



Disc Profile

Profile 8

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.

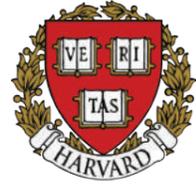
Benefits

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 & 'O

"I'm here for you."

These peaceful individuals excel at specialised tasks as they are the masters of gathering information. Motivated by stability and security they usually prefer a predictable environment and seek comfort in their established routines. While they are not ones for taking risks, quick decisions or embracing change, they are able to stay on task and persist through difficulty when others would not. Committed to harmonious relationships and assisting others, they excel at peace-making, which means these easy going individuals are often relied upon for their considerable patience and empathetic ear.

S' at best can be

- Stable
- Persistent
- Friendly
- Patient
- Deliberate
- Consistent
- Optimistic
- A good listener
- Supportive
- Relationship oriented
- Prepared
- Agreeable
- Trusting
- Empathetic

S' at worst can be

- Resistant to change
- Possessive
- Predictable
- Slow paced
- Lacking in enthusiasm
- Poor at handling new issues
- Slow to decide
- Loyal to outdated methods/tools
- Habitual
- Unassertive
- Inefficient
- Easily disillusioned

Recognising &

Behavioural Style

- Habitual person, has routines
- Responds when help is required
- Avoids taking risks
- Strictly follows processes
- Confers with others when making decisions
- Able to calm excited people
- Gathers information before acting
- Often in a long term job
- Excellent listener
- Shows patience
- Agreeable and trusting
- Avoids conflict

Most comfortable in situations

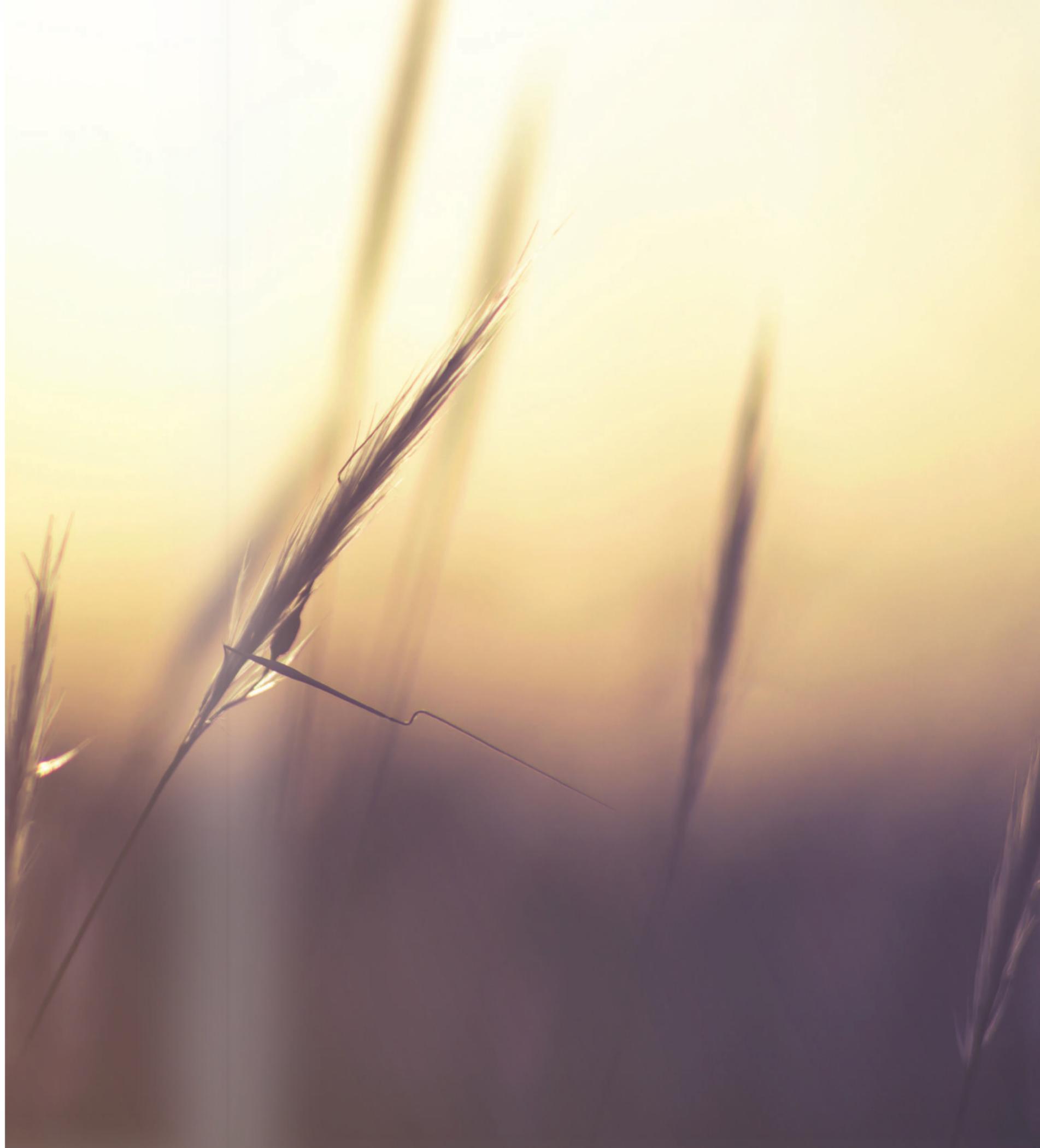
- In which there are long term relationships
- Which are harmonious
- Where cooperation with others is present
- Of all kinds of teamwork
- Where they can be helpful
- Where they can be appreciated
- That are stable and predictable
- That allow time to adjust to change

