

Prepared by Josephine Abdilla
On behalf of Corinthia Hotels International
Candidate Analysed on Sat 2 February 2008

Questionnaire Type used: Phrase-based

Report Printed on 2 Feb 2008

Candidate: Mr Sylvain Chauvet

Address: Atlantic Hotel
Banjul
296

Telephone: +2207766314

Fax: +2204227861

Gender: Male

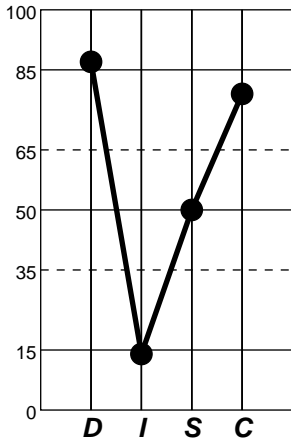
Date of Birth: Tue 17 February 1970

Current Position: General Manager

Position Applied For:

Notes:

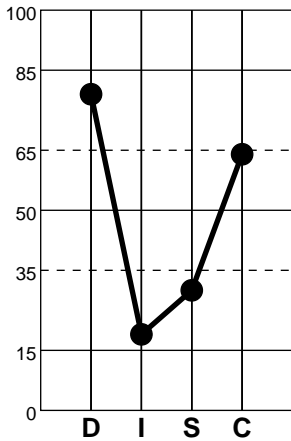
IMPORTANT: *Any purely behavioural tool should never be used to make a recruitment or redeployment decision unsupported by other techniques.*



Internal Profile

The Internal Profile reflects the candidate's true motivations and desires. This is the type of behaviour that often appears outside a working environment, or when an individual is placed under pressure.

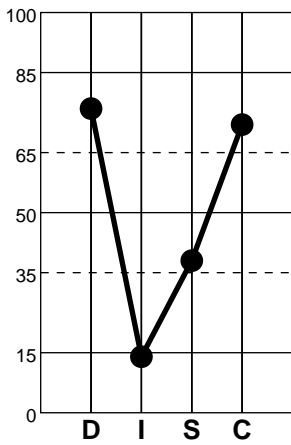
- Dominance** 87%
- Influence** 14%
- Steadiness** 50%
- Compliance** 79%



External Profile

The External Profile describes the candidate's perception of the type of behaviour they should ideally project. This shape usually represents the type of behaviour that an individual will try to adopt at work.

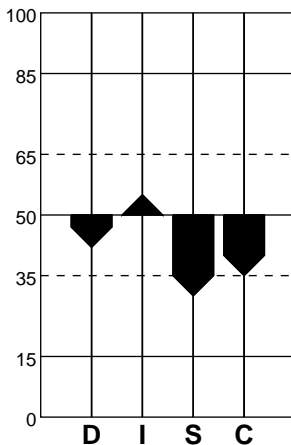
- Dominance** 79%
- Influence** 19%
- Steadiness** 30%
- Compliance** 64%



Summary Profile

In reality, candidates will usually act in ways consistent with elements from both profiles. The Summary Profile is a combination of the other two graph shapes, describing a person's likely normal behaviour.

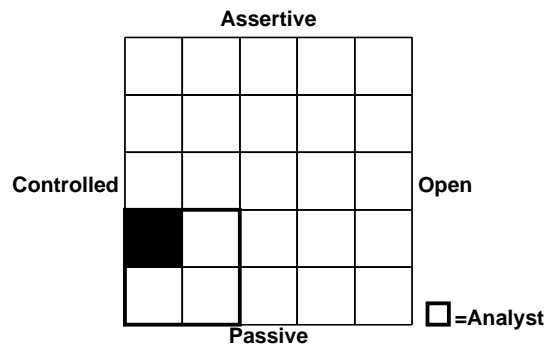
- Dominance** 76%
- Influence** 14%
- Steadiness** 38%
- Compliance** 72%



Shift Pattern

The Shift Pattern graph shows the changes between the candidate's Internal and External Profiles, and so highlights the adaptations the candidate is making to their character.

- Dominance** Down by 8%
- Influence** Up by 5%
- Steadiness** Down by 20%
- Compliance** Down by 15%



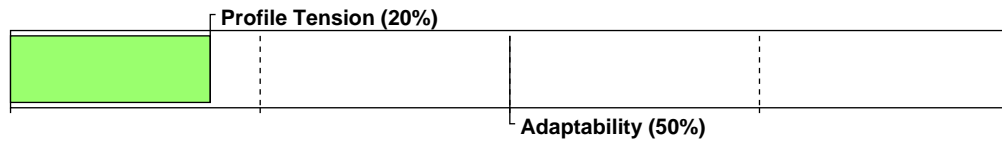
Style Name: Driving Analyst
Primary Traits: Passive and Controlled

A behavioural style that combines control and passivity, relating to Compliance in DISC terms, can be described as an Analyst. People of this kind are structured, organised individuals who tend to follow the rules whenever they can. They are interested in precision and order.

- ◆ **Overview:** Cautious
Accurate
Precise
Assertive
- ◆ **Values:** Procedure (and Results)
- ◆ **Seeks:** Facts (and Power)
- ◆ **Avoids:** Uncertainty (and Weakness)
- ◆ **Pressure Response:** Evades (may also Dictate)
- ◆ **Approach:** Exact
Detailed
- ◆ **Strategy:** Proof (also responds to Power)

Profile Tension

Profile Tension shows the extent to which Mr Chauvet feels the need to adapt his style to his current working conditions. This tension may result in negative, pressurising effects under certain conditions, especially if Mr Chauvet's style is not suited to making adaptations of this kind. The diagram below shows Mr Chauvet's current Profile Tension, and estimates his adaptability for comparison purposes. Also shown is the most significant probable cause of any adaptation, where applicable.

