



# DISC Benchmark Profile

A Benchmark Profile for Accountant

Personalized Report For: Sample Report

12/12/2015

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# Inside This Report

## How to use this Report

The Fitness report evaluates candidates by first measuring and then identifying how the candidate's typical behavioral style matches the behaviors associated with likely success on the job. This report can be used to identify potential strengths and potential risks for the candidate, but should not be used as the only tool for making a selection decision.

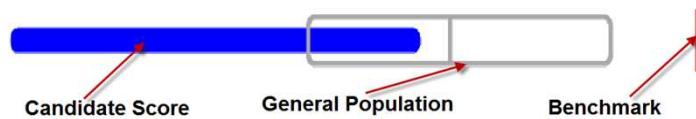
## Understanding Integrated Behavioral Fitness

Integrated Behavioral Fitness combines all four dimensions of DISC and uses the behavioral similarities and/or differences to maximize behavioral effectiveness anticipated on the job. In this report, all four dimensions of DISC behavior have been integrated in one overall measure when comparing an individual to a targeted job profile.

## Job Profile Fitness

The fitness rating is scored on a scale between 1% and 100%. The fitness rating represents the strength of the relationship between the candidate's behavioral style and the behavioral tendencies that likely bring success in a specific job.

The higher the fitness rating, the more likely the candidate's natural behavioral style can be applied successfully to get the job done consistent with the chosen job profile.



## Candidate Profile

The Candidate Profile is an overview of specific behavioral elements relevant to the candidate.

## Job Profile

The Job Profile is an overview of specific behavioral elements relevant to the job that have been chosen as representative of a greater likelihood of success.

## Applying Fitness Rating

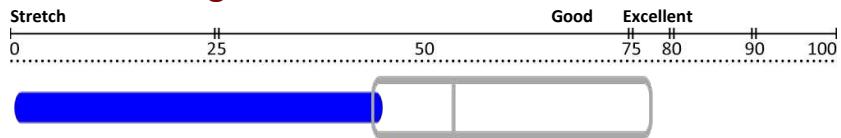
A sequential step by step approach to applying your fitness rating score.



# Job Profile Fitness: Sample Compared to Accountant



**Fitness Rating: 44%**



**Behavioral Style: Coach**

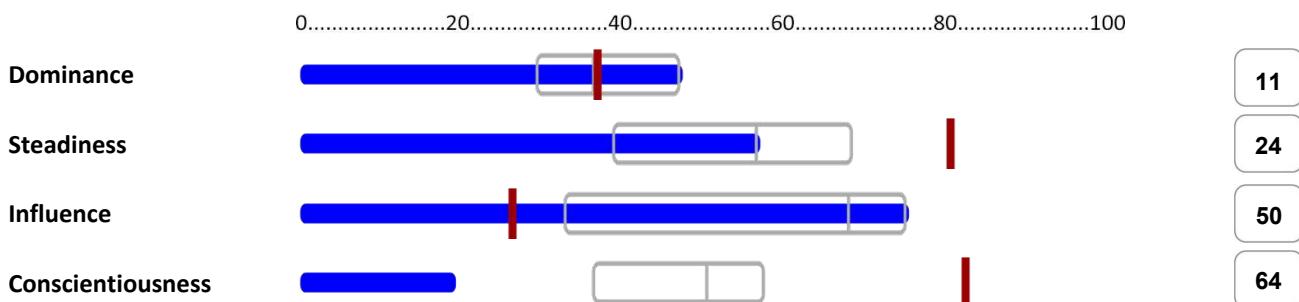
Blue bar = individual score

Red hash mark = benchmark

Grey range = general population.

