



The DISC Model of Human Behavior Helps People Understand Each Other Better

This article is the first in a series of five that will be published in the upcoming issues of NETconnect.

DISC is a model of human behavior that helps people understand “why they do what they do.” The dimensions of **D**ominance, **I**nfluencing, **S**teadiness and **C**onscientiousness make up the DISC model. This model along with interacting factors describe human behavior.

Effective communication with other people is a primary function of business. By exploring your personality style, you can increase self-awareness and develop an appreciation for the communication and motivational needs of others. The DISC Model of Personality Behavior highlights your strengths and weaknesses. Originally created by Dr. William Marston at Columbia University then researched and updated by Dr. John Geier and Inscape Publishing at the University of Minnesota, the DISC model and its various assessment tools have helped more than 35 million people in over 20 languages during the last 40 years.

Organizations use DISC assessment tools in their training and coaching efforts as a performance improvement strategy. The most important benefit of the DISC model results from helping individuals understand themselves and others better. Organizations then utilize the DISC model to achieve the following outcomes:

- Improve collaboration and reduce conflict;
- Build results-producing teams; and
- Develop effective coaches and managers.



Knowing a person's core behavioral style will enable you to help predict how a person will behave in a one-on-one situation and on a team. It will also dramatically improve your ability to communicate with each person.

The DISC model of observable human behavior categorizes behaviors into four groups:

- **Dominance:** How we deal with challenges and problems.
- **Influence:** How we influence people toward our own thinking.
- **Steadiness:** How we respond to the pace of the environment.
- **Compliance:** How to deal with rules and procedures set by others.

All people use some combination of these behaviors to create the results they want. Some behaviors create specific results more effectively than others do.

DISC does not define right or wrong behaviors. It merely helps reveal how individuals instinctively prefer to behave when confronted with conflict or challenged by the environment; how they prefer to show their emotions, react to change, or accommodate other people or situations.



DISC Styles "D" Dominant Driver

People with Type D Personality Traits Have a Direct and Decisive Nature

This article is the second in a series of five that will be published in the upcoming issues of *NETconnect*. The last issue of *NETconnect* included the first in a series of five articles describing the DISC model of human behavior. The DISC model of observable human behavior categorizes behaviors into four groups:

- **Dominance:** How we deal with challenges and problems.
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All people use some combination of these behaviors to create the results they want. Some behaviors produce specific results more effectively than others do.

Remember, though, DISC does not define right or wrong behaviors. It merely helps reveal how individuals instinctively prefer to behave when confronted with conflict or challenged by the environment, how they prefer to show their emotions, react to change or accommodate other people or situations. This issue of *NETconnect* will focus on the "Dominance" behavior group. Individuals with type D personalities have a direct and decisive nature. Typically, they are problem solvers and risk takers. Type D personalities share other general characteristics, as well. People typically perceive people with type D personalities as daring, forceful, innovative, blunt, competitive, strong-willed, bold, results-oriented, domineering, aggressive, strong ego strength, challenge-oriented, persistent, inquisitive, demanding, impatient, authoritative, adventuresome, responsible, risk-taker, power, self-starter and need to be in charge. Once you have determined that you may be dealing with someone with a type D personality, you can take a variety of actions to make the overall interaction a



positive experience. For example, always remain brief, direct and to the point. Ask “what” not “how” questions. Focus on business (remember they want results). Suggest ways that will enable him/her to achieve results, maintain control and solve problems. Highlight logical benefits of featured ideas and approaches. When communicating with a type D person, try to avoid rambling or repeating yourself. Focus on problems and avoid being too sociable. Stay away from making generalizations and statements without support. Always keep the conversation focused on the task at hand.

When working in a team situation, type D personalities possess positive traits that can add to the success of the group. They are typically autocratic managers — great in crisis. They help the rest of the group maintain focus on goals and provide direction and leadership. Their self-reliance helps the group achieve goals and get results, usually in an innovative manner.

Individuals with type D personalities help push the group toward decisions and will not hesitate to speak out. They are generally optimistic and welcome challenges without fear. Finally, they usually have the ability to see the big picture and accept risk. They work well with heavy workloads and can handle multiple projects.

Now that you have read about the different characteristics of a type D personality, you may have determined that you fit into this category. As with most things, we have always room for improvement within ourselves. For example, people with type D personalities can often benefit from working to become an “active” listener and striving to remain attentive to other team members’ ideas until everyone reaches a consensus. The type D person can also achieve greater results by seeking to become less controlling and domineering and developing a greater appreciation for the opinions, feelings and desires of others.



People in this category can also achieve personal growth by putting more energy into personal relationships, showing support for other team members, and taking time to explain the “whys” of statements and proposals. Finally, the type D person should place a great deal of emphasis on becoming friendlier and more approachable.



