



# PROFESSIONAL DEVELOPMENT LEARNING SERIES



Your  
Partners:

The  
IntuAction  
Coaching  
Team



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to build a better workplace  
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*We support companies by*

- *Empowering leaders and*
- *Developing talent*

# YOUR OBJECTIVES



# BEHAVIORAL STYLES



Understanding your own style,  
as well as others'

# BEHAVIORAL INTELLIGENCE USING **DISC**

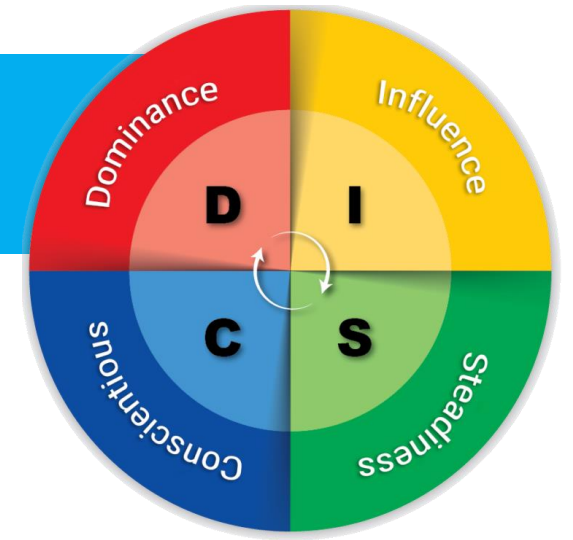
## ***DISC instrument measures 'observable' behavior***

- **DOES** measure “HOW” we behave: walk, talk, shop, drive, play; “HOW” we communicate; “HOW” we approach work and achieving goals
- **DOES NOT** measure WHY we do things: our motivations, life experiences, education, cultural influences, family origins, core psyche
- **YOU CAN** “read” a person’s behavioral design by observing or listening

### **UNIVERSAL LANGUAGE**

*No good or bad; No right or wrong way*

# 4 DIMENSIONS OF NORMAL BEHAVIOR



- **Dominance (D)** -- How we handle problems / challenges
- **Influence (I)** -- How we interact and influence others
- **Steadiness (S)** -- How we handle change and pace
- **Compliance (C)** – How we handle rules set by others

*First DISC Model: William Marston, physiological psychologist*



# BENEFITS OF LEARNING **D I S C**

## Why Bother?

Build **TRUST**

Resolve **CONFLICTS** successfully

Gain **COMMITMENT**

Establish **ACCOUNTABILITY**

Drive **RESULTS**





# DEBRIEFING YOUR DISC STYLE (PG. 4-5)

- Read and personalize
  - ✓ = like you
  - x = not like you
  - ? = not sure
- Underline three statements that best describe you



## General Characteristics

Based on Samuel's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THIS JOB. Use the general characteristics to gain a better understanding of Samuel's natural behavior.

Samuel embraces visions not always seen by others. Samuel's creative mind allows him to see the "big picture." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. Samuel is extremely results-oriented, with a sense of urgency to complete projects quickly. He is deadline-conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Samuel seeks his own solutions to problems. In this way, his independent nature comes into play. He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team.

Samuel will work long hours until a tough problem is solved. After it is solved, Samuel may become bored with any routine work that follows. He likes to make decisions quickly. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility. Samuel is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.



## General Characteristics Continued

Samuel tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinion. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, Samuel's true feelings may emerge. Samuel may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, honest and results-oriented.



