



# Profile Feedback Guide

This guide provides a comprehensive framework for conducting impactful feedback sessions. It is designed to help participants gain actionable insights, foster self-awareness, and encourage meaningful change.

# 01 Setting the Context

## Understanding the Bigger Picture:

Before diving into the specifics of the feedback session, it's critical to understand the organisational and individual contexts. This ensures that the session aligns with broader goals.

### Organisational Agenda:

- ✓ How does this session contribute to the company's strategic goals?
- ✓ Is it aimed at improving leadership effectiveness and team dynamics or addressing specific challenges like low engagement or communication issues?

### Individual Development Agenda:

- ✓ What specific outcomes are expected for the participant?
- ✓ Does this session address performance challenges, relationship-building, or career progression?

## Types of Feedback Sessions:

Depending on the context, choose between:

### Informative Meetings:

- ✓ Focused on delivering key insights from the Discflow profile.
- ✓ Appropriate when the goal is to raise awareness or introduce a new concept.

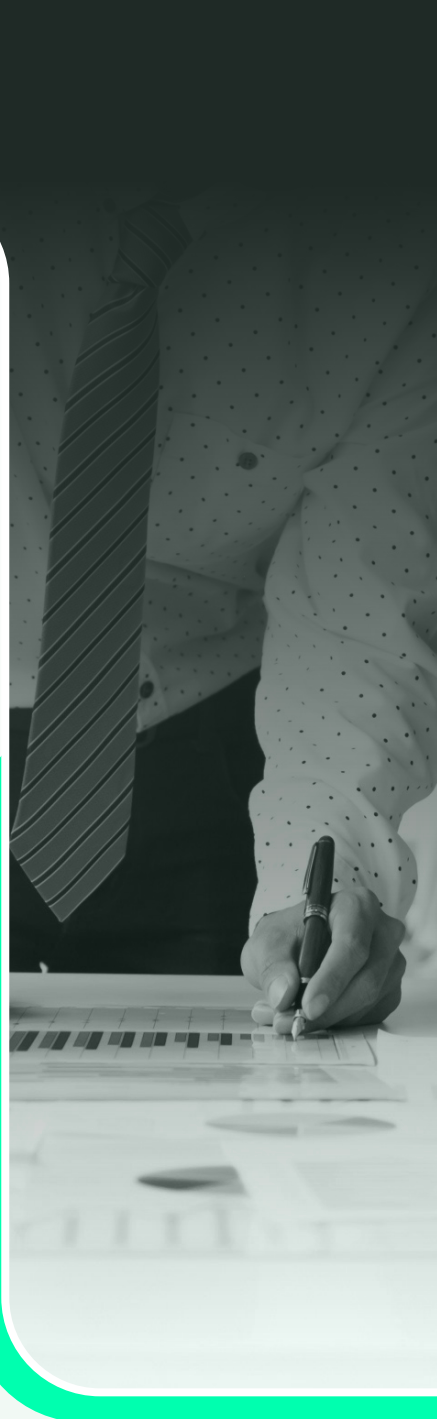
**Example:** *"Here's what your profile reveals about your communication style."*

### Explorative Conversations:

- ✓ Collaborative and dialog-driven, aimed at uncovering motivations and deeper insights.
- ✓ Suitable when seeking solutions for specific challenges or identifying actionable steps.

**Example:** *"Let's explore how this aligns with your experiences and identify areas for growth."*

By clarifying the session type, both the facilitator and participant can focus their energy effectively.



## 02 Preparation

### Review the Profile:

Carefully analyse the participant's profile in advance, noting:

- ✔ Key strengths and limitations.
- ✔ Areas that may trigger emotional responses or scepticism.
- ✔ Patterns that align or conflict with their role and responsibilities.

### Understand the Participant:

Gather background information:

- ✔ Have they used Discflow or other assessments before?
- ✔ Are they familiar with personal development tools, or is this new territory?
- ✔ Are they likely to be open, sceptical, or cautious about the process?

### Define the Objectives:

- ✔ Establish the purpose of the session. For example:

*"We'll use this session to understand your communication style and how it impacts your relationships at work."*

- ✔ Reaffirm what's in it for them:

*"The goal is to equip you with insights and strategies to work more effectively with your team and achieve your personal goals."*

### Create a Comfortable Environment:

- ✔ Share the session agenda in advance to reduce uncertainty.
- ✔ Encourage them to reflect on their expectations:

*"What would you like to achieve from this session?"*



## 03 The Conversation



### Opening the Conversation:

**Start with rapport-building and open-ended questions to establish context and participant engagement:**


*“What motivated you to participate in this session?”*

*“How do you feel about the process of the assessment?”*

*“What are you hoping to achieve through this feedback?”*

### Positioning the Discflow Model

The Positioning phase is critical to creating a strong foundation for the session. It establishes the context, introduces the model, and encourages participants to engage actively in validating and internalising their results.



