DISC REPORT · EXTENDED EDITION

Investigator Profile

Steady follow-through. Sound judgement to move ahead.

An analytical reading of the identified DISC profile, including the Natural Style, Adapted Style and Adaptive Tension Index

Purpose of the report

To offer an interpretation of the Investigator profile that helps review how they sustain effort, use information and make decisions. The Natural and Adapted readings provide a reference configuration for discussing possible behavioural adjustments.

What the report offers

The main reading highlights Steadiness, with moderate Dominance and Conscientiousness.
The report explores these tendencies in collaboration, leadership and sales conversations, with examples for specifying criteria, responsibilities and deadlines.

DISC at a glance

The DISC model helps us observe how a person approaches challenges, relates to others, maintains their pace of work and applies criteria. Its four dimensions combine differently in each profile:

- **D · Dominance / Determination:** decisions and results.
- **I · Influence:** communication and persuasion.
- **S · Steadiness:** consistency and support.
- **C · Conscientiousness / Compliance:** accuracy and quality.

Steadiness takes centre stage in the Investigator profile. Use real work situations to explore how they combine sustained effort, analysis and decisions.

1. Introduction and interpretation framework

Origins of the model

In 1928, William Moulton Marston published Emotions of Normal People, the work in which he laid the foundations of the DISC model. While clinical psychology at the time focused on pathology, Marston was interested in the observable behaviour of healthy people in everyday situations: how they respond to their environment, relate to others and approach problems. His work gave rise to a classification of four basic styles, now known by their initials.

- D — Dominance / Determination. Results orientation. Describes how a person approaches problems and challenges: how quickly they decide, how much autonomy they seek and how much pressure they apply to achieve their goals.
- I — Influence. Motivation and persuasion. Describes how a person influences others: whether they persuade through expressiveness, enthusiasm and emotional connection, or prefer arguments and facts.
- S — Steadiness. Calmness and support. Describes how a person responds to the pace of their environment: their preference for consistency, predictability and sustained work in relation to change and urgency.
- C — Conscientiousness / Compliance. Rigour and accuracy. Describes how a person responds to rules and procedures: their need for precision, quality and a sound basis before acting.

No dimension in the DISC model is better than another. There are no good or bad styles, or right or wrong answers in the questionnaire. Each style is a different way of responding to the environment, equally valid in its context. The interpretation that follows is based solely on the relative intensity of each dimension in the profile.

How to read this report

The reading is organised as follows:

- Self-perception (Graph III). This is the main reading of the Investigator profile and guides the interpretation of sections 5 to 17.
- Natural Style (Graph II). Presents a reference reading based on the LEAST choices, with reverse scoring.
- Adapted Style (Graph I). Presents a reference reading based on the MOST choices.

These two graphs represent a reference configuration for the profile. To understand how the person behaves at work, the reading needs to be checked against their examples and circumstances.

The dashed line at 50 guides which dimensions receive greater attention in the text; it is not an ability threshold.

2. Result: Self-perception



Graph III · Self-perception · Identified DISC profile: Investigator

Profile interpretation guide

High Steadiness is the Investigator's primary style. Dominance and Conscientiousness accompany it at a moderate intensity and have the same value in this representation. The reading focuses on sustaining a work pace, analysing information and progressing towards defined goals.

Influence occupies a secondary position. This does not imply that the person lacks the resources to relate to others or communicate their ideas.

Their key phrase is "Acts with calmness, consistency and objective logic".

Analytical reading of the graph

The professional focus is on how they combine continuity in a task with reviewing data and making decisions. When approaching a project, they may prefer a clear purpose and an organised plan that allows steady progress.

One point to consider is making the criteria they use visible: explaining what they have checked, what remains outstanding and what they propose to do. The team can then discuss their reasoning and agree when to move from analysis to action.

3. Natural Style and Adapted Style

The individual questionnaire result identifies your DISC profile. The Natural and Adapted graphs show a reference configuration for the identified profile. The Adaptive Tension Index describes the graphical distance between the two graphs and guides a discussion of possible behavioural adjustments. Determining which adjustments the person makes, and the effort these require, calls for checking them against the person's experience and professional context.



Graph II · Natural Style.

