



# PUZZLE DISC

## Communication

An analysis which describes the way in which you communicate with and relate to those around you

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# Index

- 3 Introduction to the Puzzle analysis
- 4 Basic behaviour
- 5 Some distinguishing characteristics / It is natural for you
- 6 This motivates you / This is how you organise and plan / This is how you make decisions
- 7 This is how you communicate with others / Consequences of your way of communicating
- 8 Value to the organisation / Information for your manager
- 9 This is how you can increase your efficiency
- 10 Adapted behaviour
- 11 This is how you approach difficulties and challenges
- 12 This is how you communicate your thoughts and ideas to those around you
- 13 This is how you respond to the pace of your surroundings
- 14 This is how you respond to the rules and procedures in your surroundings
- 15 The playing field
- 16 Prominent qualities in your behavioural style
- 18 Prominent qualities
- 19 Qualities presented in diagram form
- 20 Appendix

# Introduction to the Puzzle analysis

**The Puzzle is a communication analysis which can be used in many situations where people's differences are important, such as in recruitment, group development, management development, sales development and communication.**

Everyone has different behavioural styles. Some people call this personal chemistry, but behavioural style is also about how we deal with different tasks. Knowing and understanding each other's behavioural styles creates a more open corporate climate. The Puzzle is a tool which gives greater self-insight and makes communication easier.

The Puzzle is based on a number of elements, including William Moulton Marston's <sup>(1)</sup> DISC model. The Puzzle describes an individual's natural behaviour (basic behaviour) and how he/she adapts to a certain environment or surroundings (adapted behaviour).

The Puzzle highlights the various ways of behaving using puzzle pieces and colours.

## **The following DISC characteristics are represented by the following colours:**

- D** = Dominance – red puzzle piece
- I** = Influence – yellow puzzle piece
- S** = Stability – green puzzle piece
- C** = Compliance – blue puzzle piece

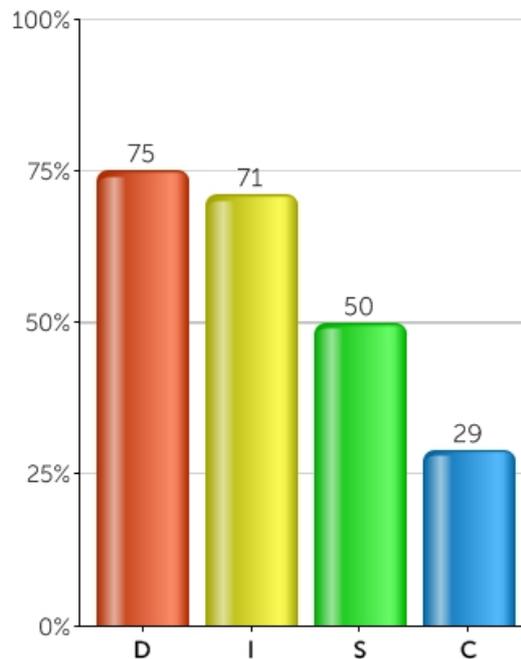
(1) William Moulton Marston (1893-1947), who published 'Emotions of Normal People' in 1928.

## **How to read the report**

In this report, you will get a description of both your basic behavior and your adapted behavior. Your basic behaviour describes your natural behaviour. It reflects how you approach the people around you when you feel secure and relaxed. Your adapted behaviour reflects the changes you feel you need to make in order to fit into a given situation, at work for example. If you have two or more DISC factors above 50%, you may occasionally experience some descriptions of your behavior as contradictory. That's because we use different behaviours at different times and in different situations. We can for example be open and talkative at times, while other times we are more thoughtful and reticent, depending on how we perceive the situation. You will probably find that some parts of the report provide a good description of your behavior, while other parts seem less accurate. It is therefore a good idea to read the report with a pencil in your hand. You can for example put a plus sign in the margin for things you think are good descriptions, a minus sign for things you do not think are correct, and a question mark for things you need to think through or maybe discuss with someone who knows you well.

# Basic behaviour

Basic behaviour describes your natural behaviour. It reflects how you approach those around you when you feel secure and relaxed.



You are a person who is normally self-confident. You can be both charming and straightforward, depending on what the situation requires. The combination in your profile indicates that you often have clear goals in life and the determination required to achieve them. For you it is important to maintain a certain dominance in terms of personal authority and control, but also in social terms. You want to feel that you are not only respected by your colleagues, you are also liked. Dynamism, activity and communication are the main ingredients of your profile. You have a constant need to be on the move and you can become impatient with other people who won't or can't keep up the same pace.

You are able to quickly assimilate new technical developments without losing sight of your own goals and ambitions. You normally have clear goals and are willing to put in the effort to be successful in life. You want to see rapid results. You begin by attempting to make others understand your views by adopting a friendly, persuasive manner. If that is not successful, you are not afraid of confrontation.

