

DISC II

Temperament Assessment Report

Assessment on: **Radar Mash**
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Agency: **IHD Corporation**

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Your Financial Temperament

Introduction

Financial management is a part of human behavior. In order to understand why you make the kinds of choices you make with your money, it is important to first identify your basic temperament.

The four temperaments are the D, I, S, and C. Your primary temperament is the High S. The strength of the High S is stability and consistency. You have a need to maintain the status quo and may be passive in your dealings with people. Sometimes, rather than saying “no” to a financial advisor or agent, you might agree to the financial plan proposed to avoid disharmony and cancel later. What is ironic about this passive temperament is that you can be very stubborn when a more dominant person attempts to change you or your environment. However, once you have a financial plan and are implementing it, you are hesitant to change. Since one of the weaknesses of a high S is procrastination, the challenge is in your commitment to getting started.

Applying Yourself as a Student in Saving and Investing

As a student, your success in saving and investing lies in learning your strengths and weaknesses and applying those insights to your saving and investing habits.

The strength of your temperament is that you are steady and consistent in your approach to saving and investing. As a High S, you will most likely research the blue chip stocks thoroughly and get into the market a little at a time, always looking to protect your hard earned wages with at least an inflation beating return. The key is in getting started. Because the High S is typically low keyed and tends to procrastinate in making decisions, what can be put off will be put off. The good news is that once you start a savings plan, you are likely to stay with it. As a High S, you tend to do what feels “safe.”

How to Read Your Report

The remaining section of this report gives a description of your temperament blend as well as a section titled, “Choosing a Career.” If you have an understanding of the inherent strengths and weaknesses of your temperament, then you have the insight necessary for managing your financial temperament as well as choosing the career that is the best fit for you.

Your Financial Temperament

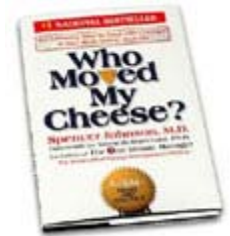
The Steadiness type (High S)

The drive of a High S is to accommodate and get along, which means you enjoy harmony. If you have achieved the opportunity to accommodate and serve, then you most likely have achieved happiness. Good examples of the High S temperament are Bob Newhart and Radar in Mash. Their strength is stability, and their weakness is often inflexibility and a resistance to change. They have a hard time saying "no." If you find a High S who has gone through assertiveness training and has incorporated it into his daily life, you will witness an individual who works extremely well with people.

Self Management

Knowing your primary temperament is helpful, but it is more important to understand what to do with what you've got. Personal discipline of your temperament tendencies is the key to success. The first part of the rule of the temperaments is to put yourself in a position where your natural tendencies (temperament) can be applied and are an asset to the achievement of your goals.

The second part of the rule is to learn to manage your weaknesses and minimize their negative effect on you and your performance. For example, a High S is by nature steady, consistent, and routine. However, when the success of the company is dependent upon rapid change to bring another product to market or shift its strategies, you must be willing to adjust and adapt quickly without resenting your "cheese being moved." As a High S your greatest success will come because you have learned to think in terms of the what (i.e., the end-result), as well as the how (i.e., the process of getting there).



You must learn to anticipate well-thought-out change, not resist it for the sake of maintaining the status quo because that is the way you have always done it. You can learn to control procrastination by creating checklists and reviewing your short and long-term goals. Another weakness of the High S is that you probably hold onto old files and old clothes and everything else you might "possibly" need in the future. You must learn to think in terms of what you will "probably" need. If it doesn't fit that criterion, throw it away or give it away!

Money = Security

As a High S, you have a need to maintain harmony with others and keep consistency in your own daily life. That is why it would be unusual to see you make dramatic changes in your investment habits. It also explains why you are probably not responsive to the kinds of financial enticements that inspire other temperaments to more risky endeavors. As a High S, security means more to you than opportunity.

Choosing a Career:

In choosing a satisfying career, there are several factors that should be considered. To be most effective, a person's career choice should align with his or her natural tendencies or temperament. That is, the natural tendencies should align with the requirements of the job. People work hard at what they enjoy. And they enjoy the kind of work that meets the basic needs of their temperament.

