

DiSC For Acting

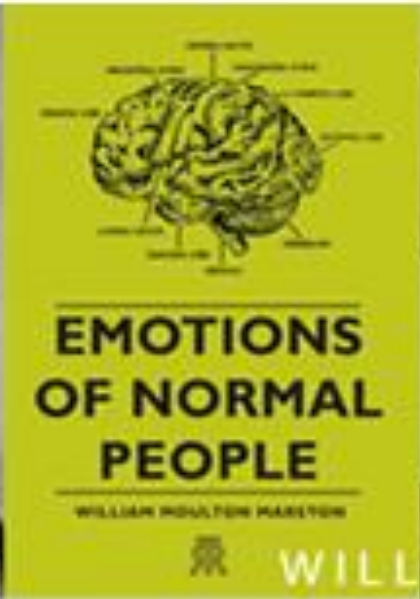
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BACKGROUND

William Moulton Marston



DISC is the four-quadrant behavioral model based on the work of William Moulton Marston Ph.D. in 1920, to examine the behavior of individuals in their environment or within a specific situation.



WILLIAM MOULTON MARSTON

WHAT DiSC Shows

Four aspects of observable human behavior

D factor “**Dominance**” How one handles **problems and challenges**

I Factor “**Influence**” How one handles **people and influences others**

S Factor “**Steadiness**” What one prefers in **work environment, change and pace**

C Factor “**Compliance**” How one deals with **rules and procedures set by others**

Why Disc Matters

Style dictates our body language, pace, word choice and task or people preference

“ If I know your style, I can match my style to yours for better communication”

Dominance

influence



Compliance

Steadiness

'DiSC Behavioral Families'

'D' (Dominance) Drive

Developer (D)
Creative (D & C)
Result Oriented (D / i)
Inspirational (D & i)

People with this preference are goal-oriented focused, get things done! They expect results.

'C' (Compliance) Drive

Objective Thinker (C)
Perfectionist (C & S)
Practitioner (C / S / I)

People with this preference value accuracy, thoroughness, and planning. They are meticulous. They expect quality.

'i' (Influencing) Drive

Promoter (i)
Persuader (i / D)
Counselor (i / S)
Appraiser (i / C)

People with this preference are persuasive, enthusiastic, and generate ideas. They value progress, and expect flexibility.

'S' (Steadiness) Drive

Specialist (S)
Agent (S / i)
Achiever (S & D)
Investigator (S & C)

People with this preference are supportive, patient, loyal. They value consistency and expect cooperation.

Everyone has some of the four quadrants, but most people have a clear preference for a primary and a secondary quadrant. There is no 'best' profile...all the styles can be successful. Research evidence supports the conclusion that the most effective people are those who know themselves, recognize what's needed and adapt to the situation.

Dominance

- “Big Picture
- Goals/Outcomes
- Asks who & what Q’s
- Future

influence

- Strong Personality – verbal
- Risk/Change
- Think Non-Linear
- Fast Pace/Multi-Task

BUILDERS

Control

- Decisive
- Focused
- Sense of urgency

Persuade

- New/variety
- Enthusiasm
- Fun
- Flexible

Asks ?’s

- Certainty
- Accuracy
- Rules

Support

- Implement
- Stability
- Values cooperation

RELATIONSHIP Oriented

- Informal/collaborators
- Feedback – Others
- Want to know:
- *“Who are you as a person... ‘character’”*

TASK Oriented

- Formal/Individual Contributors
- Feedback – Self
- Want to know:
- *“What can you do ... ‘competence’”*

Compliance

- Details/Planning
- Process Oriented
- Asks How & Why Q’s
- Present/Past
- Listen/Watch

CARETAKERS

Steadiness

- Easy Going/Reserved
- Security/Stability
- Think Linear
- Moderate Pace/ Single Task

D

Dominant Controller



Fast pace
Sense of urgency
Decisive

Strong Personality

Goal oriented
Likes being in charge
Can be competitive

When Communicating w/High D's

DO THESE...

- ~Be clear & to the point
- ~Start with 'the bottom line'
- ~Stick to the subject
- ~Be logical in presenting facts
- ~Provide options
- ~Ask pertinent questions
- ~Establish a time frame
- ~Remember that the personal relationship is less important than the task
- ~Use bullet points, concise written info

LIMIT THESE...

