

# Behavioural analysis

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Functie

Organisatie

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## Part 1: The personal behavioural style

### What is behaviour?

'Behaviour' refers to a person's visible communication with their environment. This relates to both verbal and non-verbal communication.

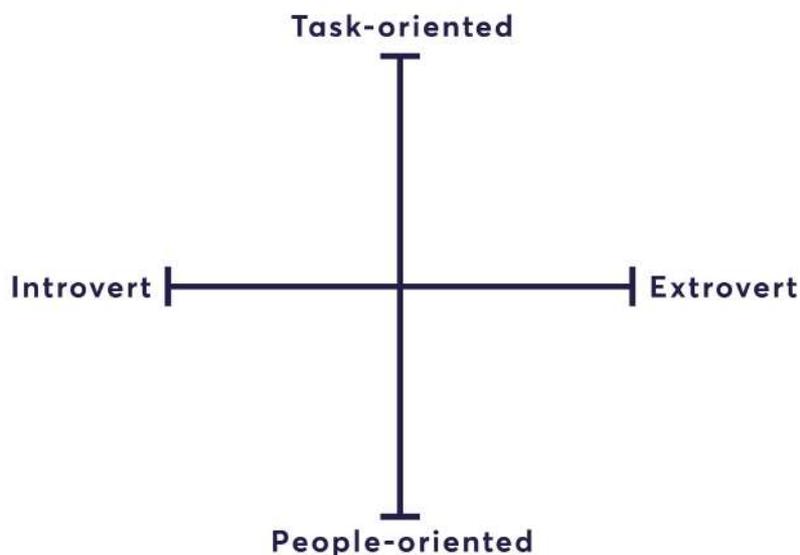
Everyone is different and shows different behaviour. The DISC model gives an insight into the different behavioural styles in a simple manner.

DISC can help you to:

- communicate still better with other people, such as clients, colleagues, etc.
- to respond better to other people's behavioural styles, so that communications run more smoothly and effectively.
- increase understanding of others who are more distant from you.
- avoid or solve conflicts.

The DISC model was developed through behavioural observations by William Moulton Marston, an American psychologist and inventor.

He realised that people behave along two observable axes.



**Introvert - Extrovert**

Introverted people gain energy from separation. They prefer one-to-one contact and often think and act at a slower pace.

They are often cautious and contemplative. For relaxation, introverts like to withdraw.

Extroverts draw energy from interaction with other people. They usually act first and think afterwards.

They act and think at a fast pace. For relaxation, extroverts seek contact with others.

**Rational - Relational**

Rational thinkers decide with their head. Naturally, they have emotions, but decision-making takes place after a logical analysis. They focus more on the assignment or task than on the relationship.

Relational people decide with their heart. They are feelers rather than thinkers, who focus more on the relationship than on the task. They allow themselves to be guided by emotions and their emotions determine what they will do.

## The DISC behavioural styles

By combining these two observable axes, we arrive at four behavioural boxes.



