superficially
- Allows emotions to influence oneself
- Tries to please too much
- Doesn't behave directly
- Doesn't always expose one's real opinions
- Needs popularity
- Spends too much time with people
- Makes mistakes by being inaccurate
- Thinks about oneself a little bit too much
- Gets excited without proper analysis
- Wants to retain friends at any cost

Resolving Active Stress Indicators

Some styles are very good at ignoring the signals that they are under pressure or having challenges.

To manage these signals better, the following process is recommended:

1. Identify which of the stress indicators are active (i.e., they are happening);

2. Consider what each indictor relates to in your personal or business life (i.e., determine the context and triggers); and

3. Go to resolve those events or situations to resolve the emotional challenges.

Improving Your Performance

There is no one best style. It is about understanding what value your style brings.

Each style has its own advantages and disadvantages.

Depending on your style, below are some of the most important things you could do to improve your performance.

D-style:

Slow down, be more patient;
Do not jump to conclusions or snap decisions;
Listen to others more;
Be more aware of how you impact others; and
Do not overreact.

I-style:

Talk less, listen more;
Do not react emotionally;
Do not over promise;
Focus more on details; and
Follow-up as promised.

S-style:

Be more assertive and aggressive;
Speak out earlier;
Act now, think less;
Keep your emotions under control; and
Do not be afraid of change and new things.

C-style:

Talk more;
Decide and take action faster;
Do not be afraid to make mistakes;
Do not lose the big picture; and
Accept ambiguity.

SECTION 3: YOUR PERSONAL DIAMOND GRAPH
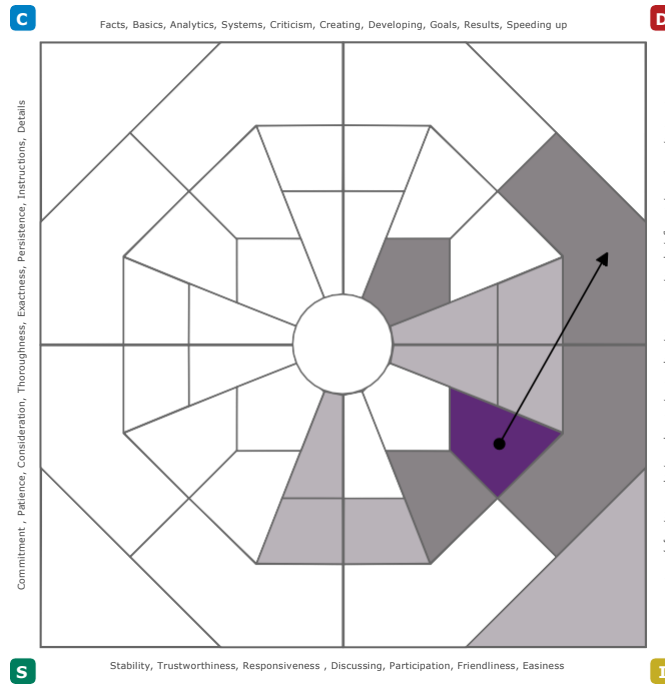
Understanding the Diamond Graph

The Diamond graph provides a visual insight into what behavioural styles are the most comfortable to you and what styles require the most energy from you. The Diamond graph is designed into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioural traits.

The deepest shade on the Diamond graph shows the ideal location of your natural style (where you are 'in the zone' area). This is your most natural and comfortable behavioural style. The shaded areas demonstrate the behavioural styles that are quite comfortable for you.

The white areas illustrate the areas on the Diamond graph that will require the most energy, effort and concentration from you. Therefore, the farther from your deepest shade you move, the more energy is required.

