

DISC & WHY Index[®]

Behaviour & Motivators

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Introduction to the DISC assessment

DISC is a communication assessment that describes various behavioural styles. It is commonly used in situations where understanding people's differences are beneficial, such as recruitment, team development, leadership development, sales development and communication.

Everyone has different behavioural styles. Some people call this personal chemistry, but behavioural style is also about how we react in various situations. Knowing and understanding each other's behavioural styles creates a more open corporate climate. The DISC is an assessment that is based on William Moulton Marston's ⁽¹⁾ DISC model. It provides a greater self-awareness and makes communication easier. The assessment describes an individual's natural behaviour (basic behaviour) and how he/she adapts to a certain environment or surroundings (adapted behaviour). The DISC highlights the various behaviours using colours.

In DISC language:

- D** Dominance – red
- I** Influence – yellow
- S** Stability – green
- C** Compliance – blue

⁽¹⁾ William Moulton Marston (1893-1947) who, in 1928, published 'The Emotions of Normal People'.

How to read the report

In this report, you will get a description of both your basic behaviour and your adapted behaviour. Your basic behaviour describes your natural behaviour. It reflects how you approach the people around you when you feel secure and relaxed. Your adapted behaviour reflects the changes you feel you need to make in order to fit into a given situation, at work for example.

Both high and low values in a DISC-factor affects your behaviour. The descriptions you get for each behavioural factor reflects your value in respective factors, even at low values. If you have two or more DISC factors above 50%, you may occasionally experience some descriptions of your behaviour as contradictory. That's because we use different behaviours at different times and in different situations. We can for example be open and talkative at times, while other times we are more thoughtful and reticent, depending on how we perceive the situation.

You will probably find that most parts of the report provide a good description of your behaviour, while other parts may seem less accurate. It is therefore a good idea to read the report with a pencil in your hand. You can for example put a plus sign in the margin for things you think are good descriptions, a minus sign for things you do not think are correct, and a question mark for things you need to think through or maybe discuss with someone who knows you well.

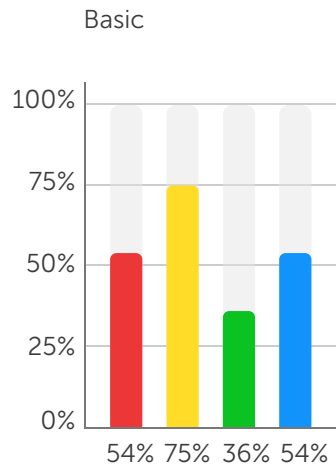
Basic behaviour

This section of the report describes your basic behaviour. When we are alone and can be ourselves or are with people we know well and trust, our natural behaviour emerges. It is a strategy we have developed in order to become successful and achieve our goals in life. Our basic behaviour consists of genetic conditioning and early learning. Once our basic behaviour has been established, no effort is required; we can just be ourselves. And it is also the behaviour we return to when we feel stressed and under pressure.

One of your main abilities is a sense of what is important. You think and act quickly and responsibly and can, without too much difficulty, adapt to unexpected changes. You also have a feel for factors that other people might not even notice. Your open and often direct communication style interacts effectively with your ability to achieve results.

Your fast pace means that you are sometimes able to act without having fully considered the consequences. This is particularly the case in relationships with other people. You have an understanding of tact and caution in communication with other people, but your forthright approach can lead to speaking before thinking.

Communication with other people is normally focused on concrete objectives. Although facts and details are important to you, your rapid comprehension skills can mean that you sometimes do not communicate this clearly.



The way you approach other people seems to vary depending on how formal or open the situation is. In more socially easy-going surroundings, you are able to exhibit a lively and friendly style, be open and be enthusiastic. If the situation is more formal or regulated, a more decisive and forthright side emerges. You can, therefore, be restrained and conceal the more social and sociable sides. It is in more formal situations, in particular, that the ambitious and driven aspects in your profile become more prominent and it is therefore likely that you also become more candid.

