

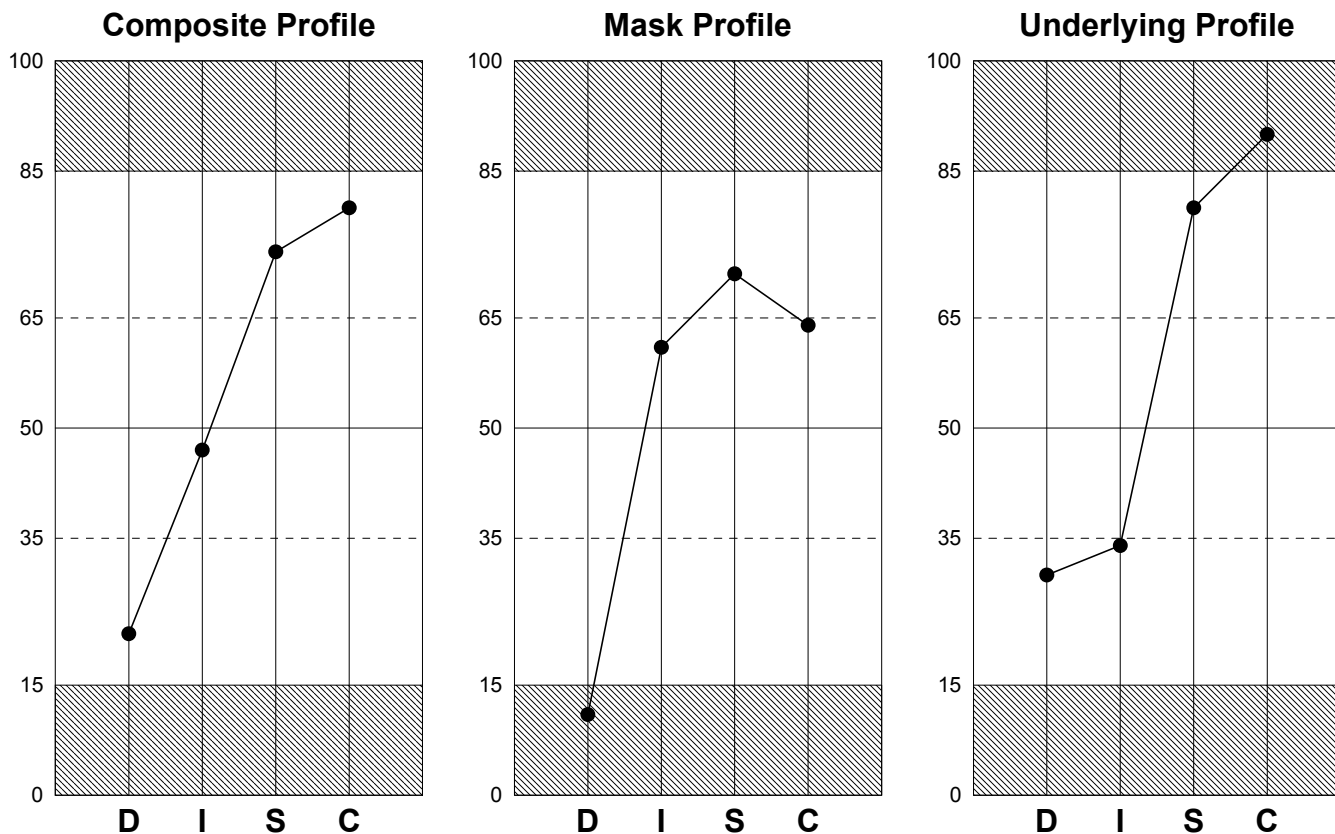
Personality Matrix for Windows Candidate Report

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Note: By their very nature, the contents of this report cannot be presented as exact or certain statements; rather, they represent guidelines to be considered with respect to the personality in question.

DISC Profile Series



Composite Profile:

A combination of the Mask and Underlying profiles, providing an at-a-glance view of the major factors affecting this personality.