Flexibility Zones:
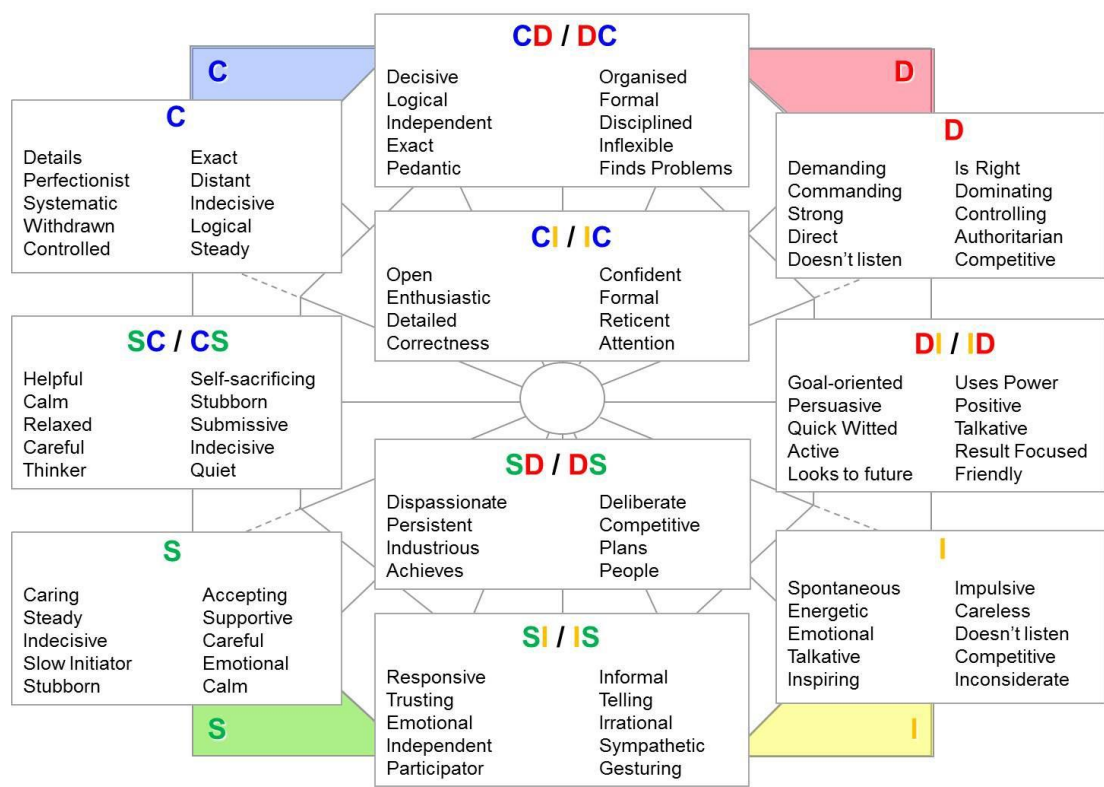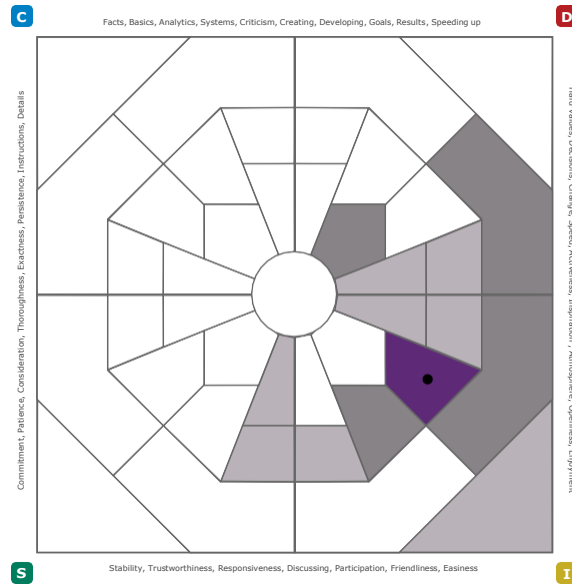
 Current Zone = The position of the profile at the moment

 Natural Flexibility Zone = The area where the profile will most probably shift

 Easiest Development Zone = The area toward which the profile is easiest to develop

 Most Difficult Development Zone = Areas that require stronger conscious adjustment of behaviour

Insights to the Diamond Graph

The following diagram helps explain the areas of your dominance.

