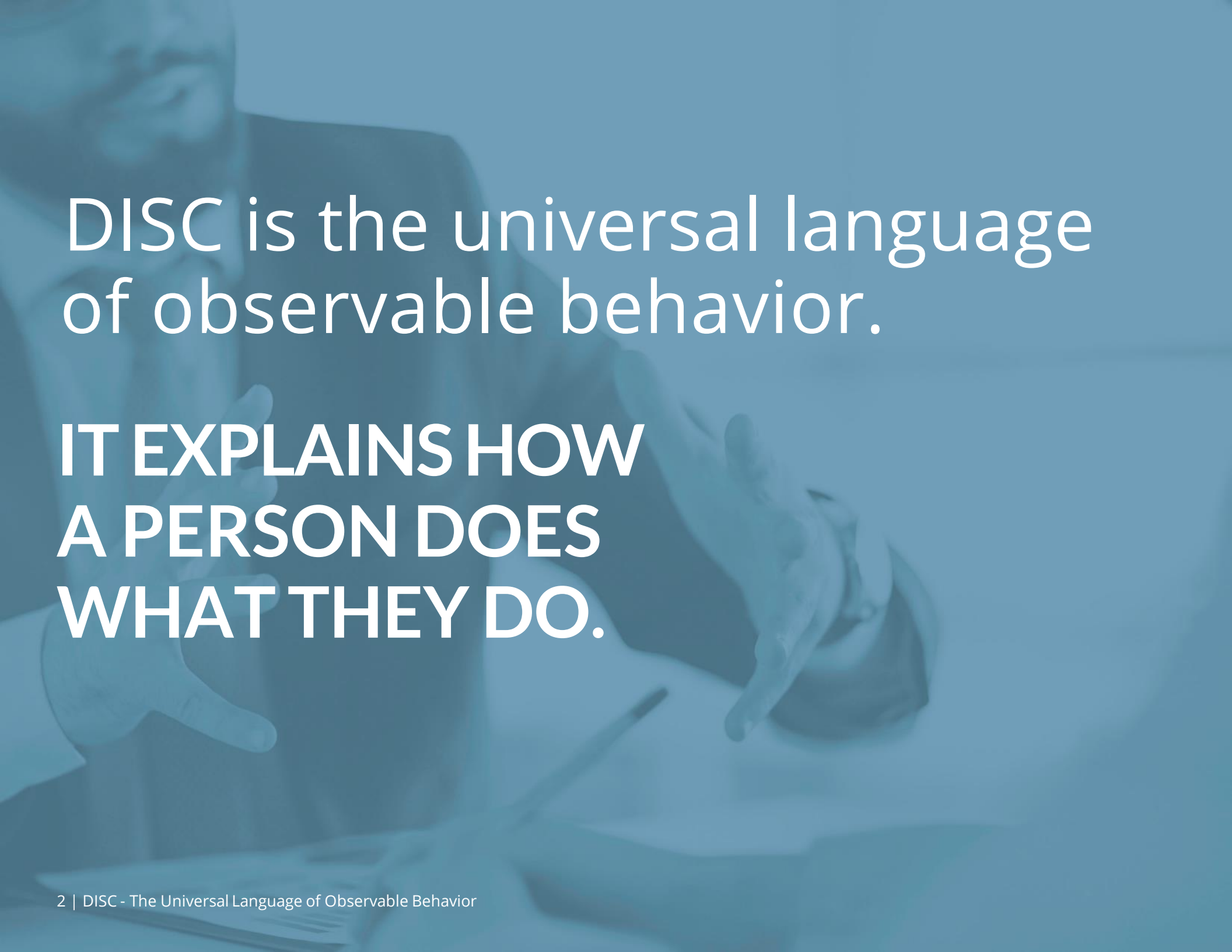
INNOVATION

D-I-S-C

The Universal Language of Observable Behavior



DISC is the universal language of observable behavior.

IT EXPLAINS HOW A PERSON DOES WHAT THEY DO.