## Introduce the Core Principles of the Discflow Model

### Explain the Value of Discflow:

- ✓ Discflow is a tool for understanding behavioural styles and how individuals interact, communicate, and adapt. It focuses on observable behaviours rather than measuring skills, technical expertise, knowledge, or deeper psychological traits such as values or emotional well-being.
- ✓ Reinforce that all styles are valuable and contribute uniquely to success.

*"The Discflow model helps us recognise our natural tendencies in communication and behaviour, enabling us to adapt and build better relationships."*

### Highlight Behavioural Flexibility:

- ✓ Explain that behaviour can shift based on context, emotional intelligence, and external expectations.

*"While DISC identifies your preferred style, it also highlights opportunities to adapt in ways that strengthen your interactions."*

### The Link Between DISC and Emotional Intelligence (EI):

- ✓ Introduce how EI influences DISC behaviours:
  - High EI enhances DISC strengths and mitigates limitations.
  - Low EI may amplify challenges associated with specific DISC styles.

*"For example, someone with a Compliance style might feel more comfortable analysing data. With high EI, they can more easily adapt to take on leadership roles that require decision-making under pressure."*



## The Importance of Self-Validation

Self-validation helps participants critically assess their profile, deepening their engagement and ownership of the results. Incorporate this topic seamlessly during the positioning phase:

### Encourage Ownership of Results:

- ✓ Introduce the concept of self-validation early:

*"This report is a reflection of how you naturally approach the world. However, only you can determine how accurate it feels for you."*

- ✓ Emphasise that their agreement or disagreement with specific statements is equally valuable for the session.

### Explain the Self-Validation Process:

- ✓ Encourage participants to engage actively with their results:
  - Place a ✓ next to statements they strongly agree with.
  - Place an ✗ next to statements they don't identify with.
  - Use a ? for any statements they're unsure about.

*"This process isn't about getting everything right or wrong—it's about understanding how well the insights align with your personal experience."*

### Promote Reflection and Discussion:

- ✓ Use self-validation as a bridge to deeper understanding:

*"When you see something you don't agree with, it might reflect how others perceive you. Let's explore whether that perception affects your interactions."*

- ✓ Highlight areas of agreement to build confidence:

*"It's great that you feel this section resonates strongly. Let's discuss how you can use these strengths more effectively."*

## Linking Self-Validation to Insights

Position self-validation as a tool to personalise their Discflow experience:

### Enhance Understanding:

- ✔ Encourage participants to reflect on why certain statements resonate (or don't):

*"What makes this description feel accurate for you?"*

*"Does this statement reflect how you approach challenges, or might it represent how others perceive you?"*



### Drive Ownership:

- ✔ Reassure participants that it's their perspective that matters most:

*"This process is about helping you gain clarity on how you show up and how that aligns with your goals and relationships."*

### Align DISC with Their Context:

- ✔ Help them connect DISC insights to their personal or professional life:

*"How do these findings relate to your current challenges or goals? Are there any areas where you'd like to make adjustments?"*

## Connecting to Emotional Intelligence

Expand on how EI contributes to validating and leveraging DISC insights:

### Self-Awareness:

*"Before you can make meaningful changes, you need to understand where you're starting from. Self-validation is the first step in building that awareness."*

### Understanding Others:

- ✔ Highlight how EI helps in interpreting how behaviours impact others:

*"By validating your profile, you can better understand how others might experience your strengths and challenges."*

### Developing Adaptability:

- ✔ Reinforce that EI enables behavioural flexibility:

*"The more aware you are of your tendencies, the easier it becomes to adapt your approach to different situations."*

## Key Takeaway for Positioning and Self-Validation

Positioning and self-validation are intertwined steps that lay the groundwork for actionable change. By understanding the DISC model, validating results, and exploring Emotional Intelligence, participants can confidently embrace their strengths, address their limitations, and take ownership of their growth journey.

*"The goal of this session is not just to understand your Discflow profile but to equip you with insights and strategies that lead to meaningful and lasting change."*

Note: In the unlikely event that your delegate cannot relate to their report, we have included some troubleshooting ideas for this scenario in the Appendix section below.

