

Understanding Behaviour and How it Impacts Performance



The Universal Language of DISC Theory

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Successful managers and leaders understand themselves and how their behaviour affects others. Successful managers know how to maximize what they do well and let other people do what they don't do well. Successful managers adapt their behaviour to be more in "tune" with the individuals and teams they work with. The universal language of DISC theory will help define your leadership style and how you can use that understanding to be a more effective manager and leader.

I believe we are born with a particular "Style," a particular way of behaving, and that style influences how we communicate and interact with others. It affects how we manage and how we like to be managed.

Draw a circle around the group of words you identify *Most* with. Do you relate more with Group A, B, C or D?

Group A	Group C
Demanding	Status Quo
Direct	Steady
Decisive	Supportive
Group B	Group D
Interactive	Contemplative
Inspirational	Conscientious
Interested in People	Correct

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Worth Remembering ...

"A common core of personal and social abilities has proven to be the key ingredient in people's success – Emotional Intelligence" – Daniel Goleman

DISC Theory

Having an understanding of yourself and studying the behaviour of others allows you to improve your performance in relationships both at work and at home. Your technical ability alone does not guarantee success. According to Daniel Goleman, Professor/Author of "Working with Emotional Intelligence," EQ now plays a more pivotal role in determining your overall success. Performance improvement is achieved by gaining knowledge of your behaviour and increasing your willingness to adapt how you interact with and respond to others. If you can modify your behaviour and communicate and interact with others in a way they like, they will be more receptive.

The language of DISC is based on Dr. William Marston's (1893-1947) two-axis, four-dimensional model. His epic book, "Emotions of Normal People," first published in 1928, explained how such needs-driven behaviour could be understood as four distinct behaviour styles. Dr. Marston believed that we look upon our environment as either favourable or unfavourable, and this view contributes to how we react to the environment around us.

Behavioural assessments are not new. Personality research dates back to Hippocrates in 400BC. Hippocrates believed we each have our own natural, perfect, unchangeable personality type. He believed that while we each have the same factors comprising our personalities, four distinct behaviour styles emerge. Carl Jung (1875 – 1961) expanded on this four-factor analysis when he published Psychological Types in 1929. Jung believed that people could be characterized using two mental functions (Thinking – Feeling) and (Extraversion – Introversion). The Myers-Brigg Type Indicator, developed by the mother-daughter team of Myers and Briggs, is based on Dr. Jung's theories.

DISC was developed by Dr. William Marston. To find out more about DISC Theory and how it can help you lead others more effectively contact Brian Smith – Power Link Dynamics. brian@briansmithpld.com

DISC Dimensions of Behaviour

Which group did you circle?

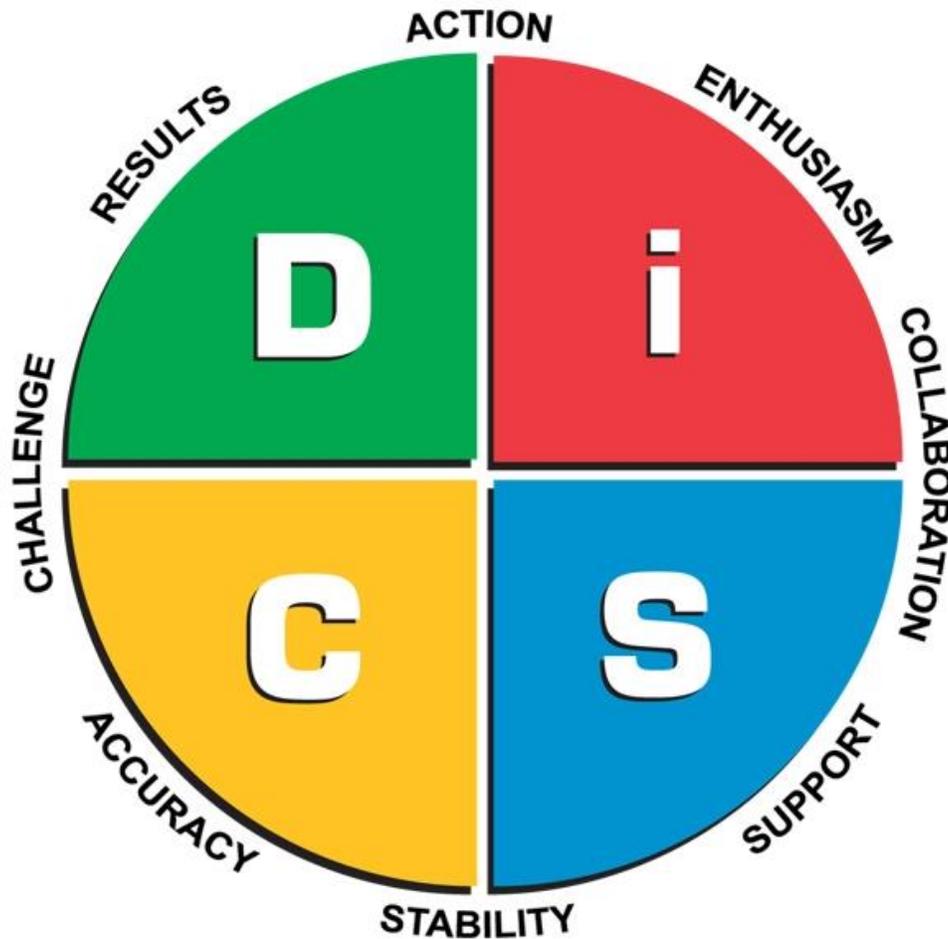
Group A: If you identified most with the words listed in Group A, the ***Dominant*** Style of behaviour is most like you. Dominant behaviour is characterized by quickly speaking directly or "bluntly" and "cutting to the chase." These are the quick decision-makers and forceful drivers. They like to be in charge and lead the charge. Their value to the organization is making quick decisions, taking risks and moving forward.

