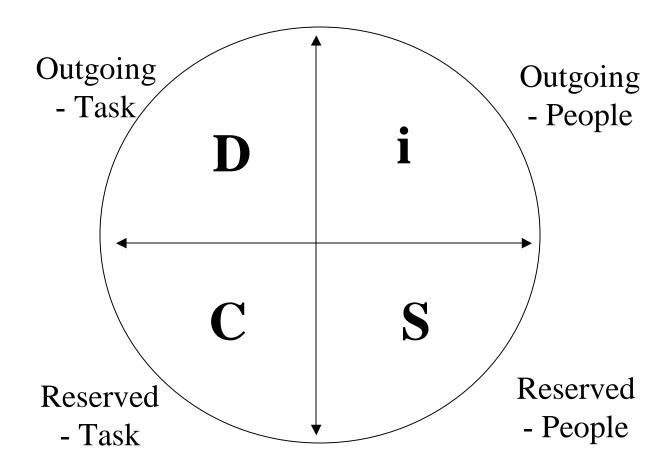
# DiSC Personality Profile<sub>®</sub> Assessment



## Model of Human Behavior



## Personality Quotient - PQ

Technical Skill, beginning with intelligence and development through education and experience, accounts for only 15% of success in the workplace. The other 85% of workplace success comes from people skills!

## Four Steps to Raising Your PQ

- 1. Understanding yourself through your personality style
- 2. Understanding another person through their personality style
- 3. Adapting your style to create better relationships
- 4. Building better teams through role and responsibility DYNAMICS!

## **D** - Dominance

Direct & Task Oriented

Emphasize: Shaping the environment by

overcoming opposition to accomplish

results

Characteristics: Decisive, quick, competitive, results-

oriented, risk-taker, assertive, self-

assured, adventuresome

Communication: Blunt

Tendencies: Generating ideas, getting immediate

results, causing action, accepting

challenges

Responsiveness: Short/quick answers

Motivated by: Power & authority, prestige &

challenge, opportunity for individual

accomplishments

"I know what I want and I go after it."

"I like to take on new challenges in areas of interest that are a real 'test' to me."

## i - Influencing

Direct & Relationship Oriented

Emphasize: Shaping the environment by

influencing or persuading others

Characteristics: Sociable, enthusiastic, optimistic,

generous, persuasive, friendly,

confident, energetic

Communication: Expressive

Tendencies: Promoting ideas, contacting people

making a favorable impression,

open about personal feelings &

thoughts, have a need to be liked by

others

Responsiveness: Talks freely

Motivated by: Social recognition, public recognition

of ability, freedom of expression

"I make new friends easily, even with strangers."

"I really enjoy entertaining other people." 5

## **S - Steadiness**

## Indirect & Relationship Oriented

Emphasize: Cooperating with others to carry out the

task

Characteristics: Amiable, easy going, patient, predictable,

team player, loyal, deliberate, sensitive

Communication: Practical

Tendencies: Implementing ideas,

performing in a consistent, predictable manner, developing specialized skills, demonstrating patience, want fair and equitable situations for all involved

Responsiveness: Controlled

Motivated by: Status quo unless given reasons for

change, predictable routines, credit for work accomplished

"I prefer it when things go smoothly, especially when there is not a lot of change."

"I like the satisfaction I get from working together on projects, by being a part of a collective effort to achieve specific results."

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## **C** - Conscientiousness

#### **Indirect & Task Oriented**

Emphasize: Working conscientiously within existing

circumstances to ensure quality and

accuracy

Characteristics: Precise, systematic, reserved, analytical,

cautious, perfectionist, diplomatic,

discreet

Communication: Controlled

Tendencies: Makes certain key details are covered

with new ideas concentrating on key details

thinking analytically, weighting options

Responsiveness: Inexpressive

Motivated by: Clearly defined performance expectations,

valuing quality and accuracy,

reserved business-like atmosphere

"I have a need to do things more correctly since I'm uncomfortable making mistakes."

