

# WORKPLACE BEHAVIOURAL

## REPORT & SUMMARY

JEGAN | DEC 23



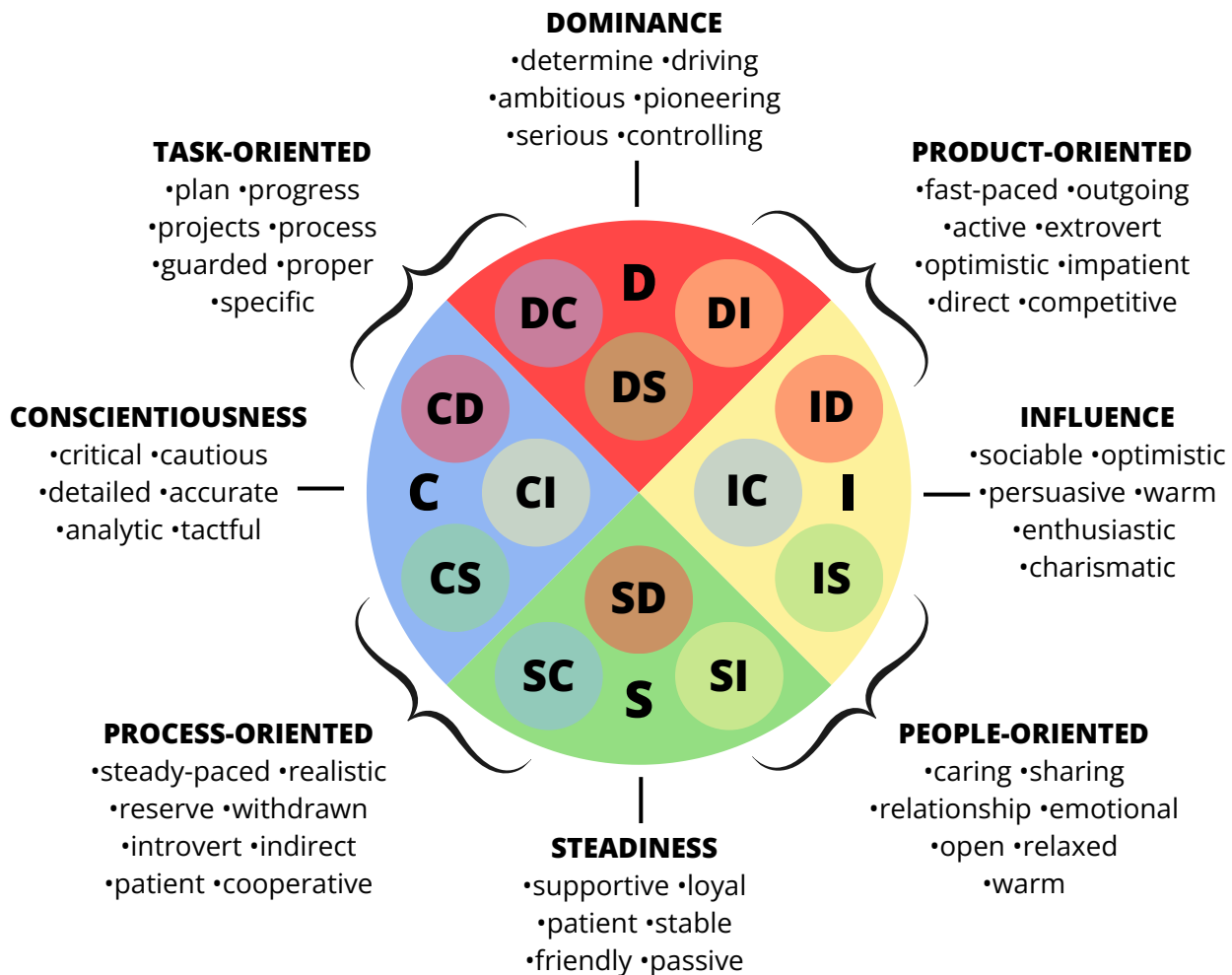
# Fourlead DISC Overview

**Company** BTI Executive Search  
**Position** Associate Director

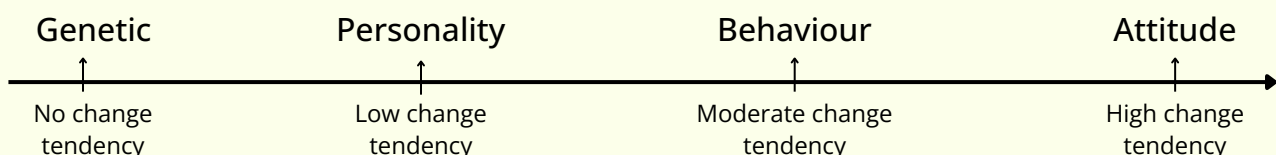
**Name** Jegan  
**Date** Dec 2023

## Introduction:

The DISC model is a psychological theory that categorises individuals into four primary behavioural types, each representing a unique set of behavioural traits. The four types form different sets of orientations, as shown below.