DISC Styles "I" Influencer Expressive

People With Type I Personality Traits Project Optimism and Need Interaction

This article is the third in a series of five, which will continue in the next two issues of *NETconnect*. This series of articles describe the DISC model of human behavior. This model categorizes typical forms of behavior into four groups:

- **Dominance:** How we deal with challenges and problems.
- **Influence:** How we influence people toward our own thinking.
- **Steadiness:** How we respond to the pace of the environment.
- **Compliance:** How we deal with rules and procedures set by others.

All people use some combination of these behaviors to get what they want. Of course, some behaviors produce specific results more effectively than others.

Please remember, however, that DISC does not define right or wrong behaviors. The model simply helps to reveal how individuals instinctively behave when confronted with conflict or challenged by the environment, how they prefer to show their emotions, react to change, or accommodate other people or situations. This issue of *NETconnect* will focus on the "Influence" behavior group. Individuals with Type I personalities typically have an optimistic outlook on life. Descriptions of people in this category usually include words like "enthusiastic," "outgoing," "popular," "gregarious," "personable," "sociable" and "trusting." Type I people crave interaction with others and tend to have long conversations characterized by numerous variations in tone. Similarly, they tend to write wordy letters.

When communicating with a Type I person, you can take a variety of actions to ensure a positive experience for all concerned. First, allow for a certain amount of social talk in any conversation. You should also focus on the big picture and put



details in writing, because people with Type I personalities are often inattentive to detail. Typically, a friendly, enthusiastic and persuasive tone of voice will usually put a Type I person at ease. Smiling and making expressive gestures will also help you communicate effectively with these individuals. At the same time, try as hard as possible to minimize any skepticism or negativity from creeping into a conversation. These emotions make Type I people uncomfortable, as does any hint of social rejection. Deep down, Type I people share a greater need to be liked and receive recognition than their counterparts in other behavior categories. When working in a group situation, Type I people can contribute to the success of an effort in a variety of ways. Their enthusiasm enables them to motivate colleagues toward a mutual goal. They have natural skills in creative problem solving, negotiating whatever conflicts arise, and making people feel welcomed or included. Most Type I people also possess a positive sense of humor that can prove invaluable in stressful situations. Having read this description, you may have decided that you fit into the Type I category of behavior. If so, you may also find yourself wondering if you have any avenues of self improvement. After all, we can always find ways to improve ourselves, right? People with Type I personalities can often benefit from working to focus more on the details involved with a project. When organizing a presentation, a Type I person can achieve better results by striving to organize ideas in as logical an order as possible and avoid excessive wordiness. Type I people in positions of authority should also make a special effort to delegate appropriately and provide proper instructions, and avoid overestimating their ability to influence the behavior of others.

In addition, Type I people can frequently benefit by evaluating and improving the ways they make plans and use time. Finally, people with Type I personalities also have to work harder to avoid acting on impulse than most other people.



DISC Styles “S” Steady

People with Type S Personality Traits Have an Amiable Nature and Relate Well to Others

This article is the fourth in a series of five published in *NETconnect*.

The last issue of *NETconnect* included the third in a series of five articles describing the DISC model of human behavior. The DISC model of observable human behavior categorizes behaviors into

four groups:

- **Dominance:** How we deal with challenges and problems.
- **Influence:** How we influence people toward our own thinking.
- **Steadiness:** How we respond to the pace of the environment.
- **Compliance:** How to deal with rules and procedures set by others. All people use some combination of

these behaviors to create the results they want. Some behaviors produce specific results more effectively than others do. Please remember, though, DISC does not define right or wrong behaviors. It merely helps reveal how individuals instructively prefer to behave when confronted with conflict or challenged by the environment; how they prefer to show their emotions, react to change or accommodate other people or situations.

This issue of *NETconnect* focuses on people whose behavior falls into the Steady category. Individuals with type S personalities do not typically display a great deal of emotions, but have a strong sense of loyalty and a need to serve others.



Steady people share other general characteristics as well. People usually perceive people with type S personalities as relaxed, understanding, dependable, friendly, deliberate, stable and sincere. Some view Steady people as passive, predictable, mild or undemonstrative.

Most often, though, coworkers refer to type S people as “team players.” Steady people tend to write long, informational letters and have “homey” offices. They operate at a relaxed pace, make decisions at a more deliberative pace, follow the rules and dislike change or conflict. Type S individuals will also usually listen before talking.

Steady people also have an unusually high level of patience and persistence, which enables them to work steadily at a task until it is achieved. As a result, they have the capability of dealing with laborious tasks that many other people would lack the patience to complete.

When communicating with a Steady person, remember that they are more people-oriented than task-oriented. So start with a personal comment to break the ice before rushing on to business matters. You should also remain patient, listen carefully and be responsive rather than trying to force a quick response to your objectives. If you do need a decision from someone with a type S personality, give them time to think and provide them information rather than try forcing a quick decision.