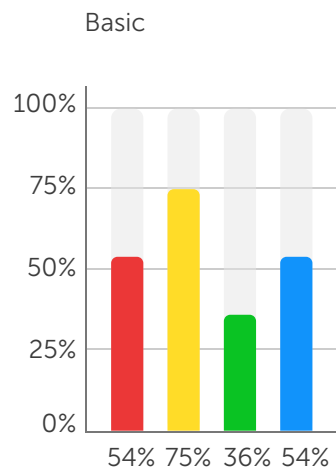
You have the ability to, while showing determination and gumption, also be aware of other people's needs. You also have a feel for rules and orderliness, which makes you less impulsive and unpredictable than similar extroverted profiles. While you wish to achieve success on your own merits, you also understand that sometimes you must sacrifice your own ambitions for the benefit of the group or company.

Basic behaviour, continued...

You are motivated by the success of your ambitions, being accepted and appreciated by others and feeling that your position is secured. When these factors come into conflict with each other, for example, when success means taking risks, then the relative strength of the various colours may provide an indication of how you are likely to act. Respect and appreciation are also strong motivating factors, which really get you to perform well.

You have strong social skills, but your personal ambitions can also affect how you cooperate with other people. You usually have little interest in small talk. The social side instead manifests itself by seeking excitement and interesting experiences and you can therefore become fairly excessive when you bring out this side of your multifaceted personality.

You have an understanding of structure and the need to draw up detailed plans. Your biggest weakness in this area is your lack of patience. You have difficulty maintaining the concentration necessary to draw up and follow complex, long-term plans. You also have a tendency to get bored quickly and therefore need variation and stimulation in your work. Your quick thinking and the adaptable way you approach tasks means that you easily lose interest in repetitive tasks. You therefore constantly need new challenges as an outlet for your talents.



This is how you communicate with other people in your basic behaviour.

Different behavioural styles have different ways of communicating with those around them. You could say that it is about typical ways of acting to convey a message to their surroundings. Below are a few possible descriptions of the way you communicate with other people.



- Your opinion is correct!
- You appreciate order and often have full control over what applies.



- The matter of responsibility is important to you, who does what and with what authority.
- You stand behind your decisions even if they encounter resistance.



- You often come up with ideas of your own and have trouble waiting for answers.
- You have a rapid and enthusiastic way of communicating.



- You like to believe the best of people.
- You are generous with praise and encouragement.

Consequences of your way of communicating

Everyone has a different behavioural style and could perceive your way of communicating in a way that you did not intend. You may need to bear this in mind as a consequence of your way of communicating.



- You can sometimes come across as a bit too assertive.
- You must be prepared that no matter how well planned a project is unforeseen things will occur.



- You can intimidate other people who cannot or do not want to take as much responsibility.
- You may need to listen more to what other solutions there may be to a problem.



- Your ambitions can be perceived by other people as disturbing the peaceful working atmosphere.
- Certain people around you may have trouble understanding you.



- You may need to be more critical towards other people.
- You may need to learn to express legitimate criticism also.

This increases your commitment

What interests one behavioural style is often not at all important to another. The things that trigger our enthusiasm are known as internal and external influencing factors. Please find below a few of these situations in which you would feel enthusiastic.



- to receive support for your opinion.
- to have a plan to follow.



- to take responsibility for ensuring that decisions made are carried out.
- to stick to a decision.



- to prefer to have a large number of stimulating tasks and few routine ones.
- to receive tasks that provide an outlet for your energy.



- to know that other people rely on you.
- to get praise and encouragement for your efforts.

Aspects of other people's behaviour that can annoy you

With some people you find cooperation easy, while aspects of others can annoy you. Think about which examples you feel describe you:

- When someone prevents you from making your own decisions.
- When someone is more of a yes-man instead of making decisions themselves.
- When someone is negative and critical.
- When someone just takes energy without giving anything back.
- When someone does not want to take part or even works against you in a task that you personally feel passionate about.
- When someone sucks the life out of you and other people and only questions how the task is to be carried out.
- When someone takes shortcuts and misses important information.
- When someone does not take overall responsibility and delivers substandard results.

