



Introduction

Congratulations on selecting the ***DISC for Hiring Report*** to help you assess and hire more effectively! While the DISC is not a predictor of success or performance in a role, it can help you better understand the personalities and behavioral traits of your candidates which can lead to more quality discussions and decisions in the pre-employment process.

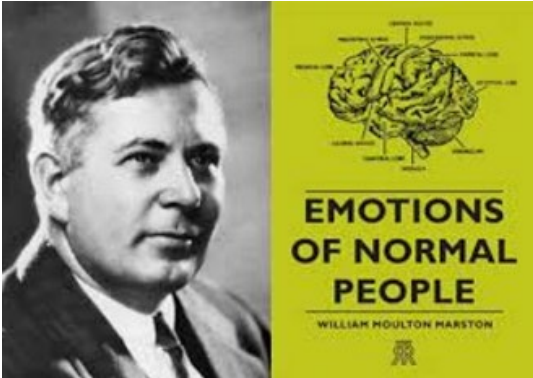
This supplement serves as a guide to help you better interpret the sections of information presented in the ***DISC for Hiring Report***. Understanding a candidate's DISC personality style along with their other attributes will help you make more informed hiring decisions and build stronger teams.

The ***DISC for Hiring Report*** can help you increase the effectiveness of the candidate interview to help you better determine and discuss how they tend to communicate, their general characteristics, their motivations and their ideal environments. You can also gain valuable insights into the traits and qualities that they would bring to your organization.

PeopleKeys DISC for Hiring Supplement

Background on Model

The ***DISC for Hiring Report*** from PeopleKeys provides valuable insights about your



candidate's personality in the context of the four quadrant DISC model which was originally conceived by Dr. William Marston.

Dr. Marston wrote a book called, "The Emotions of Normal People" which was published in 1928. Dr.

Marston was a lawyer and psychologist who lectured in

Psychology at Columbia University and New York University. Dr. Marston also helped develop the first polygraph test, he was the author of several self-help books and was the original creator of the Wonder Woman comic. Dr. Marston's theory, which is based on four different behavioral traits, was later developed into a behavioral assessment tool which is now referred to as the DISC assessment.

In the DISC model, we all have varying degrees of each of the four DISC styles within us. How much of each style and to what degree is what we need to discover in order to better understand ourselves and now our candidates as well through this process.

With a better understanding of how personality styles shape the workplace experience with teams and organizations, we as hiring managers have a stronger starting point for how we can more effectively understand the importance of a candidate's personality style along with all of their other attributes. The PeopleKeys **DISC for Hiring Report** will help you understand these principles in the context of learning more about your candidate's style and traits such that you can formulate clearer pictures of your candidates, develop stronger overall interviewing skills and more effective interviewing outcomes.

Closer Look at the Four DISC Dimensions

The PeopleKeys DISC model, based on Dr. Marston's work, measures the four dimensions of behavioral styles as, adapted for this report as follows: Dominant, Influencing, Steady and Compliant. A brief overview of each of these styles is as follows:

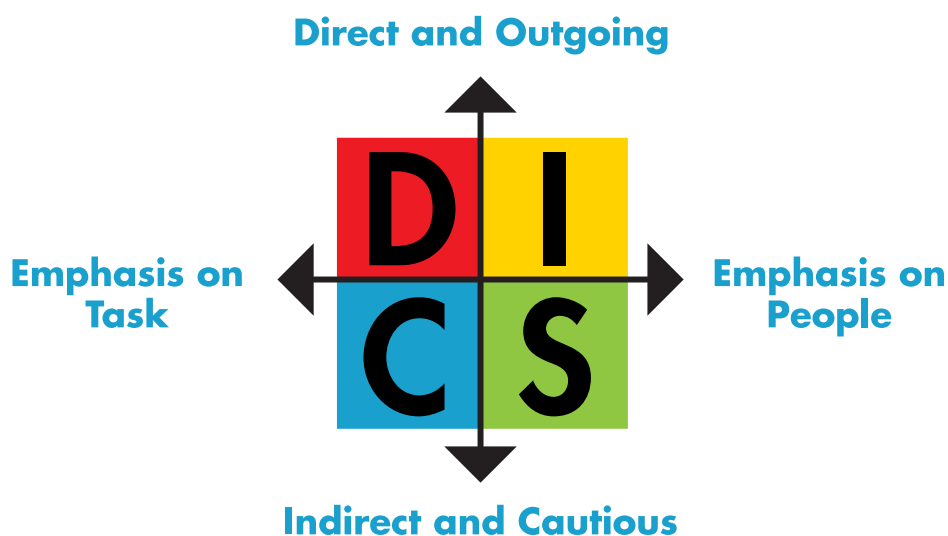
Dominant: Preference is geared toward problem solving and getting results. People with this style preference tend to be very direct and often dominant.

Influencing: Preference is oriented toward interacting with others and demonstrating results. People with this style tend to focus on relationships.

Steady: Preference is based on support, loyalty, patience and steadiness. People with this style tend to focus on creating harmony in their environment.