You are likely to function best in positions where you are the leader and organise the work. It is important for you, as far as your personal goals are concerned, to constantly face new challenges that drive you on and give you renewed energy. You see time as something to be used effectively. You have a certain ability to begin new projects before current projects have been completed. You trust others and are happy to delegate work as soon as you feel your interest in the job waning. You also have a tendency to take on too much responsibility and find yourself short of time as a result. In certain cases you also find it difficult to prioritise - as soon as you see that a project is beginning to function, your interest turns to new challenges.

# Some distinguishing characteristics

All combinations of behavioural factors are associated with characteristics that can be described as strengths, but also ones that can be limiting. Based on your answers you will get a general description of some of your most distinguishing traits.

You are an independent, outgoing person with faith in your own ability. You are single-minded, but also a good communicator. You think and act quickly and have the ability to read and adapt to changes in your situation. You prefer a working environment where you can take on new challenges, rather than have a predictable existence.

With your strong, persuasive style, you work best in an environment where you have a certain amount of influence and control over your working conditions. You prefer to make your own decisions and take responsibility for your own actions, but you can also cooperate with others if that appears to be the best alternative.

You are an active person, who seldom experiences doubts about your way of doing things. Your ability to think and act quickly means that you do not always allow yourself time to consider the consequences of your actions. Your dynamic, fast profile makes it hard for you to accept situations that require patience and reflection. You occasionally have a tendency to act just to feel that you are doing something.

## It is natural for you

Different behaviour styles include different ways to approach your surrounding environment. Surroundings include other people, events, circumstance and demands in a given situation. Based on your answers you will get some examples of how you usually deal with your surroundings.

### Its natural for you:

- to never hesitate when it comes to striving towards your goals
- to push through your solutions to a problem
- to work for continuous improvement
- to have viewpoints on how operations are conducted
- to rather give the benefit of the doubt
- to trust others
- to create good relationships at your workplace
- to appreciate that there is room for social relations at work
- to be open to developments in your field
- to have an eye for continuous improvement
- to freely be able to switch between different tasks
- to prefer to try new tasks
- to be able to harness both your own and others' creative new ideas
- to be open for and willing to invest in development
- to be able to connect things in new and unexpected ways
- to be more considerate of function than tradition

## This motivates you

What motivates one behaviour style is often not at all motivating for another. Below are a few statements that can be important for you to feel motivated.

It motivates you:

- to use your power and weight to achieve a result
- to challenge old ways of thinking
- to know that other people rely on you
- that there are opportunities for social interaction

## This is how you organise and plan

Some behaviour styles place great emphasis on organising and planning their work, while others do not think this is so important. The following descriptions can be relevant for you.

You are an independent person who does things at a fast pace and who normally trusts his instincts. This means that you mostly don't take time to consciously plan your actions unless there is a very high risk of negative consequences. What planning you do carry out is mostly short-term and you also have no scruples about changing opinions halfway through a project.

Your fast, open style means that you are motivated by new experiences, changes and excitement. Your outgoing approach and belief in your own ability means that you prefer to be the one to take the initiative and you expect others to follow you. Your need for respect and recognition from those around you means that you feel most motivated in situations where there is scope for your dynamic personality. You often become dissatisfied in situations where you are forced to comply with decisions made by others or obey strict rules.

## This is how you make decisions

Decisions can be made in different ways. Some behaviour styles want to base decisions on data and facts, while others rely more on 'gut feeling'. Your way of making decisions can be described as follows.

You are an active, energetic person and you normally don't wait for decisions to be made for you. You prefer to judge and evaluate a situation independently and decide yourself what decision needs to be made. You have faith in your own ability, which means that you are able to make decisions based on a limited amount of information. Even if more detailed information is available, you can be tempted to disregard it and follow your instinct instead. With your outgoing, persuasive manner, you also have the ability to convince others that decisions are right and persuade them to support your judgement.

# This is how you communicate with others

Different behaviour styles have different ways of communicating with their surroundings. It could be said that it is about typical ways of behaving in order to communicate a message to those around you. Below are a few descriptions of how you communicate with others.

- You have both the power and weight to push through what you have decided to undertake
- You are happy to question traditional ways of performing a work task
- You like to believe the best of people
- You are very sociable and find it easy to both make and maintain good relationships

## Consequences of your way of communicating

Here is some advice on how you can manage the consequences of your way of communicating.

- Remember that alone is not always strong
- Remember that changes often awaken strong feelings
- You can need to be more critical towards other people
- Think about how you allocate your time between work and social interplay

# Value to the organisation

All behavioural styles have qualities which are important to the organisation in which they work. Below are some of your contributions.

- You have the ability to argument for your views
- With your forceful attitude you are a person who instils confidence
- You do not shy away from challenging old ways of thinking and working methods
- You are happy to propose alternative methods to solve a problem
- You trust your surroundings
- You believe that most people grow with the task
- You have the ability to create relaxed working relationships
- You appreciate feed-back
- You can be the one who spontaneously sees opportunities for improvement in operations
- You are alert and have your eyes open
- You enjoy varied tasks
- You are willing to test new work fields
- You can implement your knowledge in new areas
- You are far-sighted, and see when there is a need for renewal within the business
- You do not feel bound by established experience
- You have the ability to connect things in new and unexpected ways

# Information for your manager

Different behaviour styles need to be managed in different ways to do good work and enjoy the tasks. Here your boss will get a few tips that can be useful to both of you in your relationship.

