



**HUMAN CAPITAL DEVELOPMENT**  
Developing Business Performance

## PPI Guide for Mentors



FOR



**Housing Diversity Network**

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## **DiSC - A Brief History**

In 1928, Dr. William Moulton Marston of Harvard University completed his research into classifying human behaviour, and published "Emotions of Normal People". The result of extensive study and interviews of 3450 individuals from a cross section of society, he postulated that people display four basic characteristics:

- |                                 |                      |
|---------------------------------|----------------------|
| <b>1. Dominance</b>             | <b>3. Steadiness</b> |
| <b>2. Influence over others</b> | <b>4. Compliance</b> |

Hence DiSC; Marston claimed that people will generally display one or more of these basic characteristics in the working environment. Marston's work was in many respects before its time, and was discarded by most of his contemporaries. Today, the research that Marston began can be seen in many business tools. It is probably the most widely used 'work personality' measurement system in the world. The beauty of DiSC based tools is that they are quick, easy to administer and in the case of PPI and some other leading examples remarkably accurate.

The model used to create PPI™, has evolved over a further 25 years of research, and was described by the eminent organisational psychologist Prof Terry Kellard, in 2001, as 'a well-researched and well thought out model of human behaviour'.

### **PPI™**

PPI™ is based on the DiSC model and takes the form of an online forced choice questionnaire. The applicant is given the option of selecting a most and a least from 4 words on each screen, completing the exercise in 5-7 minutes. The information obtained from this simple exercise, results in the production of a 9-11 page report on the individual that will be over 75% accurate.

It gives an insight into how this person is likely to behave in their job and in the work environment, giving mentors an indication of their present attitudes and possible performance. It is not a magical key for understanding actual behaviour, but it does help to tie together other information about the person such as experience, training and ability.

Careful and thoughtful use of the information provided through PPI™ analysis enables mentors to counsel and motivate more effectively.

## DiSC – An Outline

The system is based upon reviewing the individual over three charts as follows:-

### CHART 1 - BASIC BEHAVIOUR

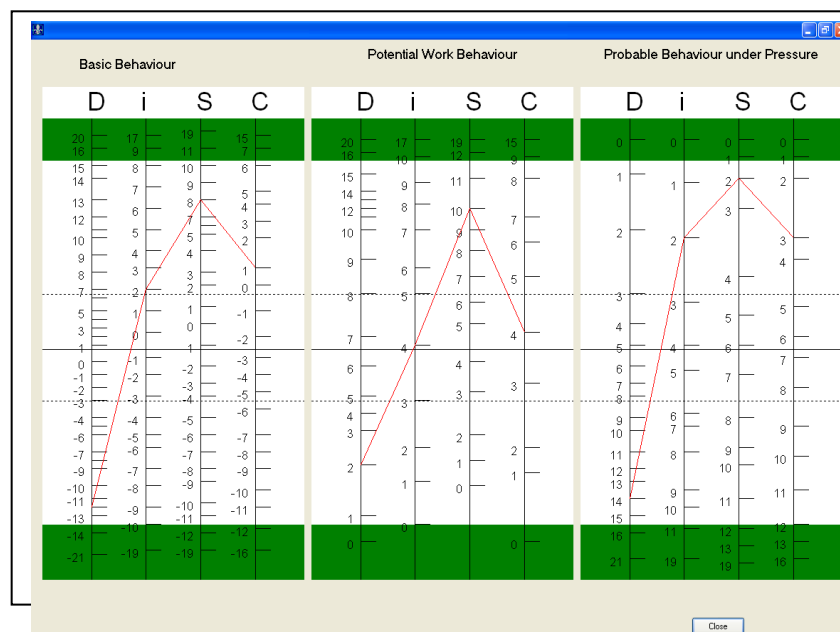
This chart represents graphically the normal personality in work of the subject analysed when that person is in an ordinary frame of mind and not subject to any special pressures or concerns.

### CHART 2 - POTENTIAL WORK BEHAVIOUR

This chart represents the changes in behaviour that this person *thinks* may be necessary to make from their Basic style in order to be successful, or survive, at work. Is it NOT necessarily a picture of the subject's actual behaviour at work.

### CHART 3 - PROBABLE BEHAVIOUR UNDER PRESSURE

This chart indicates the most likely way the person will behave when subjected to SEVERE pressure at work.



## DiSC – The 4 Factors

Each factor of DiSC has a high and a low factor – high is above the centre or Median line of the charts and low if below the line. When looking at a set of charts it is the position of the graph on the charts that determines the high and low factors.

There is often a perception that low factors are weaknesses, this is not the case; it is an important sub trait that underpins and modifies the individual's personality.

## DiSC Shorthand

### **D = Dominance**

Demanding, hard driving, assertive but often aggressive, forceful. A high D seeks to achieve, is competitive, accepts challenges and is motivated by a strong need to win. Such people need authority and fear failure.

