



DISC Benchmark Profile

A Benchmark Profile for **Accountant**

Personalized Report For: Sample Report

12/6/2016

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Inside This Report

How to use this Report

The Fitness report evaluates job candidates by first measuring and then identifying how the candidate's typical behavioral style matches the behaviors required by job. Use this report to identify and measure how each candidate's behavioral style matches the job requirements.

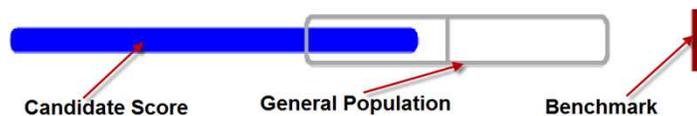
Understanding Integrated Behavioral Fitness

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

Job Profile Fitness

The fitness rating is scored on a scale between 1% and 100%. The fitness rating represents the strength of the relationship between the candidate's behavioral style and the behavioral requirements of a specific job.

The higher the fitness rating, the more able the candidate's natural behavioral style can be applied to the task of getting the job done consistent to the job profile.



Candidate Profile

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

Job Profile

The Job Profile is an overview of specific behavioral elements relevant to the job

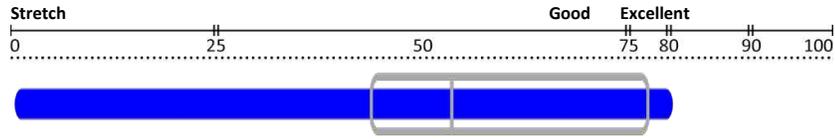
Applying Fitness Rating

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

Job Profile Fitness: Sample Compared to Accountant



Fitness Rating: 79%



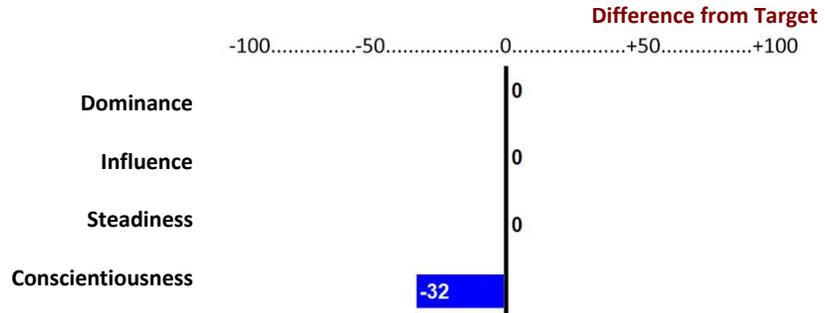
Behavioral Style: Examiner

Blue bar = individual score Red hash mark = benchmark Grey range = general population.

Description of difference from target (right)

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

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



Sample Style Fast Facts:

Integrated Compatibility Rating: **79%**
 Style Category: **Steadiness**
 Style Name: **Examiner**
 % of General Population with same style: **4%**

Individual 'Performs Best' When

- A job culture in which your critical thinking skills can be maximized.
- Freedom from constraints, direct supervision, and process bottlenecks.
- A close association with a small group or team, rather than a shallow association with a large number of people.

Strengths Individual Brings to Role

- You persuade others on the team through perseverance and determination to get the project completed.
- You demonstrate a tireless work ethic in solving complex problems.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.

Accountant Style Fast Facts:

Integrated Compatibility Rating: **100%**
 Style Category: **Conscientiousness**
 Style Name: **Formalist**
 % of General Population with same style: **15%**

Ideal Individual 'Performs Best' When

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

Ideal Individual for Role Bring

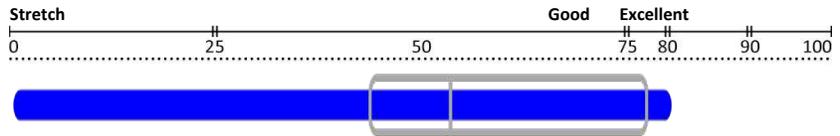
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You will take calculated, educated risks only after a thoughtful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

