

# DISC Training

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## Your Communication Profile & Style Flexing



# Learning Objectives



After completing the **Your Communication Profile and Style Flexing** session, we will be able to:

1. Describe our **behavioral tendencies** to others
2. Recognize the **strengths and limitations** of the behavioral tendencies of others
3. Acknowledge the **behavioral tendencies** in others
4. Identify the **primary behavioral tendencies** of others
5. Recognize **style flexing** as a means to improve communication

The background features two stylized human figures. The top figure is composed of a pink circle for a head and four thick, rounded limbs in shades of pink, orange, and light blue. The bottom figure has a purple circle for a head and four thick, rounded limbs in shades of purple, green, and light blue. A dark blue horizontal band is positioned between the two figures, containing the text.

# Behavior, Not Personality

# Behavior...Not Personality

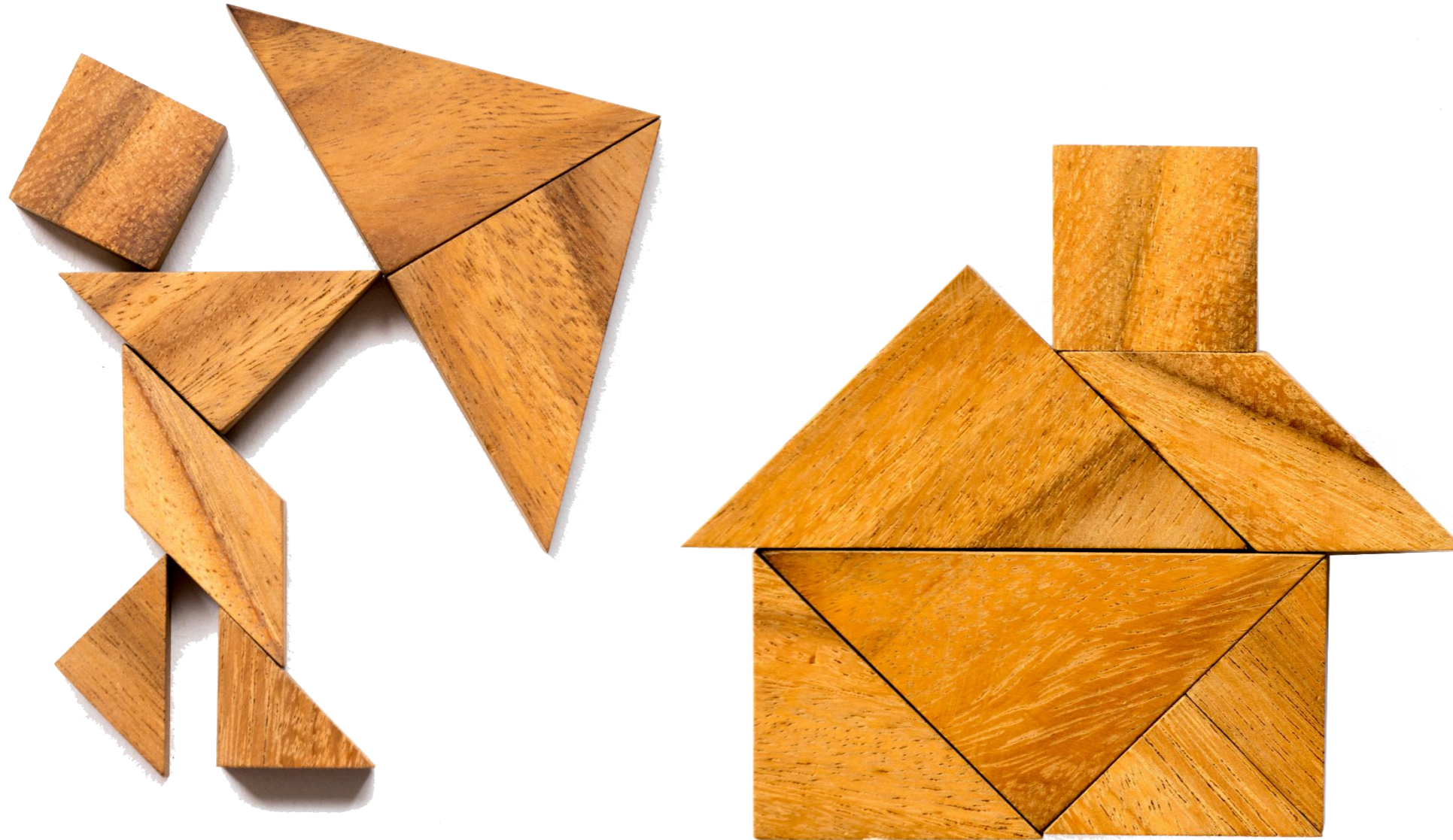
**Behavior** can be **seen, felt or heard**; it is what others can **observe** about me



**Personality** comprises my **values, beliefs, likes, motives, feelings, and attitudes**; it is the whole of me



# Shaping a Behavioral Tendency

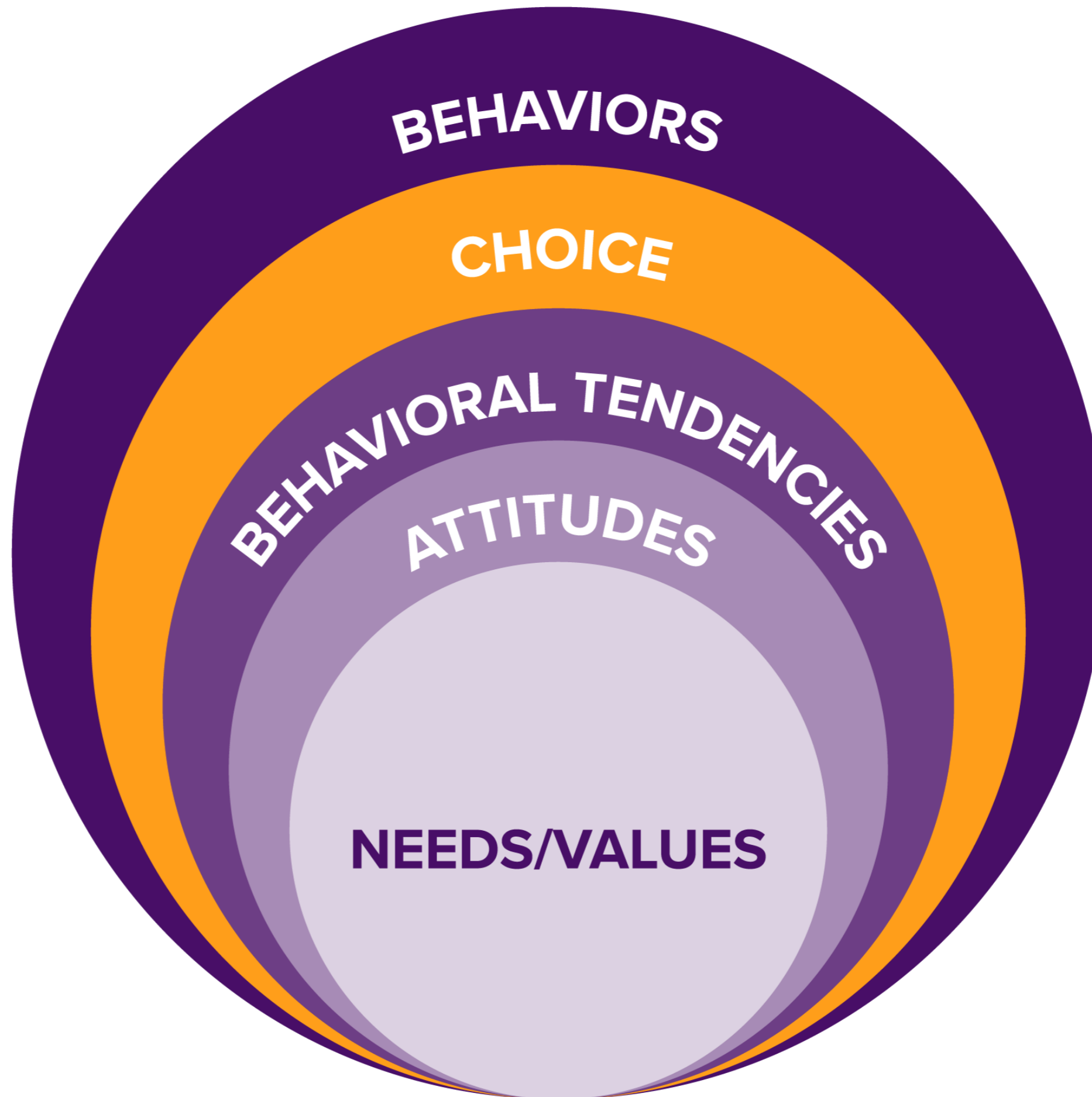


- Childhood
- Nature
- Nurture
  - Role models
  - Experiences
  - Culture
- Solidified by age 16
- Impact of maturity

*Over time, we will likely have the same behavioral **tendencies**, but will grow in our ability to make choices about our **actual** behavior*



Expressed  
Behavior



# Three Key Assumptions

1. You **cannot** motivate another person; you can only **create an environment** in which people will motivate themselves



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2. All people are motivated, but **they behave to meet their needs, not yours**



# Three Key Assumptions

1. You **cannot** motivate another person; you can only **create an environment** in which people will motivate themselves
2. All people are motivated, but **they behave to meet their needs, not yours**
3. A **strength overextended** may become a **weakness**



Who in my life can I control?



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# Your Communication Profile

# 4 Primary Behavioral Tendencies

- Everyone is distinct, yet predictably unique
- Everyone has a primary behavioral tendency

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Name	Direct	Influence	Steadiness	Conscientious
Need	To direct and control	To be loved	To serve a higher purpose	Perfection
Focus	Task	People	People	Task





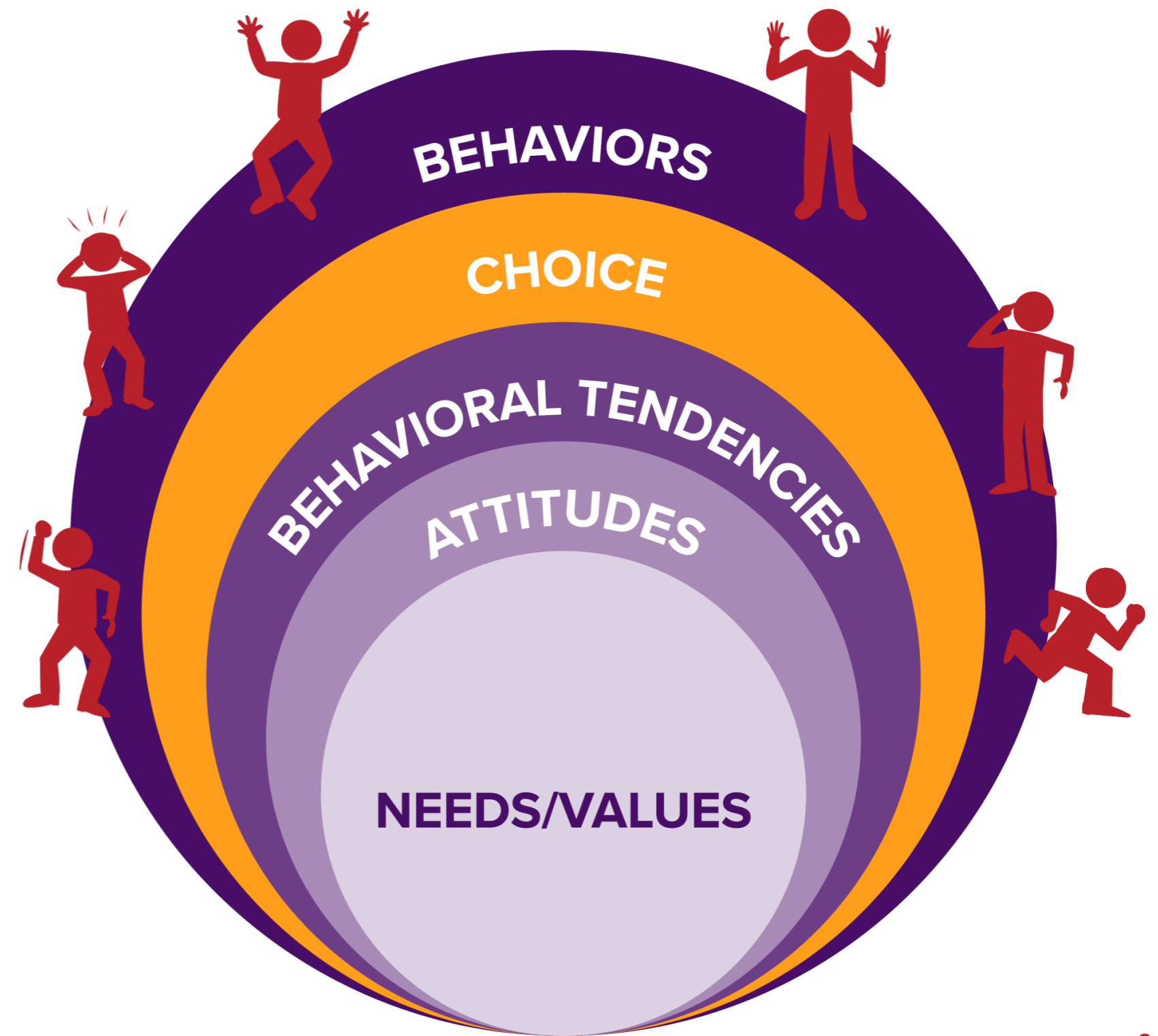
# Discovering DISC

- DISC designates **behavioral tendencies**
- DISC helps us **understand ourselves and others**
- DISC is **not** to be used to **stereotype** others
- DISC is a **tool** to help us **communicate**



# Tendencies: Not Stereotypes or Labels

- A very **general description** of a person's tendency to behave
- Over **95%** of the population have **more than one tendency** above the midline
- Each of us is an **individual**
- As we build a relationship, we see **more than a tendency**; we see a **person**





# Your DISC Profile

- Reflects and measures our **behavioral tendencies**
- Creates **understanding of self and others**
- There are **no bad profiles**

## Extended DISC Communication Profile



This assessment is based on the responses given in the Extended DISC® Communication Profile Questionnaire. This profile should not be the sole criterion for making decisions about oneself. The purpose of this profile is to provide supporting information for the respondent in self-development.

