



# DISC Flow® CORE Report

## Oliver Jackson

Assessment date: March 21, 2019

**CONFIDENTIAL**



The PROFILES GROUP

DISC Asia & Pacific  
[www.discasiapacific.com](http://www.discasiapacific.com)  
[info@discasiapacific.com](mailto:info@discasiapacific.com)

# Welcome to DISC Flow®

The DISC Flow® model has been purposely designed to be simple to understand and easy to apply. We've taken a tried-and-tested behavioural model and combined it with the power of emotional intelligence to help people tap into their strengths and build better, stronger and more productive relationships.

Oliver, this personalised report uses your assessment data to provide a wealth of information and insights that will help you develop your potential. View this as an opportunity to work on yourself and create a better version of who you are. One that exploits your strengths, shows you where to focus your energy and take advantage of areas where you are more engaged and effective.

Try to think of the DISC model as a compass for your brain. A compass doesn't tell you where to go, it just points you in the right direction and if you read the signs along the way, you will reach your destination faster and with far fewer problems.

We know that at times, change can be difficult, but the following K-S-S approach provides simple, straight-forward steps toward growth and personal development.

When reading your report think about how to apply these simple concepts to improve your performance in the workplace.



**KEEP doing.** Identify what you already do well and KEEP doing them.



**STOP doing.** As you review the information in this report, you may recognise certain behaviours that tend to bring negative results. This may be an indication of something that you should STOP doing.



**START doing.** Identify and START doing things that will positively impact your performance.

We don't claim that this report will give you all the answers, but we do hope you find much to engage your interest and that you find some important insights and useful tips to help you in the near future.



## DISC

● Introduction to the DISC Model	4
● Results at a Glance	5
● General Characteristics	
● Prominent Behaviours	7
● Potential Strengths and Limitations	
● Decision Making	8
● How Others Perceive You	
● Personal Development Tips	
● Moving Forward with DISC Flow®	9



## EMOTIONAL INTELLIGENCE

● Introduction to Emotional Intelligence	10
● Elements of Emotional Intelligence	10
● Results at a Glance	11
● Self-Awareness	12
● Prominent Behaviours	
● Personal Development Tips	
● Awareness of Others	13
● Prominent Behaviours	
● Personal Development Tips	
● Moving Forward with DISC Flow®	14



## DISC & EI

● Integration of DISC & Emotional Intelligence – Introduction	15
● Results at a Glance	16
● Prominent Behaviours	
● Value to the Team	
● Conflict Management	
● Potential Stressors	
● Potential Motivators	
● Communication Style	
● Preferred Work Environment	
● Personal Development Tips	17
● Moving Forward with DISC Flow®	18

APPENDIX: Overview of the DISC Styles	19
---------------------------------------	----

Quick Tips	23
------------	----



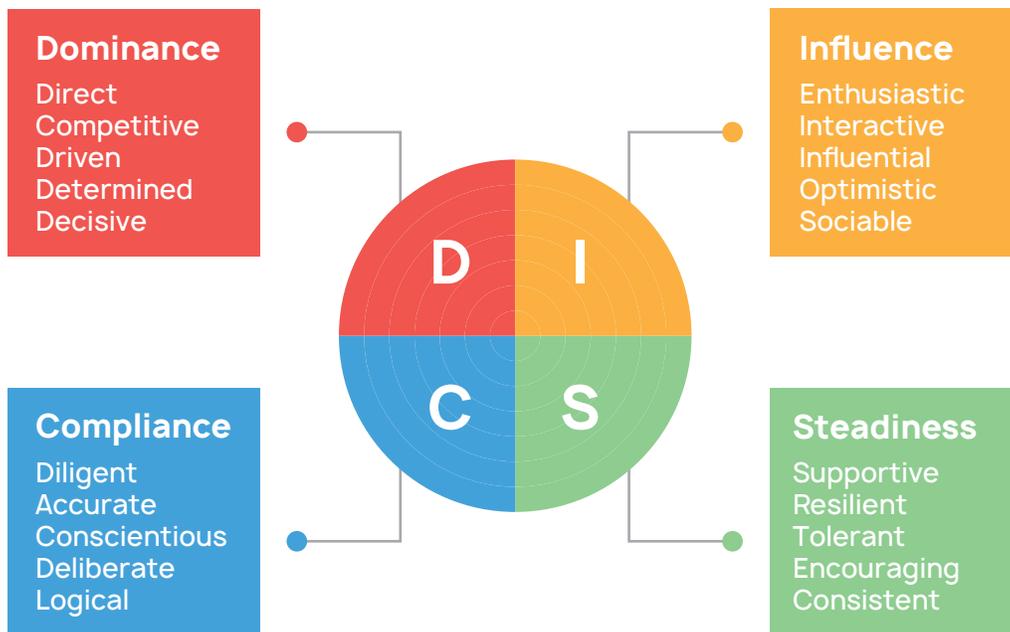
## Introduction to the DISC Model

DISC is a highly precise tool that identifies an individual's preferred behavioural style and communication preferences. It also provides a blueprint to help people understand and appreciate what motivates others.

