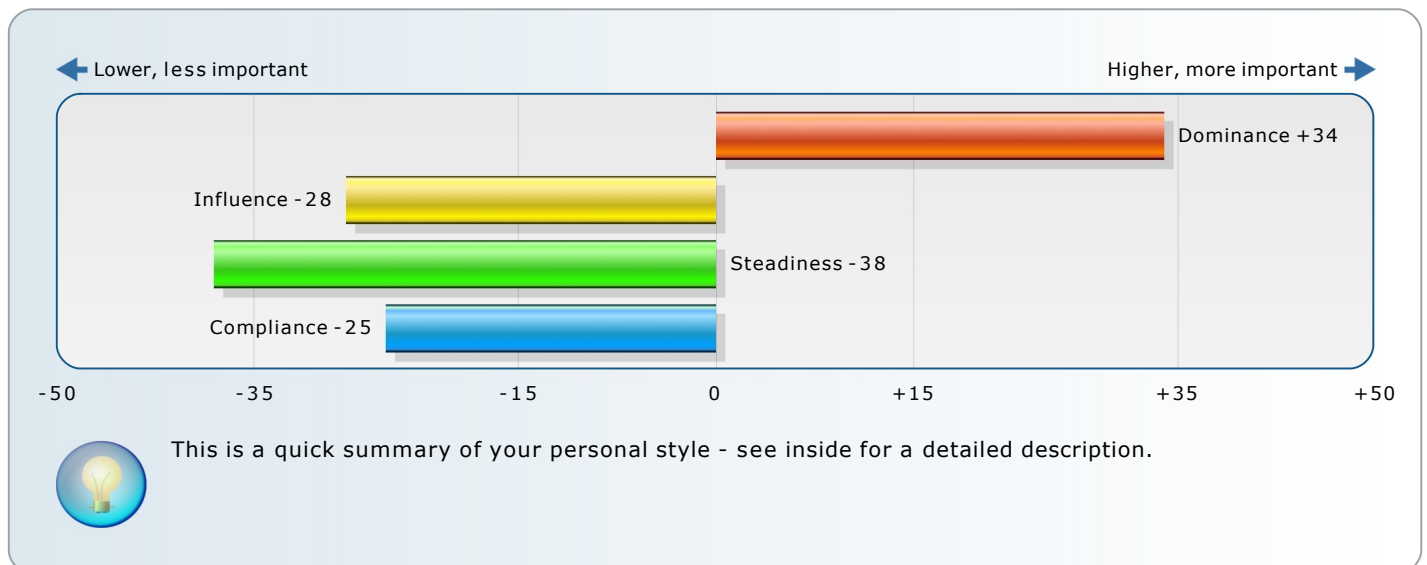
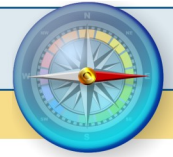


Alan Mitchell

Profile Created Thursday 4 December 2008

Report Printed Tuesday 30 April 2013





About Your Discus Feedback Report

An introduction to your personal report

Welcome to your Discus Feedback report

This report will give you some vital pointers to help you understand the way you currently behave, and to help you build an effective strategy to help you reach your goals.

We don't claim that this report can give you all the answers, but based on your responses to the personality questionnaire, we hope you'll find some important insights and useful life tips in this report.

What's in this report?

We've broken down the information in this report into a series of different sections, with each covering an important element of your personal behaviour.

- 1 **About You** ●▶
...describes your general approach to life and work
- 2 **Your Core Values** ●▶
...looks at your most fundamental motivating factors
- 3 **Abilities, Strengths, Limitations** ●▶
...highlights the unique abilities that arise from your personal style
- 4 **Personal Development** ●▶
...suggests ways to develop your personal style to meet your aims
- 5 **Relating to Other People** ●▶
...talks about how you interact with other people
- 6 **Your Work Style** ●▶
...looks at your work skills, and how you put them into action
- 7 **Planning Your Career** ●▶
...suggests optimum career paths based on your personality



How To Read Your Report

Important information about your report's contents

Important information about this report

Your report has been compiled from your answers by an automatic process based purely on the answers you gave to the questionnaire. That means that it's completely objective, and it's also direct - in assessing your existing strengths, and also in making suggestions that might help you develop towards your goals.

