DiSC Personality Profile® Assessment
Model of Human Behavior

Outgoing - Task
Reserved - Task
Outgoing - People
Reserved - People
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.”
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.”
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

<table>
<thead>
<tr>
<th>Behaviors Observed</th>
<th>DiSC Dimension of Behavior</th>
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<tbody>
<tr>
<td>Speaker #1</td>
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<td>Speaker #2</td>
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<td>Speaker #3</td>
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<td>Speaker #4</td>
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</tbody>
</table>
Identifying Personality Styles

<table>
<thead>
<tr>
<th>Personality Style</th>
<th>Verbal</th>
<th>Non-verbal</th>
<th>Appearance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominance</td>
<td>Speak in direct terms (“I need, You need”)</td>
<td>Fast paced, firm handshake, stand very confidently</td>
<td>Business like, functional</td>
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<tr>
<td></td>
<td>Make more statements &amp; ask fewer questions</td>
<td>Use little facial expression</td>
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</tr>
<tr>
<td></td>
<td>Get down to business immediately, no small talk</td>
<td>Stand very confidently</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use little facial expression</td>
<td></td>
</tr>
<tr>
<td>Influencing</td>
<td>Tell you what they think &amp; feel</td>
<td>Fast paced, appear very confident, smile &amp; nod their head</td>
<td>Fashionable, stylish</td>
</tr>
<tr>
<td></td>
<td>They are persuasive, use a lot of adjectives &amp; descriptive words</td>
<td>Show much facial expression</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Talk about people and relationships</td>
<td>Stand close to you when talking</td>
<td></td>
</tr>
<tr>
<td>Steadiness</td>
<td>Do not directly say what they want, use fillers</td>
<td>Slower paced</td>
<td>Casual, conforming</td>
</tr>
<tr>
<td></td>
<td>Share their thoughts &amp; feelings once they know you</td>
<td>Use facial expressions but not as animated as the Influencing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prefer talking one-on-one or small groups vs. large groups</td>
<td>More reserved until they get to know you</td>
<td></td>
</tr>
<tr>
<td>Cautious</td>
<td>Do not directly say what they want</td>
<td>Slower paced</td>
<td>Formal, conservative</td>
</tr>
<tr>
<td></td>
<td>Speak very accurately, use large vocabulary, no small talk</td>
<td>Show little facial expression</td>
<td></td>
</tr>
</tbody>
</table>
How D’s Like To Be Treated

Working Successfully With a D
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

**Be prepared for:**
- Blunt & demanding approach
- Lack of empathy
- Lack of sensitivity
- Little social interaction

Notes:

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How i’s Like To Be Treated

Success Working With 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

Be prepared for:
- Attempts to persuade or influence others
- Need for the “limelight”
- Over-estimating self & others
- Over-selling ideas
- Vulnerability to perceived rejection

Notes:

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How S’s Like To Be Treated

Working Successfully 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 them move slowly into change

Be prepared for:
➢ Friendly approach to colleagues and supervisors
➢ Resistance to change
➢ Difficulty prioritizing
➢ Difficulty with deadlines

Notes:
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How C’s Like To Be Treated

Working Successfully With 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

**Be prepared for:**
- Discomfort with ambiguity
- Resistance to vague or general information
- Desire to double check
- Little need to affiliate with other people

Notes:

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### Strategies for Blending & Capitalizing

<table>
<thead>
<tr>
<th>Dominance</th>
<th>Influence</th>
</tr>
</thead>
</table>
| **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 | **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 |

<table>
<thead>
<tr>
<th>Conscientiousness</th>
<th>Steadiness</th>
</tr>
</thead>
</table>
| **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  
- \( Be \) prepared to provide explanations in a patient, persistent, diplomatic manner | **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  
- \( Be \) 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

