



DISC Benchmark Profile

A Benchmark Profile for **Salesperson: Direct Sales 2**

HireSense[™]

Personalized Report For: Beth Davis

1/25/2020



EMILY BASS STRATEGIES | LLC

EXECUTIVE COACHING | ORGANIZATIONAL DEVELOPMENT

Inside This Report

How to use this Report

The HireSense benchmark report evaluates candidates by first measuring and then identifying how the candidate's typical behavioral style matches the behaviors associated with likely success on the job. This report can be used to identify potential strengths and potential risks for the candidate, but **should not be used as the only tool** for making a selection decision.

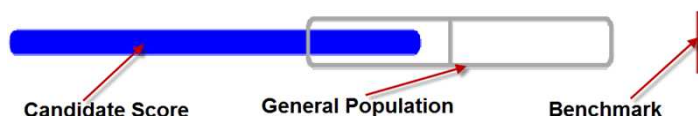
Understanding HireSense Benchmarks

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

Job Profile

The HireSense benchmark rating is scored on a scale between 1% and 100%. The rating represents the strength of the relationship between the candidate's behavioral style and the behavioral tendencies that likely bring success in a specific job.

The higher the rating, the more likely the candidate's natural behavioral style can be applied successfully to get the job done consistent with the chosen 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 that have been chosen as representative of a greater likelihood of success.

Applying HireSense Rating

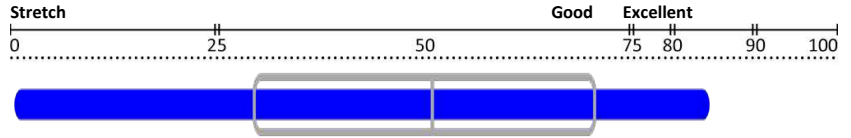
A sequential step by step approach to applying your rating score.



Job Profile: Beth Compared to Salesperson: Direct Sales 2



HireSense Benchmark Rating: 83%

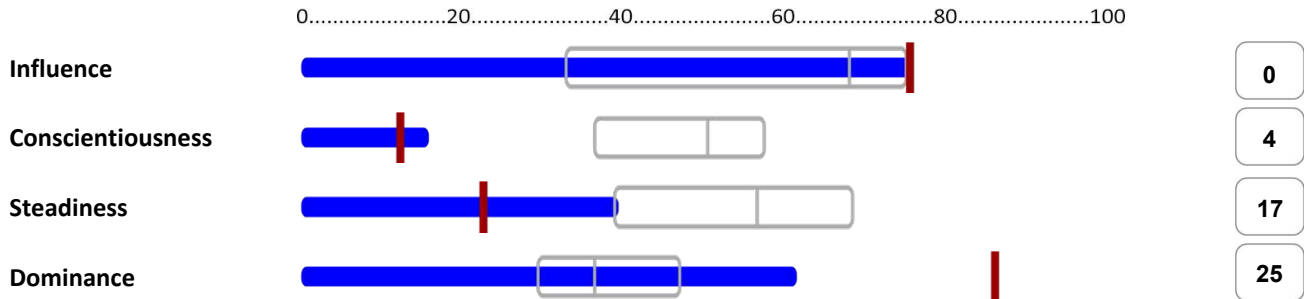


Behavioral Style: Influencer

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

(4) DISC Factor Comparison: Beth

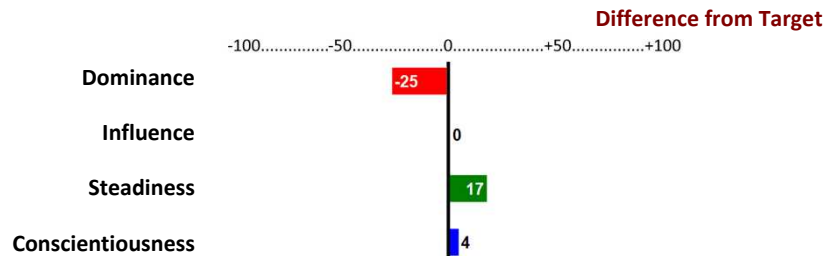
Difference from Target



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.