The DISC model measures and describes four styles of behaviour.  
Dominance – Influence – Steadiness – Compliance

When reading your report Oliver, it is important to remember that all behavioural styles are equally valuable and that there are no good, bad or best styles. Everyone is a blend of all four styles but most people tend to lean toward one or maybe two of the styles.

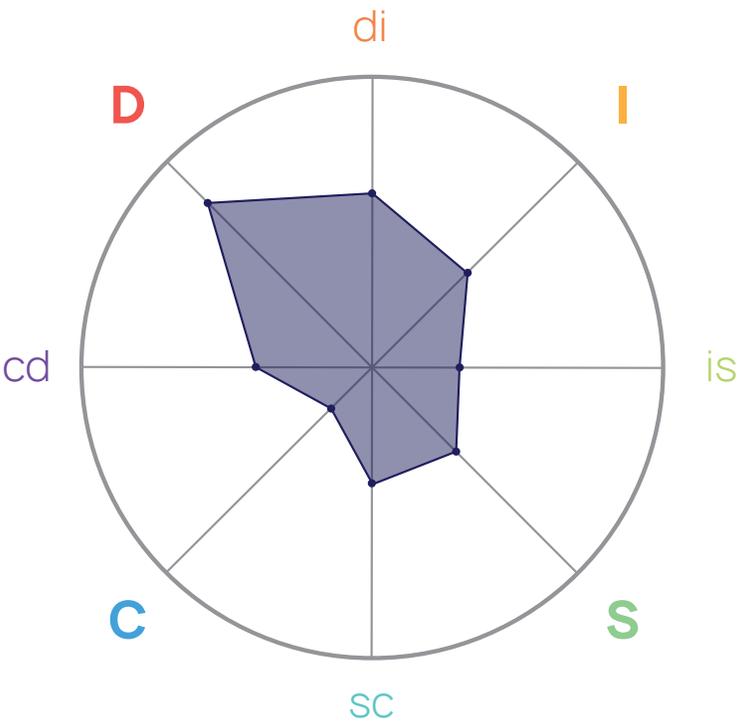
By better understanding your own style and recognising the styles of others, you can adapt your behaviour and communication to any situation and get better results.



Oliver, making sense of your results on the next page is simple. The dots tell you where your score lies for each of the 8 DISC Styles. When looking at the spider graph, keep in mind that the further your dots are from the centre of the DISC Map the more apparent it will be to others that you are displaying the characteristics associated with that particular DISC Style.

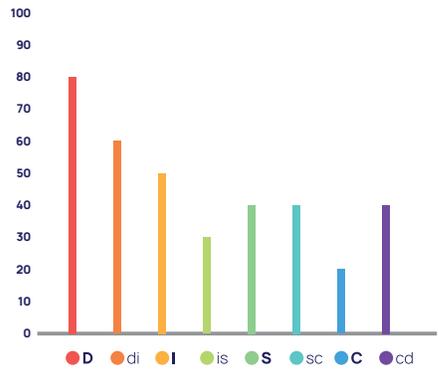
Results at a Glance

**OLIVER JACKSON**  
GENERAL CHARACTERISTICS



**Core Style - Dominance**

Your results indicate that you display a level of intensity in your behavioural characteristics that are considered as **HIGH** relative to others who share the **D** style.



**direct**  
**demanding competitive**  
**achiever efficient**  
**decisive self-starter**  
**challenging**

# OLIVER JACKSON

## GENERAL CHARACTERISTICS

### Overview of the High Dominance

Oliver, because you have a High Dominance style you are probably direct, decisive and self-motivated. You are highly focused on the effective control of a situation or task. You want your thoughts to be clearly understood and can be so straightforward when communicating your ideas that other people may perceive them as blunt or insensitive. You tend to approach any situation with urgency and will often attempt to direct and control other people. You are often inclined to dictate what other people should do and can be too dismissive of other people's ideas. Some people may see your approach as micromanagement, but for you it is simply a way of effectively managing resources towards the rapid accomplishment of a task. You are usually motivated to take control and have authority in most situations. Due to your drive for results, some people may see you as overly competitive and intimidating.