Compliant: Your preference is centered on facts, procedures, standards and protocols. People with this style tend to focus on precision and quality.

The DISC model below helps to visually illustrate the 4 DISC styles relative to the direct and indirect emphasis of the styles and whether they focus on tasks or people.



The Three DISC Graphs in the DISC for Hiring Report

The PeopleKeys *DISC for Hiring Report* presents three graphs of a person's DISC style as follows:

Graph 1: Public Self – Participant's perception of how others expect them to behave

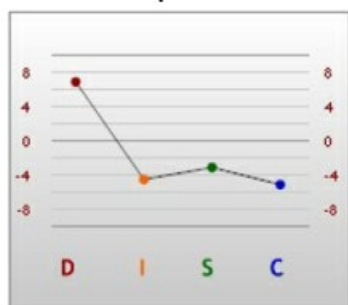
Graph 2: Private Self – Participant's perception of how they respond to stress or pressure

Graph 3: Perceived Self – Participant's perception of how they believe they typically behave

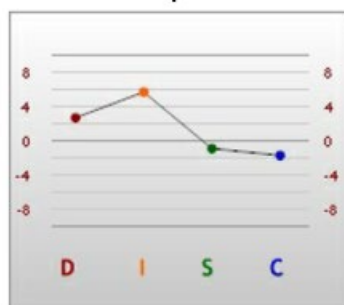
On each graph structure (examples below), points above the midline of the range ('0') indicate strongest intensities for that style in each of the graph contexts and the points below the midline indicate the weakest intensities. While all three graphs provide insights to the candidate's behavioral DISC styles, it is the **Graph 3** that determines the style that is presented in the report. The reason for this is that we want to better understand how the candidate participant typically approaches their work in organizational settings.

In the example below, the **Graph 3** indicates D and I intensities above the midline and the report is then based on a DI DISC style and the corresponding 'Concluder' identifier for communication and recommendations to the candidate.