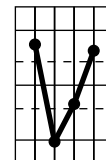


Probable source: Adapting to rapidly developing situations.

Overview

Summary Profile: A composite overview of Mr Chauvet's style.

The most significant aspect of Mr Chauvet's style is his strong sense of principle. He has a clear idea of how matters should ideally be ordered, and sufficient drive to work towards his ideals. This approach means that he will often look for structure in both his work and home life. His temperament is relatively objective and analytical, which means that he will normally wish to understand situations and events as fully as possible. His profile suggests that Mr Chauvet also has a significant level of self control, preferring to keep his ideas or feelings to himself.



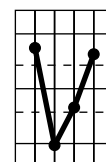
People whose styles focus on precision and reason tend to be rather passive in approach, but this is not true of Mr Chauvet. Instead, he possesses a considerable measure of assertiveness, which he will tend to use in an attempt to instil a sense of order, or ensure that his views are considered by others. His controlled style means that, generally speaking, he will remain calm and collected during a crisis, although he can call upon a more forceful element to his style when a situation demands it.

Keynotes

Summary Profile: A composite overview of Mr Chauvet's style.

The following keynotes summarise some of the most important aspects of Mr Chauvet's personal style:

- ◆ He is both assertive and practically minded, helping him achieve effective results.
- ◆ He focuses on finding workable solutions to practical problems.
- ◆ He copes well with rejection, and can handle conflict.
- ◆ He focuses on getting results as effectively, and efficiently, as possible.



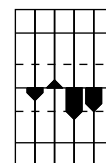
Keywords

- ◆ Effective
- ◆ Researching
- ◆ Guarded
- ◆ Controlled
- ◆ Orderly
- ◆ Self-reliant
- ◆ Enterprising
- ◆ Serious
- ◆ Stoical
- ◆ Perceptive

Behavioural Adaptation

Shift Pattern: Adaptations to the current working environment.

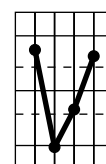
A key feature of Mr Chauvet's present behavioural adaptation is his attempt to display a more pro-active and responsive approach than might in fact be the case. He is doing this not so much by emphasising his more assertive and outgoing sides, but rather by placing less weight on his more cautious, reserved side. In combination, these factors suggest that he may actually work more productively in a less pressured environment, giving him the opportunity to work steadily towards a defined goal.



Advantages

Summary Profile: A composite overview of Mr Chauvet's style.

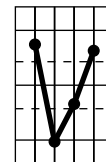
Efficient and restrained, Mr Chauvet takes an objective and dispassionate view, rather than becoming caught up in personal or emotional considerations. He is cautious and realistic, planning for the worst and expending effort to ensure that risks are minimised. In summary, he combines an accurate, precise style with an ability to achieve results through assertiveness and forcefulness.



Disadvantages

Fastidious and demanding by nature, the many positive abilities that Mr Chauvet possesses will often go unappreciated by those around him. This is because his naturally detached and somewhat inexpressive approach can sometimes make his motivations and decisions difficult for others to understand. His wish to pursue order and correctness can also be disconcerting to others, and he will tend to correct errors and insist on changes that other less perfectionist types might find trifling or unimportant.

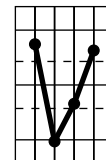
Summary Profile: A composite overview of Mr Chauvet's style.



Communication Style

Mr Chauvet is a person who prefers to keep his own counsel, and whose interaction with others will tend to remain on a relatively formal level. Especially in his working environment, he will often have solid requirements or goals in mind when he communicates with others. For him, practical issues are an important part of communication, and he will tend to concentrate on factual, quantifiable questions rather than speculation or rumour.

Summary Profile: A composite overview of Mr Chauvet's style.

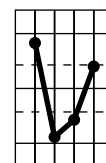


Because he is a person who often has his own specific purposes in mind, he can often be led to assume that others take a similar approach to communication: this is part of the reason behind his generally aloof and cautious approach to others. He will tend to ally most naturally with those who share his practical aims and goals, and he can be expected to feel most comfortable in a more formal and ordered working environment.

Decision Making

Solid, efficient and based on practical criteria, Mr Chauvet's decisions are made rapidly, but not without some consideration of the underlying facts. He tends to prefer to reach a conclusion independently, using his own judgement, rather than consult or otherwise discuss the matter with colleagues. Once he has made a decision, he can be expected to take personal responsibility for implementing it as quickly and effectively as possible.

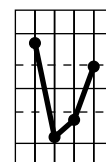
External Profile: Responses to the current working environment.



Organisation and Planning

Systematic and pragmatic, Mr Chauvet finds it natural to use organisation and structure to support his plans and help him in achieving his ambitions. He plans well, possessing a natural affinity with matters of fact and precision, and being able to concentrate effectively on complex long-term issues. Once he has developed a plan of action, he has the assertive nature necessary to implement and direct it.

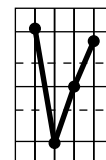
External Profile: Responses to the current working environment.



Motivation

Control is the driving force behind Mr Chauvet's attitude - he needs to feel that he has at least some measure of control over his working conditions. He will value a certain level of independence of action, but he will be most comfortable if he can express this while working within a well-defined structure, which he can use to clarify his position and reinforce his decisions.

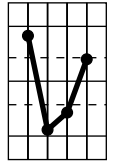
Internal Profile: Natural responses and underlying motivations.