CD / DC
Decisive	Organised
Logical	Formal
Independent	Disciplined
Exact	Inflexible
Pedantic	Finds Problems

C
Details	Exact
Perfectionist	Distant
Systematic	Indecisive
Withdrawn	Logical
Controlled	Steady

D
Demanding	Is Right
Commanding	Dominating
Strong	Controlling
Direct	Authoritarian
Doesn't listen	Competitive

CI / IC
Open	Confident
Enthusiastic	Formal
Detailed	Reticent
Correctness	Attention

SC / CS
Helpful	Self-sacrificing
Calm	Stubborn
Relaxed	Submissive
Careful	Indecisive
Thinker	Quiet

DI / ID
Goal-oriented	Uses Power
Persuasive	Positive
Quick Witted	Talkative
Active	Result Focused
Looks to future	Friendly

SD / DS
Dispassionate	Deliberate
Persistent	Competitive
Industrious	Plans
Achieves	People

S
Caring	Accepting
Steady	Supportive
Indecisive	Careful
Slow Initiator	Emotional
Stubborn	Calm

I
Spontaneous	Impulsive
Energetic	Careless
Emotional	Doesn't listen
Talkative	Competitive
Inspiring	Inconsiderate

SI / IS
Responsive	Informal
Trusting	Telling
Emotional	Irrational
Independent	Sympathetic
Participator	Gesturing

Peopleistic Recognises Eight Profile Types

First of all please note that our "Eight Profile Types" do not match perfectly by name with the Extended Disc Style. Looking at the Diamond you will notice that it actually shows eight distinct triangle shapes that make up the eight profiles. This is the basis of determining your core profile type and is represented by the purple square on your diamond graph.
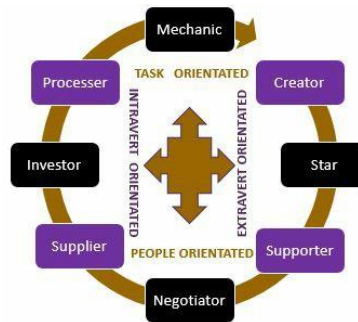
The eight profiles comprise:

- **Creator** (DISC Style D) – this extrovert-oriented profile is an ambitious 'ideas' person who drives innovation. They think out of the box and can be dominating types by nature. They enjoy dynamic environments and welcome change. They like to start things, progress several activities at the same time and are very results-driven. They are naturally task-oriented people, and desire to lead and be in control;

- **Star** (DISC Style DI or ID) – this extrovert-oriented profile positions themselves as a go-to person who ideally is an important person or has a key role to play. They are good at self-promotion and understand the power of branding. They need to be in a position where they can shine and be seen;

- **Supporter** (DISC Style I) – this profile is the most extrovert-oriented style. They are friendly and like to engage with and inspire others. They are good at connecting with others and are energised by people. They tend to have a wide circle of friends and are the most sociable of all the styles;

- **Negotiator** (DISC Style IS or SI) – this profile is the most natural deal-maker, business developer, negotiator or seller of ideas who drives connections with others. It's a very people-oriented style that sits between introvert and extrovert, and they are easy people to deal with;

- **Supplier** (DISC Style S) – this introvert-oriented profile brings stability to the team. As a good listener and skilled at building relationships, they help solve team-related issues and become the glue to the team. Security is important to them, and trust in a relationship is critical for them. They supply goods or services to benefit others;

- **Investor** (DISC Style SC or CS) – this introvert-oriented profile looks towards sustainability both for the organisation and their own wealth. They are good at recognising the elements of long-term success and picking assets that will grow over time. They often possess hoarding tendencies, which aligns to their style of collecting assets;

- **Processor** (DISC Style C) – this profile is the most introvert-oriented style. They have high standards and like to make informed decisions. They are 'details' people who strive to understand things at a deep level. Very capable of tackling tasks themselves, they prefer to work alone; and

- **Mechanic** (DISC Style DC or CD) – this profile is the ideal trouble-shooter, able to generate ideas and solve technical problems. They like to take a high-level view of an organisation and can recognise areas of improvement from a holistic systems perspective.