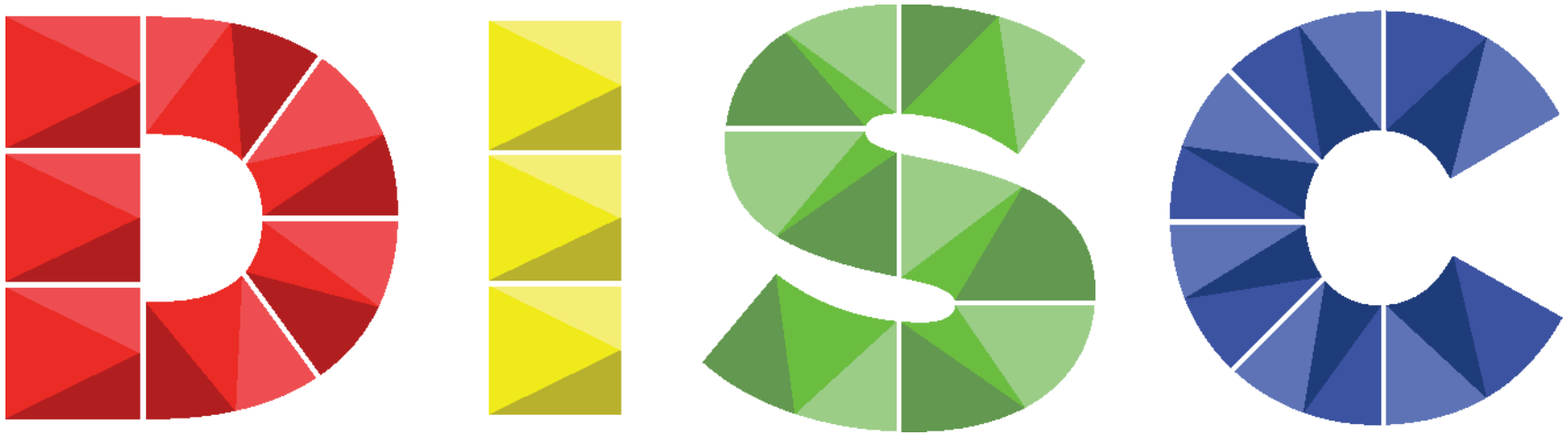
The “How” behind your “What.”

The study of DISC has evolved and been reinterpreted many times. While different interpretations use different terminology, the basic tenets of DISC are very consistent throughout most models.

DISC is built around four unique behavioral styles, and how the unique qualities of each impact the way we approach people, tasks and the entirety of our daily lives.

To fully understand DISC, it’s important to understand how the four individual components work together to create the whole. While a typical person may have one or two dominant characteristics, it’s the combination of the four components of DISC that defines a person’s behavior. The four components of DISC create a “behavioral makeup” unique to every individual.

DISC Defined



The four components of DISC are defined as Dominance, Influence, Steadiness and Compliance. Each of these concepts will be developed in more detail later in this e-book.

The scores for each individual component of DISC are measured through assessments, based on answers given to specific questions. The results are calculated and all scores are graphed vertically. Scores are measured against the graph's midpoint, known as the energy line. It is important to consider both sides of the DISC energy line, which indicates a person is either high or low in each of the four areas of DISC. A high score indicates a strong tendency toward a particular behavioral style.

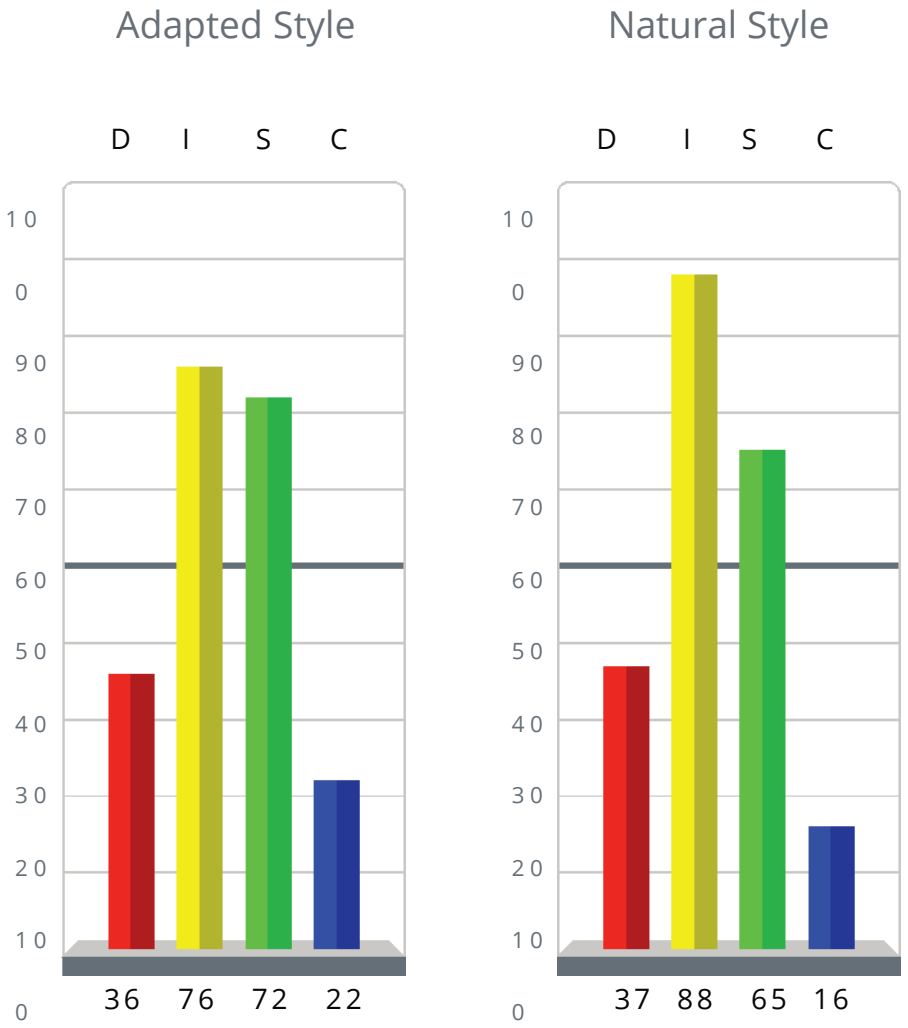
In the universal language of DISC, there is no good or bad. Being "high" or "low" doesn't indicate positive or negative; it simply indicates where a person falls on the vertical continuum of the DISC graph.

