



DISC Summary

An Evaluation of Behavioral Styles

Report For:

Date: 2/17/2020



DISC TALENT
*Knowing your TALENTs
change everything*

Introduction to DISC Summary Report

Team Members:

NAZIRAH BINTI KHUDAIRI

NUR FATEHAH BINTI MOHAMAD

Tan Carolyn

LEE CHONG YE

PANG FEI LIN

TONG KIM SEONG

BONG SIAN FOOK

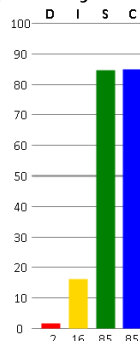
Sumo Tan

Michelle Tan

CHOO YANN JIUN

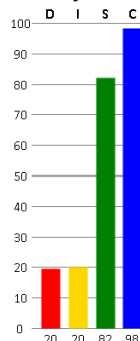
NAZIRAH BINTI KHUDAIRI - CS/CS Style

Adapted Style - Graph I

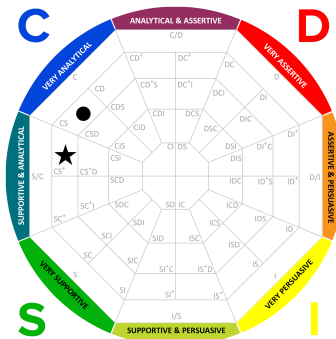


Pattern: CS (1166)

Natural Style - Graph II



Pattern: CS (1166)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You have an excellent, considerate, analytical listening style.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You are not an extremist and tend to be supportive of team efforts.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You are tactful in explaining ideas that may impact others on the team.

Your Work Style Tendencies – What you bring to the Job:

- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.

You Will Be Most Effective In Environments That Provide:

- Established practices, procedures, and protocols.
- Highly specialized assignments and technical areas of responsibility.
- A work culture that demonstrates sincere care for the people involved.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- A secure work situation.
- Identification with the team or greater organization.
- A workplace relatively free of interpersonal conflict and hostility.

You Are Motivated By:

- High quality control standards that are respected by all members of the organization, not just by a few people.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- The knowledge that the products and services offered are of the highest quality.
- A home life that is supportive of work demands.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- Inclusion as a part of the group in social functions.
- Work projects of a highly specialized nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.

NAZIRAH BINTI KHUDAIRI - CS/CS Style

You Need:

- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Sufficient time for effective planning, especially prior to change.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.
- Reassurance for taking appropriate and calculated risks.
- An increased urgency to take advantage of opportunities.
- Complete explanations of processes and the internal systems used for completion.

When You are Under STRESS, Others See

- Withdrawn
- Unable to meet deadlines
- Unimaginative
- Resentful
- Slow to act

Your Needs When Stressed

- A slow pace for "processing" information
- Guarantees that you are right
- Understanding of principles and details

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

When Communicating with NAZIRAH, DO:

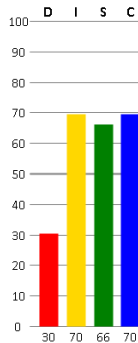
- Be sensitive to possible areas of disagreement as NAZIRAH may not be verbal about them.
- Show sincere interest in NAZIRAH as a person.
- Assure NAZIRAH that there won't be any unexpected surprises.
- NAZIRAH will follow through, so you should be certain to follow through on your part.
- Approach issues in a logical, straightforward, and factual way.
- Outline individual tasks and responsibilities in writing.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.

When Communicating with NAZIRAH, DO NOT:

- Leave things up in the air, or decide by chance.
- Make decisions for NAZIRAH.
- Offer promises that you can't keep.
- Be vague about what's expected of the group.
- Leave an idea or plan without backup support.
- Rush the issues or the decision-making process.
- Be rude, abrupt, or too fast-paced in your delivery.

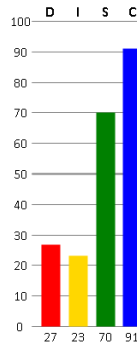
NUR FATEHAH BINTI MOHAMAD - CIS/CS Style

Adapted Style - Graph I

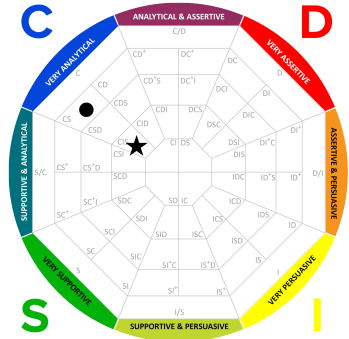


Pattern: CIS (2555)

Natural Style - Graph II



Pattern: CS (2256)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You are a strong guardian of quality-control standards and procedures.
- You are not an extremist and tend to be supportive of team efforts.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.