## Change tendency

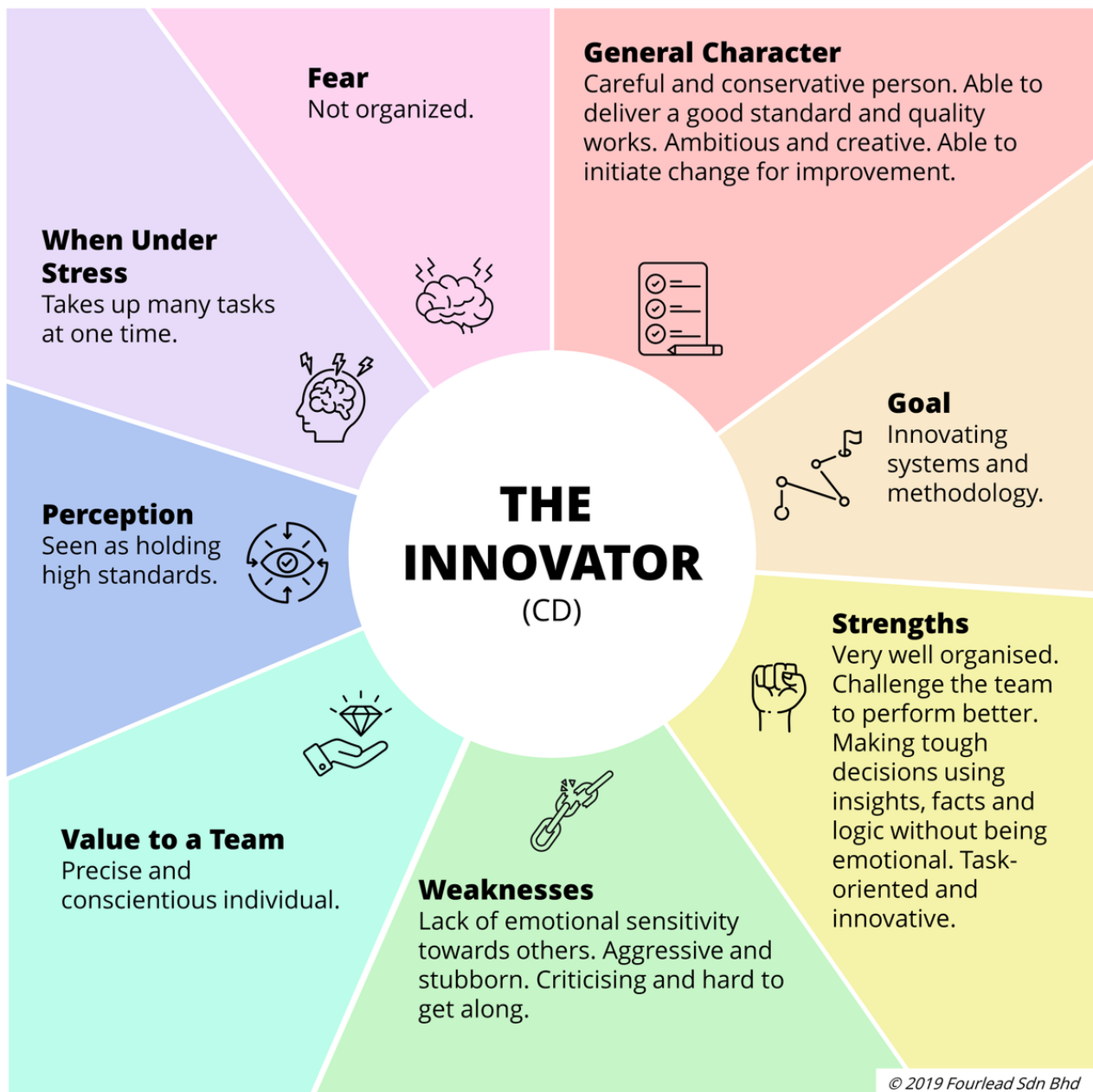


Workplace behavioural assessments may change based on external factors like work environment, role, colleagues, superiors, structure, and culture. The speed of change depends on the intensity of the stated factors. It is essential to understand that there's no best trait, and no one trait is better than the others.