How to read this reference

In Natural, Steadiness stands out, strongly supported by Conscientiousness. To test this pattern, observe what they keep constant when a task runs long and which criterion they use to accept a change.

A task sustained over time

- Which milestone did they maintain when plans changed?
- Which requirement could not be omitted?
- When did they make a change of criterion clear?



Graph I · Adapted Style.

Professional reading of the comparison

In Natural, consistency is accompanied by marked attention to requirements and information. In Adapted, that attention carries less weight, while the orientation towards progressing towards a goal retains its position. The comparison supports a discussion of which information needs reviewing and when there is a sufficient basis to act.

A useful application is to review a recent decision: which data were needed, what information remained outstanding, who had to decide and by what date. Development work can focus on agreeing which checks are essential and which uncertainties can be managed during implementation, explaining the criteria to those involved.

When requirements change

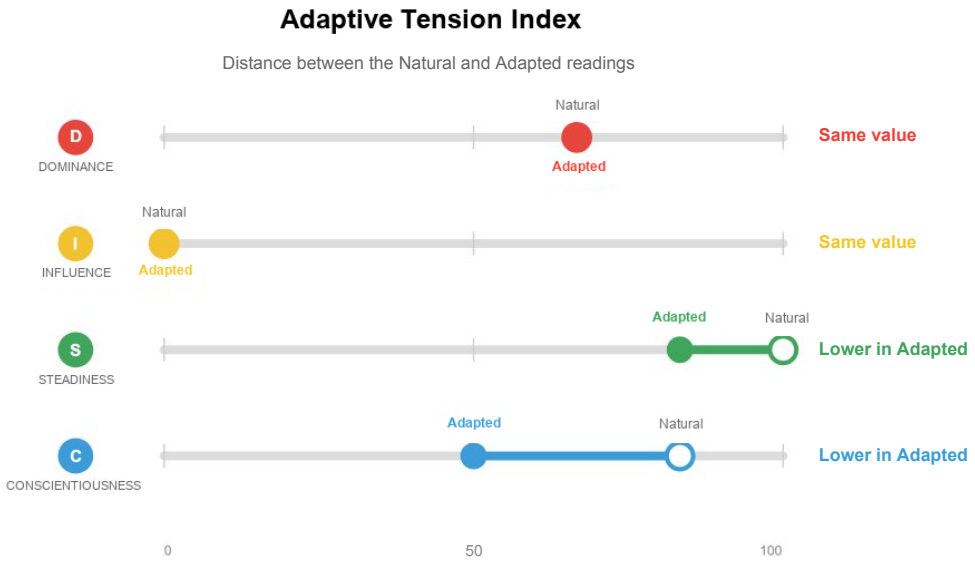
Compare two points in the same project: the initial plan and its first significant change. Identify what stayed the same, which check was no longer needed and how the new priority was explained.

Use this to discuss flexibility without assuming it from the distance between the graphs.

4. Adaptive Tension Index

The Adaptive Tension Index describes the graphical distance between Natural and Adapted. It is calculated by adding the absolute differences between the segments of the four dimensions.

In this reference configuration, the distance is 3 steps, out of a mathematical maximum of 24.



Comparison between Natural and Adapted

Dimension	Natural	Adapted	Comparison
D · Dominance	67	67	Same value
I · Influence	0	0	Same value
S · Steadiness	100	83	Lower in Adapted
C · Conscientiousness	83	50	Lower in Adapted

Total distance: 3 out of 24 steps between segments.

Graphical distance band: Low, from 0 to 8 steps, according to the LiderDISC presentation criterion.

The band only classifies the distance between these graphs; it does not quantify the person's adaptation effort or stress.

Professional implications

To apply the comparison, review a task in which they had to keep work moving while requirements changed or information was missing.

- What did they check before acting, and what could they review afterwards?
- How did they explain to the team the criteria they were using?
- What could they decide themselves, and what did they need to discuss with others?
- What did they do when new information required a change to the plan?

Choose one practice from that example: set a date for deciding, distinguish necessary checks from optional reviews, or communicate a proposal sooner. Agree which task they will use to put it into practice and how progress will be reviewed.

5. Investigator profile fact sheet

What defines the Investigator profile?