"I like situations where I have the freedom to concentrate on perfecting ideas and working on things that are important to me – without interruption."

## **Identifying Dimensions of Behavior**

Behaviors	DiSC Dimension
Observed	of Behavior
Speaker #1	
Speaker #2	
Speaker #3	
Speaker #4	

## **Identifying Personality Styles**

<u>Dominance</u> *Verbal* Speak in direct terms ("I need, You need")

Make more statements & ask fewer questions
Get down to business immediately, no small talk

Non-verbal Fast paced, firm handshake, stand very confidently

Use little facial expression

Appearance Business like, functional

Influencing *Verbal* Tell you what they think & feel

They are persuasive, use a lot of adjectives & descriptive words

Talk about people and relationships

Non-verbal Fast paced, appear very confident, smile & nod their head

Show much facial expression Stand close to you when talking

Appearance Fashionable, stylish

Steadiness *Verbal* Do not directly say what they want, use fillers

Share their thoughts & feelings once they know you

Prefer talking one-on-one or small groups vs. large groups

Non-verbal Slower paced

Use facial expressions but not as animated as the Influencing

More reserved until they get to know you

Appearance Casual, conforming

<u>Cautious</u> Verbal Do not directly say what they want

Speak very accurately, use large vocabulary, no small talk

Non-verbal Slower paced

Show little facial expression

Appearance Formal, conservative

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# **Keys for Relating to D Dimension of Behavior**

### Like others to be:

➤ Direct, straightforward and open to their need for results

### Try to:

- Make communication brief & to the point
- ➤ Respect their need for autonomy
- Be clear about rules & expectations
- > Let them initiate
- > Show your competence
- > Stick to the topic
- > Show independence
- > Eliminate time wasters

- ➤ Blunt & demanding approach
- ➤ Lack of empathy
- ➤ Lack of sensitivity
- Little social interaction

Notes:			

How i's	Like To	o Be Tı	reated	
Success	Workir	ng Witl	h an i	

# Keys for Relating to i Dimension of Behavior

### Like others to be:

Friendly, emotionally honest, recognize contributions

### Try to:

- ➤ Approach them informally
- ► Be relaxed and sociable
- ➤ Let them verbalize thoughts & feelings
- Keep the conversation light
- Provide written details
- Give public recognition for individual accomplishments
- > Use humor

- > Attempts to persuade or influence others
- ➤ Need for the "lime light"
- Over-estimating self & others
- Over-selling ideas
- Vulnerability to perceived rejection

Notes:				

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orking	Successfu	lly With an S

# Keys for Relating to S Dimension of Behavior

### Like others to be:

> Relaxed, agreeable, cooperative and show appreciation

### Try to:

- ➤ Be logical and systematic in your approach
- > Provide a consistent and secure environment
- ➤ Let them know how things will be done
- Use sincere appreciation
- ➤ Show their importance to the organizational good
- ➤ Let then move slowly into change

- Friendly approach to colleagues and supervisors
- > Resistance to change
- > Difficulty prioritizing
- Difficulty with deadlines

Notes:				

How C	's Like To Be Tro	eated
Worki	ng Successfully W	Vith a C

# **Keys for Relating to C Dimension of Behavior**

### Like others to be:

➤ Minimize socializing, give details, value accuracy

### Try to:

- ➤ Give clear expectations & deadlines
- Show dependability
- > Show loyalty
- Be tactful & emotionally reserved
- ➤ Allow precedent to be a guide
- ➤ Be precise & focused
- ➤ Value high standards

- ➤ Discomfort with ambiguity
- Resistance to vague or general information
- > Desire to double check
- Little need to affiliate with other people

Notes:			

## **Strategies for Blending & Capitalizing**

#### Dominance

#### Remember a High D May Want:

Authority, challenges, prestige, freedom, varied activities, growth assignments, "bottom line" approach, opportunity for advancement.