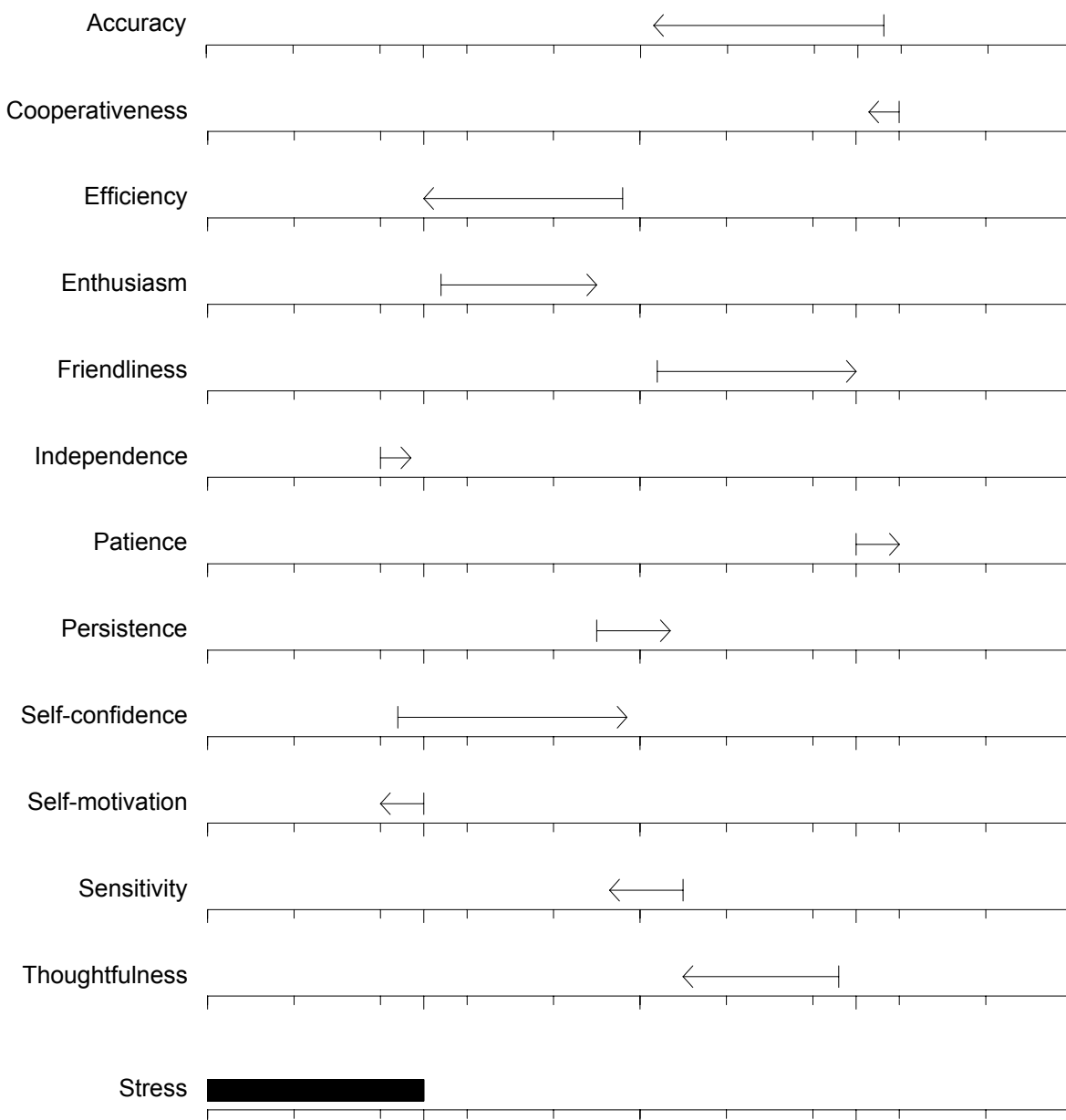
Mask Profile:

The personality type which the candidate feels that she should be projecting, whether at work or in an unfamiliar social setting. This profile is a guide to how the candidate is 'masking' her 'true' personality. This profile is especially useful in predicting behaviour in a normal working environment (that is, one in which unusual factors such as extreme pressure are not present).