A Reflective Analyst. Their key phrase, “Acts with calmness, consistency and objective logic”, describes an orientation towards sustaining work and using clear criteria, accompanied by moderate decision-making and analysis.

Styles that define their behaviour

High Steadiness. Preference for a sustained pace, stable relationships and gradual changes.

Moderate Dominance. Focus on progress towards defined goals and deciding within their responsibilities.

Moderate Conscientiousness. Attention to information, criteria and the organisation of work.

Relational affinities

They tend to value calm interactions, clear arguments and predictable agreements.

Relational challenges

In a rushed or loosely structured interaction, it can help to clarify priorities and express their view before considering the agreement final.

6. DISC behavioural profile

Mindset and style

They tend to use concrete information and organise their actions around a defined goal. A preference for a steady pace may combine with reviewing data and progressing independently within their responsibilities.

When starting a project, it helps to clarify the purpose, working criteria and the points at which the plan will be reviewed.

Areas for improvement

When new information emerges, it is worth checking whether they review their criteria or retain the initial plan. One practice is to identify which information would justify changing a decision before the team commits to it.

It is also useful to review when they share their conclusions: sound reasoning has limited value if others do not know what they propose or what needs to be agreed.

Relational style

They prefer stable relationships and calm exchanges. They tend to observe before offering an opinion and use concrete arguments when explaining their position.

To understand how they relate to others, review whether they ask about other people's views and how they take account of concerns that are not expressed solely as data.

Contribution to their environment

Consistency, reviewing information and orientation towards a goal provide reference points for assessing their contribution. That contribution takes shape in how they follow up, the checks they share and the decisions they help put into action.

Communication and managing tensions

They prefer clear, structured messages. They may keep a disagreement to themselves while analysing it; it is worth reviewing whether they express their concerns and what needs resolving promptly.

A useful guideline is to separate the observed fact, their interpretation and the proposed action, allowing the other person to explain their perspective.

7. Key competencies

The combination of high Steadiness with moderate Dominance and Conscientiousness draws attention to follow-up, the use of information and decision-making. To assess professional competencies, ask for examples of how they:

- Maintain progress on a task when difficulties arise.
- Distinguish verified information from assumptions.
- Explain the criteria on which they propose a decision.
- Act within their responsibilities and communicate what has been agreed.
- Review their position when they receive relevant information.

These examples help distinguish a preference for organised work from the ability to analyse, decide or coordinate. Choose a development focus based on what happens in their work.

Evidence that separates style from competence

Examine a completed task, as well as the intention with which it was approached:

- The agreed quality criterion and the time available.
- A decision documented within their responsibility.
- How the plan changed when new information emerged.
- The outcome and the changes communicated.

This allows an assessment of judgement and follow-through as well as a preference for orderly work.

> ### For the next task
>
> Agree what information is essential and a date for deciding. Then observe whether the criterion was communicated in time and allowed progress.

8. Ideal environment and preferences

The profile suggests stable working conditions, clear information and scope to progress independently. It is useful to check how these preferences combine with changes and deadlines in their work.

- They prefer calm environments, stable relationships and gradual changes.
- They value clear rules, reliable data and organised work.
- They prefer concrete goals and defined responsibilities.

Conditions to explore

For an urgent task, review what information they need to begin and what they can check during implementation. If priorities change, explaining why and which work needs to stop helps make the new agreement concrete.

9. Motivational factors

Continuity of work, recognition of their contribution and the opportunity to use clear criteria are relevant topics for discussing their engagement. Their importance needs to be checked against the person's examples.

- Trusting relationships and recognition of specific contributions.
- Time to review relevant information, with understandable rules.
- Realistic goals and autonomy within a defined framework.

What may hinder their engagement

Review situations in which priorities changed without explanation, there was little time to check data or their contribution was not used. Ask what influenced their engagement and what agreement would have helped progress.

> ### Recognise a specific contribution
>
> When a task closes, identify which check or proposal helped the outcome and how much scope the person had to apply their judgement. Ask what condition would make that contribution easier to repeat.

10. How they relate to others and collaborate

They tend to work steadily and explain the criteria they use. To review their participation, consider when they share what they have observed and how they respond to proposals that follow a different method.