## (4) DISC Factor Comparison: Sample

Difference from Target

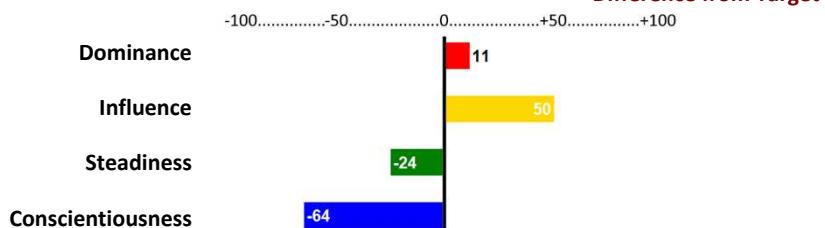


Difference from Target

### Description of difference from target (right)

Values closest to (0) zero indicate a greater compatibility for the specific role.

Values furthest from the target indicate a lower compatibility for the specific role.



### Sample Style Fast Facts:

Integrated Compatibility Rating: **44%**

Style Category: **Influerande**

Style Name: **Coach**

% of General Population with same style: **20%**

### Individual 'Performs Best' When

- A job culture where there is little hostility, confrontation, anger, or pressure.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

### Strengths Individual Brings to Role

- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You show a high degree of persistence in working on projects, especially over the long haul.

### Accountant Style Fast Facts:

Integrated Compatibility Rating: **100%**

Style Category: **Conscientiousness**

Style Name: **Formalist**

% of General Population with same style: **15%**

### Ideal Individual 'Performs Best' When

- Established practices, procedures, and protocols.
- A workplace relatively free of interpersonal conflict and hostility.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.

### Ideal Individual for Role Bring

- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.

## 12 Behavioral Tendencies – Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. Each person is not just one of these styles, rather everyone is the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way the DISC styles combine and influence one another. On this page the individual can see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of the measurements.

When comparing the individual to the Benchmark role, be aware that a difference **doesn't mean they won't be successful** in the position. If the tool shows a difference, it is important to examine how the behavior could be expressed for the greatest effectiveness. An adaptation of behavior may be all that is required for the results desired.

Behaviors	Sample	Accountant
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	Collaborative	Situational
<b>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	Situational	Others-driven
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive	Reserved & Detailed
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	Relationships-Focused	Situational
<b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i>	Situational	Supporting
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	Social	Structural
<b>Change Resistance</b> <i>How this individual resists engaging with change.</i>	Situational	Reluctant to Change
<b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i>	Situational	Cautious
<b>Work Process Alignment</b> <i>How this individual focuses on process to follow through on work.</i>	Consistency	Situational
<b>Prioritizing</b> <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results	Rules
<b>Reasoning</b> <i>How this individual uses evidence to think through and solve problems.</i>	Intuition-based	Evidence-based
<b>Accuracy</b> <i>How this individual focuses on correctness and exactness.</i>	Predictability	Situational

