



# Puzzle DISC/Carrot Combination +

## Communication

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

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# 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:**

-  = Dominance – red puzzle piece
-  = Influence – yellow puzzle piece
-  = Stability – green puzzle piece
-  = Compliance – blue puzzle piece

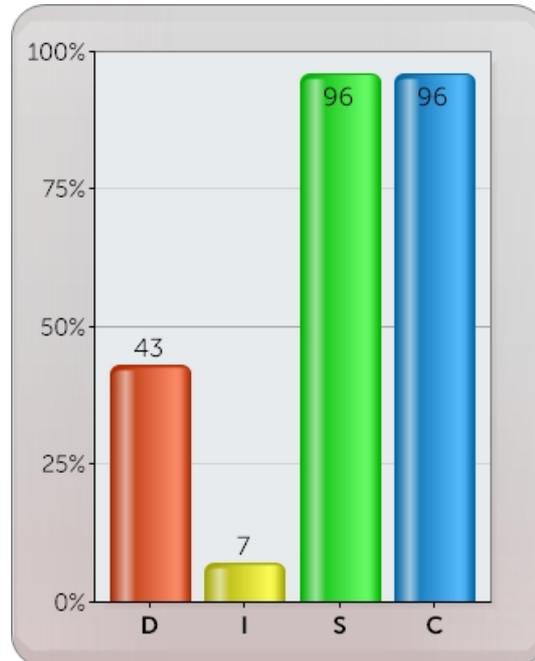
(1) William Moulton Marston (1893-1947), who published 'Emotions of Normal People' in 1928.

## **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.



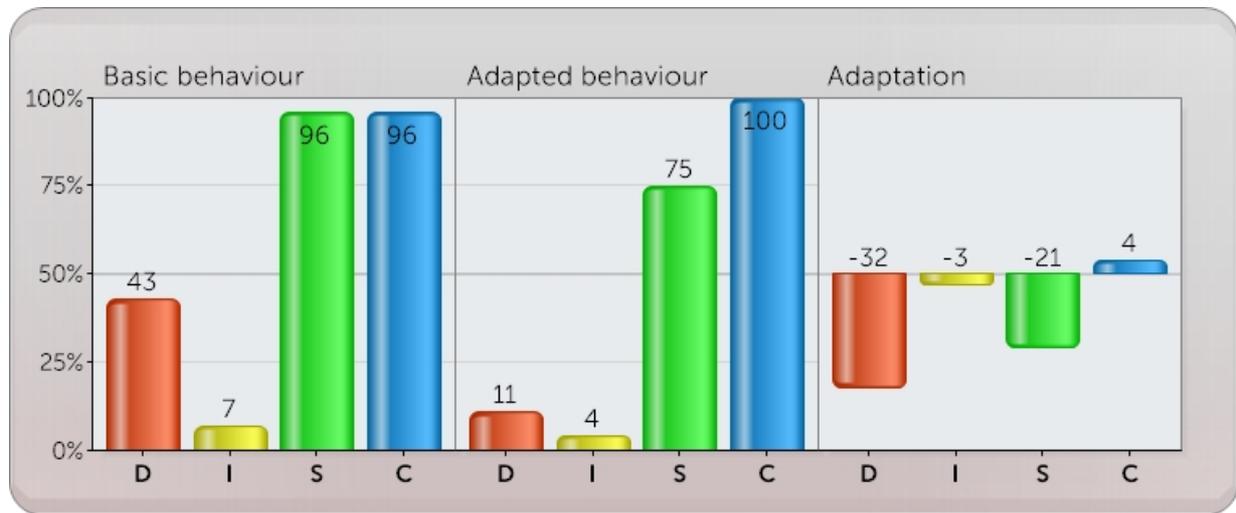
One prominent feature of your profile is a combination of meticulousness and precision. You also have the patience not to give up on a problem before you have found a solution. It is important for you to produce advanced, high-quality work and you always want to feel that the result is the best that you could accomplish.

You are mostly calm and composed. You have much more understanding of personal or emotional issues than may be supposed from your impassive appearance. You value friendship and close relationships but, with your fairly passive approach, you often feel that relationships with others are difficult, particularly in unfamiliar surroundings. You therefore prefer more straightforward, outgoing people to take the initiative when it comes to making contacts and developing relationships.