## Fourlead DISC Result & Summary

Based on your workplace behavioural assessment, below is the summary of the results.

### Public Behaviour:



### Public behaviour:

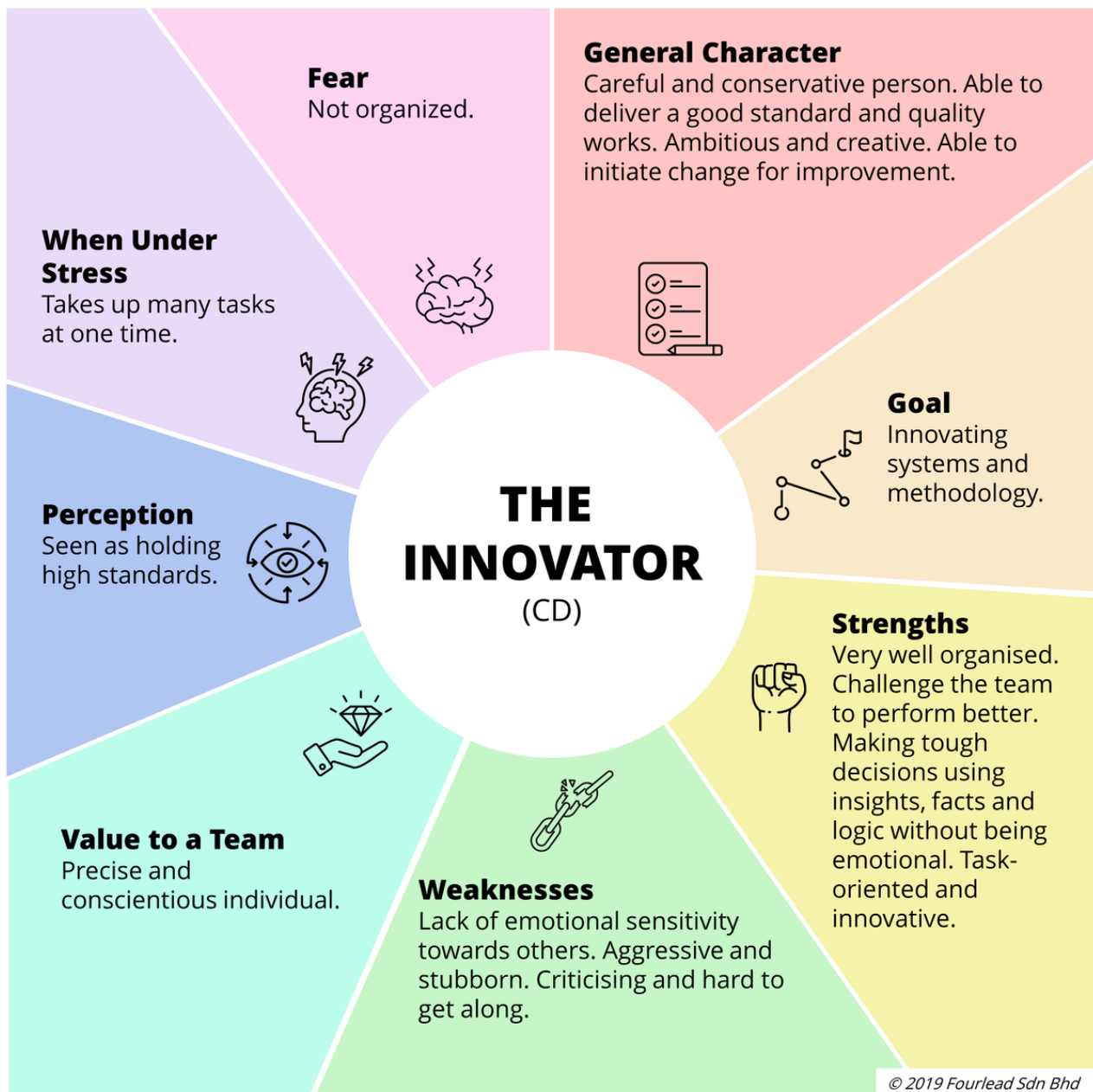
Refers to how individuals conduct themselves, communicate, and interact with others in settings that involve a larger group or the general public. It encompasses behaviour in professional environments, social gatherings, and situations where interactions are visible to others.