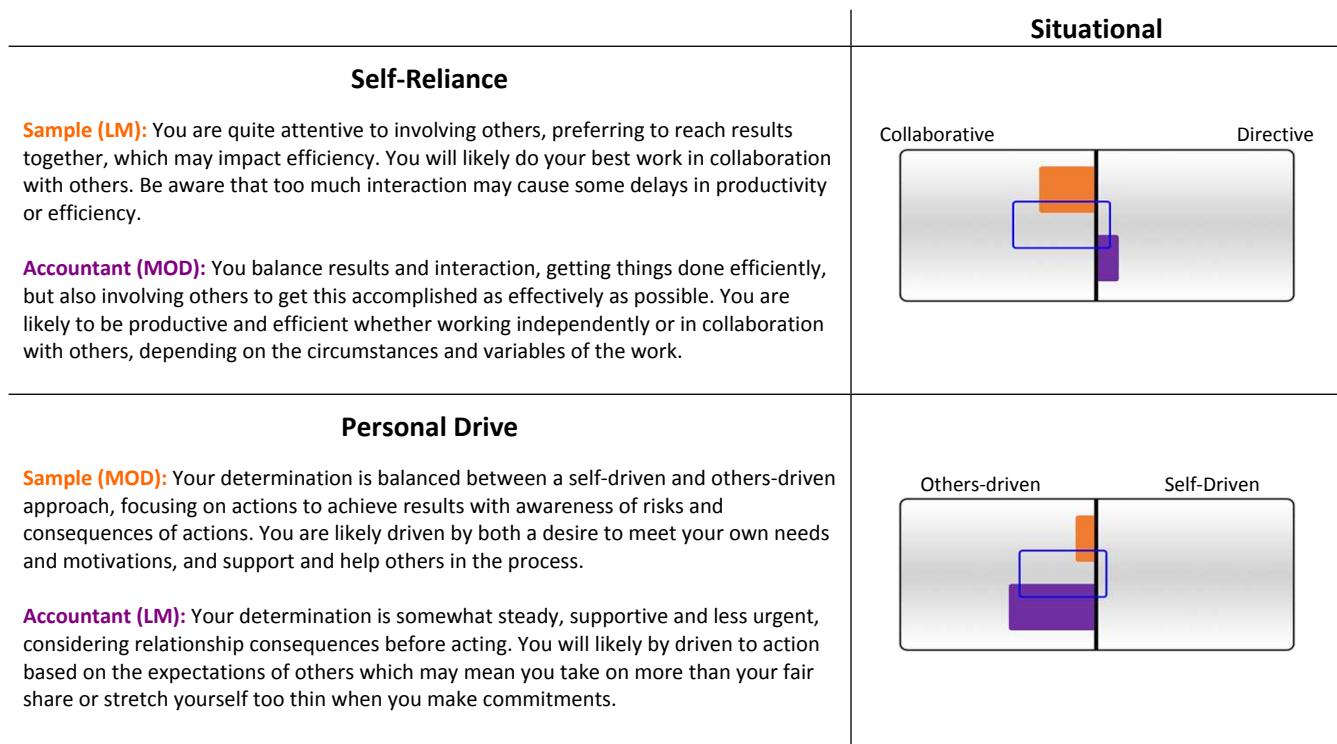


## 12 Behavioral Tendencies – Details & Graphs

For each of the 12 tendencies, you will see a graph and personalized statement for the individual and Benchmark role based on the Natural style tendencies. The scores and statements reveal which style combinations are most observable and describe how each expresses the tendency based on their individual DISC blend.

### Interpretation Notes:

- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
  - **HI** – Clearly observed in most situations, seen more often
  - **HM** – Frequently observed in many situations
  - **MOD** – May or may not be observed depending on the situation
  - **LM** – Sometimes observed in some situations
  - **LOW** – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how each person will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
- General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.



		<b>Situational</b>
<h3>Providing Instruction</h3> <p><b>Sample (HM):</b> You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.</p> <p><b>Accountant (LM):</b> You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.</p>		<b>Reserved &amp; Detailed</b> <b>Directive &amp; Compulsive</b>
<h3>Building Rapport</h3> <p><b>Sample (HM):</b> You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p> <p><b>Accountant (MOD):</b> Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p>		<b>Results-Focused</b> <b>Relationships-Focused</b>
<h3>Customer &amp; Team Interaction</h3> <p><b>Sample (MOD):</b> You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p> <p><b>Accountant (LM):</b> You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.</p>		<b>Supporting</b> <b>Engaging</b>
<h3>Expressing Openness</h3> <p><b>Sample (HM):</b> You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.</p> <p><b>Accountant (LM):</b> You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p>		<b>Structural</b> <b>Social</b>

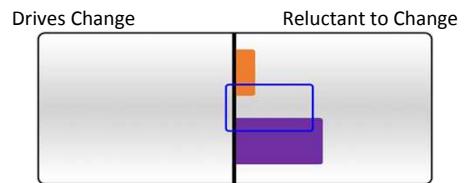


## Situational

### Change Resistance

**Sample (MOD):** You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.

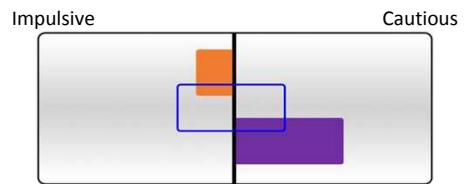
**Accountant (HM):** You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit



### Careful Decision Making

**Sample (MOD):** You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.

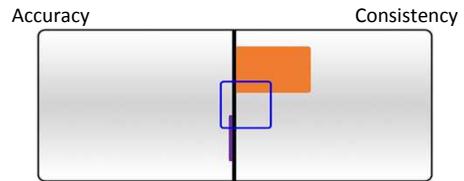
**Accountant (HM):** You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.