Low D's on the other hand are non-demanding, non-aggressive and avoid confrontation where possible.

### **I = influence**

Charismatic (possibly), verbal, communicative, has ideas and seeks co-operation and inclusion. They are motivated by peer-group recognition, need love and fear rejection.

Conversely low C's are things rather than people orientated and lack natural empathy – this does not mean they do not care but that they do not bring their emotions to work.

### **S = Steadiness or Stability**

Steadfast, persistent and questioning, usually slower to act than either D or "I". They check and gather information, are trustworthy, sincere and seek to maintain relationships and fear sudden changes or surprises.

Low S's on the other hand are quick, fast, mobile and impatient with many projects in the air at once.

### **C = Compliance**

Logical, perfectionist, law abiding and rule orientated, often quite creative, particularly within a discipline, learn well and are often highly qualified. Such people accept rules, are motivated by proof fear disorder and confrontation.

Low C's dislike rules and regulations and resist controls and following procedures.

## How to view your report

Providing you completed the online questionnaire within the prescribed 5-7 minutes you should identify with at least 75% of your PPI report. That therefore means that some of the words and descriptions used may not fully resonate with you. This should not be a concern and you should focus on the majority of the report which will feel like you.

At the heart of the report is your subconscious view of yourself, plus how you may feel the need to modify your behaviour in your work environment or when placed under extreme pressure.

In common with other psychometric personality profiles, PPI is not designed to measure emotional intelligence or learned behaviour such as assertiveness. It thus follows that when it refers to these areas it is an indicator for discussion not a judgement.

Some reports will talk a lot about empathy and sympathy and in some profiles the lack of empathy or sympathy.

The definition of empathy for the purposes of PPI is the ability to recognise another's feelings dispassionately, so see ways perhaps to alleviate discomfort of suffering but not to share the feelings.

Sympathy on the other hand is the trait whereby an individual relates and identifies with the others feelings, thus they can be part of the problem not the solution in extreme cases.

When a report talks about an individual 'lacking empathy' this should not be interpreted to mean they lack feelings, but that they do not feel the need to share their or others emotions in the work place.

Sometimes PPI will comment on possible stress indicators. While the tool was never designed to measure stress it is one of the interesting by-products that it can give an indicator but this should never be seen as definitive, it just mean pressure or stress may, not is present.

## **PPI™ Overview**

The following four pages will give you a brief insight into the DiSC model upon which PPI™ is based. The words used are intentionally extreme to help paint a picture and do not take into account the influence of other factors. That said this overview should help you to a greater understanding of the reports and how to use them to help your mentees.

### **Pages 6 to 9**

These slides give you some key words that can be used to describe the different high and low factors. Thus while a High D is aggressive and competitive a Low D is non-aggressive and non-demanding; similarly a High C is compliant and precise but a Low C is independent and expedient.



**DOMINANCE**

*THE HIGH 'D' CHARACTERISTICS: -*

FORCEFUL	DEMAND RESPECT
DRIVING	SELF-ASSURED
AGGRESSIVE	DOMINATING
SELF-STARTER	DIRECT
COMPETITIVE	DEMANDING
SELF-INDULGING	BLUNT
DARING	OVERBEARING
VENTURESOME	ASSERTIVE
DECISIVE	

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*THE LOW 'D' CHARACTERISTICS: -*

CONSERVATIVE	LOW DECISION NEED
MODEST	UNASSUMING
PEACEFUL	UNPRETENTIOUS
SEEN AS HESITANT	NON-DEMANDING
MILD MANNERED	ACCOMMODATING
MAY BE INTIMIDATED	NON-AGGRESSIVE
UNOBTRUSIVE	AVOID CONFRONTATION
SEEN AS HUMBLE	FEARFUL



*THE HIGH 'I' CHARACTERISTICS: -*

CHARISMATIC	AFFABLE
OPTIMISTIC	FRIENDLY
SELF-PROMOTING	CONFIDENT
OUTGOING	TRUSTING
GREGARIOUS	CHARMING
EMPATHETIC	VERBAL
GENEROUS	COMMUNICATIVE
INFLUENTIAL	PARTICIPATIVE
PERSUASIVE	POSITIVE

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*THE LOW 'I' CHARACTERISTICS: -*

NOT EMPATHETIC	SELF-CONSCIOUS
THINGS OVER PEOPLE	NON-COMMUNICATIVE
LOGICAL	QUITE
RESERVED	NOT TRUSTING
REFLECTIVE	DO NOT NEED PEOPLE
CAN BE SUSPICIOUS	PROBING
SEEN AS RETIRING	NON SOCIAL
PESSIMISTIC	SERIOUS