### Characteristics:

- Observable by others.
- Influenced by societal norms and expectations.
- Typically more formal and controlled.
- May involve conscious efforts to project a particular image.

Based on your workplace behavioural assessment, below is the summary of the results.

## Private Behaviour:



## Private behaviour:

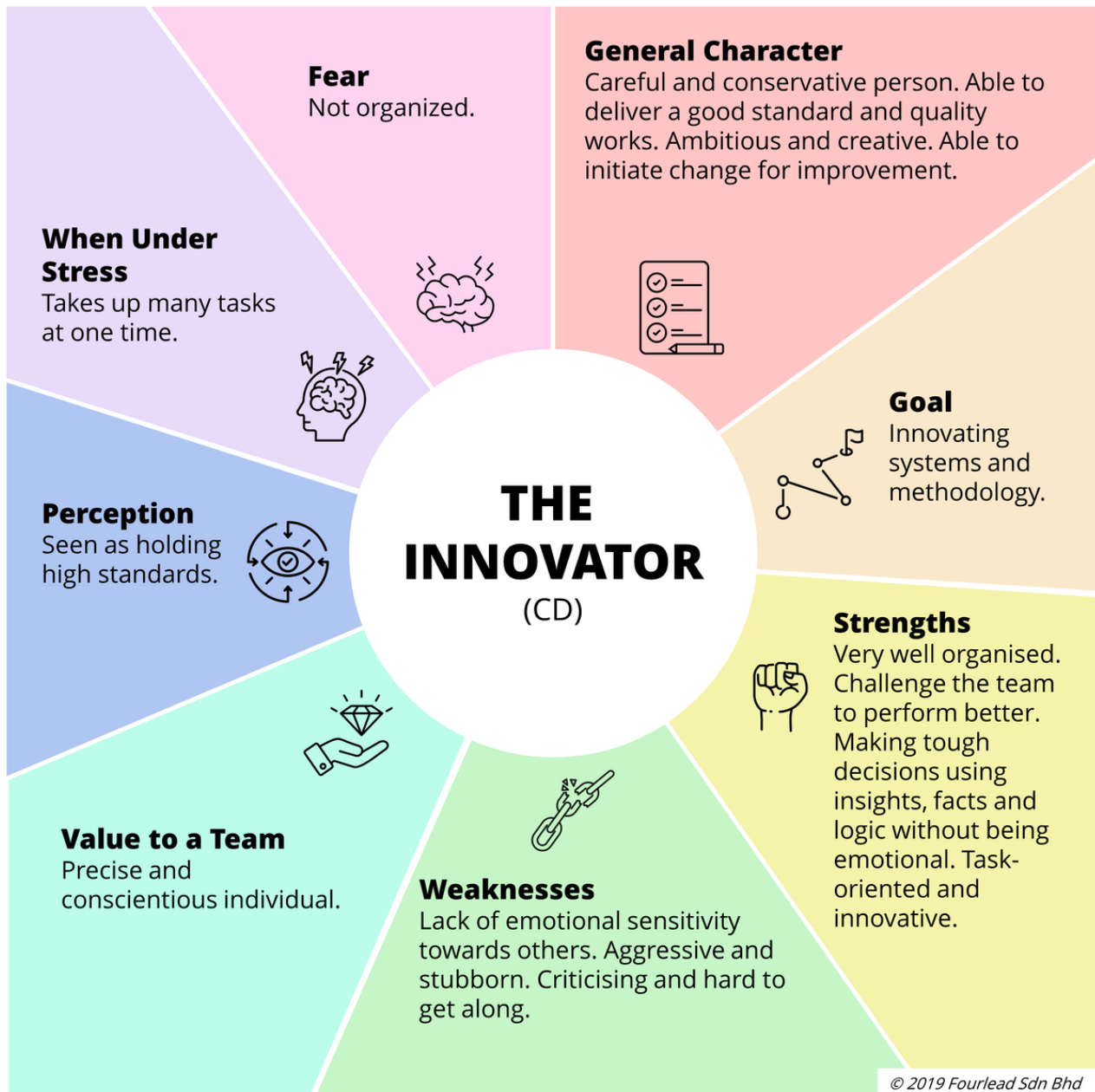
Pertains to how individuals behave when in more intimate or personal settings, where the audience is limited to a smaller, more familiar group or when alone. It reflects an individual's true self, including thoughts, feelings, and actions, in a more relaxed and authentic manner.