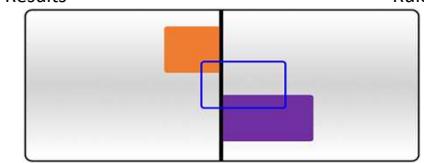
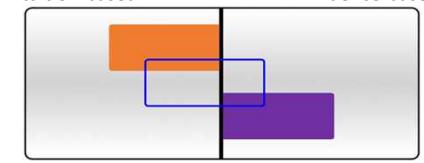
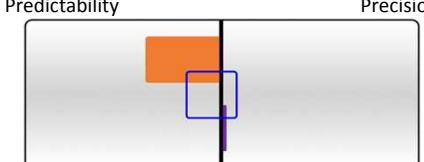


### Work Process Alignment

**Sample (HM):** Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

**Accountant (MOD):** Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.



	<b>Situational</b>
<b>Prioritizing</b>	 <p>Results    Rules</p>
<p><b>Sample (LM):</b> You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.</p> <p><b>Accountant (HM):</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p>	
<b>Reasoning</b>	 <p>Intuition-based                                  Evidence-based</p>
<p><b>Sample (LM):</b> You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.</p> <p><b>Accountant (HM):</b> You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p>	
<b>Accuracy</b>	 <p>Predictability                                  Precision</p>
<p><b>Sample (LM):</b> Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.</p> <p><b>Accountant (MOD):</b> Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning.</p>	

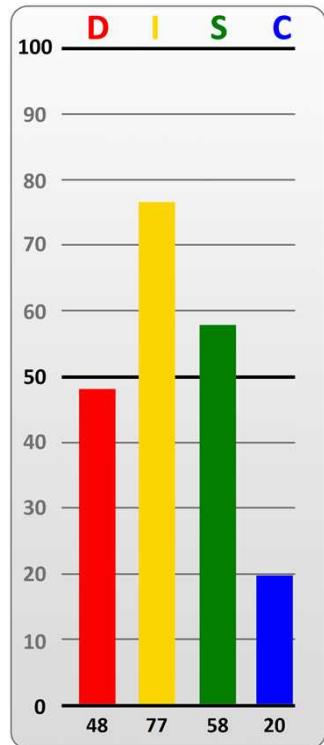


## Sample's Behavioral Style: Overview

### Sample's Behavioral Style: Coach

#### Coach Style Overview

- Emotional characteristic: Wants to be seen as warm and open by others.
- Goals: Building personal connections and positive feelings.
- How others are valued: Favorable recognition of others; finds the basic decency in them.
- Influences group: Through personal relationships and being open to others' ideas, problems and needs.
- Value to the organization: Will bring stability to group efforts with predictable actions and will possess good listening skills.
- "Watch-out-for": Can become too tolerant and may avoid needed direct confrontations.
- When under pressure: Can become too accommodating, trusting and sharing too much with others.
- Fears: Having to pressure others or being seen or blamed as the source of pain or problems by others.