### Unassociated Items

Having high scores for diametrically opposing styles might not make sense at first glance and the theory behind the DISC model determines that this is the least probable outcome. However, this is not uncommon and simply means that a person believes that they exhibit certain traits and behaviours that would not normally be associated with their core style. We refer to these as Unassociated Items and use them to present you with a more rounded version of your behavioural and communication style.

Based on your assessment response, you have identified the following unassociated items:



#### Steadiness (S)

- I prefer working with well-established processes. (4)
- I usually identify the possible margins of error when planning. (4)
- I often seek the opinions of others before deciding on matters. (4)
- I see myself as a reserved person. (5)
- I am careful when making decisions. (5)
- I prefer to be seen as thoughtful. (4)
- I work best in a predictable environment. (5)
- I prefer to take my time when processing information. (4)
- I usually do my work at a steady pace. (5)
- I stick to the status quo. (4)

# OLIVER JACKSON

## GENERAL CHARACTERISTICS



### Prominent Behaviours

---

- You generally communicate in a very direct and straightforward manner by readily voicing your own views and expecting others to listen.
- When accomplishing tasks, you think and behave as if you are in competition with others.
- You frequently see the bigger picture and immediately take action to obtain the results you desire.
- You typically exhibit an approach that is based on control and ascendancy.
- Most of the time, you lead group discussions and seek new challenges for further development.



### Potential Strengths

---

- You are a self-starter and assertive.
- You are determined and decisive.
- You exude confidence, especially when reaching a decision.
- You are considered practical and optimistic.
- Being results-oriented, you are always striving to be productive at work.



### Potential Limitations

---

- You might express your displeasure too easily, especially in the presence of unproductive people.
- You may be tactless and sarcastic.
- You can be controlling and domineering.
- You can sometimes intimidate people because of your direct approach.
- You may need to focus more on developing personal relationships, and recognizing the opinions, feelings and needs of others.

# OLIVER JACKSON

## GENERAL CHARACTERISTICS



### Decision Making

---

You are often decisive. You tend to be quick to respond to situations and reach a decision. You dislike procrastination and have a determined focus to get things done no matter what. You can be assertive and often use your forceful nature in order to reach a conclusion.



### How Others Perceive You

---

You are often seen as someone daring, someone who can accept any task and complete significant amounts of work. You are perceived as being results-focused and very competitive. People may also notice how intense you can become in achieving your objectives. You are often observed as a very assertive person who gravitates toward directing or managing others. Consequently, in the eyes of some people, you may come across as having an intimidating or commanding presence.



### Personal Developmental Tips

---

- You may need to work on your listening skills and attentiveness to others' ideas. Develop patience and sensitivity on how your words or decisions might affect others.
- Continue to give your best efforts toward accomplishing a task, but keep in mind to maintain a healthy competition with others.
- Process your thoughts by weighing up the pros and cons of each risk before deciding to take them on. Learn more about the advantages of mutually agreed decisions over those formulated individually.
- Keep your assertiveness in check and exercise care in your actions as this can greatly help in enhancing communication with others.
- Look for more opportunities to develop your leadership qualities and consciously expose yourself to challenging experiences that will test your skills and knowledge.

## Moving Forward with DISC Flow®

Keeping your results in mind Oliver, write down any actions or behaviours which you think you should:



**K**

**KEEP DOING...**



**S**

**STOP DOING...**



**S**

**START DOING...**

**“Personal development is a major time-saver. The better you become, the less time it takes you to achieve your goals.”**

Brian Tracy



# EMOTIONAL INTELLIGENCE

## Introduction to Emotional Intelligence

Oliver, everyone experiences emotions. Often unnoticed, although always present, these emotions impact us and those around us each and every day. In the workplace and in our personal lives, how we think, feel and act defines who we are.

Emotional Intelligence describes a way of identifying, assessing and controlling these emotions so that they work for us, not against us. It provides us with insight and awareness, and is responsible for influencing our behaviours and interactions with those around us.

When reading this section of your report it is important to remember that your capacity to recognise your emotions, and how these impact on the way you interact with others will improve your communication skills and help you build stronger and more productive relationships.

## Elements of Emotional Intelligence

Before you proceed to your EI results it is important that you understand how your emotional intelligence has been measured. In this assessment, your overall level of Emotional intelligence has been determined by consolidating your scores from the following dimensions:



**Self-awareness** is the keystone of emotional intelligence. Before you can make changes in yourself you have to know what there is to work with. Becoming self-aware is about the process of understanding yourself, being aware of the way you feel and the impact your feelings can have on decisions, behaviour and performance.



