



Disc Profile

Profile C

The behavioural model that tells all

DISC describes how we behave and communicate in our daily lives. It is a tool that reveals the different ways we approach our work, other people, problems and procedures.

It highlights our natural behaviour when we operate in 'auto-pilot' and indicates how we prefer to communicate.

You can:

- Discover your unique behavioural style.
- Recognise the inner workings of those around you.
- Transform the way you behave.

Benefits

PERSONALLY

- Discover your strengths
- Improve your understanding of others
- Learn how to become an adaptive communicator
- Advance beyond your limitations
- Recognise your ideal work environment
- Enhance your work environment
- Increase your productivity

AS A LEADER

- Tap into an innovative recruitment resource
- Recognise factors that build team synergy
- Retain staff
- Employ tactics that reduce stress and tension
- Discover how to motivate others
- Develop harmonious relationships
- Tailor an effective approach to tension and conflict
- Heighten your perception of self and others



Let's Give Credit

DiSC originates from the theory developed in the 1920s by Harvard educated psychologist William Moulton Marston. The man who brought the world the lie detector and the comic book heroine, Wonder Woman.

Dr. Marston developed the discontinuous systolic blood pressure test, an early form of lie detector, which later became a component of the modern polygraph. As a committed supporter of women's rights, Marston also created the female super hero idolised world-wide, Wonder Woman.

Marston's notable contributions to the field of psychology centred around his interest in the behaviour of 'normal' people, including theoretical work that examined perception of self in relation to the environment.

Marston explored human behaviour using a two-axis model according to a person's actions in a favourable and unfavourable environment. He identified four styles of needs-driven behaviour that he referred to as the DiSC model.

Each of us possess a composite of these four distinctive behavioural styles and use all four styles from time to time depending on the environment and the role we're in. However, we have one or two styles that may be stronger than the others. These are our core tendencies, our most comfortable or natural style. Some people use their core tendency almost exclusively - even to their disadvantage, when choosing another style would be more appropriate.



The Power of DISC lies in Adaptation

Everyone has developed distinct ways of responding to life. Behavioural styles are the outward expressions of who we are. How we act and react depends on our motivations and can also be representative of self-protecting strategies, which have been developed over time to avoid one's fears and reduce anxiety.

Think about the different ways people drive. One person slows immediately when the traffic light turns yellow, while another reacts by accelerating through the traffic light as it changes from yellow to red. These are the predictably different ways that people respond to the same situation. For the most part, people tend to be predictable.

But we don't have to be. Through an understanding of ourselves and others we can adapt our behaviour, to our environment and the people around us. We can give our most effective expression of who we, utilising our natural strengths and minimising our limitations.

Are you
willing to
adapt your
behaviour?

D I S C

Defining Characteristics	Achieves tasks and gets results	Promotes people and ideas	Supports individuals and groups	Analyses facts and information
Positive Attributes	Bold, decisive, competent, determined, capable, self-controlled, takes opportunities	Stimulating, creative, confident, enthusiastic, socially sensitive, intuitive, dynamic	Friendly, impartial, supportive, empathetic, openhearted, idealistic, agreeable, trusting	Rational, thorough, steadfast, efficient, systematic, consistent, quietly effective
Negative Attributes	Harsh, inconsiderate, remote, demanding, insensitive, implacable, controlling,	Impulsive, patronising, irresponsible, reckless, self-opinionated, impatient	Indecisive, gullible, unassertive, deferential, inconsistent, inefficient, easily disillusioned, too flexible	Resistant, critical, inflexible, unimaginative, dull, cold
Excels at	Achieving results	Motivating	Peace-making	Systematising
Prefers	To direct and coordinate the work of others	To initiate the involvement of others	To respond when help is required	Orders and direction from others
Relates to	Strength of character, efficiency, power, pace	Excitement, challenge, "gut" feeling, connection	Cooperation, intimacy, feelings, sharing	Predictability, procedures, policy, fact, data
Dislikes	Emotion, indecisiveness, being vulnerable	Detail, routine, reticence	Indifference, conflict, confrontation	Change, pressure, disorder