## The Power of Continuous Learning

Introduce the idea that personal and professional development is an ongoing process:

### Learning is Lifelong:

- ✓ Explain that people never stop learning; the most effective ones actively seek feedback, reflect, and adapt.

*"Even the most accomplished people embrace feedback because they know that every interaction is an opportunity to grow."*

### Small Steps, Big Impact:

- ✓ Highlight the importance of incremental progress:

*"Meaningful change doesn't happen overnight. Small, consistent actions lead to lasting transformation."*

## Creating Motivation for Deliberate Practice

Motivation is key to ensuring the participant engages in intentional, sustained practice to build new habits:

### Tie Learning to Personal Goals:

- ✓ Explore their motivations:

*"What do you hope to achieve by improving in this area?"*

*"How would making these changes positively impact your career or personal life?"*



## 04 Creating an Action Plan

The Action Plan is where insights from the Discflow profile are translated into tangible steps for meaningful change. This section emphasises the importance of setting clear, actionable goals, exploring the participant's motivation, and building a robust support system to sustain growth.

### The Importance of Clear Goals

Setting clear, specific goals is foundational to making meaningful changes. Without clarity, efforts often lack focus and momentum.

#### Why Clear Goals Matter:

- ✓ They provide direction and purpose, keeping participants aligned with what they want to achieve.
- ✓ They create measurable benchmarks to track progress and celebrate wins.
- ✓ Clear goals reduce overwhelm by breaking down the change process into manageable steps.

### Example of Goal Clarity:

Imagine a participant, Sarah, whose Discflow profile shows a high Dominance style. She struggles with delegating because she feels she can do tasks better and faster herself.

✓ A vague goal:

*"I want to delegate more."*

✓ A clear goal:

*"By the end of the month, I will delegate at least two tasks per week to my team and schedule weekly check-ins to ensure progress."*

The clear goal specifies what, how often, and a system of accountability to ensure follow-through.

## Benefits of Goal-Driven Change

Once goals are defined, participants are more likely to stay motivated and see the tangible benefits of their efforts:

### Increased Motivation:

- ✓ When participants see the connection between their goals and personal or professional growth, they're more likely to commit to the process.

- ✓ Example:

*"Improving my communication style will help me build stronger relationships with my team, reducing conflicts and making collaboration smoother."*

### Building Momentum:

- ✓ Achieving smaller goals boosts confidence and creates a sense of progress.
- ✓ Example: A participant might focus first on improving one-on-one conversations before tackling group meetings.



## Digging into Participant-Specific Goals

Facilitators can help participants uncover meaningful, relevant goals by asking questions like:

*"What specific behaviours would you like to improve?"*

*"What challenges are you currently facing, and how might these changes help address them?"*

*"How will achieving this goal benefit you personally or professionally?"*

## Anecdote: Motivation for Change

John, a participant with a high Steadiness style, wanted to improve his assertiveness in meetings. Initially, he was hesitant because he didn't want to disrupt team harmony. However, through discussion, he realised that assertiveness would help him advocate for his ideas and gain the respect of his peers. This realisation motivated him to practice speaking up once per meeting, starting with small contributions.

# Key Elements of Successful Change

## Changing Beliefs and Behaviours:

- ✔ Participants often need to shift underlying beliefs to support behaviour changes.
- ✔ Example: A Compliance-style participant who believes they must *"get everything perfect"* might need to embrace the idea that collaboration can yield better results than working solo.
- ✔ Practical Steps:
  - The first step is to raise awareness of the belief by helping the individual recognise how it may be holding them back. Encourage them to question its validity:  
*"Is this really true, or is it based on past experiences rather than reality?"*  
Often, these beliefs are not grounded in fact but in perception. Reframe the belief into a growth-oriented mindset, such as,  
*"I'm not good at this yet, but I can improve."*
  - Taking small, deliberate actions to disprove the belief can be transformative. For example, someone who believes they're not a good public speaker could start by practising short presentations in a supportive environment. Seeking encouragement and feedback from others strengthens their confidence.
  - Hearing about others' successes in overcoming similar challenges can also fuel motivation. Share compelling stories of individuals who made positive changes, especially when emotions are involved, as this can inspire a shift in mindset. By connecting emotionally and practically, participants begin to see that change is possible and within their reach.



## Deliberate Practice and Repetition:

- ✔ Sustainable change requires repeated, intentional efforts over time.
- ✔ Example: A participant working on active listening can practice by summarising what they hear in every meeting for two weeks, then seeking feedback on their effectiveness.
- ✔ Encourage small, consistent actions rather than attempting sweeping changes overnight.

