

## How to Review and Apply DiSC® PPSS Report Content

When reviewing the information in each section, it is important to keep in mind that this report represents potential behavior not the actual, observed behavior of the person. It represents how someone with these responses, and this behavioral style, may have a tendency to behave. Other factors such as the person's values system and life experience may have caused them to modify these potential behaviors. It is through observation and dialogue that a person's behavioral style can be most completely understood.

### General Characteristics Report

#### *Cover page*

Lists the sections covered in the report

#### *Behavioral Highlights*

Covers several highlights for each of the behavioral tendencies occurring above the midline in the person's graph three. The check boxes next to each statement can be used for personalizing the report by rank-ordering the information in terms of importance or accuracy.

#### *Personal Profile Graph*

Displays the intensity of the four behavioral dimensions, D, i, S, C which make up the person's profile pattern. Displays Graph three unless the option to display all three graphs has been selected in the "Preferences" section of the software. Lists the Classical Pattern.

#### *Behavioral Overview*

This section is a narrative description of the person's behavioral style as it relates to his or her behavior in the response focus selected. The heading describes how to review and apply this information.

#### *What Motivates This Person*

The heading of this section explains the definition of motivation that is used. The primary purpose for this section is for people to use the information to evaluate how many of the factors that motivate him/her are present in his/her current work environment and how the presence (or lack) of key motivators affects his/her self-motivation positively (or negatively). The next step in using a self-managing approach is for the person to identify what actions he/she can take to get more of his/her motivational needs met.

### *What Environment This Person Prefers*

The section describes the person's preferred environment. These preferences may need to be discussed and negotiated with others in a work environment. For example, one person may enjoy "private uninterrupted time to think" while another may prefer "a fast moving pace involving relating to others with enthusiasm". If two people with these differences in environmental preferences work closely with each other or share work space, they may need to negotiate solutions to their differences so that each person can get what he/she needs some of the time. Or, when reviewing this section, the person may realize that the current work environment does not meet his/her preferences and may begin to identify actions that may be taken to create an environment that will enhance his/her performance.

### *What This Person Tends to Avoid*

All people have situations or activities that they may tend to avoid based on a natural dislike or fear of what is involved in the situation. However, these tendencies toward avoidance may be a source of conflict in work relationships or result in performance problems. This section can be used to negotiate new approaches to situations or activities, eliminating those that can be eliminated and minimizing the negative impact of those that still need to be done.

### *Strategies For Increased Personal Effectiveness*

All people have areas where they could increase their effectiveness. This section may provide new strategies that may be helpful in increasing the person's effectiveness. Also, it may validate the actions which a person has already taken which are resulting in positive outcomes. This section should be reviewed to select further actions that can be taken and to highlight accomplishments.

### *Demotivating Factors*

This section can be used to identify those situations, activities or types of interactions that may be negatively affecting the person's motivation. By taking action to eliminate, where possible, those factors that are having a negative effect on his/her motivation, the person can enhance his/her positive attitude and self-motivation.

### *Behavior In Conflict Situations*

Most people have a response to conflict that involves some combination of "fight or flight" responses, depending on the degree of emotional risk they perceive to be involved in the situation. This section lists the potential behaviors the person may use in conflict based on his/her natural behavioral style. However, the potential behavior may be significantly

modified or eliminated due to the person's values system or life experiences. For example, someone may have a natural potential to handle conflict by "escalating aggression" and by "becoming attacking", however the person may not use those behaviors because he/she does not believe those behaviors are the "right" way to treat people, morally and ethically. It is suggested that the person rank order the statements from most likely to least likely for him/her to use, deleting those he/she would not use, adding others that he/she may use instead of the listed behaviors.