Aspects of your behaviour that can annoy others

Even sides of you can annoy others. Think about in which situations and with which people these descriptions could apply to you:

- When you can make decisions on the spot that other people do not understand, cannot or do not want to go along with.
- When you are reluctant to take in new information.
- When you prefer to focus on creating a positive atmosphere within the team than get the task done.
- When you are unrealistic in your encouragement, particularly when things are a bit slow and extra concentration is required.
- When you are too consumed by your own priorities.
- When you do not understand that some things cannot be rushed.
- When you are unable to compromise.

Adapted behaviour

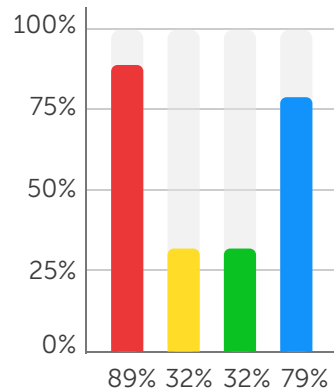
This section of the report describes your adapted behaviour. The description takes into consideration the situation you were focusing on when you completed the assessment. Depending on the situation, we may feel that we have to make certain adjustments in order to succeed with our intentions. This means that sometimes we have to suppress or highlight various aspects of our basic behaviour to be able to handle various situations better. All of these adjustments require a certain amount of mental energy and can sometimes result in us feeling under pressure. Through conscious choices, however, we are able to "teach" ourselves behaviour that can eventually become a natural part of our basic behaviour.

You become driven and ambitious, but balance this against the need to achieve a reliably and carefully executed work of a high quality. Precision and attention to detail are important to you and you do not hesitate to correct errors and mistakes.

You concentrate on facts and measurable issues, and readily develop effective methods and procedures in order to achieve satisfactory results.

In your communication with other people, you are often brief and focus on practical matters. You prefer discussions to be held on a factual level. It becomes important for you that things are done in the right way. You can therefore dedicate quite some time to research and, albeit to a lesser extent, consultation. You are keen to protect yourself from negative consequences and are keen to first contemplate what repercussions a decision could have for you.





Adapted

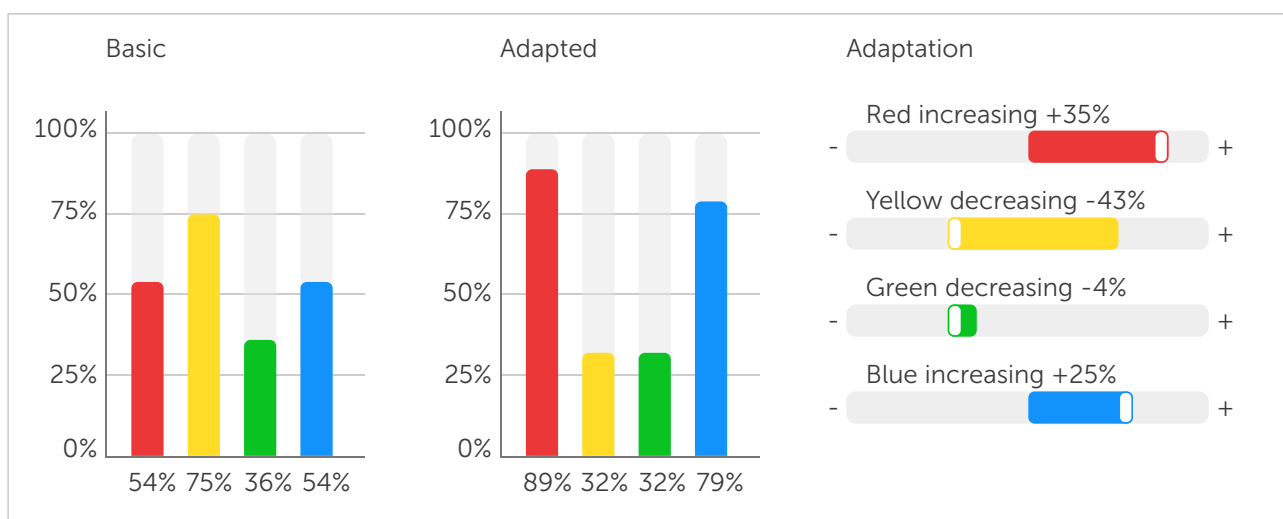


You thrive with change and variation, and are often eager and impatient. You can sometimes find monotonous and routine tasks difficult. Where you would easily get bored. You have a real need to be constantly busy and often feel that you have too much to do in far too little time. You are energetic and independent and can have trouble sticking to traditional methods. Sometimes it can be a good idea to slow the pace a bit and pay more attention to your surroundings, so that you can see the bigger picture more clearly.

