



## Personalised Description and Success Strategies

- General Characteristics

Accurate Accountant  
06.07.2009

This report is provided by:

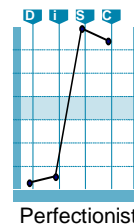
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## Behavioural Highlights

*This section lists the potential strengths of Accurate's behavioural profile. Personalise the information using these steps: <1> Put a check mark next to the statements that you think accurately describe Accurate's behavioural style. <2> Put an X next to the statements that you feel do not describe Accurate's behavioural style very well. <3> Write in comments to modify the statements to make them more descriptive.*

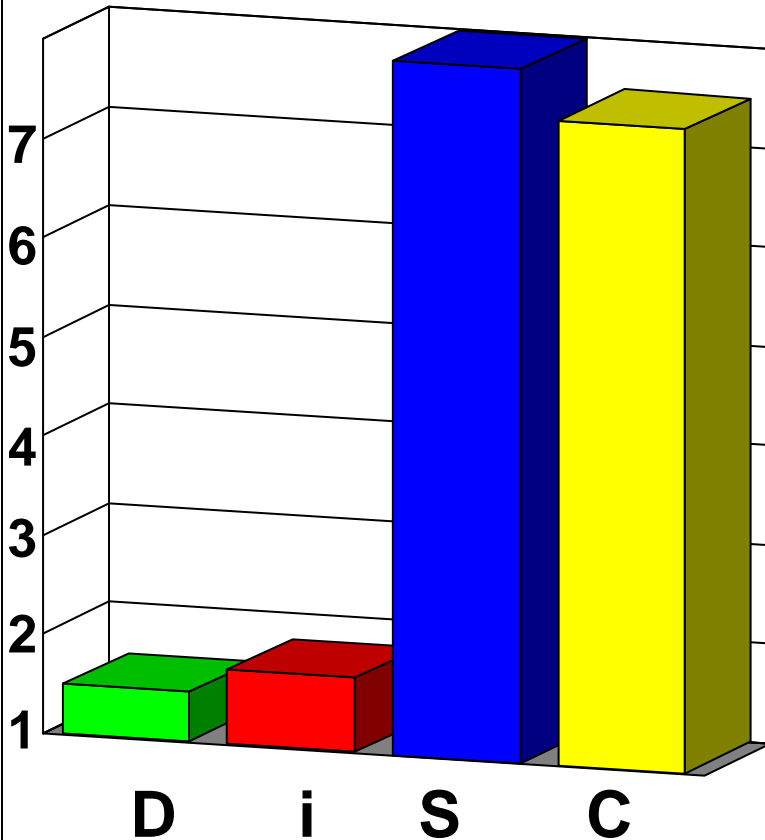


### **Some of Accurate's behavioural strengths may be**

- Accepting of other people's ideas
- Likes to co-operate with others to get results
- Willing to extend himself to meet other people's needs
- Works to create a predictable, stable environment
- Good at calming people who are upset
- Analyses situations or problems, weighing the pros and cons
- Values accuracy, quality and correctness
- Systematic in his approach to situations or activities
- Tactful and diplomatic in his interactions with others
- Uses subtle or indirect approaches to resolving conflict



# Personal Profile System® Graph



The DiSC® Dimensions of Behaviour model describes behavioural patterns in terms of four tendencies. They are briefly defined below:

**D Dominance:** People with a high "D" behavioural tendency seek to shape their environment by overcoming opposition to accomplish results

**i Influence:** People with a high "i" behavioural tendency seek to shape their environment by influencing or persuading others.

**S Steadiness:** People with high "S" behavioural tendency seek to co-operate with others to carry out their tasks.

**C Conscientiousness:** People with high "C" behavioural tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioural tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioural responses.

Name: Accurate Accountant  
 Date: 06.07.2009  
 Classical Pattern: Perfectionist