### *Behavioral Tendency Continuum*

This thirty-two word continuum is derived from the 18 Classical Patterns. It is plotted based on the classical patterns, using the segment numbers combination, rather than the actual tally box scores. The Continuum displays the range of potential behavior based on the person's responses to the PPS. Actual, observed behavior may be different than the intensity displayed on the Continuum for a number of reasons. This information is most helpful when used as a structure for thinking about and discussing individual differences. The person may find value in identifying which behaviors he/she agrees in the description and which behaviors he/she feels are different. Exploring the reasons for those differences may illuminate the degree that his/her behavior has been modified in response to experience and values-based choices.

### *Performance Management Worksheet*

These two pages are designed to be used to turn the report from passive information into an Action Plan for Self-Management. The real power of the personalized behavioral style information is in using it to improve the quality of a person's work life and performance by helping them to make informed choices about what they want and need. Also, the behavioral information can be used to develop strategies for negotiating differences with the significant people in their work life.

## **Creating a Positive Relationship with the Person**

This report describes how to create a positive relationship with the person. The report lists those approaches found to be most effective with someone with this profile pattern. Some of the information may need to be modified based on direct experience with the person and his/her environment. The report covers these key relationship areas:

### *Creating a Positive Climate for the Person*

This section provides information about strategies that are likely to be most effective in creating a work climate that is most comfortable for someone with this profile. It covers a range of behaviors that are likely to contribute to creating what is likely to be perceived as a positive climate by the person.

### *How to Communicate with the Person*

This section describes specific communication approaches which are likely to be most effective with someone who has this profile pattern.

### *How to Compliment the Person*

People feel most genuinely valued when they receive compliments for those personal characteristics that they consider strengths in themselves or others. A characteristic that is viewed as a compliment by one person, may be considered an insult by another, based on differences in their profiles.

### *How to Provide Feedback to the Person*

People respond better to **what** we say if **how** we say it meets their style for receiving feedback. Some people are more open and receptive to feedback than others. What one person may feel defensive about may be very different from what another person feels defensive about. By understanding another person's behavioral style we can anticipate his/her possible response to some specific feedback. We can use this understanding to adapt our behavior to meet his/her needs. Then the corrective feedback is more likely to be heard in a way that will lead to positive results.

### *How to Deal with the Person in Conflict*

Most people have a response to conflict that involves some combination of "fight or flight" responses, depending on the degree of emotional risk they perceive to be involved in the situation. This section lists the potential behaviors the person may use in conflict based on his/her natural behavioral style, however, the potential behavior may be significantly modified or eliminated due to the person's values system or life experiences. Specific strategies for responding effectively to this person's natural response to conflict are provided. It may be helpful to read through the strategies and select a combination that seems likely to be effective based on experience with the person described.

### *How to Deal with the Person's Problem-solving Style*

People can increase their effectiveness in working together by understanding each other's problem-solving style. Some people approach problem-solving analytically. Others use an intuitive or 'gut-feel' approach. The information in this section describes how a person with this profile is likely to approach decision-making. Some of the behaviors listed may have been modified based on life experience and the person's values system. Specific strategies for dealing effectively with this person's problem-solving style are provided.

### *How to Deal with the Person's Decision-making Style*

People can also increase their effectiveness by recognizing and valuing differences in decision-making styles. Some people approach decisions slowly, methodically, while calculating risks. Others tend to be more impulsive, perhaps being comfortable with higher levels of risk-taking than others. This section describes the approach to decision-making that someone with this profile is likely to use. Some of the behaviors may have been modified due to life experience and the person's value system. Specific strategies are provided for dealing effectively with this person's decision-making style.

### *Creating a Positive Relationship Worksheet*

A special worksheet is provided for processing the information in this section of the report. Review, discuss and revise the information in the report. Select those strategies that are likely to work well with the person based on experience with him/her in the specific environment.

## **How the Person Tends to Relate to People and His/Her Environment**

This report describes how the person tends to relate to other people and their environment based on his/her behavioral style. The report describes the behaviors most likely to be used by someone with the respondent's behavioral style in these key areas:

### *How the Person Tends to Communicate*

People have different approaches to communicating based on their behavioral tendencies as expressed in their profile. This section describes how someone with this profile is likely to communicate, however, some of the behavior may have been modified due to life experience and the person's values system.