How you adapt

Adaptation is about changing your behaviour to meet the demands that you feel those around you have. That includes other people, events, circumstances and demands of a situation. Based on your responses in the assessment, here are a few examples of how you normally feel that you must adapt. The table below explains generally what happens when a factor increases or decreases.

Decreasing		Increasing	
More humble and compliant		More independent and self-propelled	
More structured and organised		More self-confident and friendly	
More independent and increased pace		More stable and persevering	
More fearless and unconventional		More focused on facts and details	



In your adapted behaviour you tend:



- to be able to comprehend complex systems.
- to not leave anything to chance when you take on a task.
- to use logical arguments when you want to influence other people.
- to be knowledgeable and well-read within your field.



- to rather be the one who decides than the one who asks for advice.
- to expect that other people will do as you say.
- to go for daring projects, sometimes with high risks.
- to believe in yourself even when you have limited information about an issue.



- to use your enthusiasm to be able to create motivation in the group.
- to be the engine of the operations.
- to feel stressed when you do not have enough to do.
- to want to be the one who takes the initiative in various matters and issues.



- to be a judicious person who assesses facts objectively.
- to make calculated risk assessments.
- to be careful when it comes to disclosing information to people you don't know.
- to prefer to maintain a certain distance from other people.

This is how you communicate with other people in your adapted behaviour

Different behavioural styles have different ways of adapting to their surroundings. You could say that it is about typical ways of acting to convey a message effectively to their surroundings. Below are a few possible descriptions of the way you communicate with other people in your adapted behaviour.

In your adapted communication you strive to:



- substantiate your reasoning with data, statistics and logic.
- be methodical and not leave anything to chance.



- believe other people should do as you say.
- take command and lead the way.



- be convincing and unambiguous about what you personally feel is important.
- come up with your own suggestions and ideas.



- preferably observe and let other people make the first move.
- assess risks and do things in the right order.

Consequences of your way of communicating in your adapted behaviour

Your way of communicating can sometimes be received in a way that you did not intend. You may need to bear this in mind as a consequence of your way of communicating.

Possible consequences when you communicate in your adapted behaviour:



- You may need to remember that sometimes you have to make decisions with limited information.
- Remember that all tasks do not demand the same preparation to achieve good results.



- Keep in mind that with more information, your environment can become more cooperative.
- Before you move ahead with an idea you may need to test it on someone else.



- You can come across as a little too pushy and driven.
- Your ambitions can be perceived by other people as disturbing the peaceful working atmosphere.



- Some people can perceive you as a little too hesitant.
- You can come into conflict with more spontaneous people who prefer to take chancy decisions.

This is how you can increase your efficiency in your adapted behaviour

In your adapted behaviour, you are able to develop your ability to cooperate with other people and carry out your tasks more efficiently. Below are a few suggestions of what you may need to bear in mind.

To develop your adapted behaviour you may need other people who:



- help you look up from what you are doing so you do not bury yourself in details.
- have the courage to act without having all the details in place.



- weigh up the pros and cons.
- work with risk assessment.



- can supply you with new duties.
- are attentive to your ideas and suggestions and help you to put them into practice.



- are prepared to take a few risks.
- are more inclined to take action.

Things to consider in your adapted behaviour:



- Sometimes top quality is not necessary.
- Other people see and do things differently.



- Sometimes you may have someone that contradicts you.
- Be less domineering and controlling.



- Reduce your pace so other people can keep up.
- Learn how to communicate with people that are less dynamic than you.



- Listen to those around you more before choosing your route.
- Even sweeping thoughts can contain something meaningful.