- ~Be overly friendly
- ~Generalize
- ~Talk too much
- ~Repeat yourself
- ~Make unsupportable statements
- ~Be loud or boisterous
- ~Get emotional
- ~Go off on tangents

High D's Result

i

influencing Promoter



Quick pace

Gregarious

Stimulating

Loses track of time

Spontaneous

Involvement oriented

Risk taker

Dramatic opinions & actions

Enthusiastic

Likes variety & change

When Communicating w/High i's

DO THESE...

- ~Be open, warm & friendly
- ~Concentrate on people aspect
- ~Take time, socialize
- ~Keep on track--diplomatically
- ~Encourage and support enthusiasm
- ~Be sure decision is made
- ~Listen attentively
- ~Give regular feedback

LIMIT THESE...

- ~Be restrictive of their time
- ~Show 'cold' manner
- ~Do all the talking
- ~Jump to facts too quickly
- ~Be brusque
- ~Restrict suggestions

High I's Progress

S

Steadfast Supporter



Works methodically
Warm & friendly
Supportive
Prefers first names
Great listener

Asks many questions
Wants stability
Relationship oriented
Shares personal feelings
and emotions

When Communicating w/High S's

DO THESE...

- ~Be sincere
- ~Give warm, personal comments
- ~Ask questions, listen attentively
- ~Discuss vs. dictate
- ~Make the climate comfortable
- ~Find common ground
- ~Give assurance
- ~Keep communication low key
- ~Remember that the personal relationship is more important than tasks
- ~ Give regular feedback

LIMIT THESE...

- ~Be overpowering
- ~Demand or dominate
- ~Push ideas too aggressively
- ~State too many facts
- ~Ask 'closed' questions
- ~Make communication one way
- ~Tell them what to do

High S's Teamwork

C

Cautious Analytical



Cautious pace
Seeks facts & data
Time disciplined
'Show me' attitude
Precise

Structured & organized
Likes problem-solving
Wants consistency
Asks specific questions
about specific details

When Communicating w/High C's

DO THESE...

- ~Take your time
- ~Have all the facts
- ~Stick to the facts
- ~Be organized
- ~Think 'professional' for presentations
- ~Be thorough
- ~Avoid gimmicks
- ~Concentrate on specifics
- ~Plant 'seeds'
- ~Establish a time frame

LIMIT THESE...

- ~Generalize about details
- ~Be vague
- ~Be casual
- ~Waste time on casual conversation
- ~Jump around from one point to another
- ~Jump to bottom line too quickly
- ~Force a decision on important issues
- ~Interrupt without asking permission
- ~Assume they will trust quickly
- ~Be too familiar

7

High C's Quality

Behavioral Styles

	Wants to Know	Wants to Feel	Fears
Dominant Controller	Bottom-Line Results	In Control	Being Taken Advantage of
influencing Promoter	Their Efforts Will Be Recognized	Excited	Loss of Social Recognition
Steadfast Supporter	Impact on People	Included	Confrontation Change
Compliance Analytical	Facts Data	Certain	Irrational Acts Antagonism