Completed by: Self  
 Environmental Focus: Work

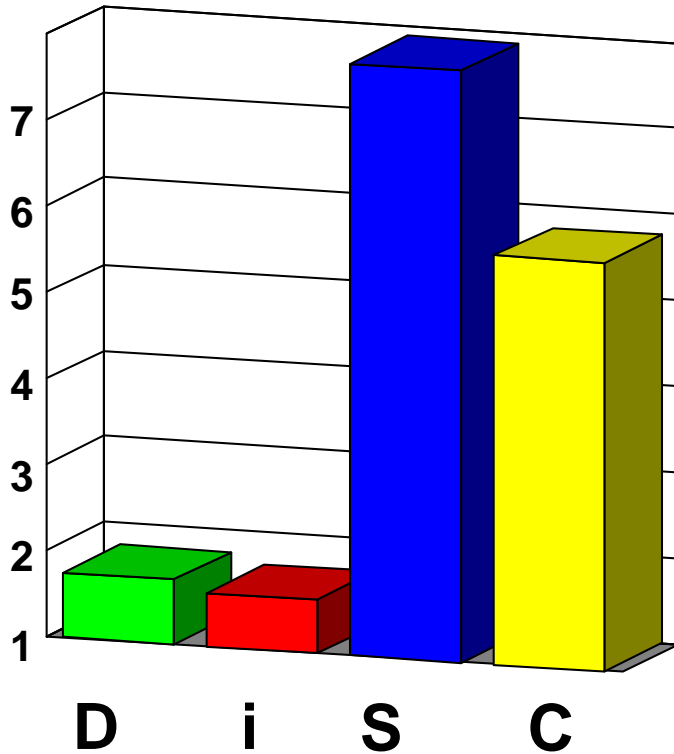
The above graph displays the relationship of the four behavioural tendencies in Accurate's profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the *DiSC PPSS* is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.

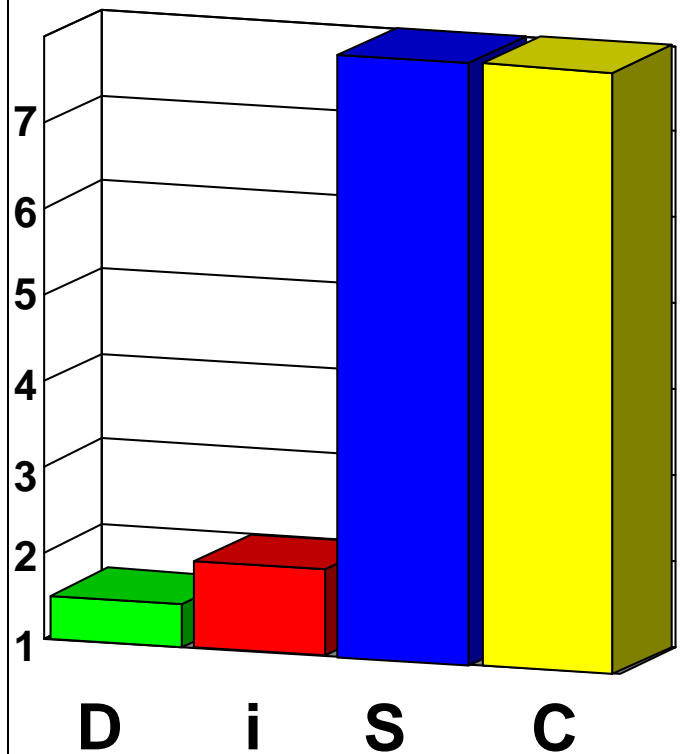


# Personal Profile System<sup>®</sup> Graph

## Graph I



## Graph II



Name: Accurate Accountant  
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 Classical Pattern: Perfectionist

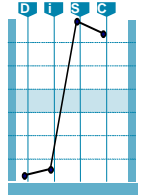
Completed by: Self  
 Environmental Focus: Work

Some people find additional understanding of themselves by looking at any differences between their responses to their MOST and LEAST choices. Because you have responded to the same question "How do I see myself?" for both choices, it is likely the information will be the same. If there is a significant difference in the Profiles, you may want to ask yourself some questions about the factors that influenced your choices as you responded. The composite graph (Graph 3) reflects the combination of your most and least choices and is typically the most comprehensive description of your overall Profile. This composite Profile is used for all the information contained in your reports.



# Behavioural Overview

*The following narrative, based upon the profile responses, provides a general overview of Accurate's natural behavioural style in the environment. This section is designed to provide a broad overview of his natural, most comfortable behaviour. Accurate's actual observed behaviour may be somewhat different due to modifications based on the demands of the situation, the expectations of others and his personal values. Review and discuss the information, deleting the portions that do not seem applicable and highlighting the portions which may be most relevant and useful.*



Perfectionist

Accurate tends to be a precise, systematic thinker who may prefer to follow established procedures. Tending to be extremely conscientious, he may use particular effort in any activities that require attention to detail and accuracy. He may be restrained and cautious in most everything he does. Tending to be deliberate and methodical, he may be very competent in doing things correctly. He may also tend to caution others to maintain these same standards.

Desiring stable conditions and predictable activities, Accurate may be most comfortable with a clearly defined work environment. He may want to know precisely what is expected of him, the time available to complete the activity and the criteria for evaluation. He may tend to be very uncomfortable with uncertainty. He may prefer to pass up some career opportunities in exchange for a feeling of security and stability.