Managing Style

Mr Chauvet's management style will tend to emphasise matters of practicality and accuracy, perhaps at the expense of the more personal elements of management. He tends to see his role primarily in functional terms, meaning that he is strongly concerned with the effectiveness of his team, and that he will insist on high quality work from them. The urgency in his nature means that he will respond quickly and decisively to any problems that arise.

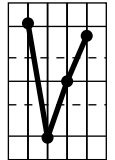
External Profile: Responses to the current working environment.



Style of Management Required

Mr Chauvet takes his work seriously, and tends to be more receptive to a manager with a similarly serious and formal approach. In terms of his relationship with his manager, he will be rather less interested in personal elements than with simply producing solid work and being respected for his contribution. For a management strategy to work effectively with Mr Chauvet, it will need to take account of this pragmatic feature of his style.

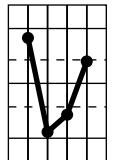
Internal Profile: Natural responses and underlying motivations.



Guidelines in Management

Some managers see themselves as a facilitator for their team, but that is rather unlikely to be the case for Mr Chauvet. Rather, he has a dominant and self-reliant attitude, meaning that he will tend to approach management in a commanding, authoritative manner, rather than seeking to build a rapport with his team.

External Profile: Responses to the current working environment.



Mr Chauvet's approach can be remarkably effective, especially in short-term situations, where a particular problem needs to be solved or a project needs to be completed. In the longer term, though, the results can be less positive. A team working with a manager of this kind will typically find it difficult to build solid working relations.

Management Style Summary

- ◆ He has a relatively detached and formal approach to management, and will typically take up a rather authoritarian stance.
- ◆ His resilient style makes him capable of leading in an independent way.
- ◆ He takes personal responsibility for his effectiveness in a management role.
- ◆ He is ready to lead his team in new directions when the opportunity arises.
- ◆ He has a sense of self-reliance, and so is not unduly concerned with his team's perceptions of him.

Guidelines for Development

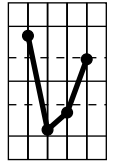
Mr Chauvet might consider the following suggestions to develop his management style. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Chauvet might consider:

- ◆ Occasionally showing a more receptive, accepting side to his team.
- ◆ Being careful not to dismiss feedback or criticism that may carry a useful message.
- ◆ Taking time to help his team understand his leadership style and decisions.
- ◆ Allowing individuals within his team more scope to express and develop their own ideas.
- ◆ Being more receptive to feedback or criticisms that might be offered by his team.

Guidelines in Sales

External Profile: Responses to the current working environment.

Mr Chauvet has a resilient and rather self-reliant style that will help him succeed in sales, and especially in sales work that requires a particularly tough-minded approach. He could not be described as particularly warm or friendly, but he does have a direct, businesslike approach to his work, and the assertiveness to take command in situations that others would find difficult. He also has an innate affinity with structure and formality, so that he will do particularly well, for example, in situations where sales practices must comply with established regulations.

**Sales Style Summary**

- ◆ He takes sales work seriously, using his assertive style to the best advantage.
- ◆ His resilient nature makes him quite capable of dealing with criticism or rejection.
- ◆ He is capable of relying on his own resources and taking responsibility for his own sales success.
- ◆ His enterprising and self-starting approach helps him create and develop sales potential.
- ◆ He handles rejection effectively.

Guidelines for Development

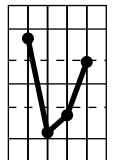
Mr Chauvet might consider the following suggestions to develop his sales style. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Chauvet might consider:

- ◆ Showing a more light-hearted and friendly style where it seems appropriate.
- ◆ Being careful not to let his resilient attitude to rejection blind him to positive criticism.
- ◆ Being readier to work as part of a sales team, where a situation demands.
- ◆ Taking advantage of his enterprising style to explore sales opportunities to their potential.
- ◆ Being more open to constructive criticism or feedback from prospects or colleagues.

Guidelines in Service

External Profile: Responses to the current working environment.

Mr Chauvet's rather formal and unsympathetic style might seem unsuited to a typical support or service role, and indeed in general this is probably the case: for all his advantages, presenting a patient and responsive approach to customers is unlikely to be one of them. In more antagonistic situations, however, where presenting a positive appearance is less important than providing direct results, his approach may be more advantageous. He has an efficient aspect to his style, and a problem-solving attitude, that can be useful in more difficult circumstances like this.

**Service Style Summary**

- ◆ He tends to take a serious, formal view of his role, and of the needs of customers.
- ◆ He has the resilience to accept criticism from customers.
- ◆ He will need to motivate himself if he is to work effectively in a support role.
- ◆ He will look for opportunities to extend the influence of his role.
- ◆ He has a resilient style that will aid him in dealing with unreceptive or inflexible individuals.

Guidelines for Development

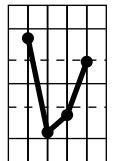
Mr Chauvet might consider the following suggestions to develop his approach to service and support work. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Chauvet might consider:

- ◆ Adopting a more light-hearted and receptive approach to customers, where appropriate.
- ◆ Giving appropriate weight to feedback received from customers.
- ◆ Developing an understanding that not all customers or clients will share his sense of self-reliance.
- ◆ Taking care not to allow his own perceptions of a situation to override those of a customer.
- ◆ Understanding that some problems may not be subject to rapid solutions.

