



Discus Team Report

Prepared by Randy Parkin
On behalf of Key Consulting Group Inc.

Team Analysis



Team Style: Directed Communicative (Flexible)

Team Name:	Key
Category:	Sample
Profiled On:	Thu 14 Aug 2003 12:27
Designated Leader:	Randy Parkin
Members:	4
Unique Relationships:	12

This is a team that emphasises extroversion and assertiveness. Perhaps the most noticeable element in the members' styles is their wish to act quickly, and their expectation of similarly rapid responses from others. There is little patience in this team, but this lends it high levels of efficiency and drive.

This is an enterprising team, in which members are willing to take risks and fully exploit opportunities. They are not typically given to closely examining potential problems, or thinking in detailed terms, but they are able to respond quickly to unforeseen situations that arise suddenly.

Team Keynotes

- The team contains extrovert and assertive members.
- Members are self-starting, and impatient to achieve results.
- Enterprise is emphasised here; members will exploit opportunities.

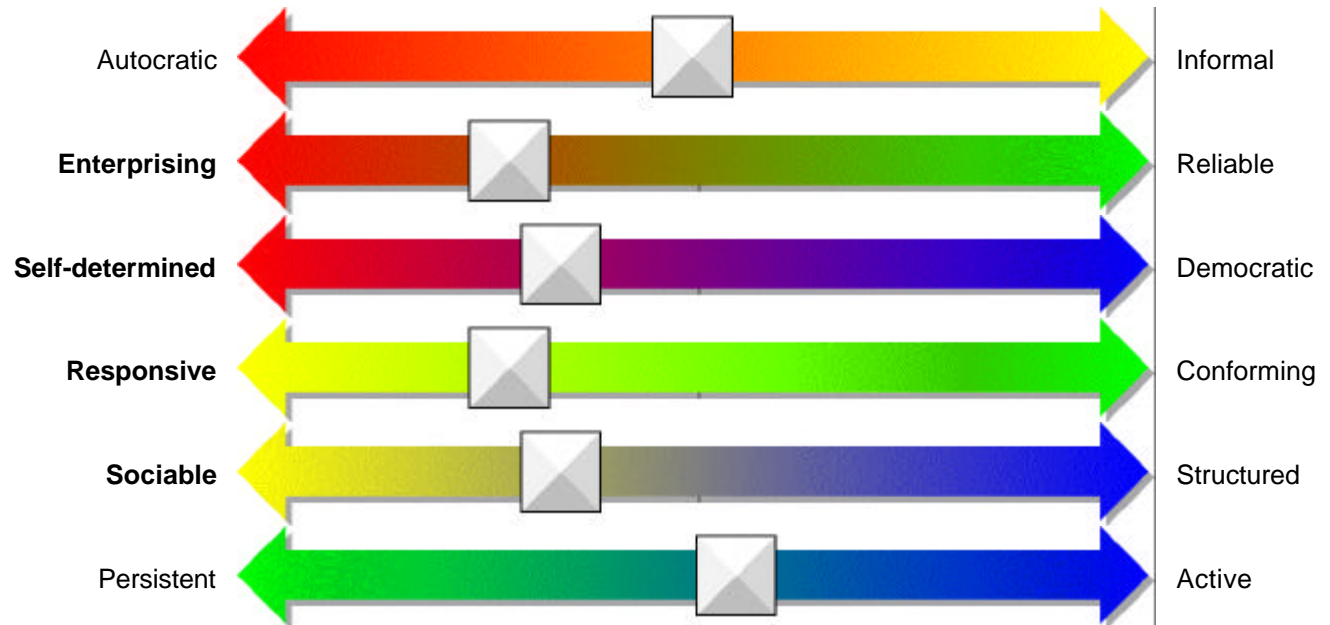
Key Team Dynamics

- The preponderance of assertive, self-motivated styles within this team will need careful control if they are to be productive. Dominating styles such as these are often prepared to enter conflicts with one another, seeking to assert their own superiority over other team members. It is important to ensure that these strong-willed individuals are focussed in a productive manner if such conflicts are to be avoided.
- The concentration of assertiveness in this team, and the variety of forms in which it can appear, may lead to difficulties. In some cases, dynamics such as this, in which direct, assertive individuals interact with those who are socially driven, can work well, but equally often, friction will develop between practical, results-oriented members and those who place more emphasis on a positive team atmosphere.
- Concentration on the practical and formal will characterise many of the transactions between members of this team, due to the emphasis on such traits within the team's membership. A well-represented relationship style will see a more dominant team member relying on a less dominant, but equally practical, individual to provide detail and substance to their proposals or ideas.