### Sam Sample

Organization:

FinxS

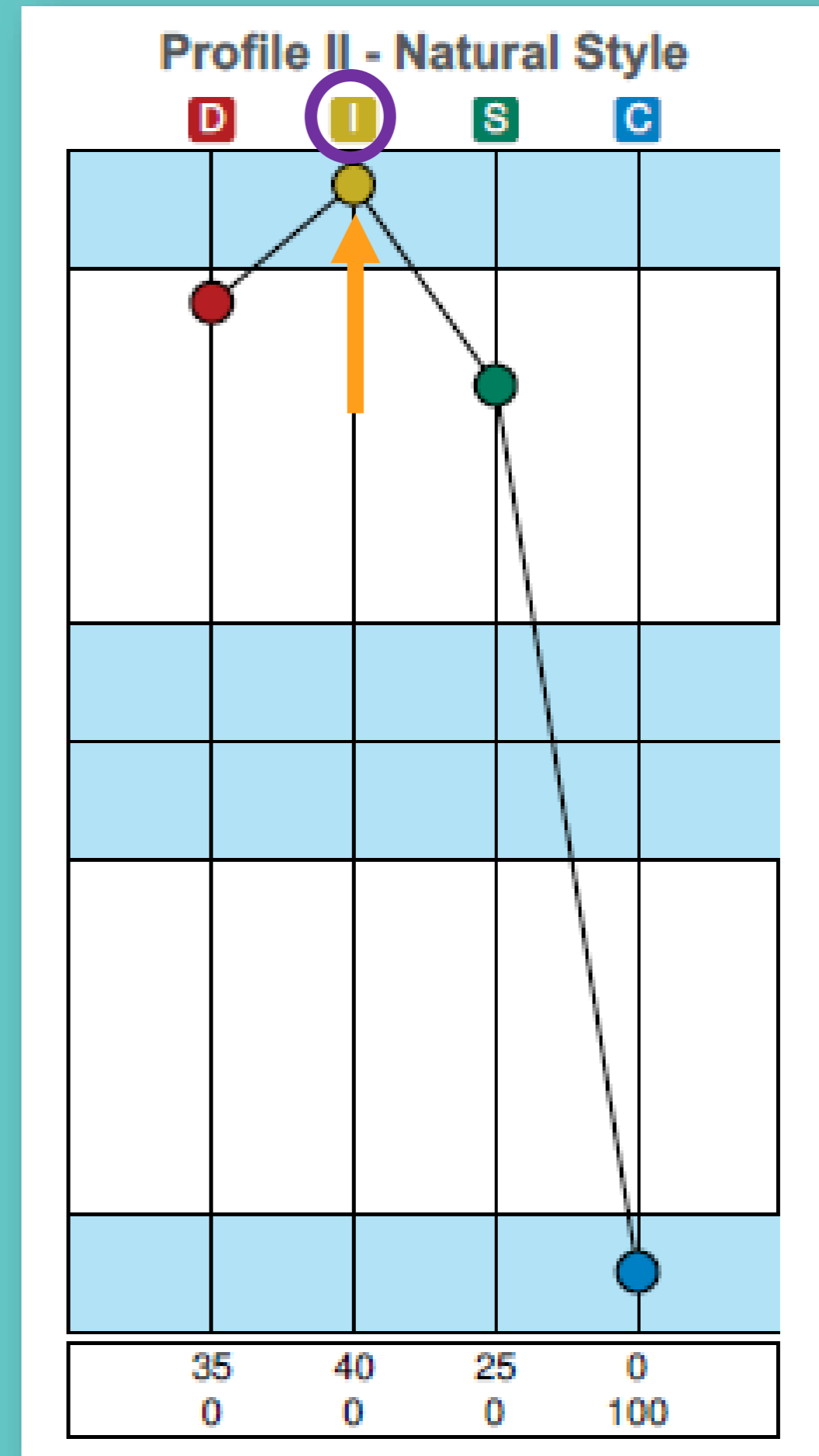
Date:

10.20.2020



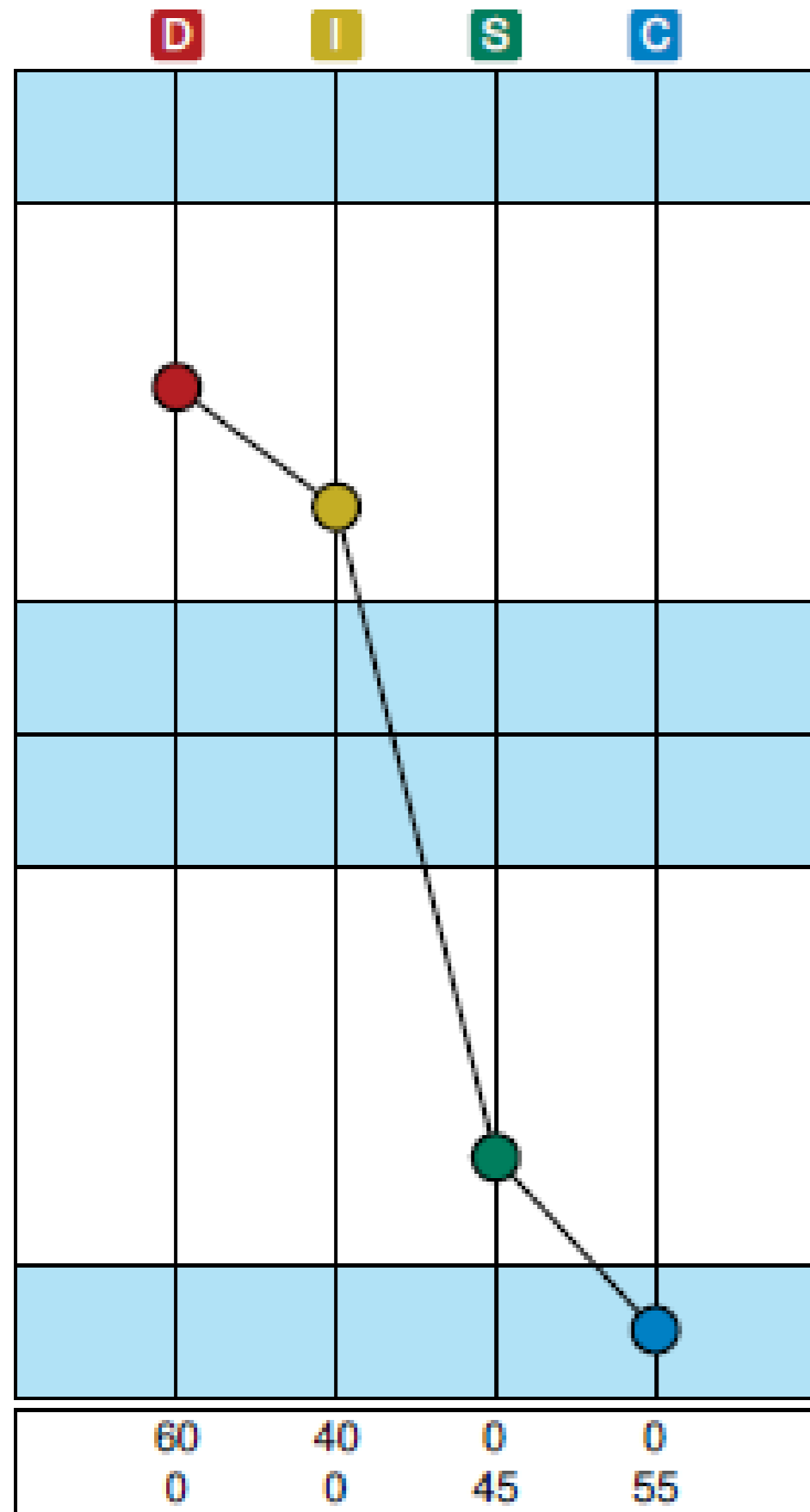
# Profile II – Natural Style

- This person's primary tendency is **I**
- Their secondary tendency is **D**
- They have a third tendency that plays into their behavior and that is **S**
- The needs of **C** do not naturally influence them