While reading your report, it's important to be aware of a subtle effect that psychologists call *confirmation bias*. In the context of a report like this, that means that most people will tend to agree with the most positive comments about themselves, and reject less positive remarks. Often, though, it's exactly the suggestions that challenge preconceptions that are the most useful, so try to weigh the contents of the report accordingly.

That doesn't mean that we insist everything in this report must be true! The details given here are based on your answers to the questionnaire, and we hope you'll find them truly useful in helping to understand yourself, or at least give you some important topics to think about. However, the personalities of human beings are immensely variable - probably infinitely so - and a simple test like this can only cover a finite number of possibilities.

With all that in mind, we hope you find much in your report to engage your interest and suggest possibilities for the future.



Important:
Don't skip this section!

If you want to get the most out of your report, you'll want to take a few minutes to absorb the important information on this page.



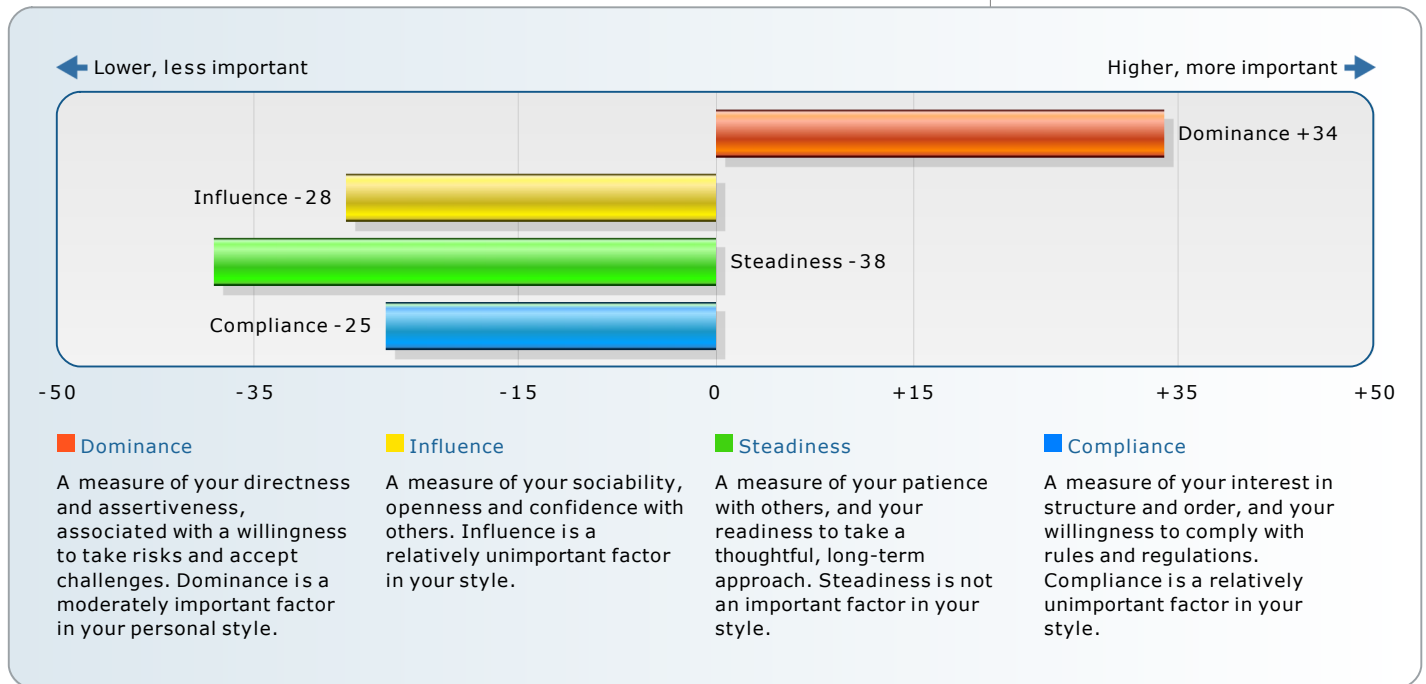
1

About You

An introduction to your personal style

What are the most basic elements of your personality?