- This is a team where one or more of the members will take a dominant stance, and expect the others to respond passively to their instructions and requests. As many of the other members lack assertiveness themselves, it is likely that they will accept this arrangement. Such a development can aid the team in finding direction and drive, but may come to undermine the structure of the team over time.

Discus Team Report

- Typically, this combination of members will work efficiently as a team, looking for rapid results and reacting well to one another. Teams showing this aspect tend to spend little time considering issues; their tendency is rather to isolate a single workable plan as quickly as possible.

Team Subfactors



Important subfactors in this team are **Enterprise, Self-determination, Responsiveness** and **Sociability**.

Enterprise

Teams showing Enterprise are quick to take advantage of opportunities; their members are generally assertive and rather intuitive, and will often act from instinct as opposed to calm consideration. This urgent, active team style can be a significant advantage or disadvantage, depending on the team's operational needs.

Self-determination

Self-determination describes an aspect of 'political' motivation within the team. Self-determined teams operating within an organisational hierarchy, for example, will consider their position within that hierarchy and make positive efforts to develop and maintain that position.

Responsiveness

A highly communicative and open Subfactor, Responsiveness applies to teams that show urgency, pace and, in particular, friendliness among their membership. Members of responsive teams are collectively strong communicators, and are ideally suited to the presentation of ideas.

Sociability

A Sociable team is one in which the relationships and personal communication between members is considered to be at least as important as more practical questions of structure and productivity. Sociable teams tend to be more cohesive than other types, and members often associate outside the team structure itself.

Discus Team Report

Team Profile

Dir Com Sta Prd

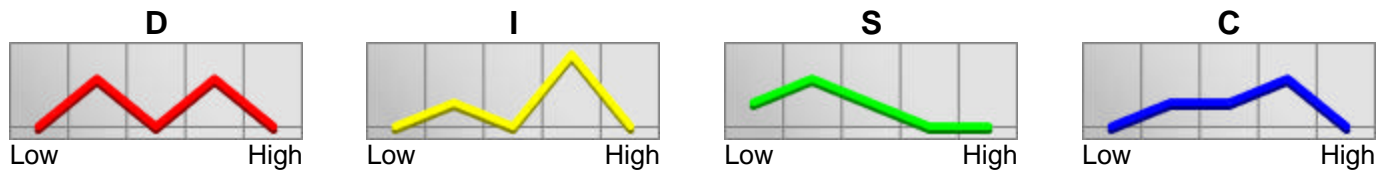


The Team Profile provides an overview of the general style of a team. The four factors shown are similar, and related, to the four factors on an ordinary DISC graph. These factors are **Direction** (DIR), **Communication** (COM), **Stability** (STA) and **Productivity** (PRD).

Unlike a traditional DISC profile, the Team Profile also emphasises the opposites of these factors, **Participation** (PAR), **Application** (APP), **Flexibility** (FLX) and **Resourcefulness** (RES). So, a team that has high Direction consequently has low Participation, and so on.