### Profile I - Perceived Need to Adjust

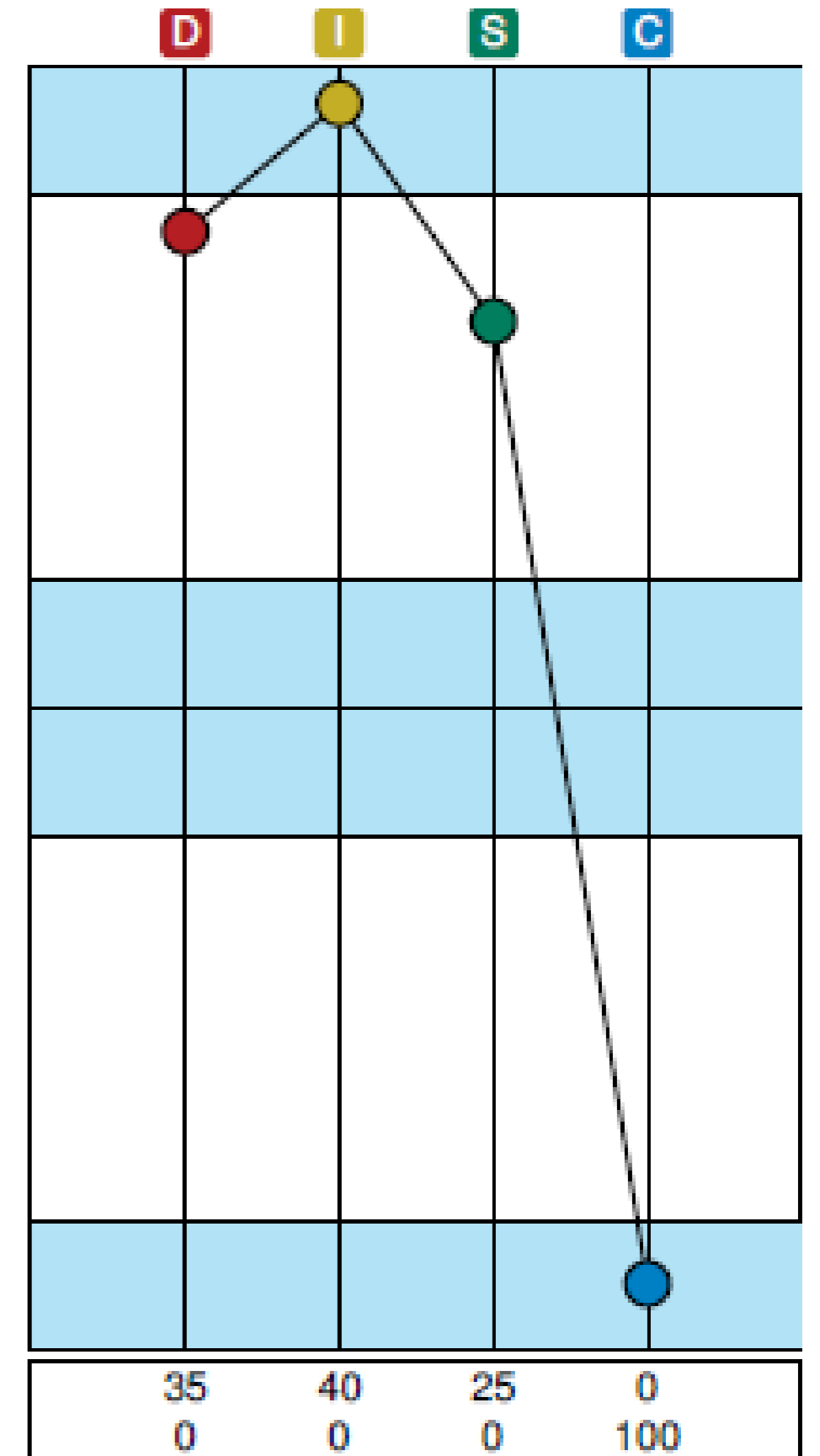


**Persona**

Despite the intentionality of persona, others see the

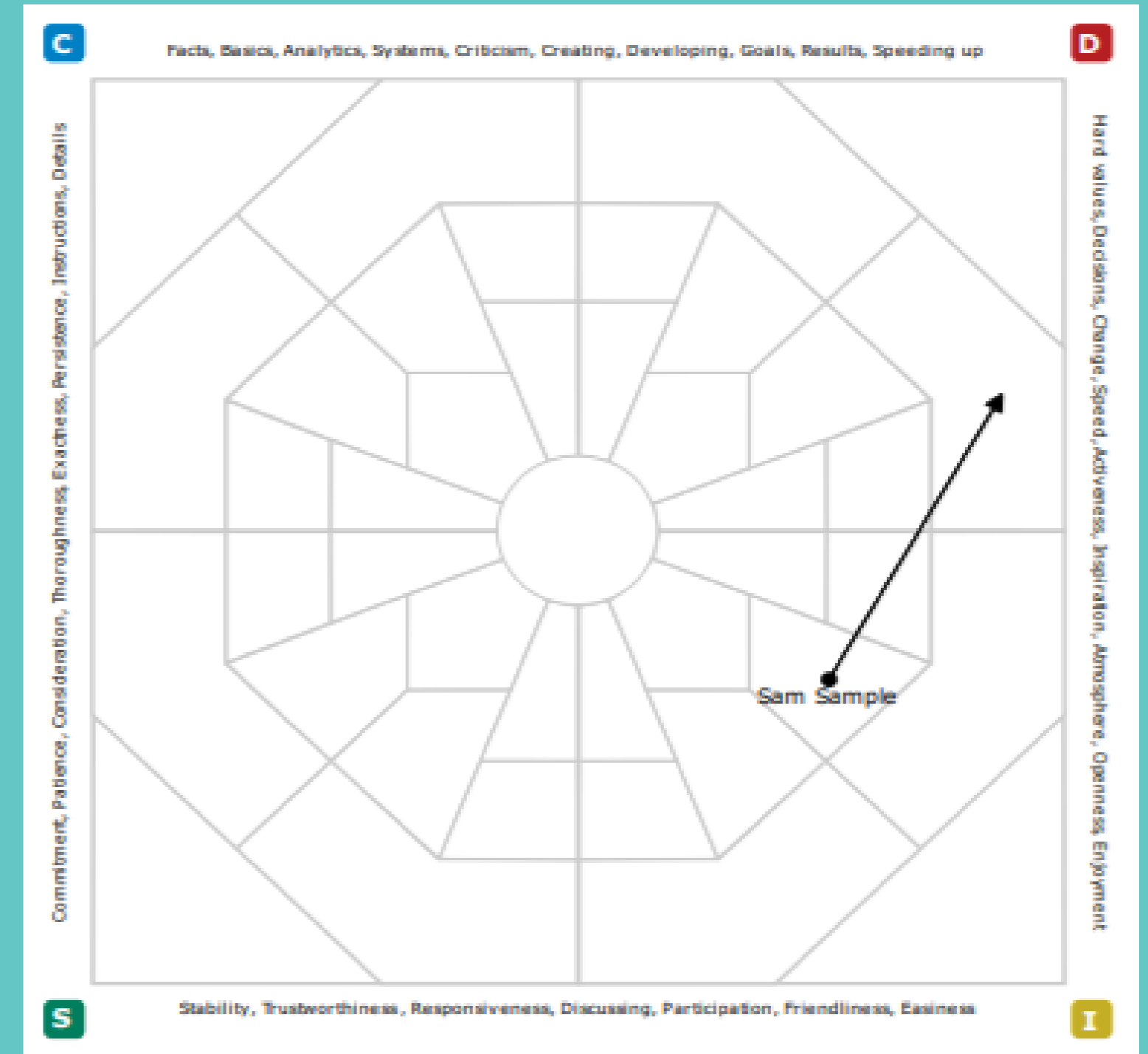
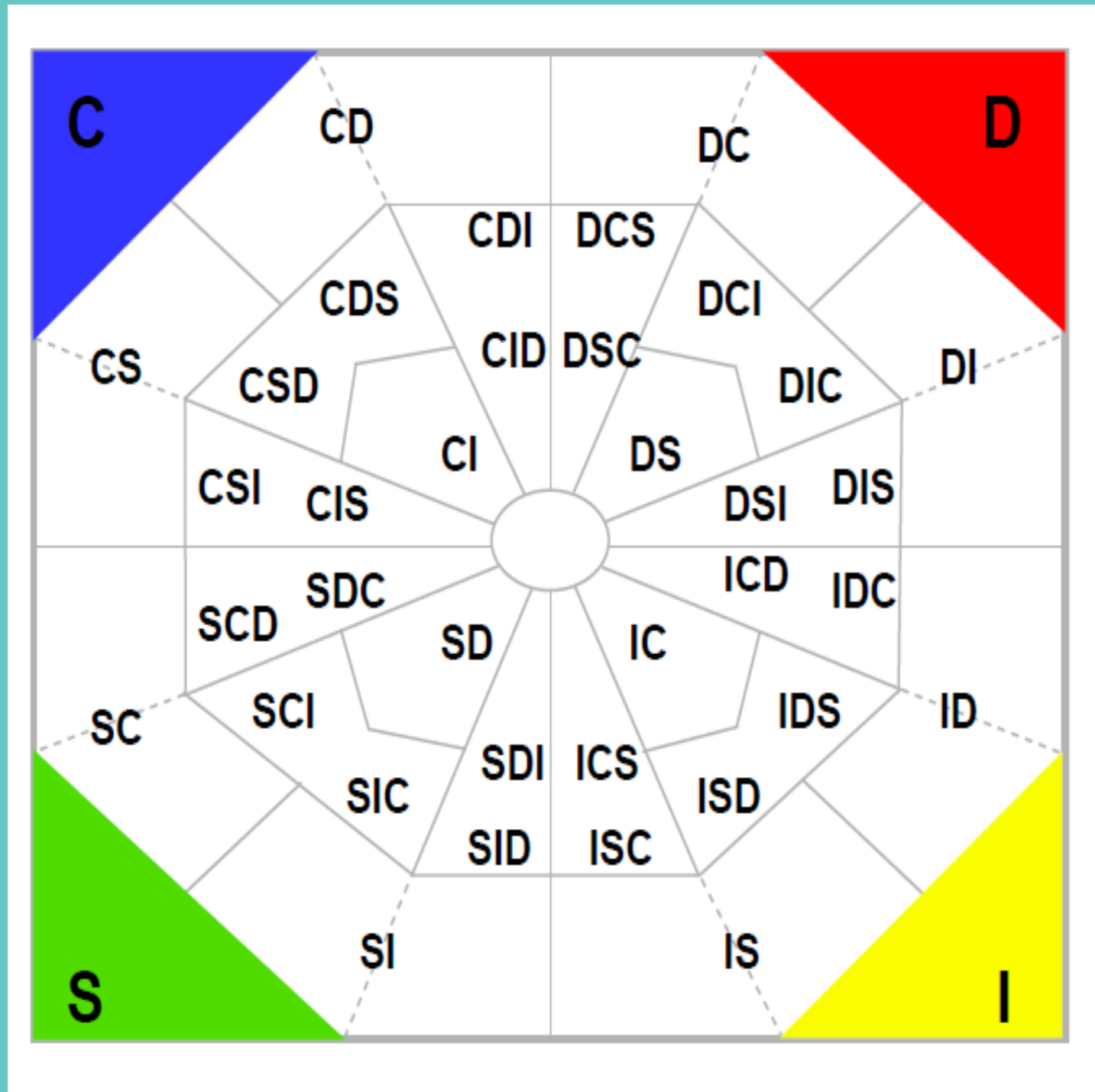
**Natural Profile**

### Profile II - Natural Style



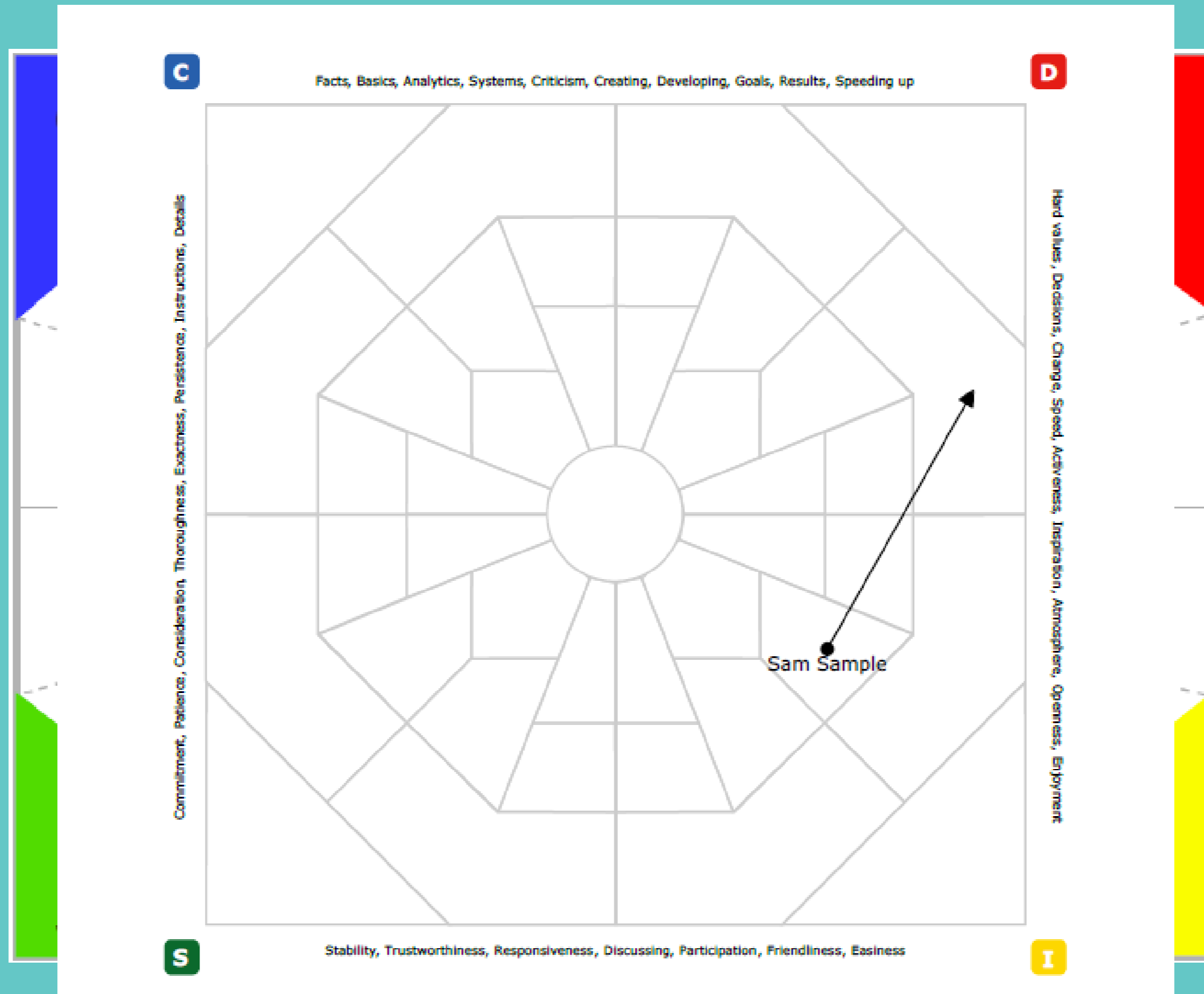
# Extended DISC Diamond

# Energy and Effort



# Extended DISC Diamond

# Energy and Effort





# You at a Glance

- **Description of how this style of person** is typically seen by others
- It is important to consider a person's conscious ability to adapt behavior
- The text describes the typical behavior for this style
- Remember: Behavior is a choice

## Communication Profile

### Sam Sample

Organization: **FinxS**      Date: **10.20.2020**

#### You at a Glance

This page is a *description of how others are likely to perceive you*. In other words, while the text describes your typical behavior as seen by others, you certainly can modify your behavior to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

#### Attributes

Social, pleasant, sociable, thorough, organized, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

#### Tries to Avoid

This type of person does not like strict instructions nor restrictions that make his work boring and limited. He does not like an exaggerated detail-oriented attitude or faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each other's company.