D I S C

Uses	Force	Excitement	Understanding	Expertise
Saves	Time - are busy and efficient	Effort - may like to take the easy way	Relationship - friendship is important	Face - do not enjoy being caught without appropriate data
Functions well with	Competition, responsibility, independence, autonomy, demanding situations	Challenge, inspiration, opportunity, freedom, applause, stimulation, space	Recognition, contribution, friendship, trust, interaction, approval	Low risk, routine, practical issues, time, sufficient information, preserving things
Functions poorly when	Responsibility lessened, authority revoked, fewer resources, not in control	Restricted, too much detail, under close supervision, people unfriendly or critical	High task orientation, conflict pervades, insufficient support, not trusted	Emotion abounds, under pressure, not taken seriously, too much change
Under stress	Polarises, becomes coercive, aggressive, leaves	Becomes threatened, attacks, does exactly as chooses	Seeks support, avoids confrontation, gives in	Collects data, "analysis paralysis", withdraws, shuts off

The Four Quadrant Characteristics





Understanding C's

"Precisely. Let's concentrate on the facts."

These individuals are the authority on accuracy. Motivated by a strong desire for correctness they are often seen as perfectionists, capable of achieving the highest of standards. They are critical thinkers who are all about the details, understanding how things work and getting things done – the right way. Using a reserved approach, they work systematically to deliver precise outcomes as efficiently and consistently as possible. With a tendency to wonder why others don't do things the right way, they prefer to work autonomously on structured tasks that allow them to follow direction, procedure and regulations. The only thing that matches their fear of getting things wrong is their love of getting things right!

C's at best can be

- Task oriented
- Precise
- Logical
- Problem solvers
- Persistent
- Procedural
- Systematic
- Balanced
- Tactful
- Cautious
- Diplomatic
- Accurate
- Factual

C's at worst can be

- Indecisive
- Withdrawn
- Cold
- Unimaginative
- Inflexible
- Critical
- Resistant
- Dependant
- Worrisome
- Overly focused on detail
- Unable to accept criticism
- A procrastinator
- Rigid

Recognising C's

Behavioural Style

- Thorough & systematic
- Use precise language & thinking
- Strive to high standards
- Have an eye for detail and ask for detail
- Refrain from delegating
- Procrastinate
- Follow procedure & policy
- Quietly effective
- Offer rational analysis
- Efficient

Most comfortable in situations

- That require intellectual reasoning
- Where there is adequate time
- Where they are not cornered or pressured
- Where they have all the facts
- With clearly defined performance expectations

Value to the team

- Maintain high standards
- Are conscientious and steady
- Define & clarify information
- Are comprehensive problem solvers
- Sustain appropriate self behaviour
- Reduce antagonistic environmental factor
- Are methodical and organized
- Are excellent at creating schedules, and are sticklers for accuracy
- Use their natural strengths in analysis and planning to look at problems from all sides

Typically C's

Seek:	Security
Orient to:	Tasks
Pace:	Slow
Song:	It's got to be Perfect
Famous C's:	Albert Einstein Jackie Kennedy Onassis
Typical roles:	Finance Medical research
Animals:	Tortoise Beaver Owl
Need:	Accuracy; to be right
Measure progress:	By getting it right
Motivated by:	Correctness
Gain security through:	Preparation
Fear:	Being wrong, criticism
Value:	Quality and accuracy
Limitation:	Overly critical of self and others, defensive when criticised, creativity hampered by need to follow rules, bogged down in details
Irritated by:	Insensitivity, impatience
Decisions are:	Deliberate





Behavioural Tendencies

D

OVER STRUCTURE - when time is structured they feel more free. They actually need flexibility.

I

OVER COMMIT - so enthusiastic and with so many ideas and creativity, they spread themselves too thin.

S

LACK URGENCY - Because they are so involved in conversations, friendly and ready to assist others, they avoid doing their own work. They also tend to focus on following procedures step-by-step and lose track of time.

C

PROCRASTINATE - they argue that much more research is needed. 'We haven't enough detail to make a decision'. Since accuracy is their issue, at all costs, the best approach is to take as long as required on a project to make sure they get it right.

Communication using DISC

Using DISC to build easy, effective communication can be as simple as considering someone's behavioural style and tailoring the manner in which you communicate with them.

It is being mindful not only of your strengths, weaknesses and preferences when you communicate, but the preferences of those you communicate with.

Remember to consider whether a person is more task-oriented or people-oriented, and are they more slow or fast paced.

Those who are task oriented tend to skip the "how was your weekend?" chit chat, whereas those who are people oriented really do want to know what you thought of that new restaurant.

When it comes to raising tricky issues, taking your time and being open to discussion will suit some people best, and for others you should get straight to the point, and come prepared.