Job Profile Fitness Continued: Sample Compared to Accountant



Behavioral Style: **Examiner**

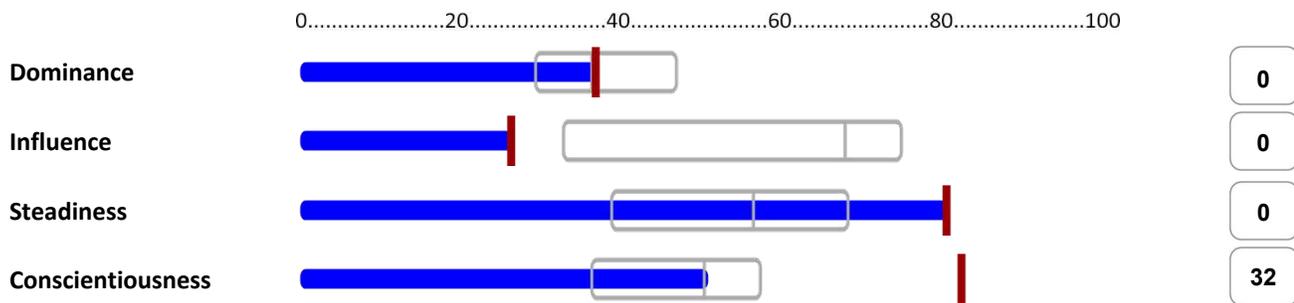
Fitness Rating: 79%



Blue bar = individual score Red hash mark = benchmark Grey range = general population.

(4) DISC Factor Comparison: Sample

Difference from Target



12 Behavioral Tendencies – Summary

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

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

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

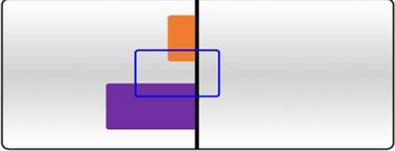
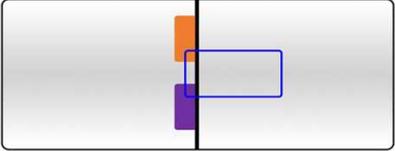
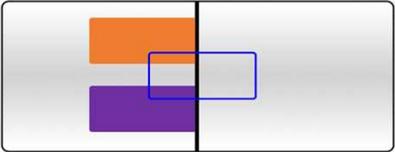
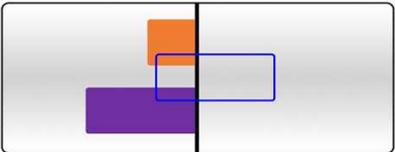
12 Behavioral Tendencies – Details & Graphs

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

Interpretation Notes:

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

	Situational
<p style="text-align: center;">Self-Reliance</p> <p>Sample (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p> <p>Accountant (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p>	
<p style="text-align: center;">Personal Drive</p> <p>Sample (LM): Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p> <p>Accountant (LM): Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p>	

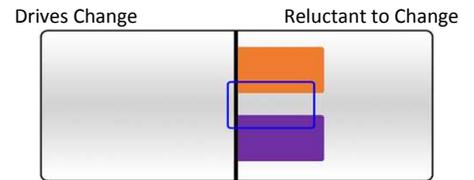
<p style="text-align: center;">Providing Instruction</p> <p>Sample (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives.</p> <p>Accountant (LM): You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol.</p>	<p style="text-align: center;">Situational</p> <p>Reserved & Detailed Directive & Compulsive</p> 
<p style="text-align: center;">Building Rapport</p> <p>Sample (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p> <p>Accountant (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p>	<p>Results-Focused Relationships-Focused</p> 
<p style="text-align: center;">Customer & Team Interaction</p> <p>Sample (LM): You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.</p> <p>Accountant (LM): You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.</p>	<p>Supporting Engaging</p> 
<p style="text-align: center;">Expressing Openness</p> <p>Sample (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p> <p>Accountant (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p>	<p>Structural Social</p> 

Situational

Change Resistance

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

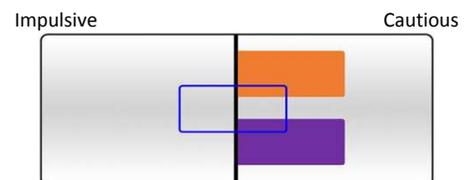
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Careful Decision Making

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

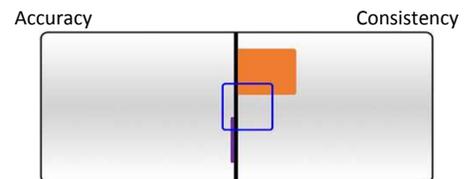
Accountant (HM): You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let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



Work Process Alignment

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

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



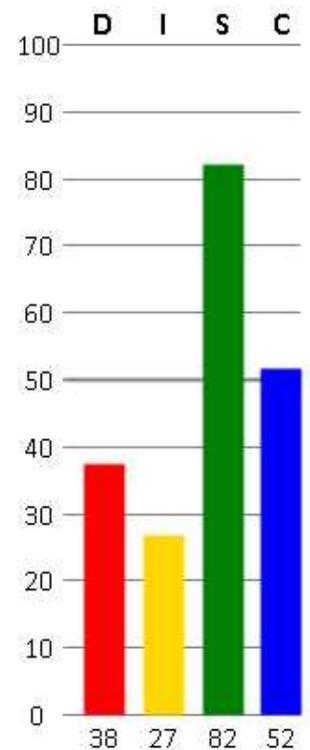
		Situational
<p>Prioritizing</p> <p>Sample (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.</p> <p>Accountant (HM): You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p>		
<p>Reasoning</p> <p>Sample (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p> <p>Accountant (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p>		
<p>Accuracy</p> <p>Sample (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.</p> <p>Accountant (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning.</p>		