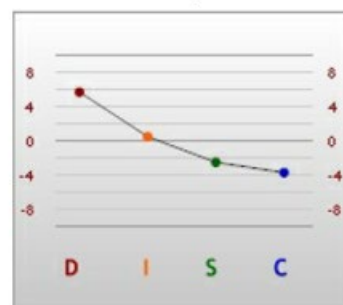
Graph 1



Graph 2

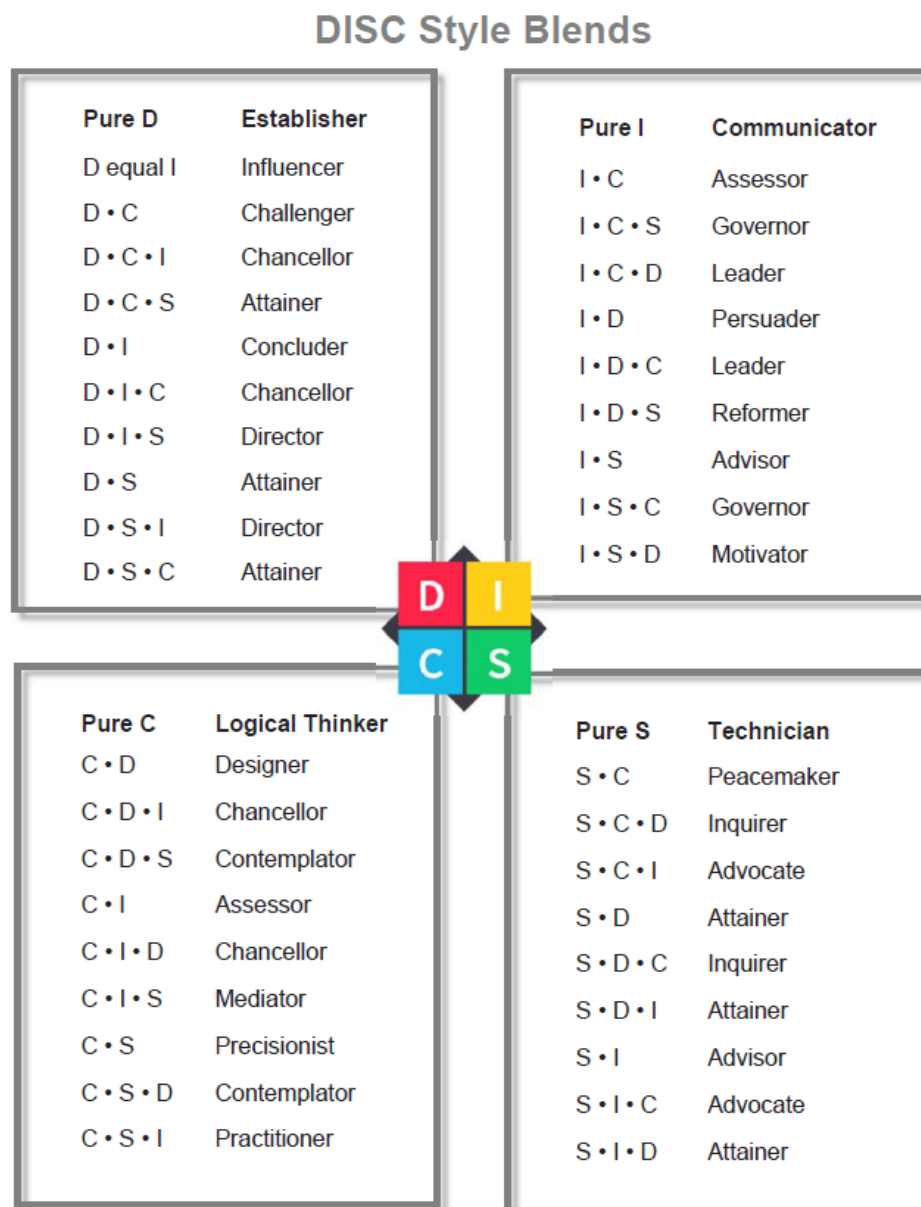


Graph 3



The DISC Style Blends:

The chart below lists all of the keyword identifiers used to characterize each combination of DISC traits. In the **Graph 3** example above, the points above the midrange indicate D & I and correspond to the 'Concluder' keyword identifier below. The report would then provide a discussion to the hiring manager about the 'Concluder' DI style:



Identifying the Candidate's DISC Style and Keyword Identifier

Once you have reviewed each of the candidate's graphs on page 3 and understand their intensities above the midrange in particular on their Graph 3, you begin to understand their DISC style and behavioral traits. You can then move on to page 4 and read through their keyword description which provides a high-level discussion about how this style tends to approach their work and the kinds of contributions that they typically make. This can give you excellent insights into your candidate's behavioral disposition.

You will also notice three boxes on the right side of the page that outline the general characteristics, what they are motivated by and their ideal environments. Take note of these key points and consider formulating questions accordingly in your interview process. Also, ask yourself, will where the opportunities for alignment will be between how this candidate will thrive most and what you can offer. A good hire is a strong fit for both the candidate and the employer and that requires excellent and open dialogue in the interview process. Plan to discuss the things that are important to employer but also discuss the things that are important to the candidate in terms of how they work, the environment they might do best in, how they are motivated and other important factors.

Natural leader and spokesperson
High ego strength
Influential and motivating
High energy, extroverted, and optimistic

General Characteristics

Being able to direct and pioneer
Power and authority to take risks and make decisions
Freedom from routine and mundane tasks
Changing environments in which to work

Motivated By

A competitive environment with rewards
Being able to delegate details to others
Freedom from controls, supervision, and details
Evaluation based on results, not methods

My Ideal Environment

Communicating Effectively with Your Candidate

The ***DISC For Hiring Report*** provides helpful tips for communicating effectively with your candidate. These start on page 5 of the report. You will also notice that you are provided with insights into how to best approach working with and managing your candidate should they be hired.

Your interview questions to consider start on page 12 of the report. Review these in advance of the interview and decide which are most appropriate to ask of the candidate. During the interview, ask your questions and gauge their responses to each. After the interview, reflect on their responses relative to your need and their needs as well. Use this reflection as one of your inputs on deciding if the interviewing process should continue with the candidate.

Understanding the Graph Data in Greater Detail

If you are inclined to analyze data more closely, which we recommend doing, you will find a detailed analysis of the candidate's 3 data graphs on pages 14-16. These insights on the graphs, while a bit more technical, are well worth a few extra minutes of analysis to review to more completely understand and interpret the data that they provide in order to see a more complete profile picture of your candidate.

DISC Dimension Behavior Matrix

DISC Dimension Behavior Matrix				
	D - Dominant	i - Influencing	S - Steady	C - Compliant
Demeanor	Fast-paced	Outgoing	Even-tempered	Analytical
	Outgoing	Fast-paced	Accommodating	Reserved
	Direct	Optimistic	Patient	Private
	Forceful	High-spirited	Humble	Precise
	Questioning	Lively	Tactful	Systematic
Typical Contributions				
	Taking on big challenges	Innovative ideas	Supportive approach	Process and rules-oriented
	Decisive approach	Moves people to action	Wants to be helpful	Methodical approach
	Bold actions	Quickly builds rapport	Team player	Independent work style
	Drive for achievement	Infectious positive attitude	Consensus builder	Follow through
Possible Blindspots				
	Can seem cold/insensitive	May not always complete	Can be slow to make decisions	Can seem disengaged
	Can alienate others	Can circumvent process	Can take things personally	Sometimes overly skeptical
	Occasional hasty decisions	Can become impatient	Can seem indecisive	Rapport building skills
	Overbearing at times	Sometimes overly talkative	May not seem driven	Need to always be right

The more familiar you become with the DISC model, the more it will help you improve how you interview your candidates based on a better understanding of the merits of each style. Good hires are strong fits for both the company and the candidate, and a quality interviewing conversation is the appropriate place to determine fit for both parties. Using the ***DISC for Hiring Report*** will help you significantly with the valuable candidate data you need to intelligently assess, interview and make good hires to build stronger teams for your organization.