Guidelines in Technical Work

Mr Chauvet possesses a strength of will and assertiveness that is rare in technical types, and yet he also has a formal, precise element to his nature that should help him to operate within a more technical environment. His directness lends him an element of impatience, though, so that he may find it difficult to adapt to technical tasks requiring detailed concentration, especially in the longer term. The controlling element in his style suggests that he might be better suited to a managerial or supervisory role within a technical team.

External Profile: Responses to the current working environment.

**Technical Style Summary**

- ◆ He applies himself in a serious way to the needs of technical work.
- ◆ He has the drive to proceed with a project in the face of objections.
- ◆ He trusts his own abilities to find workable solutions.
- ◆ He will look for new and innovative solutions to problems.
- ◆ He will want to complete technical projects as quickly and efficiently as he can.

Guidelines for Development

Mr Chauvet might consider the following suggestions to develop his approach to technical work. The effectiveness of these suggestions will naturally depend on his current situation, and will need to be weighed accordingly. Taking this into account, Mr Chauvet might consider:

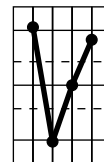
- ◆ Being prepared to use persuasion to communicate his ideas to others, rather than relying on his assertiveness.
- ◆ Being readier to accept constructive criticism from colleagues.
- ◆ Being open to advice or suggestions from others.
- ◆ Avoiding radical new approaches to a problem where more established techniques exist.
- ◆ Being ready to take a broad view of a project in more general terms, rather than concentrating on its details.

Exploratory Questions

Internal Profile: Natural responses and underlying motivations.

Exploring Positive Aspects of the Profile

- ◆ **Have you ever needed to achieve a task within a particularly tight deadline? What was the outcome?**
(Mr Chauvet not only has a highly efficient style, but also a capacity for precise planning that he would likely bring into play in a situation like this.)



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Exploring Possible Training Needs in the Profile

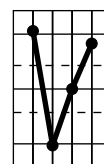
- ◆ **Would you describe yourself as a good communicator?**
(Mr Chauvet is perhaps an effective communicator in factual terms, but he tends not to be particularly enthusiastic or expressive.)

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Career Directions

Internal Profile: Natural responses and underlying motivations.

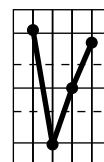
Mr Chauvet's direct, uninhibited manner, combined with his focus on accuracy and correctness, suggest a career direction that might broadly be described as 'researching'. Careers in this area are suited to Mr Chauvet's particular set of talents; a real interest in getting things right, and the assertiveness to do what needs to be done. As well as true research itself, a suitable career in this area might be, for instance, journalism, auditing or inspection work.



Relationships

Internal Profile: Natural responses and underlying motivations.

In a work situation, Mr Chauvet's relationships with his colleagues can be expected to operate on a relatively formal level. He is more concerned with the achievement of results than the development of personal ties. He has a purposeful and structured approach, and so he sees relationships with colleagues as part of the structure of his working life, rather than on a more emotional level.



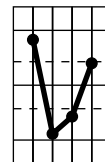
Relationship Keynotes for Mr Chauvet

- ◆ His tendency to look at matters in practical ways means that he tends not to focus on the development of relationships.
- ◆ He likes to feel that he has an understanding of those around him.
- ◆ His natural urgency and relative impatience will affect his relationships with colleagues.
- ◆ He likes to clearly understand his position within a relationship.
- ◆ He can sometimes see working relationships in a competitive light.

The Team

External Profile: Responses to the current working environment.

Mr Chauvet's effectiveness within a team will be governed to a significant extent by the perceptions of the other team members. He can give the impression of being rather negative, and might perhaps be seen as not taking full part in the team. In fact, Mr Chauvet can work productively within a team, but he needs to feel that he is doing so on his own terms. People of this kind will prefer to be in a position of some influence in the team, and will tend to look for authority over at least part of the team's operation.



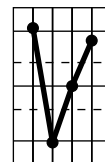
Team Keynotes for Mr Chauvet

- ◆ He will help to ensure that the team remains focused on its business objectives.
- ◆ He is prepared to accept feedback or suggestions from other members of the team.
- ◆ He tends to rely on his own resources, rather than depending on the support of other team members.
- ◆ He will look to develop his areas of responsibility within the team.
- ◆ If he feels that his position is right, he is prepared to confront the rest of the team.

Pressure

Internal Profile: Natural responses and underlying motivations.

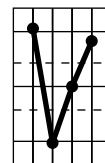
Mr Chauvet is a person who is at his most effective when he feels in command of his situation. He will want a clear understanding of his circumstances, and also needs to feel that he is in a position to control events around him. Pressure for Mr Chauvet, then, comes from a perception that events might be developing outside his knowledge, or beyond his ability to control them. His response to pressurised situations like this is typically brusque and direct - he is unafraid to state his opinions or cause possible offence, and can be expected to act directly if he feels it necessary to do so.



Ambition and Development

Internal Profile: Natural responses and underlying motivations.

Like all those with a dominant aspect to their style, Mr Chauvet is driven to achieve, and therefore ambitious for success. Unlike many such styles, though, he also has a concern for matters of regulation and procedure. This means that he will seek to achieve his ambitions within the system, rather than following his own independent path. If he finds himself in a position of control - which he will certainly seek to do - then he can be expected to exert that control through patterns of procedure and detail, rather than purely through his own authority.