**Awareness of others** can be described simply as the ability to understand and respond to the needs of others. Get this right and people feel valued, listened to, cared for, consulted, and understood. Get it wrong and you may be seen as uncaring and insensitive.

Therefore, in the results section you will see three scores: Self-awareness, Awareness of others and overall level of Emotional Intelligence.

- Your Self-awareness score represents your score relevant to the general population, measured on the Self-awareness dimension only.
- Your Awareness of Others score represents your score relevant to the general population, measured on the Awareness of Others dimension only.
- Your overall Emotional Intelligence result is based upon the combined score on both dimensions (Awareness of Others and Self-awareness). This combined score is then compared relevant to the consolidated Emotional Intelligence score of the general population.

## Results at a Glance

# OLIVER JACKSON



## SELF-AWARENESS



Your assessment results indicate that you demonstrate a high level of Self-awareness when compared to the general population of respondents. This means that you are able to identify and manage your thoughts, emotions and behaviours effectively.



## AWARENESS OF OTHERS



Your assessment results indicate that you demonstrate a higher level of Awareness of others when compared to the general population of respondents. This means that you can relate and respond appropriately to the needs of others and manage your relationship with them effectively.



## Overall Emotional Intelligence

You are able to acknowledge and manage your thoughts, emotions, and behaviour very well. You are highly aware of your positive and negative qualities and proactively seek ways to improve yourself. You are open-minded towards feedback and display good judgment on discerning those that are relevant from those that are not. This helps you focus on the things that really matter and foster a working environment that is open, productive and collaborative.

In addition, you are very capable of handling your relationships with other people. You manage your communications with other people very well. You are perceptive of nonverbal and social communication cues, helping you to adjust your responses and behavior accordingly. You know how to acknowledge and respect different perspectives without losing sight of your beliefs, preferences, thoughts and feelings.

## Results at a Glance



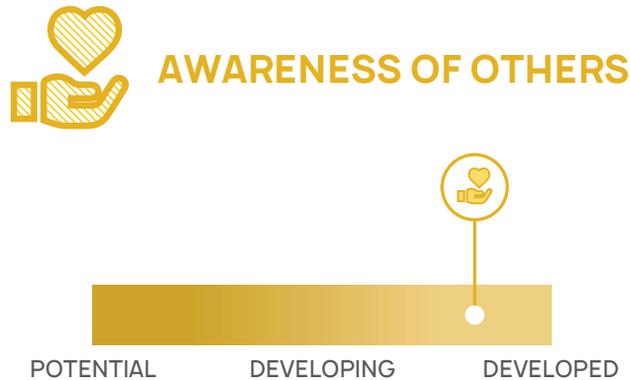
### Prominent Behaviours

- You understand your limitations and find ways on how you can improve them.
- You frequently reflect on your behaviour and take appropriate action to address any issues as they occur.
- You typically recognize the limits of your abilities.
- You evaluate your work and accomplishments against realistic standards.
- You fully understand the extent to which your values and abilities may affect your performance.

### Personal Development Tips

- Proactively evaluate your skills. Consider seeking feedback or suggestions on ways that will help improve your potential limitations.
- Continue to evaluate the impact of your behaviour, not just on yourself but also on other people. This will give you an idea of how to effectively manage the likely consequences of your actions.
- Keep on exploring your potential strengths and limitations. Identify ways in which you can manage and develop habits that build on your strengths and minimize your limitations.
- Always ask yourself: Are your standards still realistically measuring and stretching your performance? Take into account your resources and skills as well as the level of commitment that the situation requires.
- Ask yourself: In what ways can you make the most of this knowledge and ensure it makes a positive impact on yourself and others?

## Results at a Glance



### Prominent Behaviours

- Sometimes you can be sensitive towards the pains and joys of others, even if you don't personally relate to them.
- You are somewhat adept on picking up the social cues (e.g. nonverbal communication) to understand the thoughts and feelings of others.
- You sometimes recognize the needs of others and may be inclined to address their needs accordingly.
- Occasionally, you listen while being mindful of the situation of the other person.
- You can sometimes be open-minded to perspectives that are different from your own.



### Personal Development Tips

- Look to maintain an open-minded approach when listening to the experiences of other people.
- Be mindful of the circumstances of the other person.
- Develop a real understanding of nonverbal communication cues. Ask questions and listen.
- Familiarize yourself with the nonverbal communication cues associated for each emotion.
- Remind yourself that it is normal to face difficulty in understanding other people's thoughts and feelings.
- Make a conscious effort to maintain your recognition and appreciation of different viewpoints.