Group B: If you identified most with the words listed in Group B, the ***Interactive/Interpersonal*** Style of behaviour is most like you. Interactive/Interpersonal behaviour is characterized by enthusiastic and optimistic individuals who are generally articulate and or smooth. They love being around people and excel at building collaborative teams. Their value to the organization is presenting information, sales and motivating others.

Group C: If you identified most with the words listed in Group C, the ***Steadiness*** Style of behaviour is most like you. Steadiness behaviour is characterized by genuineness, friendliness, and supportiveness. They perform best in a predictable environment. Their value to the organization is building relationships of trust, following directions, staying within the guidelines, and following procedures.

Group D: If you identified most with the words listed in Group D, the ***Conscientious*** Style of behaviour is most like you. Conscientious behaviour is characterized by analytical or logic. The individual evaluates information to arrive at correct decisions and performs tasks thoroughly. Conscientious persons would prefer to work alone. Their value to the organization is setting standards, ensuring accuracy, quality and analyzing information.

DISC Theory Model



Dominant: Great at keeping people focused and on task.

Interactive/Interpersonal: Great communicators; they love being around people.

Steady: Great team player, very loyal to the organization.

Conscientious: Great planners excel at conducting research and analysis.

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Worth Remembering ...

"Whatever the circumstances of your life, the understanding of type can make your perceptions clearer, your judgements sounder, and your life closer to your heart's desire." – Isabel Myers Briggs

Here are some guidelines for understanding and working with others.

- There are no good or bad styles.
- All styles have strengths and areas of opportunity for improvement.
- All styles can be more or less effective depending on how you can modify your behaviour to meet the needs of others.
- Everyone is a mixture of styles. We all have what I refer to as *Primary* and *Secondary* traits. However, we are a combination of all four types.

Keys to Relating to D's – Dominant Style

High D's want others to be direct, straightforward, and open to their needs for results.

Be Sure To:

- Make communication brief and to the point
- Respect their need for autonomy
- Be clear about rules and expectations
- Let them lead/initiate
- Show your competence – share what you know – don't make it up
- Stick to the topic – don't waste their time

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- Show independence – show that you can't be intimidated or bullied
- Eliminate time wasters – redundancy

Be Prepared For:

- Blunt, demanding approaches
- Lack of empathy
- Lack of sensitivity
- Very little social interaction

Keys for Relating to I's – Interpersonal/Interactive Style

High I's want others to be friendly, emotionally honest and recognize their contributions to the success of the department or organization.

Be Sure To:

- Approach them informally
- Be relaxed and friendly
- Let them verbalize thoughts and feelings
- Keep the conversation light
- Provide written details
- Give public recognition for their accomplishments
- Use humour

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Be Prepared For:

- Attempts to persuade or influence others
- A need for the spotlight
- Overestimation of themselves and others
- Overselling their ideas
- Vulnerability to perceived rejection

Keys for Relating to S's – Steadiness Style

High S's want others to be relaxed, agreeable, cooperative and appreciative.