Adaptability	<p>A measurement derived from the <i>Steadiness</i> value in the <i>Internal Profile</i>. It indicates the degree to which Mr Chauvet feels able to adapt his approach to changing circumstances. It is used as a comparison value to suggest the effects of <i>Profile Tension</i>.</p> <ul style="list-style-type: none"> ◆ Where Profile Tension is lower than Adaptability, as in Mr Chauvet's case, it is unlikely to result in significant negative effects.
Analyst	<p>'Analyst' is a term used to describe individuals in the <i>Controlled</i> and <i>Passive</i> region of the <i>Style Card</i>, whose style is related to the <i>DISC</i> factor of <i>Compliance</i>. These are structured, organised people, who tend to follow the rules whenever they can. They are interested in precision and order. The full Analyst is found in the bottom left-hand segment of the <i>Style Card</i> grid, but there are various subtypes: the <i>Driving Analyst</i>, the <i>Planning Analyst</i> and the <i>Balanced Analyst</i>.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet does belong to the Analyst type, but his <i>Style Card</i> shows other components to his behaviour, too, describing him as a <i>Driving Analyst</i>.
Analytical Driver	<p>The term used to describe an individual who, while falling in the assertive and direct <i>Driver segment</i> of the <i>Style Card</i>, also has some features in common with the <i>Analyst</i>, meaning that they will tend to have a more dispassionate and rule-based approach than a full <i>Driver</i> type.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet is not associated with this type of behaviour, according to his <i>Style Card</i>.
Analytical Planner	<p>The term used to describe an individual who, while falling in the patient and thoughtful <i>Planner segment</i> of the <i>Style Card</i>, also has some features in common with the <i>Analyst</i>, meaning that they will tend to have a more dispassionate and rule-based approach than a full <i>Planner</i> type.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet is not associated with this type of behaviour, according to his <i>Style Card</i>.
Approach	<p>A term used in the <i>Style Card</i> summary to suggest the kind of approach that Mr Chauvet will respond to in the most positive way.</p> <ul style="list-style-type: none"> ◆ In Mr Chauvet's case, the <i>Style Card</i> suggests that an exact, detailed approach will be received most favourably.
Assertive	<p>A measure on one of the axes of the <i>Style Card</i>. Assertiveness in this context relates to individuals who are pro-active and direct. They lead rather than follow, and like to take immediate action whenever they can. They believe in grasping opportunities and making their own way. Often independent and commanding, they prefer to give orders rather than take them, and will issue instructions rather than ask for cooperation.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> places him low on the Assertive scale, suggesting that he is <i>Passive</i> instead. <p>Note that 'Assertive' on the <i>Style Card</i> is distinct from, though closely related to, <i>Assertiveness</i> as sometimes shown in the report's Trait Analysis.</p>
Assertiveness	<p>In the Trait Analysis, 'Assertiveness' is a measure of Mr Chauvet's capacity for pro-active, direct behaviour. It is related to both <i>Dominance</i> and <i>Influence</i>, so that profiles showing both of these at a high level will have the greatest Assertiveness.</p>
Assessment Mode	<p>One of two modes available for performing a <i>Job Match</i>. In this mode, Mr Chauvet's <i>External Profile</i> is used as a basis of comparison. This mode is intended for use in situations where Mr Chauvet is already acting within a role, and is familiar with its requirements, so that his <i>External Profile</i> represents his current behaviour in that role. The alternative comparison mode is <i>Recruitment Mode</i>.</p>
Balanced Analyst	<p>The term used to describe an individual who, while falling in the cautious and reserved <i>Analyst segment</i> of the <i>Style Card</i>, incorporates elements from different styles of behaviour. This means that they will tend to have a rather less dispassionate and rule-based approach than a full <i>Analyst</i> type.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet is not a Balanced Analyst, but he does belong to the broader category of <i>Analyst</i>.

- Balanced Communicator** The term used to describe an individual who, while falling in the outgoing and expressive *Communicator segment* of the *Style Card*, incorporates elements from different styles of behaviour. This means that they will tend to have a rather less confident and extrovert approach than a full *Communicator* type.
- ◆ Mr Chauvet is not associated with this type of behaviour, according to his *Style Card*.
- Balanced Driver** The term used to describe an individual who, while falling in the assertive and direct *Driver segment* of the *Style Card*, incorporates elements from different styles of behaviour. This means that they will tend to have a rather less urgent and demanding approach than a full *Driver* type.
- ◆ Mr Chauvet is not associated with this type of behaviour, according to his *Style Card*.
- Balanced Planner** The term used to describe an individual who, while falling in the patient and thoughtful *Planner segment* of the *Style Card*, incorporates elements from different styles of behaviour. This means that they will tend to have a rather less steady and amiable approach than a full *Planner* type.
- ◆ Mr Chauvet is not associated with this type of behaviour, according to his *Style Card*.
- Candidate** The *Discus* system uses 'candidate' as a convenient generic term to refer to the individual described by the report. It does not necessarily indicate that Mr Chauvet is in the process of applying for a post.
- Communicating Driver** The term used to describe an individual who, while falling in the assertive and direct *Driver segment* of the *Style Card*, also has some features in common with the *Communicator*, meaning that they will tend to have a more friendly and sociable approach than a full *Driver* type.
- ◆ Mr Chauvet is not associated with this type of behaviour, according to his *Style Card*.
- Communicating Planner** The term used to describe an individual who, while falling in the patient and thoughtful *Planner segment* of the *Style Card*, also has some features in common with the *Communicator*, meaning that they will tend to have a more outgoing and expressive approach than a full *Planner* type.
- ◆ Mr Chauvet is not associated with this type of behaviour, according to his *Style Card*.
- Communicator** 'Communicator' is a term used to describe individuals in the *Open* and *Assertive* region of the *Style Card*, whose style is related to the *DISC* factor of *Influence*. This type of person is communicative and sociable, being friendly and outgoing with other people and feeling at ease in strange company. The full *Communicator* is found in the top right-hand *segment* of the *Style Card* grid, but there are various subtypes: the *Driving Communicator*, the *Planning Communicator* and the *Balanced Communicator*.
- ◆ Mr Chauvet does not belong to this type, according to his *Style Card*.
- Compliance** Compliance is the right-most factor shown on a *DISC* profile, and the 'C' of *DISC*. It is the factor of structure, detail and fact, and those displaying high levels are interested in precision and accuracy. Because they are naturally *passive* and reticent to speak out unless called on by others, it is often imagined that highly Compliant individuals are lacking in ambition. In fact, this is not the case - in this specific sense, they are similar to highly *Dominant* individuals in their desire for control over their environment. Because of their *passive* style, however, they will try to achieve this control through the use of structure and procedure, insisting on rules and defined codes of conduct to achieve their ends. This is the root of the 'rule-oriented' style often associated with Compliance.
- ◆ Compliance seems to be an important factor in Mr Chauvet's natural style, but he is tending to express it rather less frequently under current conditions.

