

Extended DISC Team Analysis

REPORT

Team

FutureNow(int)

Organisation

FutureNow

Date

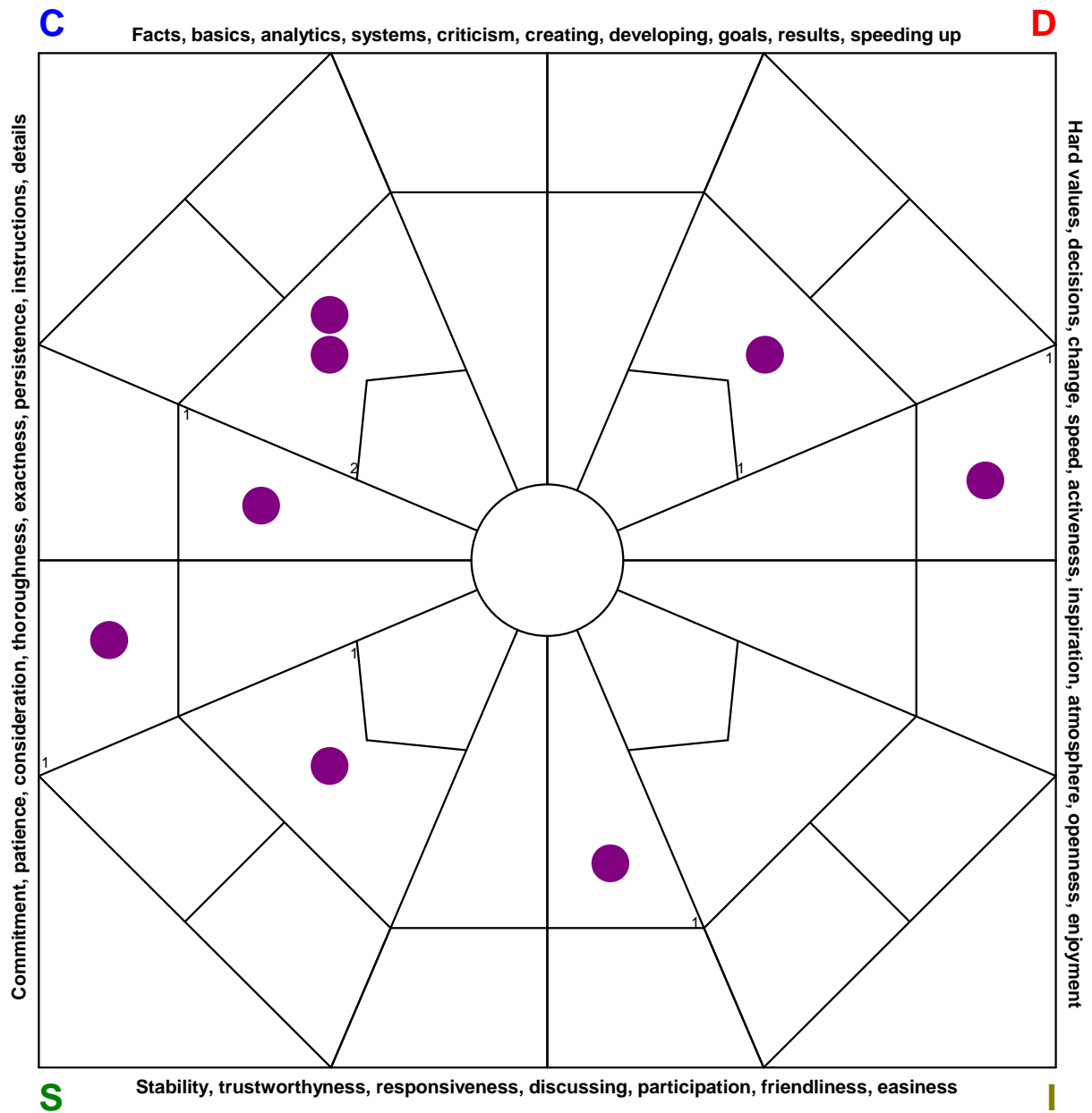
21.06.2011



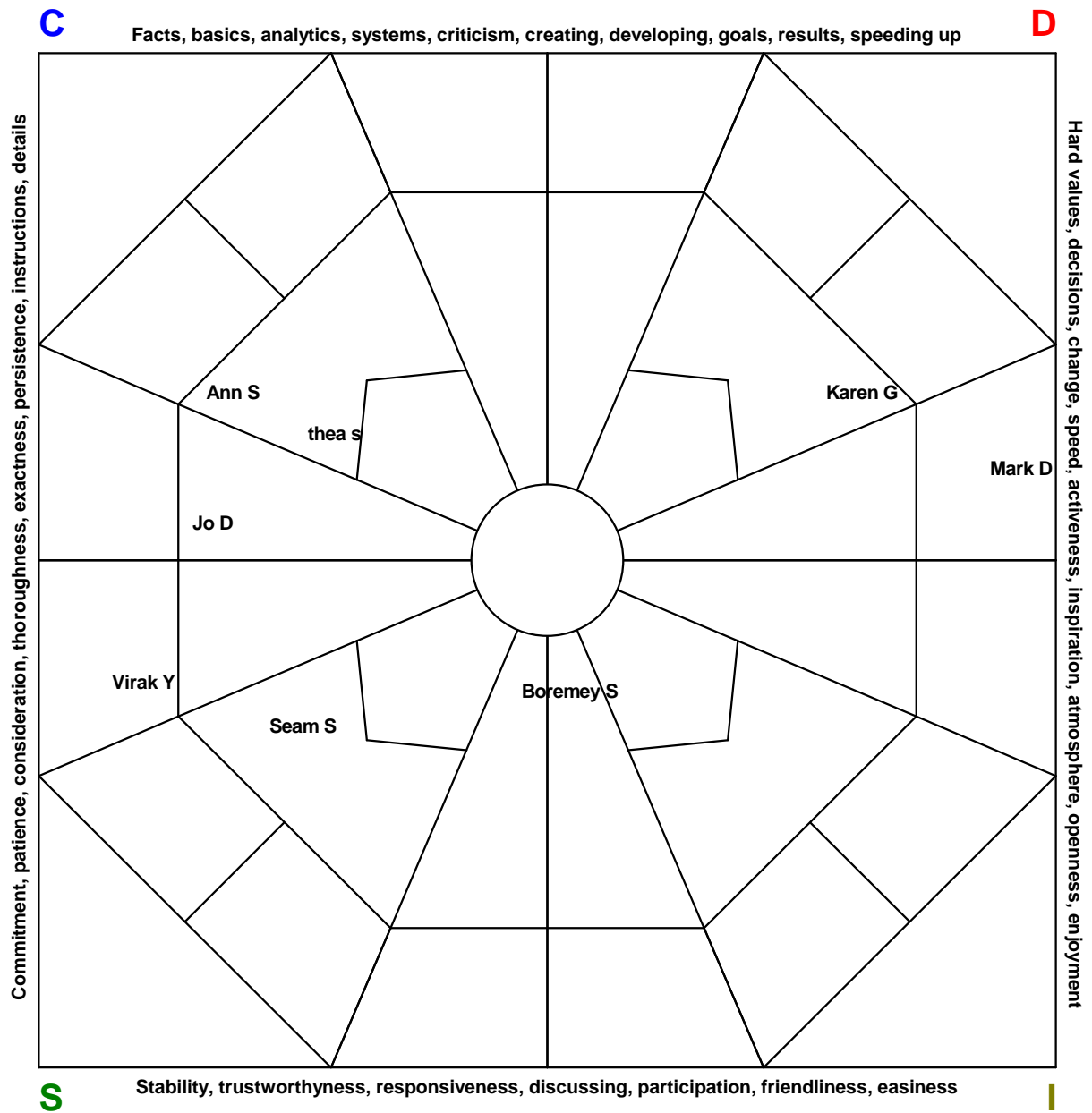
This report is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This report should not be the sole criterion for making decisions about this team. The purpose of this report is to provide supporting information for the team and the management.