Your Work Style Tendencies – What you bring to the Job:

- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.
- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You persuade others on the team by careful attention to detail, and through facts, data, and logic.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.

You Will Be Most Effective In Environments That Provide:

- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- A secure work situation.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Highly specialized assignments and technical areas of responsibility.
- Activities that can be monitored from beginning to end.
- Identification with the team or greater organization.
- Sufficient time to adjust to changes in workplace procedures.

You Are Motivated By:

- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Sincerity from peers and colleagues.
- A link to some of the traditions that have built success in the past.
- Work projects of a highly specialized nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.
- Inclusion as a part of the group in social functions.
- Complete explanations of systems and processes that impact the work environment.
- A home life that is supportive of work demands.

NUR FATEHAH BINTI MOHAMAD - CIS/CS Style

You Need:

- An increased urgency to take advantage of opportunities.
- Increased urgency in making decisions. To be able to shut the data gate and make a decision based on the information currently available.
- Sufficient time for effective planning, especially prior to change.
- Complete explanations of processes and the internal systems used for completion.
- Options for increasing the efficiency of certain methods or procedures.
- Reassurance for taking appropriate and calculated risks.
- Reassurance that your contributions are significant to the success of the team.

When You are Under STRESS, Others See

- Resistant to change
- Slow to act
- Resentful
- Unimaginative
- Withdrawn

Your Needs When Stressed

- A slow pace for "processing" information
- Guarantees that you are right
- Understanding of principles and details

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.

Reduce Conflict and Increase Harmony with Others:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with NUR FATEHAH, DO:

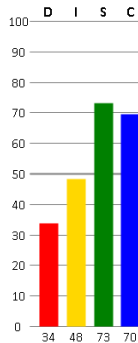
- Give NUR FATEHAH time to verify the issues and potential outcomes.
- Ask 'how' oriented questions to draw out NUR FATEHAH's opinions.
- NUR FATEHAH will follow through, so you should be certain to follow through on your part.
- Do your homework, because NUR FATEHAH's homework will already be done.
- Assure NUR FATEHAH that there won't be any unexpected surprises.
- Be certain that the information you have is credible.
- Approach issues in a logical, straightforward, and factual way.

When Communicating with NUR FATEHAH, DO NOT:

- Offer promises that you can't keep.
- Leave an idea or plan without backup support.
- Be vague about what's expected of the group.
- Offer assurances and guarantees that you can't fulfill.
- Make decisions for NUR FATEHAH.
- Fail to follow through. If you say you're going to do something, do it.
- Rush the issues or the decision-making process.

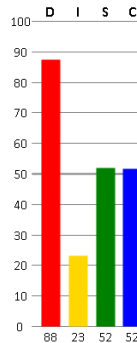
Tan Carolyn - SC/Dsc Style

Adapted Style - Graph I

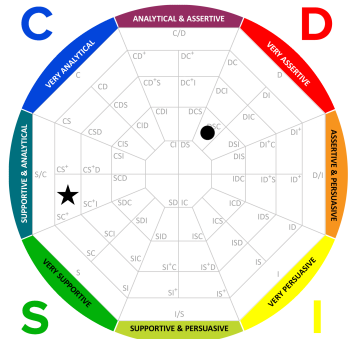


Pattern: SC (2355)

Natural Style - Graph II



Pattern: Dsc (6244)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to make decisions having the bottom-line in mind.
- You tend to be a strong agent of change.
- You are able to find solutions quickly, with a high degree of quality control.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You are a very creative thinker and innovator.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.

Your Work Style Tendencies – What you bring to the Job:

- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You motivate others on the team with a sense of competition and urgency.

You Will Be Most Effective In Environments That Provide:

- Power and authority to make decisions and create change.
- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Freedom to create in new and different ways.
- Opportunities for one to work alone, and to think things through.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Opportunity for advancement to positions allowing for creativity.

You Are Motivated By:

- Authority equal to the responsibility you have been given.
- Things being done correctly the first time, so that later corrections aren't necessary.
- Direct, factual answers to questions, supported by accurate data.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- Immediate results for the high quality effort provided on any project.
- New experiences, and new challenges to meet.
- Efficient methods which get things done faster, without sacrificing quality.

Tan Carolyn - SC/Dsc Style

You Need:

- To be able to trust the competence and high standards of others on the team.
- To seek more input from others for a more effective team cooperation.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.