Controlled	<p>Controlled individuals are practical and can appear somewhat cynical in style. They value hard facts and rational argument above emotional considerations, and prefer to follow their own ideas, rather than rely on other people. At times, they can be distrustful or suspicious, and will rarely volunteer information about themselves to other people.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> places him high on the Controlled scale.
Dictates	<p>A type of <i>Pressure Response</i> described by the <i>Style Card</i>. This type of response appears where a person wishes to operate from a position of control, and they use approach as a basis for their pressure reaction. They will adopt a highly assertive, even aggressive, stance in the face of difficulties, dictating solutions and expecting immediate responses to their instructions.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> suggests that this is not his most natural response to pressure, but it can emerge in certain circumstances.
DISC	<p>The system used by Discus to develop a picture of a person's likely behaviour. The name is an acronym formed from the four behavioural factors it measures, <i>Dominance, Influence, Steadiness</i> and <i>Compliance</i>. DISC looks at the combinations of these factors, expressed in a variety of different ways, to provide an assessment of a person's behavioural style.</p>
Dominance	<p>Dominance is the left-most factor shown on a <i>DISC graph</i>, the factor of directness, assertiveness and control, and the 'D' of <i>DISC</i>. Like all the factors, D is a blend of positive and negative traits. On the positive side, highly Dominant individuals are independently-minded, motivated to succeed, and generally very effective at getting their own way. Less positively, they can also be hot-tempered and even aggressive under certain conditions.</p> <ul style="list-style-type: none"> ◆ Dominance is consistently high across Mr Chauvet's <i>profile series</i>.
Driver	<p>'Driver' is a term used to describe individuals in the <i>Controlled</i> and <i>Assertive</i> region of the <i>Style Card</i>, whose style is related to the <i>DISC</i> factor of <i>Dominance</i>. The term 'Driver' describes a direct, demanding type of person who is highly motivated to succeed and somewhat competitive in their dealings with others. The full Driver is found in the top left-hand segment of the <i>Style Card</i> grid, but there are various subtypes: the <i>Communicating Driver</i>, the <i>Analytical Driver</i> and the <i>Balanced Driver</i>.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet does not belong to this type, according to his <i>Style Card</i>.
Driving Analyst	<p>The term used to describe an individual who, while falling in the cautious and reserved <i>Analyst segment</i> of the <i>Style Card</i>, also has some features in common with the <i>Driver</i>, meaning that they will tend to have a more urgent and demanding approach than a full <i>Analyst</i> type.</p> <ul style="list-style-type: none"> ◆ This is the <i>Style Card</i> type to which Mr Chauvet belongs, along with approximately four per cent of the population.
Driving Communicator	<p>The term used to describe an individual who, while falling in the outgoing and expressive <i>Communicator segment</i> of the <i>Style Card</i>, also has some features in common with the <i>Driver</i>, meaning that they will tend to have a more urgent and demanding approach than a full <i>Communicator</i> type.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet is not associated with this type of behaviour, according to his <i>Style Card</i>.
Evades	<p>A type of <i>Pressure Response</i> described by the <i>Style Card</i>. This type of response is seen in those with more <i>Passive</i> styles, who wish to avoid coming into conflict with others. Faced with a difficult situation, they will try to extract themselves from it by changing the subject, or making vague promises of action. In extreme cases, they can even go so far as to ignore the problem altogether, in the hope that it will resolve itself.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> suggests that this is his most common response to pressure.