Beth Style Fast Facts:

Integrated Compatibility Rating: **83%**
 Style Category: **Influence**
 Style Name: **Influencer**
 % of General Population with same style: **5%**

Individual 'Performs Best' When

- Ability to see rapid results from your efforts.
- New and varied activities; a change-oriented workplace culture.
- A wide scope of involvement with a variety of people.

Strengths Individual Brings to Role

- You approach projects and express ideas with enthusiasm.
- You are persuasive with customers and peers due to your personal and friendly approach.
- You can work with a variety of people and get things done through mutual cooperation.

Salesperson: Direct Sales 2 Style Fast Facts:

Integrated Compatibility Rating: **100%**
 Style Category: **Dominance**
 Style Name: **Results-Driven**
 % of General Population with same style: **2%**

Ideal Individual 'Performs Best' When

- Non-routine assignments.
- Freedom from mundane, repetitive details.
- Opportunities to see immediate results.

Ideal Individual for Role Bring

- You want to achieve tangible, measurable, real-time results.
- You are able to take charge of a project, even in mid-stream, and work hard to make it a success.
- You possess the ability to motivate others on the team, and to help get projects done on time and within budget.



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 successful** in the position. 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 the results desired.

Behaviors	Beth	Salesperson: Direct Sales 2
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>	Self-Driven (D)	Self-Driven (D)
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive (D)	Directive & Compulsive (D)
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>	Engaging (I)	Engaging (I)
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Social (I)	Social (I)
Change Resistance <i>How this individual resists engaging with change.</i>	Drives Change (D)	Drives Change (D)
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Impulsive (I)	Impulsive (I)
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Consistency (S)	Situational
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results (D)	Results (D)
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Intuition-based (I)	Intuition-based (I)
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Predictability (S)	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.

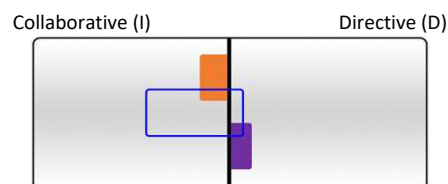
Interpretation Notes:

- 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.

Self-Reliance

Beth (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.

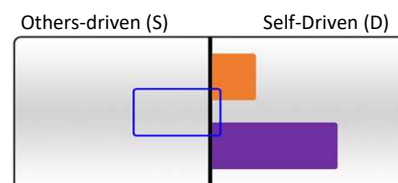
Salesperson: Direct Sales 2 (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.



Personal Drive

Beth (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

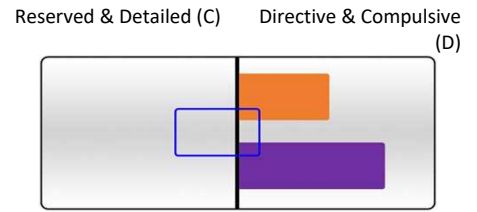
Salesperson: Direct Sales 2 (HI): You are self-determined, focused on taking immediate actions that achieve immediate results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.



Providing Instruction

Beth (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

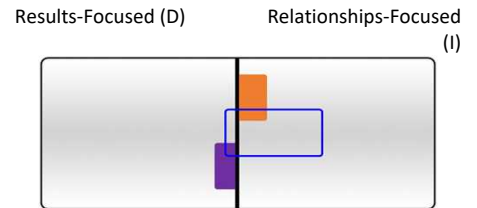
Salesperson: Direct Sales 2 (HI): You are assertive, direct and results-focused, likely to resist set expectations, preferring to set your own course and outline directions for others to follow. Sometimes providing more detail and engaging with others for additional thoughts can lead to greater outcomes.



Building Rapport

Beth (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!

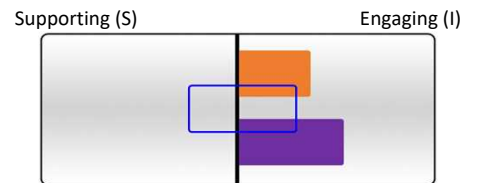
Salesperson: Direct Sales 2 (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!



Customer & Team Interaction

Beth (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.