When You are Under STRESS, Others See

- Uncooperative
- Aggressive
- Restless
- Critical
- Intrusive

Your Needs When Stressed

- Tangible evidence of progress
- A fast pace for moving toward goals
- Accomplishments

Your Typical Behaviors in Conflict:

- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

Reduce Conflict and Increase Harmony with Others:

- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.

When Communicating with Tan, DO:

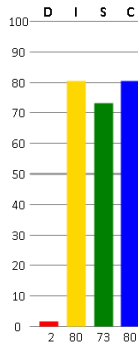
- When you disagree, take issue with the methods or procedures, not with the person.
- Remember these three rules: Be brief, be bright, and be gone.
- Beware of indecision, and be sure to keep the "data gate" open for more information.
- Motivate and persuade Tan by pointing out objectives and expected results.
- Do your homework, because Tan's homework will already be done.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Give Tan time to verify the issues and potential outcomes.

When Communicating with Tan, DO NOT:

- Forget or lose things necessary for the meeting or project.
- Confuse or distract Tan from the issues at hand.
- Leave things up in the air, or decide by chance.
- Try to develop "too close" a relationship, especially too quickly.
- Whine about all of the work you have to do.
- Provide incomplete or unclear directions or instructions.
- Use unreliable evidence or testimonials.

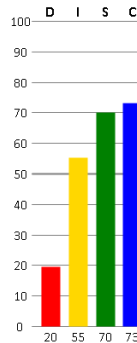
LEE CHONG YE - ICS/CSi Style

Adapted Style - Graph I

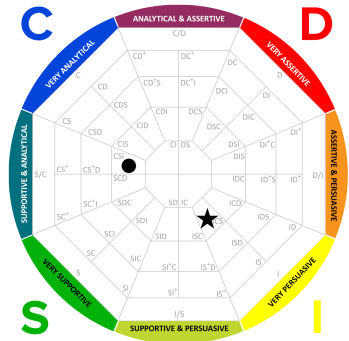


Pattern: ICS (1656)

Natural Style - Graph II



Pattern: CSi (1455)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are a cooperative team player who respects organizational policies and protocol. You are able to get along with a variety of other behavioral styles.
- You are always well-prepared for meetings. You do your homework and expect the same of others.
- You are able to provide strengths on both the "people side" and the technical side of projects and operations.
- You may be seen as the hub of the wheel, always at the center of many activities.
- You combine people skills, patience in working with others, quality control, and attention to details in a versatile blend of talent and expertise.
- Your remarkable consistency allows you to maintain a stable and predictable pace to complete complex projects. You demonstrate a tireless work ethic in getting the job done.
- You are excellent at motivating others toward team goals with your enthusiasm and optimism, as well as your sensitivity to their needs and concerns.

Your Work Style Tendencies – What you bring to the Job:

- You are articulate about many different topics and issues.
- You tend to be rather friendly and easy-going in your interactions with others.
- You tend to be modest, but also have the ability to become assertive when necessary for emphasis.
- You tend to make decisions based on factual data.
- You have the ability to handle people with patience.
- You place high expectations on yourself and others and are able to help coach others to higher standards of quality.
- You are able to express a sense of humor, while remaining very serious about work tasks and projects, especially when it is necessary to maintain a high degree of quality control.

You Will Be Most Effective In Environments That Provide:

- Complete information, details, and examples with no gaps or surprises.
- Freedom from intensely pressured decisions.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- Time to reflect and think about pros and cons to solutions.
- A variety of highly specialized assignments and technical areas of responsibility.
- A democratic environment with participatory management.
- Established practices, procedures, and protocols.

You Are Motivated By:

- Acceptance as an important member of a group or team.
- A strong, visible group or organization to identify with and be proud of.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Knowledge that the products and services offered are of the highest quality, and that high standards are supported by all members of the organization.
- Sufficient time to adjust to change, so as not to disrupt systems and processes.
- Sincerity from peers and colleagues.

- A system of support to assist with details and follow-through.

LEE CHONG YE - ICS/CSi Style

You Need:

- Participation in team efforts and activities.
- To have confidence in the project, product, goals, and leadership.
- Peers with equal ability, competence, and work ethic.
- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- Options for increasing efficiency of certain methods or procedures.
- A reliable and competent support staff, especially when the work culture is under pressure.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.