External Profile	One of the three component <i>graphs</i> of a <i>DISC Profile Series</i> . The purpose of the External Profile is to describe the style of behaviour that an individual feels is appropriate to their current circumstances. The External Profile can change considerably over time, as a person's situation and environment changes - such modifications often accompany major life events, such as starting a new job or moving home.
Graph	The standard means of displaying DISC results. A typical DISC graph plots the values of <i>Dominance</i> , <i>Influence</i> , <i>Steadiness</i> and <i>Compliance</i> , and connects them to form an identifiable profile 'shape'. The <i>Shift Pattern</i> is a departure from this - it retains the basic structure of the graph, but instead of plotting values, it displays a sequence of arrows to show movements between the <i>Internal</i> and <i>External Profiles</i> .
Independence	A <i>DISC sub-trait</i> found in profiles showing <i>Dominance</i> higher than <i>Compliance</i> . This type of person feels frustrated by rules and regulations - they often follow their own ideas, or work in positions of authority. This <i>sub-trait</i> is common, for example, in entrepreneurial styles.
Influence	Influence is the second factor described by a <i>DISC graph</i> , and the 'I' of <i>DISC</i> . The communicative and socially confident style of those with high Influence tends to be balanced by a rather impulsive and sometimes even irrational approach to their life and work. The urge to relate to and impress those around them can lead such a person to act in highly expressive, and sometimes unpredictable, ways. <ul style="list-style-type: none">◆ Influence is not strongly represented in any of Mr Chauvet's <i>DISC graphs</i>.
Internal Profile	One of the three component graphs of a <i>DISC Profile Series</i> . This <i>graph</i> describes a person's 'inner' style, the type of behaviour that can be expected when they feel completely at ease. Conversely, this style can also sometimes be seen when certain people are placed under severe pressure, because such pressure limits their capacity to adapt themselves. The Internal Profile tends to remain more constant over time than its counterpart, the <i>External Profile</i> .
Job Match	A comparison of Mr Chauvet's <i>DISC</i> profile against one or more predefined <i>Job Profiles</i> . In each case, it is possible to derive an estimation of Mr Chauvet's suitability for a particular role, in specific terms of his behavioural style. The broad Job Match Analysis shows a range of such comparisons expressed in percentage terms, while a Specific Job Match Analysis compares Mr Chauvet's <i>DISC</i> profile against a particular <i>Job Profile</i> in a great deal more detail, providing a detailed investigation of different features.
Job Profile	A specialised <i>DISC graph</i> created to represent the ideal behavioural needs of a particular job or role. <i>Discus</i> is supplied with a number of standard Job Profile templates, and its built-in Job Profiler can be used to create or develop further Job Profiles as needed.
Match Score	An assessment of Mr Chauvet's suitability for a particular role, in behavioural terms. This is derived by comparing Mr Chauvet's <i>DISC</i> profile against a <i>Job Profile</i> , and is always expressed as a percentage value, where 100% represents a perfect match.
Open	A measure on one of the axes of the <i>Style Card</i> . Open people are friendly, trusting and ingenuous. They express themselves easily and value strong relationships with other people. Open individuals tend to work on an emotional level, revealing their feelings to others and being ready to sympathise with those around them. <ul style="list-style-type: none">◆ Mr Chauvet's <i>Style Card</i> places him low on the Open scale, suggesting that he is <i>Controlled</i> instead.
Passive	A measure on one of the axes of the <i>Style Card</i> . Passivity describes people who are patient and cautious. They prefer to avoid taking risks, and rarely take definitive action unless the pressure to do so is unavoidable. They dislike change or surprise, and will seek calm, predictable situations. <ul style="list-style-type: none">◆ Mr Chauvet's <i>Style Card</i> places him high on the Passive scale.
Phrase-based	A type of DISC questionnaire consisting of short descriptive phrases, as opposed to individual adjectives. A profile derived on a phrase-based questionnaire will have been completed directly by Mr Chauvet himself.

Planner	<p>'Planner' is a term used to describe individuals in the <i>Open</i> and <i>Passive</i> region of the <i>Style Card</i>, whose style is related to the <i>DISC</i> factor of <i>Steadiness</i>. The term describes a steady, amiable type of person, who is patient and persistent, dislikes change, and prefers to take time to plan carefully before acting (hence the name of the style). The full Planner is found in the bottom right-hand <i>segment</i> of the <i>Style Card</i> grid, but there are various subtypes: the <i>Communicating Planner</i>, the <i>Analytical Planner</i> and the <i>Balanced Planner</i>.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet does not belong to this type, according to his <i>Style Card</i>.
Planning Analyst	<p>The term used to describe an individual who, while falling in the cautious and reserved <i>Analyst segment</i> of the <i>Style Card</i>, also has some features in common with the <i>Planner</i>, meaning that they will tend to have a more open and amiable approach than a full <i>Analyst</i> type.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet is not a Planning Analyst, but he does belong to the broader category of <i>Analyst</i>.
Planning Communicator	<p>The term used to describe an individual who, while falling in the outgoing and expressive <i>Communicator segment</i> of the <i>Style Card</i>, also has some features in common with the <i>Planner</i>, meaning that they will tend to have a more patient and sympathetic approach than a full <i>Communicator</i> type.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet is not associated with this type of behaviour, according to his <i>Style Card</i>.
Power	<p>A type of <i>Strategy</i> recommended by the <i>Style Card</i>, indicating a style of behaviour to which a person will be particularly receptive. The 'Power' strategy relates to <i>Drivers</i> and associated styles. <i>Drivers</i> relish control and authority. Whatever their situation, they will seek to dominate the proceedings. To motivate them towards accepting an idea, therefore, it is important not to challenge this desire to dominate the discussion, but to appear receptive and even mildly submissive. By offering suggestions and hints, rather than attempting to directly control the <i>Driver's</i> decision-making process, they can be made more receptive to a proposal.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> suggests that he may respond to this approach, but will be more receptive to the <i>strategy</i> known as <i>Proof</i>.
Pressure Response	<p>A classification provided by the <i>Style Card</i> to describe Mr Chauvet's likely response in a pressurised situation, from a selection of four basic approaches.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> shows that, under pressure, he most likely either <i>Evades</i> or <i>Dictates</i>.
Profile Series	<p>A term describing the combination of <i>DISC Graphs</i> that provide a basic description of a person's behaviour. In <i>Discus</i>, the Profile Series consists of the <i>Internal Profile</i>, the <i>External Profile</i>, the <i>Summary Profile</i> and the <i>Shift Pattern</i>.</p>
Profile Tension	<p>A measurement of the difference between Mr Chauvet's <i>Internal</i> and <i>External Profiles</i>, showing the degree to which he is adapting his style to meet the perceived needs of his environment. The more <i>Adaptability</i> there is in Mr Chauvet's style, the more effectively he can do this, and so the report shows Profile Tension in conjunction with <i>Adaptability</i>.</p> <ul style="list-style-type: none"> ◆ Where Profile Tension is lower than Adaptability, as in Mr Chauvet's case, it is unlikely to result in significant negative effects.
Proof	<p>A type of <i>Strategy</i> recommended by the <i>Style Card</i>, indicating a style of behaviour to which a person will be particularly receptive. The 'Proof' strategy relates to <i>Analysts</i> and associated styles. An <i>Analyst</i> type will accept one thing and one thing alone - absolute proof that a proposal is sound. They will look into details and technicalities, and wish to explore issues of implementation and maintenance that other styles would quite possibly ignore altogether. It is vitally important that all of their questions are answered in full for them to feel motivated by a new idea.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Style Card</i> indicates that he will likely respond well to this <i>strategy</i>.
Questionnaire	<p>An indication of the source of the information used as a basis for Mr Chauvet's profile and its analysis.</p> <ul style="list-style-type: none"> ◆ The use of the <i>Phrase-based</i> questionnaire in Mr Chauvet's case shows that the results were derived directly from his responses to the questionnaire.