## Moving Forward with DISC Flow®

Keeping your results in mind Oliver, write down any actions or behaviours which you think you should:



**K**

**KEEP DOING...**



**S**

**STOP DOING...**



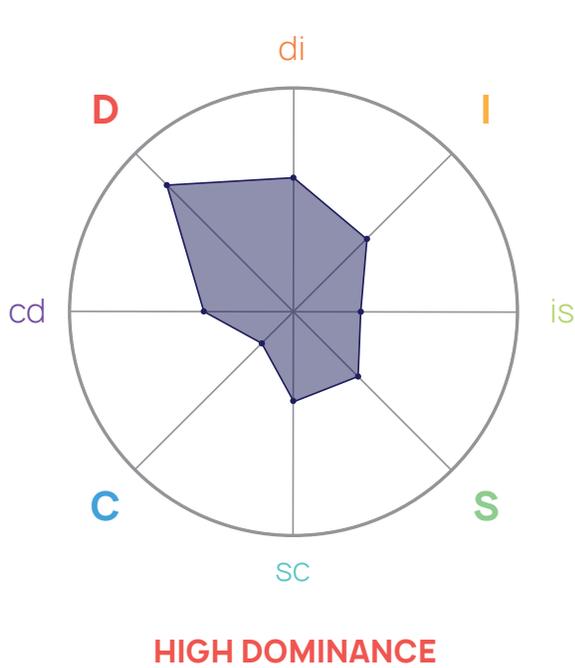
**S**

**START DOING...**

**“The only person you are destined to become is the person you decide to be.”**

Ralph Waldo

**Integration of DISC & Emotional Intelligence – Introduction**



Oliver, in the DISC Flow® model, your level of emotional intelligence is assumed to be the factor which enables how well you control the behavioural tendencies typically associated with your DISC style. It also determines how you display these behavioural tendencies when connecting with others as well as adapting to your social environment.

It is acknowledged that a person with high levels of emotional intelligence is better able to manage their behavioural tendencies according to the demands of the social environment they find themselves in.

Put simply, by strengthening your emotional intelligence, you will build resilience, become a better communicator, strengthen your relationships with others and improve the overall quality of your life.

And when reading the rest of your report Oliver, it's important to remember that while some people naturally have high levels of emotional intelligence, for those that don't, these skills can be learned and continually improved at any stage in life.

# High Dominance with Developed Emotional Intelligence



## Prominent Behaviours

- You can easily connect and relate with others. However, some decisions are largely based on your own understanding and without others' inputs.
- You may show interest in the situations of other people by listening and presenting prompt solutions. This can sometimes be appreciated or resented by others.
- You may become too idealistic in your drive to achieve big results.
- While at times you may dwell on personal shortcomings, you also seek opportunities to move forward and improve.
- You are generally aware of your tendency to be demanding. This typically allows you to assert yourself in a friendly manner.



## Value to the Team

Your ability to build rapport binds the team together, resulting in cohesion and camaraderie. Your desire for efficiency ensures a timely delivery of outputs. Your desire to create an impact influences others to strive higher and surpass challenges.



## Conflict Management

You usually address conflicts in a direct manner using techniques that you think are appropriate to the situation. You sometimes prefer to have it your own way than follow what others are saying. In the end, you seek quick solutions that will correct and improve the current situation.



## Potential Stressors

You are generally frustrated by mediocrity and substandard outputs. You tend to be stressed by a lethargic work environment. Also, you are disheartened when your ideas are disregarded by others.



## Potential Motivators

You are motivated to achieve the goals you have set for yourself. You are driven to produce results that surpass expectations. Also, you are stimulated by opportunities that lead to personal and professional development.



## Communication Style

You are very frank and candid when approaching other people. However, you can recognize the situations where you need to be more delicate in your approach. You understand how to use your assertiveness to your own advantage and to your colleagues' mutual benefit as well.



## Preferred Work Environment

You thrive in an environment that delivers results on time and want to see this happening consistently in the workplace. At the same time, you prefer to maintain a safe and courteous atmosphere in the middle of all the activity.



## Personal Development Tips

- 
- As you can relate to others, how might you use their input in a more collaborative way?
  - Take time to ask other people whether they need your advice or they simply need someone who would listen to their viewpoint. Try to limit giving unsolicited advice.
  - Strike a balance between your desire to achieve big results and the reality of the situation.
  - What lessons from the failings of the past can be beneficial for improvements in the future?
  - Identify situations where you may have been regarded as difficult in the past and use these as a guide toward being more sensitive in similar encounters.