#### Ideal Supervisor

His supervisor should be able to stop and move forward purposefully. The supervisor must be able to listen, discuss things besides business and be easy to approach. From time to time the supervisor has to give him energy, especially when beginning new tasks and when different opinions arise.

#### Communication Style

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team toward the goal. He is not so receptive a listener as he seems.

#### Decision-making

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyze the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

*"Knowing yourself is the beginning of all wisdom."*

*- Aristotle*



# Motivators and De-Motivators

- **Motivators – Comfort Areas**
  - Usually creates an environment in which this style of person is motivated
  - Positive environment if these items are increased
- **Situations that Reduce Motivation**
  - The person typically does not like these items very much
  - Effect on the person's motivation will be negative if these items are increased



## Communication Profile

### Sam Sample

Organization: FinxS      Date: 10.20.2020

#### Situations that Increase Sam's Motivation

All of us find ourselves in situations that we enjoy and find easy to manage. When you encounter these situations you tend to respond in a positive way. These situations tend to be more comfortable, increase your motivation and require less energy from you.

- Good and lively friends
- Positive and excited atmosphere
- Freedom in how to take care of responsibilities
- People who are easy to get involved
- Openness in communication
- Freedom from detailed tasks
- Possibility to come along
- Free discussion
- Lofty ideas and changes to work with them
- Having own opinion been heard
- New opportunities
- Positive way to promote things

Sam is motivated by social human contacts, good human relationships, acceptance in the team and cooperation. Actually he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organized company. Sam also needs a certain amount of freedom.

#### Situations that Reduce Sam's Motivation

All of us face situations on a daily basis that are uncomfortable for us and tend to drain our energy levels. The items below are likely to decrease your motivation and require more energy from you.

- Dryness and boredom
- Dull routines
- Being separated from people
- Progressive changes being prohibited
- Detailed instructions
- Losing popularity
- Own team breaking up
- Coldness and toughness
- Restrictions
- Facts-oriented thinking
- Getting stuck in one place
- Bad team-spirit

*"When we strive to become better than we are, everything around us becomes better too."*

*– Paulo Coelho*



# Strengths/Reactions to Pressure Situations

## • Strengths

- The behavioral skills listed in this section are this person's natural strengths
- It is possible these are not exceptional skills but are natural and require less energy

## • Reactions to Pressure Situations

- These are **not** descriptions of this person's weaknesses or present behavior

### Communication Profile

#### Sam Sample

Organization: FinxS      Date: 10.20.2020



#### Sam's Strengths

Strengths are items that tend to be easier, more natural and require less energy from you.

Most of us tend to overlook our strengths, even taking them for granted. Do not let that happen to you. Instead, consider the items listed below and think how well you are taking advantage of these valuable behavioral traits. Please use caution however; remember that an overused strength very often becomes a weakness and a serious liability to our performance.

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell his ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

#### Sam's Reactions to Pressure Situations

These are NOT descriptions of your weaknesses or present behavior. They are items that you should be cautious about since, in pressure situations, these reactions may become more evident. Understanding how you react to pressure situations can make it easier to deal with them.

- Makes inaccurate assessments
- Operates superficially
- Allows emotions to influence himself
- Tries to please too much
- Doesn't behave directly
- Doesn't always expose his real opinions
- Needs popularity
- Spends too much time with people
- Makes mistakes by being inaccurate
- Thinks about himself a little bit too much
- Gets excited without proper analysis
- Wants to retain friends at any cost

*"When we're looking for compassion, we need someone who is deeply rooted, is able to bend and, most of all, embraces us for our strengths and struggles."*

*– Brene Brown*

- Share your reaction to your DISC report with the person next to you
  - Discuss your different perspectives
  - *Share only what you feel comfortable sharing*
- Afterwards, you will be invited to share your reaction with the class



- What was your reaction to your DISC report?
- Questions/issues?



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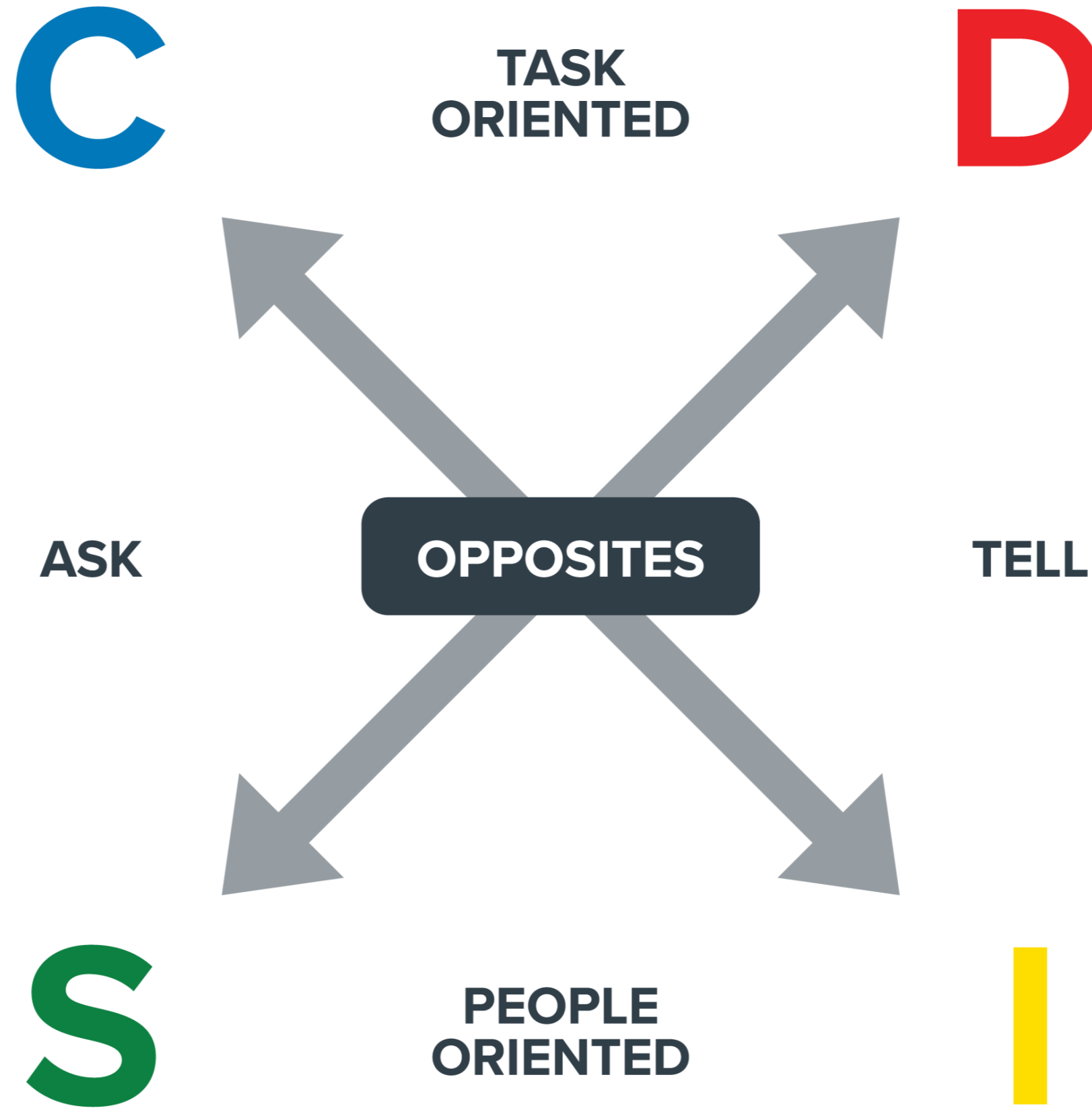
# Understanding Behavioral Tendencies

# 4 Behavioral Tendencies

D	I	S	C
Direct Profile	Influence Profile	Steadiness Profile	Conscientious Profile



# Behavioral Principles



# High "D" (Direct) Tendencies

<b>Psychological Need</b>	To direct and control
<b>Team Strengths</b>	Driving change and time management
<b>Seeks</b>	Personal challenges
<b>Fears</b>	Loss of control
<b>Overextensions</b>	Impatience



## Strengths

Bottom-line organizer, time manager

Seeks continuous improvement

Decision maker, drives results

## Limitations

Oversteps authority, argumentative

Dislikes routine

Attempts too much at once

# High "I" (Influence) Tendencies

<b>Psychological Need</b>	To be loved
<b>Team Strengths</b>	Optimistic and people-oriented relaters
<b>Seeks</b>	Social interaction and recognition
<b>Fears</b>	Social rejection
<b>Overextensions</b>	Disorganization



## Strengths

Innovative, creative problem solver, peacemaker

Great encourager

Positive sense of humor

## Limitations

More concerned with popularity than tangible results

Inattentive to detail, tends to listen only when convenient

Overuses gestures and facial expressions

# High "S" (Steadiness) Tendencies

<b>Psychological Need</b>	To serve a higher purpose
<b>Team Strengths</b>	Team player, patient, and results-oriented
<b>Seeks</b>	Traditional practices and harmony
<b>Fears</b>	Loss of stability
<b>Overextensions</b>	Possessiveness



## Strengths

Dependable, produces results

Loyal and trustworthy

Good listener, patient, empathetic

## Limitations

Takes a long time to adjust to change

Holds a grudge

Difficulty establishing priorities

# High "C" (Conscientious) Tendencies

<b>Psychological Need</b>	Perfection
<b>Team Strengths</b>	Accuracy and intuitiveness
<b>Seeks</b>	Compliance with their own high standards
<b>Fears</b>	Criticism of their work
<b>Overextensions</b>	Overly critical of themselves and others



## Strengths

The anchor of reality, conscientious

Thorough in all activities, detail oriented

Gathers, criticizes and tests information

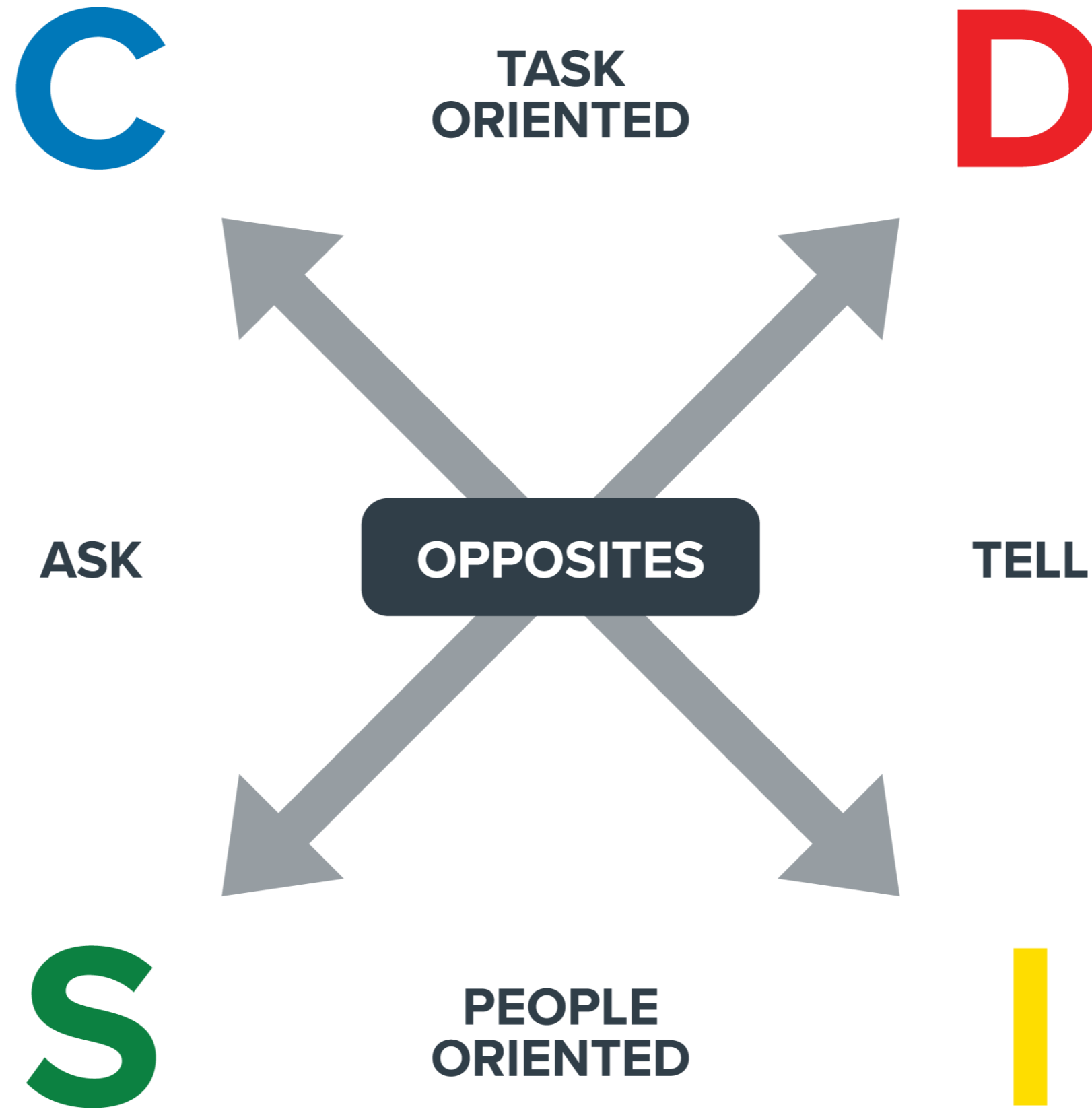
## Limitations

Bound by procedures and methods

Analysis paralysis

Prefers not to verbalize feelings, will give in rather than argue

# Behavioral Principles



- What resonates with you as you consider the different needs of other DISC tendencies?
- What impact might this information have on “difficult” relationships in your life?