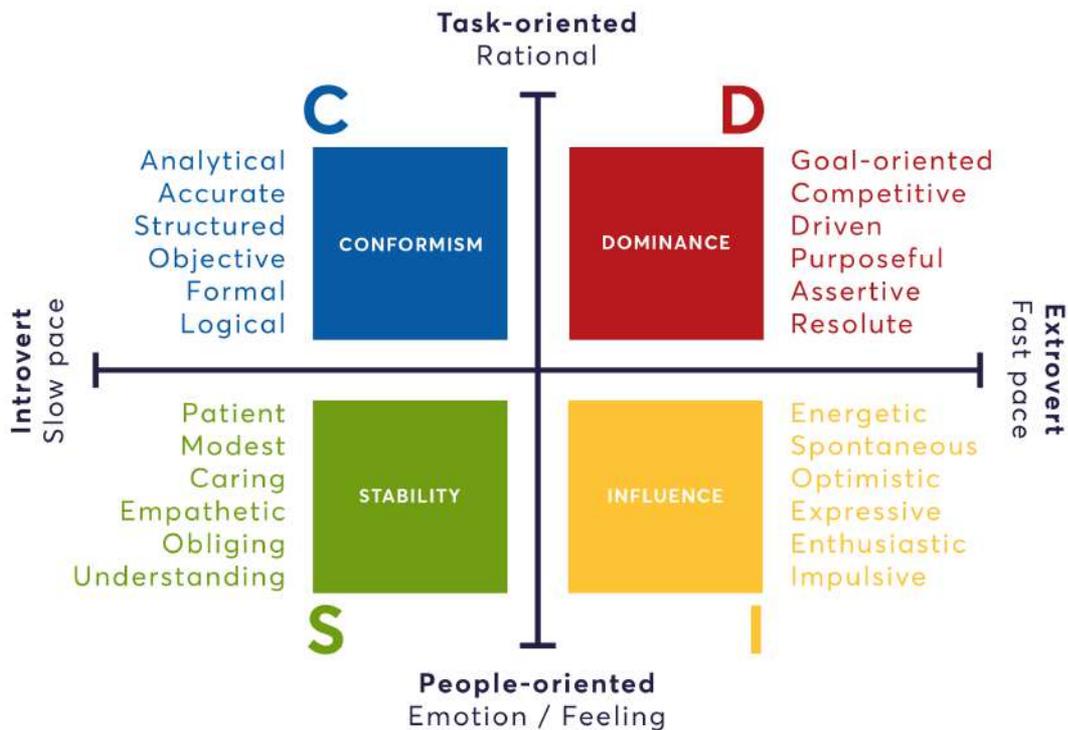
- D stands for Dominance
- I stands for Influence
- S stands for Stability
- C stands for Conformism

DISC is measured on the basis of four factors:

- D. The way in which you respond to problems and challenges.
- I. The way in which you influence others and convince them of your view.
- S. The way in which you respond to changes in your environment and changes of pace.
- C. The way in which you deal with rules and procedure imposed by other people.

## Recognising the DISC-behavioural styles

The presentation below can help you to recognise the different DISC-behavioural styles and understand them better. Although every style is only a partial description of a personality, it gives you an insight into the specific behaviour that you can observe in personal, social and working situations.



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## Basic and response styles

Your personal behavioural style consists of a combination of scores for each of the four DISC styles. We also make a division between your basic and your response style.

### Basic style

Your natural behavioural style is your basic style. This describes behaviour when someone is most themselves. You show this basic style in situations in which you feel that you do not have to adapt yourself.

The basic style is expressed in an environment that is safe for you, but also when you are under stress. You express the basic style unconsciously.

Features of the basic style:

- How you behave *in your comfort zone*.
- How you behave *under stress*.
- How you behave when you are not *consciously adapting your behaviour* to the environment or a situation.

### Response style

The behavioural style you show in response to the environment is your response style. In the response style, you show behaviour that you think is required of you by your environment. You express the response style consciously.

Features of the response style:

- The behaviour you show in your *stretch zone*, or how we think we need to behave in order to be successful or to survive.
- The behaviour that is often the most visible to other people.
- The behavior that you *consciously adapt* to a situation or environment (for example your working environment).

## Your behavioural graphs

### Interpretation of the scores

You will see two graphs at the bottom of the page. The left-hand graph shows your personal basic style, while the other shows your response style. The DISC scores run from 0 to 100%.