#### Sample Strengths:

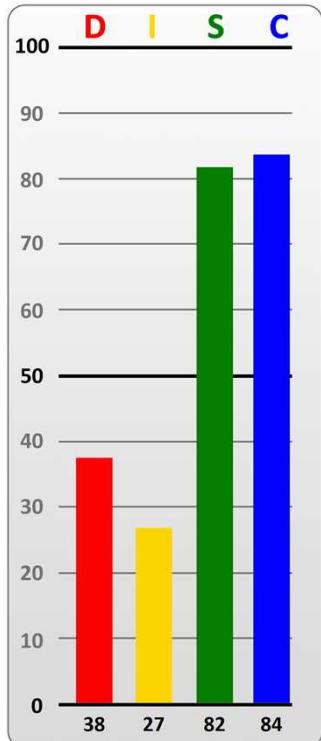
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to negotiate conflicts into win-win situations.
- You are able to reach goals by working with and supporting the efforts of others on the team.

#### Sample Potential Areas For Improvement:

- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.



# Job Profile (Benchmark): Accountant Overview



## Behavioral Style: Formalist

### Formalist Style Overview

- Emotional characteristic: Internally focuses energy on holding themselves to exacting standards and doing things right; may appear reserved and restrained.
- Goals: To achieve stable and reliable accomplishments.
- How others are valued: The consistent ability to be precise and accurate.
- Influences group: Through detailed and accurate input to team efforts.
- Value to the organization: Will embrace and support high quality and expected standards.
- "Watch-out-for": Rely too much on past procedures; can become rule bound.
- When under pressure: May revert to too much diplomacy and overly careful maneuvering.
- Fears: Aggressive, risky and confronting interactions; superficial personal relationships.

### Accountant Strengths:

- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You have an excellent, considerate, analytical listening style.

### Accountant Potential Areas For Improvement:

- You may be perceived as slow in making decisions and tentative when it comes to making changes.
- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.
- You could demonstrate a bit more spontaneity and take yourself a bit less seriously.



# Applying Fitness Rating

A behavioral style itself is not so much what the individual thinks or says about a person, thing or idea. It's your observation of how that individual tends to **act** toward people, things and ideas.

Your behavioral style is then compared to a specific job benchmark chosen because of the likelihood of success in that position. A three-level rating system is used to provide a % rating based on the behavioral style's "distance" from the target.

**1<sup>st</sup>** Consider the fitness rating score on a scale from 1 to 100. The higher the fitness rating score, the more confident you can be that the desired behaviors you want for a specific job will be likely be observable with this candidate.

**2<sup>nd</sup>** Remember that in human relationships, opposite attract because each person has something that other thinks will be desirable. However, in the behavioral style fitness rating, attracting opposites is not our only goal. Our goal to identify potential strengths and potential risks of a behavioral styles to reduce the uncertainty and potential challenges.

**3<sup>rd</sup>** A fitness rating of 75% means that the candidate and the job profile share 75% of the same behaviors identified as likely for success, and 25% of the behavioral style is different. To understand which behaviors are similar or different, look at the 12 factors and factor details on page 4 of this report.

**Please note:** When interpreting behavioral style ratings, be aware that any candidate can revert to their natural behavioral style or adapt to other tendencies under stressful work conditions caused by the natural demands of the job.

**4<sup>th</sup>** There are certain job profiles that are very unique and not easily found in the workplace. This information is intended only to help you identify potential strengths and challenges, and to intentionally examine the relevance of those to the candidate's ability to succeed.

In these situations, you may need to take two actions: (1) focus on specific attributes of the candidate (use either the twelve factor analysis or four factor analysis on page 4 and (2) use other work structures, reminders or support for the candidate in those areas where the score deviates further from the target behavior (see the twelve factors).

**5<sup>th</sup>** The general percentile ranking measures the similarity rating for this specific job against the general working population. The general percentile ranking of 85%, for example, means the candidate similarity rating is higher than the scores of 85% of the general working population.

**6<sup>th</sup> Excellent** Fitness Ratings means the employee/candidate will spend less energy adapting their behaviors to the behaviors identified to likely results in success for the targeted job role.

A **Good** Fitness Rating means the employee/candidate may need support or to be reminded from time to time to assess their behavioral effectiveness in their role.

A **Stretch** Fitness Rating means the employee/candidate may need more regular support to facilitate behavioral effectiveness through consistent timely feedback.