- *▶Provide* direct answers, be brief and to the point.
- ► Ask "what" questions, not how
- >Stick to business, results they desire
- ➤ Outline possibilities for person to get results, solve problems, be in charge
- ➤ Stress logical benefits of featured ideas, approaches
- ➤ When in agreement, agree with facts and ideas rather than the person
- ➤ If timelines or sanctions exist, get these into the open as related to end results or objectives

#### *Influence*

#### Remember, a High i May Want:

Social recognition, popularity, people to talk to, freedom from control & detail, favorable working conditions, recognition of abilities, chance to motivate people, inclusion by others.

- ➤ Provide favorable, friendly environment
- ➤ Provide chance for them to verbalize about ideas, people and their intuition
- ➤ Offer them ideas for transferring talk into action
- >Provide testimonials
- ➤ Provide time for stimulating, sociable activities
- ➤ Provide details in writing, but don't dwell on these
- >Provide a participative relationship
- >Provide incentives for taking on tasks

#### Conscientiousness

#### Remember, a High C May Want:

Personal autonomy, opportunity for careful planning, exact job descriptions, precise expectations.

- Take time to prepare your case in advance
- ➤ Provide straight pros & cons of ideas
- >Support ideas with accurate detail
- ➤ Provide exact job description with precise explanation of how it fits the big picture
- > Review recommendations to them in a systematic and comprehensive manner
- ► If agreeing, be specific
- ➤ If disagreeing, disagree with the facts rather than the person
- $\triangleright Be$  prepared to provide explanations in a patient, persistent, diplomatic manner

#### **Steadiness**

#### Remember, a High S May Want:

Security of situation, time to adjust to change, appreciation, identification with group, limited territory, areas of specialization.

- ➤ Provide a sincere, personal and agreeable environment
- >Provide a sincere interest in them as a person
- Focus on answers to "how" questions to provide them with clarification
- $\triangleright Be$  patient in drawing out their goals
- > Present ideas or departures from current practices in a non-threatening manner; give them a chance to adjust
- > Clearly define goals, roles or procedures and their place in the overall plan
- ➤ Provide personal assurances of follow-up support

## **Classical Profile Patterns**

#### D (Dominance) Classical Patterns

#### <u>D - Developer Pattern</u>

Motivated by basically one drive, the

Dominance need. "Full steam ahead!"

#### D/i -Result-Oriented Pattern

Motivated by a *Dominance* need and a lesser *Influence* need. "It's only the results that count."

#### I/D - Inspirational Pattern

Motivated by equally strong *Dominance* and *Influence* drives.

"I'm always here to help you!"

#### D/C - Creative Pattern

Motivated by a strong *Dominance* need and relatively equal *Conscientiousness* need. "Tell me your ideas; then I'll tell you mine."

#### <u>i (Influence) Classical Patterns</u>

#### <u>i - Promoter Pattern</u>

Motivated by the single *Influence* drive, "Hey! Isn't this fantastic?"

#### i/D - Persuader Pattern

Motivated by the *Influence* drive and a lesser drive for *Dominance*. "I'm going to work with you to make sure you get what you want."

#### <u>i/S – Counselor Pattern</u>

Motivated primarily by an *Influence* drive and a lesser drive for *Steadiness* "Everything's going to be just fine; I'm with you all the way."

#### i/C - Appraiser Pattern

Motivated by primary *Influence* drive and relatively equal *Conscientiousness* drive. "If we all work together and follow the plan, we can make it happen."

#### C(Conscientiousness) Classical Patterns

#### C - Objective Thinker Pattern

Motivated by basically one strong drive for *Conscientiousness* "Just the facts please."

#### C/S - Perfectionist Pattern

Motivated by a strong drive for *Conscientiousness* and an equally strong *Steadiness* drive.

"Let's take time to do it right the first time!"