You are a very methodical, thoughtful person. You do not feel a need to assert yourself and seldom take the initiative or make a contribution in a group situation. You have a need to know exactly where you stand before you feel you can act. This attitude means that you are very unwilling to take risks and feel reluctant to act if the outcome of the situation is the slightest bit doubtful.

# 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.

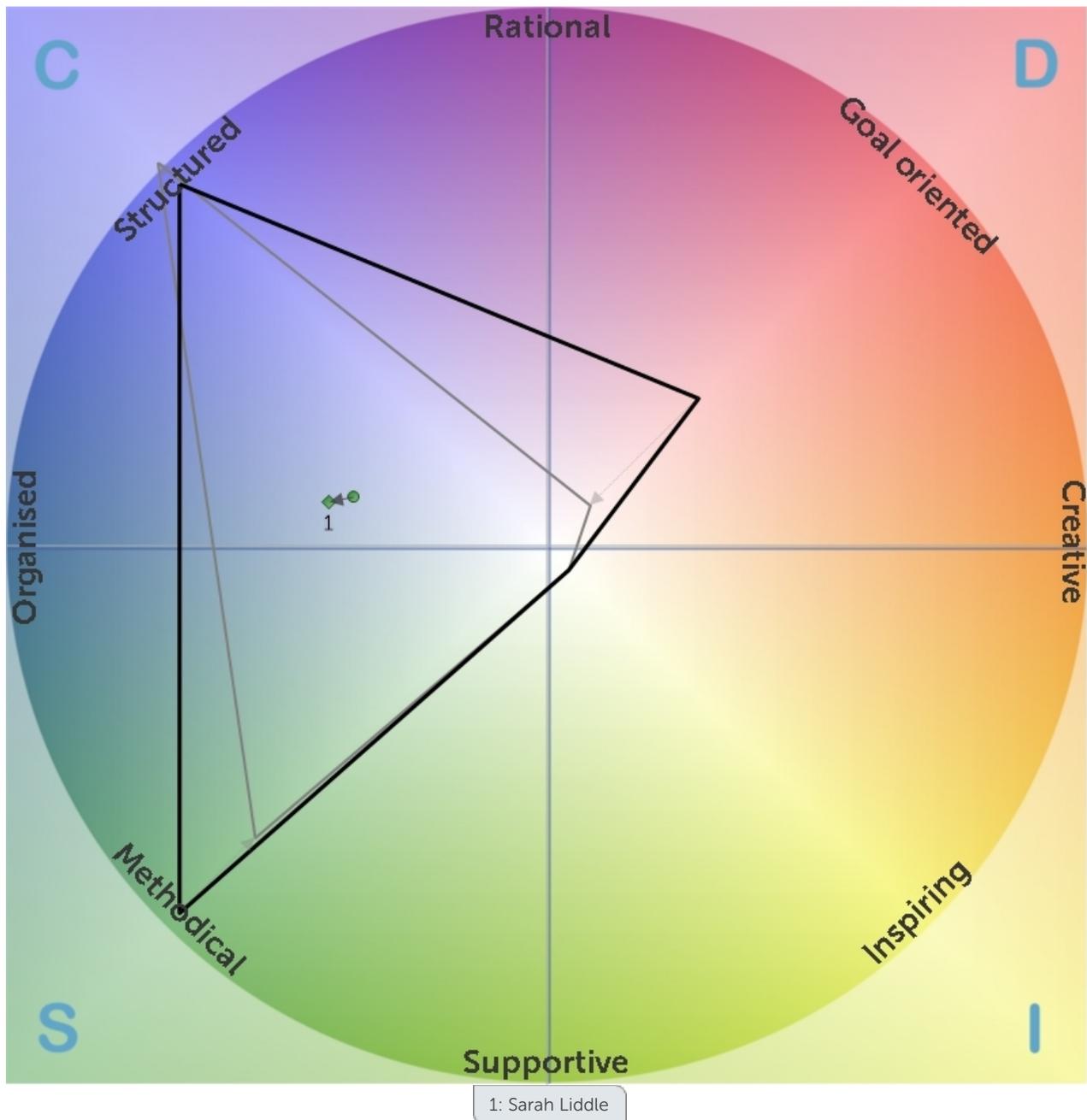


The adaptations which you make are within the context of your basic behaviour. In a behaviour style one, two or even three factors can be above the baseline (>50 %). In your adapted behaviour you have the same DISC-factors above the baseline as in your basic behaviour. Therefore you get the same description of the adapted behaviour as the basic behaviour. The nuances can be found in the texts under the respective colour, where the uniqueness of each individual is described.