Dominant

Formal

Informal

Dominant Controller

Characteristics

Take Charge
Decisive
Results Focused
Determined

Potential Liabilities

Impatient
Inflexible
Insensitive
Autocratic

Influencing Promoter

Characteristics

Stimulating
Inspirational
Idea Generator
Energetic

Potential Liabilities

Impulsive
Poor Follow Through
Too Much At Once
Poor Planning

Compliance Analytical

Characteristics

Thorough
Organized
Rational
Good Planner

Potential Liabilities

Indecisive
Too Detailed
Not A Risk Taker
Overly Serious

Steadfast Supporter

Characteristics

Team Player
Consensus Builder
Team Builder
Relationship-Oriented

Potential Liabilities

Too Agreeable
Avoids Conflict
Not Confronting Enough
Not Demanding Enough

Easy Going

Behavioral Styles

	D	i	S	C
<i>Factors</i>	Dominant Controller	influencing Promoter	Steadfast Supporter	Cautious Analytical
<i>How to recognize</i>	They like their own way; decisive, strong points of view	They get excited	They like positive attention, to be helpful and to be regarded warmly	They seek a lot of data, ask many questions, behave methodically and systematically.
<i>Tends to ask</i>	What? (The results oriented question)	Who? (The personal question)	Why? (The personal non-goal question)	How? (The technical analytical question.)
<i>What they dislike</i>	Someone wasting their time, trying to decide for them.	Boring explanations, wasting time with too many facts	Rejection, treated impersonally, uncaring and unfeeling attitudes.	Making an error, being unprepared, spontaneity.
<i>Reacts to pressure & tension by</i>	Taking charge, taking more control.	"Selling" their ideas or becoming argumentative.	Becoming silent, withdraws, introspective.	Seeking more data and information.
<i>Best way to deal with</i>	Let them be in charge.	Get excited with them. Show emotion.	Be supportive; show you care.	Provide lots of data and information.
<i>Likes to be measured by</i>	Results, goal-oriented	Applause, feedback, recognition	Friends. Close relationships.	Activity and busyness that's leads to results
<i>Must be allowed to</i>	Get into a competitive situation. Likes to win.	Get ahead quickly. Likes challenges.	Relax, feel, care, know you care.	Make decisions at own pace, not cornered and pressured.
<i>Will improve with</i>	A position that requires cooperation with others.	Recognition and some structure within which to reach to goals.	A structure of goals and methods for achieving each goal.	Interpersonal communication skills.
<i>Likes to save</i>	Time. They like to be efficient, get things done now!	Effort. They rely heavily on hunches. Intuition, feelings.	Relationships. Friendship means a lot to them.	Face. They hate to make an error, be wrong or caught without enough information.
<i>An effective leader will</i>	Allow them freedom to do things their own way.	Inspire them to bigger and better accomplishments.	Care and, provide detail specific plans, activities to be accomplished	Structure a framework or "track" to follow.



Brief, Bright, Gone
No chitchat
Fact is fine, mind person

D people

Hillary Clinton



Guide to communicate with D

- Strong handshake, direct eye contact, controlled gestures, lean toward them.
- Strong, confident and direct tone of voice, don't waste time or "chit-chat."
- Use words like: "Win", "Lead the pack", "Challenge", "New", and "Results."
- Encourage them to express their ideas and opinions, and listen carefully.
- Limit expression of emotion or discussion of feelings.
- Allow them to make decisions - give options rather than ready-made decisions.
- If you disagree with their argument, be straightforward and say why you differ.

Listen and let them talk
No task oriented
Relating and Socializing

I people

Bill Clinton



Guide to communicate with I

- Relaxed communication with friendly eye contact.
- Enthusiastic, friendly and energized tone of voice. Use humor and expressive gestures.
- Use words like: “Fun”, “Teamwork”, “I feel”, “Exciting”, “Makes you look good”
- Focus the conversation on the impact on people.
- Don't move straight to business, warm up to the discussion with social conversation.
- Provide positive feedback by recognizing them for their abilities and accomplishments
- May be sidetracked by people issues, but they are good at solving people problems.
- May not notice change, doesn't mind it.

Break the ice
Don't be demand
slow down, allow time

S people

Nicole Kidman



Guide to communicate with S

- Relaxed with friendly eye contact, use warmth and small gestures.
- Friendly, soft tone of voice, slow pace, low volume.
- Use words like: “Help me out”, “Step by step”, “Steady.”
- Make an effort to get to know them.
- Encourage their participation in meetings, draw out their thinking.
- Involve them in long-term planning, tap their need to serve and their organizational abilities.
- Clearly define parameters, requirements of tasks.
- Understand that their goals will be shorter term, low-risk. Over time you can develop mutual trust and work with them to stretch into new areas.

Keep space, Do not
mess, Do not touch
Be organized
Provide fact

C people

Bill Gates



Guide to communicate with C

- Use facts and data to support your point, not opinions or feelings.
- Don't bring poorly thought out plans or limited data to the table.
- Limit use of gestures, don't invade their space.
- A controlled, thoughtful tone of voice is most effective.
- Use words like, "The Facts," "No risks," "Procedure" and "Proven"
- Provide work space with few distractions, low noise, few people.
- Clearly define the requirements of their position and expectations for performance.
- Encourage their participation in meetings: they may be reluctant to speak up.
- Encourage problem solving, and setting goals that lead them to stretch.

**Once I modify my style to match yours,
communication becomes
clearer and more open.**

Use Disc to help