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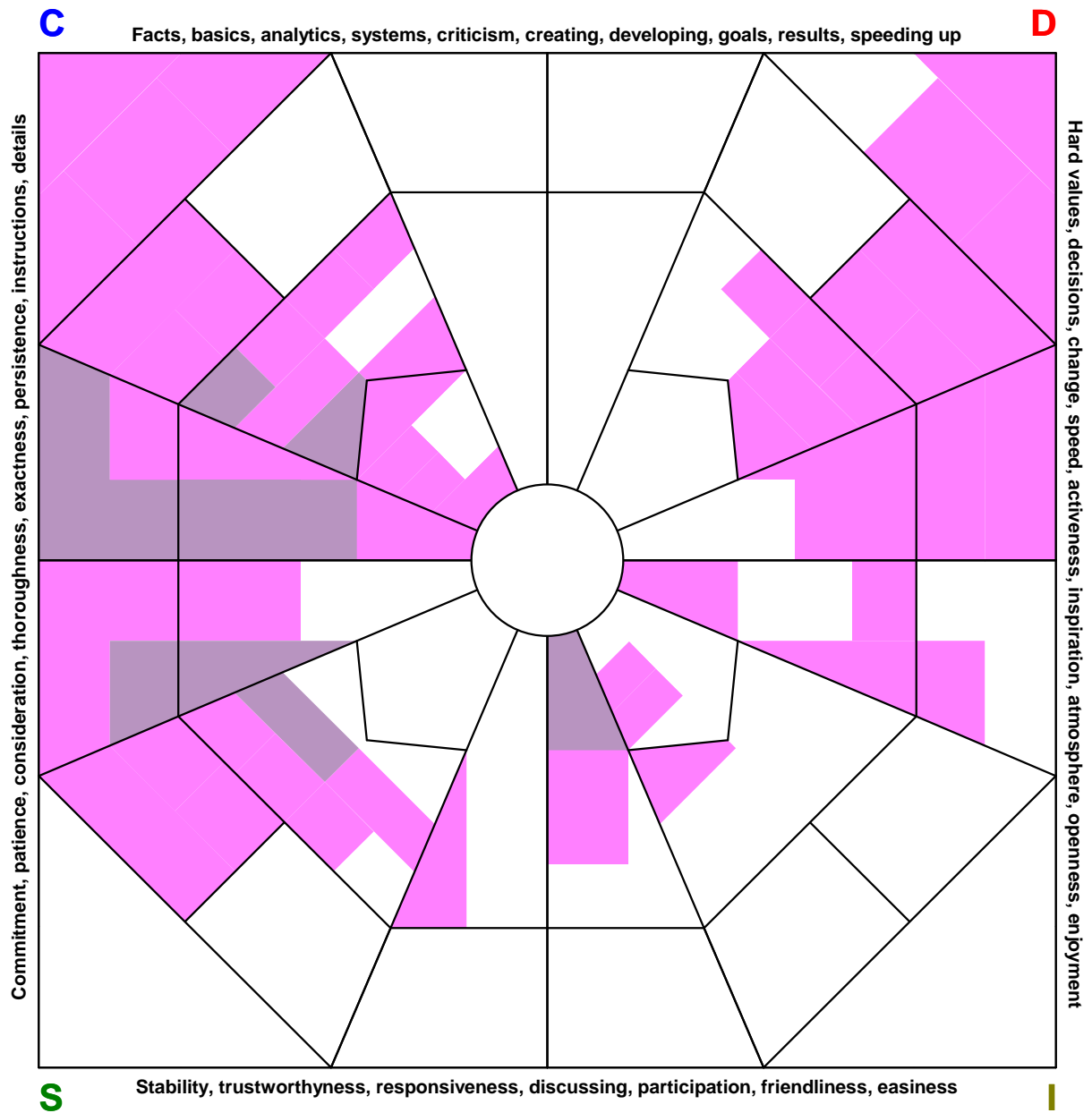
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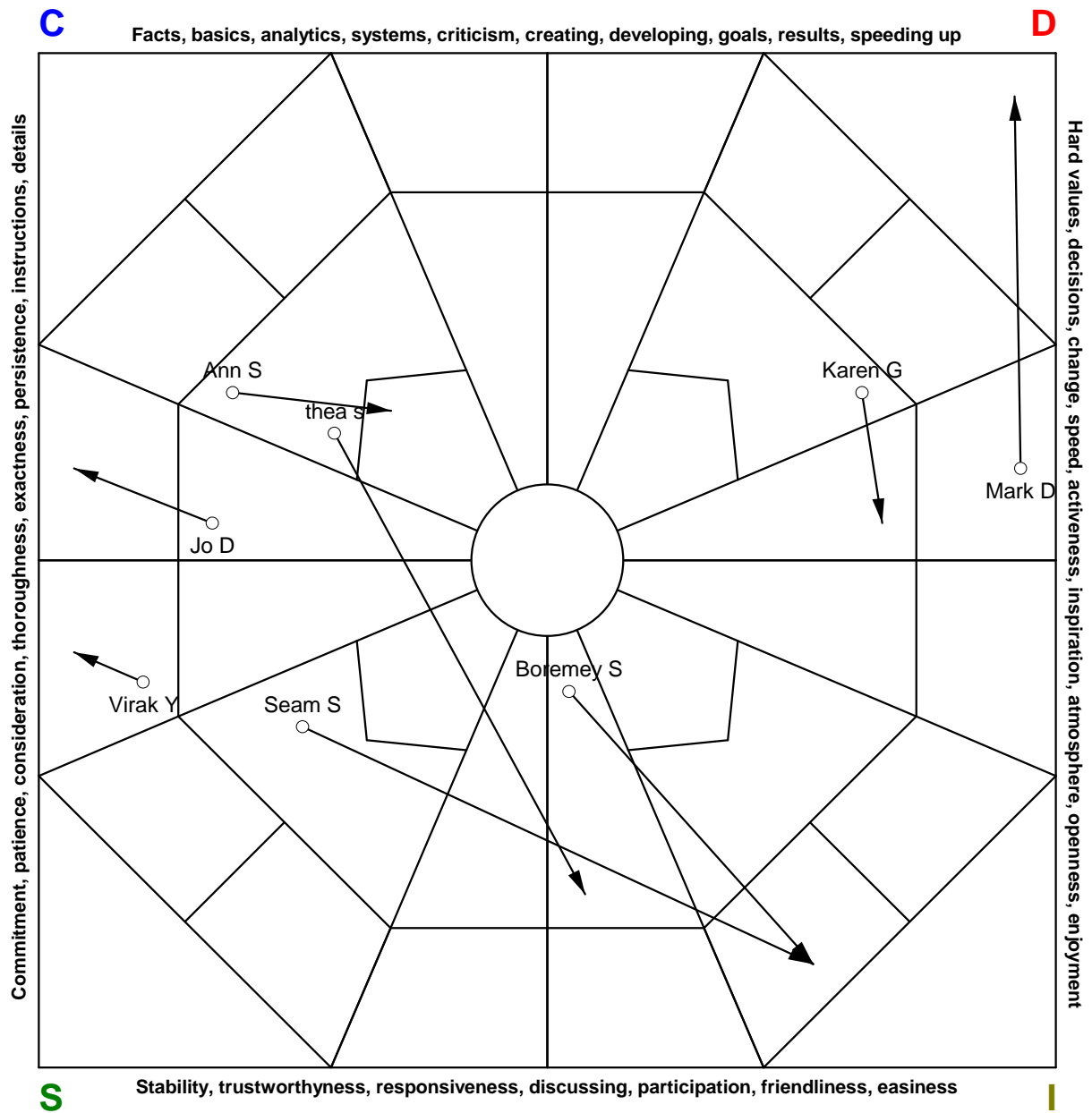
D	25%	2
I	12%	1
S	25%	2
C	38%	3
Total	100%	8