# The playing field

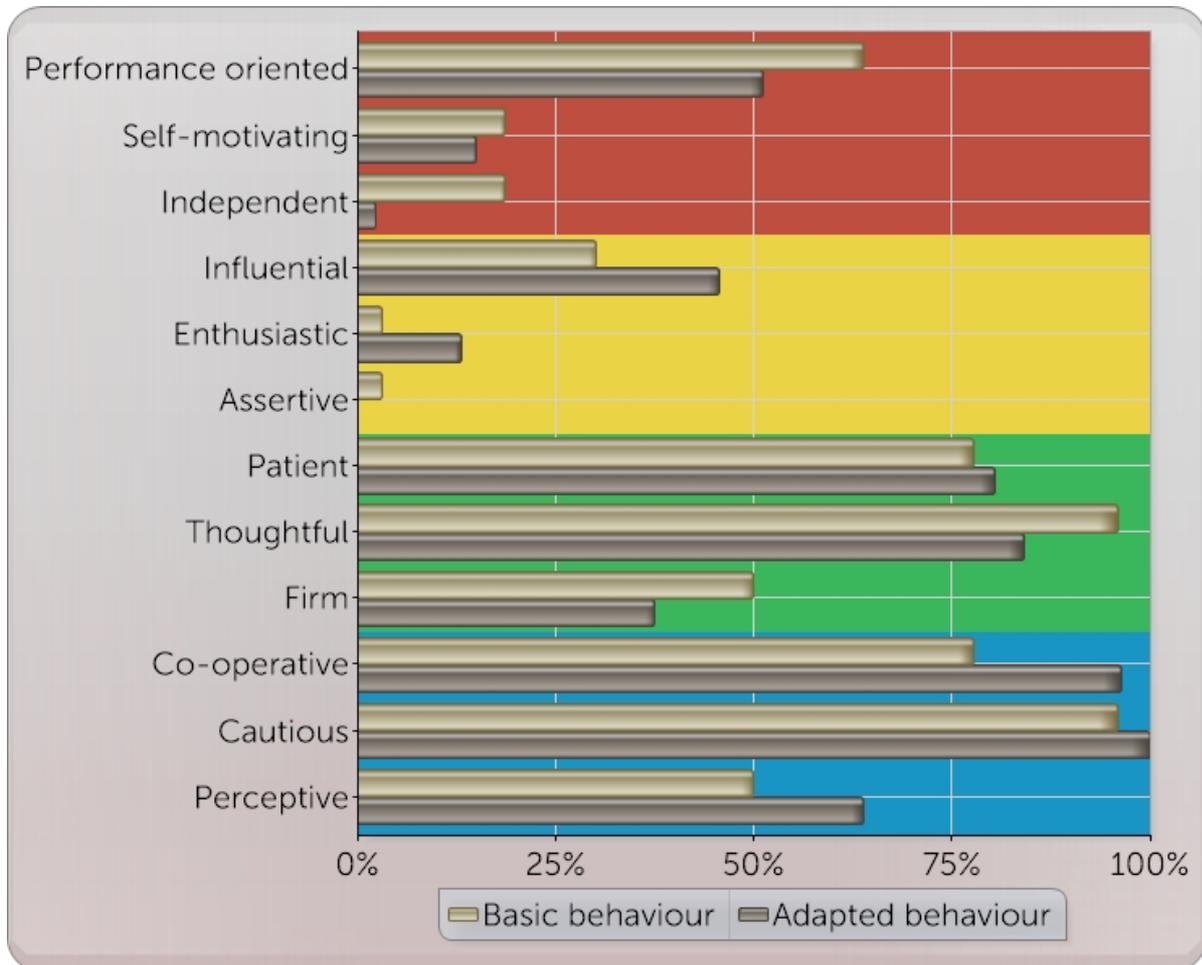
By placing the value for each DISC-factor on the respective axis and connecting them with a line, you get a picture of your playing field or the area that your behaviour profile covers. The area with the black border is the playing field for the basic behaviour. and the grey border marks the playing field for the adapted behaviour. By comparing the figures you can see the adaptations you are making (the grey arrows).