### The center line

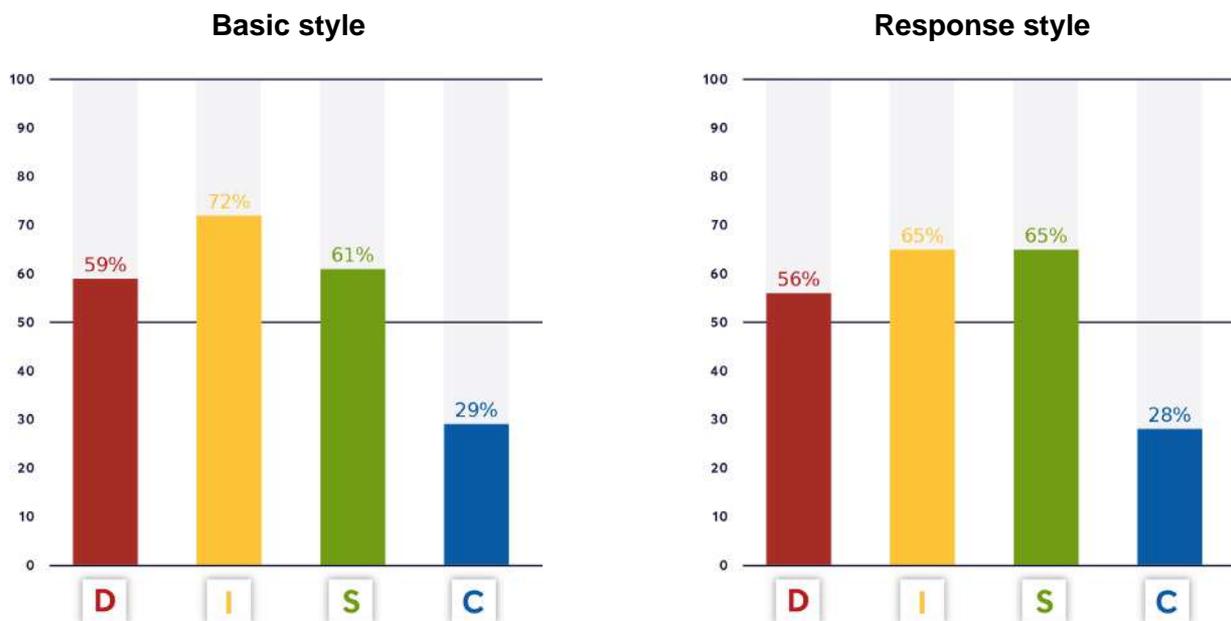
You can draw an imaginary line at the score of 50%. We call this the center line. Scores above this line concern behavioural characteristics that are often clearly visible to other people. Scores below the center line are often less clearly visible to other people.

### Scores below 50% also count

Your behavioural style is a combination of all four behavioural styles. The scores below the center line also partly determine your behavioural style. We also refer to the lowest score as the Achilles heel. Dealing with people who have the highest score for this behavioural style can cost you a great deal of energy.