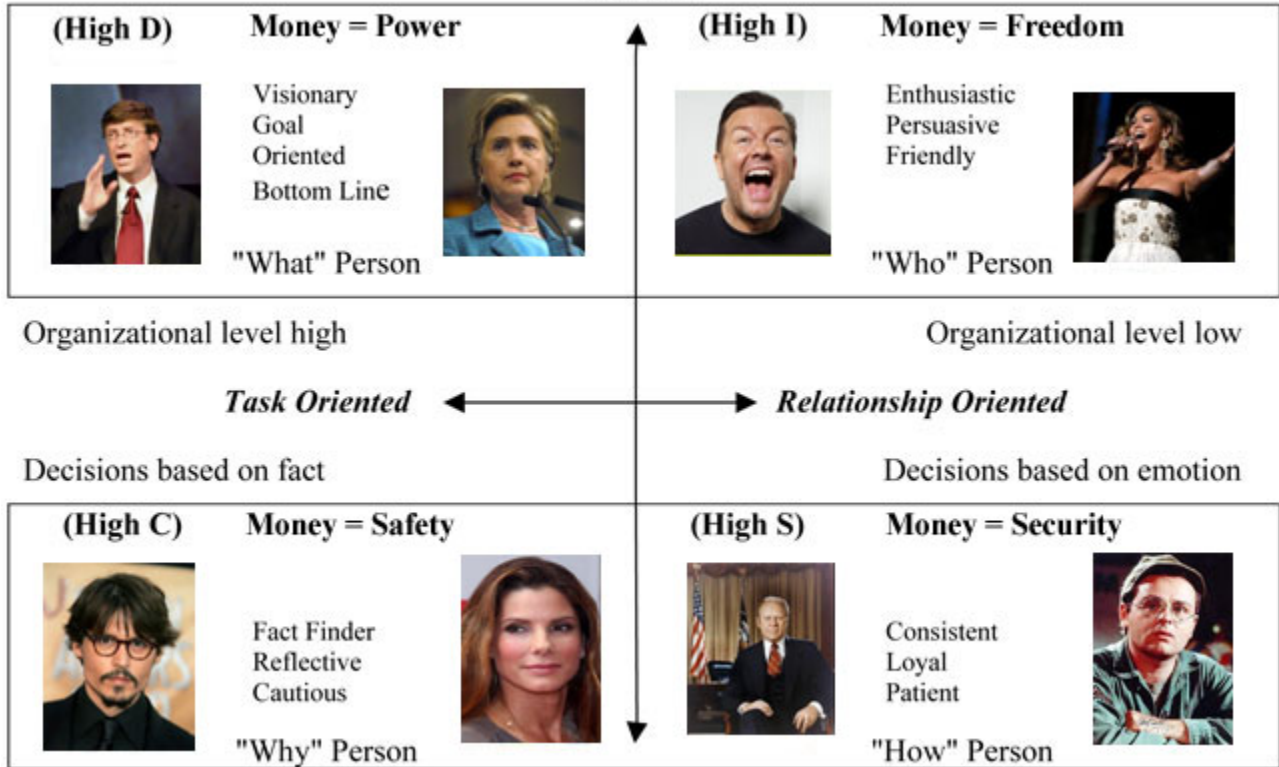
You will be the most productive in a career that allows you to do detail work and have a routine. S/C's are often found in the following occupations:

| | |
|----------------------|-------------------|
| Administrator | Nurse |
| Teacher | Customer Service |
| Mid level management | Accountant |
| Assembly line worker | Route Salesperson |

THE FOUR TEMPERAMENTS

- Assertiveness High
- Low attention Span
- Fast decision Maker

Extrovert



Introvert

- Assertiveness Low
- Low Attention Span
- Slow Decision Maker

High D

Positive Qualities

Strategic Thinker
Focused on Objectives
Confident

Negative Qualities

Too many projects
Blunt
Impatient

High I

Positive Qualities

Inspirational
Persuasive
Friendly

Negative Qualities

Details & Follow Through
Manipulative
Talks too much

High C

Positive Qualities

Detail Oriented
Logical
Conscientious

Negative Qualities

Can get lost in details
Difficulty delegating
Defensive about their work

High S

Positive Qualities

Consistent
Accommodating
Low Keyed/Calming

Negative Qualities

Change is difficult
Can't say "no"
Procrastinates

Background

History has recorded many attempts to explain why people are different. One of the first systems developed was Astrology, which looked outside of man. Hippocrates (470-360 B.C.), however, looked inside of man to explain the differences in people. He believed that behavior was determined by the presence of an excessive amount of one of four fluids or humors: yellow bile (High-D), red bile (High-I), white bile (High-S) and black bile (High-C). The insightful observations of Hippocrates laid the foundation for the temperament model of behavior.