Possible contributions in your adapted behaviour

All behavioural styles have qualities that are important to the organisation in which they work. Below are a few possible contributions in your adapted behaviour.



- You think systematically and want time to plan before you initiate a task.
- You often have a good understanding of complex systems.



- You have an ability to quickly see new opportunities.
- You are willing to test new solutions to a problem.



- You bring energy to your surroundings.
- You are enterprising and entrepreneurial.



- You always do a risk assessment before you take a stand on an issue.
- You seldom act impulsively.

What do the differences between basic and adapted behaviour mean?

The difference between your basic behaviour and your adapted behaviour reflects the changes you feel you need to do to fit in with a particular situation, such as in the workplace. Have you thought about why you make these adaptations?

1. In what situations, do you feel you have to adapt like this?

.....

2. With what people do you adapt like this?

.....

3. Are there certain work-tasks that make you adapt like this?

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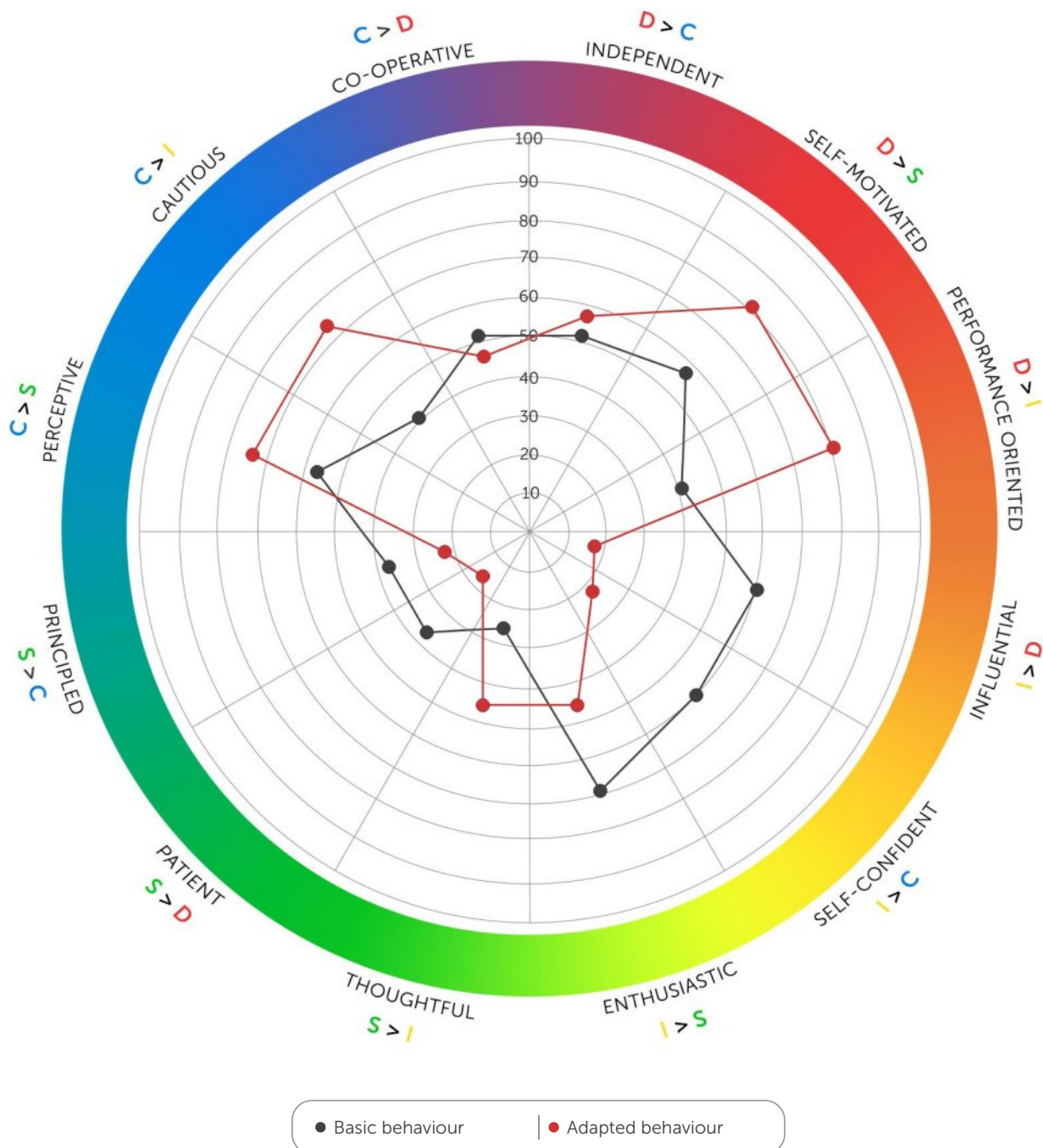
4. What do you think is the reason for these adaptations?