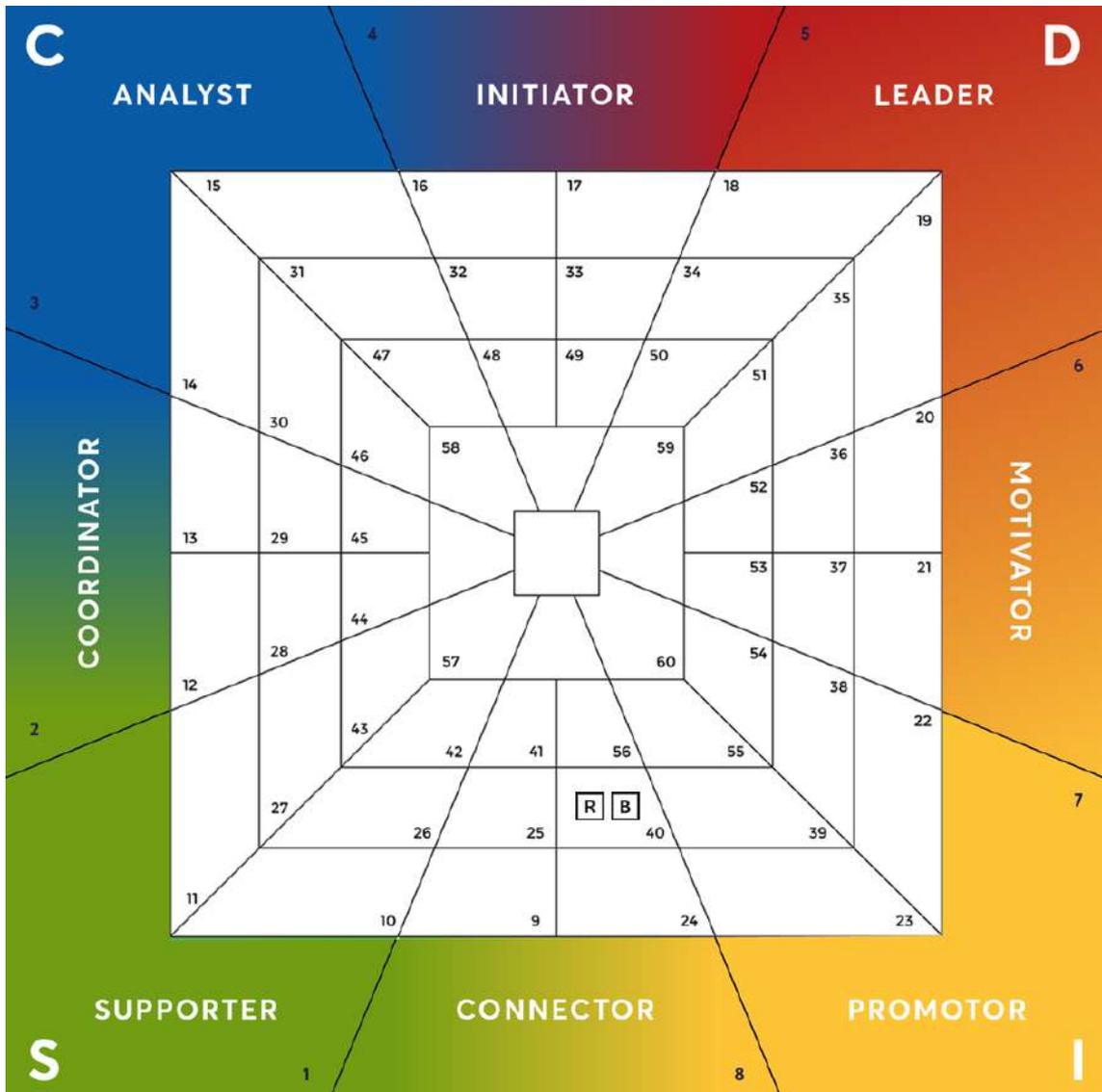
### Variation in scores

The scores for your basic style may be very similar to those for your response style. In that case, you do not adjust to your role or the environment that you are in. However, most people will see some variation between their basic style and their response style.



## Your behavioural profile

Your behavioural style is illustrated in the behavioural web below. Your basic style is shown with a B and your response style with an R.



**B** : Your basic style

**R** : Your response style

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## Reflection

How you see yourself is not necessarily always how the environment sees you. When you are under pressure, your qualities may be seen in a different light.

Experience shows that when people are tired, under pressure or stressed, their qualities are heightened. As a result, their communication method usually appears less amiable.

If you are aware of your behaviour in these situations, you can avoid these pitfalls in communications with other people. You can then continue to communicate effectively with other people in these situations too.

The text below has been divided into two parts.

The first part describes your qualities as you can normally see these yourself. The second part describes how others can see you when you are under pressure.

### Self-awareness:

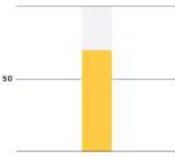
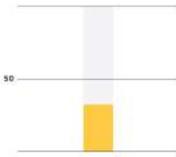
- Energetic
- Fortright
- Attentive
- Amiable
- Predictable
- Enthusiastic

### Behaviour under pressure:

- Possessive
- Stubborn
- Impulsive
- Effusive
- Slow decision-maker
- Adapted

## High and low DISC-scores

When interpreting the scores for each of the DISC-styles, bear in mind that not only the high scores are relevant. A high score is a score higher than 50%. The behavioural style in question becomes visible to others when it is above the 50% line. Low DISC-scores (below 50%) are also meaningful and relevant. Different behaviour is exhibited with a low score than with a high score. A high score is not better than a low score and, likewise, a low score is not better than a high score. The differences between high and low scores for each DISC -style are shown below.