### *How the Person Tends to Make Decisions*

This section describes how someone with this profile is likely to approach making decisions. It also provides information on some of the potential limitations or challenges this person may face in decision-making. There are many different approaches to decision-making and some are more effective than others in different situations. This information is designed to be used to help evaluate the person's approach to decision-making based on the needs of his/her environment and to identify additional decision-making strategies which may be helpful.

### *How the Person Tends to Manage Time*

This section describes how someone with this profile is likely to manage time. Some of these potential behaviors may have been modified based on life experience and the person's value system. Possible limitations and

challenges are also listed for the purpose of identifying alternate strategies that may be more effective in managing time.

#### *How the Person Tends to Solve Problems*

This section describes how someone with this profile is likely to solve problems. Possible limitations and challenges are also listed for the purpose of identifying alternate strategies that may be more effective in solving problems. There are many different approaches to problem-solving and some are more effective than others in different situations. This information is designed to be used to help evaluate the person's approach to problem-solving based on the needs of his/her environment and to identify additional problem-solving strategies which may be helpful.

#### *How the Person Tends to Handle Stress*

People have different sources of stress and respond differently to various stressors based on their behavioral tendencies. This section describes how someone with this profile is likely to handle stress. Potential challenges are identified for the purpose of developing coping and stress reduction strategies that will increase the person's effectiveness.

#### *Relating to People and the Environment Worksheet*

A worksheet is provided for applying the behavioral information to key areas. After reviewing, discussing and editing the information in the report to make it more relevant, this worksheet can be used to develop an action plan. It can be completed either by the respondent or by someone else.

### **Strategies for Managing the Person**

The DiSC PPSS uses a small "m" approach to managing which says that everyone has a need to "manage" others whether or not they have the official title of Manager. So, the definition of managing used in this section refers to anyone who needs to work with and through others to get results. Therefore, each person may find it very helpful to share the information about what strategies are most effective in managing him/her with all of his/her co-workers.

This section provides specific strategies for managing the person based on their behavioral style. It is recommended that the suggested strategies for each of the nine different management activities be reviewed and edited by the person him/herself as this information represents those strategies having the potential, based on his/her behavioral style, to be most effective in managing this person. The information becomes a more accurate management guide when reviewed and discussed with the person involved, as each individual has life experiences and values that may alter the effectiveness of a specific strategy.

### *Communicating*

People can listen to us most easily when we use a style of communicating that meets that person's needs. Our natural style for communicating may not be effective for them. By understanding another person's style, we can communicate in a way that meets his/her needs. We may need to be aware of

- how fast a person likes to speak
- how much detail a person needs
- how formal or informal the person likes to be when interacting.

This section describes the communicating strategies most likely to be effective with someone with this profile.

### *Motivating*

People have different motivators. What may make one person highly motivated, may be frustrating or demotivating to someone else. By identifying a person's style, we can choose actions that are likely to increase the other person's motivation. We can also learn what actions might have a negative effect on the person's motivation and avoid using them. This section describes the motivating strategies most likely to be effective with someone with this profile.

### *Complimenting*

People feel most genuinely valued when they receive compliments for those personal characteristics which they consider strengths in themselves or others. A characteristic that viewed as a compliment by one person, may be considered an insult by another, based on differences in their behavioral styles. For example someone with an Influencing style may not consider being called analytical a compliment. Yet, someone with a Cautiousness style would be likely to feel complimented when described as analytical. We can apply our knowledge about the other person's behavioral style to use compliments that he/she is most likely to enjoy.

This section describes the compliments most likely to be received positively by someone with this profile.

### *Counseling*

People may respond either positively or negatively to a specific counseling or coaching approach based on their behavioral style. For example, some people prefer directness while others prefer a more indirect, tactful approach. We can use the information about another person's behavioral style to develop more flexible approaches to counseling. This section describes the counseling strategies most likely to be effective with someone with this profile.