Tending to have very high expectations of himself, Accurate may also have similarly high expectations of others. In fact, he may evaluate others by very precise standards. Unfortunately, these standards and expectations may be unrealistic. This may result in disappointment and a loss of confidence in the efforts of others. It may be important, therefore, for Accurate to regularly re-examine his standards in the light of realistic expectations for the current situation. Still, his high standards may set an example for quality performance and pride in one's performance.

His tendency for conscientious attention to standards can be very valuable to the organisation. He naturally tends to be attentive to details. He tends to be willing to take the time to learn how to do a task correctly. He may want to know exactly how something works. However, others may find his persistent questioning and requests for repeated explanations and demonstrations annoying.

Accurate may tend to overuse standard operating procedures. He may be inclined to use established procedures in new situations. In a position of responsibility, he may want to develop written procedures for every aspect of an activity. He may expect others to stick to those established practices. Accurate may also tend to become overly dependent on the opinions of others. He may regularly solicit opinions from respected superiors and co-workers in order to build confidence in his own decision.

Tending to be cautious, Accurate may be very sensitive to tension and conflict. Desiring an emotionally stable environment, Accurate may tend to dislike conflict and antagonism. He may prefer to get out of an antagonistic situation as quickly as possible. If he cannot avoid dealing with a conflict, he may use a diversionary approach. He may try to move to a more neutral topic, establishing some common ground, or complimenting the other person. When pressured, he may become extremely tactful and diplomatic, thus preventing or delaying resolution of the conflict.



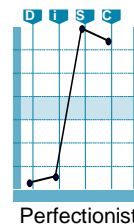
## Behavioural Overview

In approaching a new problem or decision, Accurate tends to rely heavily on past practices and tested solutions. He may solicit opinions from those around him whose judgment he respects. He may carefully gather and logically analyse all the information and move toward a decision; however, this can be a very slow process. Others may become upset with the time required for Accurate to decide. Once a decision has been made, he tends to follow through completely and accurately. He may resist making any changes until the initial decision has been fully implemented and tested.



# Motivating Factors

*People have different sources of motivation and different goals based on their most preferred behavioural tendencies. This section lists those factors usually found to be most motivating to someone with Accurate's behavioural tendencies. Some of these factors may not apply to Accurate because he may have modified his behaviour due to his life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Accurate's behaviour. Review and revise as necessary.*



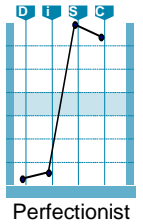
## **Accurate may be motivated by:**

- Situations where he can work co-operatively with others
- Providing needed support to others through products or services
- Having clearly defined areas of responsibility and authority
- Maintaining a predictable, orderly environment
- A harmonious, informal, friendly work environment
- Environments where loyalty is rewarded with job security
- Environments where he can perform to his own standards
- Control over those factors that affect the quality of his performance
- Environments where quality and accuracy are rewarded
- Being "right"
- Logical, systematic approaches



# Preferred Environment

*People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Accurate might find most desirable based on his behavioural tendencies. Some of these factors may not apply to Accurate or may appear contradictory because of the differences between the tendencies that describe Accurate's behaviour. Review and revise as necessary.*



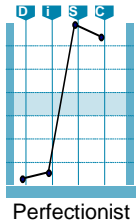
## **Accurate wants an environment that provides:**

- Predictable tasks and activities
- Friendly, informal, co-operative involvement with others
- Little or no interpersonal hostility
- Methodical approaches to completing work
- A plan or system for performance which provides specific feedback
- A reserved, business-like atmosphere where people are task-oriented
- Time to complete tasks to his standards



## Tends to Avoid

All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviours are, we can choose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Accurate is most likely to avoid based on his behavioural tendencies. Some of the factors may not apply to Accurate. Review and revise as necessary.



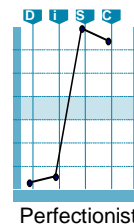
### **Based on dislike, discomfort, or fear, Accurate tends to avoid:**

- Situations with high levels of unpredictability and uncertainty
- Disorganised and disorderly environments
- Situations where other people may become hostile
- Having to become aggressive
- Ambiguous situations with uncertain outcomes
- Having to provide a solution without having time to study the situation
- Ambiguous situations in which his performance may be criticised
- Being held accountable for quality outcomes in situations where he has insufficient control
- Having to defend inferior performance in products or services
- Reacting quickly to situations requiring analysis
- Responding to others without time to evaluate possible consequences
- Emotionally charged situations where he may react and lose his reserved, detached manner
- Situations requiring personal disclosures



## Strategies for Increased Effectiveness

*This section describes possible actions that Accurate might take to modify certain naturally occurring behavioural tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritise the strategies based on the needs of the current environment. Review and revise as necessary.*



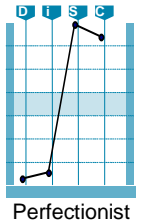
### **Accurate would increase his effectiveness by:**