When You are Under STRESS, Others See

- Unimaginative
- Resistant to change
- Unable to meet deadlines
- Over-reliant on data and documentation
- Slow to begin work

Your Needs When Stressed

- Guarantees that you are right
- Understanding of principles and details
- A slow pace for "processing" information

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.

When Communicating with LEE, DO:

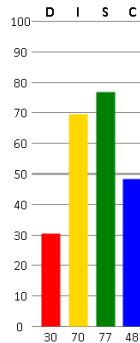
- Provide logical and practical evidence.
- Ask for LEE's input regarding people and specific assignments.
- Provide testimonials from people LEE sees as important and prominent.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Join in with some name-dropping, and talk positively about people and their goals.
- Do your homework, because LEE's homework will already be done.
- Provide clear, specific solutions, and support your position with pros and cons.

When Communicating with LEE, DO NOT:

- Leave the idea or plan without backup support.
- Make decisions for LEE.
- Use someone else's opinion as evidence.
- Rush the issue or the decision-making process.
- Push too hard.
- Get in the habit of manipulating ideas quickly.
- Be vague about what's expected of the group.

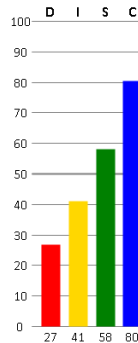
PANG FEI LIN - SI/Cs Style

Adapted Style - Graph I

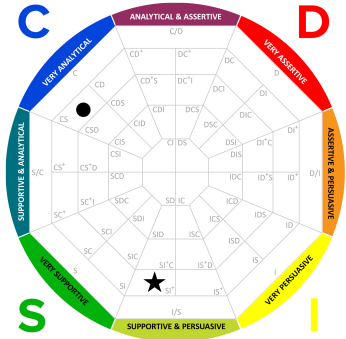


Pattern: SI (2553)

Natural Style - Graph II



Pattern: Cs (2346)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- Others on the team may seek you out to answer detailed or process-oriented questions.
- You bring a unique combination of accuracy and intuition to projects.
- You tend to be well-prepared for meetings or contributions to report documents. You do your homework and expect the others to do the same.
- You have a keen awareness of the broad impact of important decisions.
- You provide significant input to projects and processes, and are alert to potential problems and controls necessary.
- You approach systems, utilities, and procedures with a high standard of quality.
- You are frequently seen by others as an expert in your area of responsibility.

Your Work Style Tendencies – What you bring to the Job:

- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You do your homework and tend to be very well prepared for meetings and appointments.
- On the job, you may tend to align with others with equally high-quality control standards.
- You demonstrate a high degree of quality control awareness.
- You have an instant awareness of mistakes and instances of lapsed quality control.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.

You Will Be Most Effective In Environments That Provide:

- Highly specialized assignments and technical areas of responsibility.
- Support of your critical thinking skills.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Complete explanations of areas of responsibility and control.
- Encouragement to make decisions by logic, rather than emotion.
- Freedom from intensely pressured decisions.
- Time to reflect and think about pros and cons to solutions.

You Are Motivated By:

- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.
- The knowledge that the products and services offered are of the highest quality.
- Complete explanations of systems and processes that impact your work environment.
- Being included as a part of the group in social functions.
- Environments in which changes are controlled and made only when proven to be necessary.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- A work environment containing minimal hostility and pressure.

PANG FEI LIN - SI/Cs Style

You Need:

- To spend less time on details, and more attention to the big picture.
- Complete explanations of processes and the internal systems used.
- Increased confidence in your own decision-making ability.
- A wider scope of perspective and operations.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Increased urgency in making decisions.
- Greater participation in team efforts and activities.

When You are Under STRESS, Others See

- Slow to begin work
- Slow to act
- Withdrawn
- Unable to meet deadlines
- Over-reliant on data and documentation

Your Needs When Stressed

- Understanding of principles and details
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

When Communicating with PANG, DO:

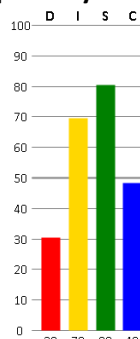
- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Make an organized appeal for your support and contributions.
- Do your homework, because PANG's homework will already be done.
- List pros and cons to suggestions you make.
- Assure PANG that there won't be surprises.
- Be accurate and realistic; don't overinflate ideas or results.
- Take your time; be precise and thorough.

When Communicating with PANG, DO NOT:

- Rush the issues or the decision-making process.
- Push too hard.
- Be disorganized or sloppy.
- Be casual, informal, or loud.
- Use someone else's opinion as evidence.
- Get in the habit of manipulating ideas quickly.
- Use unreliable evidence or testimonials.