## Moving Forward with DISC Flow®

Keeping your results in mind Oliver, write down any actions or behaviours which you think you should:



**K**

**KEEP DOING...**



**S**

**STOP DOING...**



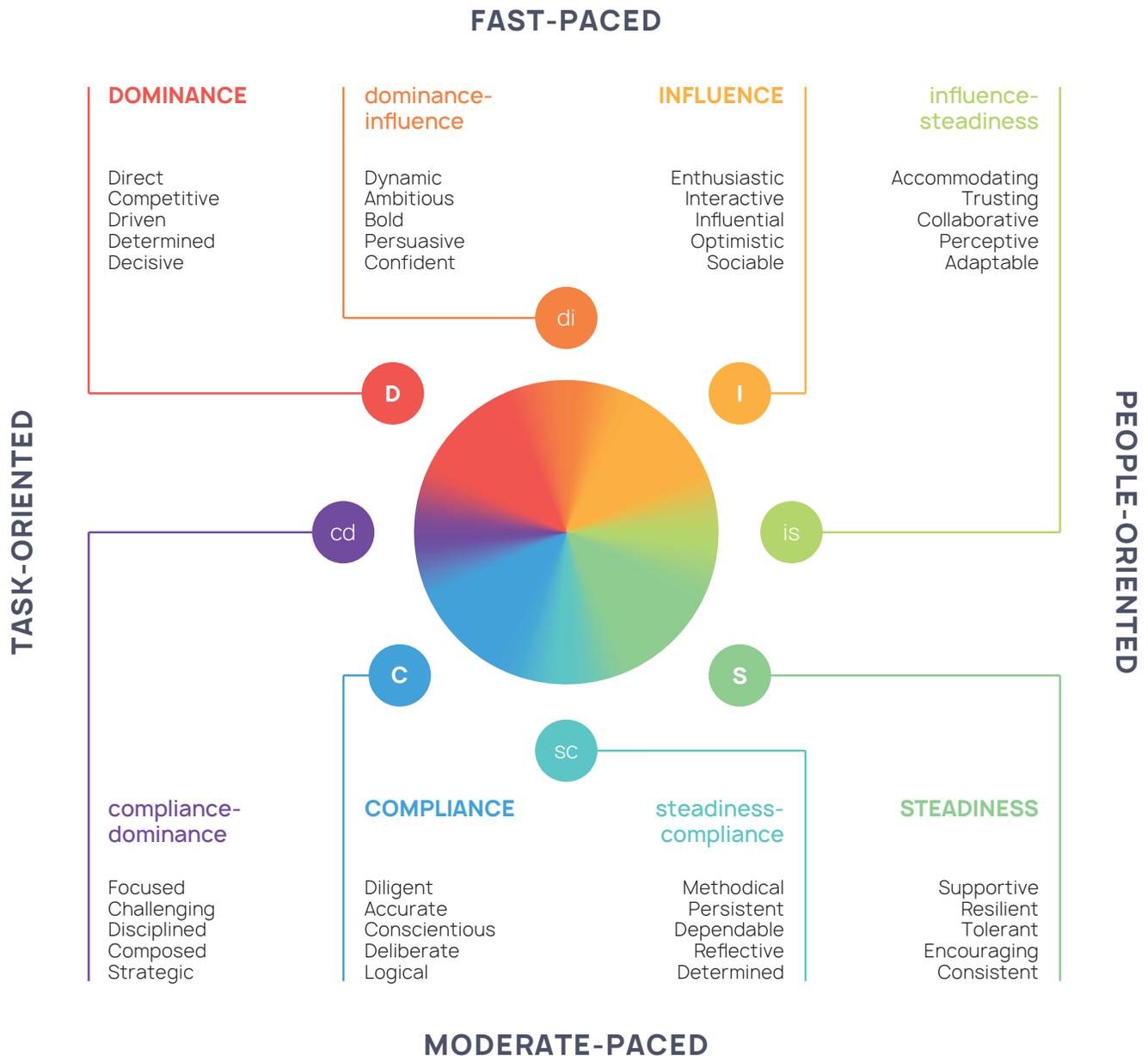
**S**

**START DOING...**

**“Change equals self-improvement. Push yourself to places you haven’t been before.”**

Pat Summitt

**Overview of the DISC Styles**



In the DISC Flow® model, we dive deeper than the 4 basic styles to provide you with a more in-depth and insightful understanding of your behaviours. The Flow® model classifies personality into 8 behavioural types:



### **Dominance (D)**

Individuals who sit within the Dominance (D) style are commonly perceived as being direct, determined and decisive self-starters. Given their independent nature, these team members generally prefer to take charge rather than follow someone else's instructions. They are highly driven when carrying out a task and have a preference for dynamic and challenging activities. They usually thrive when set an ambitious goal, preferring action over analysis when they need to complete an assignment. Also, these team members are naturally competitive, which can be attributed to a desire for recognition and authority. They are also highly assertive, especially when pushing for their ideas. Usually, they have a clear picture of how they will achieve their goals; they know what they want, and how to get it. They may appear to other people as overly forceful and might not show consideration toward alternative opinions, especially those that are not in-line with their plans. They can also be impulsive when undertaking a task. Usually, when they state their opinion or ask a question, they mean business.



### **Dominance/Influence (di)**

Individuals who sit within the DI style display a blend of behavioural tendencies found in both the Dominance and Influence personality styles. Generally, they will appear agreeable, dynamic, adventurous and bold. These team members usually know what they want; they are determined and have a clear vision of how to achieve their goals in life. Although they are generally dependable, they have the occasional tendency to take uncalculated risks. This can mean they have too much optimism about their ability to accomplish something at the expense of practicality and following tried and tested methods.

DI's are willing to step out of their comfort zone to develop their potential and expand their areas of expertise. They are highly motivated by new adventures and appear high-spirited and full of life in their endeavours. Being so outgoing, they can find it challenging to settle. Also, these team members strive to maintain a balance between their personal and social life. Under pressure, they might come across as self-centred, impulsive, idealistic and unrealistically optimistic.



### **Influence (I)**

Individuals who sit within the Influence (I) style are generally considered outgoing, energetic, sociable and enthusiastic. Usually, they are overflowing with optimism. They are vivacious and love to have fun at work. They are good at engaging with others and are confident communicators who are capable of inspiring and persuading those around them. As they are generally expressive, they appreciate it very much when people pay attention and listen to them. They are usually encouraged by praise, social recognition and acceptance to the point that they may fear isolation and rejection. As a result, they can be more concerned with popularity than delivering concrete results. While their enthusiasm enables them to face difficult challenges head-on, being unrealistically optimistic can make them impulsive when dealing with complex situations. Under pressure, they can become disorganised and may lose focus on more critical tasks. When properly controlled, their social and optimistic nature can be their defining asset. They have a sincere interest in the feelings of others, and many of their strengths lie in their ability to connect with people.



### **Influence/Steadiness (is)**

People who sit within the Influence-Steadiness (IS) style value social interactions and relationships above all else. They will appear trusting, cheerful and have a strong inclination to maintain good relations with others. They are usually good at supporting and encouraging their co-workers and will help ensure the involvement of everyone in a project.

Their preference for harmonious relationships may account for their highly perceptive nature towards the feelings and emotions of others. Having a cheerful and friendly disposition, they often bring positive energy and warmth to the people around them. They freely express their ideas and encourage others to open up and share what's on their mind. However, they can sometimes lose their objectivity by becoming too personally involved in a situation. Also, they may not be aware of other people's preferences when communicating and assume that everyone is as open to sharing as they are. They are likely to be most comfortable in a workplace that focuses on collaboration rather than competitiveness.



### Steadiness (S)

Individuals who sit within the Steadiness (S) category are known for being calm, tolerant and easy-going. They are naturally warm people who look for similarly supportive, consistent and loyal traits in their relationships. They place great value on stability and security. As such, they are generally content with what they know and can be reluctant to change. They are reliable, dependable and compliant towards authority. They show loyalty to others and are excellent team players. They are supportive of others' ideas, even if it differs from their own. Any abrupt or unexpected changes in the workplace can be uncomfortable for them. However, if change is inevitable, they will try their best to adapt, although it might be a gradual process. They may find it difficult to say no to others and tend to conform to avoid conflicts.

Much of their strength lies in their people skills, and they are known for being sympathetic to others' perspectives, as well as having strong, active listening abilities.



### Steadiness/Compliance (sc)

Individuals who sit within the Steadiness-Compliance (SC) style are generally known for their calm disposition and exceptional adherence to accuracy and consistency. They usually display an abundance of self-control and patience, whether dealing with people or completing a complex task. They exhibit a cautious nature which may account for their tendency to be meticulous over detail, thoroughly weighing up the options and maximising the time allocated to making decisions. They maintain their composure when faced with challenging tasks but may find it challenging to provide prompt responses, especially when it comes to abrupt or unfamiliar changes in a situation. They prefer carrying out tasks in a systematic manner and also adhere to the standards they set for themselves and others. They are the kind of person who does not stop working until a task is completed. Also, they may prefer to work behind the scenes or let others take control. They tend to be humble and sensitive towards others by nature.