*THE HIGH 'S' CHARACTERISTICS: -*

DEPENDABLE	AMIABLE
SELF-CONTROLLED	STEADY
EASY-GOING	EVEN-TEMPERED
SERENE	PERSISTENT
RELAXED	GOOD-LISTENER
NON-DEMONSTRATIVE	KIND
PREDICTABLE	SYMPATHETIC
PATIENT	LENIENT
DELIBERATE	ACCOMMODATING
FEAR SUDDEN	NEED TO PLAN
CHANGE	

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*THE LOW 'S' CHARACTERISTICS: -*

QUICK	FIDGETY
FAST	DISCONTENTED
FAULT-FINDING	SELF-CRITICAL
IMPETUOUS	DEMONSTRATIVE
MOBILE	ENERGETIC
ALERT	IMPATIENT
RESTLESS	TENSE
IMPULSIVE	ANXIOUS



*THE HIGH 'C' CHARACTERISTICS: -*

DISCIPLINED	ACCURATE
COMPLIANT	CONVENTIONAL
SELF-EFFACING	OPEN-MINDED
POLITE	CAUTIOUS
CAREFUL	CONSERVATIVE
SYSTEMATIC	ADAPTABLE
PRECISE	PERFECTION-SEEKING
DIPLOMATIC	LOGICAL

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*THE LOW 'C' CHARACTERISTICS: -*

INDEPENDENT	UNCONVENTIONAL
STUBBORN	FEARLESS
WAYWARD	STRONG-WILLED
TACTLESS	EXPEDIENT
OPINIONATED	HATES RULES
DEFIANT	HATES DETAIL
REBELLIOUS	OBSTINATE

## How to use a Mentee's Report

Understanding who you are mentoring is key to helping them, for example some people only require verbal coaching but others will want the reassurance of a written follow up; likewise some like the direct approach, others need you to tactfully approach issues.

When talking about their report remember to stress it will not be 100% accurate, this avoids discussing a couple of points in their report they do not like, which may or may not be true and distract from the majority of the report they identify as themselves.

Focus first on the positives, and then look at areas that need development and discuss strategies for learning new soft skills as appropriate.

### Best Practice

At all times please remember that any such document as this should be private and confidential any misuse can be dangerous as it may lead to hurting feelings and a loss of trust. It is only right therefore that these profiles only reach trained and careful hands.

It is important that you read the rapport thoroughly and more than once before you discuss it with your mentee. The report is carefully divided into sections as follows:-

### The Sections

**Summary** – This gives an overview of the individual profiled, usually consisting of half a page of key information précised from the whole; highlighting their basic personality and giving an understanding of how the person functions. As with any sub-heading it is not recommended that we take it in isolation if any important conversations or processes are concerned.

**Motivational Factors** – Explains the individual's motivational drives, and helps us to understand what causes this person to perform at their best, helping us to understand how to help them succeed. This section also covers their ideal working environment and gives important indicators of helping them create the right atmosphere to ensure job satisfaction.

**Potential Strengths** – Highlights the main, but not necessarily only strengths of the person. Those areas indicated will predict some of the behaviours that come naturally to the individual.

**Potential Weaknesses** – Explains the likely failings in the individual's work personality. Some weaknesses may be ignored, as people often play to their strengths, but we can use this information to point us towards areas for future development. Used in conjunction with the strengths, it helps us draw a fuller picture of the individual.

**Learning Style** – here the report examines the preferred learning style or technique of the person thus allowing you as their mentor to tailor the method of delivery for maximum effect.

**Questioning Method** – This section explains the style of questioning likely to be adopted by the person, the reasons behind this and the level of information and verification (proof) required.

**Capability for Organisation & Planning** – Here the report illustrates both the style and capability of the individual, highlighting their ability, or otherwise in this area; also how they are likely to cope and act when it comes to planning and organising themselves, others and tasks. It is important to bear in mind that while an individual may not be a natural planner, they may have learned to discipline themselves to plan effectively.

**Management Technique** – This section describes the way in which they are going to manage. It will give an insight into their style and method of communication, including whether they prefer to direct or lead others, etc. It also shows how they are likely to handle making decisions and enforcing discipline.

**Decision Making Style** – Here the report informs us on how effective the person is at decision-making, how they arrive at their decisions, taking into account their time-scale, reference to authority and need for information.

**Acceptance of Managerial Responsibility** – We are informed as to how the subject is likely to take responsibility and act accordingly. It examines the motivations and reasons behind why the individual would accept, strive or avoid managing people.

**Response to a Technical Environment** – Some individuals naturally gravitate towards technical environments, while others find the mental discipline tedious.

**Response to a Sales Environment** – There are various different types of selling from reactive and proactive tele-sales, each requiring different behaviours that suit certain personality styles. Your mentees may not sell, but sometimes they have to convince others of the best solution, which is a form of selling ideas.

