

Vantage View

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Introduction to Vantage View

Individuals have a recognizable and understandable behavioral style. Style can be described as the way in which people think, solve problems, express feelings and interact with others to get a job done.

Vantage View identifies and describes those external behaviors, which each style displays to others in a work environment. It uses a model of behavior developed by William M. Marston known as DISC. Marston's model has been tested, proven accurate and effective with tens of thousands of people for more than 30 years.

The terms most often associated with Marston's DISC Behavioral Model are: (D)Dominance, (I)Influence, (S)Steadiness and (C)Compliance. These factors can range in intensity and work independently or in tandem with the other behavioral factors. The interrelationship of these factors describes how an individual responds to the work environment. The Vantage View report puts in writing how an individual's DISC behavioral traits impact their work environment.

The report generated by this analysis is designed to help individuals and management achieve a better understanding of this individual's behavioral style. It will provide helpful insight into the individual's behavioral strengths and areas in need of possible improvement. The Vantage View report can also be used to develop strategies and methods to help individual's increase their personal flexibility in their work relationships with their managers, peers and staff.

Notable Primary Behaviors

We all have a basic behavioral style that we bring to our work environment. Vantage View produces an overview of Susan's basic behavioral style based on her responses to the questionnaire. This report discusses how she prefers to function in her work environment. Read this section of the report carefully to get a good understanding of her basic behavioral style.

D = Dominance - How Susan Solves Problems

Others may see her as pushy and driven, but most often she is seen as an achiever. She is able to articulate herself so others find it difficult to argue against her. She will often find herself accepting jobs or positions that will provide greater probability for promotion and advancement. She seldom shares her personal feelings with others, so getting to know her can be difficult. Susan does not like to have others tell her what to do. Susan will usually not be afraid to state unpopular positions or make unpopular decisions. Susan will prefer to operate independently and be in charge of projects, programs and people. Susan is often quick to vent her anger and sees her life as a contest in an antagonistic world. She will reserve the right to make the ultimate decision. She will use facts and logical arguments to prevail over others. Susan will communicate in a direct and straightforward manner being careful to express her thoughts with guarded words. She will use logical arguments to get the best of her competition. She will often question her superiors, challenging their ideas and directions, and will want to look out for number one. Susan is driven by a strong desire for having her own way and will develop several strategies for gaining her points. She will use logical facts and data to highlight the failure of a program, project or individual to measure up to her standards. Susan will aspire to be innovative in her approach to winning in today's competitive business world. She will want to be in control of all areas and activities to ensure success. Susan realizes that she likes to be busy. Sitting in meetings will often be very boring for her. She would prefer attending only those meetings where she is really needed and can be fully engaged. Susan does not like to slow down after completing a job successfully. Congratulating her on a job well done and providing a new goal will motivate her best. Susan can intimidate others with her upfront, assertive style. Her manager should use competitive language when communicating with her. Susan has the ability to anticipate problems and her solutions will be valuable to her organization. She can sort through the various possibilities and find the strategy or solution that will work best.

I = Influence - How Susan Influences Others

She will give others feedback and will proceed with the expectation that they will accept it. She will want to be able to openly speak her mind and will challenge those who make an attempt to stifle her. She will challenge those who attempt to limit her opportunity to make her point. She will want to have a clear understanding of the lines of communication in her organization. She will win support for a program, project or idea with her sincerity. Susan will want to have personal quiet time away from other staff members to gather her thoughts. Susan's goal will be to have others prove that their ideas and line of reasoning are factual and accurate. She will attempt to accomplish this without tearing down their ideas. Susan is most times objective and unbiased. She prefers to operate in a world that is based on data, because it is value free and has no agenda.

She will peel back the layers of information until the real causes of the problem are revealed.

S = Steadiness - How Susan Reacts and Responds to Change

She is quite realistic concerning her own abilities. Susan demonstrates great versatility in her approach to problem solving and developing new ideas. Susan will often be seen responding quickly to change, and will be on the lookout for new ideas and challenges. Susan will often get bored with performing the job in the same manner and will seek out new methods of accomplishing her work responsibilities. When the project gets to the point of becoming routine, she will want to delegate those tasks to others. She can be quite capable of adapting to any situation. Susan prefers working in new, different and exciting situations. She wants the opportunity to exercise her ability to choose the best course of action or solution. Life is never boring when working with Susan. She can often get on the nerves of associates who tend to move slower than she. She is always on the lookout for the next exciting idea or project. Don't expect Susan to be able to sit in her office or work cubicle for long-drawn-out periods of time unless there is a choice of things to work on. She wants the authority to move about whenever she feels the need. She can often be heard saying, "Don't just stand there, do something." Susan can become frustrated when she has to wait for others to catch up or catch on. Susan's mind-set is that every person should become aware of and voice her need for personal freedom, independence and autonomy.