Underlying Profile:

The candidate's 'true' personality; that which she shows in familiar social situations, or under conditions where pressure is too great to 'mask' the personality as normal (hence the synonymous term 'Pressure Profile'). The Underlying Profile is a reliable guide to an individuals deep-seated needs and motivators.

Personality Trait Gauges



These gauges show the relative levels of various traits within the personality being analysed, from 0% (on the left) to 100% (on the right). The arrows show the movement of the personality traits from the Underlying profile (base of the arrow) to the Mask profile (tip of the arrow). (Where there is no movement, the trait value is shown by a single block.) The 'Stress' gauge shows the amount of positive (cross-hatched) and negative (in black) stress present.

Textual Interpretation of Results

PERSONALITY OVERVIEW

A thoughtful, deliberate type of person, this is an individual who is reticent about showing her feelings and will tend to be controlled and passive when dealing with others. A number of factors which are native to her personality (specifically, her high levels of cooperativeness and accuracy) are being disguised or hidden at present, because this person does not feel that they are appropriate to her current working environment. Instead, she is adopting a friendly but passive approach, while retaining her persistent, steady style.

STRENGTHS

The major strength of a personality of this type is the ability of its owner to use her powers of patience and thoughtfulness to think a problem through to its logical conclusion, considering possible problems and set-backs and taking probable consequences into account. This strength is aided by her accurate and factual nature; she likes to have all available details about a problem before attempting to find an answer.

WEAKNESSES

Although this person enjoys the company of other people, she does not have a great deal of social confidence, and this can lead to her appearing reticent and aloof, unwilling to share her ideas or feelings with other people for fear they might not be accepted. This lack of confidence will still cause difficulties in a business scenario by reducing this individual's capacity to make decisions or act without feeling that she has the support and backing of her work colleagues and superiors.

ATTITUDE SUMMARY

This person's basic attitude to life revolves around her underlying lack of self-confidence, which is characterised by the belief that those things which she wants out of life are somehow outside her abilities to achieve. Note that this is a description of her personal perception of her abilities, and does not necessarily indicate that these abilities are not present.

MANAGEMENT PROFILE

The primary motivator for this individual is certainty of her position. She needs to understand the expectations of her superiors and colleagues and to feel secure in her work situation.

The strengths of this individual from the manager's point of view are the patience and persistence which she brings to tasks which she is given. A profile of this type is suitable for jobs which require concentration and care, but not for those which demand urgent decision-making and a self-motivation.

There is very little self-confidence in this profile, and the manager must take this into account by providing back-up and support for this person, both in a personal sense and in respect of her work. This person does not handle pressure situations well, and if she is to perform to the best of her ability, she should be protected from pressure where practical by management.

TRAINING PROFILE

The primary concern when training this type of person is to be aware of the time she needs to fully understand and assimilate new information. Because of her underlying lack of self-confidence, she is unlikely to enquire further about questions which she does not fully understand, and it is important for the trainer to be aware of this and ensure that she is following the course and not leaving queries unspoken.

Patient and attentive in style, a person of this type will sit quietly during the training course, and will not react well if asked a direct question by the trainer. Her answer is likely to be evasive or vague; this response is not necessarily due to a lack of understanding of the subject matter but, rather, reflects an important factor of this personality type; she does not like to have to think 'on her feet', but needs time to consider the implications and consequences of an idea.

TRAINING NEEDS

By far the most important training needs for this individual at present are the needs to enhance her levels of self-confidence and self-motivation. The low levels of these factors at present are likely to be causing her dissatisfaction not only in the work environment, but also in her personal and home life.