<table>
<thead>
<tr>
<th>Pattern</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D - Developer Pattern</strong></td>
<td>Motivated by basically one drive, the Dominance need. “Full steam ahead!”</td>
</tr>
<tr>
<td><strong>D/i - Result-Oriented Pattern</strong></td>
<td>Motivated by a Dominance need and a lesser Influence need. “It’s only the results that count.”</td>
</tr>
<tr>
<td><strong>I/D - Inspirational Pattern</strong></td>
<td>Motivated by equally strong Dominance and Influence drives. “I’m always here to help you!”</td>
</tr>
<tr>
<td><strong>D/C - Creative Pattern</strong></td>
<td>Motivated by a strong Dominance need and relatively equal Conscientiousness need. “Tell me your ideas; then I’ll tell you mine.”</td>
</tr>
</tbody>
</table>

#### C(Conscientiousness) Classical Patterns

<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td><strong>C - Objective Thinker Pattern</strong></td>
<td>Motivated by basically one strong drive for Conscientiousness “Just the facts please.”</td>
</tr>
<tr>
<td><strong>C/S - Perfectionist Pattern</strong></td>
<td>Motivated by a strong drive for Conscientiousness and an equally strong Steadiness drive. “Let’s take time to do it right the first time!”</td>
</tr>
<tr>
<td><strong>C/i/S - Practitioner Pattern</strong></td>
<td>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…”</td>
</tr>
</tbody>
</table>

#### S (Steadiness) Classical Patterns

<table>
<thead>
<tr>
<th>Pattern</th>
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</thead>
<tbody>
<tr>
<td><strong>S - Specialist Pattern</strong></td>
<td>Motivated by basically one strong drive for Steadiness. “We got the job done on time!”</td>
</tr>
<tr>
<td><strong>S/i - Agent Pattern</strong></td>
<td>Motivated by a strong Steadiness drive and a lesser Influence drive. “Just tell me what you would like me to do.”</td>
</tr>
<tr>
<td><strong>S/D - Achiever Pattern</strong></td>
<td>Motivated by a strong Steadiness drive and a lesser Dominance drive. “It’s my project. I want credit and I’ll take the blame.”</td>
</tr>
<tr>
<td><strong>S/C/D - Investigator Pattern</strong></td>
<td>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.”</td>
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</tbody>
</table>

#### i (Influence) Classical Patterns

<table>
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<tr>
<th>Pattern</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>i - Promoter Pattern</strong></td>
<td>Motivated by the single Influence drive, “Hey! Isn’t this fantastic?”</td>
</tr>
<tr>
<td><strong>i/D - Persuader Pattern</strong></td>
<td>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.”</td>
</tr>
<tr>
<td><strong>i/S – Counselor Pattern</strong></td>
<td>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.”</td>
</tr>
<tr>
<td><strong>i/C - Appraiser Pattern</strong></td>
<td>Motivated by primary Influence drive and relatively equal Conscientiousness drive. “If we all work together and follow the plan, we can make it happen.”</td>
</tr>
</tbody>
</table>
# Compatibility Chart

<table>
<thead>
<tr>
<th>Styles</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-D</td>
<td>S</td>
<td>W</td>
<td></td>
<td></td>
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<tr>
<td>D-i</td>
<td>S</td>
<td>W</td>
<td></td>
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</tr>
<tr>
<td>D-S</td>
<td>W</td>
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<td>S</td>
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<td>D-C</td>
<td></td>
<td>W</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>i-i</td>
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<tr>
<td>i-S</td>
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<td></td>
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<tr>
<td>S-S</td>
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<td>W</td>
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</tr>
<tr>
<td>S-C</td>
<td>S</td>
<td>W</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-C</td>
<td>S</td>
<td>W</td>
<td></td>
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</table>
More About You

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

You can be a more effective co-worker or team member by:
- Developing more patience
- Toning down your directness – asking more questions
- Working on your approachability – watch body language and offer more encouragement in conversation
More About You

*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

*You can be a more effective co-worker or team member by:*

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

*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

*You can be a more effective co-worker or team member by:*

- Becoming more aggressive and direct with others
- Coping better with change
- Not carrying the burden of everyone else’s problems
More About You

*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

*You can be a more effective co-worker or team member by:*

- 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?

“How” characteristics that prevent the flow of ideas:

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How can you improve?

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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:

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How can you improve?

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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:
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How can you improve?
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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:

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How can you improve?

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

-Jimmy Durante