- Understand that you need to feel that you have a degree of control over your own work
- Encourage your inquisitiveness and harness the knowledge and experience you have accumulated
- Be aware that you can sometimes be too unsuspecting in, for example, business deals
- Understand that you are a socially-oriented person who is much more effective when it comes to working with people than with things

# This is how you can increase your efficiency

Here are a few suggestions to help you develop your ability to work with others and carry out your tasks more effectively.

## **You may need others who:**

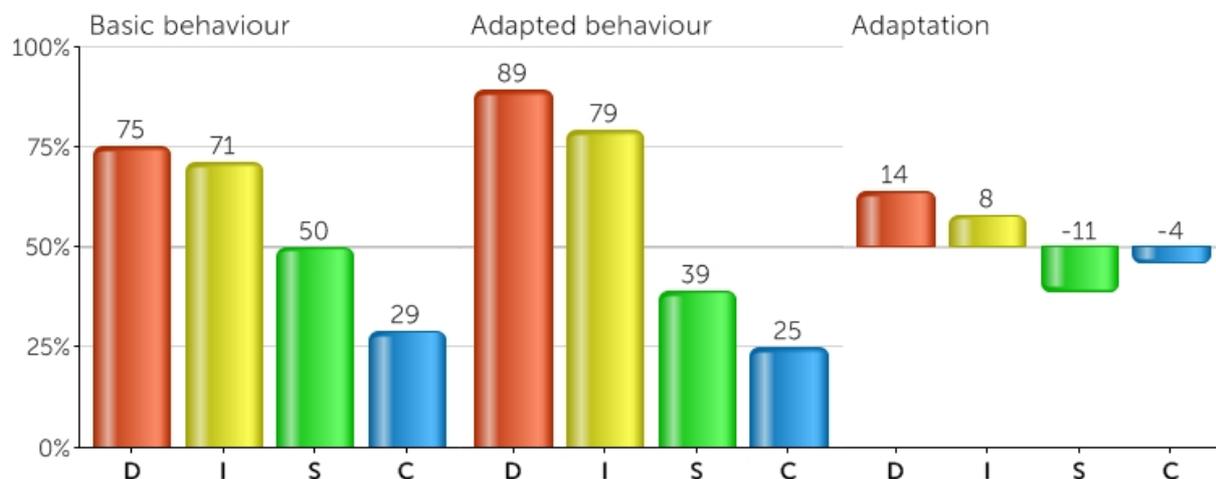
- work with risk assessments
- can create a more relaxed pace at which to work
- weigh up the pros and cons
- create structure and unity
- compile and investigate facts
- focus on work tasks
- seeks and finds facts as a basis for decisions
- are logical and deal with problems systematically
- prefer to work with practical things rather than with relationships and people
- follow up results of work on your own initiative

## **You may need:**

- difficult and challenging jobs
- to make use of techniques based on practical experience
- to be part of a functioning group
- to take time to explain the path leading to a decision
- to explain the reasons for the decision
- to be more aware of existing rules and penalties
- to adjust the working pace to that of others and relax more, rely on others,
- to feel involvement and participation in decisions
- to be able to affect your time scheduling
- to learn not to overestimate/judge others
- to be able to prioritise and establish time frames
- to not perceive feedback as criticism
- to learn to cooperate with people whose ideas differ from yours

# Adapted behaviour

Your adapted behaviour reflects the changes you feel you need to make in order to fit into a given situation, at work for example. You can determine what adaptations you make in relation to your basic behaviour.



The adaptations which you make are within the context of your basic behaviour.

# This is how you approach difficulties and challenges



Dominance features or the Red puzzle piece determine how different behavioural styles deal with difficulties and challenges. People with a lot of Red in their behavioural style are courageous, unafraid and energetic. They do not shy away from problems, and are often able to see how challenges can be overcome. When relating to others, they are up-front and direct. Patience is not one of their strengths, and they become angry easily.

## Basic behaviour

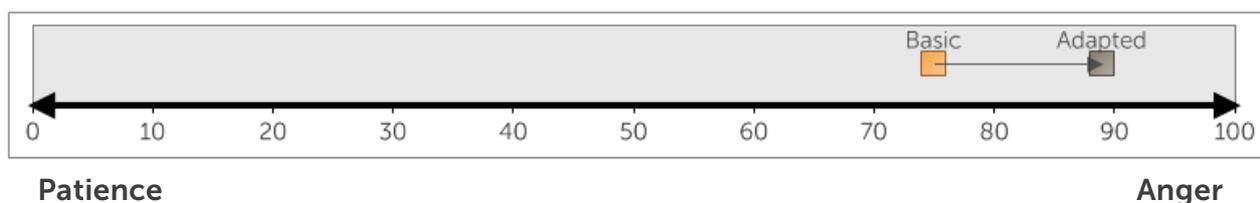
You are usually a person who knows what you want. You rely on your intuition and previous experience and often have both the power and weight to carry through whatever you have set your mind to. This is an asset in many situations. However, sometimes it is a good idea to check with the others to get them to feel that they are involved in the project.