To make it possible to compare your position with that of others it is possible to reduce the playing field to a single dot, the centre of gravity (or the average influence of all four colours). The black arrow goes from basic to adapted behaviour (the scale in the graph is 1:1).



# Prominent qualities

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



# Introduction : Carrot

**Why is it important to know what motivates an employee? Simply because motivation is about personal values and about what is meaningful in life. Different individuals see things differently. For employees to be motivated, the environment and salary system in the workplace must support people's personal driving forces. Motivation is about winning employees' "hearts", not appealing to their intelligence!**

Is capital punishment right or wrong? Should we apply gender quotas when recruiting? Is it good or bad if a person is interested in power and personal success? These are all emotive questions. There are arguments both for and against. A value is a fundamental conviction that involves

- judgments and assessments
- it indicates what is right/wrong/desirable
- it tends to be relatively stable and lasting
- it is established early in life through the influence of parents, teachers, friends and others
- guidance on preferred behaviour, both from a personal and a social perspective

Attitudes are a measure of our state of mind, our views and judgements on the world we live in. They reflect the point of view we have adopted on the basis of our values and are more flexible than values. An attitude involves emotive statements on things/occurrences, events or people. "I like my job" is an example of an attitude I may have towards my work.

## **Attitudes consist of three components:**

- A cognitive component: a conscious thought, e.g., "It's wrong to discriminate against people on grounds of race, sex or religion."
- An emotional component: an emotional content, e.g. "I don't like my boss because he discriminates ....."
- A behavioural component: an intention to behave in a certain way in relation to something/someone, e.g. "I avoid the boss because he discriminates ....."

# Introduction : Carrot, continued...

## Attitudes fulfil various functions for an individual:

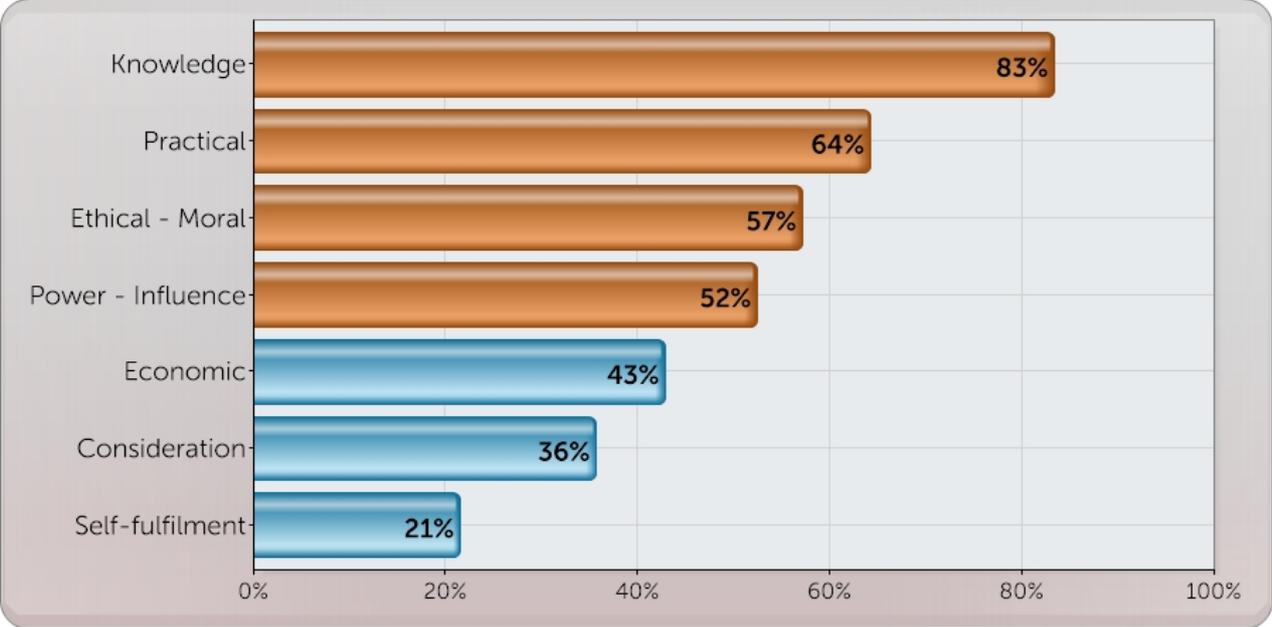
- Attitudes give meaning to life (knowledge). Politics or religious ideologies often fulfil this function.
- Attitudes help us express ourselves. They help us define who we are and thereby make us feel good
- Attitudes also have an instrumental function. We make use of certain attitudes because we think we will be rewarded or punished, e.g. when we flatter someone, or when we keep our ideas to ourselves if we think our opinions may be unpopular.
- Attitudes defend our ego. We can use an attitude to justify an action that would otherwise make us feel guilty. We may, for example, have conflicting feelings towards a parent or a partner, though our values tell us that we must love them wholeheartedly.