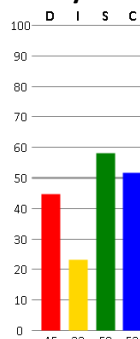
TONG KIM SEONG - SI/SC Style

Adapted Style - Graph I

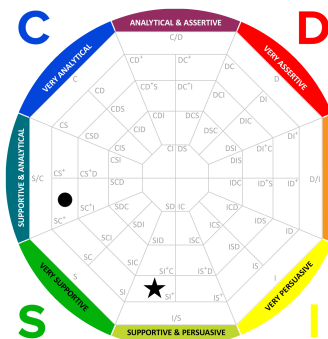


Pattern: SI (2563)

Natural Style - Graph II



Pattern: SC (3244)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You have an excellent, considerate, analytical listening style.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are not an extremist and tend to be supportive of team efforts.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You are tactful in explaining ideas that may impact others on the team.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.

Your Work Style Tendencies – What you bring to the Job:

- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- You persuade others on the team by careful attention to detail, and through facts, data, and logic.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.

You Will Be Most Effective In Environments That Provide:

- A work culture that demonstrates sincere care for the people involved.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Freedom from intensely pressured decisions.
- Identification with the team or greater organization.
- Few sudden shocks, unexpected problems, or crises.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- A workplace relatively free of interpersonal conflict and hostility.

You Are Motivated By:

- A link to some of the traditions that have built success in the past.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Sincerity from peers and colleagues.
- Complete explanations of systems and processes that impact the work environment.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- The knowledge that the products and services offered are of the highest quality.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.

TONG KIM SEONG - SI/SC Style

You Need:

- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Reassurance for taking appropriate and calculated risks.
- Complete explanations of processes and the internal systems used for completion.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Reassurance that your contributions are significant to the success of the team.
- Options for increasing the efficiency of certain methods or procedures.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.

When You are Under STRESS, Others See

- Wishy Washy
- Passive
- Indecisive
- Submissive
- Dependent

Your Needs When Stressed

- Personal assurance
- Relationships
- Reassurances that you are liked

Your Typical Behaviors in Conflict:

- You may also feel that your feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of you which, in turn, results in more repressed anger.
- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.
- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.

Reduce Conflict and Increase Harmony with Others:

- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Share your needs, feelings and expectations with your friends and coworkers.

When Communicating with TONG, DO:

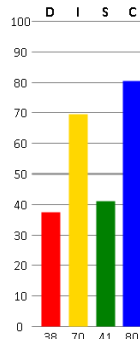
- Make an organized appeal for TONG's support and contributions.
- Assure TONG that there won't be any unexpected surprises.
- Be certain that the information you have is credible.
- Be sensitive to possible areas of disagreement as TONG may not be verbal about them.
- Give TONG time to verify the issues and potential outcomes.
- Ask 'how' oriented questions to draw out TONG's opinions.
- TONG will follow through, so you should be certain to follow through on your part.

When Communicating with TONG, DO NOT:

- Rush the issues or the decision-making process.
- Offer promises that you can't keep.
- Fail to follow through. If you say you're going to do something, do it.
- Be vague about what's expected of the group.
- Be rude, abrupt, or too fast-paced in your delivery.
- Leave things up in the air, or decide by chance.
- Leave an idea or plan without backup support.

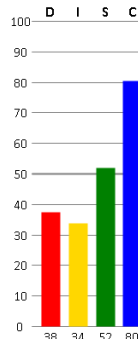
BONG SIAN FOOK - CI/Cs Style

Adapted Style - Graph I

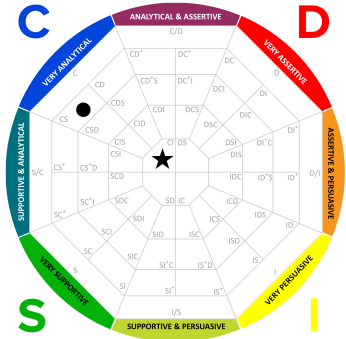


Pattern: CI (3536)

Natural Style - Graph II



Pattern: Cs (3246)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You make decisions based on factual data.
- You are technically skilled and highly proficient in your area of specialty.
- You tend to be well-prepared for meetings or contributions to report documents. You do your homework and expect the others to do the same.
- You are frequently seen by others as an expert in your area of responsibility.
- You remain objective, even in emotional situations.
- You have a strong ability to clarify complex issues, and to define the essence of a problem or solution.
- If given the responsibility to maintain high standards, you will meet those standards.