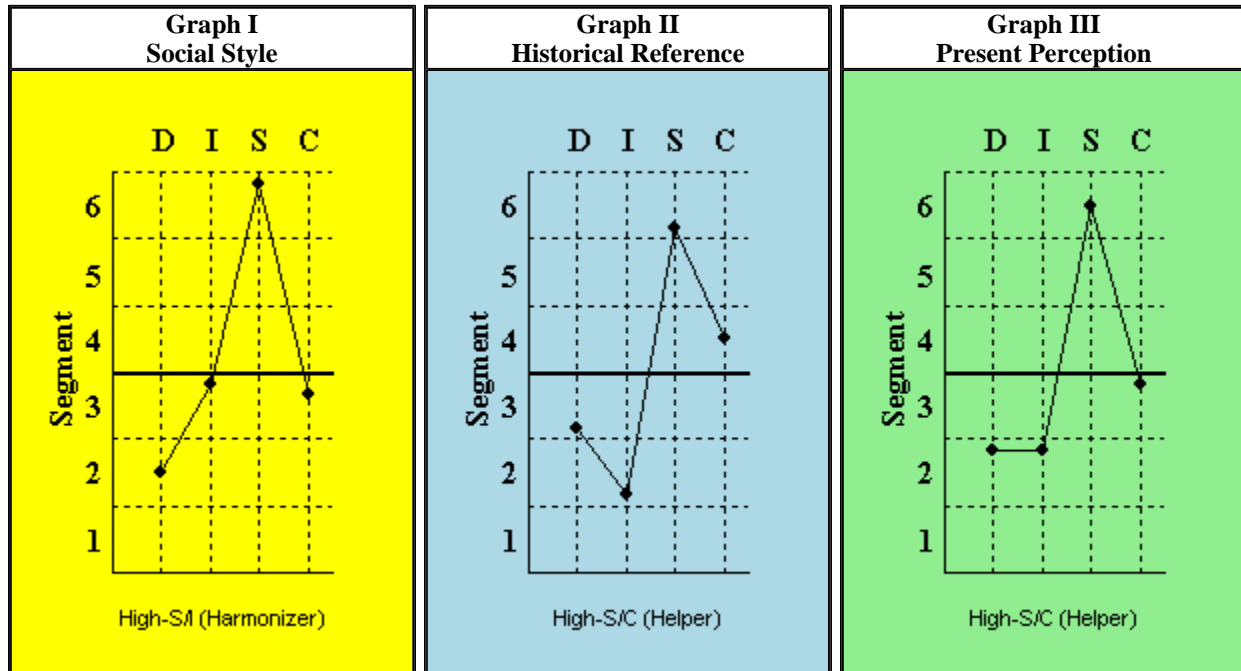
Since Hippocrates identified the four temperaments, numerous men have refined, added to, and advanced the concept that people are born with natural tendencies. One of these pioneers, William M. Marston, scientifically identified the same four groups of tendencies in 1928 and coined the terms Dominant, Influence, Steady and Compliant. Marston's terms and descriptions correlate to the original four humors identified by Hippocrates. The **DISC II** Temperament Assessment is based on Marston's work as well as empirical evidence from years of research, thousands of interviews and testing since 1974.

The natural tendencies that a person possesses represent various "needs" that will endure throughout a person's life-span. The temperament model of behavior suggests that people perform best when the needs of their natural tendencies are consistently met.

This report is taken from the on-line **DISC II** Temperament Assessment and is a reflection of the dynamics coming from the blend of the primary and secondary temperaments. It describes the respondent's temperament blend or pattern. This represents a general description of behavioral tendencies.

Of the three graphs shown, Graph III will be used as the best description of the individual's behavioral tendencies. This is consistent with the discussion of the **DISC II** Temperament Assessment in the **DISC II** Temperament Assessment User Guide. Also, for other blend descriptions, refer to the Temperament Blends section in the **DISC II** Temperament Assessment User Guide.