D	25%	2
I	12%	1
S	25%	2
C	38%	3
Total	100%	8



D	25%	2
I	12%	1
S	25%	2
C	38%	3
Total	100%	8



D	25%	25%
I	12%	38%
S	25%	12%
C	38%	25%

○ →

Extended DISC Team Analysis Percentages

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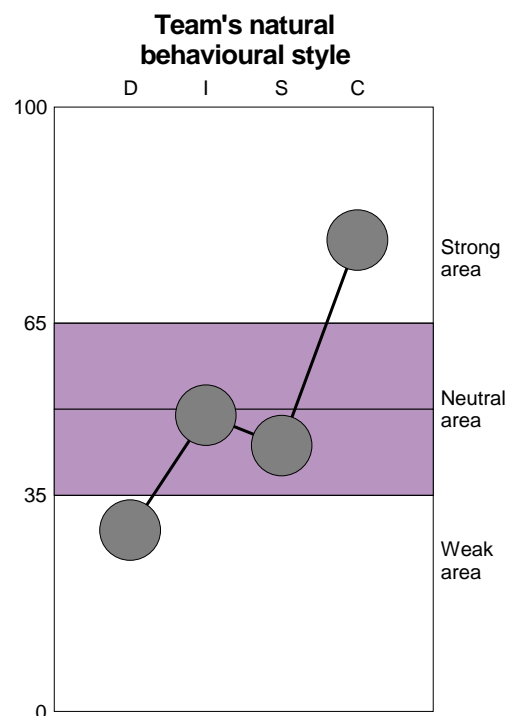
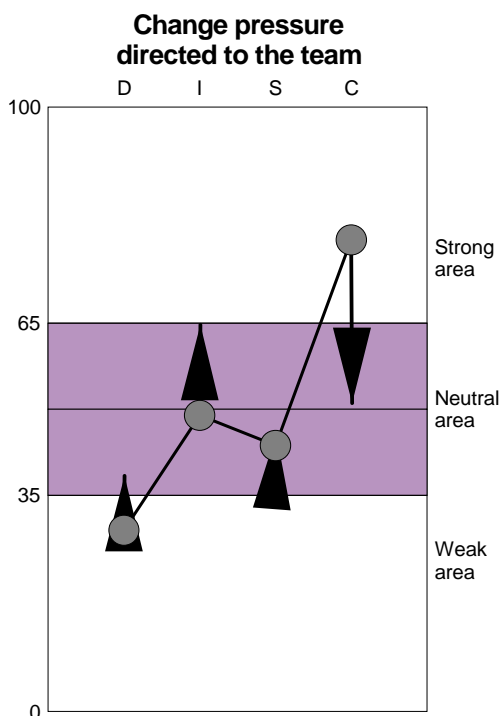
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Person	Him/herself				Date Analysed	Job role			
	D	I	S	C		D	I	S	C
Seam S	0	30	35	35	10.06.2011	0	75	25	0
Mark D	50	50	0	0	13.06.2011	100	0	0	0
Jo D	0	5	45	50	13.06.2011	0	0	45	55
Karen G	70	25	5	0	14.06.2011	55	35	10	0
Boremey S	0	50	5	45	09.06.2011	0	85	15	0
thea s	0	25	15	60	10.06.2011	0	50	40	10
Ann S	0	10	15	75	10.06.2011	0	10	0	90
Virak Y	0	0	55	45	10.06.2011	0	0	50	50