### *Correcting*

People respond better to **what** we say if **how** we say it meets their style for receiving feedback. Some people are more open and receptive to corrective feedback than others. What one person may feel defensive about may be very different from what another person feels defensive about. By understanding another person's behavioral style we can anticipate his/her possible response to some specific feedback. We can use this understanding to adapt our behavior to meet his/her needs. Then the corrective feedback is more likely to be heard in a way that will lead to positive results. This section describes the correcting strategies most likely to be effective with someone with this profile.

### *Developing*

People have different requirements for the amount of direction, support and information they need in developing a new skill. We can use our understanding of a person's behavioral style to select the amount and type of structure to provide to meet his/her needs for development. The appropriate rate and method of supplying information can also be determined. Information about a person's behavioral style can also be used to decide the most effective method for following up. This section describes the approaches to developing most likely to be effective with someone with this profile.

### *Delegating*

People can complete work most effectively when it is delegated to them using a method which meets their needs. Some people need for detailed, step-by-step instructions. Others may want to know only the desired result and the deadline for completion. We can use the information about another person's behavioral style to determine the amount and type of information to communicate when delegating. In addition, we can identify what follow-up actions are appropriate to use when delegating to that person. This section describes the approaches to delegating most likely to be effective with someone with this profile.

### *Problem-Solving*

People can increase their effectiveness in working together by understanding each other's problem-solving style. Some people approach problem-solving analytically. Others use an intuitive or 'gut-feel' approach. We can use behavioral style information to understand the differences in problem solving approaches. Using this understanding, we can select the approach, or combination of approaches, most suited to the situation. This section describes the approaches to problem-solving most likely to be effective with someone with this profile.

### *Decision-Making*

People can also increase their effectiveness by recognizing and valuing differences in decision-making styles. Some people approach decisions slowly, methodically, while calculating risks. Others tend to be more impulsive, perhaps being comfortable with higher levels of risk-taking than others. By understanding individual differences we can be more flexible in our approaches to decision-making. We can use our understanding of behavioral styles to adapt our decision-making styles to the needs of others and the work environment. This section describes the approaches to decision-making most likely to be effective with someone with this profile.

### *Management Action Strategy Worksheet*

A Management Action Strategy Worksheet is provided for processing the information in this section and translating the information into an action plan.

### **How This Person Tends to Manage**

This section describes the actions most natural, based on his/her style, for the person to use in eight different management skills. The behaviors listed in this section represent potential behaviors, not actual observed behaviors. The person needs to review and edit the information, identifying those behaviors he/she has modified. The person may have modified his/her natural approach to these management activities due to training, life experience or values. It is recommended that the information be reviewed with their manager and co-workers. A group discussion with the person's work team may also be helpful in clarifying what are the most effective behaviors for managing others. (See small group discussion exercise format)

### *Communicating*

This section describes how someone with this profile is most likely to communicate. Some of the potential communicating behavior may have been modified. Possible limitations are also described for the purpose of evaluating the effectiveness of this person's approach to communicating in his/her specific environment and developing alternate behaviors.

### *Delegating*

People often delegate to others using the approach that would be most effective on themselves. However people are different so a different strategy may be necessary. This section describes how someone with this profile is likely to delegate. However, some of the behavior may have been modified based on experience.

### *Directing People*

This section describes the behavior that someone with this profile is likely to use when delegating to others. Some of the potential behaviors may have been modified. This information can be evaluated to determine the effectiveness of this person's approach to directing others based on the needs of his/her environment. Alternate directing behaviors may need to be considered.

### *Developing People*

This section describes the approach to developing others that someone with this profile is likely to use. These potential behaviors may have been modified due to experience and the person's values' system. Potential limitations are described for the purpose of considering alternate approaches to developing others that may be more effective in the specific environment.