Par App Flx Res

DISC Team Summary



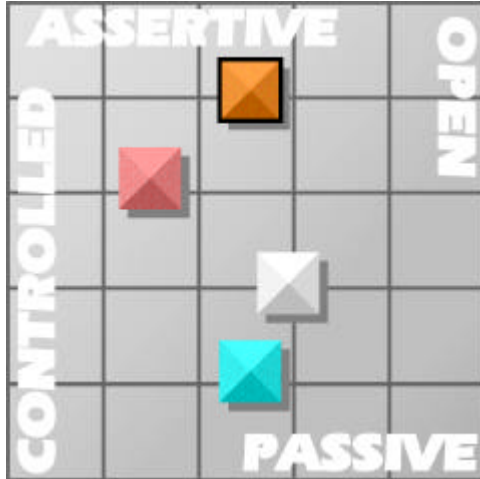
The DISC Team Summary compiles and displays information about the incidences of the four DISC factors within the team. The four graphs respectively relate to Dominance, Influence, Steadiness and Compliance.

Each of these four charts shows the relative incidence of a single factor. If a graph peaks to the left, then most team members are low in that particular factor, while a peak to the right of the graph shows that most team members have high values for that factor.

A peak in the centre of the graph indicates that the majority of team members are medial in this particular factor (that is, neither high nor low). A level, or almost level, graph shows that all aspects of a factor are represented within the team.

Discus Team Report

Style Card Team Summary



The Style Card Team Summary provides a collective overview of the styles of individual team members, and relative situations within the Style Card model.

Because the Style Card represents individual styles as a single point; it is possible to use this method to examine the distribution of styles within a team's membership.

Designated Team Leader

Leadership Analysis



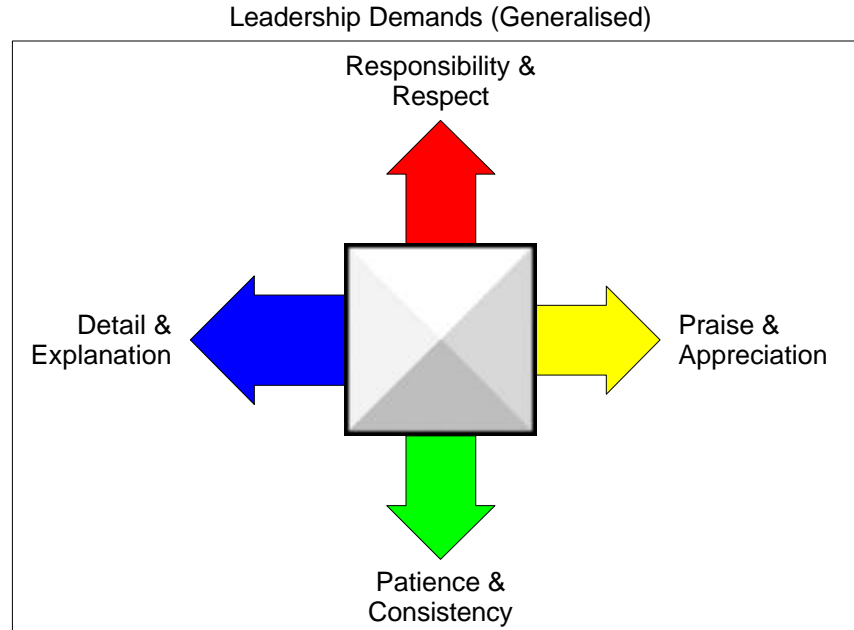
Team Leader: Randy Parkin

General Leadership Style of Randy Parkin

Rapid and direct action is the focus of Randy's style, and this is reflected in his style of leadership. He will tend to emphasise the decision-making aspect of his role, perhaps to the detriment of longer-term considerations such as project planning. This means that he will rely, probably far more than he realises, on more patient and organised members of his team to handle these more mundane elements of a task.

Discus Team Report

Leadership Demands



This is a team whose members, while diverse in their styles, place most emphasis on issues of productivity, structure and organisation. They will, therefore, appreciate a leader who also concentrates on such matters, and who shows concern for quality above mere efficiency, and precision above urgency.