Value to the team

- Dependable team player
- Patient and empathetic
- Logical step-wise thinker
- Service oriented
- Supports peaceful team relations

Typically S'

Seek:	Acceptance from others
Orient to:	People
Songs:	Lean on me You've got a friend
Famous S':	Mother Teresa Gandhi
Typical roles:	Nurses Social Work
Animals:	Labrador Meercat
Need:	Acceptance, to be loved by others
Measure progress:	Personal attention and appreciation
Motivated by:	Acceptance stability cooperation
Gain security through:	Close relationships
Fear:	Sudden change, loss of stability, personal rejection
Value:	Integrity
Limitation:	Overly modest, resistant to change, yield to avoid controversy, difficulty establishing priorities, difficulty dealing with diverse situations
Irritated by:	Surprises, unpredictability
Decisions are:	Considered





Behavioural Tendencies

D

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

J

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 S

Do

Start with personal comments like, "How are you?"

Listen

Show empathy if they share personal stories

Notice their tonality, especially pace

Meet in their office

Give recognition to any affiliations

Be sincere

Show interest

Complement their attitude to teamwork

Allow them to develop trust in you

Provide personal assurances

Don't

Talk about other people in negative terms

Generalise

Stress changes

Show any aggressive behaviour

Be abrupt and rapid

Behave cold and perfunctorily

Create a pressured atmosphere

Show indifference for others feelings

Force a quick decision

Interrupt as they speak

Mistake their willingness to go along, for satisfaction



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

S's are likely to become emotional because they value relationships above all else.

Firstly, they may appear to agree to the situation at hand – this simply buys them time.

This initial reaction to tension can also be followed by an emotional response. An 'S' behavioural style is likely to flee with great feeling. They may sulk, cry and withdraw. Finally, they tend to go off and be by themselves.

Responding to conflict

People with a 'S' behavioural style are inclined to suppress their feelings when in a conflict situation. They are more likely to behave in ways in order to keep the peace including keeping their opinion to themselves. An 'S' at their worst could be recognised by:

- Being compliant
- Giving in to keep peace and reduce conflict
- Tolerate things even though he/she may disagree
- Saving the relationship even if it hurts them the most



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 'S'