Be Sure To:

- Be systematic in your approach
- Provide a consistent and secure environment
- Let them know how you want things done
- Use sincere appreciation for the work they do and how they do it
- Show their importance to the organization
- Let them adapt slowly to change

Be Prepared For:

- Friendliness to colleagues and supervisors
- Resistance to change
- Difficulty in identifying priorities
- Problem with deadlines and managing their time

Keys to Relating to C's – Conscientious Style

High C's want others to minimize socializing, give accurate details, stick to the facts and leave their emotions out of it.

Be Sure To:

- Provide clear expectations and deadlines
- Show dependability
- Demonstrate loyalty
- Be discreet and emotionally reserved
- Allow precedent to be a guide
- Be precise and focused and stay on point
- Value high standards

Be Prepared For:

- Discomfort with ambiguity
- Resistance to vague or general information.
- The desire for them to double-check theirs and your work
- Little need for affiliation with others

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Guide for Coaches and Managers



Worth Remembering ...

"The task of an executive is not to change human beings. The task is to multiply performance capacity of the whole by putting to use whatever strength, whatever health, whatever aspiration there is in individuals." – Peter F. Drucker

Keys for Working Effectively with D's

Someone with a High D Style may want:

- Power and authority
- Prestige
- Challenges
- Results
- Knowledge of the bottom line
- Control of a broad scope of operations
- Direct answers

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- Freedom from controls, supervision and detail
- Many new and varied activities

Through mentoring or coaching, you can help D's learn to:

- Identify with others
- Focus on intrinsic rewards
- Pace themselves and relax
- Focus on expected results
- See things from another person's point of view.
- Be aware of existing rules and sanctions
- Be more logical and systematic in their approach

Keys for Working Effectively with I's

Someone with a High I Style may want:

- Popularity and social recognition
- Rewards – not necessarily money
- Public recognition of their abilities
- Lively conversation
- Casual/friendly relationships
- Freedom from control and detail
- Friendly co-workers

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Through mentoring and coaching, you can help I's learn to:

- Control their time
- Be objective
- Emphasize profits
- Be organized
- Control their emotions
- Prioritize tasks
- Analyze data and procedures and present information with precision.

Keys for Working Effectively with S's

Someone with a High S Style may want:

- Maintain the status quo
- Job security
- Friendly calm relationships
- Be sincere
- Time to adjust to change
- Genuine appreciation but not necessarily in public
- Recognition for service
- Opportunities to specialize

Through mentoring or coaching, you can help S's learn by:

- Be open to change
- Be self-affirming
- Self-disclosure accomplishments

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- Use shortcuts
- Gain effective presentation skills
- Believe their accomplishments are worthwhile and contribute to the success of the department and organization

Keys for Working Effectively with C's

Someone with a High C Style may want:

- Clearly defined expectations
- Limited exposure to others – prefer to work alone
- A reserved / business-like environment
- To use references for verification
- Opportunities to demonstrate their expertise
- To avoid sudden changes based on emotion
- Personal autonomy
- To focus attention on personal objectives
- Selective involvement

Through mentoring and coaching, you can help C's learn to:

- Assess limits realistically
- Use intuitive abilities
- Tolerate conflict
- Ask for help
- Appreciate other's explanations
- Participate in groups
- Tolerate ambiguity

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Worth Remembering ...

"Everything that irritates us about others can lead us to a better understanding of ourselves." – Dr. Carl Jung

Thoughts & Ideas Worth Exploring

- Take a moment and reflect on what you have read. How will you adapt your behaviour to be more in sync when working with someone who has a different style?

Dominant _____

Interactive _____

Steadiness _____

Conscientious _____

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- If you had to pick one thing in this section that will help you manage and lead others more effectively, what would that be?

We are not born knowing how to manage and lead others. It is a learned behaviour. To score a Full DISC Behavioural Assessment and learn more about the Universal Language of DISC Theory and how it can help you become a more effective manager or leader, contact Brian Smith at brian@briansmithpld.com. You'll be glad you did.



Brian Smith, management consultant, corporate trainer and keynote speaker, specializes in soft skills training and leadership development. He has been recognized as one of the Top 200 Biggest Voices on Leadership. Are you looking for a keynote speaker, planning a lunch-n-learn or training session? Contact Brian. He will work with you to ensure that your event is an overwhelming success. All four of Brian's published books are available for purchase on Amazon in print and e-reader formats. To find out more about Brian and what he can do for you and your organization, visit – <https://briansmithpld.com>