We analyse the answers you gave to the questionnaire to work out the values for four fundamental factors in your personal style. From the combinations of these values, we can tell a great deal about your personality. These four most basic factors are shown in this graph:



So, what does that mean in practice?

You're a single-minded and dynamic individual with a keen sense of achievement and ambition. You have the capacity to focus on your goals, and to work towards them in a determined way. You're also independent in style: you're capable of finding your own solutions to problems, and of taking charge of a situation when required.



How are these scores calculated?

Your results are created from your answers to the questionnaire using a profiling system known as DISC (from the initials of Dominance, Influence, Steadiness and Compliance). DISC is widely used in professional personal assessments, and we use the same underlying theory to give you a personal report built using professional techniques.



1 About You continued...

What are your most important traits?

Some of the most prominent personality traits in your style are listed here:

- **Competitiveness**
Being motivated by achieving prominent success.
- **Decisiveness**
Being ready to reach a definite conclusion quickly and efficiently.
- **Self-reliance**
Taking an independent approach to life, operating without others' support.
- **Assertiveness**
Showing a willingness to take direct control of a situation.
- **Independence**
Being ready to make your own decisions and act on them.

What are your most important values?

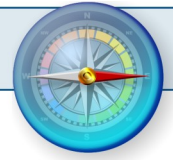
You're a driving, determined and dominant type of person. You like to take responsibility for your own life and your own decisions, and you're ready to state your ideas and opinions in a forthright manner. You're competitive by nature, and you're not afraid to risk antagonism, or even confrontation, if you're sure you're in the right.

Values are an important feature of any personality, and you can find out more about your particular set of values in the 'Core Values' section later in this report.



Handy hint

The word *trait* just refers to any distinct feature or element of your personality. If you're unsure about any of the terms used in this report, remember that you can always check the Glossary.



1 About You continued...

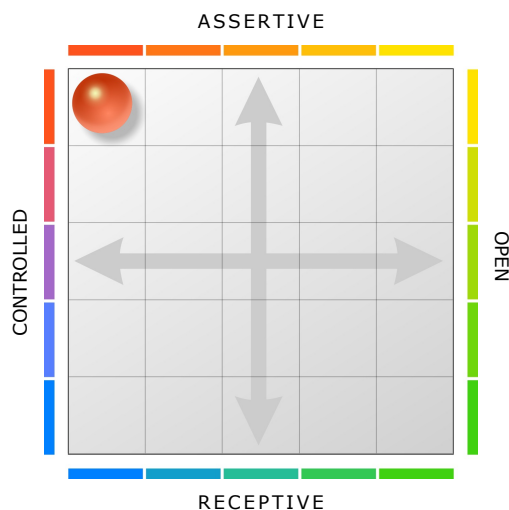
More about your general approach

Here's a selection of 'Style Keynotes' that highlight various important features of your personal style:

- You're a highly assertive type of person, with sufficient confidence in your own abilities and aims to take direct action when it's needed. You're ready to take on challenges as they arise, and you're not afraid to risk confrontation with others where a situation seems to demand it.
- You're ready to explore new possibilities and investigate new avenues if they appear to be practical and profitable. Your self-motivated attitude will normally help you to take advantage of any opportunities that might arise.
- You're a powerfully self-reliant individual, who's not afraid to take charge of a situation where necessary. Your commanding and dominant style are such that others are usually willing to follow your lead.

How does your personal style compare with other people?

The chart below divides personalities up into twenty-five blocks, and is set up in such a way that people are divided more-or-less equally across the chart (that is, each block generally contains about 4% of the population as a whole). We've marked the block that contains your style so you can see how it compares with the other possibilities.



 Your style is highly Assertive, and also highly Controlled.

Assertive

A measure of willingness to take direct action, or to take charge of a situation. This is a very strong feature of your personal style.

Controlled

A measure of self-reliance, relating to an analytical and precise approach. This is a very strong feature of your personal style.

Open

A measure of a person's willingness to communicate freely and express their ideas. This kind of behaviour rarely appears in your personal approach.

Receptive

A measure of acceptance of others, and a readiness to show patience and caution. This kind of behaviour rarely appears in your personal approach.