# INDIVIDUAL EXERCISE: WHO MATTERS TO YOU?

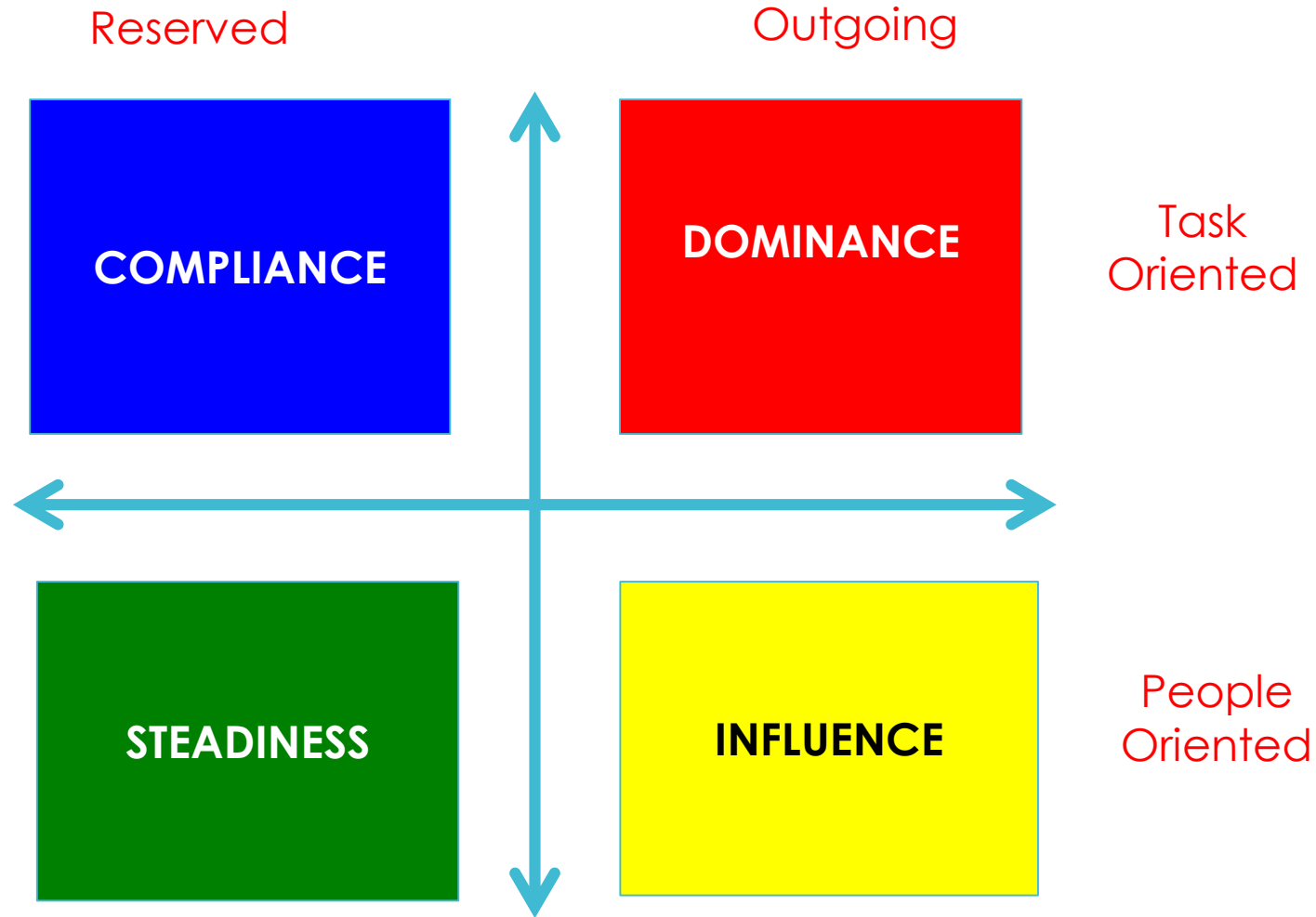
## Write down the name of...

- Significant personal relationship (e.g., spouse, partner, child, best friend)
- Or Important colleague, manager or direct report
- Or Someone you've had a challenge with communicating

# PEOPLE-READING PRACTICE

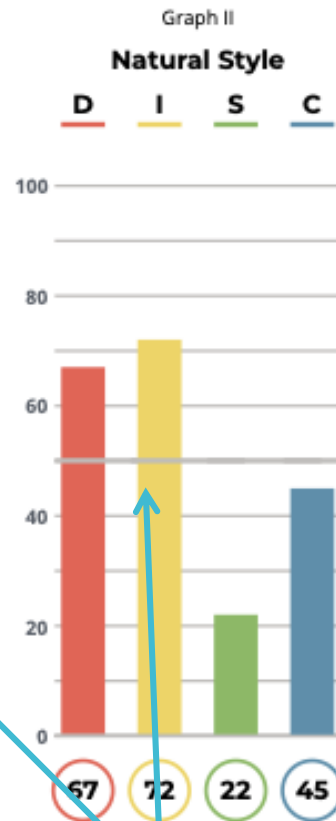
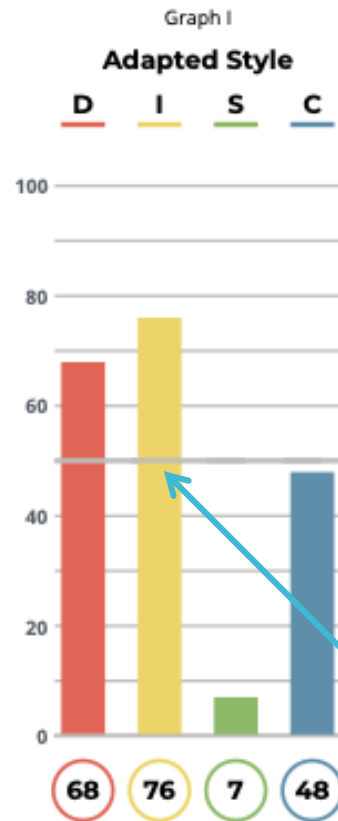
## Two Questions:

1. Are they task-oriented or people-oriented?
2. Are they reserved or outgoing?



# UNDERSTANDING YOUR DISC GRAPH (Pg. 20 or 21)

Graph I = adapted style (at work)



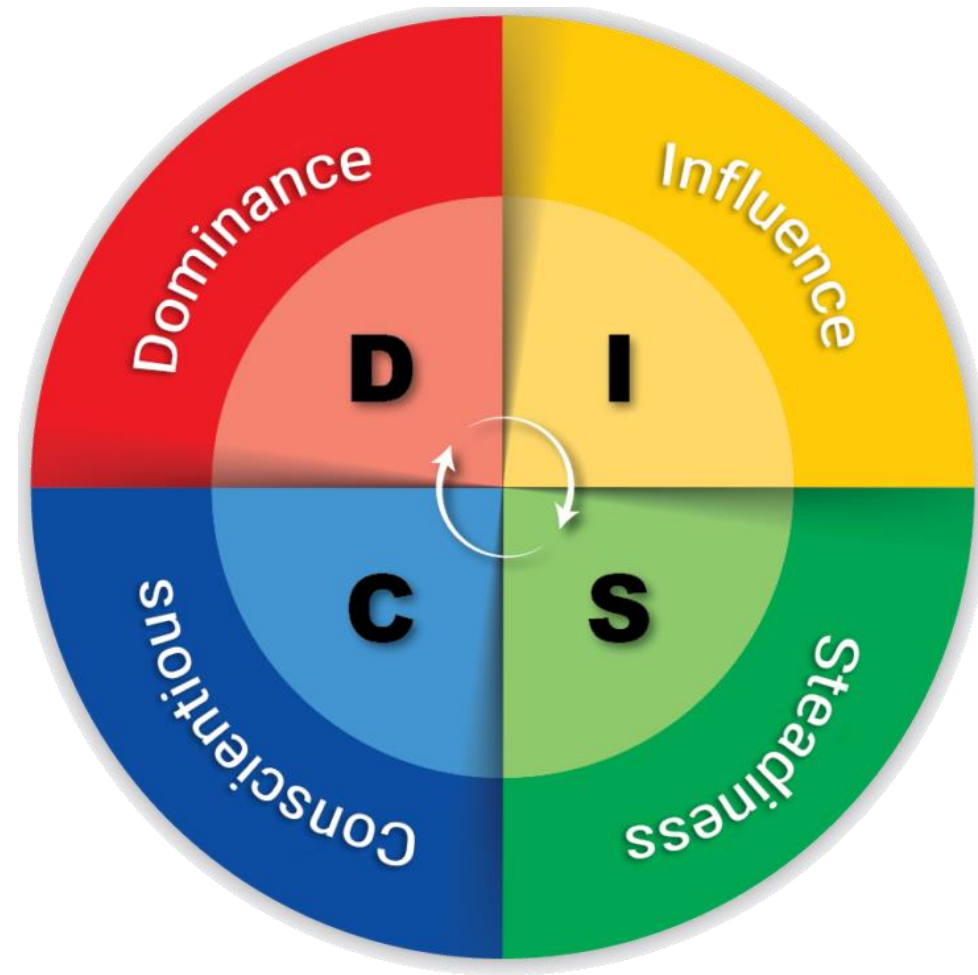
Graph II = natural style (core you)



Calculate the gap

Center line at 50 = Energy Line (Hi/Lo)