This team consists of 8 people

Team Profile 30 49 44 78

Job profile (note! based on date analysed) 39 64 46 51



Extended DISC Team Analysis Score Card

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21.06.2011

	Seam S	Mark D	Jo D	Karen G	Boremev S	thea s	Ann S	Virak Y	Strength -%
Management Duties									
Willingness to change	1	5	1	4	2	1	1	0	38
Goal oriented, visualising	1	5	1	4	1	1	1	1	38
Concentrating on the essential	2	4	1	4	2	2	1	2	45
Organising the starting phase	2	4	2	4	1	2	2	2	48
Concentrating on doing by oneself	5	2	3	3	2	3	3	5	65
Independent decision making	1	4	0	4	1	0	0	2	30
Delegating duties	1	5	1	3	3	1	1	1	40
Delegating responsibility and power	5	3	3	3	4	3	3	5	73
Willingness to get more responsibility	1	5	0	4	2	0	0	1	33
Using own initiative	1	5	1	5	2	1	1	2	45
Adaptability to changes	1	4	1	4	3	2	1	1	43
Setting goals	1	5	1	5	1	1	1	1	40
Intense looking for results	1	4	1	4	0	1	0	1	30
Strength Percentage	35	85	25	78	37	28	23	37	

									%
People Duties									
Negotiating with people	2	5	1	4	3	1	1	1	45
Willingness to show oneself up	1	4	1	3	4	1	1	1	40
Influencing and persuading	1	5	0	4	3	1	0	1	38
Developing work atmosphere	2	4	1	3	4	2	1	1	45
Developing subordinates	4	2	2	3	4	3	2	3	57
Helping others	5	1	3	2	4	4	2	5	65
Actively motivating others	2	5	1	4	3	2	1	2	50
Positive, helping disciplining	2	3	2	3	4	2	2	2	50
Shoulder	3	1	1	2	4	2	1	3	43
Guiding / familiarising others	4	1	3	1	4	3	3	4	57
Getting along with different people	2	5	1	4	4	2	1	2	53
Strength Percentage	51	65	29	60	75	42	27	45	

									%
Administrative Duties									
Following / emphasising rules	5	0	5	1	3	5	5	5	73
Building manuals	4	1	5	1	2	4	5	5	68
Looking for mistakes	4	1	5	1	2	4	5	4	65
Critical listening	3	2	4	2	2	4	5	4	65
Drawing reports	3	1	5	1	2	3	5	4	60
Repetitive tasks	4	0	5	1	2	3	4	5	60
Thoroughness	4	1	5	2	3	3	5	4	68
Exactness with details	4	0	5	1	3	5	5	5	70
Doing paper work	4	0	5	1	2	4	5	5	65
Concentrating	5	1	5	2	2	4	5	5	73
Detail quality control	4	0	5	1	3	5	5	4	68
Strength Percentage	80	13	98	25	47	80	98	91	



83%

Assurer

First Priority (strong)		Second Priority			
Virak Yang	Seam Sorphorn	Ann Sophak	94%	Boremey Sann	75%
	Jo Dennert	thea som	84%	Mark Dennert	1%
				Karen Genzink	1%

76%

Communicator

First Priority (strong)		Second Priority			
	Boremey Sann	Ann Sophak	96%	Mark Dennert	50%
	thea som	Seam Sorphorn	64%	Karen Genzink	47%
		Jo Dennert	63%	Virak Yang	26%

65%

Specialist

First Priority (strong)		Second Priority			
	Ann Sophak	Virak Yang	91%	Seam Sorphorn	76%
		Jo Dennert	87%	Boremey Sann	57%
		thea som	80%	Mark Dennert	1%
				Karen Genzink	1%

62%

Participator

First Priority (strong)		Second Priority			
		Karen Genzink	87%	Jo Dennert	67%
		Boremey Sann	84%	Mark Dennert	52%
		thea som	75%	Virak Yang	39%
		Seam Sorphorn	72%	Ann Sophak	22%

55%

Doer

First Priority (strong)		Second Priority			
		Virak Yang	99%	Boremey Sann	46%
		Seam Sorphorn	92%	thea som	45%
		Jo Dennert	64%	Karen Genzink	28%
		Ann Sophak	63%	Mark Dennert	1%

52%

Influencer

First Priority (strong)		Second Priority			
Mark Dennert	Karen Genzink	Boremey Sann	55%	Seam Sorphorn	10%
		thea som	47%	Jo Dennert	1%
		Ann Sophak	21%	Virak Yang	1%

49%

Developer

First Priority (strong)		Second Priority			
		Ann Sophak	73%	Boremey Sann	47%
		Jo Dennert	58%	Mark Dennert	39%
		thea som	55%	Karen Genzink	36%
		Virak Yang	52%	Seam Sorphorn	30%