1. Be Assertive
2. Be Self - Assured
3. Take risks
4. Be Confident

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

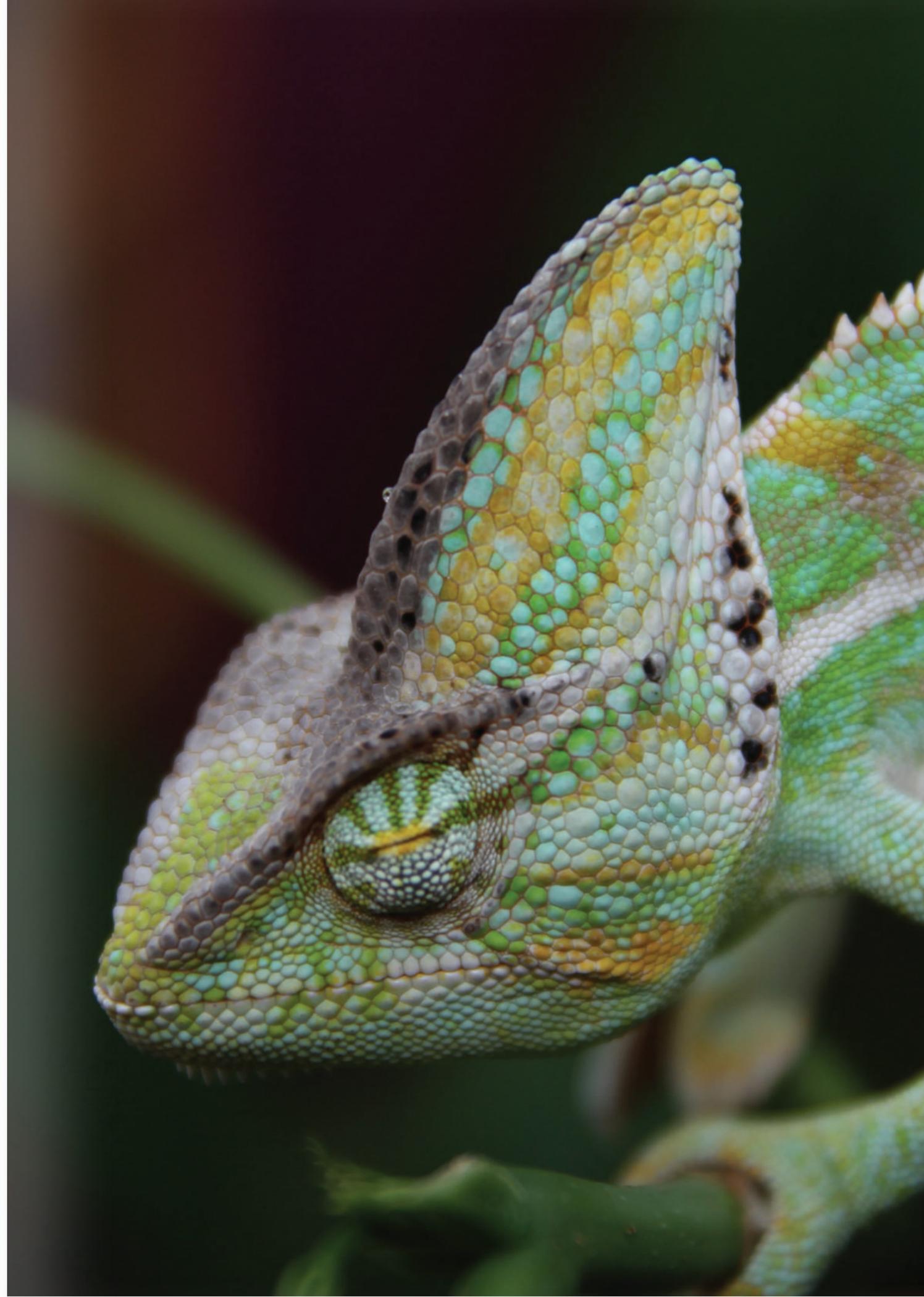
Developing Versatility

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

High Versatility

Low Versatility

Dominant

- Determined
- Efficient
- Decisive
- Practical

- Pushy
- Harsh
- Dominating
- Unsentimental

Influencer

- Ambitious
- Stimulating
- Enthusiastic
- Dramatic

- Manipulative
- Excitable
- Undisciplined
- Egotistical

Steady

- Supportive
- Dependable
- Agreeable
- Willing

- Conforming
- Dependent
- Wishy-Washy
- Submissive

Conscientious

- Serious
- Industrious
- Persistent
- Exacting

- 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.

What others appreciate about your style

What they may find challenging

Positive

You naturally create a supportive and positive team environment. You manage team members with patience and understanding while employing great peacemaking skills

Relationships

You like to build relationships and get to know people. Others who want to get on with the job may find this frustrating

Grounded

You have a pragmatic approach to allocating and completing work. You tend to be grounded in reality and common sense

Change

You resist change or adapt to it slowly. A delay in embracing change can cause issues with team members who've adapted quickly

Multitasker

You work methodically, are good at multitasking, can see a project from the overall strategic picture and the smaller steps to get you there

Time

Sometimes your team would appreciate a faster turnaround of work to help stay motivated and meet deadlines without stress

Dependable

You are a dependable team member who strives for consensus within a group. You are loyal to an organisation and its goals

Pressure

If you feel you're being pressured or there's a looming deadline, you close down, making issues and sensitive matters difficult to discuss

Influencing

How your style tends to influence others

Positively

Negatively

D

- Strength
- Conviction
- Personality

- Force
- Coercion

I

- Enthusiasm
- Verbal skills
- Connection

- 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

One of the biggest confidence boosters is doing something you're afraid of. Take action, take risks, be bold. Old ways won't open new doors.

Enhance your style

New Attitude - Self Determination New Behaviour - Say 'No'

People with a 'S' behavioural style can be limited by their fear of change and conflict. They are often overly modest, needing prompting to set their own goals, believe in themselves and to say no to others.

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

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

Specifically selected to enhance your 'S' behavioural style, this attitude will help you push past some of your limitations.

With a new attitude comes new behaviour. Complement your new attitude with new behaviour that sees you developing your self-confidence, and openness to change.

Increase Effectiveness

To be more effective a 'S' style would benefit from:

- Being informed of change well ahead of time
- Validating their self worth
- Knowing how personal effort contributes to the group effort
- Having colleagues of similar competence and sincerity
- Knowing task guidelines
- Having creativity encouraged

People who complement your S behavioural style

Working with an 'S' behavioural style is most harmonious when others can:

- Seek facts
- Speak directly
- Respect sincerity
- Develop systematic approaches
- Deal with things instead of people
- Take a logical approach
- Demonstrate individual follow-through



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