Recruitment Mode	One of two modes available for performing a <i>Job Match</i> . In this mode, Mr Chauvet's <i>Internal Profile</i> is used as a basis of comparison. Recruitment Mode is intended for use in situations where Mr Chauvet is unfamiliar with the needs of a role, so that the adaptations in his <i>External Profile</i> are unlikely to form a useful basis for comparison. As such, the factors of his <i>Internal Profile</i> will provide a better predictor of his behaviour in the longer term. The alternative comparison mode is <i>Assessment Mode</i> .
segment	One of the twenty-five squares that compose the <i>Style Card</i> . The <i>Style Card</i> is designed so that the population as a whole will be equally distributed between its segments, so each square will represent approximately one twenty-fifth (about four per cent) of the population.
Shift Pattern	A pattern of arrows shown against a standard <i>DISC graph</i> layout. The arrows indicate the movements of the four <i>DISC</i> factors between the <i>Internal</i> and <i>External Profiles</i> , indicating the shifts in <i>Dominance</i> , <i>Influence</i> , <i>Steadiness</i> and <i>Compliance</i> , respectively. Arrows moving upward on the Shift Pattern indicate factors that Mr Chauvet is tending to express more commonly in his behaviour, while downward arrows related to factors being shown less commonly by Mr Chauvet.
Steadiness	<p>The third of the <i>DISC</i> factors, Steadiness is shown third from the left on a <i>DISC graph</i>, and is represented by the 'S' of the name <i>DISC</i>. People of this kind are patient and sympathetic listeners, with a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. They also have a persistent approach, with powers of concentration that allow them to work steadily at a task. While other profile types might become bored or distracted, the High-S (that is, person with high Steadiness) will continue to work until they complete an assignment.</p> <ul style="list-style-type: none"> ◆ Mr Chauvet's <i>Internal Profile</i> shows a level of Steadiness consistent with the average, but his <i>External Profile</i> shows a much lower Steadiness level.
Strategy	<p>A summary designed to suggest the optimum approach to Mr Chauvet, and the most effective way to present ideas or proposals to him. There are four standard strategies, each beginning with the letter 'P'.</p> <ul style="list-style-type: none"> ◆ The <i>Style Card</i> lists <i>Proof</i> and <i>Power</i> as the optimum Strategies for communicating with Mr Chauvet.
Style Card	A useful graphical way of summarising Mr Chauvet's style, in general terms. The Style Card is subdivided into twenty-five <i>segments</i> , and the <i>segment</i> most closely associated with Mr Chauvet's behaviour is marked. Most <i>segments</i> have their own specific names - referred to as <i>Style Names</i> - and Discus is able to interpret each of these and provide a summary of its implications. Specific terms used in this summary are explained elsewhere in the Glossary.
Style Name	<p>The Style Name is a descriptive term associated with individual <i>segments</i> of the Style Card. It provides an immediate summary of Mr Chauvet's approach, which is then expanded on by a more detailed breakdown provided as part of the Style Card Analysis.</p> <ul style="list-style-type: none"> ◆ The Style Name associated with Mr Chauvet's profile is <i>Driving Analyst</i>.
Sub-trait	A specific measure within a <i>DISC</i> profile, based on the relationship between two <i>DISC</i> factors. In each case, two factors are compared, and their levels relative to one another provide a measure of the sub-trait. For example, profiles where <i>Dominance</i> is higher than <i>Compliance</i> display the sub-trait of <i>Independence</i> , and the greater the difference between the two, the more independent a person is. There are twelve sub-traits in total.
Summary Profile	The <i>Internal</i> and <i>External Profiles</i> provide valuable specific information about a person's attitudes and perceptions. In reality, however, a person's behaviour is rarely based completely on one or the other of these styles, and the Summary Profile combines information from the other two to present a view of a person's most likely behaviour style.
Trait Comparison	The trait comparison looks at individual factors within a specific <i>Job Match</i> , and uses these to build a list of particular strengths, and possible training requirements. These lists relate specifically to the job in question, and their contents can, and will, change from one specific <i>Job Match</i> to another.