### *Decision-making*

This section describes how someone with this profile is likely to approach making decisions. It also provides information on some of the potential limitations or challenges this person may face in decision-making. There are many different approaches to decision-making and some are more effective than others in different situations. This information is designed to be used to help evaluate the person's approach to decision-making based on the needs of his/her environment and to identify additional decision-making strategies which may be helpful.

### *Managing Time*

This section describes how someone with this profile is likely to manage time. Some of these potential behaviors may have been modified based on life experience and the person's value system. Possible limitations and challenges are also listed for the purpose of identifying alternate strategies that may be more effective in managing time.

### *Problem-solving*

This section describes how someone with this profile is likely to solve problems. Possible limitations and challenges are also listed for the purpose of identifying alternate strategies that may be more effective in solving problems. There are many different approaches to problem-solving and some are more effective than others in different situations. This information is designed to be used to help evaluate the person's approach to problem-solving based on the needs of his/her environment and to identify additional problem-solving strategies which may be helpful.

### *Motivating Others*

People often approach motivating others by using a strategy that would be most effective when used on themselves. However, people are different and many different approaches to motivation may be necessary to meet the needs of others. This information is designed to be used to help evaluate the person's approach to motivating others based on the needs of his/her environment and to identify additional strategies for motivating others which may be effective.

### *Management Style Worksheet*

After reviewing the information, it may be helpful to complete the Management Style Worksheet which structures the process for evaluating how effective the person's natural approaches are in working with others and meeting the needs of his/her work environment. A simple "Start, Stop and Continue" formula is suggested for evaluating the effectiveness of each management behavior.

### **The Person's Natural Approach to Sales Process**

This section of the report describes how the person would approach each of the seven essential steps in the sales process based on his/her natural behavioral tendencies. Each section describes the behaviors the person would be most likely to use if he/she were not modifying those natural behaviors based on sales training and prior sales experience. In addition to describing the behavior, the report lists those types of customers who would be likely to respond positively to this approach. The report also describes what types of customers might not respond as positively and what behavioral changes the sales person may need to make to "flex" their behavior to meet some participant's needs. This information is useful in developing a performance coaching plan for the sales person to ensure the highest quality outcomes in the sales process. Developing flexibility in the behavior a salesperson uses to meet different customers' needs is critical to reducing buyer discomfort.

(Note: The DiSC Sales Strategies (DSS) program provides additional training on developing sales adaptability.)

The person's natural approach to each of the following stages of the sales process is described in this section of the report:

#### *Planning*

Describes the person's natural approach to planning the sales call which can be matched to the sales process necessary for the products or services being sold and for the needs of the customer population. For example, if the person prefers to be spontaneous and likes to 'wing-it', yet the sales approach for this type of product/services requires preparation and following to a structured presentation process then the salesperson may need to use adaptive behaviors that are different than his/her natural approach.

### *Opening the Call*

Describes the person's natural approach to opening the call which can be matched to the needs of the customer. Coaching in alternate methods of opening the sales call may be necessary to develop a sales approach that is effective with a wide range of customers.

### *Interviewing*

Describes the person's natural approach to interviewing the customer which can be matched to the most effective interviewing techniques for the specific products/services being sold, as well as matched to the needs of the customer population. Coaching in alternate interviewing techniques may be helpful in developing a more effective sales approach.

### *Presenting*

Describes the person's natural approach to presenting which can be assessed for degree of fit with the sales process necessary for the products/services being sold. Coaching in additional adaptive approaches may be necessary for successful sales outcomes.

### *Responding to Concerns*

Describes the person's natural approach to responding to concerns and what types of customers will respond well to that approach. Additionally, this section describes what types of customers may not respond positively to this person's natural approach and lists what additional behaviors may be necessary to meet customer needs.

### *Gaining Commitment*

Describes the person's natural approach to gaining commitment or for getting 'buy-in' from customers and describes what types of customers respond positively to that approach. Also, this section describes what types of customers need an alternate approach for gaining commitment.