To Communicate effectively with a C

Do

Support their need to be accurate & logical

Be systematic, precise, prepared, organised

Give them time and think and speak at a relaxed pace

Allow time for analysis

Check to make sure your written materials are error free

Expect critical comments & prepare your response

Use a step by step approval process

Approach them in a straight forward way

Build credibility by looking at all sides of each issue

Provide detailed, thorough and accurate answers

Stay professional and formal

Don't

Force them into a decision making corner

Show any aggressive behaviour

Rush through presentations

Avoid details

Generalise

Bypass project control systems (e.g monthly reports)

Negate quality of design and execution

Endorse risks without guarantees

Disregard procedures

Interrupt them speaking

Be casual or informal

Be abrupt or rapid

Appeal to opinion or feelings as evidence

Take it personally if they're a little distant - that's just their way



Tension and Conflict

Knowing other people's behavioural style in situations of tension and conflict allows you to anticipate their preferences and understand their reactions. With this knowledge you will be better equipped to engage in constructive communication when tension and conflict arise.

When tension mounts

C's are likely to become silent because they prefer to remain detached.

This reaction to tension can also be followed by withdrawal. A 'C' behavioural style is likely to withdraw with great dignity.

"Come and talk to me when you talk sense."

Responding to conflict

People with a 'C' behavioural style are inclined to suppress their feelings when in a conflict situation. Their preference is to avoid conflict. C's in a conflict situation can be recognised by:

- Avoiding
- Passive behaviour
- Keeping thoughts and ideas to self
- Being more controlled
- Withdrawing from other people or undesirable situations
- Planning next move



Action Plan

Becoming aware of your natural negotiation tendencies allows you to recognise when you're operating at your best. You can sharpen your negotiation skills by tuning into your strengths and challenging yourself in areas which could benefit from improvement.

Negotiation challenges for a 'C'

1. Practice visioning
2. Increase your flexibility
3. Consider the feelings of others
4. Know when to break the rules

Giving Feedback

Next time you're giving feedback, consider the person's behavioural style and customise the feedback accordingly.

Here's how to customise your feedback for a 'D'

- Give them control in the feedback process
- Address issues directly
- Discuss facts, not feelings
- Talk about desired results
- Provide clear options with support

Here's how to customise your feedback for a 'I'

- Make sure to give positives first
- Emphasise collaboration when solving behaviour or job performance issues
- Meet at a venue of their choosing, for example, their office or a café
- Allow time for the discussion to go off course
- Do not drown the 'I' in detail

Here's how to customise your feedback for a 'S'

- Emphasise how feedback will help create a more stable and productive work environment
- Give specific information
- Ask them for their opinion
- Ease them into the information, be gentle (no back slapping) not loud
- Do not stress changes of importance

Here's how to customise your feedback for a 'C'

- Approach issues in a non-threatening way
- Allow sufficient time for discussion
- Use a conversational tone
- Go at their pace, do not rush through
- Give details, emphasise specific points of importance