## Deliberate Practice and Repetition:

- ✔ Celebrate milestones to reinforce motivation and persistence.

Example: *"You've successfully implemented weekly team check-ins for a month. How has this improved communication so far?"*

# Building a Robust Support System

## Identify Resources and Allies:

Encourage participants to consider who or what can help them stay accountable:

- ✔ Mentors, managers, or colleagues who can provide feedback and encouragement.
- ✔ Tools or systems, like a journal or task management app, to track progress.
- ✔ Regular coaching sessions to review progress and recalibrate goals.

### Anecdote: Accountability in Action

Maria, a participant with a high Influence style, wanted to improve her time management. She enlisted a colleague to check in weekly and hold her accountable for prioritising tasks. This partnership helped her develop a consistent habit of setting daily priorities.

## Plan for Follow-Up:

Sustaining change requires ongoing evaluation and adjustment:

- ✔ Schedule follow-ups to review progress and address challenges.
- ✔ Example: *"Let's meet in four weeks to see how your assertiveness in meetings is progressing and identify any adjustments needed."*





## Structuring the Action Plan

### Use the Keep, Stop, Start Framework:

A simple yet powerful tool for organizing goals and actions:



#### KEEP:

Identify behaviours that are working well.

Example:

*"Continue delivering detailed reports, as they showcase your thoroughness."*



#### STOP:

Recognize behaviours that hinder progress.

Example:

*"Avoid overanalysing decisions, as it delays project timelines."*



#### START:

Highlight new behaviours to adopt.

Example:

*"Begin delegating smaller tasks to your team to focus on strategic priorities."*

### Anecdote: The Power of Small Adjustments

Tom, a leader with high Dominance and low Emotional Intelligence, struggled with team morale. His action plan included

*"START pausing for feedback before finalising decisions".*

Within weeks, his team reported feeling more valued, which improved morale and productivity.

## Closing the Action Plan Discussion

Reiterate the importance of persistence and reflection:

*"Remember, change takes time. By staying consistent and seeking support when needed, you'll see meaningful progress."*

*"Every small step forward is a win. Let's review your progress in our next session."*

Encourage participants to leave the session with a sense of empowerment and clarity, ready to take actionable steps toward their goals.

## 05 Closing the Session

The closing phase of the feedback session is crucial for reinforcing key takeaways, ensuring participants feel motivated, and setting them up for success in implementing their action plan. A well-executed conclusion provides clarity, builds confidence, and leaves participants with a sense of purpose and direction.



### Recap and Reinforce Key Takeaways

The recap phase is an opportunity to ensure participants take full ownership of their commitments by actively reflecting on their insights and action plans. Rather than the facilitator summarising everything, encourage the participant to lead the review, reinforcing their accountability and engagement.

#### Encourage Participant-Led Recap:

- ✔ Invite the participant to summarise their key takeaways and commitments:

*"What stood out to you as the most important insight from today's session?"*

*"Can you walk me through the specific actions you've decided to take and the benefits you expect from them?"*

- ✔ Highlight the purpose of this reflection:

*"By reviewing your commitments yourself, you're actively reinforcing the steps that will lead to meaningful change."*

### Link Commitments to Benefits:

- ✔ Help them connect their actions to the outcomes they value:

*"How do you see these changes positively impacting your work, your team, or your personal growth?"*

*"What will achieving these goals mean for you in the long term?"*

- ✔ Use this opportunity to motivate:

*"It's exciting to see how these steps can bring you closer to the outcomes you're aiming for."*

### Facilitate Ownership and Accountability:

- ✔ Reinforce the participant's role as the driver of their progress:

*"This plan is yours, and your reflection today sets the stage for the success you'll create."*

*"I'm here to support and guide you, but the real impact will come from how you own and act on these commitments."*

### Prepare them for ongoing reflection:

- ✔ Help them connect their actions to the outcomes they value:

*"As you move forward, regularly revisit these actions and benefits to keep your progress on track. We'll check in during follow-ups to see how things are going."*

### Highlight the Action Plan:

- ✔ Reiterate the specific goals and next steps they committed to.