DISC II Temperament Graphs



The three graphs above are a pictorial overview of your temperament blend. The three graphs show the following:

- Graph I - **SOCIAL** Behavior that you believe others expect of you. It is, therefore, the behavior you project and is the graph most likely to change.
- Graph II - **HISTORIC** Behavior that reflects unconscious and/or learned behavior which you instinctively demonstrate under pressure.
- Graph III - **PRESENT** Behavior that represents how you see yourself.

Keep in mind the three graphs represent only a general description of your behavior.

| Total Box | D | I | S | C |
|------------------------|----|----|----|----|
| Graph I (Most) | 3 | 4 | 18 | 3 |
| Graph II (Least) | 10 | 10 | 2 | 6 |
| Graph III (Difference) | -7 | -6 | 16 | -3 |

NOTE: The following report is typically given to the hiring manager to help enhance dialogue in the interview as well as provide information for effectively managing and developing the new hire.

Overview

HIGH S/C
Pattern: Helper

Radar is consistent, routine, accommodating and is likely passive. Patience, control and deliberateness characterize his usual behavior. He is amiable and easy going. He is a determined and persistent individual and will bring a deceptively intense approach to the task. Being low-key, his involvement in a task is not easily observed. He is calm, steady and persevering. Radar is successful because of persistence. After starting a project, he will usually see it through to completion. He is independent, questioning and thorough in his approach and will follow through. He wants to operate by himself and set his own pace. He is very possessive of family, material things and friends. Once his mind is made up, he will resist any other method of approach. He prefers work of a technical nature and involvement with a limited number of people. He approaches a task with calculated moderation. He is always willing to help those he considers to be his friends.

1. Description:

- Rarely shows emotion.
- Assertiveness usually related to an attempt to restore harmony.
- Very private person, few close friends.
- Nice, gracious.
- Somewhat friendly after warm-up.
- Most activity centered around family.
- Routine, consistent, loyal.
- Has difficulty pressuring people.
- Resists sudden change, stubborn.
- Very accommodating. Has a hard time saying no.
- Desires independence.
- Very dependable; will work when sick.
- Becomes drowsy when sitting.
- Able to go to sleep quickly.
- Very possessive, service minded.
- Fears conflict, too much personal involvement with others.
- Will likely follow established routine.

2. Temperament Needs:

The primary need of the High S/C is to accommodate others; the secondary need is to do things right. Either need may dominate behavior depending on the situation. Radar needs to know what you want done and when you want it started and finished. He wants to know if he is accommodating you. He also wants to know how you want it done, then left alone. Temperament needs include the following:

- No sudden changes.
- Independence.
- Secure environment.
- Clear job requirements.
- Help in making decisions.
- Clear direction.
- One thing to do at a time.
- To provide support to others.
- Warm acceptance.
- Stable home life.
- Needs time to adjust to change.

3. Uniqueness:

The Helper is more consistent than the other High S blends. Radar is very routine, accommodating and passive.

4. The Following Creates Discomfort, Anxiety and/or Fear:

- Putting pressure on people.
- Disharmony.
- Infringement on home life.
- Sudden change.

5. Responses to Pressure:

- Worry.
- Withdraw.
- Releases frustration by sleeping.
- Procrastinate.
- Become critical, sarcastic.

6. Impact upon Others:

- Accommodating nature.
- Supportive attitude.
- Cooperative attitude.
- Dependability.

7. Obtaining Results:

- Tends to obtain results in a methodic, organized and deliberate manner.

8. Interacting with Others:

- Tends to approach new people in a more congenial, controlled, sincere and reserved manner.
- Tends to place importance on loyalty and sincerity.
- Cordial.
- Laid-back.
- Stoic.

9. Behavior in the Social or Work Environment:

- Tends to prefer a more controlled, deliberate and predictable environment.
- Values security of situation.

10. Response to Established Standards:

- Will likely follow established routine.
- Needs help changing routine.

11. Self Management:

Strengths to Develop:

- Accommodating nature.
- Predictability.
- Loyalty.
- Patience.
- Calmness.
- Dependability.
- Stability.

Weaknesses to Manage:

- Stubbornness.
- Tendency to worry.
- Resistance to change.
- Passivity.
- Indecisiveness.
- Fear of confrontation.
- Too accommodating.
- Possessiveness.

Traits Needed for Balance:

- Show of emotion.
- Assertiveness.
- Flexibility.
- Friendliness.
- Goal Orientation.