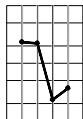
Emergent Leadership Candidates

These are members of the team likely to adopt leading positions among the team's membership.

Robert Craddock

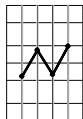
Although he has in many ways a balanced approach, Robert's natural understanding of the leader's role is authoritarian and autocratic. He will see himself as a director of other member's work, rather than a member of a democratic team.

Team Members



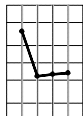
Randy Parkin (Team Leader)

Profiled On Tue 3 Dec 2002 14:01



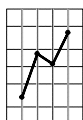
Don Beeken

Profiled On Mon 16 Dec 2002 23:06



Robert Craddock

Profiled On Thu 12 Dec 2002 10:31



Leslie Klein

Profiled On Thu 12 Dec 2002 12:52



Relationship Analysis



Randy Parkin (Designated Team Leader) and Robert Craddock

From Randy Parkin's Viewpoint as Team Leader

- Randy must take Robert's assertive and dominant style into account.
- Randy may experience difficulties managing Robert's assertive style.
- The development of mutual respect is important in this relationship.
- Randy's leadership will be more effective when the team is not working under pressure.

Robert's style may present Randy with his greatest challenge in a leadership role, because Robert also possesses a dominant and ambitious approach. Randy will do well to ensure that Robert is granted the responsibility and respect that he feels due, while simultaneously taking care to maintain and reinforce his own authority.

Randy and Robert are likely to work well together as leader and team member; Randy's need for urgency and quick results is complemented well by Robert's driving and dynamic style. Randy will look for immediate responses to his requests and instructions, and Robert's approach is well suited to providing these. One possible cause for conflict, however, may arise if Robert should feel he cannot respect Randy's leadership (for example, should he disagree strongly with one of Randy's decisions); in this case, Robert's dominant and assertive style can be expected to exert itself.

The relationship between Randy as leader and Robert will depend for its effectiveness on mutual respect. Each has a dynamic and independent style, with an interest in their own ends as well as those of the team. Should Robert see a conflict between his own expectations and the situation in the team, there is the potential here for at least strong disagreement, and possibly confrontation.

Randy and Robert both possess outgoing, expressive behavioural styles, though on quite different levels. So long as the team is relatively free of pressure, theirs' is likely to be a positive working relationship, but in a more demanding situation, the differences in their styles will become more apparent. This is particularly true since Randy is to some extent reliant on maintaining positive relationships with the members of his team, but this is a very minor consideration to Robert, whose chief concern is the efficient accomplishment of goals.

From Robert Craddock's Viewpoint

- Both members share a dominant, assertive style.
- Both these members show a dynamic and individualistic nature.
- These two independent members may have difficulty integrating into a close-knit team.
- Each of these members is suited to different conditions; Robert will work better in pressured situations, while Randy is more suited to open, sociable environments.

Both of these members share an aggressive, direct approach to life, and there is much room here for mutual respect, especially in a pressured, urgent environment where these qualities confer a real advantage. Where the working situation does not provide an outlet for these competitive styles, however, there is a risk that they will be channelled in a negative fashion to the detriment of the team as a whole.

In this relationship, it is likely that Robert will take a dominant position. Nonetheless, there is potential here for a positive and harmonious combination; Robert is interested in seeing direct results, and Randy has the urgency and pace to provide these results quickly and efficiently.

Neither of these individuals are strongly oriented towards working closely with others, but both have a similar approach which should lead to a measure of mutual respect. Both Robert and Randy prefer to work in their own way, and find their own solutions to problems. While this will likely give them some common ground, it may be necessary to find ways to integrate their efforts more closely.