- Developing the ability to respond to unpredictable change
- Learning techniques to be more assertive
- Initiating discussions to resolve ambiguous situations
- Stretching toward new challenges
- Increasing flexibility in work routines
- Looking for possible short cuts to make work routines more efficient
- Balancing adherence to high standards with attention to deadlines
- Responding non-defensively to comments about his performance
- Modifying criticism of others' work by considering feelings as well as facts
- Sharing knowledge and information with others in a non-condescending manner
- Practising self-disclosure and appropriate expression of feelings
- Developing a willingness to negotiate performance standards
- Becoming more open to other people's systems for doing things
- Avoiding rigidity in his thinking and being "dead right"



# Demotivating Factors

*People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Accurate's behavioural style.*



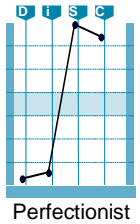
## **Accurate may become demotivated when:**

- Working in an environment with rapid, unpredictable change
- There is chronic hostility with co-workers
- Support from bosses and/or co-workers is lacking
- Working in situations requiring one-on-one confrontation
- Expectations for performance are not clear or change frequently
- Aggressive, competitive interactions are required as part of the job
- Rules or expectations constantly change particularly without explanation
- There is insufficient time to process information before having to act
- The work environment is informal and loosely structured
- Required to socialise as part of the job
- People intrude on his privacy
- His efforts at producing quality work are not valued
- He is repeatedly unable to perform at a level that meets his standards
- He has insufficient control over resources, time and other people's actions necessary to create a quality outcome



# Behaviour in Conflict Situations

Most people use behaviour in conflict situations that can be described as either a "fight" or "flight" response based on their natural behavioural tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Accurate might use in a conflict situation. These behaviours may have been modified due to Accurate's values system and/or life experience. This information will be more helpful if reviewed with Accurate, ranking the behaviours from most-likely to be used to least-likely.



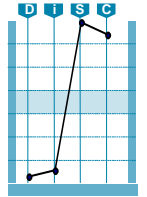
## **In a conflict situation Accurate:**

- Tends to avoid interpersonal aggression
- Seeks to find solutions that are acceptable to everyone
- May acquiesce to restore harmony without resolving the issues
- May attempt to calm agitated people
- May become more quiet and reserved
- May feel powerless to do anything about the conflict
- May initially withdraw from conflict to plan a strategy of response
- May become defensive
- May attempt to overpower others with facts and logic
- May use indirect aggression and/or passive resistance
- May appear to comply but fail to follow through
- May become rigid and unbending
- May withhold information
- May become aggressive



# Behavioural Tendency Continuum

This continuum displays Accurate's potential range of intensity for each of the behaviours listed. This continuum represents potential behaviour based on Accurate's profile pattern rather than actual, observed behaviour. This information is most helpful when discussed and evaluated based on experience with Accurate.



Perfectionist

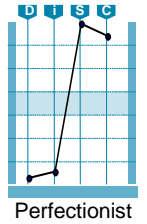
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	L	ML	M	MH	H
ACCEPTS - open, receives willingly			♦		
ADHERES - sticks to the rules					♦
ADVOCATES - promotes, urges action		♦			
AGITATES - stirs up, rocks the boat		♦			
AMPLIFIES - explains, expands the point			♦		
ASSIGNS - delegates to others		♦			
ASSUMES - takes for granted		♦			
BOASTS - brags about abilities		♦			
CAPTIVATES - charms others		♦			
COMMANDS - directs others		♦			
DIGESTS - absorbs, thinks it through					♦
ESTABLISHES - stabilises, builds to last				♦	
IMITATES - follows the leader's example			♦		
INVENTS - creates new solutions, ideas			♦		
INVESTIGATES - examines, checks it out					♦
JUSTIFIES - defends, gives reasons for				♦	



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	L	ML	M	MH	H
MAINTAINS - continues, preserves				♦	
MANEUVERS - plans skilfully			♦		
MODIFIES - adapts, adjusts, revises				♦	
NURTURES - shows care for others			♦		
OBJECTS - protests, argues, disputes				♦	
OBSERVES - watches attentively					♦
PLANS - prepares, maps out task				♦	
PRAISES - compliments, shows approval		♦			
PROHIBITS - cautions, prevents risk				♦	
PROTECTS - guards tradition, stability					♦
RECONCILES - appeases, settles differences			♦		
REVIEWS - examines in detail					♦
SPECULATES - gambles on the future			♦		
TESTS - examines, tries it out					♦
TRUSTS - believes in others			♦		
VERBALISES - talks things out		♦			





## Performance Management Worksheet

5. What strategies for developing, modifying or eliminating behaviour would be most useful for improving Accurate's behaviour in conflict situations in this work environment?