What Others Need To Know

HIGH S/C
Pattern: Helper

1. Do's:

- Be warm, low-key and very persistent.
- Tell him you "sincerely" appreciate his efforts.
- Be non-threatening; slow down your responses.
- Show interest in his family.
- Give clear, firm directions (when to start/stop).
- Provide slight and consistent pressure to ensure projects are completed on time.
- Provide a routine.
- When explaining a task, state instructions (be specific), show how it's to be done, leave alone.
- Ask specific questions.
- Allow time to figure out the task at his own pace.
- Give explanations in concrete terms.
- Be specific when presenting a new idea.
- Expect resistance to change.
- Be willing to repeat instructions, use visual aids.
- Give him time to adjust to new plans or changes; prepare him well in advance, if possible, and allow time to adjust.
- Avoid asking for sudden change.
- Use facts and logic in your proposals.
- Create a "safe" environment.

2. Don'ts:

- Never hurry a conversation.
- Do not suddenly change anything.
- Do not expect him to get excited or be very friendly.
- Do not ask him to do more than one thing at a time.
- Do not infringe on his home life.
- Do not show excessive emotion.

3. Drive:

The High S/C is primarily driven by a passive will and secondarily by logic. He tends to obtain results in a methodic, organized and deliberate manner.

Name: **Radar Mash**
Company: **IHD Corporation**

Date: **8/27/2009**
Position: **Administrative**

4. Typical Responses when Interacting with others:

- Cordial.
- Laid-back.
- Stoic.

5. Key Words to Use:

- Support.
- Traditional.
- Realistic.
- Care.
- Family.
- Practical.
- Relationship.
- I "sincerely appreciate..."
- We make a great team.

6. Environment Needed:

- Concrete, clear plan to follow.
- Opportunity to serve and accommodate.
- Instructions on when to start/stop.

7. Responses Needed from Others:

- Offer encouragement to say "no".
- Give clear directions.
- Give specific answers.
- Give time for him to think about the task, plan or problem.
- Help to become more direct, assertive.
- Tolerate his need to rest.

8. Characteristics He Enjoys Being Complimented on:

- Accommodating.
- Predictable.
- Loyal.
- Patient.
- Calm.
- Dependable.
- Stable.

9. Suggestions to Manager or Associates to Enhance Performance:

Do not expect an individual to perform well if he does not possess the talent, desire or temperament suitable for the task. The Helper works best for a relaxed, calm, manager who is interested in him personally. He wants to be your friend.

- Give him a task that requires time and persistence to accomplish.
- Give only one thing to do at a time.
- Show him short-cuts.
- Give him fringe benefits.
- Give him reassurance of security.
- Give him a task that allows a routine, service.
- Give explanations in concrete terms.
- Allow him to figure out the task on his own.
- Help him to feel part of the team.
- Needs help changing routine.

10. Concerns:

The Helper is very concerned about pleasing others. Radar can be very stubborn, so he may require some pressure to get him to follow instructions or change his approach. Generally non-demonstrative, he has difficulty selling his ideas or generating enthusiasm in others. He may conceal his grievances and be a grudge-holder.

- Stubbornness.
- Lack of sense of urgency.
- Can be negative. Help him see that he has thought too much about the wrong things; suggest a more appropriate way of thinking.
- Passiveness.
- Unwillingness to confront.
- Passive aggressiveness.
- Possessiveness.
- Resistance to change.
- Territorial.
- Too accommodating.
- May worry excessively.
- May have difficulty confronting others, being assertive and stating his opinions.

11. Causes of Procrastination:

Radar may procrastinate because the activity does not fit his routine, and he does not want to change. Sometimes he procrastinates because he is not sure how to accommodate everyone involved (trying to avoid conflict). *Note:* Apply slight, but consistent pressure to act. Help him to see it is okay to act although not everyone will be accommodated. Encourage him to take action.

12. Pointers for Effective Interaction with the Helper:

- Be low-keyed, warm and personal.
- Have low-key conversation.
- Be firm, matter-of-fact.
- Be very specific.
- Use concrete illustrations, visual aids.
- Allow him time to adjust to change.
- Reassure him that he is part of the team.
- Apply slight but constant pressure to bring about change.

13. Keys to Relating:

- Show personal interest.
- Remove risk of conflict.
- Be warm, practical and push gently, if necessary.
- Be persistent.