# EXPLORING **D I S C** CHARACTERISTICS



# HIGH **D** CHARACTERISTICS

**Direct - Decisive - Determined**

**Primary Emotion:** Anger (Irritated)

**Looking for:** Results

**Priorities:** Taking action, challenging themselves and others

**Motivated by:** Power and authority, competition, winning, success

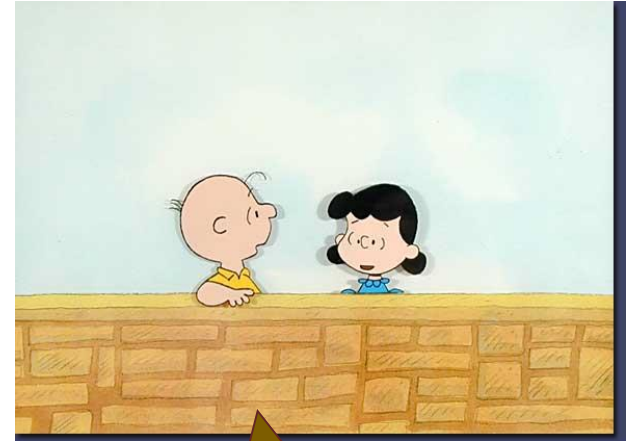


*"I want to  
WIN"*

# LOW **D** CHARACTERISTICS

Cooperative - Conservative - Skeptical

Low D's have a longer fuse



*“ ...ok, but we need to examine the situation first before we go charging in”*

# HIGH | CHARACTERISTICS

Influencing – Interactive - Imaginative

**Primary Emotion:** Optimism

**Looking for:** Experience

**Priorities:** Expressing enthusiasm, taking action, encouraging collaboration

**Motivated by:** Social recognition, group activities, friendly relationships



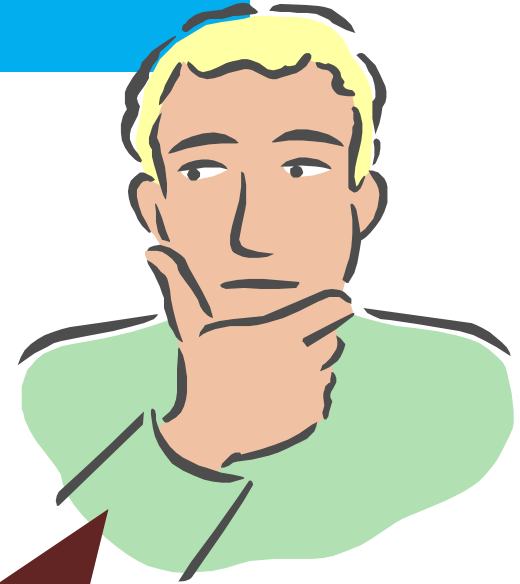
*“Our business is going to explode in the next few years people, I can feel it”*



# LOW | CHARACTERISTICS

Undemonstrative - Logical - Skeptical

- Often seen as reserved
- Can be distrusting



*“Hmmm. that’s nice, but  
can you show me the  
facts to back that up?”*

# HIGH **S** CHARACTERISTICS

Sweet - Stable - Steady



Primary Emotion: Non-emotional/Non-expressive

Looking for: Security

Priorities: Giving support, maintaining stability, enjoying collaboration

Motivated by: Stable environments, sincere appreciation, cooperation, chances to help

*“Great idea, let’s form a team and put together a detailed plan of action”*

# LOW S CHARACTERISTICS

**Flexible - Restless - Impulsive**

- Risk takers
- Multitaskers



*“We don’t have time.  
Let’s roll it out now and  
we can plan as we go”*

# HIGH C CHARACTERISTICS

Calculating – Cautious- Contemplative

Primary Emotion: Fear

Looking for: Information

Priorities: Ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: Opportunities to use expertise or gain knowledge, attention to quality, facts and details



*“We have procedures and rules that are intended to be followed”*

# LOW C CHARACTERISTICS

**Independent – Unconventional - Stubborn**

- Open to innovative approaches
- Can be rule breakers



*“Risk vs. reward...hmm?  
Oh, what the heck.  
You only live once”*

# GROUP STRETCH!



# DESCRIPTORS OF NORMAL BEHAVIOR

Dominance	Influencing	Steadiness	Compliant
Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



# GROUP EXERCISE: BEHAVIOR IMPACT

## **Team up (4-5) according to highest “Adapted” DISC score**

- *Identify a scribe and spokesperson*
- On flipchart, record typical behaviors of people with your style
- Discuss how these behaviors might help or inhibit leadership and/or team effectiveness
  - Put + (plus sign) next to behaviors that effectively contribute
  - Put – (minus sign) next to behaviors that may inhibit
- Discuss how you might leverage this info for driving projects or in team building