Your Work Style Tendencies – What you bring to the Job:

- You do your homework and tend to be very well prepared for meetings and appointments.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- On the job, you may tend to align with others with equally high-quality control standards.
- You are likely to be one of the few members of the project team who has read all of the "fine print" featured in policies or procedures.
- You have an instant awareness of mistakes and instances of lapsed quality control.
- You tend to be most effective in a work culture featuring minimal conflicts.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.

You Will Be Most Effective In Environments That Provide:

- Freedom from intensely pressured decisions.
- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Complete information, details, and examples, with no gaps or surprises.
- Encouragement to make decisions by logic, rather than emotion.
- Complete explanations of areas of responsibility and control.
- Highly specialized assignments and technical areas of responsibility.
- Support of your critical thinking skills.

You Are Motivated By:

- Environments in which changes are controlled and made only when proven to be necessary.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Sufficient time to consider all options before making a final decision.
- Being included as a part of the group in social functions.
- The knowledge that the products and services offered are of the highest quality.
- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.

BONG SIAN FOOK - CI/Cs Style

You Need:

- Increased authority to delegate routine tasks and procedures.
- Increased urgency in making decisions.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Sufficient time for effective planning.
- Complete explanations of processes and the internal systems used.
- Greater participation in team efforts and activities.
- A wider scope of perspective and operations.

When You are Under STRESS, Others See

- Unimaginative
- Slow to act
- Over-reliant on data and documentation
- Slow to begin work
- Resentful

Your Needs When Stressed

- Understanding of principles and details
- Accuracy
- A slow pace for "processing" information

Your Typical Behaviors in Conflict:

- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with BONG, DO:

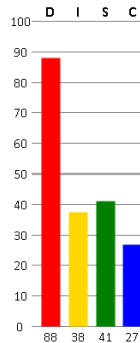
- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Provide logical and practical evidence.
- Be accurate and realistic; don't overinflate ideas or results.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Do your homework, because BONG's homework will already be done.
- Assure BONG that there won't be surprises.
- Be certain that the information others have is credible.

When Communicating with BONG, DO NOT:

- Push too hard.
- Use unreliable evidence or testimonials.
- Use someone else's opinion as evidence.
- Get in the habit of manipulating ideas quickly.
- Rush the issues or the decision-making process.
- Be disorganized or sloppy.
- Be casual, informal, or loud.

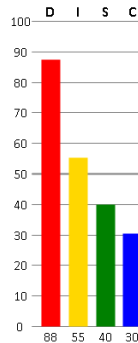
Sumo Tan - D/Di Style

Adapted Style - Graph I

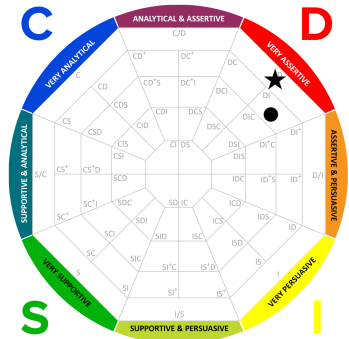


Pattern: D (6332)

Natural Style - Graph II



Pattern: Di (6432)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You approach challenges in a forceful, direct, and bottom-line savvy manner.
- You have the ability to be both firm and friendly, as the situation demands.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.
- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You are able to direct and motivate others, while still being sensitive to their needs and concerns.
- You are ready to take the credit or assume the blame for the results.
- You have a strong ability to motivate and manage others through your optimistic attitude and firm delegation of tasks.

Your Work Style Tendencies – What you bring to the Job:

- You are self-confident and actively seek challenging projects.
- You want to be seen by others as flexible, versatile, and positive, in all environments.
- You possess the ability to motivate others on the team, and to help get projects done on time and within budget.
- You seem to thrive in positions of power, authority, and responsibility.
- You may be perceived by some as aggressive, in your strong determination to meet or exceed expectations.
- You tend to be a very resourceful person -- well-networked and influential.
- You are able to take charge of a project, even in mid-stream, and work hard to make it a success.

You Will Be Most Effective In Environments That Provide:

- Management that is flexible as to your need for activity and change.
- Social recognition for accomplishments.
- A broad bandwidth of operation and influence.
- Assignments involving motivational skills in leading others.
- A climate that supports innovative ideas.
- Freedom from mundane, repetitive details.
- Challenges in building new territory or networks of people.