Sample’s Behavioral Style: Overview

Sample’s Behavioral Style: **Examiner**

Examiner Style Overview

- Emotional characteristic: May appear disinterested and behaviorally restrained.
- Goals: To gain the authority from identified organization structures and positions.
- How others are valued: Other's ability to effectively use logic and data.
- Influences group: Through persistence, tenacity and steady focus.
- Value to the organization: Brings a fact-based grounding to a team combined with the ability to work individually or with others effectively.
- “Watch-out-for”: Can become undiplomatic and question other motives.
- When under pressure: Can internalize stress, be slow to let go of mistakes and become non-communicative.
- Fears: Loss of ability to focus individually on the facts and supporting theoretical rather than practical concepts



Sample Strengths:

- You always follow through, with a strong emphasis on completeness.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.

Sample Potential Areas For Improvement:

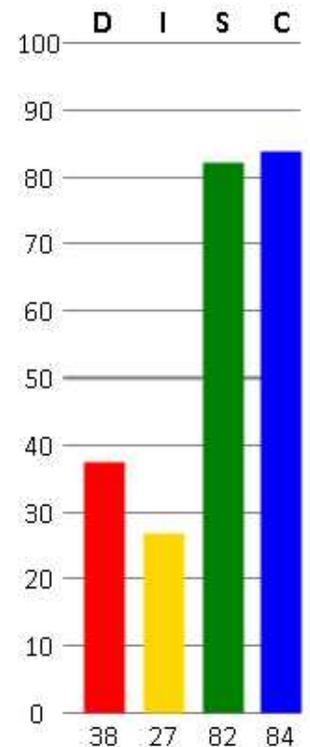
- You may become rather stubborn once your mind is made up on a decision.
- You may affect morale with your tendency to focus on results over attention to team members. You may need to take a softer approach at times.
- You may dispense strong criticism, and even sarcasm, when others don't measure up to your standards.

Job Profile (Benchmark): Accountant Overview

Behavioral Style: **Formalist**

Formalist Style Overview

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



Accountant Strengths:

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

Accountant Potential Areas For Improvement:

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

Applying Fitness Rating

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

Your behavioral style fitness rating places a candidate's fitness compared to a specific job benchmark. A three-level rating system is used ranging from stretch to excellent to further clarify the fitness rating.

A candidate's fitness % rating is viewed as their style's behavioral "distance" from the job style target.

1st Consider the fitness rating score like a score you are familiar with on a scale from 1 to 100. The higher the fitness rating score, the more confident you can be that the desired behaviors you want for a specific job will be observable with this candidate.

2nd Remember that in human relationships, opposite attract because each person has something that other feels will be desirable. However, in the behavioral style fitness rating, attracting opposites is not our goal. Our goal is to reduce the behavioral uncertainty between the behaviors of a candidate and the targeted behaviors for a specific job.

3rd A fitness rating of .75% means that the candidate and the job profile share .75% of the target behaviors whereas 25% of the behavioral style is different. To understand which behaviors are similar or different, look at the 12 factors and four factor details on page 4 of this report.

Please note: When interpreting behavioral style ratings, the lower the fitness rating, the more you can expect the candidate will revert to their natural behavioral style under stressful work conditions caused by the natural demands of the job.

4th There are certain job profiles that are very unique and not easily found in the workplace. While a candidate's job profile rating may appear lower than desired, the candidate job profile rating may be the "best of the worst" scores.

In these situations, you may need to take two actions: (1) focus on specific attributes of the candidate (use either the (12) factor analysis or (4) factor analysis on page 4) that **must** fit the job profile and (2) use other work structures, reminders or support for the candidate in those areas that the candidate falls far from the target behavior (see the 12 factors).

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

6th Excellent Fitness Ratings means the employee/candidate will spend less energy adapting their behaviors to the behavior required of the targeted job role.

A **Good** Fitness Rating means the employee/candidate will need to be reminded from time to time of their behavioral effectiveness in their role.

A **Stretch** Fitness Rating means the employee/candidate will need to facilitate their behavioral effectiveness through consistent timely feedback about their behavioral effectiveness.