## Adapted behaviour

It is easy for you to see new opportunities and you are prepared to take chances to realise them. However, you do not always take time to assess potential negative consequences. Others can feel that you take excessively large risks. It can therefore be good to test your ideas on someone less inclined to take risks.

## Adaptation

In your current work situation, you feel that you need to be more direct and clear than you normally are. You believe that you need to be more independent, rely more on your own ability and take more initiative. However, the shift between basic behaviour and adapted behaviour is not particularly great; maintaining this does not therefore require a great deal of mental energy, and it is rarely something which will make you feel pressurised.



# This is how you communicate your thoughts and ideas to those around you



Influence features or the Yellow puzzle piece determine how different behavioural styles communicate their thoughts and ideas to those around them. People with a lot of Yellow in their behavioural style are sociable and extroverted. They like to believe the best of people, and find it easy to mix with people even if they do not know them. They are extremely eloquent, and are able to win others over to their point of view with their friendly persuasion. They need positive appreciation in order to do themselves justice, and may find criticism hard to take.

## Basic behaviour

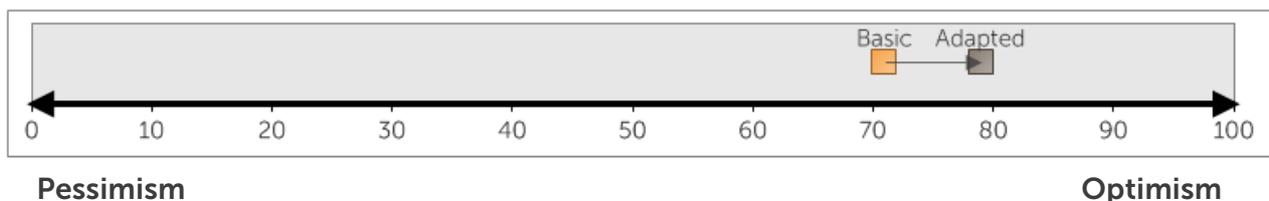
Trust your surroundings is sort of your slogan! Someone else might say gullible. The will to believe in people is good and honourable. Don't abandon it. Everyone needs to feel trusted. Just remember that some people in your surroundings can exploit your good attitude for their own purposes.

## Adapted behaviour

When you are committed to an issue you like to get others to share your commitment. You are a skilled communicator and can, using your verbal abilities, influence your surroundings to suit your purposes. You more frequently use emotional arguments rather than factual ones.

## Adaptation

In your current work situation, you feel that demands are placed on your ability to communicate freely with those around you. You therefore show a more assertive and friendly side than what is natural for you. However, the shift between basic behaviour and adapted behaviour is not particularly great; maintaining this does not therefore require a great deal of mental energy, and it is rarely something which will make you feel pressurised.



# This is how you respond to the pace of your surroundings



Stability features or the Green puzzle piece determine how different behavioural styles deal with the pace of their surroundings. People with a lot of Green in their behavioural style are calm and patient, and rarely show what they are thinking and feeling. They value harmony and stability in their surroundings. They may therefore find it hard to deal with unforeseen or sudden changes. They are often loyal team players who are keen to complete a task which they have taken on.

## Basic behaviour

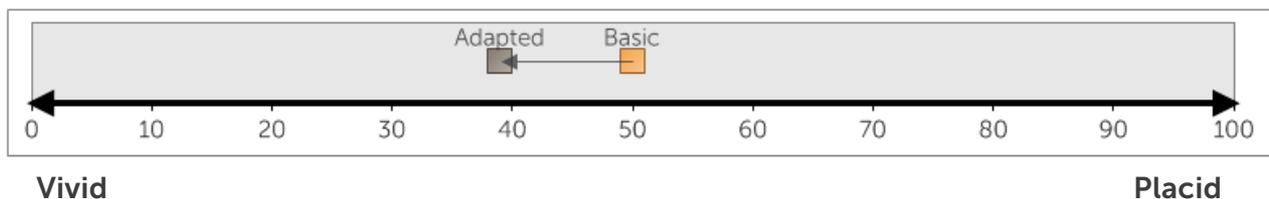
Even if you prefer a degree of stability in life you are often alert to changes and can be the one who takes the initiative when you see that something can be done in a "better" way.

## Adapted behaviour

When something gets your attention you can be very energetic and devote both time and effort to achieve the goals you have set for yourself. This is most often a positive characteristic that can seem to motivate people around you. One possible downside can be that you get a little "tunnel vision" and overlook other matters that may also need your attention.

## Adaptation

In your current work situation, you feel that you need to increase the pace and be more focused on completing your tasks within set timescales. However, the shift between basic behaviour and adapted behaviour is not particularly great; maintaining this does not therefore require a great deal of mental energy, and it is rarely something which will make you feel pressurised.