<p style="text-align: center;"><b>HIGH D</b></p> 	<p style="text-align: center;"><b>LOW D</b></p> 
<p><b>A High D</b></p> <ul style="list-style-type: none"> <li>● Responds proactively to problems</li> <li>● Wants to control his or her environment</li> <li>● Is keen to win and is focused on challenges</li> <li>● Is assertive and attracts attention</li> <li>● Is quickly angered or has a short temper</li> <li>● Is conspicuous</li> </ul>	<p><b>A Low D</b></p> <ul style="list-style-type: none"> <li>● Tends to avoid problems</li> <li>● Responds amenable to the environment</li> <li>● Is modest and thinks winning is less important</li> <li>● Is less assertive. Accepts the status quo</li> <li>● Is not quickly angered and is more patient</li> <li>● Prefers others to take centre stage</li> </ul>
<p style="text-align: center;"><b>HIGH I</b></p> 	<p style="text-align: center;"><b>LOW I</b></p> 
<p><b>A High I</b></p> <ul style="list-style-type: none"> <li>● Influences others through charisma</li> <li>● Uses verbal powers of persuasion</li> <li>● Has a cheerful and friendly character</li> <li>● Is more enthusiastic and exuberant</li> <li>● Has a positive outlook on life</li> <li>● Is quick to trust others</li> </ul>	<p><b>A Low I</b></p> <ul style="list-style-type: none"> <li>● Is not keen to put forward own ideas</li> <li>● Presents the facts without frills</li> <li>● Has a more fixed, expressionless countenance</li> <li>● Is more reserved and observant</li> <li>● Is a bit more pessimistic</li> <li>● Reacts apprehensively and more restrained</li> </ul>