### *Servicing*

This section describes the person's natural approach to follow-up and service which can be matched with customer needs. Coaching on adaptive follow-up behaviors may be necessary for achieving customer satisfaction.

### *Selling Style Worksheet*

The worksheet is designed for developing an action plan for improving sales performance. A start, stop, continue approach is used to evaluate what action is necessary to improve performance in each of the seven steps of the sales process.

## **Strategies for Managing the Person in a Sales Environment**

This section provides specific strategies for managing the person based on their behavioral style. It is recommended that the suggested strategies for each of the eight different management activities be reviewed and edited

by the person him/herself as this information represents those strategies having the *potential* to be most effective in managing this person based on the person's behavioral style. The information becomes a more accurate management guide when reviewed and discussed with the person involved, as each individual has life experiences and values that may alter the effectiveness of a specific strategy. A Sales Management Strategy Worksheet is provided for processing the information in this section and translating the information into an action plan.

The following management skill categories are covered in this section of the report:

### *Developing*

People have different requirements for the amount of direction, support and information they need in developing a new skill. Understanding of a person's behavioral tendencies can help select the amount and type of structure to provide to meet his/her needs for development. The appropriate rate and method of supplying information can also be determined. Information about a person's behavioral tendencies can also be used to decide the most effective method for following up. This section describes developing strategies which are most likely to be effective with someone with this profile.

### *Motivating*

People have different motivators. What may make one person highly motivated, may be frustrating or demotivating to someone else. By identifying a person's style, we can choose actions that are likely to increase the other person's motivation. We can also learn what actions might have a negative effect on the person's motivation and avoid using them. This section describes the motivating strategies which are likely to be most effective with someone with this profile.

### *Giving Recognition*

People are different in their needs for recognition or how they like to receive recognition. Some people like lavish public displays of recognition like awards banquets and ceremonies. Others prefer quiet, specific recognition for their accomplishments perhaps in the form of a letter or certificate. By understanding different approaches to recognition, we can provide the type of recognition that is most meaningful to the person. This section describes the type of recognition that is likely to be most meaningful to someone with this profile.

### *Coaching/Counseling*

People may respond either positively or negatively to a specific counseling or coaching approach based on their behavioral style. For example, some people prefer directness while others prefer a more indirect, tactful approach. We can use the information about another person's behavioral style to develop more flexible approaches to counseling. This section describes the coaching/counseling approaches most likely to be effective with someone with this profile.

### *Communicating*

People can listen to us most easily when we use a style of communicating that meets that person's needs. Our natural style for communicating may not be effective for them. By understanding another person's style, we can communicate in a way that meets his/her needs. This section describes approaches to communicating that are most likely to be effective with someone with this profile.

### *Problem-Solving*

People can increase their effectiveness in working together by understanding each other's problem-solving style. Some people approach problem-solving analytically. Others use an intuitive or 'gut-feel' approach. We can use behavioral information to understand the differences in problem solving approaches. Using this understanding, we can select the approach, or combination of approaches, most suited to the situation. This section describes the approaches to problem-solving most likely to be effective with someone with this profile.

### *Delegating*

People can complete work most effectively when it is delegated to them using a method which meets their needs. Some people need for detailed, step-by-step instructions. Others may want to know only the desired result and the deadline for completion. We can use the information about another person's behavioral tendencies to determine the amount and type of information to communicate when delegating. In addition, we can identify what follow-up actions are appropriate to use when delegating to that person. This section describes the delegating approaches which are most likely to be effective with someone with this profile.

### *Decision-Making*

People can also increase their effectiveness by recognizing and valuing differences in decision-making styles. Some people approach decisions slowly, methodically, while calculating risks. Others tend to be more impulsive, perhaps being comfortable with higher levels of risk-taking than others. By understanding individual differences we can be more

flexible in our approaches to decision-making. We can use our understanding of behavioral styles to adapt our decision-making styles to the needs of others and the work environment. This section describes the approaches to decision-making which are most likely to be effective with someone with this profile.