## Characteristics:

- Not consistently observable by others.
- Reflects an individual's authentic self.
- Less influenced by external expectations.
- Can be more relaxed, spontaneous, and genuine.

Based on your workplace behavioural assessment, below is the summary of the results.

## Perceived Behaviour:



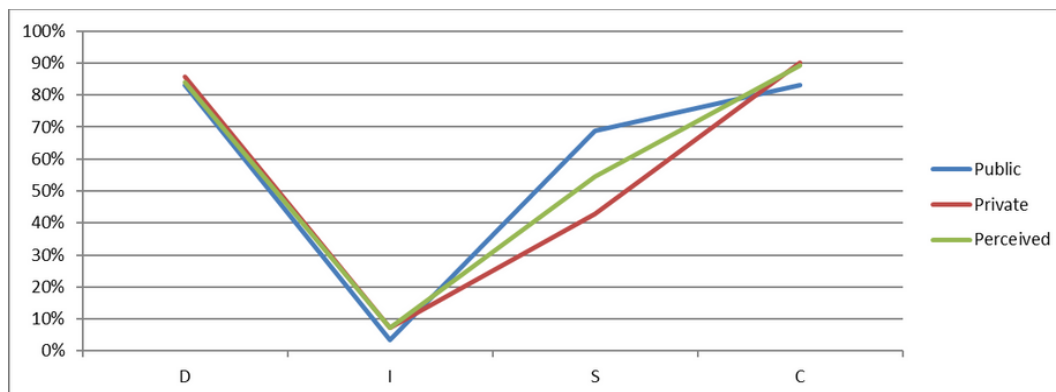
## Perceived behaviour:

Refers to how others view or interpret an individual based on their observable actions, communication style, and interactions. It involves external impressions formed by others about an individual's conduct, attitudes, and demeanour.

## Characteristics:

- Shaped by the observations and interpretations of others.
- May not always align with the individual's intentions or self-perceptions.
- Influenced by the context and the observer's perspectives.
- Important in interpersonal dynamics and team collaboration.

Your DISC score chart is based on your assessment result.



## Chart interpretation

### High DISC Scores:

- **Dominance (D):** Individuals with high D scores prefer assertiveness, decisiveness, and a results-driven approach, often viewed as assertive leaders who enjoy taking charge to achieve goals.
- **Influence (I):** Suggests a sociable, outgoing, and persuasive nature. Individuals with high I scores often thrive in social settings, enjoy collaboration, and are effective communicators.
- **Steadiness (S):** Reflects a patient, team-oriented, and stable approach. Individuals with high S scores contribute to team harmony, prefer stability, and excel in supportive roles.
- **Conscientiousness (C):** Indicates a detail-oriented, analytical, and systematic approach. Individuals with high C scores value precision, follow procedures and excel in roles that require attention to detail.

### Low DISC Scores:




















- **Dominance (D):** Implies a more reserved, collaborative, and less assertive style. Individuals with low D scores may prefer collaborative decision-making and a more supportive role within a team.
- **Influence (I):** Suggests a more reserved or introverted nature. Individuals with low I scores may prefer quieter environments and might not seek the spotlight in social situations.
- **Steadiness (S):** Indicates a preference for change, variety, and a faster pace. Individuals with low S scores may be more adaptable and comfortable in dynamic or fast-paced environments.
- **Conscientiousness (C):** Implies a more flexible and spontaneous approach. Individuals with low C scores may be comfortable with ambiguity, prefer creativity over structure, and may be more adaptable to change.

It's important to understand that a high or low score in a particular dimension of the DISC profile doesn't necessarily mean better or worse behaviour. Each score represents a different set of strengths and preferences, and a well-rounded team can benefit from a diverse range of DISC profiles. Therefore, it's essential to appreciate and respect the unique contributions that every team member brings to the table.

## DISC Compatibility

In the DISC model, individuals with high traits in one dimension may have specific tendencies when interacting with others who also have high traits. Here's a general overview of how individuals with high traits might work together, described in terms of cohesive, neutral, or tense interactions:

*Tick according to the individual's private score.*

Primary Traits	With D	With I	With S	With C
<input type="checkbox"/> <b>Dominance (D)</b>				
<input type="checkbox"/> <b>Influence (I)</b>				
<input type="checkbox"/> <b>Steadiness (S)</b>				
<input type="checkbox"/> <b>Conscientiousness (C)</b>				
	Cohesive 	Neutral 	Tense 	

It's important to keep in mind that these are general tendencies and that each individual may display a mix of traits. Successful collaboration is achieved through effective communication, understanding, and appreciation of diversity, regardless of DISC profiles. The key to creating a balanced and effective team dynamic is to recognize and leverage the strengths of each trait.