49%

Stimulator

First Priority (strong)		Second Priority			
		Boremey Sann	80%	Seam Sorphorn	43%
		Mark Dennert	67%	Ann Sophak	31%
		Karen Genzink	64%	Jo Dennert	28%
		thea som	57%	Virak Yang	21%

38%

Planner

First Priority (strong)		Second Priority			
		Virak Yang	81%	Mark Dennert	39%
		Karen Genzink	69%	Ann Sophak	4%
		Seam Sorphorn	57%	Boremey Sann	1%
		Jo Dennert	49%	thea som	1%

29%

Changer

First Priority (strong)		Second Priority			
		Mark Dennert	99%	thea som	7%
		Karen Genzink	85%	Boremey Sann	6%
		Jo Dennert	19%	Seam Sorphorn	1%
		Ann Sophak	16%	Virak Yang	1%

Instructions for Interpreting Team Analysis

General Instructions

The Extended DISC® Team Analysis is based on the results of the Extended DISC® Personal Analysis. The Team Analysis uses the same framework as the Extended DISC® Personal Analysis.

The first two pages of the report, Shotgun and Name Map, are capable of including an unlimited number of individuals, making it also possible to perform departmental, divisional and organisational analysis. The rest of the report is limited to 16 or less team members.

The Extended DISC® Team Analysis divides all of the different behavioural styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centred, demanding, blunt and overly aggressive.

I-style

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

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

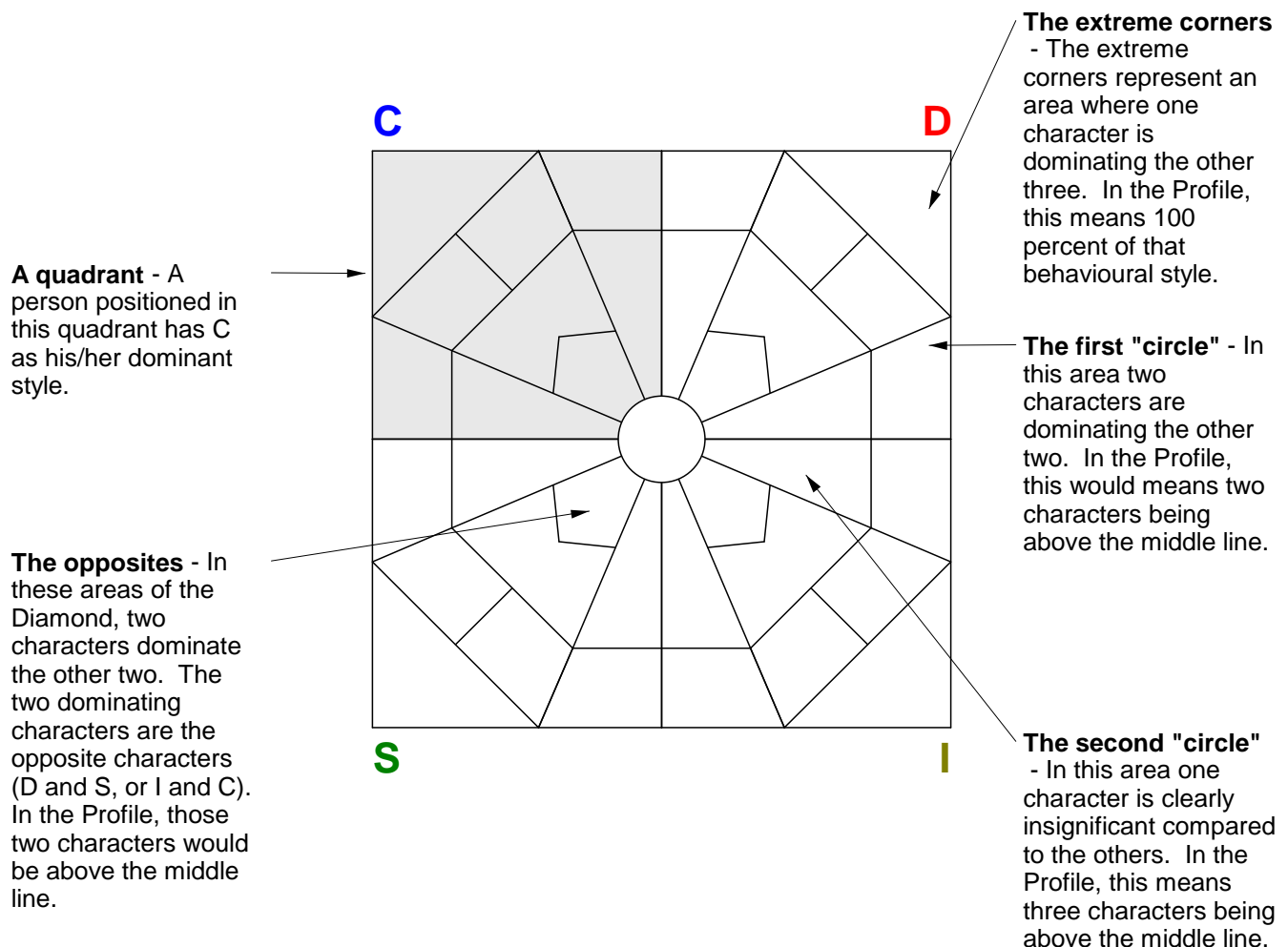
C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioural styles are the most comfortable to the team members and what styles require the most energy from them. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioural traits.