NEGOTIATION TECHNIQUE

When negotiating with this type, place emphasis on the increases in support and comfort which the adoption of the proposal will give her, and show how her need for independent responsibility can be reduced. Ensure that all her queries are answered fully, as this person places a great deal of importance on having all the facts before she is capable of making a decision. Even when all the facts are gathered, she is likely to want to consult with colleagues and give the idea more thought before reaching a final conclusion; it is vital that she is allowed this time. If an attempt is made to force a conclusion to the negotiation, she will almost automatically become antipathetic towards the proposal.

The need to avoid forcing the negotiation to a conclusion has wider implications. It is important to make her feel as relaxed as possible during the course of the negotiation, as she dislikes pressure and evades threatening situations. It is therefore crucial that she does not perceive either the proposal or the person proposing it as threatening in any way if she is to accept the new idea.

CULTURAL INTEGRATION

This individual is interested in creating a calm niche in the organisation; a position in which she does not feel threatened by the need to execute urgent action. She is a thinker rather than a doer, and will prefer to avoid responsibility where she can. This is not to say that she tries to avoid doing work; she simply likes to think all she does through carefully and perform tasks in her own time.

It is clear from an analysis of the mask profile, however, that she is not finding it possible to fulfil these needs in her present position; she is attempting to show herself as somewhat less cautious and more independent than is natural to her, although this attempt does not appear to be particularly effective.

TEAM INTEGRATION

This type will tend to be reserved and quiet in a team situation, and will rarely make comment unless called on to do so by other members of the group. She has an evasive or compromising approach to problems, and this often leads to her taking on the role of peace-maker if a dispute breaks out or the group factionises.

STRESS ANALYSIS

This individual is currently suffering from a degree of stress, and the indications are that this problem originates somehow from the work environment. The source of this problem should be investigated and, if possible, removed, if this stress level is to be reduced.

Job Match List

This list includes a match against all job profiles on file. Only jobs matching at 70% or above are shown. This list has been compiled in Recruitment Mode; that is, the candidate's Underlying Profile has been used to calculate the match values.

| | |
|------------------------------------|------------------|
| Non-Management Secretary | 85% (Suitable) |
| Site Engineer | 85% (Suitable) |
| Technician | 84% (Suitable) |
| Corporate Accountant | 81% (Suitable) |
| Auditor | 80% (Suitable) |
| Applications Programming | 78% (Acceptable) |
| Computer Programmer (Coder) | 78% (Acceptable) |
| Accountancy | 77% (Acceptable) |
| Air Traffic Control | 77% (Acceptable) |
| Computer Manager (Data Processing) | 77% (Acceptable) |
| Driving Instruction | 77% (Acceptable) |
| Motor Repair | 77% (Acceptable) |
| Clerk/Book-Keeper | 76% (Acceptable) |
| Computer Programmer (Innovative) | 74% (Acceptable) |
| Administrator | 73% (Acceptable) |
| Building Management | 70% (Acceptable) |
| Cartography | 70% (Acceptable) |
| Clerical Work | 70% (Acceptable) |
| Hotel Reception | 70% (Acceptable) |
| Nursery Nursing | 70% (Acceptable) |
| Personnel Management | 70% (Acceptable) |
| Pharmacy | 70% (Acceptable) |
| Physiotherapy | 70% (Acceptable) |
| Psychology | 70% (Acceptable) |
| Speech Therapy | 70% (Acceptable) |

Recruitment Job Match Details

Job Profile: Accountancy

Job Match: 77% (Acceptable)

DISC Factors:

Dominance: -12%

Influence: +1%

Steadiness: +22%

Compliance: +23%

The closer a factor is to 0%, the better the match. Positive figures indicate factors too high, while negative figures show when a factor is too low for the match.

Traits too high:

Cooperativeness

Patience

Traits too low:

Independence

Self-motivation