*Note: Neutral compatibility may turn tense if the collaborated individual is displaying excessively primary traits as stated below:*

**D:** Fast-paced and assertive nature.

**I:** Too talkative or less focused on immediate results.

**S:** Too slow-paced or resistant to change.

**C:** Overly cautious or focused on details.



## **Individual's recommendation** [tick private score]

Sales Managers/Directors in the recruitment industry must balance strategic leadership, relationship-building, and effective sales management. Here are recommendations for Sales Managers/Directors with high and low DISC scores.

*Tick according to the individual's private score. No need to tick traits with 40-60% score.*

### ☐ **High Dominance (D) Score:**

#### **Strengths:**

- Goal-oriented and results-driven leadership.
- Assertive and decisive decision-making.
- Thrives in a competitive and challenging environment.

#### **Constructive Recommendations:**

- Delegate Effectively: Utilise your assertiveness to delegate tasks effectively, empowering team members while ensuring alignment with strategic goals.
- Strategic Vision: Leverage your goal-oriented approach to set a clear and ambitious strategic vision for the sales team, driving growth and market expansion.
- Balance Assertiveness with Collaboration: while maintaining a results-driven approach, balance assertiveness with collaborative leadership, fostering a positive team culture.

### ☐ **Low Dominance (D) Score:**

#### **Strengths:**

- Collaborative and team-oriented leadership.
- Emphasis on building strong relationships.
- Approachable and adaptable management style.

#### **Constructive Recommendations:**

- Develop Assertive Leadership: Gradually incorporate assertiveness into your leadership style when making decisions and setting strategic goals for the sales team.
- Strategic Goal Setting: Emphasise strategic goal-setting within a collaborative framework, ensuring alignment with the overall objectives of the recruitment company.
- Provide Clear Direction: While collaborative, provide clear direction and expectations for the sales team to ensure everyone is working towards common goals.



## **Individual's recommendation** [tick private score]

### ☐ **High Influence (I) Score:**

#### **Strengths:**

- Excellent communication and interpersonal skills.
- Builds rapport quickly and motivates the team.
- Enthusiastic and persuasive leadership style.

#### **Constructive Recommendations:**

- Strategic Communication: Utilise your excellent communication skills to articulate the strategic vision and goals to the sales team effectively.
- Motivate and Inspire: Leverage your enthusiasm and motivational abilities to inspire the sales team, fostering a positive, high-performance culture.
- Balance Influence with Data-Driven Decision-Making: While being influential, balance your approach with data-driven decision-making, ensuring strategic decisions are well-informed.

### ☐ **Low Influence (I) Score:**

#### **Strengths:**

- Detail-oriented and data-driven leadership.
- Systematic and organised approach to management.
- Task-oriented and goal-driven.

#### **Constructive Recommendations:**

- Strategic Communication Development: Develop strategic communication skills to effectively convey the strategic vision and goals to the sales team in a compelling manner.
- Team Motivation: Gradually incorporate motivational elements into your leadership approach, recognising and appreciating team achievements.
- Balance Detail-Oriented Approach with Inspiring Leadership: While emphasising details, balance your leadership style with inspiration, emphasising the broader vision and purpose.

## **Individual's recommendation** [tick private score]

### ☐ **High Steadiness (S) Score:**

#### **Strengths:**

- Relationship-focused and empathetic leadership.
- Patient and attentive to team needs.
- Builds trust with the sales team over time.

#### **Constructive Recommendations:**

- **Assertiveness in Decision-Making:** Develop assertiveness in decision-making to ensure timely responses to market changes and strategic shifts.
- **Balanced Risk-Taking:** Gradually embrace balanced risk-taking, allowing for adaptation to new strategies while maintaining a steady and supportive approach.
- **Highlight Reliability:** Emphasise your reliability in team relationships, showcasing your commitment to consistent and dependable leadership.

### ☐ **Low Steadiness (S) Score:**

#### **Strengths:**

- Comfortable with change and adaptability in leadership.
- Quick decision-making and responsiveness.
- Thrives in dynamic and changing leadership environments.