2**Your Core Values**

The heart of your personality

**What are 'Core Values'?**

For most people, the driving forces behind their approach to life can ultimately be summed up in terms of a few brief concepts. These concepts are referred to here as 'Core Values': they're the internal 'signpost' we use to judge situations, and work out how to react to them.

How do Core Values work?

For example, let's say you're a person who values 'Challenge'. If that's the case, you'll actively seek out situations that provide you with the challenging conditions you prefer, and avoid those that don't. You'll also tend to judge events and people depending on the extent to which they fulfil this particular need.

What are your Core Values?

In this section, we've selected a few Core Values that closely match your own personal style. These are the kinds of values that underlie the way you look at life, and the way you form judgements about the events and people in your life.

- **Competition**

You're a person who tends to measure your success against those around you, and even against your own prior achievements. You'll rarely avoid a challenge, and your competitive style can lead you to perform strongly. You can use this competitive edge as an aid to personal motivation, by thinking about tasks as challenges to be met and overcome. It's important, though, to be aware of this element of your nature and to be ready to hold it back in situations that call for a more co-operative attitude.

- **Work**

You not only have strong ambitions in life, but you're also prepared to put in the effort to reach those ambitions. You're ready to accept that hard work is essential to achievement, so that you don't object to committing yourself to something when necessary. As this is one of your core values, you'll also tend to look for a similarly committed attitude in those around you.

- **Problem Solving**

You enjoy meeting and overcoming difficulties, and you have a relatively practical outlook on life, so you derive satisfaction from solving problems, and from achieving success in the face of obstacles. You have a determined attitude that will often help you to resolve an issue in a rapid and direct manner.

**Positive and Negative**

Core Values aren't always positive in their effects: they can have a negative impact, too. Events or developments that challenge these basic values can lead to responses ranging from disinterest to discomfort. So, an understanding of the Core Values that lie at the heart of your personal approach to life can be extremely helpful in understanding how and why you react the way you do.

3

Abilities, Strengths, Limitations

Understanding the advantages, and the limits, of your style



What you'll find in this section

Every different type of personality has its own distinctive strengths, and its own distinctive abilities that stem from those strengths. Those same strengths and abilities are always - without exception - balanced by limitations and disadvantages. The key to making the most of your personal style is understanding where your strengths and limitations lie. Armed with that knowledge, you can take maximum advantage of your strengths, while avoiding potential problems arising from your personal limits.

In this section, you'll find a breakdown of your most important areas of strength, each shown with all its related advantages, abilities and limitations.

Problem Solving

Strengths Your practical approach to life means that you can be effective in finding and understanding the causes of problems, and developing working solutions to them. The unusual combination of directness and patience in your style means that you're capable of the kind of solid and effective effort that's often necessary to resolve difficult issues.

Limitations The analytical attitude that helps you to understand and resolve problems can at times cause you to overlook the more personal elements in an issue. It can be useful to take time to consider others' feelings about a topic, as well as the more practical questions involved.

Directness

Strengths You're a person who's unafraid to state what you mean, and leaves others in no doubt of your opinions or ideas. This helps to ensure that you express yourself clearly and distinctly, so that there's little room for confusion about your views or opinions.

Limitations Because you take an objective and relatively dispassionate view of matters, you're rarely offended by comments that others might make. It's important to bear in mind that your attitude is not shared by all types of person: more sensitive individuals may sometimes take apparently innocuous comments more personally than they were intended.

Goal-orientation

Strengths You're a person who tends to set goals and targets for yourself, and to commit yourself to achieving those goals as efficiently as possible. Your assertive and confident style, and your readiness to rely on your own resources, will typically help you to reach the goals you set.

Limitations Your self-reliant attitude means that you tend to work towards your goals in an independent manner. Though you might enlist the aid of others if necessary, you tend to resist working as part of a mutually supportive team.



4

Personal Development

Directions for change in your personal style

What is 'personal development'?

As well as building a picture of your personality as it stands at the moment, we can also extrapolate from that picture to identify the kinds of changes or adaptations you'd likely want to see in your approach. These adaptations are typically due to your perceptions of how you ideally need to behave to fit into your current life situation.