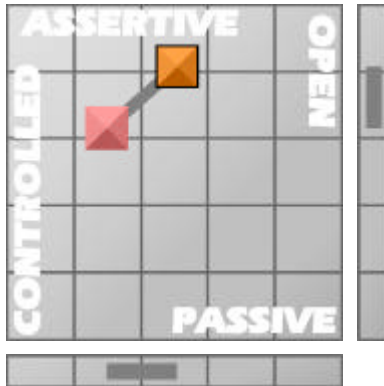
Discus Team Relationship Analysis

Both Robert and Randy have a confident, expressive demeanour, and this can lead others to assume that they have similar styles. However, this is not the case; Robert's style is self-motivated and direct, with an emphasis on efficiency and results. Randy's confidence is directed in a more social, personal sense, and he will work far better if he receives positive feedback from other members of the team.

 Randy Parkin

 Robert Craddock

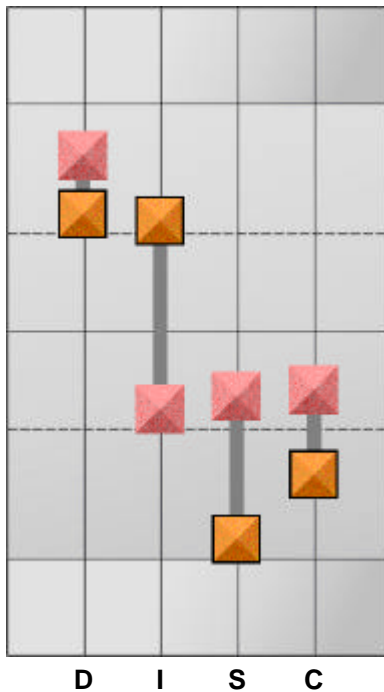
Style Card Comparison



The Style Card Comparison plots the relative Style Card positions of two individuals. The line shown between the two markers indicates their 'distance' from each other in DISC terms; the longer the line, the more dissimilar the styles in question.

For those familiar with the Style Card, the vertical and horizontal measurements to the right and bottom of the diagram itself show the shifts between the two styles in specific terms of the Style Cards axes. These are, respectively, Assertiveness-Passivity and Control-Openness.

DISC Comparison



The DISC Comparison shows the relative representation of the four standard DISC factors within the profiles of the two individuals being considered. This display is intended to show differences, and similarities, between these factors.

The DISC Comparison plots individual DISC factors for two members on the same profile, and connects them with lines to indicate their difference from, or proximity to, one another.



Relationship Analysis



Randy Parkin (Designated Team Leader) and Leslie Klein

From Randy Parkin's Viewpoint as Team Leader

- Randy will need to take Leslie's concentration on detail and precision into account.
- Leslie will typically be responsive to Randy's direct leadership style.
- Leslie, with her interest in caution and accuracy, will find Randy's broader, less detailed leadership style frustrating.
- It will be important for Randy to gain Leslie's trust and respect.
- Randy must temper his direct and dominating style if he is to get the best work from Leslie.

Randy's demanding and urgent leadership style will likely come against something of a challenge in Leslie. This is due to Leslie's concentration on accuracy and quality. Although advantageous in themselves, these factors do tend to mean that Leslie will take time to complete work, often concentrating on matters of detail that Randy will consider irrelevant or unnecessary.

Randy has a demanding leadership style, and expects those working within the team to maintain the urgent pace that he sets. Leslie's attitude to work is such that she will attempt to work within the framework Randy sets. She lacks an assertive element, however, and so if she does encounter difficulties fulfilling Randy's directions, she is unlikely to state this directly. Part of Randy's task as leader, then, is to ensure he is not placing undue demands on Leslie.

Having an individualistic and original style, Randy will often find it hard to sympathise with Leslie's dependence on certainty, and desire to understand the implications of her actions. Nonetheless, if Randy is to gain the most from Leslie, he will need to adapt his leadership style to provide the information and guidance Leslie requires.

Randy will find Leslie responsive to his requirements and amenable to his instructions, so long as he can gain her trust and respect. It is important for Randy to bear in mind, however, that Leslie does not easily demonstrate her opinions or feelings, especially if doing so might result in a confrontational situation. If Randy should suspect that a problem of some kind exists, it will be necessary to actively seek Leslie's contribution on the matter.