The dots (Shotgun Map), names (Name Map), and starting points of the arrows (Arrow Map) on the Diamond show the location of the team members' natural styles. The tips of the arrows on the Arrow Map page show the adjusted styles of the team members.

The shadings in the Team Flexibility Zones page demonstrate the behavioural styles that are the most comfortable for the team members. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from the team members. The farther from the deepest shade the members move, the more energy is required.



Shotgun Map

The Shotgun Map demonstrates where the natural behavioural styles of the team members fall on the Extended DISC® Diamond. Each team member is presented by a dot in the Shotgun Map. The positions of the dots correspond to the positions of the individuals' Profile IIs on the Diamond. The D, I, S and C distribution of the team is shown below the Shotgun Map.

Shotgun Map - Worksheet

When you review the results of your team with the other team members, below are some issues to consider and discuss.

Overall distribution

How does your team's makeup relate to your overall objectives?

Where are our strengths?

Is there an area where we have several individuals?

What does it mean for our team that there are more people in this area, especially in relation to our team's goals?

Is it possible that we may over-emphasise the strengths of this particular behavioural style?

Where are our weaknesses?

Is there an area on the Diamond where there are no, or very few, individuals in our team?

How are we going to compensate for this, especially as it relates to our team's objectives?

Is our team divided into subgroups?

Is there any conflict between the different groups?

Are there different types of activities required from the team?

Is there a possibility for a better delegation of the team's responsibilities?

Are there individuals alone in certain areas?

Is our team taking advantage of their special strengths?

Name Map

The Name Map provides the same information as the Shotgun Map but uses team members' names instead of the dots. The position of the name is the position of the person's Profile II (natural style) in the Diamond.

The D, I, S and C distribution of the team is shown below the Shotgun Map.

When you review the results of your team with the other team members, below are some issues to consider and discuss.

Name Map - Worksheet

Position of each individual

What specific strengths does each team member have?

How is the specific behavioural style of each individual recognised in daily work?

How well do the individuals and their job requirements match?

Similar styles (Short distance between individuals)

Do the individuals with similar styles look for each other's company too much?

How could the possible negative aspects of similar individuals working together be avoided?

Different styles (Long distance between individuals)

What are the communication and cooperation needs for people who are far apart on the Map?

How do we avoid communication breakdowns between different individuals?

Learning outcomes from past experiences.

What to remember in the future.

Should some of the team's responsibilities be reassigned?

Are there individuals alone in certain areas?

Is there a special strength for the team available in those individuals?

Is the rest of the team aware of the special strengths of these individuals?

Flexibility Zones

The Flexibility Zones Map provides a quick overview of where the comfort areas of the team are. The shaded areas show the areas where the team is comfortable; the deepest shades indicate the most comfortable areas. The white areas of the Diamond refer to behavioural styles that require energy for the team to provide.

Flexibility Styles - Worksheet

How do the comfort areas of our team relate to the team's objectives?

If your team has responsibilities that fall into the white areas of the Diamond, are the team members modifying their behaviours adequately?

Arrow Map

The Arrow Map demonstrates where both the natural behavioural styles and the adjusted behavioural styles of the team members fall on the Extended DISC® Diamond. The team members' natural behavioural styles are represented by the starting points of the arrows (Profile II). The adjusted styles are represented by the tips of the arrows (Profile I).

The D, I, S and C distribution of the team for both the natural and adjusted styles is shown below the Arrow Map.

Arrow Map - Worksheet

When you review the results of your team with the other team members, below are some issues to consider and discuss.

Do most of the arrows point to the same direction?

Interpretation: Most of the people on the team express a feeling that they must adjust their behaviour in the same direction.

Why does the team feel it is pressured to adjust its behaviour from what would be most natural for it?

Is there something in the management of the team that does not match with the team's natural style or motivation?

Are there external factors that make it difficult for the team to perform effectively?

Do the arrows have two main directions?

Why do the members of the team feel pressured in different directions?

Does the team consist of sub-teams with different challenges?

Do the arrows not have any visible similarities in direction?

Interpretation: The team doesn't express any external pressure toward it that it would find difficult to cope with. There is no team level interpretation possible but it is still recommended to check the arrows from each individual's point of view.

Which direction are the arrows pointing?