SECTION 4: DEALING WITH OTHER STYLES

How to Identify Other People's Styles

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

D-style:

- Often appears to be in a hurry
- Is direct, says what he/she thinks
- May be blunt
- States own opinions as facts
- Interrupts others
- May talk to many people at the same time
- "What's the bottom line?"
- Is aggressive
- Is demanding
- "How does this benefit ME?"
- Very impatient
- Becomes irritated easily

I-style:

- Is open and friendly
- Talks a lot
- Gets easily excited
- Is animated
- Talks about people he/she knows
- Does not focus much on details
- Does not listen for long
- Does not pay close attention
- May ask same questions several times
- Jumps from subject to subject
- Stays away from hard facts

S-style:

- Appears calm
- Does not get easily excited
- Listens carefully
- Nods and goes along
- Is easy-going
- Asks questions and inquires about the specifics
- Seems to have strong opinions but does not express them vocally
- Appears thoughtful
- Completely new ideas/things seem to make him/her uncomfortable

C-style:

- Appears reserved and somewhat timid
- Is quiet
- Focuses on details
- Asks many questions
- Studies specifications and other information carefully
- Proceeds cautiously
- Doesn't easily express disagreeing views
- May have done homework on the topic
- May be very critical; criticism based on facts, not opinions

Communicating with Others

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

When communicating with D-styles:

Be direct and specific
Provide alternatives
Ensure he/she "wins"
Disagree only on facts
Enjoy the battle
Do not be emotional
Do not dominate
Act quickly, he/she decides fast

When communicating with I-styles:

Be a friend, do not ignore
Schedule time for chatting
Have fun and act silly
Let him/her speak
Give recognition
Speak about people and feelings
Remember to follow up
Move closer

When communicating with S-styles:

Slow down your presentation
Build trust
Focus on people
Provide the information he/she needs
Present issues logically
Secure commitment piece by piece
Be sincere, do not dominate

When communicating with C-styles:

Provide facts
Do not touch
Be patient, slow down
Give plenty of detailed information
Control your own activity
Do not talk about personal issues
Do not pressure
Focus on issues

The Key Dos and Don'ts in Dealing with Other People's Styles

Below is a checklist of what to do and what not to do with the different styles:

D-style:

Do:

Be direct
Provide alternatives
Ensure he/she "wins"
Give immediate feedback
Concentrate on subject
Act quickly
Let him/her speak and listen
Focus on issues
Show interest
Provide direct answers

Don't:

Go into all the details
Provide too much information
Try to control the situation
Talk too much
Lose focus
Slow down
Take issues personally

I-style:

Do:

Maintain positive atmosphere
Help to achieve popularity and recognition
Allow to express him/herself
Take time to chat and talk
Be more expressive
Be more enthusiastic
Focus on the big picture
Focus on the people aspects
Get involved in the process

Don't:

Talk about too many details
Fail to socialise
Bring up negative issues
Fail to have fun
Set restrictions
Be too practical
Be pessimistic

S-style:

Do:

Proceed in logical order
Ask specific questions to find out true needs
Provide support
Provide precedents to reduce uncertainty
Remember fairness and justice

Don't:

Forget your promises
Make unexpected changes
Be unreliable
Forget to provide enough information
Move too fast
Be impatient

C-style:

Do:

Listen carefully
Answer questions calmly and carefully
Be thorough; remember to include all relevant information
Slow down your presentation
Utilise written supporting materials
Find out what the key issues are and focus on them

Don't:

Move too fast
Spend too much time with small talk
Move too close
Lose patience in providing all the requested information
Expect decisions right away