# This is how you respond to the rules and procedures in your surroundings



Conformity features or the Blue puzzle piece determine how different behavioural styles deal with the rules and regulations in their surroundings. People with a lot of Blue in their behavioural style have a real need for control and security. They therefore want to know what authority they have, and are careful to keep within given boundaries. They are disciplined and attentive to detail. They strive for a high level of quality in the work they carry out, and may find it hard to deliver work which does not meet their high standards. They may therefore find it hard to stick to deadlines.

## Basic behaviour

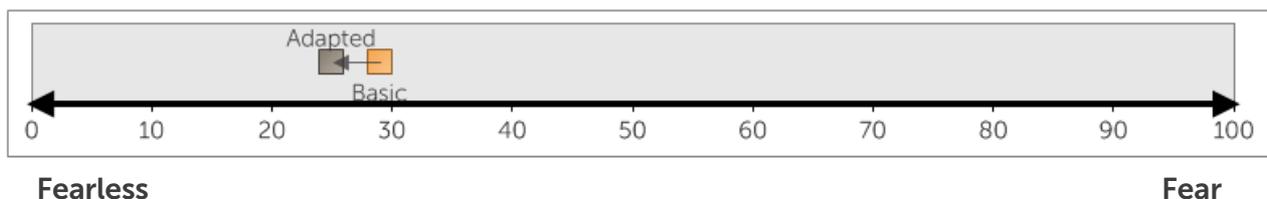
You are often a very knowledgeable and skilled person in your field. You find it easy to apply your knowledge in new areas of application. Sometimes your innovative ideas can be too radical for the organisation where you work.

## Adapted behaviour

You are a creative problem-solver, who does not feel bound by tested experience and established procedures. Your ability to think outside the box is often an asset. Your unconventional attitude can however be perceived by more cautious people as both inappropriate and risky.