#### C/i/S - Practitioner Pattern

Motivation by strong *Conscientiousness* drive, a secondary *Influence* drive and a third lesser *Steadiness* drive.

"Based on my experience, the most effective way to proceed would be..."

#### S (Steadiness) Classical Patterns

#### S - Specialist Pattern

Motivated by basically one strong drive for *Steadiness*. "We got the job done on time!"

#### <u>S/i - Agent Pattern</u>

Motivated by a strong *Steadiness* drive and a lesser *Influence* drive.

"Just tell me what you would like me to do."

#### S/D - Achiever Pattern

Motivated by a strong *Steadiness* drive and a lesser *Dominance* drive.

"It's my project. I want credit and I'll take the blame."

#### S/C/D - Investigator Pattern

Motivated by a strong *Steadiness* drive, secondary *Conscientiousness* drive and a third, lesser *Dominance drive*. "I'm determined to find out what's causing this."

## **Compatibility Chart**

Key: S = Social Interaction 1 = Best Possible

W = Work Tasks 8 = Worst Possible

Styles	Exc	ellent	Go	ood	Fa	ir	Po	oor
	1	2	3	4	5	6	7	8
D-D				S	W			
D-i			S			W		
D-S	W					S		
D-C					1	W		S
i-i	S							W
i-S	W				S			
i-C			W				S	
S-S	S		W					
S-C	S	W						
C-C	S		W					

# If you are a Dominance co-worker or team member, your strengths may include that you:

- **Can make a decision when no one else wants to**
- ❖ Are not afraid to confront tough issues/situations
- Accept change as a personal challenge
- Keep the team focused and on task

## Those you work with may see the following limitations:

- May come across as unapproachable
- Insensitive to others
- Impatience with others
- ❖ Try to get the team moving along before it is ready

- Developing more patience
- ❖ Toning down your directness asking more questions
- Working on your approachability watch body language and offer more encouragement in conversation

# If you are an Influence co-worker or team member, your strengths may include that you:

- ❖ Are always available for others give your time easily
- ❖ Are good at inspiring others
- Spread your enthusiasm and positive attitude to others
- \* Easily give positive feedback to those you work with

## Those you work with may see the following limitations:

- Disorganized
- ❖ Superficial in your approach
- Lack of follow through

- Listening more carefully to what people really need
- Becoming more organized
- Providing more detail

# If you are a Steadiness co-worker or team member, your strengths may include that you are:

- ❖ A good team player
- **\*** Empathetic and sensitive to the needs of others
- Methodical and good at preparing meeting agendas and minutes
- Easy to get along with

### Those you work with may see the following limitations:

- Indecisive
- **❖** Indirect
- **❖** Resistant to change

- ❖ Becoming more aggressive and direct with others
- Coping better with change
- ❖ Not carrying the burden of everyone else's problems

# If you are a Conscientiousness co-worker or team member, your strengths may include that you are:

- Thorough
- Certain to follow standards accurately
- Conscientious
- Diplomatic
- Accurate

## Those you work with may see the following limitations:

- Overly concerned with perfection
- Aloof
- Hampering creativity in others with your desire to stick to the rules

- Better accepting differences
- ❖ Being more open and communicating more

## As a "D" Co-Worker/Team Player

What "D" characteristics might prevent you from working effectively with others?

"D" characteristics that prevent the flow of ideas:
How can you improve?

## As a "i" Co-Worker/Team Player

What "i" characteristics might prevent you from working effectively with others?
"i" characteristics that prevent the flow of ideas:
How can you improve?

## As a "S" Co-Worker/Team Player

What "S" characteristics might prevent you from working effectively with others?
"S" characteristics that prevent the flow of ideas:
How can you improve?

## As a "C" Co-Worker/Team Player

What "C" characteristics might prevent you from working effectively with others?
"C" characteristics that prevent the flow of ideas:
How can you improve?

"Be nice to people on your way up.You might need them on the way down."

-Jimmy Durante