SECTION 5: IN SUMMARY
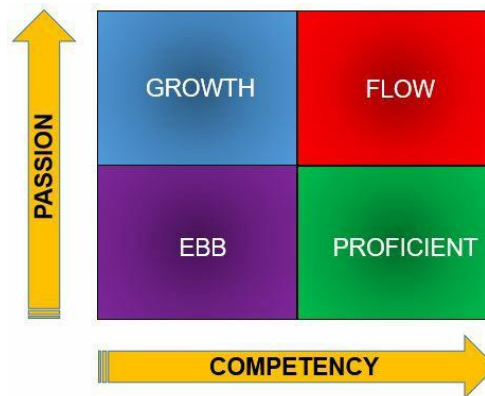
Getting into Flow

Your natural behavioural style is your growth potential that aligns to your passions, however, offers little competency if not developed.

As you educate, develop and gain experience in your strengths you become in the state of *flow*. In fact, it was Malcolm Gladwell the author of *Outliers* that proposed that it takes 10,000 hours to become an expert or master. Consider the following extracts from his book:

- *"In fact, by the age of twenty, the elite performers (violinists) had each totalled ten thousand hours of practice."*

- *"The emerging picture from such studies is that ten thousand hours of practice is required to achieve the level of mastery associated with being a world-class expert—in anything," writes the neurologist Daniel Levitin."*

- *"To become a chess grandmaster also seems to take about ten years. (Only the legendary Bobby Fisher got to that elite level in less than that amount of time: it took him nine years.) And what's ten years? Well, it's roughly how long it takes to put in ten thousand hours of hard practice. Ten thousand hours is the magic number of greatness."*

Many people do not recognise their flow capabilities. This occurs when they take up opportunities that are not aligned to their natural strengths, or they follow a path set by someone else, or they persist through hardship.

The opposite to flow is called *ebb*. Some people persist through ebb, where things take longer, are harder to do and not as much fun, and they become proficient at something. Doing things in your ebb takes more energy, and the people seeking emotional support from therapists due to working in their ebb are only effectively getting coping mechanisms to deal with the activities that are never going to be easy to do. If only they changed direction and moved to where they do flow. This is why there are so many people who are good at the jobs but are not happy in them. They have often unconsciously taken a path of resistance. This is best observed by recognising that these people come home after work exhausted.

Flow takes less energy, and when in the zone (a flow state) you actually feel energised. Our aim with this report is to assist you connecting with your flow potential and in helping you develop your flow to accelerate your success.

Developing Your Strengths or Weaknesses

The International Institute of Medical Project Management has found that building your strengths is where you achieve flow and can add the greatest value to succeed in whatever you focus on. They represent your strength areas.

Weaknesses typically represent those areas that are your ebb areas, and even though you may develop them, they will always take more energy and be tough areas. At best, you can become proficient at them.

The Institute categorises weaknesses into two areas:

- **Supportive weaknesses** - these should be developed to a degree, as they support your strengths. For example, if you were to run a business, and finance knowledge was a weak area, then you would be recommended to learn enough to be able to run that business successfully; and

- **Non-Supportive Weaknesses** - these should not be focused on. Find others to do them for you, as they typically become a distraction to your focus on your strengths.

The International Institute of Medical Project Management Way

The Institute have found that your success depends on you:

- **Getting into Flow** - this is why this report helps you identify how to build on your natural strengths;

- **Giving it Direction** - this is the basis of needing goals to channel your energy for your desired benefit; and

- **Identifying and Eliminating the Barriers** - this is to resolve any inhibitors or barriers that are holding you back, and most of these are psychologically based. This explains why your attitude impacts your selected use of your behaviours. A negative attitude can lead to you not getting the best out of yourself and your relationship with others.

At the Business Education Institute, we aim to develop you in your natural talents, and encourage positive thinking that is linked with your goals to achieve great things in this world. You were not born with an instruction manual; however, this report is your closest tool that helps you take greater control of your future.

We wish you every success in your career and life.