The background features stylized human figures. The top half shows a figure with arms raised in a 'V' shape, colored in shades of orange, pink, and light blue. The bottom half shows two figures with arms bent at the elbows, one in purple and one in green, each with a circular head. A teal horizontal band is positioned across the middle of the page.

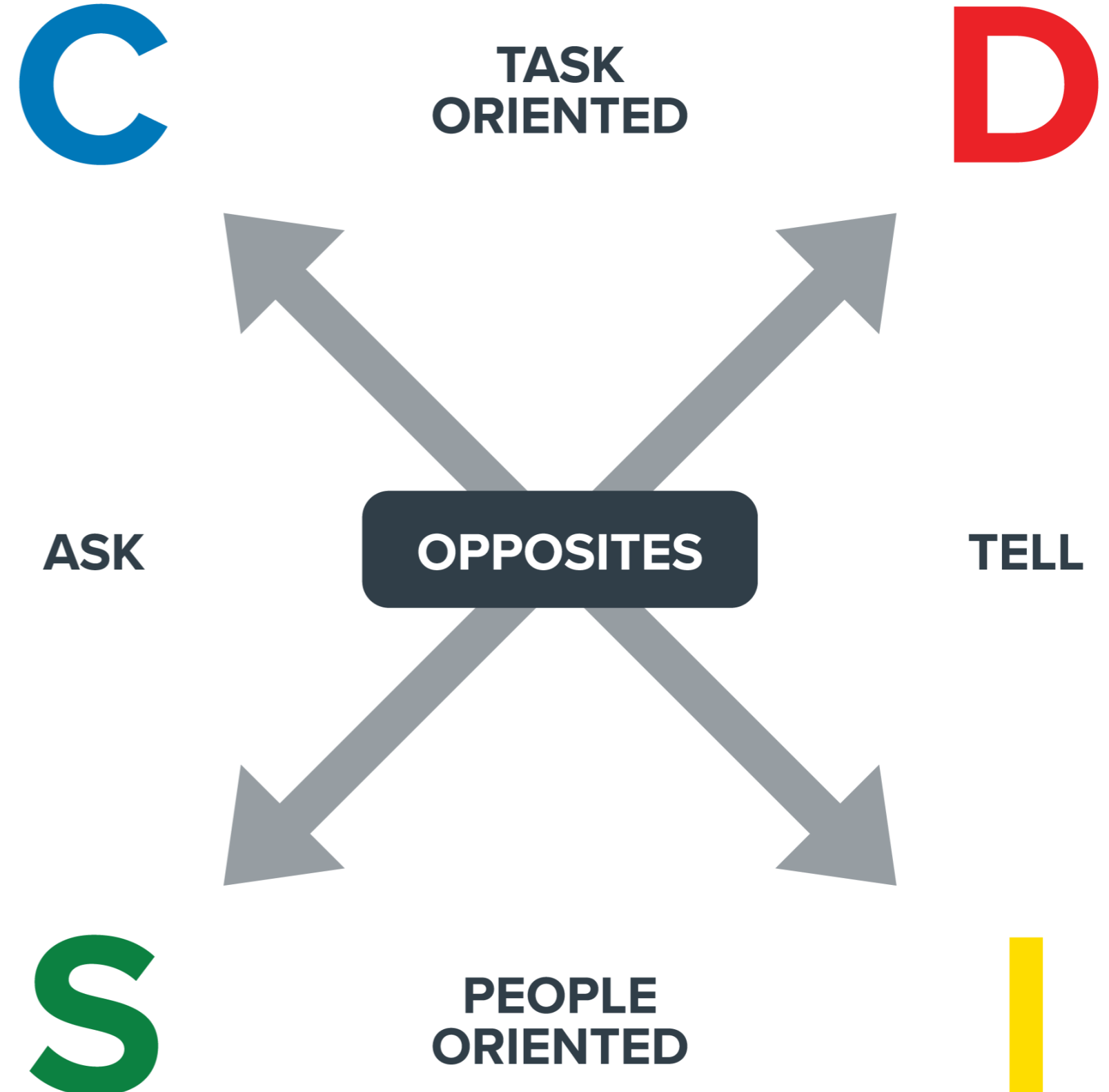
# Recognizing Behavioral Tendencies



# How to Recognize Behavioral Tendencies

To quickly identify the styles of other people, ask 2 questions:

1. Are they more likely to **TELL** or **ASK**?
2. Are they more **PEOPLE** or **TASK-ORIENTED**?



# Tell or Ask



**Tell**  
(**D** and **I** styles)

Active  
Fast-paced  
Assertive  
Bold



**Ask**  
(**S** and **C** styles)

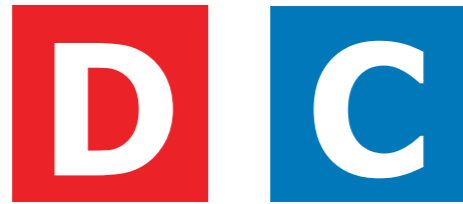
Thoughtful  
More moderately-paced  
Calm  
Careful



# Task-Oriented or People-Oriented

## TASK-ORIENTED

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### Task-oriented behavior (**D** and **C** styles)

Questioning  
Logical  
Skeptical  
Challenging

## PEOPLE-ORIENTED

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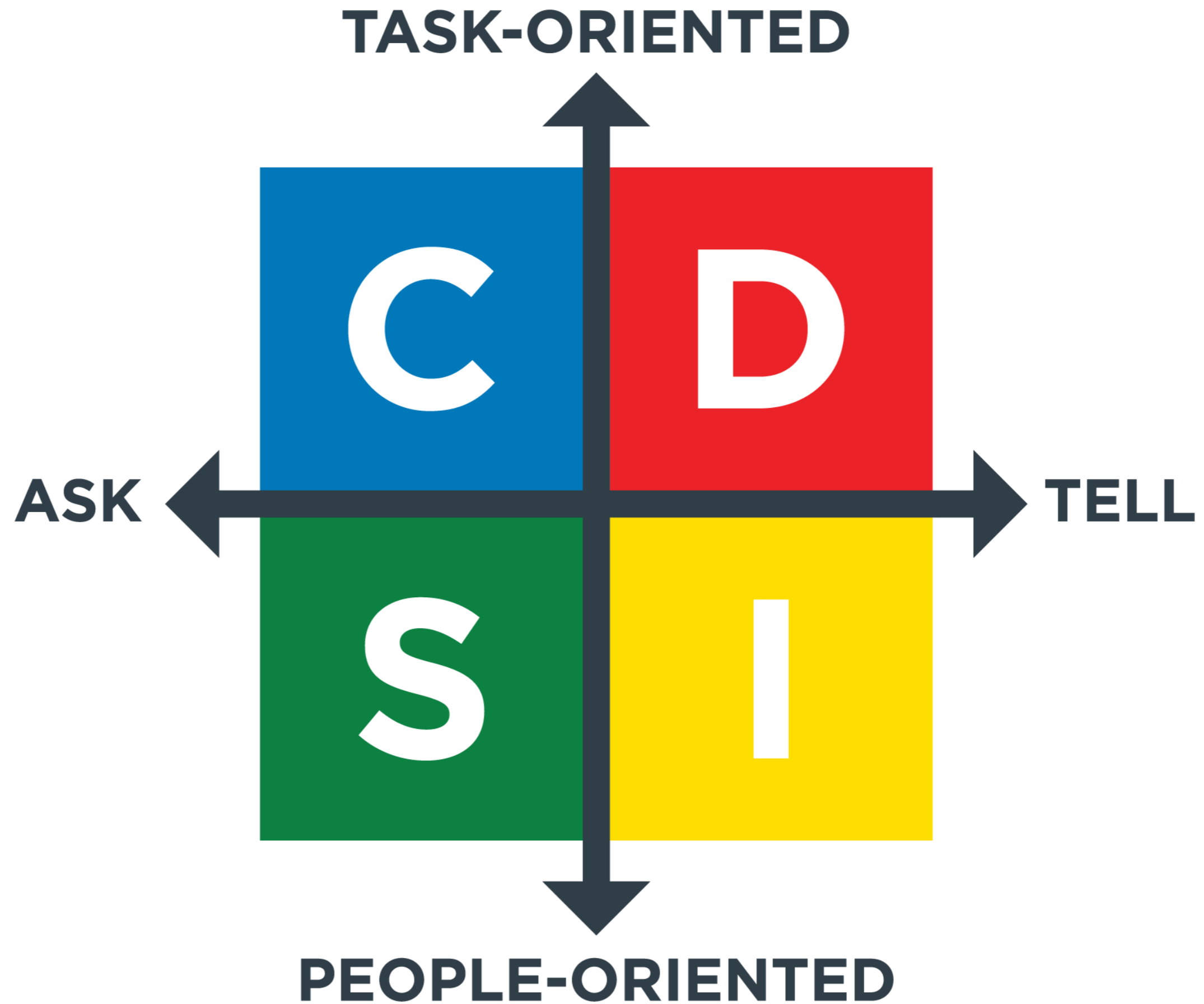


### People-oriented behavior (**I** and **S** styles)

Agreeable  
Receptive  
Animated  
Warm



# The Whole Picture



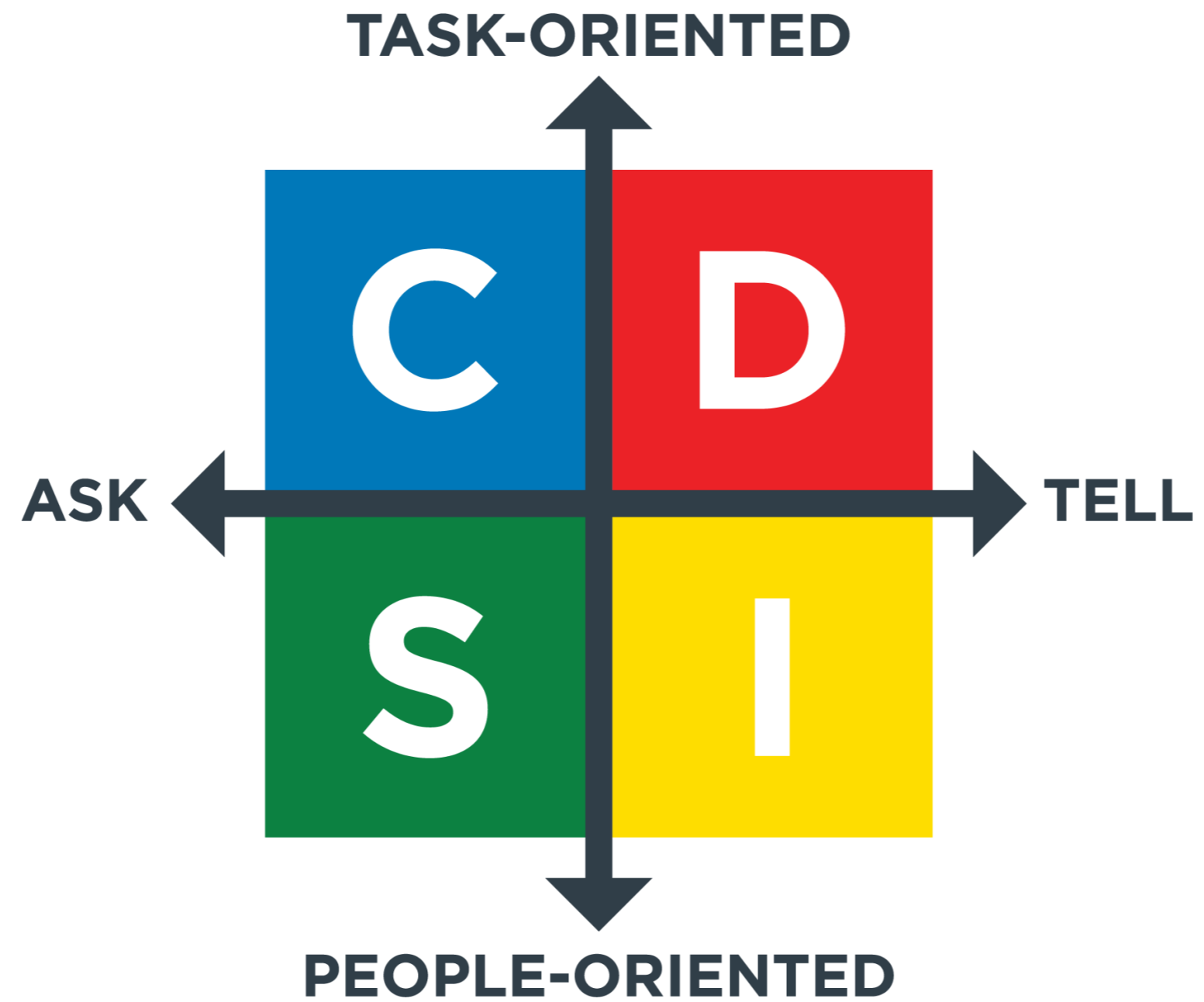
Correctly identify the behaviors that support the behavior tendencies identified in the video role plays.