Natural vs. Adapted

Behaviors fall into two categories: natural and adapted. Natural behaviors are those behaviors that occur the majority of the time in a person's natural element. The adapted behavior is how a person may intentionally alter behavior to better fit into a certain situation, such as a workplace, or to achieve a specific outcome.

The more a person adapts their behavior, the higher the likeliness for fatigue, since it is a departure from their more comfortable natural state.

Since DISC is observable, it's fairly easy to get clues about a person's primary behavioral styles through simple observation. This can be gauged from spoken words, non-verbal cues such as tone of voice or facial expressions, written communication, or the way a person walks, sits and converses. Using an assessment to gauge a person's true DISC profile is the most effective way to understand more about a specific person's behavior.



D - Dominance

Observations: Faster-paced, task-oriented problem solver

The D is looking for: Results

Defined: How one responds to problems & challenges

Ideal environment: Freedom from controls, supervision and details. An innovative environment where evaluation is based on results. Situations that present challenges and opportunities. Quick moving environment devoid of small talk and distractions.

Overextensions: Impatience

Body language:

- Stance - Forward learning, hand in pocket
- Walks - Fast, always going somewhere
- Gestures - Lots of hand movement when talking; big linear gestures

D - Dominance continued

How to create engagement: Provide freedom to create and develop their ideas. Keep them challenged and always give them a forum for sharing their opinions and ideas.

Value to a team: Self-starting, forward-looking organizer who embraces challenges and places a high value on time.

What they love to do: Dream big and win. Be involved in many things at once.

How they communicate: Direct and to the point. Blunt and straightforward.

How to communicate with them: Be clear, specific and to the point. Present facts logically and efficiently. Be prepared for rebuttal or even anger if they disagree, but know it won't be personal. Provide facts and look for a win/win opportunity. Give them the freedom to make their own decision.

Words that work: Quick, Advantage, Decisive

Words that don't work: Inconsistent, Patient, Follow directions

I - Influence

Observations: Faster-paced, people-oriented communicator

The I is looking for: Interaction

Defined: How one influences people and contacts to their point of view

Ideal environment: An environment with a high-degree of people contact. Ability to establish a network of contacts and the need to interact regularly.

Overextensions: Disorganization

Body language:

- **Stance** - Feet spread, two hands in pockets
- **Walks** - Weaves, people focused, may run into things
- **Gestures** - Lots of big gestures and facial expressions when talking

I - Influence continued

How to create engagement: Provide an environment where communication occurs regularly without a lot of controls or supervision.

Value to a team: Trustworthy, optimistic team player who motivates others and is adept at negotiating conflict.

What they love to do: Be around people, especially others just like them.

How they communicate: Wordy and full of stories; very animated and full of gestures and a great detail of tone variation. Neither challenging nor demanding.