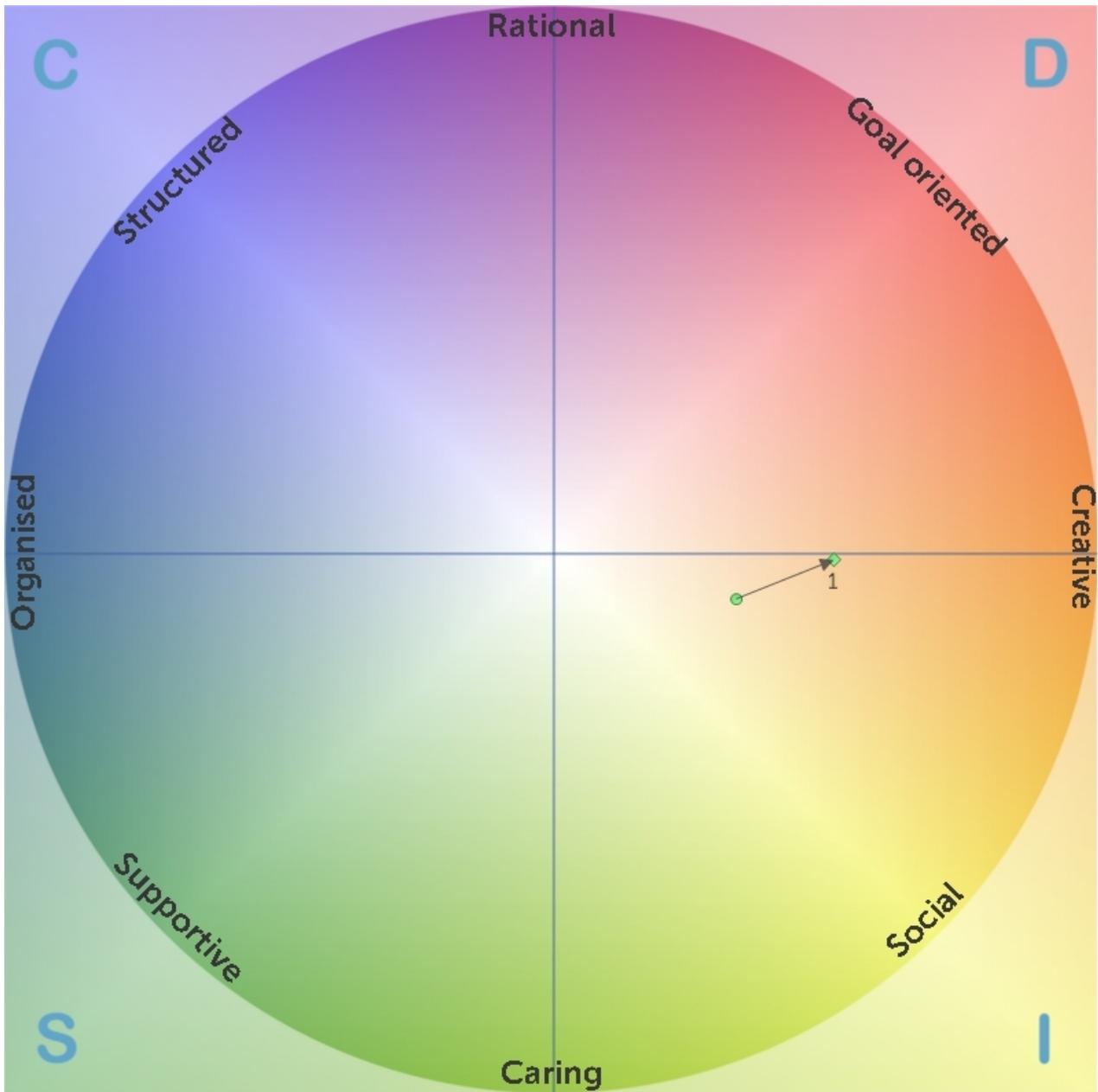
## Adaptation

In your current work situation, you feel that you need to be more independent and rely more on your own ability than what feels natural for you. The adaptation often manifests itself in you seeking to work with others less often, since you want to demonstrate your ability to work independently. However, the shift between basic behaviour and adapted behaviour is not particularly great; maintaining this does not therefore require a great deal of mental energy, and it is rarely something which will make you feel pressurised.



# The playing field

The position in the diagram shows the total effect of all four behavioural factors. You can compare your position in the diagram with other people's positions. The arrow goes from your basic to your adapted behaviour.



1: ID: 114754

# Prominent qualities in your behavioural style

Qualities which can be seen in both your basic behaviour and your adapted behaviour are qualities which you often use. These qualities often become permanent over time. The qualities are presented on a falling scale, with the most prominent quality appearing first and the least prominent quality appearing last (see appendix for more information about all qualities).

## Independent

Independent people are highly self-sufficient and up-front. They prefer to go their own way, and are happiest when they do not need to take others into consideration. They are frustrated by rules and regulations which restrict their freedom of action. They may sometimes need to break rules and regulations in order to achieve results. They are highly competitive and always know where they are headed.

## Assertive

Assertive people have good self-confidence and rarely doubt themselves when it comes to contact with other people. They appreciate social situations and like to interact with others on a more personal level. They also find it easy to mix with strangers, and are often the ones who take the initiative to make contact in such situations. They are not necessarily obstinate, normally preferring to keep things on a more open and friendly level.

## Self-motivating

For self-motivated people, personal success is important. They are not particularly patient, preferring to see immediate results. They are easily irritated by others who cannot or do not want to keep up with their fast pace. They can absorb new information easily without losing sight of the goal. They take responsibility for their actions and are not afraid of confrontations. High levels of pressure are a natural feature of everyday life for them.

## Enthusiastic

Enthusiastic people are friendly and extroverted. They like a fast pace. Their eager attitude clearly shows their commitment to an issue. Their enthusiasm often helps to instil job satisfaction and motivation in those around them.

# Prominent qualities in your behavioural style, continued...

## **Firm**

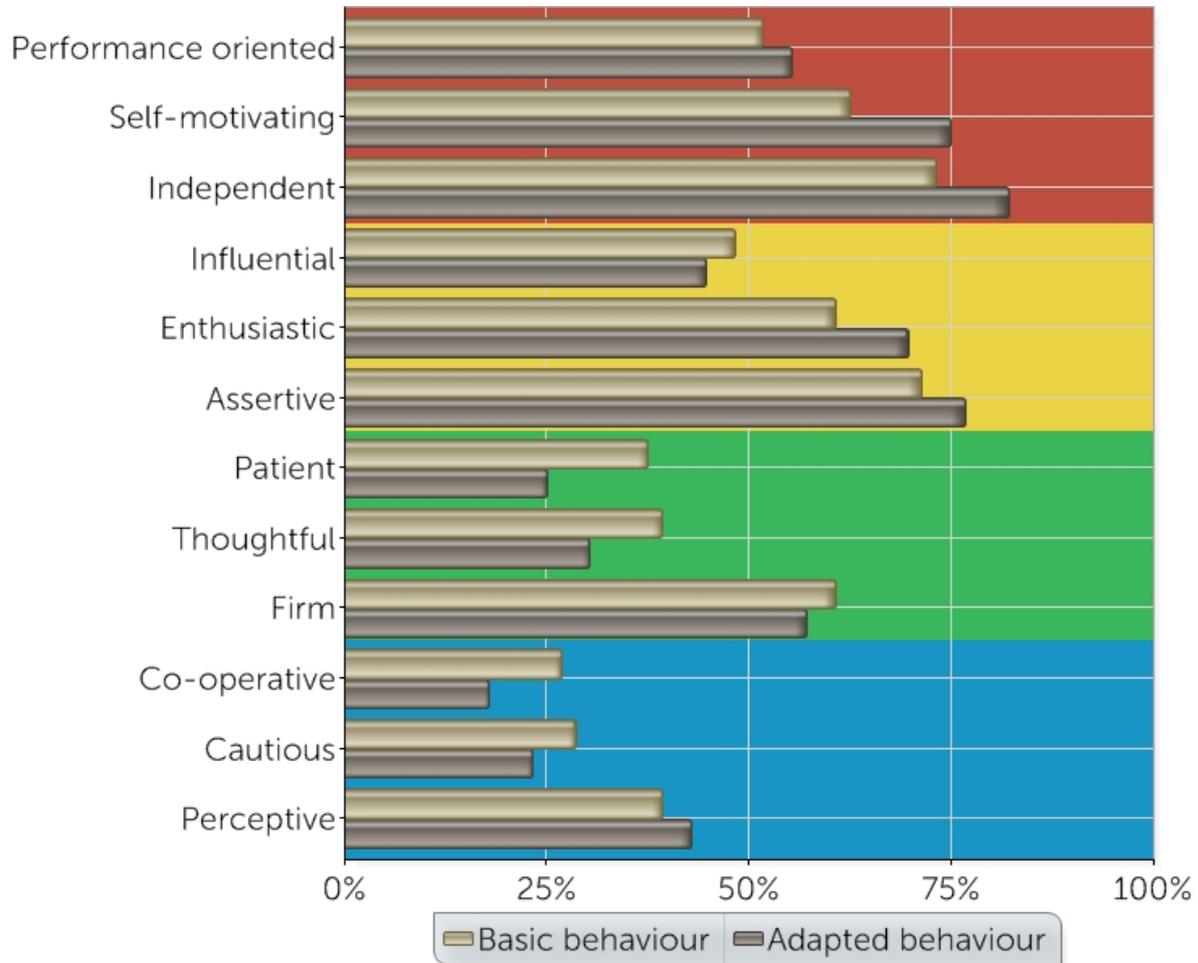
Principled people stick to their word and like to do what they have promised. They may find it hard to adapt to new situations, and prefer to have set routines and working methods to follow. They are highly loyal to the present and to the people in their immediate environment. They may be resistant when faced with changes, and need time to adapt.