**Relates to people** – here the report focuses on the person's 'soft skills'. Some people are more comfortable with strangers while others are not; the former might be a better communicators and adapt to new people more readily than the latter. Some people are introverts, others extroverts and others somewhere in-between. It is worth remembering, that reserved individuals often operate by letting people come to them and may well have better listening skills.

Please note phrases such as 'lacks empathy' do not necessarily imply coldness, simply an unwillingness to discuss personal details at work.

**Response to Authority** – this section gives key information on an individual's attitude to authority – how easy they are to manage, and thus how well they take instruction. Some people need, or even seek guidance, while others prefer to operate independently of authority and are unwilling to take supervision.

**Factors that Threaten Self Esteem** – this section lays out key pointers for managers on how 'not to mentor', plus the environment for which they are best suited

**Time Scale** – If deadlines are important to the business, managers will find vital information here on the pace at which the individual prefers to work. It is not wise to try to get someone who is 'deliberate in thought and action' to work at a fast pace, similarly, it is unproductive to ask a 'quick and mobile' individual to slow down and work on routine projects that need to be prioritised. Understand the individuals preferred work pace and advise on how they communicate this with colleagues.

**Demotivating Factors** – look carefully at this section, bear in mind that this is the blueprint on how to avoid demotivating them and thus a useful indicator of what may be going wrong if you feel they are unhappy at work.

**Potential as a Consultant** – this section not only illustrates how an individual would operate in a consultancy role, it also gives information on how they impart information and consult with colleagues.

**Potential as a Team Leader** – some people naturally want to lead, others want to direct; some would rather support the team. You will often find that people who lack natural people skills may prefer to work on their own, separate from the team, but available when needed for guidance. Use this section to understand how best to utilise the individual's skills to best advantage, remembering that if you try to make them into something they are not, they will fail and ultimately leave.

**Potential as Team Player** – similar to above, some people are natural 'team players, other are not. Using this tool, you can judge whether a person is suited to work within a team, or will add more value is kept on the peripheries of the unit, giving advice and support as required.

**How to Manage Effectively** – One of the largest sections in the report, we recommend that you read this part carefully as it should be a guide to achieving better results in mentoring this individual.

To a large part, this section distils all the information from the report into a blueprint on how to get the best out of the relationship.

## **Points for Further Consideration**

This section occupies the last one or two pages of the report. The information is taken from the second and third Charts in on the individual measured and looks at any changes compared to Chart 1 - their basic personality.

Beyond this point, information provided is open to interpretation, so we are even more careful with the language used, including the terms 'possible or probable' to soften any controversial sentences that the individual might perceive to be a problem. Like the rest of the profile, these points are confidential and should be treated as such and used carefully. If you require further clarification discuss the contents of these sections with HDNs trained mentoring associates, or if they are not available contact Human Capital Development on 01264-861031 or email [info@human-capital-development.com](mailto:info@human-capital-development.com) for assistance.

**Possible response / changes at work** – The information here is taken from Chart 2, it shows how the individual perceives they may need to change from their basic Chart 1 style, how they should adapt to survive or be more successful in their role. Since it is only their perception, it may or may not translate into a discernible behavioural change.

Its main use for the mentor is that it indicates how the person views their role and possibly how they are being managed. It is worth remembering that maximum productivity will be obtained from someone who does not feel the need to drastically alter his or her work persona to be successful.

**Changes under Pressure** – Taken from Chart 3, this shows how the individual's behaviour might change under extreme pressure when compared to Chart 1. This illustrates the likely change, if any, when a person is placed under pressure. It is a useful tool not only because it warns management of the predicted change, but also because it acts as an early warning system, telling management when they are under pressure.

**Stress Measurement** – stress is a highly emotive word, and should be dealt with very carefully. While pressure is acceptable, high levels of stress should be taken seriously.

## **Unusual Reports**

Sometimes PPI™ will produce comments, which require further consideration. Some are not serious, but need to be noted; others are potentially serious and need to be dealt with jointly with a trained analyst or a member of Human Capital Development Ltd.

**Erratic behaviour** – indicates that the person may on occasions act in a manner which is different to their normal behaviour to overcome some issue at work – it is not, and most not be seen as a judgment that the person is erratic.

**Potential Problem with Decision Making** – simply indicates that the person MAY have a problem making decision, this should be investigated rather than assumed, because they may have learned to overcome the internal conflict that can lead to indecisiveness; if not it is a good area for development.

**Potential for Low Morale** – when this appears it is a cause for concern and it must be discussed with your HDN Co-ordinator, or if they are not available, contact Human Capital Development for assistance.

**Important Currently may be Demotivated or Frustrated** – Normally this appears at the start of the report, but as above discusses the findings carefully with your HDN Co-ordinator.