How to communicate with them: Talk about people and their goals, while allowing time for non-business social interaction. Keep the conversation going and engage them in talks about their intentions and dreams.

Words that work: Flexible, Exciting, Inspiring

Words that don't work: Ordinary, Quiet, Strict

S - Steadiness

Observations: Slower-paced, people-oriented relater

The S is looking for: Stability

Defined: How one responds to pace and consistency of their environment

Ideal environment: Stable and predictable environment where long standing relationships are developed. Prefers situations where change occurs gradually and standards are established.

Overextensions: Possessiveness

Body language:

- **Stance** - Leaning back, hand in pocket
- **Walks** - Steady, easy pace
- **Gestures** - Will gesture moderately with hands

S - Steadiness continued

How to create engagement: Use logical rationale for the assignment of projects and let the person complete the project at their own pace. When seeking change, bring it on gradually.

Value to a team: Dependable team member who works hard and acts as a great sounding board for ideas. Patient and persistent, this person is great at seeing tasks through to completion.

What they love to do: Work at their own pace with people they know and trust.

How they communicate: Reserved and deliberate, yet non-confrontational and friendly.

How to communicate with them: Break the ice by showing sincere interest in them as people. Listen and be responsive. Ask a lot of "how" questions to gather more information. Transition conversations casually and informally. Provide assurances and give them time to respond.

Words that work: Consistent, Usual, Secure

Words that don't work: Unexpected, Urgent, Confrontation

C - Compliance

Observations: Slower-paced, task-oriented analyzer

The C is looking for: Facts

Defined: How one responds to procedures and constraints

Ideal environment: Thrives in situations that require critical thinking and analyses. Prefers scenarios where noise and people are at a minimum and where standards and quality are valued and prioritized.

Overextensions: Critical Nature

Body language:

- **Stance** - Arms folded, one hand on chin
- **Walks** - Straight line
- **Gestures** - Very reserved, little or no gestures

C - Compliance continued

How to create engagement: Put expectations in writing with as many details as possible, including time expectations. Avoid sudden changes in plans and give them time to think a project through thoroughly. Lead via strict adherence to company policy.

Value to a team: A conscientious, objective perfectionist. Maintains high standards, detail and task-oriented, covers all the bases to ensure effectiveness of a project.

What they love to do: Complete projects thoughtfully through detailed analysis and testing.

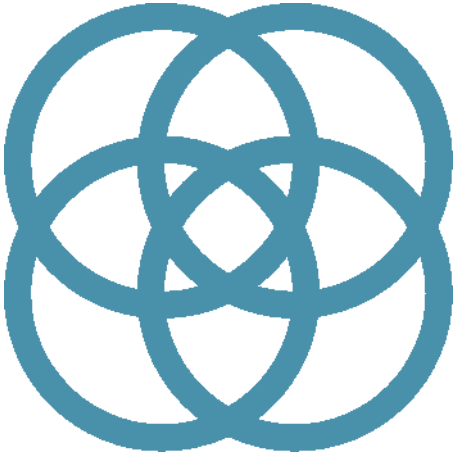
How they communicate: Direct and to the point, seeking as many facts and as much data as possible.

How to communicate with them: Be prepared with all your ideas and facts laid out in a logical fashion. Be straightforward and specific. Create an action plan with a specific timeframes. Give them their space both physically and regarding time needed to complete a project. Disagree via facts rather than with opinions.