You Are Motivated By:

- An environment that provides rapid advancement to positions of higher responsibility.
- New problems to solve and new challenges to address.
- The existence of a variety of challenges and goals which offer you opportunities to demonstrate your skills and abilities.
- Recognition for the skills, insight, and problem-solving you dedicate and contribute on a daily basis.
- Having authority equal to the responsibility you are given.
- A climate allowing for communication with new people.
- Having the power to control your own career destiny, and make the necessary choices and decisions in fulfilling that destiny.

Sumo Tan - D/Di Style

You Need:

- To understand the limits of your authority, and not to overstep those boundaries.
- To realize that you may not always be the leader of every team or task force.
- To keep from overreacting to things.
- A strong support staff to handle work details.
- To negotiate with others in a real-time, face-to-face manner, as opposed to using electronic means.
- To become more sensitive to the climate of the situation, and adjust your intensity accordingly.
- A team of competent people who understand the urgency of important requirements.

When You are Under STRESS, Others See

- Restless
- Uncooperative
- Critical
- Intrusive
- Irritable

Your Needs When Stressed

- Control of the situation and yourself
- A fast pace for moving toward goals
- Accomplishments

Your Typical Behaviors in Conflict:

- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.

When Communicating with Sumo, DO:

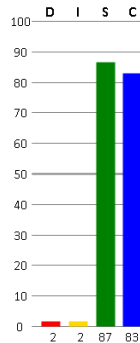
- Be prepared to handle some objections.
- Join in with some name-dropping, and talk positively about people and their goals.
- Plan some extra time in your schedule for talking, relating, and socializing, but let Sumo take the lead, and don't be surprised if the socializing ends abruptly.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Give Sumo the opportunity to express opinions and make some of the decisions.
- Plan to talk about things that support Sumo's dreams and goals.
- Put the details in writing, but don't plan on discussing them too much.

When Communicating with Sumo, DO NOT:

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be sloppy or disorganized.
- Forget or lose things necessary for the meeting or project.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Leave loopholes or vague issues hanging in the air.
- Ask rhetorical or useless questions.

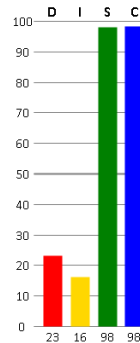
Michelle Tan - SC/CS Style

Adapted Style - Graph I

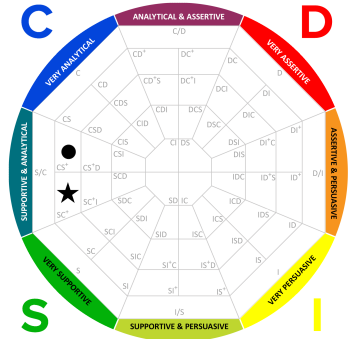


Pattern: SC (1166)

Natural Style - Graph II



Pattern: CS (2166)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You are not an extremist and tend to be supportive of team efforts.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You are a strong guardian of quality-control standards and procedures.
- You have an excellent, considerate, analytical listening style.

Your Work Style Tendencies – What you bring to the Job:

- You demonstrate a strong need for perfection and detail orientation.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.

You Will Be Most Effective In Environments That Provide:

- Freedom from intensely pressured decisions.
- Sufficient time to adjust to changes in workplace procedures.
- Highly specialized assignments and technical areas of responsibility.
- A workplace relatively free of interpersonal conflict and hostility.
- Activities that can be monitored from beginning to end.
- A secure work situation.
- Few sudden shocks, unexpected problems, or crises.

You Are Motivated By:

- A home life that is supportive of work demands.
- The knowledge that the products and services offered are of the highest quality.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- A link to some of the traditions that have built success in the past.
- Complete explanations of systems and processes that impact the work environment.
- Sincerity from peers and colleagues.

Michelle Tan - SC/CS Style

You Need:

- Reassurance for taking appropriate and calculated risks.
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Sufficient time for effective planning, especially prior to change.
- Options for increasing the efficiency of certain methods or procedures.
- Reassurance that your contributions are significant to the success of the team.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.

When You are Under STRESS, Others See

- Resistant to change
- Withdrawn
- Slow to begin work
- Slow to act
- Unable to meet deadlines

Your Needs When Stressed

- A slow pace for "processing" information
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.

Reduce Conflict and Increase Harmony with Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with Michelle, DO:

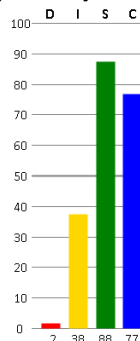
- Outline individual tasks and responsibilities in writing.
- Assure Michelle that there won't be any unexpected surprises.
- List pros and cons to suggestions you make.
- Be certain that the information you have is credible.
- Approach issues in a logical, straightforward, and factual way.
- Give Michelle time to verify the issues and potential outcomes.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.