Personal Development is the process of adapting your personal style to meet these perceived requirements. In this section, we look at the kinds of directions you seem to be wanting to develop your style (based on your answers to the questionnaire, of course). Where possible, we also offer a range of helpful advice to guide you towards those goals.

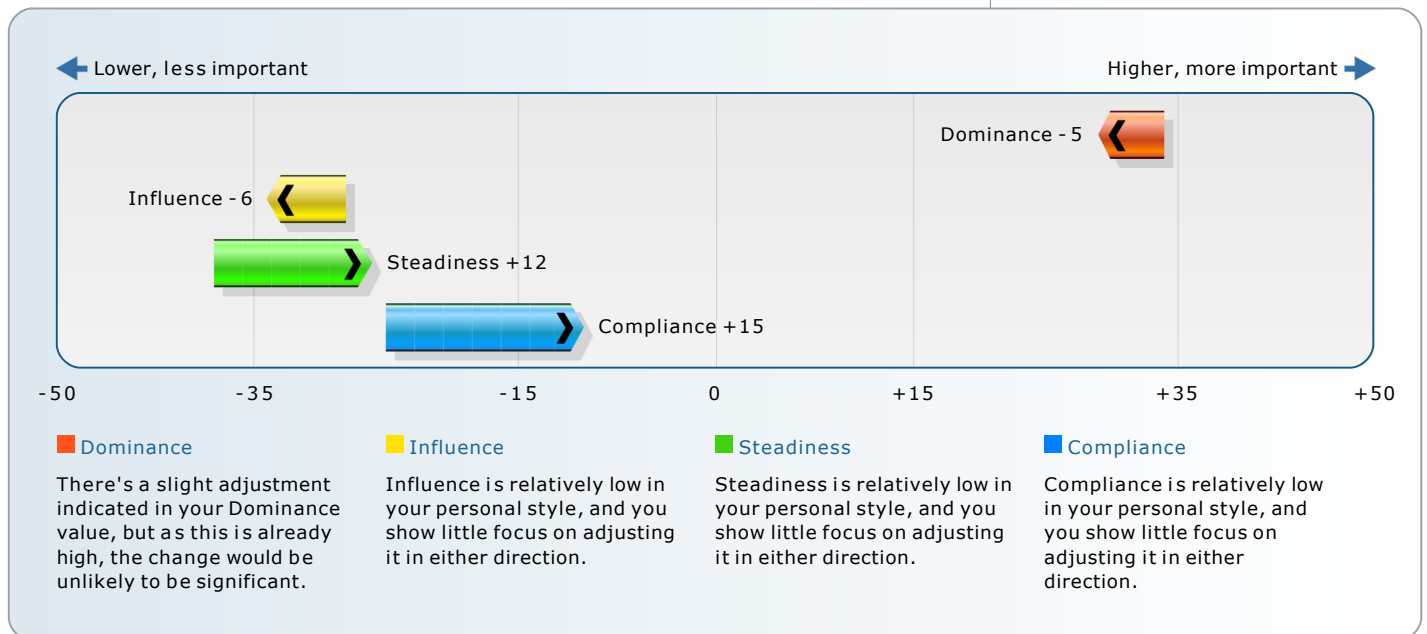
Changes shown in your results

This chart shows the changes in terms of your four main personality factors: Dominance, Influence, Steadiness and Compliance. Longer arrows indicate greater potential for change in your approach, for that particular factor. Values increase to the right of the graph, so arrows pointing right indicate that you're seeking to increase the factor in question, while arrows pointing left suggest that you're looking to decrease the factor's importance.



Judge for Yourself

The Personal Development guidelines discussed in this section are calculated from the results of your profile, but only you yourself are qualified to judge the extent they apply to your own situation. More than any other section of this report, it's important to treat these comments as objective advice, rather than definitive statements.



④ **Personal Development** continued...



What these changes mean in practice

An analysis of your personality profile doesn't suggest any significant 'shifts' between your current and ideal approaches. This means that, leaving aside minor variations, there do not appear to be any really important changes you'd like to see in your style as things currently stand.

5

Relating to Other People

Interacting with those around you



How do we relate to one another?