## **Performance oriented**

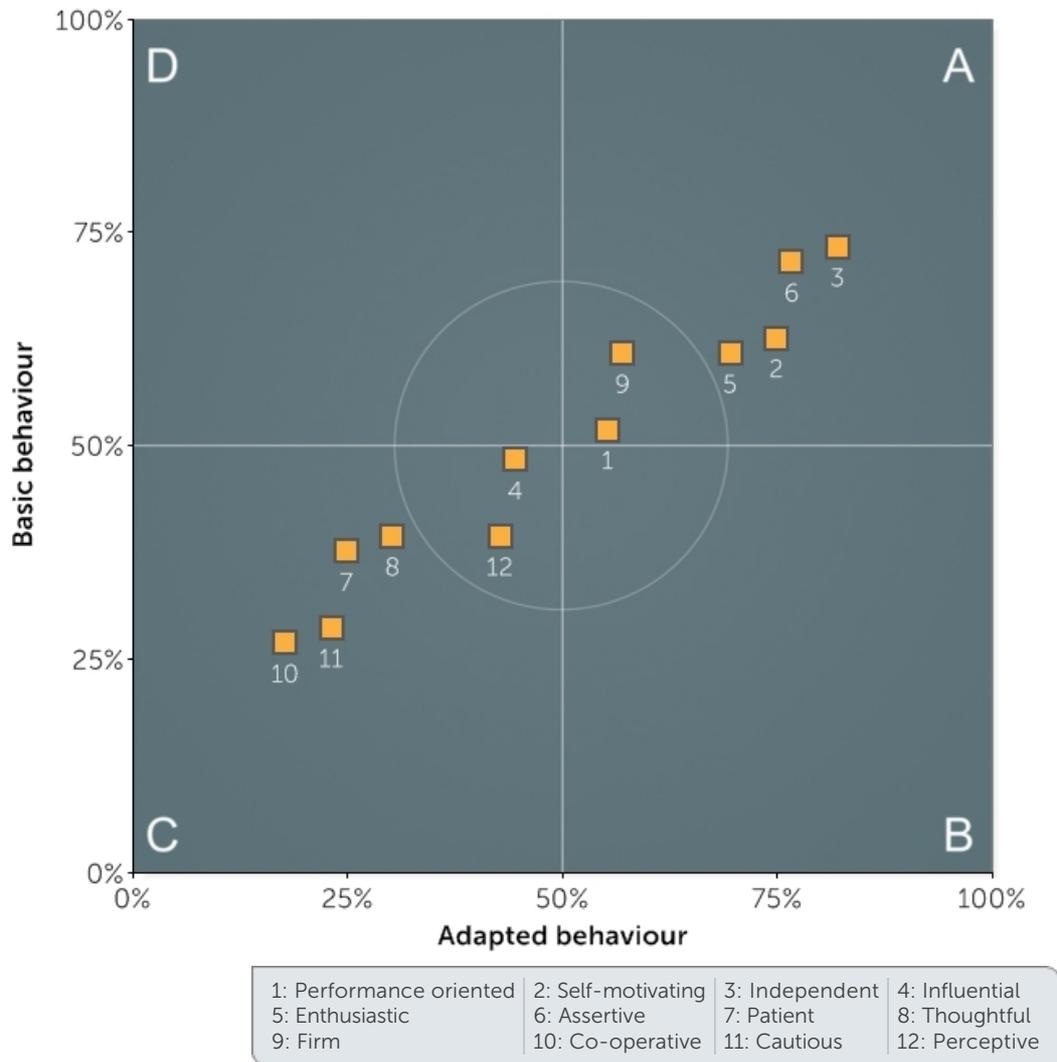
Achieving results is important to performance-oriented people. They may compromise on quality or details in order to achieve their goals. They are direct in their manner of communicating with others and they are able to assert their views effectively. However, they are not particularly interested in personal matters. Nor do they take an objective position and they are highly goal-oriented. They can make quick decisions without allowing themselves to be distracted.