.....

.....

Behavioural tendencies in your behavioural style

By putting the four colours against each other, we are able to gain a clearer understanding of which behavioural tendencies are prominent in a profile. We can get 12 of these combinations in total, one for each possible pair of factors. If a person has, for example, a higher score in Red than in Yellow, then we can tell that we are looking at a performance-oriented person who does not consider communication or social interaction to be of much importance. When the colours switch place and the Yellow score is higher than the Red score, then we can expect to see someone who is more influential, extroverted and sociable and who is keen to be involved in influencing other people in a friendly way. Similarly, we can compare Red to Green, Red to Blue, and so on. The greater the difference between the two factors, the more prominent the behavioural tendency in question.



Introduction WHY Index®

WHY Index® is an assessment of your personal motivations. The tool is helpful in many situations where people's similarities and differences are important. For example, it can be used in fields such as personal development, recruitment, group development, leadership development, sales development, conflict management and also in terms of communication and collaboration in a broader perspective. Why Index® measures and describes both the HIGH and LOW values in the different indicators and shows what you are searching for and gives you energy, but also what you want to avoid or causes you stress or conflict.

The Why Index® report describes why you act in a certain way based on your personal values and attitudes. WHY Index® also helps you understand why you make certain choices and how you interact and collaborate with your surroundings.

Time & Money	- Your relation to profit and loss.
Theoretical problem solving	- Your view on information and news.
Environment	- Your feeling for the surrounding environment.
Autonomy	- Your view on power and influence.
Social consciousness	- Your approach to other people.
Progress	- Your view on learning and development.
Procedures	- Your approach toward rules and regulations.
Practical problem solving	- Your approach toward challenges.

Background

What then is the motivation? It is important to distinguish between extrinsic motivation – doing something to get a reward, and intrinsic motivation – doing something out of desire. Most of us relate the concept to feeling pleasure, joy and commitment in what we do. In spite of that, money is perhaps the most common way to create motivated employees. But it is not without its problems, and possibly not even the most cost-effective way. In the long run, this could mean that people lose their intrinsic drive and instead become dependent on extrinsic rewards for wanting to perform.

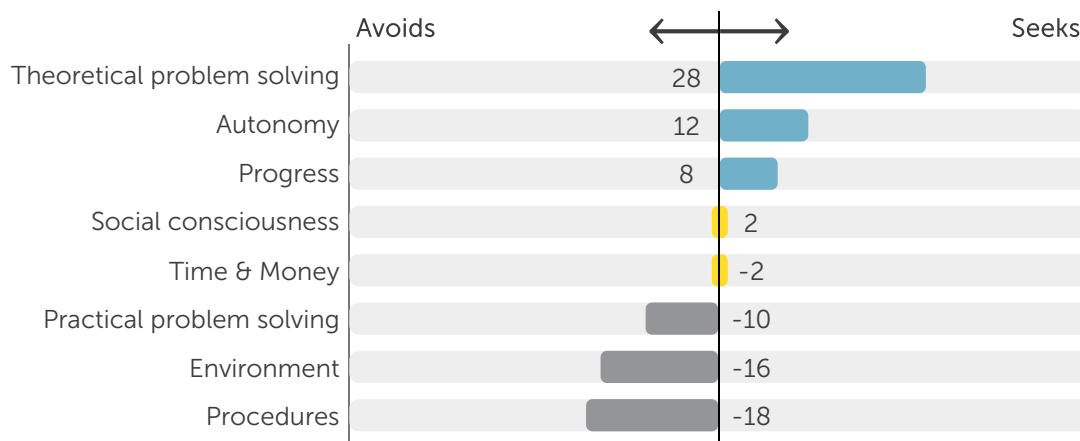
One can say that there are three main principles when it comes to intrinsic motivation:

- Autonomy – people who make their own decisions become much more interested in the outcome.
- Mastery – people who find that they improve within their profession become much more likely to take on challenging tasks and drive development forward.
- Purpose – people want to feel that what they do serves a meaningful purpose greater than themselves.

An organisation or employer cannot create intrinsic motivation in people. What is possible is to create the right conditions for them to flourish. The need for personal development has been shown to have a significant positive effect on intrinsic motivation. People with this need, have a greater desire to grow in their work and therefore, an even larger intrinsic motivation to perform well. If there are opportunities for personal growth within an organisation, there is thus great potential for highly intrinsic motivated employees.

WHY Index® – 8 Motivators

The texts below describe your personal WHY Index® Motivation profile. The graph shows your score on each of the 8 WHY Index® motivators in descending order of priority, from the highest to the lowest value. The right side of the graph (positive values) shows what you seek. The left side (negative values) shows what you avoid. Each motivator is described in a specific way according to your particular values.



Seeks



Theoretical problem solving

You prefer to rationally and impartially investigate different circumstances without letting personal feelings, interpretations, or prejudices affect your conclusions. For you, it is crucial to have a full understanding of a question before you decide. You like to look for facts, information and to discover the bigger picture. It's a pleasure to know things! You like to take a pensive attitude and can sometimes ignore an object's beauty, practical use or economic value. You like to find and understand the relationships between things. You observe reality through critical and rational eyes.



Autonomy

You know what you want and are prepared to argue your views. Even if you face stiff resistance, you will not lose your focus. Your motto could be: *Where there is a will, there is a way forward.* Control and, to some extent, power are important to you. Control can be expressed in different ways –as self-control, as control over other people and control over situations. You may also express a desire to control important decisions and decide when, how and what resources to use.



Progress

You believe that personal development is a lifelong process. It is a way for people to develop their skills and qualities, find meaning in life, and thus set long-term goals to achieve and maximise their potential. You are interested in personal development and well-being. You typically thrive in environments that allow for creative and innovative thinking. Your need for personal development may be expressed as a desire to try out your own or others' ideas.

WHY Index® – 8 Motivators, continued...

2

Social consciousness

You can familiarise yourself with another person's feelings and would like to try to alleviate their suffering. Being a good listener is one of your natural qualities. You often can turn and reverse a problem to come up with a proper solution. You are interested in other people, teamwork and general well-being. You are often perceived as friendly, pleasant and selfless. You may sometimes be willing to sacrifice your own earnings (e.g. in the form of time & money) if it turns out to be a loss for someone else.

Avoids

-2

Time & Money

Your attitude toward money is often relaxed and unpretentious. Your ambition is not to increase your financial assets at all costs, but rather to see them as a means of enjoying life's pleasures. You are cautious and you seek the opportunity to be part of a context that gives you a sense of security and belonging. When and if you invest, you consider the practical and visible benefits rather than pursuing personal gain. You are generous with both time and money, especially with people you know and trust.

-10

Practical problem solving

Your experience tells you that manuals often facilitate the solution of a task. When there is already a description of how to proceed, it is unnecessary to change it. You prefer to seek help from others when it comes to planning, building, assembling, repairing and fixing things, from small to large. Sometimes you may feel a frustration between theory and practice. You can read and understand an instruction but sometimes find it difficult to see the end result. Your network of helpful people is worth its weight in gold.

-16

Environment

For you, it is more important to present a solution to a problem that works. The fact that the look can leave something to wish for does not matter. Beauty is subordinate to function. You see your surroundings, design and beauty as less important. Rather, you look for how things work and how they work together. You are not attached to stylish, beautifully decorated surroundings, rather you prefer a more rational and functional environment or workplace.