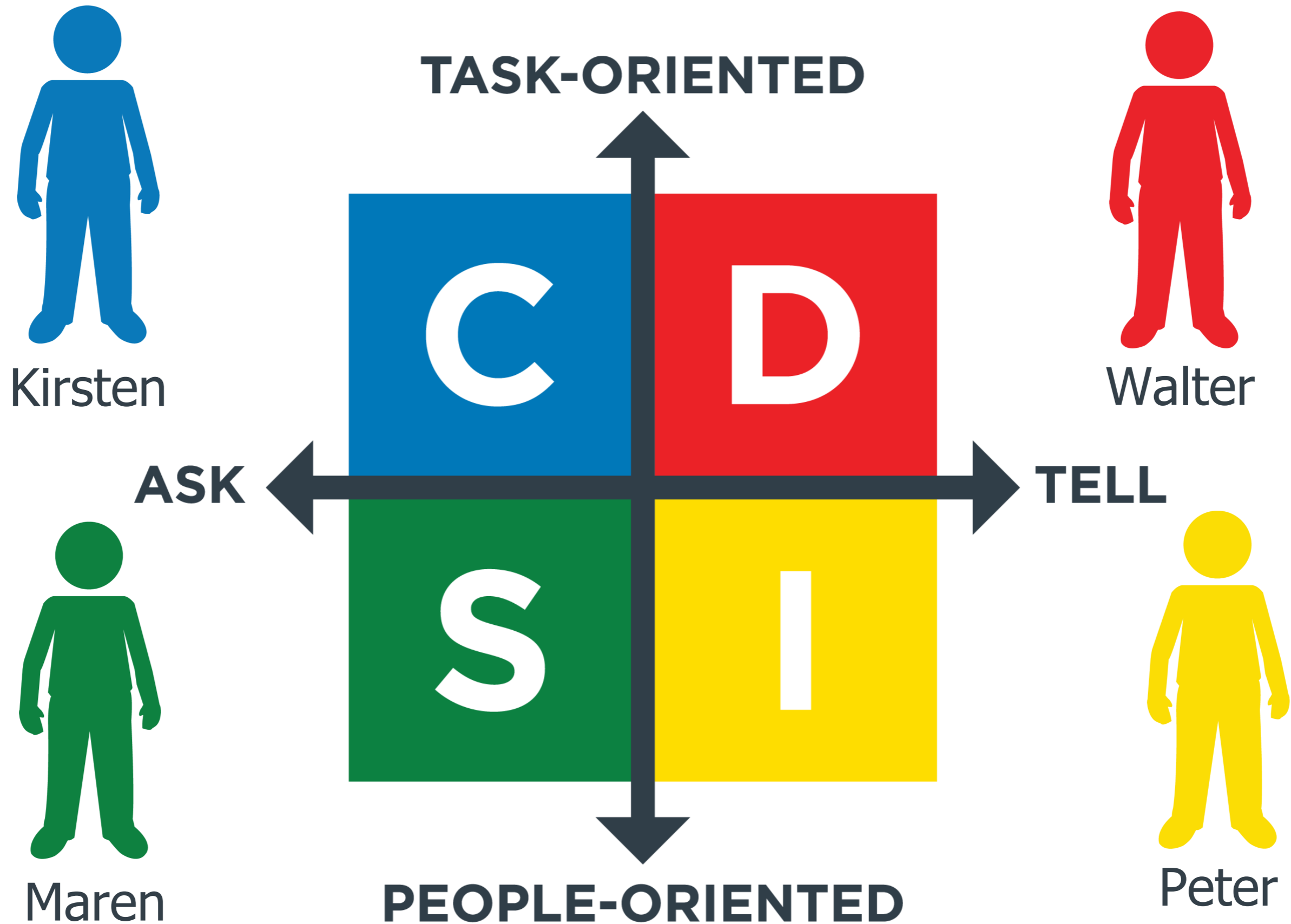
Remember to use the 2 questions we just reviewed:

- Are they more likely to **tell** or **ask**?
- Are they more **people-oriented** or **task-oriented**?



# Recognizing Behavioral Tendencies







# Recognizing Behavioral Tendencies

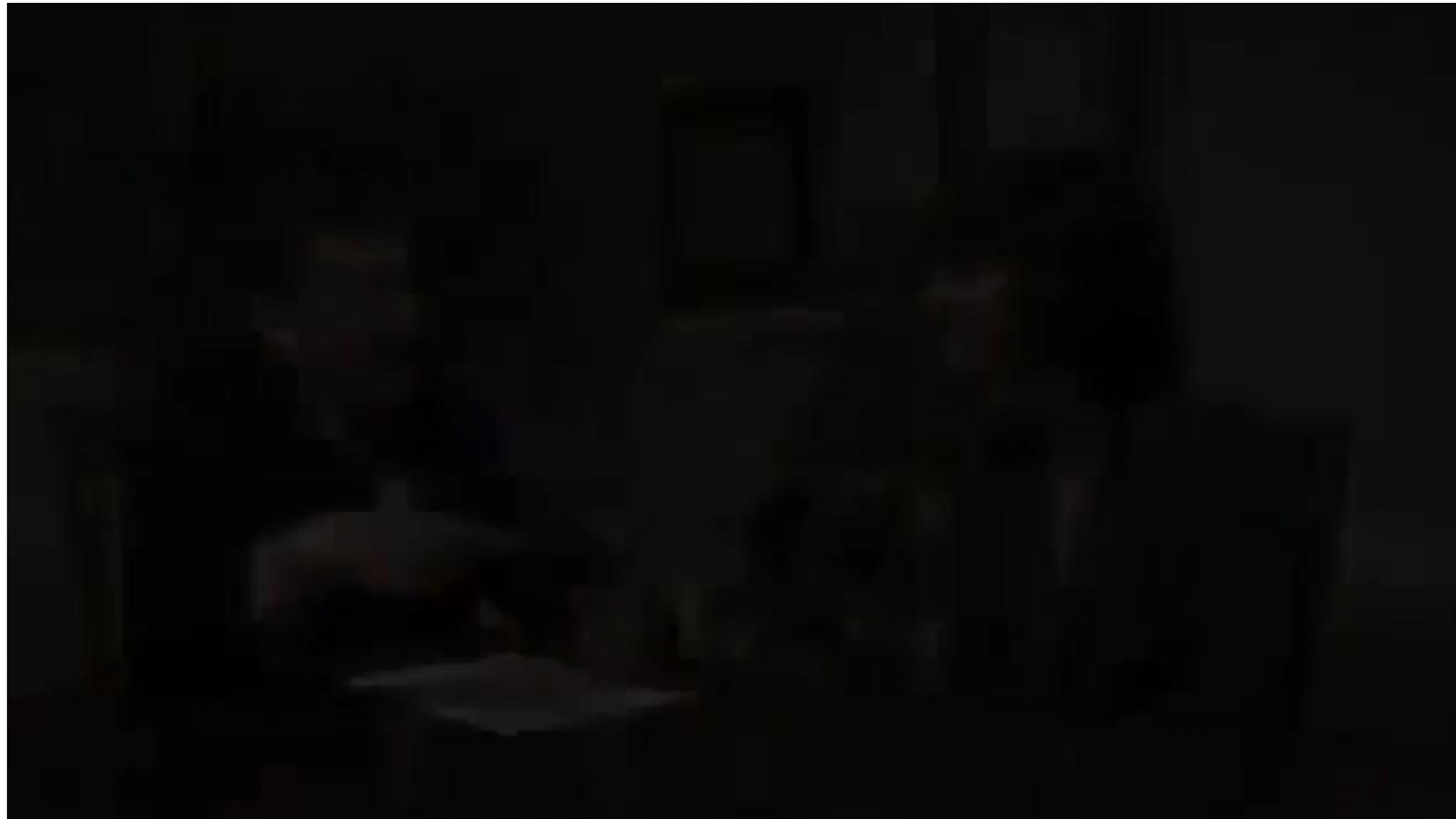


What behaviors support Peter having an “I” behavioral tendency?





# Recognizing Behavioral Tendencies

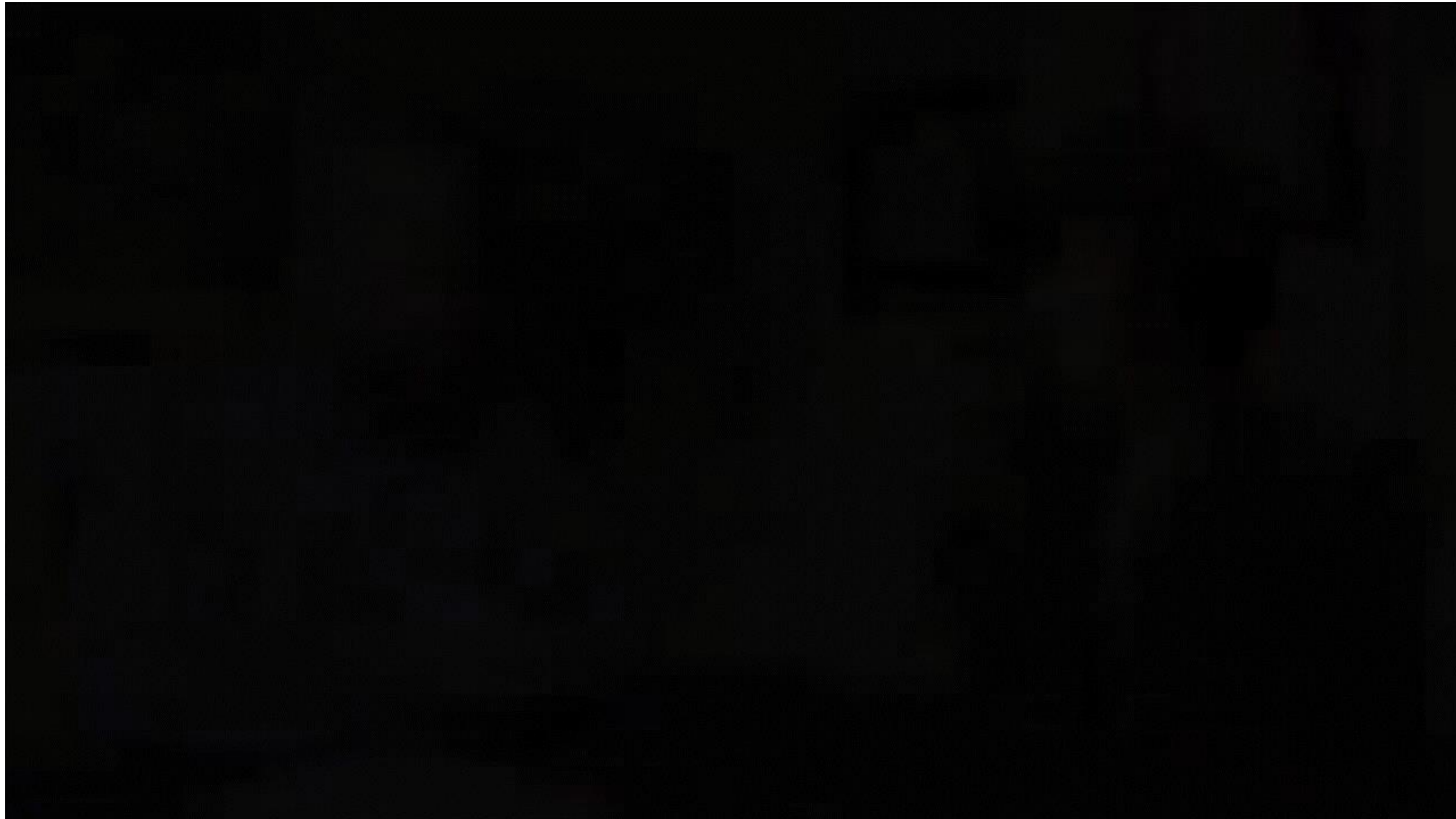


What behaviors support Walter having a “D” behavioral tendency?