# Prominent qualities

Here, the intensity of the twelve qualities which are associated with the colours are shown in a bar chart.



# Qualities presented in diagram form



**A = Prominent qualities:** Prominent in both basic behaviour and adapted behaviour. Displayed in various situations, and become permanent over time.

**B = Situation-dependent qualities:** Prominent in adapted behaviour, but not in basic behaviour. Remain prominent as long as the perceived situation prevails.

**C = Hidden qualities:** Rarely displayed in either basic behaviour or adapted behaviour.

**D = Unexploited qualities:** Prominent in basic behaviour, but not used in the adapted behaviour. Displayed under calm and relaxed circumstances, and under pressure.

**Available qualities:** Qualities which can be hidden or used when needed (located inside the circle in the center of the diagram).

# Appendix

## Explanations of the 12 qualities relation to the DISC-colours

### Performance oriented

Achieving results is important to performance-oriented people. They may compromise on quality or details in order to achieve their goals. They are direct in their manner of communicating with others and they are able to assert their views effectively. However, they are not particularly interested in personal matters. Nor do they take an objective position and they are highly goal-oriented. They can make quick decisions without allowing themselves to be distracted.

### Self-motivating

For self-motivated people, personal success is important. They are not particularly patient, preferring to see immediate results. They are easily irritated by others who cannot or do not want to keep up with their fast pace. They can absorb new information easily without losing sight of the goal. They take responsibility for their actions and are not afraid of confrontations. High levels of pressure are a natural feature of everyday life for them.

### Independent

Independent people are highly self-sufficient and up-front. They prefer to go their own way, and are happiest when they do not need to take others into consideration. They are frustrated by rules and regulations which restrict their freedom of action. They may sometimes need to break rules and regulations in order to achieve results. They are highly competitive and always know where they are headed.

### Influential

Communication is important to influential people. They are open and extroverted in their manner, but they may find it hard to concentrate on everyday tasks. They are easily distracted when the opportunity for social interaction arises. They give the impression of security and, with their lively manner, they find it easy to influence others without appearing obstinate.

# Appendix, continued...

## Enthusiastic

Enthusiastic people are friendly and extroverted. They like a fast pace. Their eager attitude clearly shows their commitment to an issue. Their enthusiasm often helps to instil job satisfaction and motivation in those around them.

## Assertive

Assertive people have good self-confidence and rarely doubt themselves when it comes to contact with other people. They appreciate social situations and like to interact with others on a more personal level. They also find it easy to mix with strangers, and are often the ones who take the initiative to make contact in such situations. They are not necessarily obstinate, normally preferring to keep things on a more open and friendly level.

## Patient

Patient people often appreciate open and friendly relationships with others, and rarely feel hurried. They prefer to work at their own pace, and are persistent and tenacious. When they are assigned a task, they also ensure that it is completed. They can therefore work well in situations which others would find monotonous or boring.

## Thoughtful

Meditative people prefer to have time to think through an issue before deciding for themselves how they will deal with it. Before speaking, they choose their words carefully and plan their actions. Before making a final decision, they like to check what they are thinking with their colleagues. They may find it hard to meet time limits and deadlines.

# Appendix, continued...

## **Firm**

Principled people stick to their word and like to do what they have promised. They may find it hard to adapt to new situations, and prefer to have set routines and working methods to follow. They are highly loyal to the present and to the people in their immediate environment. They may be resistant when faced with changes, and need time to adapt.

## **Co-operative**

It is important for co-operative people to know their own authority and rights, and those of others. They support their views with rules and procedures. They like to get support from employees and colleagues before making important decisions. As a result, they like to be included in a working party. By working with others, they avoid personal risk-taking and the responsibility is shared with a number of other people.

## **Cautious**

Cautious people find it hard to admit to a mistake, and therefore take care to check their work so that no errors creep in. They have a real need for security, and prefer to avoid all risk-taking. If an issue cannot be supported with facts, they may prefer not to deal with it rather than risking negative results. They are cautious when it comes to giving out information, and may find it hard to turn their ideas into actions or communicate them to others if they are not encouraged to do so.

## **Perceptive**

Sensitive people have a strong feeling for what happens within their immediate surroundings and the changes which take place there. They often take note of things which other people don't even notice or care about. However, they may also become bored or distracted easily. They prefer to check that no mistakes are made. They can sometimes be sensitive to other people's views, and can easily feel that they are being criticised.