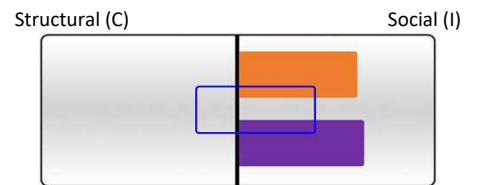
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Expressing Openness

Beth (HI): You are very comfortable when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

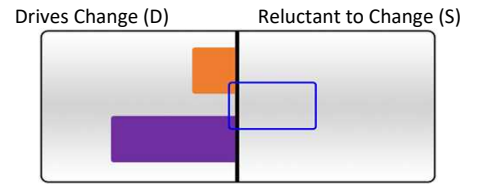
Salesperson: Direct Sales 2 (HI): You are very comfortable when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.



Change Resistance

Beth (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

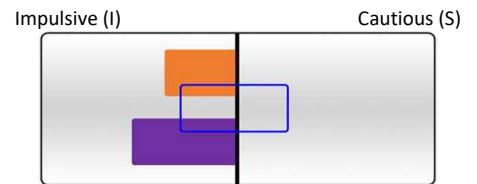
Salesperson: Direct Sales 2 (LOW): You can be resolute and determined in times of change, desiring to have the authority to command and direct activities and reach immediate results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.



Careful Decision Making

Beth (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.

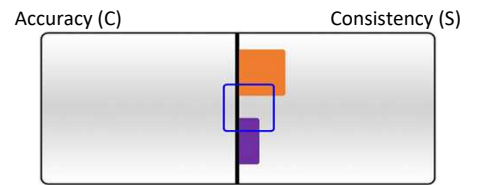
Salesperson: Direct Sales 2 (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.



Work Process Alignment

Beth (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.

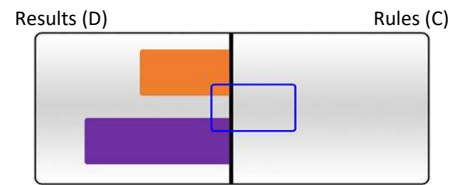
Salesperson: Direct Sales 2 (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.



Prioritizing

Beth (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

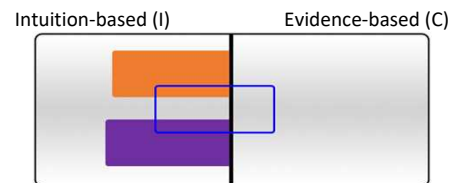
Salesperson: Direct Sales 2 (LOW): You frequently focus specifically and directly on results now and take actions that target immediate accomplishments, likely unconcerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.



Reasoning

Beth (LOW): You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance. You are likely to think things through based on emotions over logic and trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

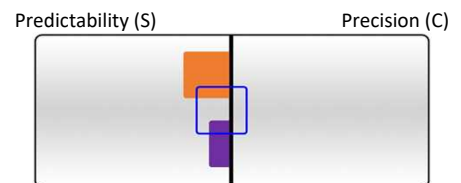
Salesperson: Direct Sales 2 (LOW): You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance. You are likely to think things through based on emotions over logic and trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.



Accuracy

Beth (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.

Salesperson: Direct Sales 2 (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 have more positive outcomes when using balanced planning.

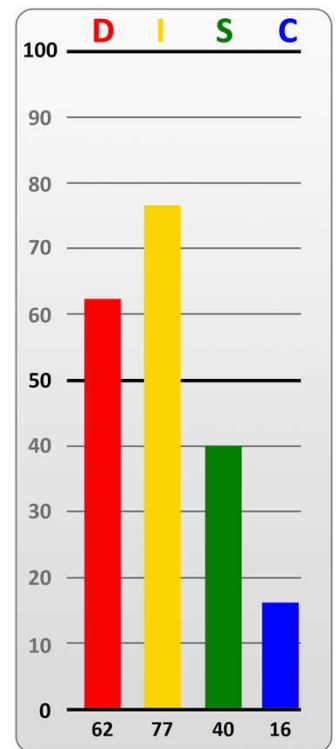


Beth's Behavioral Style: Overview

Beth's Behavioral Style: **Influencer**

Influencer Style Overview

- Emotional characteristic: Recognizable vitality, vibrancy, enthusiasm and openness to connecting with others.
- Goals: Seek authority and prestige through a variety of status symbols.
- How others are valued: Through their ability to verbalize and create an attunement of ideas.
- Influences group: Through friendliness and a fluidity of interactions and relationships.
- Value to the organization: Often good at promoting ideas and concepts; being poised and confident and able to make requests of others to get things accomplished.
- "Watch-out-for": Unjustified reliance on personal persuasion; overly enthusiastic; too optimistic.
- When under pressure: Can become too persuadable; will want to look good.
- Fears: Routine; boring activities; demanding personal relationships that limit their ability to take action.