Research shows that people strive to achieve agreement between their attitudes (driving forces) and their behaviour and wish to appear rational and consistent. We feel uncomfortable when this is not possible. We try to recover the balance between attitudes and behaviour through changing either our attitudes or our behaviour. When fundamental values and attitudes of individuals are known, it is possible to predict their behaviour and understand why they behave as they do. An employee normally has a higher level of performance and satisfaction if his/her values agree with those of the organisation. Leaders may try and act in such a way as to create positive attitudes towards work.

# Description of the seven driving forces

- Individuals whose main driving force is **knowledge** are mainly interested in discovery, fact-finding and information. "It is a pleasure to know things!" These individuals like to adopt contemplative attitudes and often ignore an object's beauty, practical use or financial value. Individuals whose driving force is knowledge want to find and understand the relationships between things. They observe reality through critical and rational eyes.
- Individuals whose main driving force is **economic** have a strong interest in money. They focus on profitability and want to see financial returns on their investments. Investments can be in the form of both time and money. People whose driving force is financial strive to achieve the security brought by financial success. They may feel the need to outdo others when it comes to financial and material success.
- Individuals whose main driving force is **self-fulfilment** are keenly interested in personal development and wellbeing. People who are driven by self-fulfilment value environments which leave room for creativity and innovative thinking. The need for personal development may be expressed as a wish to put one's own or other people's ideas to the test. Internal reflection and feedback are natural working methods, which means that these individuals will appreciate environments which allow this.
- Individuals whose main driving force is **practical** appreciate careful creation and a sensible use of resources. Manufacture and creation are key concepts in this driving force. People with a practical driving force have an eye for things which may come in handy and be put to practical use. They are often good with their hands and have the capacity to start up, manage and complete projects. They like to show others what they have produced or created.
- Individuals whose main driving force is **consideration** are interested in other people, their teamwork and their wellbeing. They are often seen as friendly, pleasant and unselfish. They are occasionally willing to sacrifice their own profit (making money) if it would turn out to be a loss to someone else. People who have such a strong sense of consideration may feel that people who are driven by forces such as knowledge, practicality and leadership are indifferent and insensitive.
- Individuals whose main driving forces are **power - influence** seek control and power. The need for control can be expressed in different ways, partly as self-control and partly as control over other people. Individuals whose driving force is leadership look above all for personal power, influence and praise. With influential people it is often important to understand the ground rules and maintain a good relationship. Their driving force can also be expressed as a desire to control important decisions and decide when and how resources are to be used.
- Individuals with an **ethical - moral** driving force are characterised by a desire for justice. This can appear as a wish to work in organisations with clear structures, rules and common standards and values. The main interest behind this can be described as wanting to support the "good forces" behind the organisation or the society as a whole. Individuals with a strong ethical-moral drive have an overarching set of values for what is right and wrong, which they use as a guiding light.

**On the basis of your answers in the analysis, you have obtained the following percentage distribution of the various driving forces.**



# 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

Thoughtful 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**

Perceptive 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.