# PAIRING EXERCISE: COMMUNICATION

## **Pair up with someone of a different ‘Natural High’ style**

- Describe what type of behavior / communication works for you and why
- Share thoughts about how someone can motivate a person like you
- Discuss how this info may help you motivate someone with a different ‘High’ style

# FINAL PAIRING EXERCISE: SHARE & RECOMMEND

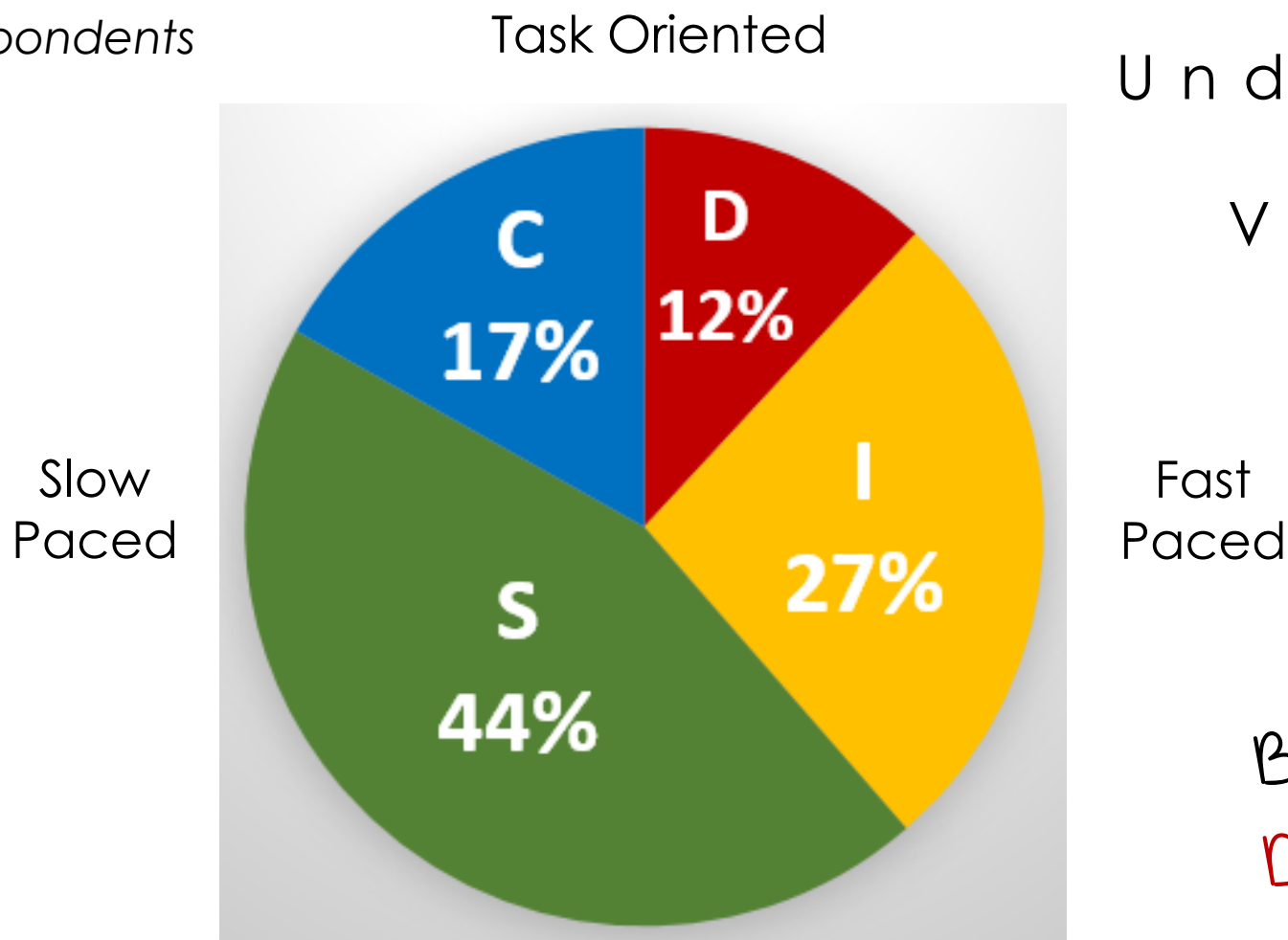
## Pair up with someone of a different 'Natural High' style

- Share the DISC style of person you identified in the **WHO MATTERS TO YOU** exercise
- Recommend 2 techniques your colleague can start and stop doing to improve interactions with that style