C = Compliance - How Susan Displays Independence or Dependence

Susan generally will make an effort to appear to comply outwardly with the requests of respected individuals. Susan can focus on the immediate problem or situation by tuning out unmanageable events. She is alert and ready to adapt respected systems and procedures to a given situation or problem, but she is cautious and takes time to assess the possible consequences. When attempting to see both sides of an argument, others who attempt to "slant" an argument towards the "one" way of solving a problem can frustrate Susan. She will want a balanced approach that allows for all sides of a solution to be given equal merit.

Preferred Work Environment

Most people have the ability to be flexible and use their intelligence to adjust their behavior to be comfortable and productive in various work environments. Susan has a work environment that she feels most comfortable in. It is an environment in which she can produce her best results. The factors listed will provide Susan with an outline of her Preferred Work Environment. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

A Work Environment:

- 1) That will allow her to meet her high standards.
- 2) With tasks that allow her to work alone.
- 3) With a private workspace or office where she can close the door and concentrate.
- 4) With the ability to work in an environment without routine.
- 5) That will allow her to use her logical thinking.
- 6) That allows her to do things her own way.
- 7) Where she doesn't need to be involved in all the social aspects of the job.
- 8) Where she can play "the devil's advocate" to clarify a problem or situation.
- 9) That allows her to work with others who are honest and direct, with no gray areas in their approach to working with problems or issues.
- 10) That will allow her to work with ideas, projects and issues that are new and different.
- 11) Where she can be a generalist, rather than a specialist.
- 12) Where decisions for change are made quickly.

Potential Strengths In Business

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The Vantage View report highlights potential behavioral traits and aptitudes Susan brings to the work environment. This information will help Susan and her organization understand and maximize her behavioral strengths. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

- 1) Recognizes the importance of accuracy.
- 2) Has a keen sense for sound judgment.
- 3) Has perceptive insight into the situation.
- 4) Demands the best of herself and others.
- 5) Seeks new ideas and approaches.
- 6) Establishes expectations.
- 7) Can be profit conscious and aware of costs.
- 8) Communicates in a straightforward way.
- 9) Is charming, positive and persuasive when logic dictates such tactics.
- 10) Is creative and will approach problems from a different perspective.
- 11) Hardly any boring times on the job.
- 12) Can be relied on to make decisions quickly.

Adjustment To The Work Environment

As individuals we adjust our basic behavioral style to meet the requirements of the workplace. This section of the Vantage View report demonstrates how Susan adjusts her Primary behavioral style to meet these requirements. The more this section is different from Susan's Notable Primary Behaviors section, the more she may feel the need to adjust her behavior to meet the demands of her work environment. Little adjustments generally indicate that she has found the comfort zone in her environment. As Susan establishes or changes she workplace roles or goals, she will move in and out of her work environment comfort zone.

D = Dominance - How Susan Solves Problems at Work

Susan thinks that her Primary behavioral style is just what is needed when she is working with the problems and challenges presented by her work environment. Refer to the Notable Personal Attributes section paragraph one.

I = Influence - How Susan Influences Others at Work

She will often turn off emotionally when those around her become too critical of her. When looking for a solution to problems or issues she will want time to think and consider all available resources and options. People with Susan's style will not approach problem solving using wild guesses or empty hopes. She is suspicious of believers and doubters, especially those who doubt her, her intent or her decisions and authority. Susan will often choose to spend time alone working on things, instead of having to talk to or work with people. During meetings, ask Susan to review what has been done and what has been learned up to the present time. She will want others to be aware of the framework for decision-making. Susan will think about problems or issues by looking at past problems, talking with others to discover if they have faced a similar situation, what did we do with the situation, what took place and what did we determine.

S = Steadiness - How Susan Reacts and Responds to Change at Work

Susan prefers to operate in an arena that does not have much structure. She tends to act impulsively rather than make organized plans. Susan will prefer to work in an environment where there is plenty of activity. She can have many different and varied projects underway at the same time. She considers group functions as a general waste of time. She can become frustrated and restless when meetings or committees delay projects. She will tend to be on the go and will look for variety in her work and other activities. Susan strives to be her own person and will often criticize those whom she believes is stereotypical. She can often experience boredom working with the same group of people over an extended period of time. She will attempt to overcome this boredom by seeking out new associates and perhaps even a career move.

C = Compliance - How Susan Displays Independence or Dependence at Work

She is capable of making good judgments in interpreting rules and procedures. She will adopt a new course of action; purchase a new product or service by using her personal experience along with known facts to reach a sound decision. She has the capacity to "wing it" and is happiest when she is on her own, but she does understand the need to adhere to certain rules and procedures. Susan is inclined to defy conventional methods to solve problems and she will often clash with accepted and expected methods used by others. Her potential to "wing it" is great, and she is most

energized when she is on her own. She is an advocate of individualism and will investigate any opportunity or possibility. Susan will not normally accept a co-workers' condescending, "know-it-all" approach. She can willingly puncture the bubble of those people. Susan will state additional facts to ensure that another alternative could be available.