-18

Procedures

You are willing to respect and accept opinions that are different from your own. Your basic view is that man should be able to decide on their own life. New ideas are always refreshing and can lead everyone to gain a better life. You see life as flexible and changeable and full of possibilities. You don't build your life on traditions. You prefer to explore and are open to new solutions, new approaches and new possibilities. This approach to life can sometimes lead to communication problems with people who have a more traditional view of life.

Energy

To manage and develop what motivates and drives you, it is important that you understand different aspects of your own and others' response in different contexts. Some situations give you energy, others cause you to lose it, while others generate resistance or even conflict. The dynamics between the different motivators define your way of relating to the environment. In this part of the report, we propose several approaches for you to think about. Some descriptions will seem obvious to you; some may be blind spots, and others may be more sensitive points.

It gives you energy when:

- you are allowed to reason and investigate different angles before making a joint decision.
- you overcome resistance and receive the praise and the recognition you deserve.
- you and the people around you can discuss how you will reach your goals, individually or jointly.
- you succeed in helping another person find a solution to a difficult problem or dilemma.
- you are allowed to give yourself a treat and live on the golden edge of life.
- you collaborate with people who see the solution of a problem in the same way you do - follow the instructions without any deviations, and most things will be solved!.
- the goal is to develop a working and functional product with no regard to the appearance.
- you are brave enough to stand up for yourself.

It makes you lose energy when:

- people let emotional arguments influence a decision.
- people in your surroundings are not interested in change and development.
- your will to help is not appreciated by the person in question.
- it turns out that most things in life, after all, are about money.
- unnecessary time is spent solving a problem that, according to you, has been fixed.
- the function is not a priority.
- rules become an excuse to restrict the personal freedom of others.

Conflict / Suggestions

To develop and understand what drives and motivates you, it is important that you learn to identify circumstances that can affect you negatively. Sometimes a situation can cause you to lose energy, create tension or even generate conflict. The dynamics of the different Motivators define how you relate to your surroundings. In this part of the report, you will find some possible descriptions and situations that may create conflicts. You will also find several suggestions of what you can think about to avoid unnecessary tensions with those around you.

It can create conflict when:

- you have not been able to influence a decision that you consider to be wrong and which lacks a factual basis.
- you end up on a collision course with someone who argues for opinions other than yours.
- you are discouraged in your quest to develop and reach your goals.
- you find that you have spent too much time helping others, and your tasks are affected.
- you are accused of misusing financial resources.
- someone wants to find a better solution to a problem for which there is already an accepted solution.
- the discussion about, e.g. which colour shade to use can take an unreasonably long time instead of investigating if the product/service actually works.
- on different topics, only one opinion is allowed as the right one.

Things for you to consider:

- Sometimes it can be valuable to listen to more emotional arguments as well.
- Willpower can be compared to a muscle that gets tired from overuse. Therefore, use it at the right times.
- Some people are happy with life as it is, without always having to learn new things.
- Caring for others is positive, but don't forget the real area of responsibility.
- There is a level where more money will not make us happier.
- Sometimes there are no manuals available!.
- Sometimes the look can be more important than the function.
- Taking unexpected roads and departing from the group is painful and sometimes hurts.

Motivational Indicator Radar



The graph above represents your value on each of the 8 motivators of the WHY Index®. Each motivator is presented with 3 different indicators that corresponds with the strength of your motivator. Feel free to use a pen and mark the Indicators/adjectives shown around the graph that you recognise in yourself. Leave unchecked the indicators you do not recognise.

Then copy the marked indicators/adjectives to the left side of the next page of the report. Please, keep the indicators separated per Motivator. On the right side, you can then reflect on how these Indicators/adjectives affect you in different situations, for example, at work, in collaboration with...

Start with situation 1 and try to think about how the different Motivators and their respective marked Indicators affect you. Then continue with the next situation until you have finished with all the situations. If you want, you can create your own situations and use the Motivators and Indicators to analyse more situations. The same Motivators and Indicators can be used in several different situations.

Profile card

This page contains your personal profile card. Cut out the image/graph along the lines, fold it in half and then laminate it.