HINT: Checkout 'Communication Tips' page in your report

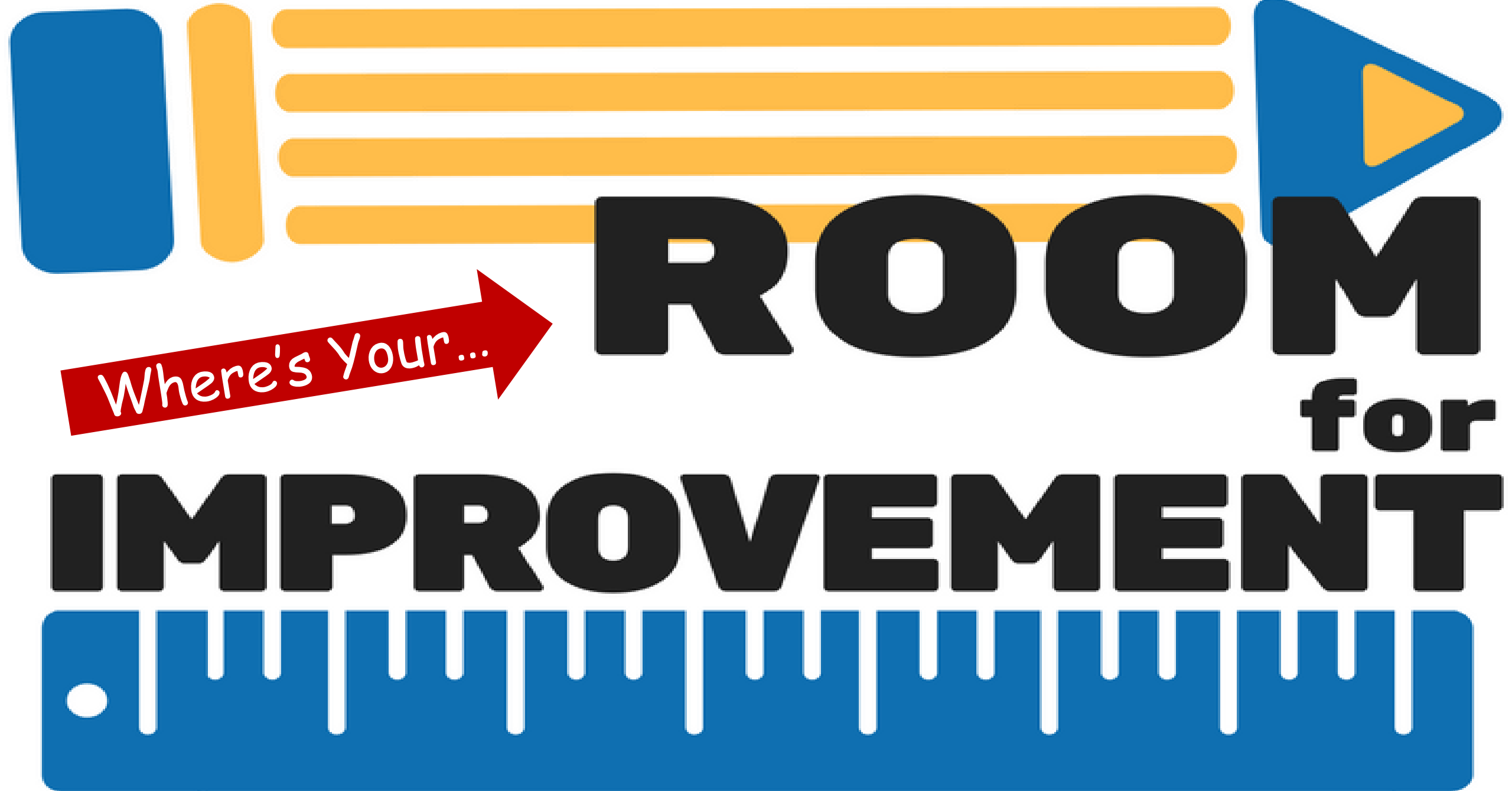
# TEAM DISC INSIGHTS\*

\* Based on 78 Respondents



Understanding  
the  
Value of ...

Behavioral  
Diversity



Where's Your...

**ROOM**

**for**

**IMPROVEMENT**

KEY  
TAKEAWAYS



**The single biggest  
problem in  
communication is the  
illusion that it has  
taken place.**

**George Bernard Shaw**



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