Beth Strengths:

- You are able to think quickly on your feet.
- You're able to sell others on a variety of ideas and concepts.
- You can handle objections, questions, and pressure, with poise and confidence.

Beth Potential Areas For Improvement:

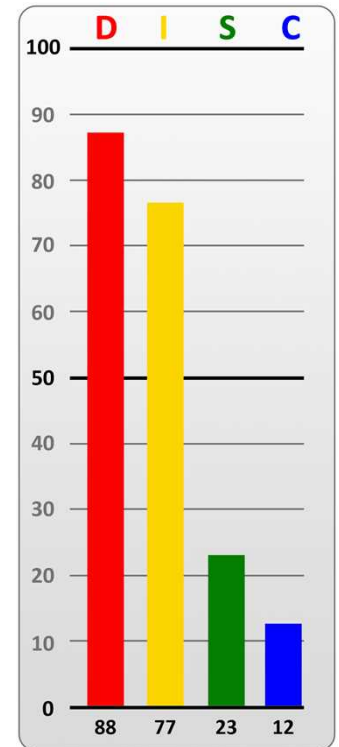
- You may be somewhat disorganized behind the scenes, despite maintaining an organized public presence.
- You may sometimes act impulsively, favoring emotion over facts.
- You may have difficulty disciplining others, or bearing bad news.

Job Profile (Benchmark): Salesperson: Direct Sales 2 Overview

Behavioral Style: **Results-Driven**

Results-Driven Style Overview

- Emotional characteristic: High ego strength and single-minded intensity.
- Goals: Winning, achieving dominance and lack of restraints.
- How others are valued: Through ability to accomplish tasks quickly and keep pace.
- Influences group: Power of assertion and persistence to win.
- Value to the organization: Get it done mind-set.
- "Watch-out-for": Can become too impatient and seek the "I win - You lose" scenario.
- When under pressure: Critical and fault-finding; can overstep bounds and not contribute fully to the team direction if different than their own.
- Fears: That other will take advantage, appearing too accommodating or too slow to act.



Salesperson: Direct Sales 2 Strengths:

- You have the ability to be both firm and friendly, as the situation demands.
- You have a strong ability to motivate and manage others through your optimistic attitude and firm delegation of tasks.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.

Salesperson: Direct Sales 2 Potential Areas For Improvement:

- You may tend to make decisions without consulting others, and without sharing information after the decision is made.
- Rather than emphasizing the positive, you may sometimes be too critical with team results.
- Your sense of urgency may lead you to attempt too many simultaneous tasks. You may avoid delegation, reasoning that it's easier and faster to do the task yourself.



Applying HireSense 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 is then compared to a specific job benchmark chosen because of the likelihood of success in that position. A three-level rating system is used to provide a % rating based on the behavioral style's "distance" from the target.

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

2nd Remember that in human relationships, opposite attract because each person has something that other thinks will be desirable. However, in the behavioral style rating, attracting opposites is not our only goal. Our goal to identify potential strengths and potential risks of a behavioral styles to reduce the uncertainty and potential challenges.

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

Please note: When interpreting behavioral style ratings, be aware that any candidate can revert to their natural behavioral style or adapt to other tendencies 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. This information is intended only to help you identify potential strengths and challenges, and to intentionally examine the relevance of those to the candidate's ability to succeed.

In these situations, you may need to take two actions: (1) focus on specific attributes of the candidate (use either the twelve factor analysis or four factor analysis on page 4 and (2) use other work structures, reminders or support for the candidate in those areas where the score deviates further from the target behavior (see the twelve 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 ratings means the employee/candidate will spend less energy adapting their behaviors to the behaviors identified to likely results in success for the targeted job role.

A **Good** rating means the employee/candidate may need support or to be reminded from time to time to assess their behavioral effectiveness in their role.

A **Stretch** rating means the employee/candidate may need more regular support to facilitate behavioral effectiveness through consistent timely feedback.