For best results, Randy will concentrate on practical and factual issues when working with Leslie. Leslie reacts especially badly to direct confrontation; and it will be necessary for Randy to control his somewhat volatile and highly assertive style if he is to avoid causing motivational problems for Leslie which might affect the operation of the team as a whole.

From Leslie Klein's Viewpoint

- Conflicts may develop here regarding the need for caution and precision.
- There are elements in each of these styles that may lead to frustration in the other.
- Leslie and Randy have distinctly different attitudes to the need for caution and precision.
- Randy may find Leslie's unassertive style frustrating.
- Both members are interested, for differing reasons, in a measure of control over their working conditions.

People with characters such as Leslie's tend to prefer to concentrate on a task until they have completed it to their own exacting satisfaction. Because of this, they will often see less patient types such as Randy's as incautious and unconcerned with quality; this perception is not necessarily accurate, of course, but it will affect these members relationships with one another.

Leslie does not have a particularly assertive style, and she will find this particularly difficult when working with individuals such as Randy, who look for pace, urgency and strong decision-making. For his part, Randy finds prevarication or evasion highly frustrating, and yet characteristics of this type are integral to Leslie's style.


Discus Team Relationship Analysis

Leslie is interested in seeing tasks performed carefully and precisely; she is concerned with quality of work, and is prepared to take time to complete a project to her own exacting standards. Randy, conversely, is more concerned with seeing results achieved; he will find it hard to understand Leslie's desire for accuracy and the avoidance of risks, and will typically see these as an unnecessary obstacle to production of tangible results.

While there is no strong indication of conflict between these two individuals, there is something of an incompatibility of approach. Leslie will tend to be rather cautious in her dealings with others, through a desire to avoid difficult situations. Randy, however, gives little considerations to such matters, and may find Leslie's prevaricating style unnecessarily distracting.

These two individuals share one factor in common; both are interested in developing a measure of control over their surroundings. Where Leslie prefers to achieve this through the development and application of rule and structure, however, Randy tends to rely on his forcefulness and assertiveness. Hence, there is potential for conflict here where the ultimate goals of these two individuals are not compatible.

 Randy Parkin

 Leslie Klein

Style Card Comparison

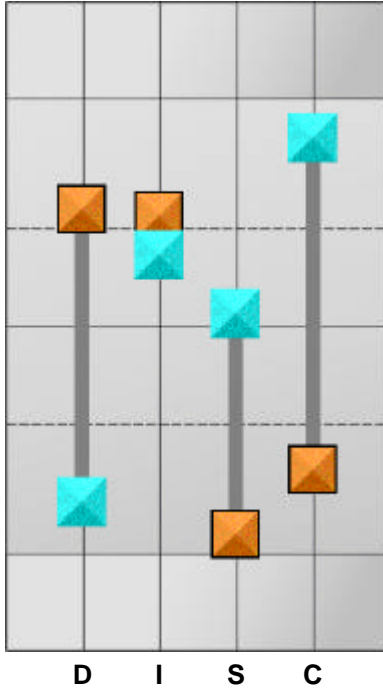


The Style Card Comparison plots the relative Style Card positions of two individuals. The line shown between the two markers indicates their 'distance' from each other in DISC terms; the longer the line, the more dissimilar the styles in question.

For those familiar with the Style Card, the vertical and horizontal measurements to the right and bottom of the diagram itself show the shifts between the two styles in specific terms of the Style Cards axes. These are, respectively, Assertiveness-Passivity and Control-Openness.

Discus Team Relationship Analysis

DISC Comparison



The DISC Comparison shows the relative representation of the four standard DISC factors within the profiles of the two individuals being considered. This display is intended to show differences, and similarities, between these factors.

The DISC Comparison plots individual DISC factors for two members on the same profile, and connects them with lines to indicate their difference from, or proximity to, one another.