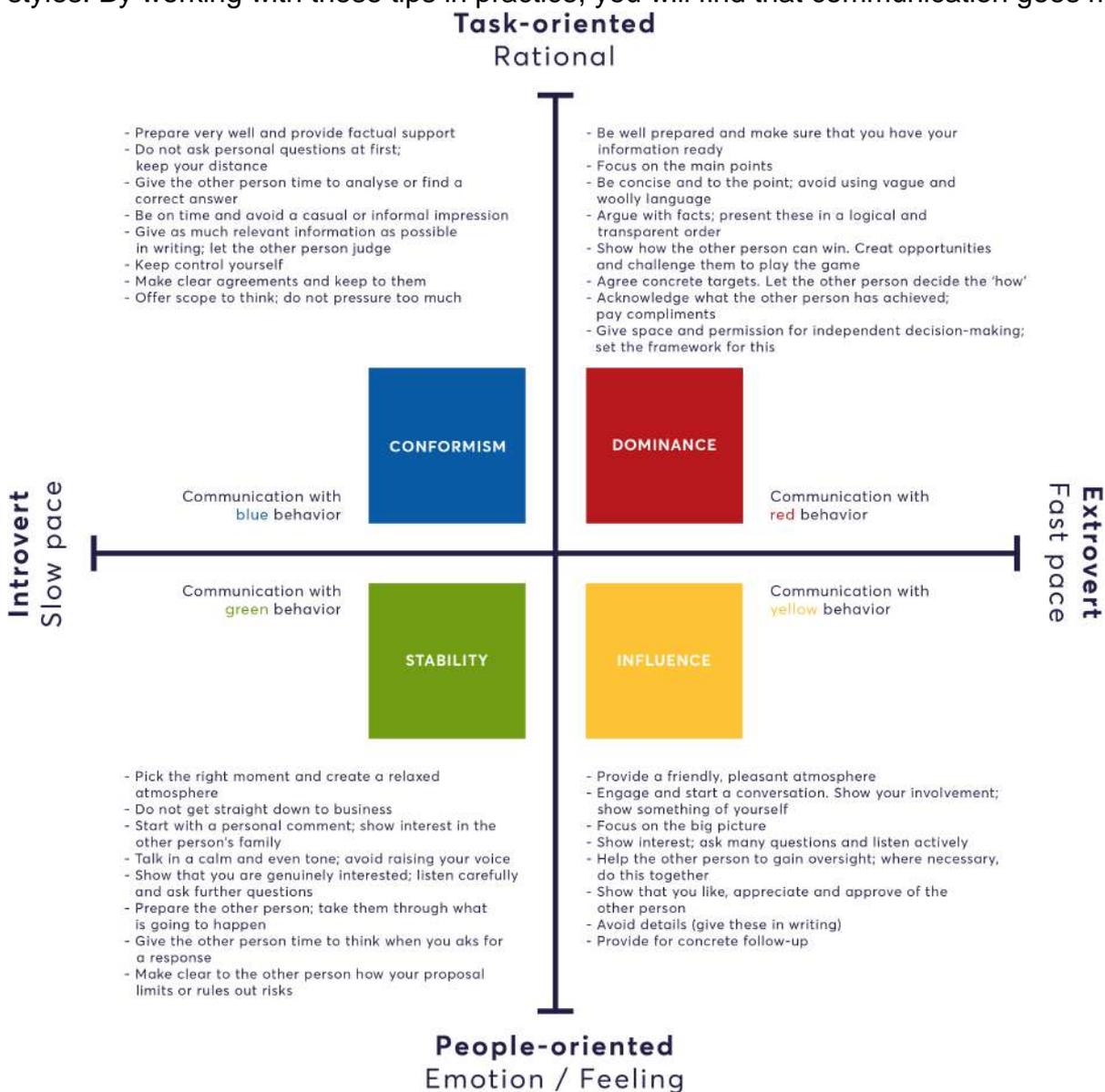
<p>HIGH S</p> 	<p>LOW S</p> 
<p>A High S</p> <ul style="list-style-type: none"> <li>● Likes regularity, routine and calm</li> <li>● Works according to fixed habitual patterns</li> <li>● Has a slow but steady pace</li> <li>● Chooses the step-by-step approach</li> <li>● Has difficulty with change</li> <li>● Needs predictability</li> </ul>	<p>A Low S</p> <ul style="list-style-type: none"> <li>● Enjoys a hectic environment and simultaneous activities</li> <li>● Prefers work that is dynamic and varied</li> <li>● Has a higher and more chaotic rhythm</li> <li>● Prefers to do several things at the same time</li> <li>● Enjoys innovation and change</li> <li>● Prefers surprises</li> </ul>
<p>HIGH C</p> 	<p>LOW C</p> 
<p>A High C</p> <ul style="list-style-type: none"> <li>● Conforms to protocols and rules</li> <li>● Works precisely and attentively</li> <li>● Is conservative and avoids risks</li> <li>● Is objective and rational</li> <li>● Works in a structured and orderly manner</li> <li>● Makes decisions based on facts</li> </ul>	<p>A Low C</p> <ul style="list-style-type: none"> <li>● Likes to question protocols and rules</li> <li>● Prefers not to be hampered by details</li> <li>● Is prepared to take risks and to incur criticism</li> <li>● Is keen to embrace opinions and subjectivity</li> <li>● Working environment is often disorganised</li> <li>● Decisions are often made based on instinct</li> </ul>

## More effective communication with different styles

Why does a conversation with one person go so easily while it is so difficult with another person? Two people with the same behavioural style often match each other more easily, because they recognise a great deal in each other in the way in which they communicate.

With opposing behavioural styles, precisely the opposite happens. The key to more effective communication lies in recognising the behavioural style of the other person and then matching your own communication to this.

This chapter contains general tips on how to communicate more effectively with other behavioural styles. By working with these tips in practice, you will find that communication goes more smoothly.



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## Intensity overview

This page provides an overview of the intensity of the different styles. This overview is based on your replies and has been measured on the basis of the four DISC factors:

- D. Your way of dealing with problems and challenges.
- I. Your way of convincing and influencing other people.
- S. Your reaction to changes and switches of pace.
- C. Your way of dealing with rules and procedures imposed by other people.

Each style shows the intensity of your score for the different behavioural styles, from the point of view of your basic style.