- ✔ Example: 

*"We agreed that you'll focus on improving collaboration by seeking input from at least two colleagues before making final decisions. You'll track this over the next month."*



# Acknowledge Progress and Build Confidence

End on a positive and empowering note by acknowledging their commitment to the process:



## Recognise Effort:

*"You've taken an important step today by exploring your Discflow profile and creating a clear action plan. This shows your dedication to personal and professional growth."*



## Reinforce Capability:

*"You already have the tools and strengths to succeed. The changes we've outlined will help you leverage those even more effectively."*



## Encourage Reflection:

*"Take some time to reflect on today's discussion and think about how these insights can shape your day-to-day interactions."*



# Create Motivation for Follow-Through

Encourage participants to stay engaged with their action plan and maintain momentum:

## Tie Goals to Their Motivation:

✓ Revisit why these changes matter to them.

✓ Example:

*"You mentioned that improving your communication style will help build trust with your team and reduce miscommunication. Keeping that benefit in mind can help you stay motivated."*

## Emphasise the Long-Term Benefits:

✓ Frame the action plan as an investment in their growth.

*"Remember, these small steps will lead to lasting improvements in your relationships, performance, and leadership effectiveness."*

## Address Potential Challenges

Prepare participants to overcome obstacles they may face while implementing their action plan:

### Anticipate Resistance:

*"It's normal to feel some resistance to change, whether it's from yourself or others. If you encounter challenges, revisit your motivations and remind yourself of the bigger picture."*

### Encourage Resilience:

- ✔ Share a motivational anecdote:

*"One leader I worked with struggled with receiving feedback initially but found that pausing to listen made their team feel valued. Over time, this small shift transformed their relationships and team dynamics."*



## Establish Accountability and Next Steps

Accountability ensures participants remain committed to their goals. Use this phase to solidify their commitment and establish a clear plan for follow-up:

### Identify Accountability Measures:

*"Who can you involve to help keep you on track—perhaps a manager, mentor, or peer?"*

*"What system will you use to monitor progress, like a journal or task tracker?"*

### Schedule Follow-Up Sessions:

*"Let's reconnect in a month to review your progress and adjust your plan as needed."*

### Encourage Self-Monitoring:

*"Take a moment each week to reflect on what's working and where you can improve. Even small adjustments can make a big difference."*

## End with Encouragement

Conclude with an inspiring and supportive message to leave the participant feeling empowered:

### Express Confidence:

*"I'm confident that with the steps we've outlined, you'll see meaningful progress. You've already shown the ability to grow and adapt, and this is just the next step in that journey."*

### Motivate for the Future:

*"Growth is a process, and every small step brings you closer to your goals. I'm excited to see how these changes will positively impact you and those around you."*

### Leave the Door Open for Support:

*"If you need any additional support or have questions as you work through this plan, feel free to reach out. I'm here to help."*

## Practical Example: Closing the Session with Sarah

Sarah, a participant with a high Influence style, has developed an action plan to improve her listening skills and reduce interruptions during meetings. Here's how her session might close:

### Recap:

*"We've identified that your enthusiasm in meetings is a strength, but practising active listening will ensure others feel heard. You've committed to pausing before responding and summarising key points shared by others."*

### Acknowledge Progress:

*"You've done great work today in identifying areas for improvement and setting actionable goals. This shows your dedication to becoming an even more effective leader."*

### Motivation:

*"Focusing on listening will help you build stronger relationships and encourage more collaboration from your team. These are key steps toward your goal of fostering a more inclusive team dynamic."*

### Accountability:

*"Let's check in after your next three meetings to see how this practice is going. If you find it challenging, we can discuss adjustments to your approach."*

### Encouragement:

*"You've got this, Sarah. I'm confident these changes will make a noticeable difference, and I'm here to support you along the way."*



By closing the session with a structured, motivational, and forward-looking approach, participants will leave feeling confident, supported, and ready to take action. This final phase solidifies the impact of the feedback process and sets the stage for sustained growth.



# Summary

This structured feedback manual is designed to maximise the value of Discflow profile sessions for both facilitators and clients by providing a clear, actionable framework. By using this guide, facilitators can:



### **Deliver Tailored Insights:**

Equip clients with personalised feedback that resonates with their unique Discflow profile and professional context.



### **Enhance Engagement:**

Foster meaningful conversations through structured self-validation, empowering clients to actively participate in their development journey.



### **Create Focused Action Plans:**

Translate profile insights into clear, goal-oriented strategies, ensuring clients leave with practical steps for immediate implementation.



### **Drive Long-Term Change:**

Support clients in understanding the power of incremental progress, deliberate practice, and leveraging Emotional Intelligence to enhance their DISC strengths.



### **Build Lasting Impact:**

Establish a collaborative, supportive relationship that inspires confidence, motivation, and sustainable growth for the client.