Relationships with others are probably the key component in any discussion of personality: in fact, how we perceive others, and how others perceive us, lie at the heart of what 'personality' means.

When it comes to relating to others, it's simply not possible to understand their motivations and intentions directly: instead, it's normal to consider others' behaviour through the filter of your own attitudes and presumptions. This 'filtering' effect can have an enormous effect on the way you understand others, and on the way that others see you.

Understanding others

In this section, we look at the most important aspects of your personality when it comes to understanding and judging those around you. These are the most important things you look for when you're interacting with others, and they also help to define the kinds of preconceptions you bring to bear in communication.

- You tend to interact with others on a practical level, especially when your energies are focused on achieving some task. In conditions like those, you tend to show an expectation that others will fall in with your plans, and because of your commanding style, it's likely that many will be willing to do so.
- You have a direct approach to communication, and you can sometimes state your opinions without taking time to consider their effects on other people. You're rarely affected or offended by others' comments, but it's important to remember that many people are less resilient than yourself. For that reason, you may find it useful to employ a little more tact when communicating with more sensitive individuals.
- In life in general, you're a directly assertive individual: that is, you'll rarely hesitate to act, or pause to worry about the possible consequences of your actions. This is true in your dealings with others, too, though to a slightly lesser extent. You're ready to show an open and expressive side with others, though your level of assertiveness can be markedly lower in a social setting than under more challenging conditions.



5 Relating to Other People continued...

How others relate to you

Your own presumptions will necessarily affect your understanding of others' personal styles, but this is equally true of everyone else. In the same way that you tend to interpret others' attitudes in your own terms, those around you will also be applying their own 'filters' to your behaviour. Those filters can be extremely varied, and there isn't space to go into all the possible combinations here, but it is possible to make a few general comments.

- You're a decisive individual, but also an adaptable one. This means that you're ready to reach a quick decision, but you're also ready to change your mind in the future if a situation changes. People who are less comfortable with change, though, tend to see altering a decision like this in a negative light. If you do find that you need to change your mind on an important subject, it's useful to take time to explain the change to those who might misunderstand your motives.
- As you rarely hide your opinions or feelings, it is likely that others will have a fairly clear insight into your personality and general style. Their reactions to that style will vary according to their own natural approach. Those who prefer a more personable, relaxed attitude may find your determined and dominant style difficult to deal with at times, but it is likely you will find respect from those with similarly self-reliant natures.
- You're a person who enjoys variety, and you're not afraid to change your mind if necessary. Others' responses to this attitude will depend on their own unique personal styles. People who share your outlook will tend to see your attitude as a positive and pragmatic one, while less urgent or dynamic types may see your approach as a little too changeable or unpredictable at times.

Learning to communicate more effectively

In communication with others, you'll most usually adopt a dominant and authoritative role, seeking to use your commanding presence to direct those around you. There are times, especially in particularly challenging situations, where this kind of forceful behaviour will be useful and effective. At other times, though, this kind of attitude can be received rather less well, and may give rise to antagonism.

You can help to improve communication by judging the needs of a situation more carefully. Where a dominant attitude presents no clear advantage, it will be worthwhile adopting a rather more receptive or conciliatory approach, to help build more productive communications with other people.

6

Your Work Style

How your personality affects the way you work



What is your 'work style'?

Success in the work arena is as dependent on your personal style as any other aspect of life. In this section of your personal report, we look at the ways your particular defining characteristics will tend to affect the way you operate in a working environment. We also look at how you're likely to behave in some common working situations.

Your most important work skills

Every different personality type has its own associated set of work skills, and of course there are very many of these, depending on the detailed circumstances and the requirements of a particular job.

Here, we select some of the most important work skills suggested by your profile style.

■ Self-reliance

You're a person who not only works well on your own, but probably performs better where you're able to take your own responsibility for your actions. You're concerned with solving problems on a practical level, and because of your determination and your focus on facts, it's likely that you often succeed in achieving your aims.

■ Decisiveness

Your driving style brings with it an impatience to achieve and move forward, and because of this you're ready to make a definite decision when others might feel uncertain how to proceed.