HIGH D	HIGH I	HIGH S	HIGH C
Egocentric	Exuberant	Sitting on the fence	Perfectionist
Challenging	Contagious	Relaxed	Conservative
Demanding	Enthusiastic	Patient	Accurate
Ambitious	Inspiring	Predictably	Careful
Pioneering	Motivating	Loyal	Precise
Risk-taker	Charismatic	Consistent	Systematic
Resolved	Convincing	Considered	Orderly
Competitive	Influential	Reliable	Loyal
Enterprising	Optimistic	Calm	Objective
Curious	Entertaining	Balanced	Tactful
Dominance	Influence	Stability	Conformism
Responsible	Observant	Moveable	Firm
Restrained	Reticent	Gradual	Reserved
Calculating	Factual	Restless	Self-willed
Reserved	Sceptical	Alert	Stubborn
Hesitant	Reserved	Seeks change	Rebellious
Calculating	Quiet	Active	Random
Careful	Critical	Impatient	Defiant
Obliging	Worried	Impetuous	Autonomous
Modest	Suspicious	Adaptive	Nonchalant
Dependent	Pessimistic	Initiating	Sarcastic
LOW D	LOW I	LOW S	LOW C

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## Your points for development

Every behavioural style has its own qualities and pitfalls. These pitfalls are also referred to as 'points for development'. Insight into your points for development can help you to increase your effectiveness and improve communication with other people.

The potential points for development associated with your personal behavioural style are described below. Assess for yourself which pitfalls most affect your performance and write down two or three points for development on which you want to work.

### You tend to:

- taking a reserved attitude to developments or changes.
- finding it difficult to stand up for yourself and make decisions.
- underestimating your own capacities.
- making decisions subjectively; only on the basis of your gut feeling.
- being inconsistent in your actions.
- in a familiar environment, acting first and thinking afterwards.

## Basic and response styles

There is usually some variation in the scores between the basic style and the response style. This means that we adapt somewhat to the environment. The extent to which you adapt is described in the figure below. Investigate for yourself what causes this adaptation.

### DOMINANCE

	basic style	response style	
59%	You are an enterprising type who prefers challenges to routine work. You find creative solutions quickly and are good at thinking out of the box.	When it comes to dealing with problems and challenges, you see no need to change your present attitude. You have the impression that your present style suits what the environment demands of you.	56%

### INFLUENCE

	basic style	response style	
72%	You are naturally enthusiastic. You are creative and flexible. These qualities lead you to convince and inspire others. You can successfully speak for others.	When it comes to your method of convincing others, your response style is consistent with your basic style. You believe that your present style fits with what the environment asks of you.	65%

## STABILITY

	basic style	response style	
61%	Change causes you stress. You are cautious and stable. You prefer an environment in which few changes take place.	When it comes to dealing with changes and switches of pace, you do not change your response style in relation to your basic style. You do not consider it necessary to change anything. In your view, your current style fits with what your environment asks of you.	65%

## CONFORMISM

	basic style	response style	
29%	You flourish in an environment in which few rules apply. You like challenges and will follow rules only when these are your own rules. You do not like other people to impose rules or restrictions on you.	When it comes to dealing with rules and procedures, your response style is very similar to your basic style. In your view, your present style fits with what the environment requires of you.	28%

## Part 2: Timo's behavioural style in the working environment

In the second part of this report, we describe the value of Timo for the organisation and the working environment. This part is not only interesting for him, but also for the manager and colleagues.

## Qualities of Timo

This chapter describes what Timo adds to the working environment with his behavioural characteristics. Together with Timo, consider where and how he can best deploy these specific qualities, so that he can flourish still more.

### Timo:

- sells his ideas with a natural self-assurance.
- has good judgement of human nature.
- has great empathy.
- has a good sense of cohesion within the team.
- has the ability to win people's loyalty.
- is attentive and caring.
- is a stable factor in the team.
- encourages other people.

## Communication with Timo

Effective communication often requires adapting to the other person's communication style. In communication with Timo, some things will work better than others.

This chapter contains tips for more effective communication with Timo. These are divided into two parts: what works and what doesn't work.