Interpretation: The direction in which the individual is expressing that he/she wants or needs to adjust his behaviour more than he is doing at the present, due to the perceived pressures of the environment.

Where are the arrows moving from?

Interpretation: The area where the individual feels he/she should pay less attention to better cope with the perceived requirements of the environment.

Team Percentages and Team Profile

Extended DISC® Team Percentages page is a summary of the team members' individual Profile Percentages. They show the distribution of each team members' D, I, S and C styles out of 100 percent.

Team Percentages page combines the team members' individual percentages into a table. Please note in the table Profile II is on the left and Profile I is on the right.

On the lowest two rows the percentages for the Team Profile and Job Profile are calculated. These calculations have no interpretive value apart from calculating the Profiles.

Note! Profile I (Change pressure directed to the team) reflects the adjustments the team members are making at the time they fill out the questionnaires. Consequently, one should be careful in interpreting the results if there are significant gaps in the time when each team member completed the questionnaire.

Team Profile

Extended DISC® Team Profile allows the demonstration of the team's behavioural style just like the Personal Analysis indicates an individual's behavioural style. Team Profile combines the team members' individual percentages into a profile. The profiles have a scale from 0-100. The middle line represents 50.

When the percentage is over 65, the team is focusing strongly on the traits relating to that behavioural style. When the percentage is below 35, the team is not naturally comfortable in the areas relating to that behavioural style.

"Change pressure directed to the team"-profile demonstrates how the team feels it must, or wants to adjust its behavioural style to better meet the perceived requirements and pressures of the present environment. The arrow(s) up indicate that the team as a whole perceives it must increase that behavioural style(s). The arrow(s) down indicate that the team as a whole perceives it must decrease that behavioural style(s). When the arrows get longer, the team member's satisfaction and self-confidence tends to get lower.

Note! Profile I (Change pressure directed to the team) reflects the adjustments the team members are making at the time they fill out the questionnaires. Consequently, one must be careful in interpreting the results if there are significant gaps in the time when each team member completed the questionnaire.

Score Card

The Scorecard page divides the functions of the team into categories. For each team member a numerical value is calculated that reflects how natural (i.e. requires less energy, concentration and effort) each aspect of the team function is for him/her. The numerical values range from 0 to 5.

Numbers 4 and 5 reflect situations where a team member does not feel much pressure to adjust his/her style in that particular area of the team function. He/she is naturally comfortable in that area.

Numbers 2 and 3 refer to situations where the team member is neither strong nor weak in that area. With some effort he/she can adjust to the demands of these functions. However, over a long period of time the person may have difficulty concentrating on these areas. As a result, they should not make up the most important functions for the team member.

Numbers 0 and 1 refer to areas of team functions that the member probably would not like to perform. They require a lot of concentration and adjusting of the natural behavioural style. Also, these areas probably (at least in the long run) do not motivate the team member.

The Strength Percentage for the team indicates the percentage out of the maximum score the team achieves in each category; the Strength Percentage for the team member indicates the percentage out of the maximum score the individual achieves for all the categories.

When the percentage is over 65, the team or the individual is likely to naturally focus in that area. It reflects the team's or the individual's natural tendency to behave and should reflect as closely as possible the team's and individual's actual ongoing focus and activity.

When the percentage is below 35, the team or a team member does not naturally focus significantly in that area. Focusing in this area would require a lot of concentration and effort, and would likely feel non-natural. The team should ensure that it is not expected to perform/focus in these areas much.

Team Roles

Extended DISC® Team Roles divides team functions into roles. Each of the 10 roles has its special strengths and weaknesses. None of the styles are better or worse; they are simply different.

In order to build an ideal team one shouldn't select one person for each role but design the ideal team construct based on the requirements set for the team.

Extended DISC® Team Roles report lists the 10 roles in the order of how strongly they are represented in the team; the strongest role being first. The Team Role Percentage indicates how strong the team on average is with this role. 100 percent indicates the team can fully concentrate on that role whereas 75 percent, for example, indicates the team can naturally put 75 percent of its efforts in this role but more would not be natural for the team.

Each team member has a personal score for each role.

The first column on left - First Priority (strong) - means that the person in this column will apply this role almost no matter what the construct of the team is or no matter what the team is required to do. This is the most preferred role for the person and he/she tends to naturally apply that role.

The second column from left - First Priority - also indicates a role that the person definitely would like to adopt. The need to adopt the role is not as strong as with the first column (First Priority - strong) since the person has more flexibility in adjusting to other people taking the same role. It would still be against the person's wish not to allow him/her to take the role.

The two columns on right - Second Priority - indicate the likelihood the team members would be willing to accept the role. Again, 100 percent means that although it is not the most preferred role for the person, he/she would have no difficulty at all in taking that role in the team. 0 percent, on the other hand, means the person will in almost no situation find it easy or desirable to take that role.