# Recognizing Behavioral Tendencies

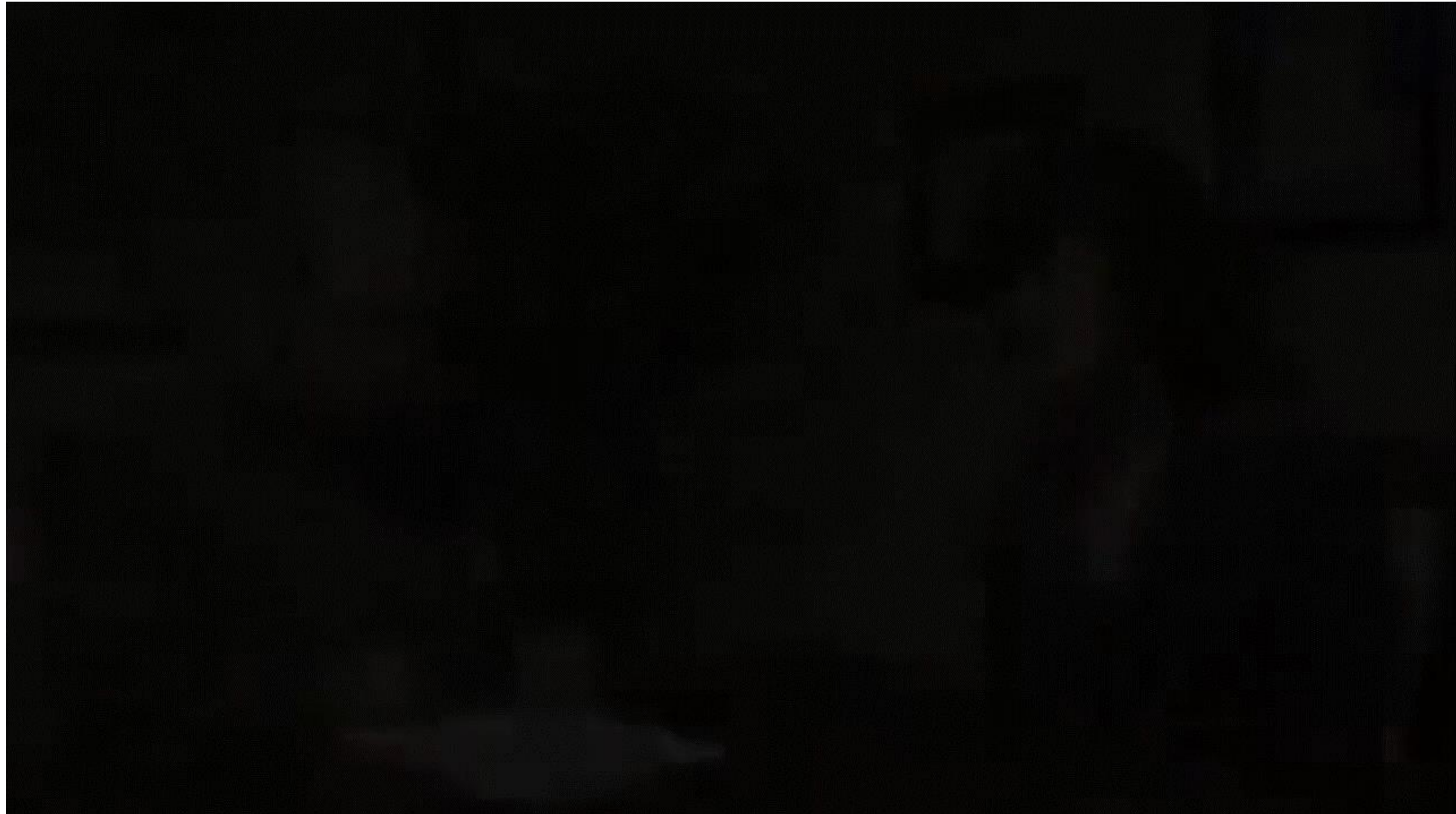


What behaviors support Kirsten having a “C” behavioral tendency?





# Recognizing Behavioral Tendencies

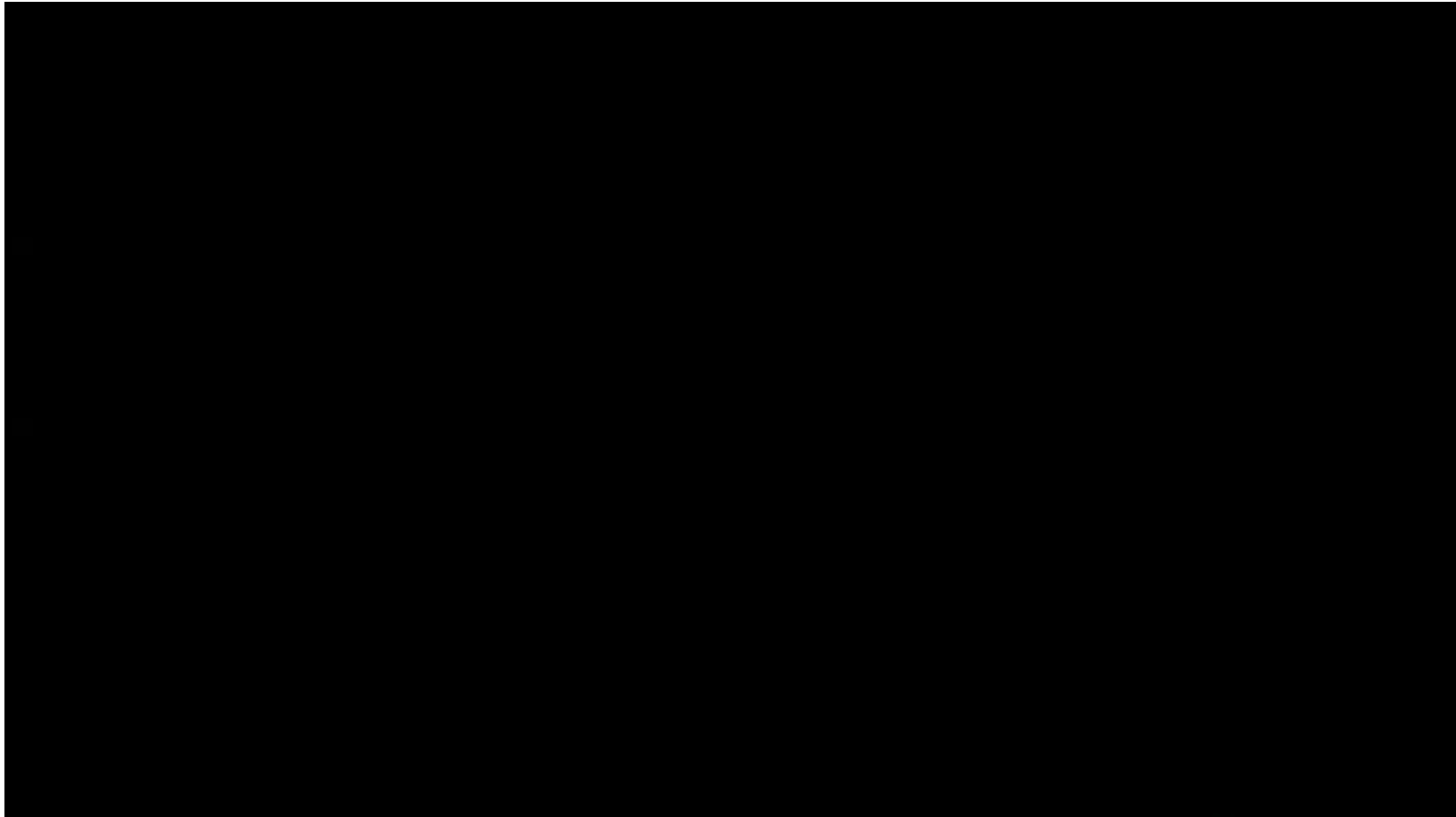


What behaviors support Maren having a “S” behavioral tendency?





# Recognizing Behavioral Tendencies



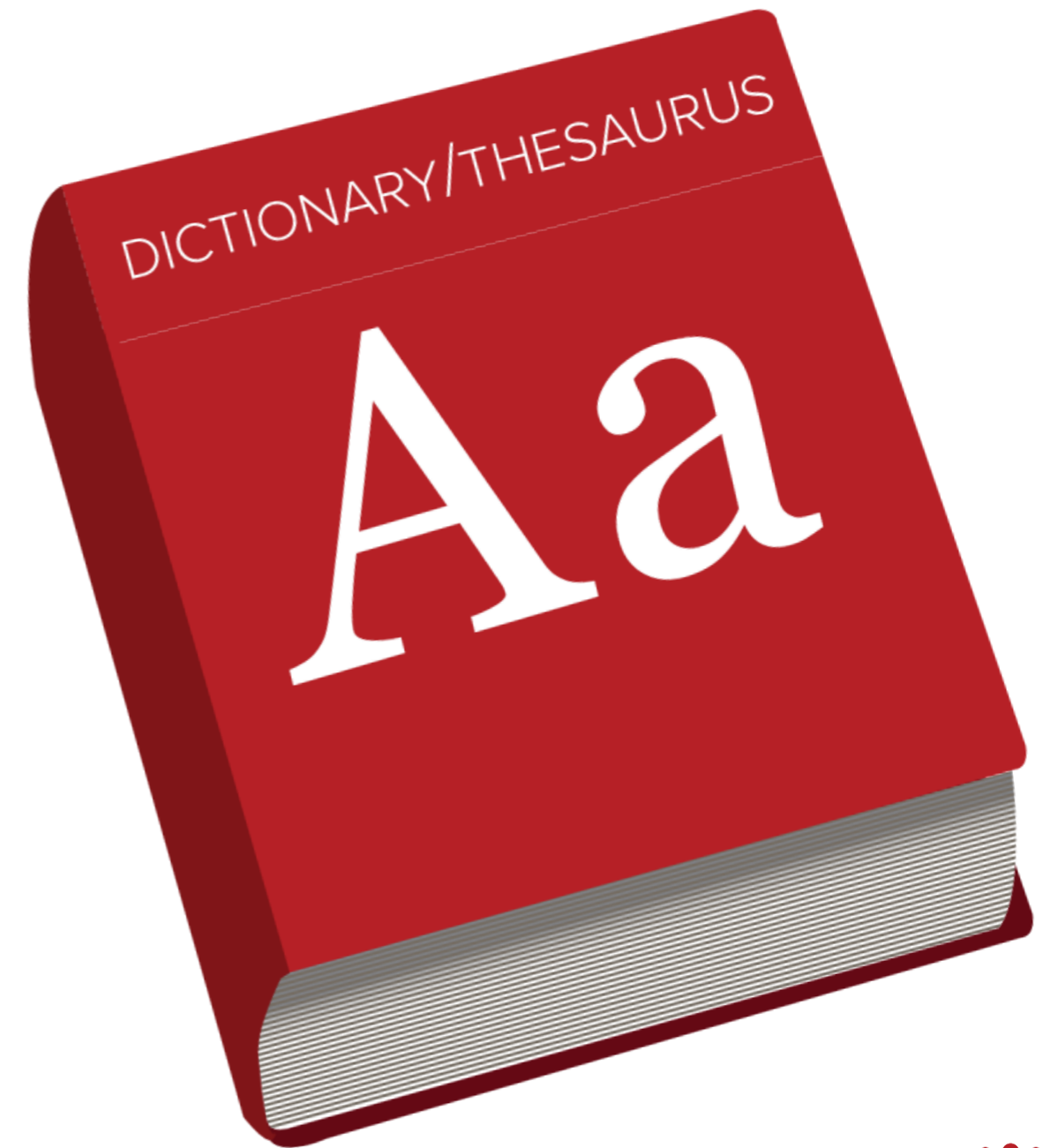
The background features stylized human figures. The top half shows the upper bodies of three figures in shades of pink, orange, and light blue. The bottom half shows the lower bodies of two figures in shades of purple and green. A solid red horizontal band is positioned in the center, containing the title text.