To develop your style

At Worst At Best What to Develop

D

- Fighter
- Dominant
- Arrogant

- Persistent
- Leader
- Directional

- Include the team
- Elicit others opinion
- Listen

I

- Impulsive
- Verbose
- Disorganized

- Catalyst
- Spokesperson
- Optimistic

- Think first
- Be precise
- Hear feedback on proposals
- Be practical

S

- Accommodator
- Hesitant
- Slow

- Facilitator
- Patient
- Team Player

- Assertive
- Self-assured
- Take risks
- Demonstrate confidence

C

- Fanatic
- Cautious
- Machine-like

- Discriminating
- Planner
- Meticulous

- Create vision
- Be flexible
- Consider feelings of others

Working with others

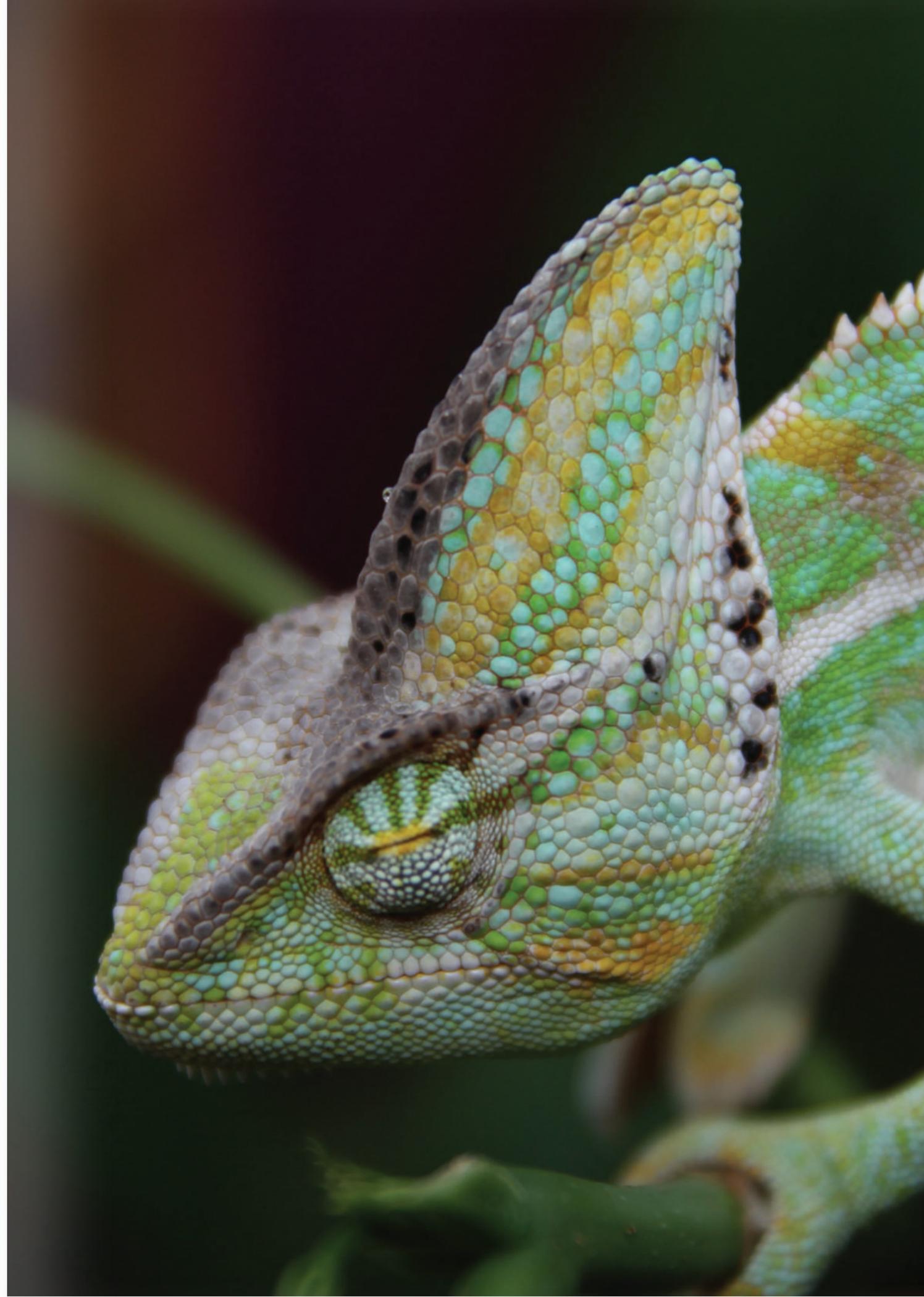
Developing Versatility

What is versatility?

Versatility is the ability to embrace a variety of people, skills and fields, turning with ease from one thing to another.

Our versatility extends to how we communicate with and relate to other people. By adopting the viewpoint that other people's needs as important as your own, we can gain the support and co-operation of others. They will feel more comfortable, and secure in working with us.

"You may have heard of The Golden Rule "treat others as you want to be treated." I say the Platinum Rule supersedes it "treat other people as they want to be treated". The Platinum Rule understands and accommodates the fact that not everyone wants to be treated the same way. We should treat people how they want to be treated, regardless of how we might personally prefer to be treated in similar situations. That's the challenge for you today. Try this out by noticing how people treat you - and treat them the same way (e.g. if they strike up a conversation with you, engage in the conversation. If they appear in a hurry, keep the conversation brief.)"