When Communicating with Michelle, DO NOT:

- Offer assurances and guarantees that you can't fulfill.
- Make decisions for Michelle.
- Leave an idea or plan without backup support.
- Be vague about what's expected of the group.
- Be rude, abrupt, or too fast-paced in your delivery.
- Rush the issues or the decision-making process.
- Offer promises that you can't keep.

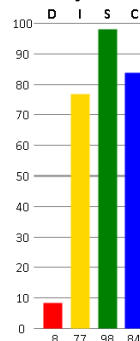
CHOO YANN JIUN - SC/SCI Style

Adapted Style - Graph I

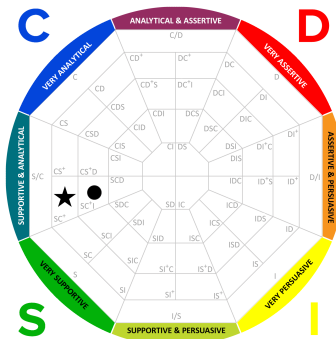


Pattern: SC (1365)

Natural Style - Graph II



Pattern: SCI (1566)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are conscientious and serious about doing things the correct way.
- You are a reflective, critical thinker, able to comprehend complex or abstract systems, assist with solutions, and get others on board with the project.
- You are excellent at motivating others toward team goals with your enthusiasm and optimism, as well as your sensitivity to their needs and concerns.
- You are always well-prepared for meetings. You do your homework and expect the same of others.
- You can be depended upon to do what you say you will do.
- Your stable manner and sincere approach give you a rare ability to placate people who are angry or upset.
- You are able to provide strengths on both the "people side" and the technical side of projects and operations.

Your Work Style Tendencies – What you bring to the Job:

- You have the ability to handle people with patience.
- You have the ability to self-manage much of your own workload.
- You tend to be rather friendly and easy-going in your interactions with others.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You tend to be optimistic -- you demonstrate high personal standards while setting high goals for yourself.
- You place high expectations on yourself and others and are able to help coach others to higher standards of quality.
- You are articulate about many different topics and issues.

You Will Be Most Effective In Environments That Provide:

- Clear areas of responsibility with minimal ambiguities.
- A place relatively free of interpersonal conflict and hostility.
- Appreciation for your long hours and work ethic on tough projects and assignments.
- A democratic environment with participatory management.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- A variety of highly specialized assignments and technical areas of responsibility.
- Complete information, details, and examples with no gaps or surprises.

You Are Motivated By:

- Acceptance as an important member of a group or team.
- A strong, visible group or organization to identify with and be proud of.
- Sufficient time to adjust to change, so as not to disrupt systems and processes.
- Sincerity from peers and colleagues.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- A system of support to assist with details and follow-through.
- Assignments that allow for communication with a variety of contacts.

CHOO YANN JIUN - SC/SCI Style

You Need:

- Participation in team efforts and activities.
- A reliable and competent support staff, especially when the work culture is under pressure.
- Clear and specific job descriptions and role responsibilities.
- To feel valued for your contributions to the team's success.
- An increased sense of urgency to get things done expediently.
- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- Complete explanations of processes, and the internal systems used.

When You are Under STRESS, Others See

- Passive
- Dependent
- Wishy Washy
- Indecisive
- Hesitant

Your Needs When Stressed

- Relationships
- Reassurances that you are liked
- Personal assurance

Your Typical Behaviors in Conflict:

- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.
- You may also feel that your feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of you which, in turn, results in more repressed anger.
- The anger and dissatisfaction that you have been repressing builds up inside of you and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once you have vented this built up emotion, you return to your normal behavior.

Reduce Conflict and Increase Harmony with Others:

- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.

When Communicating with CHOO, DO:

- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Provide logical and practical evidence.
- Give CHOO time to verify the issues and potential outcomes.
- Assure CHOO that there won't be any surprises.
- Break the ice with a brief personal comment.
- CHOO will follow through, so be certain to follow through on your part.
- Join in with some name-dropping, and talk positively about people and their goals.

When Communicating with CHOO, DO NOT:

- Rush the issue or the decision-making process.
- Be disorganized or sloppy.
- Offer promises that you can't keep.
- Make decisions for CHOO.
- Use someone else's opinion as evidence.
- Be vague about what's expected of the group.
- Leave the idea or plan without backup support.