In addition, personal assurances and guarantees also mean a great deal to Steady people, but never promise something you can't deliver. Individuals with type S personalities also tend to take things very personally. So expect hurt feelings if a situation personally impacts a Steady person, and don't mistake a willingness to go along for satisfaction. As previously mentioned, when working in a team situation, people with type S personalities possess positive traits that can contribute to the success of their group or organization. They radiate dependability and have a calming and stabilizing influence on those around them.



Steady people typically prefer working behind the scenes to ensure the success of the group. Unfortunately, because people with type S personalities dislike conflict, they can sometimes allow themselves to become overburdened by agreeing to the impossible rather than risking confrontation. Their fear of criticism can also prompt some Steady people to be too hard on themselves so that they can head off critical input from others.

If you have determined that you fit into this category, you're in good company. Famous examples of people with type S personalities include Barbara Bush, Mother Teresa, Walter Payton, Tom Brokaw, Hugh Downs, Martina Navratilova, Gandhi and John Denver.

Of course, we can always find opportunities for improvement within ourselves. People with type S personalities can often benefit by working to become more assertive and more comfortable with change. A type S person can also benefit from tapping into their reservoir of patience when dealing with more dominant personalities that are more task-oriented than people-oriented.

Understanding that abruptness or lack of interaction at a personal level should not be taken personally will help Steady people avoid hurt feelings in many situations. Finally, people with type S personalities should remember that the DISC model of observable human behavior merely categorizes different behaviors into the categories of Dominance, Influence, Steadiness and Compliance. The model does not identify "right" or "wrong" behaviors. But, categorizing them in this way helps people understand how different individuals respond to conditions, changes or challenges within their environment.

In the next issue of *NETconnect*, we will examine the characteristics of individuals whose personalities fall into the Compliance category.



DISC Styles "C" Compliance

People With Type C Personality Traits Have an Analytical Nature

This article is the last in a series of five published in *NETconnect*.

The last four issues of *NETconnect* have included a series of articles describing the DISC model of human behavior. The DISC model of observable human behavior categorizes behaviors into four groups:

- **Dominance:** How we deal with challenges and problems.
- **Influence:** How we influence people toward our own thinking.
- **Steadiness:** How we respond to the pace of the environment.
- **Compliance:** How to deal with rules and procedures set by others. While DISC does not define right or wrong behaviors, the model does help to reveal how individuals typically prefer to behave when confronted with conflict or are challenged by the environment; how they prefer to show their emotions, react to change or accommodate other people or situations. All people use some combination of these behaviors to create the results they want. Some behaviors produce specific results more effectively than others do.

This issue of *NETconnect* focuses on people whose behavior falls into the Compliance category. Individuals with Type C personalities tend to think in precise, analytical terms. As a result, they feel most comfortable in structured settings where they can follow a clear set of procedures. Their attention to detail makes them great at occupations that involve quality control, systems development and research. Type C people don't usually engage in small talk. As a result, people often perceive them as introverted when, in fact, they are simply more task-oriented than people-oriented. People with Type C personality also tend to communicate with the fewest words possible. They write letters and make phone calls that are brief and to the point. But won't hesitate to criticize or ask questions when the situation warrants. When communicating with a Type C person, remember that they are more task-oriented than people-oriented. So,



keep chit chat to a minimum and quickly get to the point. If you need a decision from someone with a Type C personality, provide them with as much background information and data as possible. You should also factor additional time into the decision-making process, as Type C people typically take longer to weigh all the facts and figures before making any type of change.

As previously mentioned, when working in a team situation, people with Type C personalities possess positive traits that can contribute to the success of their group or organization. They typically have extremely high standards and carefully follow rules. They also think objectively and take a conscientious approach to their responsibilities. Yet people with Type C personalities may also hesitate to proceed without precedent. In addition, they sometimes tend to overanalyze or attempt to consider too much information, which makes them especially susceptible to “analysis paralysis.”

Because people with Type C personalities dislike controversy, they will sometimes yield to avoid conflict and internalize their feelings. Type C people often react defensively when faced with criticism, as well. Finally, they may have trouble working with people who have

Type D or I personalities, although they usually get along very well with those who have Type S or C personalities. In the workplace, Type C people respond best to a leader or supervisor who provides reassurance, establishes detailed operating procedures and listens to suggestions. They also feel more comfortable working for organizations that provide them with the resources they need to “do the job right.” If you have determined that you fit into this category, you’re in good company. Famous examples of people with Type C personalities include Nancy Kerrigan, Ted Koppel, Monica Seles, Jack Nicklaus, Spike Lee, Clint Eastwood and Diane Sawyer.

Of course, we can always find opportunities for improvement within ourselves.

People with Type C personalities can often benefit by working on their diplomatic



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and communications skills. Resisting the temptation to overanalyze problems or internalize feelings when controversies arise can also help Type C people deal with the everyday rigors of the working world. Those with Type C personalities should also work on accepting the fact that total support may not always be possible, and realizing that adopting a more optimistic attitude will enable them to achieve greater success.

For further information check-out these resources:

<http://www.internalchange.com/>

<http://www.mydiscprofile.com/>