Implementing Change

Each behavioral style approaches change in her workplace from a different perspective. This section of the Vantage View report provides Susan's supervisor/manager with insight and advice on working with her to implement change in the work environment. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When working with Susan:

- 1) Involve her in a conversation to discover her true feelings concerning the projected change.
- 2) Answer her concerns and questions in great detail using logic, facts and data to support the change.
- 3) Explain how the change will not affect her ability to meet her high standards.
- 4) Make a concerted effort to explain a change of strategy or direction.
- 5) Explain to her that she can't always do what she thinks is right.
- 6) Offer her the opportunity to take the lead in implementing change.
- 7) Recognize that feelings or emotions will play only a small part of her buying into the change.
- 8) Give the underlying reasons and rationale for the change.
- 9) Know that she may use sarcastic wit and humor to make her points regarding the change.
- 10) Emphasize the challenges the change may present.
- 11) She may attempt to delegate the unpleasant tasks involved in the change to others.
- 12) Explain to her how she fits into the overall plan for change.

Personal Growth Suggestions

Each of us prefers to see ourselves in a positive way. While Susan brings many outstanding traits and strengths to her work environment, there may be areas of her behavior, which could hamper her success. This area of the Vantage View report contains suggestions to consider relating to the behavioral tendencies that may slow or hinder her achievement of desired performance goals. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

Susan may have a tendency to:

- 1) Attempt to avoid emotional expression and interpersonal involvement.
- 2) Be physically present, but be personally absent from the interaction.
- 3) Dislike small talk and social situations and may want to distance herself from social encounters.
- 4) Be a situational listener.
- 5) Become dictatorial and push her ideas through at the expense of others' feelings.
- 6) Dislike a predictable and methodical environment.
- 7) Be so direct and to the point that the feelings of others may not appear to be a concern.
- 8) Find herself using more intensity than the situation may require.
- 9) Prefer to work with things, rather than people, because things have a specific mode of operation.
- 10) Be difficult to locate because she may have too many projects going on at the same time.
- 11) Have difficulty working in situations that require precision, coordination and patience.
- 12) Be disruptive because of her restless nature and disdain for monotony.

Managing for Results

Each behavioral style prefers to be managed differently. This section of the Vantage View report suggests how a supervisor/manager can best work with Susan. Use these suggestions to manage, motivate, communicate and resolve conflict more effectively with her. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

Susan may have a tendency to:

- 1) Know she tends to be good technically and will often use facts, details and statistics to do her talking.
- 2) When discussing a problem, project or issue leave sufficient time for questions.
- 3) Be aware of her sensitivity to criticism.
- 4) Make certain decisions are made in a timely fashion.
- 5) Challenge her while avoiding direct competition.
- 6) Remember she is driven by her ego and desire to win.
- 7) Wants to search for the real meaning without emotional input from others.
- 8) Will often use sarcastic wit and humor to get her point across.
- 9) Will want others to communicate in a straight forward, no non-sense manner.
- 10) She will want to understand how she fits into the plans.
- 11) Will want others to communicate with her in a fast-paced manner.
- 12) Give key instructions and details first in your communications.

Communication Builders

Communication is the cornerstone of building relationships and improving productivity. Communicating with Susan will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with Susan will provide an opportunity to improve communications, reinforce relationships, promote credibility and gain increased productivity. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When communicating with Susando:

- 1) Be sure to schedule all approaches used in the process.
- 2) Make certain your presentations are accurate.
- 3) Maintain a more reserved demeanor.
- 4) Allow her, when possible, to choose specific options.
- 5) Use her time efficiently.
- 6) Earn trust by being honest and direct.
- 7) Provide testimonials from competent people.
- 8) Put your proposals, information, data and details in writing.
- 9) Be cordial, but always maintain task-oriented communications.
- 10) Be brief and efficient; get to the point quickly.
- 11) Provide as many options as possible.
- 12) Put goals, deadlines and objectives in writing.

Communication Barriers

Each of us knows how we prefer to have others communicate with us. We are aware of communication mistakes and errors that others make when communicating with us that lead to Communication Barriers. We know what we don't like others to do, say, or use when communicating with us. When communicating with Susan, reducing or eliminating the barriers emphasized will minimize the stress and frustration often created when communicating with a person of this behavioral style. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When communicating with Susan don't:

- 1) Be impatient with your questions.
- 2) Make statements that are in conflict with each other.
- 3) Be inconsistent in your communication style.
- 4) Write long and wordy memos.
- 5) Say you will get at it "as soon as possible."
- 6) Fail to have stretch goals that will challenge her.
- 7) Attempt to persuade her to take a project without factual reasons.
- 8) Cut short the information she needs to make a decision.
- 9) Expect her to take you on your word only.
- 10) Be disjointed with information or procedures.
- 11) Delay the conversation or avoid getting to the point.
- 12) Be regimented, stiff or authoritative in your approach.