#### **Constructive Recommendations:**

- **Balance Speed with Patience:** Balance your quick decision-making with patience when needed, ensuring thorough consideration of strategic decisions and team dynamics.
- **Embrace Stability:** Embrace stability in long-term strategic planning, showcasing your ability to provide consistent and reliable leadership.
- **Effective Change Management:** Leverage your adaptability to manage and guide the team through changes, providing support during strategic transitions.

## **Individual's recommendation** [tick private score]

### ☐ **High Conscientiousness (C) Score:**

#### **Strengths:**

- Attention to detail in strategic planning.
- Systematic and thorough in researching market needs.
- Focuses on accuracy and precision in decision-making.

#### **Constructive Recommendations:**

- **Flexibility in Planning:** Introduce flexibility in strategic planning to accommodate dynamic changes, ensuring that your structured approach adapts to evolving market needs.
- **Highlight Innovation:** Showcase your ability to innovate within structured processes, demonstrating creative solutions to strategic challenges.
- **Effective Time Management:** Optimise time management to balance detailed planning with the need for timely responses, especially in dynamic market scenarios.

### ☐ **Low Conscientiousness (C) Score:**

#### **Strengths:**

- Innovative and open to new strategic approaches.
- Adaptable and flexible in leadership strategies.
- Thrives in dynamic and changing strategic environments.

#### **Constructive Recommendations:**

- **Structured Planning:** Gradually introduce structured planning to enhance the reliability and consistency of strategic approaches.
- **Strategic Research:** While embracing adaptability, integrate strategic research into your approach, ensuring informed decision-making.
- **Recognise Team Expectations:** Understand and recognise team expectations for a more structured and organised strategic approach.

#### **General Recommendations for Sales Managers/Directors:**

- **Continuous Learning:** Stay updated on industry trends, sales strategies, and leadership techniques to maintain a competitive edge.
- **Adapt Communication Styles:** Adapt your communication style to resonate with diverse team members, fostering effective

## **Manager's recommendation** [tick public score]

Developing and supporting a Sales Manager/Director in the recruitment industry involves recognising their strengths and areas for growth based on their DISC scores. Here are constructive recommendations for managers working with Sales Managers/Directors with high and low DISC scores.

*Tick using the individual's public score. No need to tick traits with 40-60% score.*

### ☐ **For a Sales Manager/Director with a High Dominance (D) Score:**

#### **Strengths:**

- Goal-oriented and results-driven.
- Assertive and decisive decision-making.
- Thrives in a competitive and challenging environment.

#### **Constructive Recommendations:**

- Provide Autonomy: Recognise and provide opportunities for the Sales Manager/Director to take charge and make decisions independently.
- Foster a Competitive Environment: Create a supportive yet competitive team culture that aligns with the Sales Manager/Director's drive for results.
- Channel Assertiveness Productively: Encourage the Sales Manager/Director to channel their assertiveness toward motivating the team and achieving strategic goals.

### ☐ **For a Sales Manager/Director with a Low Dominance (D) Score:**

#### **Strengths:**

- Collaborative and team-oriented leadership.
- Emphasis on building strong relationships.
- Approachable and adaptable management style.

#### **Constructive Recommendations:**

- Leadership Opportunities: Provide opportunities for the Sales Manager/Director to gradually take on more leadership responsibilities within the team.
- Set Clear Expectations: Clearly define individual and team performance expectations, allowing the Sales Manager/Director to balance collaboration with goal achievement.
- Encourage Assertiveness: Encourage the Sales Manager/Director to express their ideas assertively, ensuring their contributions are recognised and valued.

## **Manager's recommendation** [tick public score]

### ☐ **For a Sales Manager/Director with a High Influence (I) Score:**

#### **Strengths:**

- Excellent communication and interpersonal skills.
- Builds rapport quickly and motivates the team.
- Enthusiastic and persuasive leadership style.

#### **Constructive Recommendations:**

- Strategic Communication Development: Support the Sales Manager/Director in developing strategic communication skills to convey the team's vision and goals effectively.
- Leverage Influential Networking: Encourage the Sales Manager/Director to leverage their influential skills in networking activities to expand client and candidate connections.
- Balance Enthusiasm with Data: Help the Sales Manager/Director balance their enthusiasm with data-driven decision-making in strategic planning and execution.