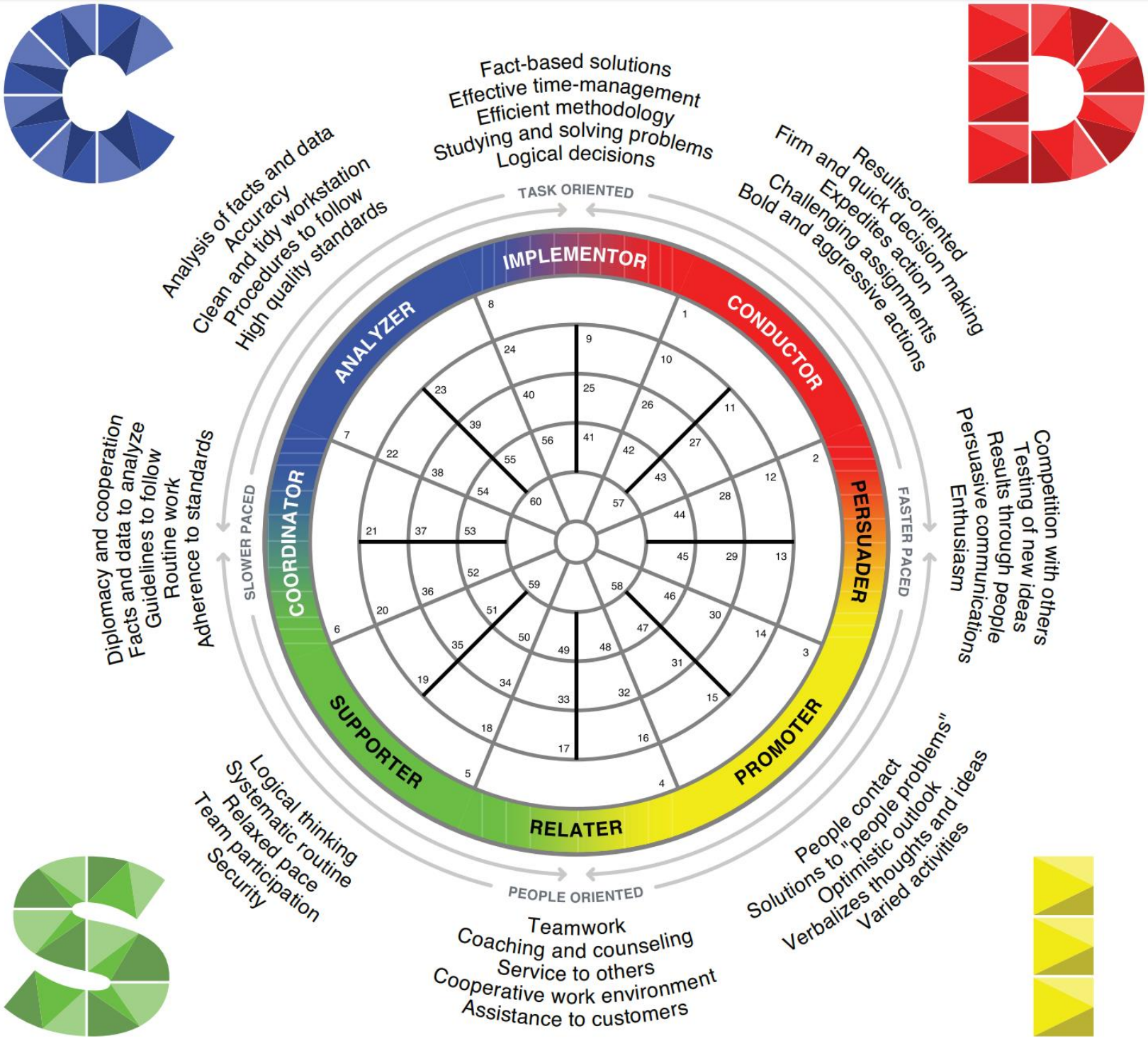
Words that work: Factual, Precise, Verified

Words that don't work: Imagine, Experimental, Educated guess

Behavioral Segments



When we refer to someone as having one specific behavioral type, it is usually indicative of their most predominant style. **While a person may have one style that is apparent above the others, it's the combination of the four that make up each individual's true behavior.** With only 1% of the population being a pure D and only 2% or less of the population being a pure I, S or C, the other 96% of the population relies on all four styles to create their unique behavior. When we combine two or more of the predominant behavioral styles, we create new hybrid styles that highlight the leading components of each of the dominant styles as shown in the Success Insights Wheel.


Fact-based solutions
Effective time-management
Efficient methodology
Studying and solving problems
Logical decisions
TASK ORIENTED
Analysis of facts and data
Accuracy
Clean and tidy workstation
Procedures to follow
High quality standards
Results-oriented
Firm and quick decision making
Expedites action
Challenging assignments
Bold and aggressive actions
IMPLEMENTOR
ANALYZER
CONDUCTOR
COORDINATOR
PERSUADER
SUPPORTER
PROMOTER
RELATER
SLOWER PACED
FASTER PACED
Diplomacy and cooperation
Facts and data to analyze
Guidelines to follow
Routine work
Adherence to standards
Competition with others
Testing of new ideas
Results through people
Persuasive communications
Enthusiasm
Logical thinking
Systematic routine
Relaxed pace
Team participation
Security
People contact
Solutions to "people problems"
Optimistic outlook
Verbalizes thoughts and ideas
Varied activities
PEOPLE ORIENTED
Teamwork
Coaching and counseling
Service to others
Cooperative work environment
Assistance to customers