Relationship Analysis



Robert Craddock and Leslie Klein

From Robert Craddock's Viewpoint

- Both members concentrate on practical issues.
- Leslie's more passive approach will likely be dominated by Robert's more assertive approach.

In some senses, these two members have much in common; they concentrate on practical needs, and neither has a great deal of time for irrelevancies or distractions, especially when they are working under pressure. However, there are significant differences here too, and these revolve specifically around their respective assertiveness or lack thereof; Robert is demanding and direct, while Leslie tends to be more subtle and diplomatic in her approach.

Robert's and Leslie's styles differ in the extreme; Robert concentrates on asserting himself and achieving his goals in a dynamic and determined manner. Leslie, conversely, tends to avoid stating her opinions or ideas directly, and does her best to avoid conflict or confrontation. For this relationship to work positively, each of these two members will need to develop an understanding of the others specific strengths and abilities.

From Leslie Klein's Viewpoint


- Both members are interested, for differing reasons, in a measure of control over their working conditions.
- Leslie may have difficulty in gaining the respect of the more dominant Robert.

These two individuals share one factor in common; both are interested in developing a measure of control over their surroundings. Where Leslie prefers to achieve this through the development and application of rule and structure, however, Robert tends to rely on his forcefulness and assertiveness. Hence, there is potential for conflict here where the ultimate goals of these two individuals are not compatible.

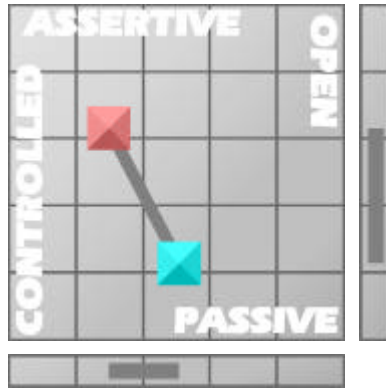
Leslie does not have an assertive style, or at least she will find it difficult to demand action or attention. This means that she will often find her working relationship with the highly dominant Robert somewhat taxing. Dynamic, driving styles such as Robert's tend to show respect only to similar styles, and so Leslie may have difficulty in gaining this respect.

Discus Team Relationship Analysis

 Robert Craddock

 Leslie Klein

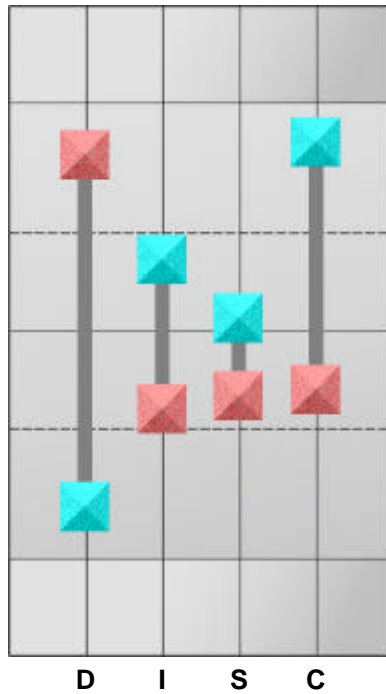
Style Card Comparison



The Style Card Comparison plots the relative Style Card positions of two individuals. The line shown between the two markers indicates their 'distance' from each other in DISC terms; the longer the line, the more dissimilar the styles in question.

For those familiar with the Style Card, the vertical and horizontal measurements to the right and bottom of the diagram itself show the shifts between the two styles in specific terms of the Style Cards axes. These are, respectively, Assertiveness-Passivity and Control-Openness.

DISC Comparison



The DISC Comparison shows the relative representation of the four standard DISC factors within the profiles of the two individuals being considered. This display is intended to show differences, and similarities, between these factors.

The DISC Comparison plots individual DISC factors for two members on the same profile, and connects them with lines to indicate their difference from, or proximity to, one another.