■ Independence

You're a person who's ready to take on responsibility for tasks or projects as necessary, and to direct others to achieve a required result. Your self-reliant and determined style gives you a rare ability to meet challenges and overcome obstacles in the interests of achieving your goals.



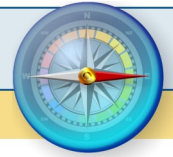
6 Your Work Style continued...

Performance in a leadership role

You have one of the most effective leadership styles that there is, especially where a team needs to be led in circumstances that are particularly pressured or challenging. You combine a decisive attitude and strong motivation to succeed with the personal dominance to help drive others in the directions they need to go.

Performance as part of a team

With your enterprising and self-reliant approach to life, you're probably a person who prefers to work alone than as part of a team. You can be quite authoritative in approach and, within a group, it's quite likely that you'll place yourself in some sort of position of leadership within the team. As a person who concerned with achievement and efficiency, your particular skills should help the team to improve its productivity and effectiveness, as long as you can express them in a positive way.



7

Planning Your Career

Finding a role that suits your personal style

What types of roles suit you best?

The key to successful career planning is to identify roles that match your natural abilities, so that they can provide a working environment where you not only feel engaged and motivated, but also make the most effective use of your natural talents. In this section, we look at some of the types of roles that will suit your style particularly well.

Remember that this analysis is based specifically on your *personality style*, and no other factors. Many of the roles or careers that we discuss here will also involve specialist interests, abilities or skills that lie outside the realm of this assessment. Those factors aside, these are the types of roles that match your particular personal approach.

■ Business Owner

With your levels of personal reliance and dynamism, a clear career opportunity would be to create and develop your own business. You have the determination to succeed, and the reserves of motivation and energy, to give you the levels of personal commitment that will be needed to make a business succeed.

■ Business Consultant

Your approach to work is both analytical and cautious, meaning that you prefer to look into questions in detail. You're also able to consider the more business-oriented elements of a situation, such as the needs for efficiency and productivity. This combination of capabilities can be useful in uncovering improved business strategies, and exploring new commercial possibilities.

■ Marketing Consultant

A consultancy role of this kind will benefit from a capacity to rapidly appraise an existing marketing strategy, together with the creative and original style to develop new strategies and present innovative ideas. You have all these features within your style, as well as the directness and communicative abilities to express your ideas and persuade others to accept them.

What other types of roles suit you well?

Here are a selection of further roles from our careers database that might match the approach described by your personality style:

- Police work
- Entrepreneur
- Lawyer
- Credit Controller
- Writer



7 Planning Your Career continued...

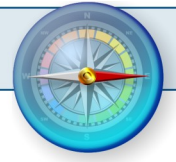
Using this report in your CV

When preparing a CV (or *résumé*) many people include a short summary of their personal style as part of their self-description, and the contents of this report should be helpful in defining the type of information you could include in your own CV. If you want to create a self-summary like this, the following template is tailored to your personality style, and should provide a helpful starting point.

“ I'm a highly determined and direct type of person, with a keen sense of my goals, and the drive and self-confidence to work towards them effectively. I have a naturally commanding style, and I have the self-reliance and personal authority to take charge when a situation requires it. I'm rarely deterred by difficulties, and I relish the opportunity to overcome with new challenges. ”

You might also find it useful to list your most important personality traits. These are listed in the 'About You' section of this report but they are reproduced below for your convenience:

- “
- **Competitiveness**
Being motivated by achieving prominent success.
 - **Decisiveness**
Being ready to reach a definite conclusion quickly and efficiently.
 - **Self-reliance**
Taking an independent approach to life, operating without others' support.
 - **Assertiveness**
Showing a willingness to take direct control of a situation.
 - **Independence**
Being ready to make your own decisions and act on them.
- ”



Glossary of Terms

Confirmation bias

A common tendency to focus on comments that reinforce preconceptions, and disregard or reject those that challenge existing ideas.

Core value

One of the most fundamental underlying values of a personality, from which actions and behaviours tend to ultimately originate.

Filter

A series of expectations and presumptions applied by one person to another's behaviour, based on their own personal style.

Role

A set of expected or required behaviours related (for example) to a particular job.

Trait

A general term for any identifiable factor or element of the personality.