### What works:

- Showing your enthusiasm
- Showing warmth and friendliness
- Discussing the home situation and family
- Showing genuine appreciation
- Actively involving him

### What doesn't work:

- Giving no certainty
- Ignoring his feelings
- Putting him under pressure
- Showing rejection of him as a person
- Allowing long silences

## Working with Timo as a manager

This part describes how Timo's manager can match his behavioural style well. If his manager has a better insight into his needs and responds to these, this will improve the collaboration. As a result, Timo will be able to develop further as a person and make a better contribution to achieving the envisaged goals. It is desirable for the manager to select three to four needs with Timo that contribute most to his personal growth.

### As a manager, you help Timo in the working environment by:

- supporting your feedback with facts and communicating this in a friendly way.
- learning to look at people and tasks more objectively.
- not rushing him or placing him under pressure.
- allowing him to express his needs and responding to this.
- learning to stand up for himself more and less automatically doing what other people tell him to do.
- creating a safe environment in which he dares to express his feelings.
- giving practical, individual, step-by-step instructions for tasks that are new to him.
- setting goals and priorities together in a structured way.
- positive and expressive use of language to show him the vision.
- giving him your full attention, time and presence in meetings.

## A more effective working environment

A pleasant working environment is essential for you to enjoy your work and succeed in it. This chapter describes aspects of a working environment in which Timo will flourish.

It is desirable to investigate which aspects are important to Timo, and also whether the workplace meets (all) of these aspects.

### Timo flourishes in a working environment in which:

- there are possibilities to support other people.
- he can inspire other people.
- compliments are given.
- freedom predominates and there is a great deal of scope for personal initiative.
- he is occasionally placed in the spotlight and rewarded for his efforts.
- the team consists of motivated colleagues with whom he can network.
- there is scope for contact with a small group of colleagues.
- minimum changes are made.
- decisions are made democratically.
- there are possibilities to work closely and constructively with other people.

## Timo's personal basic style

This chapter describes features of Timo's personal basic style. These features arise from his replies and relate to his natural behaviour, the basic behaviour.

The personal basic style gives substantive information on his behaviour in the working environment.

Timo is persistent and determined and a hard worker. These qualities help him to achieve his goals and ideals. He knows from experience that his gut feeling will not let him down and dares to trust his intuition. People in his environment often regard him as an emotional person. He is someone who likes to look ahead and set long-term goals. He takes an optimistic view of their feasibility. Timo prefers to work on just one task at a time. Timo is often seen as someone who is daring and willing to take risks. Timo feels at ease in a familiar environment with colleagues that he knows. In new situations, he will usually wait to see which way the wind is blowing. Timo appears to his environment to be a relaxed and friendly person who does not seek stressful situations. He sometimes has so many activities going on at once that he would like to enlist the help of other people. People in his environment know him as a reserved person who will not be quick to impose himself on others. His method of communication varies from a friendly approach to a somewhat sharper, sometimes aggressive, method in which he wants to win. Timo will avoid confrontation and try to preserve a good atmosphere. He has a clear preference for communicating with each other in a calm and friendly manner. He is a strong personality who will not avoid a robust discussion. He is happy to give his opinion in this, requested or otherwise. Timo has a fast pace of work and prefers to work for a manager who also works fast and makes decisions quickly. He draws energy from coaching other people and setting up new projects. He is seen by his environment as someone who has courage and thinks in terms of opportunities. He dares to be persistent and will not easily be discouraged. Timo has a tendency to resist people who force their opinion on him. Timo likes to make his own choices. He is fascinated by people. He sees people in his team who are very different as an enhancement rather than a limitation. He talks easily and a great deal. Timo is never stuck for something to talk about and can easily keep a conversation going. Timo considers it important that people in his environment feel comfortable and does a great deal to contribute towards this. He sometimes effaces himself in doing so. He usually has an enthusiastic and optimistic attitude. Timo takes a positive view of the world. Timo has a wide range of interests and often works on different activities at the same time. As a result, he does not always find it easy to concentrate well. He often finds it difficult to focus on a conversation if people are woolly, wander from the subject or have a very

slow pace. He finds it difficult to report bad news, because this could disrupt the situation or good harmony. Timo is a person who talks easily and sometimes a great deal. In doing so, he often makes use of gestures and movements.