In shared work, it can help to agree what they should resolve independently, what they need to check with others and when they will communicate their conclusions. This allows progress to be reviewed before everything is finished.

Practical guide to communicating with this profile

The following guidelines organise the exchange around their preference for clarity, analysis and a sustained pace.

When assigning work or asking for a decision

- Provide data and sufficient context before asking for a decision.
- Allow time for analysis, particularly for complex decisions.
- Recognise concrete contributions, such as clarifying a criterion or identifying relevant information.
- Agree what they should decide, what they need to consult others about and by when.

When discussing feedback for improvement

- Review the facts calmly.
- Allow them to explain their reasoning before adjusting the direction.

What to avoid

- Pressure or artificial urgency to decide without data.
- Abrupt changes in priority without explanation.
- Leaving it unclear who decides or what information is necessary.

> ### Share the criterion in time
>
> Before a meeting ends, set out three things: the confirmed fact, the outstanding question and the proposal. Invite another perspective and agree a date for resolving what remains.

11. Response to conflict

They may prefer to analyse a disagreement before intervening and keep their position to themselves. The focus is on when they express it, what facts they use and how they consider other people's perspectives.

- Express what needs resolving, beyond simply maintaining a calm tone.
- Check facts and interpretations before assigning responsibility.
- Propose a next step within their decision-making scope.

For example, in a disagreement about quality criteria, they can explain which requirement they consider necessary and ask what the other party is prioritising. The agreement should specify the criteria to apply and who will review the result.

12. Leadership style

If they exercise leadership, their preference for consistency and clear criteria may be expressed in following up work, explaining priorities and organising decisions. Their actions should be assessed through examples of how they guide the team and respond to its contributions.

One development focus is to communicate decisions when the team needs them, indicating what is settled and what remains open to review. When a plan changes, explaining the reason and responsibilities helps people understand how to continue.

When delegating, agree the outcome, decision-making limits and necessary reviews, allowing others to use different methods that meet the criteria.

A case to explore

In a technical delivery, someone proposes a quicker solution that departs from the usual method. Ask the Investigator to explain which requirement is essential and which part of the method can vary.

Observe whether they listen to the alternative, agree who will validate the outcome and set a time to resolve the difference.

13. Persuasion and sales closing style

In sales, focus on the pace of the conversation, the information they use
and the clarity with which they propose moving forward. They may prefer to understand the client's requirements and explain their proposal using concrete arguments.

- Listen to what the client needs to check before deciding.
- Distinguish verified data, offer conditions and outstanding issues.
- Propose the next step and agree who will carry it out.

In a technical conversation, it can help to explain the conclusion before working through all the details and check whether it answers the client's question. Sales effectiveness requires an assessment of their experience, skills and the results of the process.

14. Professional value and contribution

Sustained follow-up, reviewing data and making decisions within a clear framework provide a basis for discussion. Their contribution depends on how they apply these
orientations to the tasks and agreements in their work.

How they can contribute in their work

- Keep others informed about progress and outstanding matters.
- Share checks that help clarify a requirement.
- Explain the criteria on which they propose a decision.
- Follow up what has been agreed and indicate when the plan needs reviewing.

These contributions should be illustrated with examples from their work and collaboration with others.

A technical proposal in three parts

If a client offers two alternatives, explain which requirement each meets, what evidence is missing and which decision can be made now. Separate the technical recommendation from the condition the client must confirm, then agree who will respond and when.

15. Development opportunities

Areas for improvement according to their style

- Review when they express a disagreement and what they leave outstanding.
- Distinguish necessary checks from reviews that can be done later.
- Communicate decisions within their responsibilities and the agreed deadline.

Development can focus on explaining their criteria and turning them into working agreements, maintaining follow-up and incorporating information that justifies changing the plan.

Recommendations for moving forward

- Express what matters calmly, even under tension.
- Address difficult conversations without avoiding the substance.
- Agree what information is sufficient to start a task.
- Assess the risk of an error and what review would allow it to be corrected.
- Communicate what they decide and what they need to consult others about.
- Set a deadline for deciding and explain outstanding issues.