# Communication Style Flexing

# Definition

## Style flexing:

Tailoring your behaviors to communicate in the **comfort zone of the other**





# Style Flexing

Style flexing is:

- A **temporary** adjustment
- A **few** critical behaviors
- At **key** times



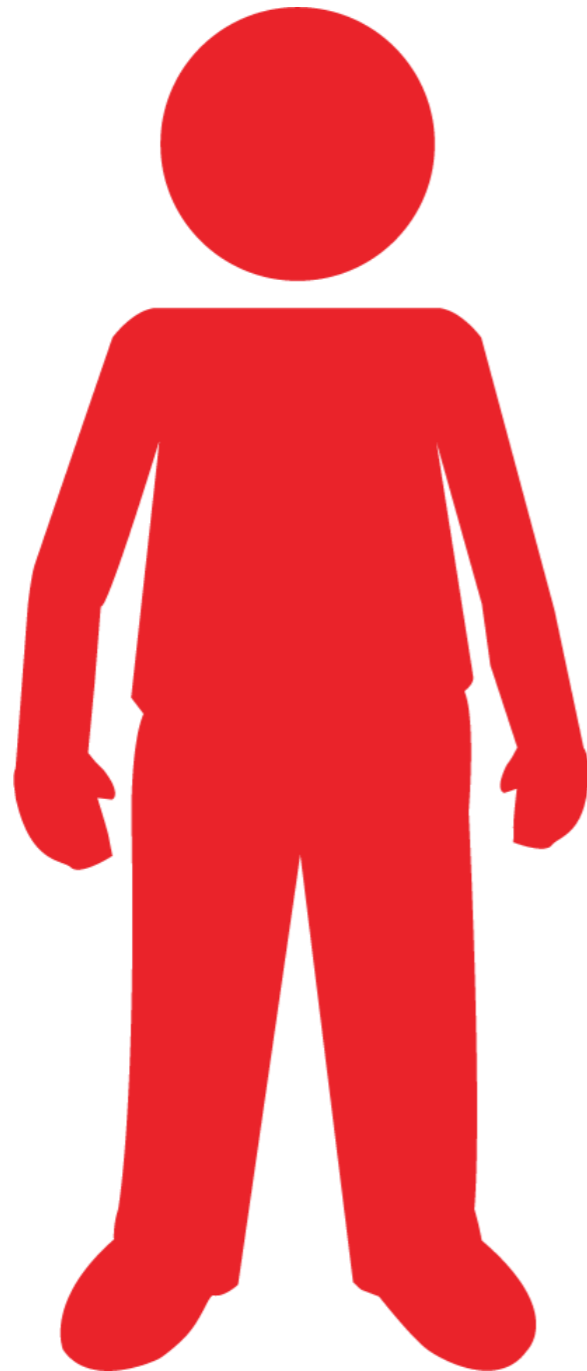


# Style Flexing is NOT...

- **Conforming** to leader, peer, team or company pressure
- Giving up your personal **identity** or **distinctiveness**
- **Withholding** yourself, your ideas or your contributions
- Changing your **person** or **individuality**



# Flexing to the “D” Tendency



## Effective Strategies

Be brief, direct, to the point

Focus on results

Highlight logical benefits

Discuss problems in light of how they affect outcome

## Ineffective Strategies

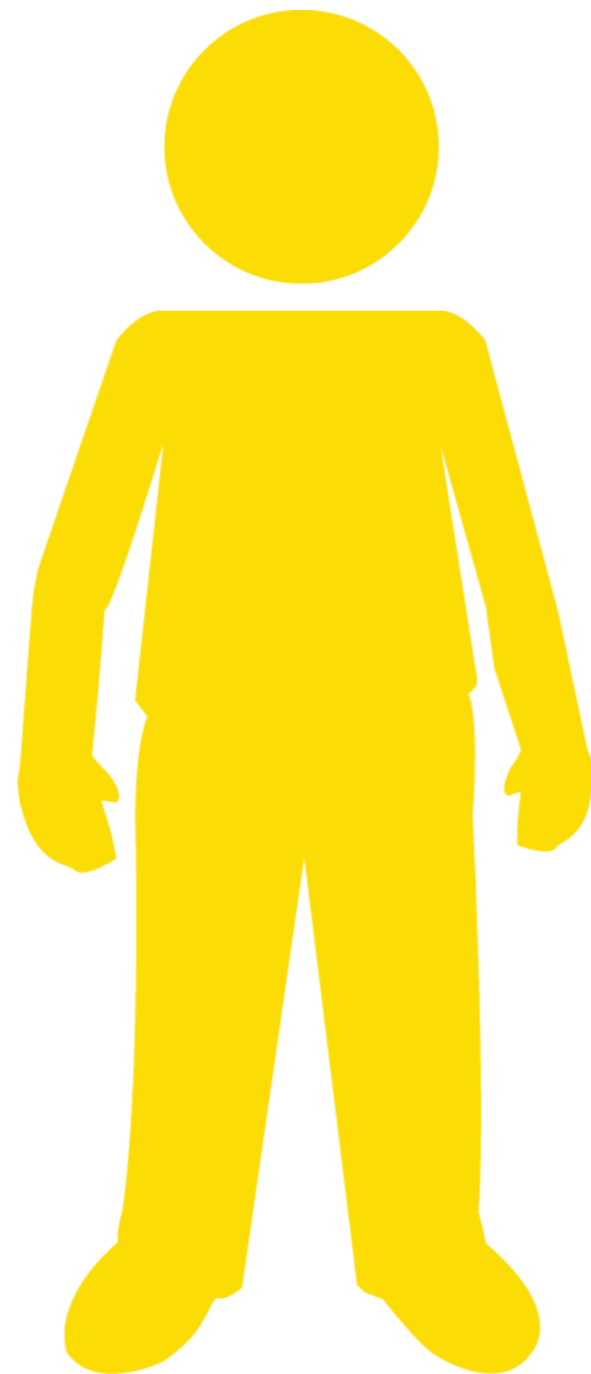
Ramble, repeat yourself, be too social

Focus on problems

Generalize, make statements without support



# Flexing to the “I” Tendency



## Effective Strategies

Establish a positive environment

Allow for social time

Provide details, but don't dwell on them

Create incentives for follow through

## Ineffective Strategies

Do all the talking

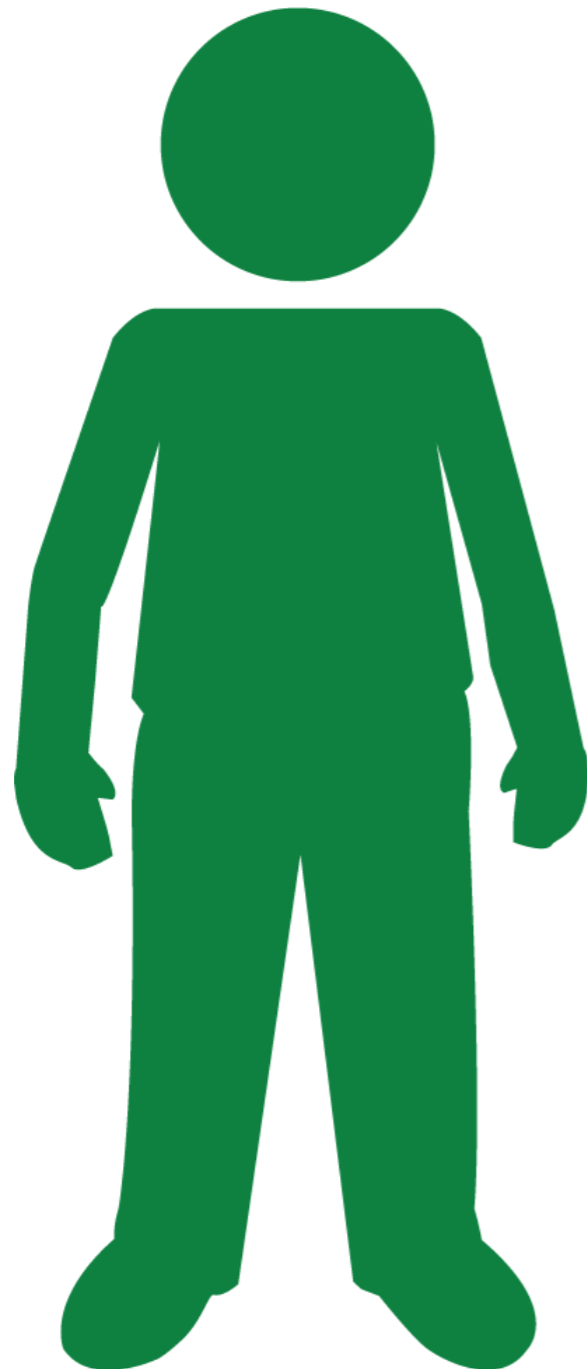
Ignore their ideas

Tell them what to do

Interrupt



# Flexing to the “S” Tendency



## Effective Strategies

Show genuine interest in them

Patiently draw out their goal

Define goals, roles, and procedures

Assure personal follow-up

Minimize perceived risk

## Ineffective Strategies

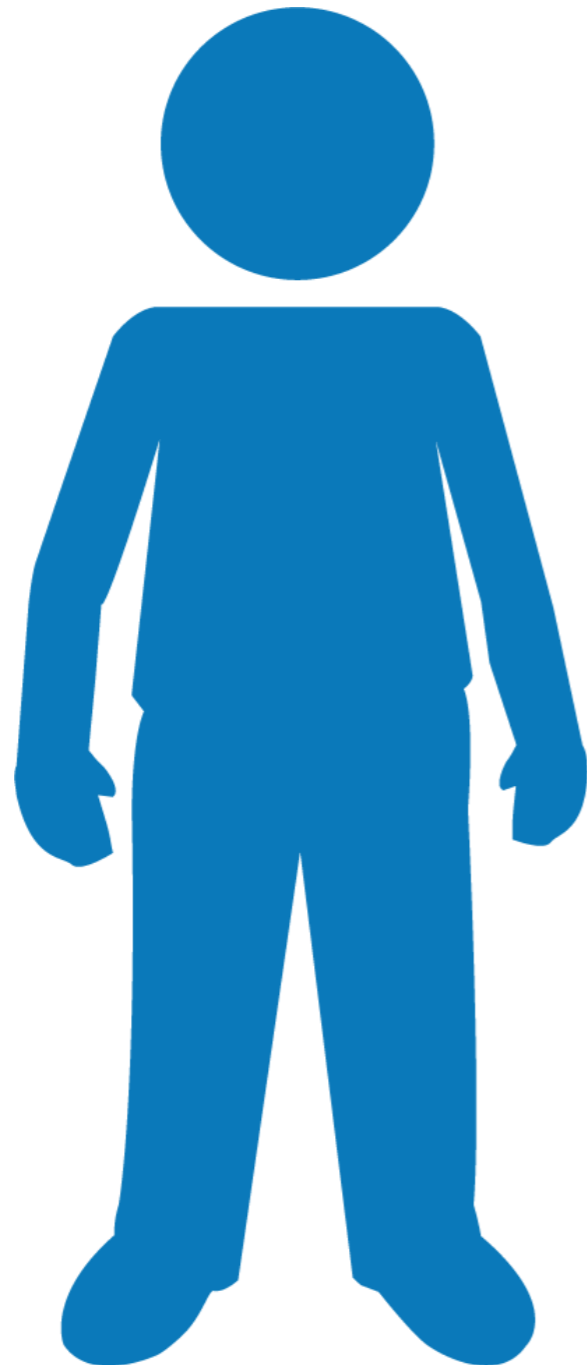
Be pushy, aggressive, or demanding

Be controversial

Do not include them in decision making process



# Flexing to the “C” Tendency



## Effective Strategies

Prepare your case in advance

Delineate pros and cons

Use accurate data

Disagree with facts, not the person

## Ineffective Strategies

Refuse to explain details

Answer questions vaguely

Improvisate without advance planning

**Scenario:** It's overtime in the championship game. The other team is winning 2-1. Your team, this player, has one penalty kick. If they miss, you lose.

The coach's primary behavioral tendency is D

The player's primary behavioral tendency is S

- What does this player need from the coach?
- What behavioral tendencies does the coach need to flex?
- How hard will it be for the coach to style-flex to the player's needs?



# DISC is NOT an Excuse or Justification

- The **Communication Profile** is about understanding ourselves better
- The primary leverage you have for improving a relationship is **your own behavior**



- DISC is first and foremost about understanding ourselves better
- A strength overextended may become a weakness
- The DISC profile does not measure personality but acts as an inventory for cataloguing behavioral tendencies
- Each primary tendency, D,I,S,C, has distinct needs that are like air, they cannot breathe when that need is denied

Review



- To identify the styles of other people, ask:
  - Are they more likely to **tell** or more likely to **ask**?
  - Are they more **people-oriented** or **task-oriented**?
- Style flexing is tailoring your behaviors to communicate in the comfort zone of the other
- The primary leverage you have for **improving a relationship** is your own behavior

Review



# Next Steps

**Homework:** Share your profile with someone you trust and get feedback

**Join us for another session!**

**Sign up for E-News**

**"See" you  
at the next  
session!**