### ☐ **For a Sales Manager/Director with a Low Influence (I) Score:**

#### **Strengths:**

- Detail-oriented and data-driven leadership.
- Systematic and organised approach to management.
- Task-oriented and goal-driven.

#### **Constructive Recommendations:**

- Strategic Communication Development: Support the Sales Manager/Director in developing strategic communication skills to effectively inspire and motivate the team.
- Networking Opportunities: Gradually introduce the Sales Manager/Director to strategic networking activities, enhancing their connections in the recruitment industry.
- Recognition of Achievements: Ensure the Sales Manager/Director's data-driven achievements are recognised and celebrated within the team.

## **Manager's recommendation** [tick public score]

### ☐ **For a Sales Manager/Director with a High Steadiness (S) Score:**

#### **Strengths:**

- Relationship-focused and empathetic leadership.
- Patient and attentive to team needs.
- Builds trust with the sales team over time.

#### **Constructive Recommendations:**

- **Encourage Assertiveness:** Encourage the Sales Manager/Director to gradually develop assertiveness in decision-making to ensure timely responses to market changes.
- **Balanced Risk-Taking:** Foster a culture that supports balanced risk-taking, allowing the Sales Manager/Director to adapt to new strategies while maintaining a steady and supportive approach.
- **Recognition of Consistency:** Recognise and appreciate the Sales Manager/Director's consistency in team relationships and commitment to dependable leadership.

### ☐ **For a Sales Manager/Director with a Low Steadiness (S) Score:**

#### **Strengths:**

- Comfortable with change and adaptability in leadership.
- Quick decision-making and responsiveness.
- Thrives in dynamic and changing strategic environments.

#### **Constructive Recommendations:**

- **Balance Speed with Patience:** Encourage the Sales Manager/Director to balance quick decision-making with patience when needed, ensuring thorough consideration of strategic decisions.
- **Embrace Stability:** Recognise the Sales Manager/Director's ability to embrace stability in long-term strategic planning, ensuring consistent and reliable leadership.
- **Support Through Change:** Leverage the Sales Manager/Director's adaptability to effectively manage and guide the team through changes in the recruitment industry.

## **Manager's recommendation** [tick public score]

### ☐ **For a Sales Manager/Director with a High Conscientiousness (C) Score:**

#### **Strengths:**

- Attention to detail in strategic planning.
- Systematic and thorough in researching market needs.
- Focuses on accuracy and precision in decision-making.

#### **Constructive Recommendations:**

- Flexibility in Planning: Introduce flexibility in strategic planning to accommodate dynamic changes while maintaining a structured approach.
- Innovation within Structure: Encourage the Sales Manager/Director to showcase their ability to innovate within structured processes, providing creative solutions to strategic challenges.
- Effective Time Management: Work on optimising time management to balance detailed planning with the need for timely responses, especially in dynamic market scenarios.

### ☐ **For a Sales Manager/Director with a Low Conscientiousness (C) Score:**

#### **Strengths:**

- Innovative and open to new strategic approaches.
- Adaptable and flexible in leadership strategies.
- Thrives in dynamic and changing strategic environments.

#### **Constructive Recommendations:**

- Structured Planning: Gradually introduce structured planning to enhance the reliability and consistency of strategic approaches.
- Strategic Research Integration: While embracing adaptability, support the Sales Manager/Director in integrating strategic research into their approach, ensuring informed decision-making.
- Recognise Strategic Expectations: Understand and recognise the Sales Manager/Director's expectations for a more structured and organised strategic approach.



## General Recommendations for Managers:

- Feedback and Recognition: Provide regular feedback on the Sales Manager/Director's performance, recognising achievements and offering constructive suggestions for improvement.
- Individualised Development Plans: Create individualised development plans for the Sales Manager/Director, aligning them with their strengths and areas for growth.
- Mentorship and Coaching: Offer mentorship and coaching opportunities to enhance the Sales Manager/Director's leadership skills and industry knowledge.
- Team Building: Facilitate team-building activities to strengthen collaboration and communication within the sales team.
- Professional Development Opportunities: Encourage participation in professional development opportunities, such as leadership programs or industry conferences, to enhance skills and stay updated on industry trends.
- Goal Alignment: Ensure that the Sales Manager/Director's goals align with the overall objectives of the recruitment company, fostering a cohesive and unified approach.

Remember, these recommendations are general guidelines, and it's essential to consider each Sales Manager/Director's unique qualities and preferences. Tailor your approach to support their professional development and contribute to the sales team's success in the recruitment industry.

*--- End of report ----*