Choose the level of review

Compare a reversible decision with one whose consequences would be difficult to correct. In each case, define what information was essential, what could be checked later and the deadline for acting.

From analysis to action

- Define the decision, its risk and the real deadline.
- Agree the minimum information and who will check it.
- Communicate the conclusion and the planned review.

Match the level of review to the decision rather than analysing every matter in the same way.

Suggested development plan

Choose one or two areas based on examples from work. Agree a concrete practice with the person and how their progress will be reviewed.

Area	Behaviour to explore	Development agreement	Progress indicator
Decision-making	What they consult others about and what they decide within their responsibilities.	Define the decision, the information needed and a date.	Decision made or outstanding issue communicated within the deadline.
Communicating limits	When they express a disagreement or a need.	Raise an outstanding issue with facts and a proposal.	Issue addressed and agreement or difference expressed clearly.
Analysis and action	What checks they make before starting.	Distinguish essential requirements from later reviews.	Task started with agreed criteria and a planned review.
Team participation	When they share their criteria and review other proposals.	Explain a conclusion and ask for an alternative perspective.	Criteria shared and proposal reviewed where appropriate.

For the team leader

Ask for their view before finalising a decision and recognise contributions with examples. Clarify what information is needed, who decides and when the outcome should be communicated, allowing scope to explore other methods and perspectives.

How to check progress

Choose one row of the plan and a real task in which to practise it. Before starting, note the behaviour to observe. Afterwards, discuss whether the criterion was communicated in time and whether the decision enabled progress.

Adjust one agreement for the next task and record the change observed.

16. Positions and roles: preferences and guidance

Working environments and preferences

- A sustained work pace and clear agreements.
- Opportunities to review information and explain criteria.
- Tasks with a defined goal and scope to make decisions.
- A combination of individual work and exchanges with others.
- Changes to the plan whose reasons and priorities can be understood.

Examples of functions for the development discussion

- Psychology, educational guidance, social work.
- Market research, quality control, data analysis.
- Administration, document management, filing and organisation tasks.
- Technical customer service, internal support, process coordination.
- Talent assessment, training, continuous improvement methodologies.

These examples support a discussion of interests and specific demands. Professional suitability requires an assessment of the person’s training, experience and results.

Guidance for sales activities

Review how they identify the client’s requirements, explain their arguments and propose moving forward. If the process requires a quick response, agree what needs checking first and what can be clarified later. Collaboration with others should be decided on the basis of their experience and the responsibilities to be shared.

Beyond the job title

Describe a typical week in the role: continuity of tasks, unexpected changes and decisions made with incomplete information. Ask for two real examples: sustained follow-through and a timely change of criterion.

Compare these demands with evidence from the person's experience.

17. In ten sentences

If you keep only one page from this report, make it this one.

1. Acts with calmness, consistency and objective logic.
2. High Steadiness is the Investigator’s primary style.
3. Dominance and Conscientiousness accompany it at a moderate intensity.
4. They tend to sustain a work pace and use clear criteria.
5. They may prefer to observe and analyse before sharing their position.
6. They value defined goals and scope to decide within their responsibilities.
7. The transition from analysis to action is an area to explore.
8. Their contribution takes shape in the follow-up, information and decisions they share.
9. Their development can focus on communicating their view and reviewing other perspectives.
10. The reading guides the discussion; their actions are assessed through examples from their work.

Scope of this report

- This report describes observable behavioural tendencies, not abilities, knowledge or performance. Its purpose is to support self-awareness and guide professional development.
- The questionnaire identifies the DISC profile. Self-perception presents the main reading of the profile. Natural and Adapted show a reference configuration; the Adaptive Tension Index describes the graphical distance between the two graphs. The adjustments the person makes, and the effort these require, must be checked against the person’s experience and professional context.
- Results should be interpreted by a professional accredited to use the methodology, preferably in a feedback discussion with the person assessed.
- It should not be used as the sole criterion in decisions about recruitment, promotion or termination of employment. The results are confidential and belong to the person assessed.

A conversation that leads to action

Choose an upcoming task that requires a decision and follow-through. Agree what information is essential, who will decide and when the outcome will be reviewed. Then compare the plan with what happened and adjust the next agreement.

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