By following this manual, facilitators can consistently deliver high-quality, impactful feedback sessions that empower clients to unlock their potential, improve relationships, and achieve meaningful personal and professional transformation. This structured approach ensures that every session is a valuable step forward on the client's development journey.

# Appendix



## What If the Delegate Disagrees with their Report Results

It's rare; however, occasionally, a delegate might feel that their Discflow profile doesn't align with their self-perception. This can be due to misunderstanding the tool, scepticism, or how the assessment was approached. Addressing this situation constructively ensures the session remains valuable and productive.

### Acknowledge Their Concerns

- ✔ Start by validating their feelings to create an open, non-defensive environment:

*"Thank you for sharing your thoughts. It's completely okay to feel this way, and it's not unusual for people to have questions or doubts about their results."*

- ✔ Reassure them that the session is a collaborative exploration:

*"The purpose of this session is to explore your profile and ensure it feels meaningful to you, so let's work together to better understand it."*

### Emphasise the Role of the Assessment

- ✔ Explain that the report reflects the answers they provided during the assessment:

*"The Discflow profile is based entirely on the responses you gave when completing the questionnaire. It's not a definitive judgment but a reflection of how you described yourself in specific contexts."*

- ✔ Encourage self-reflection on their responses:

*"Sometimes, the way we answer can be influenced by how we feel in the moment or the specific situations we were thinking about. It's worth exploring whether that might have played a role here."*



### Encourage Exploration, Not Agreement

- ✓ Reframe the purpose of the profile as a tool for discovery, not a verdict:

*"This report is not about being right or wrong. It's a starting point for understanding behaviours and tendencies, and it's perfectly fine if some parts don't feel accurate."*

- ✓ Shift focus from agreement to exploration:

*"Let's dive into the sections you feel are most unlike you. This can help us uncover valuable insights about how you see yourself and how others might perceive you."*

### Use Self-Validation Techniques

- ✓ Guide the delegate through a step-by-step review of the profile:

*"Mark the statements you strongly agree with, those you disagree with, and any you feel unsure about. Let's explore these together."*

- ✓ Encourage them to consider alternative perspectives:

*"Do you think some of these descriptions might reflect how others perceive you, even if it doesn't feel like you?"*

### Consider Context and Adaptability

- ✓ Highlight that behaviour can shift based on context:

*"The DISC model measures behavioural tendencies, which can change depending on your environment or stress levels. Some descriptions might apply more in specific situations than in others."*

- ✓ Use examples to illustrate adaptability:

*"Someone who shows a Steadiness style at work may exhibit different tendencies in high-pressure or social settings."*

### Address Scepticism About the DISC Model

- ✓ Position DISC as a flexible tool rather than a rigid framework:

*"DISC isn't meant to define you but to provide insights into your tendencies and how they impact interactions. If some parts don't resonate, that's completely fine—let's focus on what feels useful for you."*

- ✓ Reinforce the collaborative nature of the session:

*"This isn't about fitting you into a category; it's about helping you identify behaviours that support your goals and relationships."*

## Introduce Alternative Perspectives

- ✔ Share examples of others who initially disagreed with their results:

*"I've worked with people who felt the same way at first, but as they reflected on their profile over time, they found surprising insights that helped them grow."*

- ✔ Encourage external feedback:

*"Sometimes asking a trusted colleague or friend for their perspective can provide clarity on how others see you."*

## Reframe the Session as a Growth Opportunity

- ✔ Highlight the value of reflection, even if the report doesn't feel accurate:

*"Even if parts of the profile don't resonate, this is still a great opportunity to explore your behaviours and how they align with your goals."*

- ✔ Shift focus to their development:

*"Let's use this session to focus on the areas you want to grow, regardless of the report's specifics."*

## If Resistance Persists

- ✔ Maintain professionalism and adapt the session:

*"Let's set the report aside for now and focus on what you'd like to take away from this conversation. What would be most valuable for you today?"*

- ✔ Keep the door open for future reflection:

*"Sometimes these insights make more sense over time. If anything resonates later, feel free to revisit it."*

### Key Takeaway for Facilitators

The Discflow profile is a reflection of how individuals describe themselves at a given moment, not an absolute measure of their personality or skills. Disagreement with the results isn't a barrier—it's an opportunity to build trust, explore perceptions, and focus on meaningful growth. By handling concerns with empathy and encouraging exploration, you can ensure a productive and insightful session, even when the participant doesn't fully align with their report.