## Compliance (C)

Individuals who sit within the Compliance (C) category are considered to be the most analytical and reserved, in comparison to the other styles. They gravitate towards process, structure and rules. They are conscientious when dealing with tasks and are often perfectionists. Typically, they will spend a considerable amount of time analysing data before arriving at a decision. They are more task-oriented than people-oriented. Meticulous by nature, it's natural for them to strive for high-quality output in any task they undertake. They are logical and rely on facts; therefore, any opinion based on gut feel or emotions is questionable for them. They are likely to thrive in an environment that provides time to be alone and study. If they can avoid group work, they would likely do so, as this improves their productivity. They do have the propensity to set unrealistic expectations for themselves and other people and can be hard to please. They can also be overly critical, especially when under pressure. It would also help them hugely if they could improve their social skills.



## Compliance/Dominance (cd)

Individuals whose personality blend sits within the CD style are self-motivated, efficient, and accurate. They are often described as critical thinkers, and logic appeals more to them than relationships. As such, they may come across as unemotional and are unlikely to discuss personal matters in the workplace. They are focused on the task at hand and can analyse data quickly. They are highly dependable, can envision a clear goal, and have a critical mind when evaluating information. They have clear goals in mind and are dedicated to working towards the accomplishment of their objectives. They can be blunt and assertive, and will not hesitate to correct others for the sake of accuracy and precision. When communicating with others, they tend to be brief and with the emphasis on work-related matters. On occasion, they can be overly opinionated and sceptical, and they may be highly critical of people who do not meet their expectations.

# Quick Tips

---



## DOMINANCE

**Conversations** should be direct and straightforward, using a confident and assertive tone.

**Meetings** should be brief, with a specific agenda, and only scheduled when necessary.

**Emails** should be brief, business-like and concise.

**Feedback** should be direct, actionable and focused on the most important points.

**Conflicts** should be addressed objectively and in a timely manner.



## INFLUENCE

**Conversations** should project a casual tone and be full of expressive language.

**Meetings** should be carried out in a relaxed atmosphere and with a flexible agenda.

**Emails** should be friendly, casual and personal.

**Feedback** should be focused on the big picture and delivered with encouragement.

**Conflicts** should be addressed in a balanced, intentional way to avoid unnecessary or unproductive arguing.



## STEADINESS

**Conversations** should be considerate, calm and with a warm tone.

**Meetings** should be carried out in a relaxed manner, with a prepared agenda.

**Emails** should be warm, sincere and expressive.

**Feedback** should be thoughtfully explained and delivered with empathy.

**Conflicts** should be handled with care considering this style's vulnerability & tendency to take things personally.



## COMPLIANCE

**Conversations** should be carried out in a formal and business-like manner. Ask objective questions and provide rational answers.

**Meetings** should be officially scheduled with an organised and managed agenda.

**Emails** should be factual, comprehensive and well-defined.

**Feedback** should be precise, thorough and presented in a logical manner.

**Conflicts** should be viewed objectively to bring essential matters to the surface.



## Dominance-Influence

**Conversations** should be direct, objective, optimistic and open.

**Meetings** can be spontaneous, but to the point, and with a flexible agenda.

**Emails** should be relatively concise and include only the most relevant information.

**Feedback** should be direct, specific and focused on the most important points.

**Conflicts** should be used to find better solutions.



## Influence-Steadiness

**Conversations** should be considerate of how they are feeling and should contain plenty of emotional expressions.

**Meetings** should be carried out in a relaxed atmosphere.

**Emails** should be friendly, casual and personal.

**Feedback** should be carefully and thoroughly explained & delivered with encouragement.

**Conflicts** should be approached with patience & thorough contemplation to prevent further disagreements.



## Steadiness-Compliance

**Conversations** should be deliberate, calm and with lots of questions to encourage them to open up.

**Meetings** should be officially scheduled with an organised agenda.

**Emails** should be factual and structured.

**Feedback** should be detailed and come with recommendations.

**Conflicts** should be handled with caution and must be used to solve pressing problems.



## Compliance-Dominance

**Conversations** should be calm, straightforward and objective. Refrain from making unwarranted statements or claims.

**Meetings** should be carried out in moderation, officially scheduled and with an organised agenda.

**Emails** should be factual, comprehensive and business-like.

**Feedback** should be delivered objectively, logically and in a straightforward manner.

**Conflicts** should be handled in a reasonable, objective and polite manner.