Versatility



What others appreciate about your style

What they may find challenging

	High Versatility	Low Versatility
Dominant	<ul style="list-style-type: none"> • Determined • Efficient • Decisive • Practical 	<ul style="list-style-type: none"> • Pushy • Harsh • Dominating • Unsentimental
Influencer	<ul style="list-style-type: none"> • Ambitious • Stimulating • Enthusiastic • Dramatic 	<ul style="list-style-type: none"> • Manipulative • Excitable • Undisciplined • Egotistical
Steady	<ul style="list-style-type: none"> • Supportive • Dependable • Agreeable • Willing 	<ul style="list-style-type: none"> • Conforming • Dependent • Wishy-Washy • Submissive
Conscientious	<ul style="list-style-type: none"> • Serious • Industrious • Persistent • Exacting 	<ul style="list-style-type: none"> • Stuffy • Critical • Indecisive • Picky

By increasing your versatility, you will improve your skills in communicating and relating to other people, gaining better acceptance and understanding.

You See Details
 You quickly understand details and with this understanding you make realistic estimates and evaluations

Impersonal
 Others may find your analytical style too impersonal

DIY Manager
 You are a 'Do It Yourself' manager who maintains focus on tasks and will see something through until its finished

Shut Down
 You don't like criticism of your ideas and can shut down. You need to be aware of this when working with others and how they present ideas and discuss proposals

The Organiser
 You are an instinctive organiser who can both create and maintain systems based on intimate knowledge of company policy and procedure

Focus on Detail
 While you focus on the details, others may focus on the bigger picture. It might be helpful to talk about how different tasks fit into the big picture plan.

High Standards
 You take pride in your work, striving for accuracy and consistency and expect the same of your team

Stick to Rules
 You rely on processes, facts and figures and expect others to do the same. Perhaps allow your team to occasionally bend the rules, or come up with new ones

Methodical
 People can rely on your even tempered, methodical, rational approach

Influencing

How your style tends to influence others

Positively

Negatively

D

- Strength
- Conviction
- Personality
- Connection

- Force
- Coercion

I

- Enthusiasm
- Verbal skills

- Become loud and turn up the volume
- Centre of attention

S

- Acceptance
- Listening
- Agreeing

- Give in
- Back down

C

- Facts
- Logic
- Precision

- More facts and logic
"You'll see my analysis will be correct"

Remember

*“Imperfections are not inadequacies;
they are reminders that we’re all in this together.”*

- Brené Brown

Enhance your style

People with a ‘C’ behavioural style may find they’re limited by their need for perfection. This need can obstruct their ability to take action, leaving them suffering from paralysis by analysis. Being over critical can also extend to their view of others.

A simple way to enhance your effectiveness is by trying a new attitude.

Fight your auto-pilot tendency with a new attitude - Self-initiate

Specifically selected to enhance your ‘C’ behavioural style, this attitude will help you push past some of your limitations.

New attitude - as you tend to want to continue perfecting your work, it means that you don’t often initiate actions yourself. This is a behaviour that will strengthen your ability to adapt and work more effectively.

New behaviour - learn to initiate action by making quicker decisions, taking occasional risks, be willing to compromise.

Increase Effectiveness

To be more effective a C style would benefit from:

- Sufficient time to plan carefully
- Knowing exact job descriptions and performance objectives
- Scheduled performance appraisals
- Receiving specific feedback on performance
- Respecting peoples personal worth as much as their accomplishments
- Developing tolerance for conflict
- Developing tolerance for imperfection

People who complement your C behavioural style

Working with a C behavioural style is most harmonious when others can:

- Weigh pros and cons
- Calculate risks
- Use caution
- Structure a predictable environment
- Research facts
- Deliberate before deciding
- Recognise the needs of others



Next steps

Now that you've read about your DiSC Style, here are 3 things you can do immediately

Call us to talk about how we can run a DiSC workshop with your team

Phone: 0402 351 155

www.theleadershipkitchen.com.au

Share the results of your profile with your Manager and team – help them better understand how to work with you. Your family might really enjoy doing their own survey too!

Stay in touch with us. Subscribe to our mailing list to receive a free e-book of your choice, connect with us on [LinkedIn](#)



About The Leadership Kitchen

The Leadership Kitchen offers customised leadership programs and has been empowering organisations to realise their potential since 1997.

Based in Sydney, the founder, Felicity Waterford, has worked with individual leaders and with organisations in both the public and private sectors globally.

While the ingredients are different for every program, The Leadership Kitchen's continued success means we:



Create happier, more compassionate and more productive leaders

Coach people to better understand themselves and others

Build capability through transformational leadership programs and executive coaching

Offer sustainable, immediately applicable ideas that can change your life