

## DISC Behavioral Styles Profile

### Instructions:

1. Choose the setting in which your responses will be made: Work, home, social, etc.
2. Carefully read the four phrases in each box below. Circle the number adjacent to the phrase **MOST** descriptive of you in the setting you have chosen. (The number is irrelevant at this point.)
3. Circle the number adjacent to the phrase that is **LEAST** descriptive of you in the setting you have chosen. (The number is irrelevant at this point.)
4. For each box, choose **ONLY ONE** "Most" and **ONLY ONE** "Least" response.
5. This sheet should be completed within **SEVEN MINUTES**, or as close to that as possible.

|   | Most | Least |   | Most | Least |
|---|------|-------|---|------|-------|
| Trusting, Enthusiastic                      | 2    | 2     | Affectionate, Tender                    | 2    | 5     |
| Tolerant, Respectful                        | 4    | 4     | Simple, Compliant                       | 5    | 4     |
| Courageous, Adventurous                     | 5    | 1     | Determined, Wants results               | 1    | 1     |
| Agreeable, Accommodating                    | 3    | 3     | Content, Gratified                      | 3    | 5     |
| Innovative, Visionary                       | 1    | 1     | Unafraid, Independent                   | 1    | 1     |
| Reserved, Reticent                          | 4    | 5     | Reserved, Cautious restraint            | 4    | 4     |
| Sociable, Congenial                         | 5    | 2     | Carefree, Lacks caution                 | 2    | 2     |
| Peacemaker, Negotiator                      | 3    | 3     | Kind, Cordial                           | 3    | 5     |
| Precise, Accurate                           | 5    | 4     | Conscientious, Plans for future         | 4    | 5     |
| Focused, Goal-oriented                      | 1    | 5     | Recognition, Seeks advancement          | 1    | 1     |
| Team player, Accommodating                  | 5    | 3     | Venturesome, Audacious                  | 2    | 2     |
| Encourage others, Stimulating               | 2    | 2     | Dependable, Good listener               | 3    | 3     |
| Sensitive, Becomes frustrated               | 4    | 4     | Rules make it boring, Restless          | 2    | 2     |
| Stand up to opposition, right               | 1    | 1     | Challenges the rules, Daring            | 5    | 1     |
| Complacent, keeps feelings inside           | 3    | 3     | Rules make it safe, Security            | 3    | 3     |
| Tell my side of the story, want to be heard | 5    | 2     | Rules make it fair, Justice             | 4    | 5     |
| Seeks balance, Calm                         | 3    | 3     | Likes awards, Accomplishments           | 1    | 1     |
| Talkative, Charismatic                      | 2    | 5     | Enjoys social, Group gatherings         | 2    | 5     |
| Orderly, Follows the rules                  | 5    | 4     | Continues education, Cultured           | 5    | 4     |
| Fast paced, High spirited                   | 1    | 1     | Wants to be safe, Unthreatened          | 3    | 3     |
| Systematic, Time management                 | 4    | 5     | Cautious, Calculating                   | 4    | 5     |
| Anxious, Hurried                            | 1    | 1     | Consistent, Thorough                    | 5    | 3     |
| Dependable, Persistent                      | 3    | 3     | Outgoing, Enthusiastic                  | 5    | 2     |
| Emotional, Impulsive                        | 2    | 2     | Take charge, Direct approach            | 1    | 1     |
| Detached, Too careful                       | 5    | 4     | Excitable, Cheerful                     | 2    | 2     |
| Unrealistic, Overcommitted                  | 2    | 2     | Supporter, Advocate                     | 3    | 5     |
| Complacent, Resist change                   | 3    | 5     | Methodical, Exact                       | 5    | 4     |
| Blunt, Overbearing                          | 5    | 1     | Competitive, Argumentative              | 1    | 1     |
| A good analyzer                             | 4    | 4     | I will get the facts                    | 4    | 5     |
| A good listener                             | 3    | 3     | I will follow through                   | 3    | 3     |
| A good encourager                           | 2    | 2     | I will lead them                        | 1    | 5     |
| A good delegator                            | 1    | 1     | I will persuade them                    | 2    | 2     |
| Forceful, Driven                            | 1    | 1     | Loyal, Reflective                       | 3    | 3     |
| Optimistic, Charismatic                     | 5    | 2     | Likes a challenge, Pioneering           | 1    | 1     |
| Cooperative, Let's do it together           | 5    | 3     | Analytical, Tactful                     | 5    | 4     |
| Accuracy counts, Precise                    | 4    | 4     | Popular, Persuasive                     | 2    | 2     |
| Will wait to buy, Patient                   | 3    | 3     | Agreeable, Approachable                 | 3    | 3     |
| Will buy on impulse, Decisive               | 1    | 1     | Animated, Exuberant                     | 5    | 2     |
| Will spend on what I want, selfish          | 2    | 5     | Dauntless, Bold                         | 1    | 1     |
| Will do without, Self-controlled            | 5    | 4     | Orderly, Adaptive                       | 4    | 4     |
| Rigid, Wants things exact                   | 4    | 4     | Authoritative, Influencer               | 5    | 1     |
| Avoids monotony, Bored by routine           | 5    | 2     | Enjoys attention, New opportunities     | 2    | 5     |
| Seeks change, Goes for it                   | 1    | 1     | Avoids conflict, Relaxed                | 3    | 3     |
| Congenial, Acts of kindness                 | 3    | 5     | Goes by the book, Diplomatic            | 5    | 4     |
| Impulsive, Emotional                        | 2    | 2     | Creative, Unique                        | 2    | 2     |
| Calculating, Overload w/details             | 4    | 5     | Bottom line organizer, Results oriented | 1    | 5     |
| Demanding, Domineering                      | 1    | 1     | Trustworthy, Authentic                  | 5    | 3     |
| Non-confrontational, Predictable            | 5    | 3     | High standards, Looks to benchmarks     | 4    | 5     |

## Scoring the DISC Profile

### Step 1

Count the number of times you circled each number (5, 4, 3, 2, 1) in the **Most** column. Record the totals in the corresponding boxes in the row labeled **M** below.

### Step 2

Count the number of times you circled each number (5, 4, 3, 2, 1) in the **Least** column. Record the totals in the corresponding boxes in the row labeled **L** below.

|          |          |          |          |          |      |
|----------|----------|----------|----------|----------|------|
|          | 1        | 2        | 3        | 4        | 5    |
| <b>M</b> |          |          |          |          |      |
|          | <b>D</b> | <b>I</b> | <b>S</b> | <b>C</b> | ---- |
| <b>L</b> |          |          |          |          |      |
|          | 1        | 2        | 3        | 4        | 5    |

### Step 3

Use the numbers from the row labeled **M** to complete **Graph 1** and the numbers from the row labeled **L** to complete **Graph 2**.

### Step 4

Circle the number from each box (D, I, S, C) above in the corresponding column on the graphs.

**“M”**  
**Graph 1:**  
**Adapted**  
**Style**  
 “This is expected of me”

|    | <b>D</b> | <b>I</b> | <b>S</b> | <b>C</b> |
|----|----------|----------|----------|----------|
| 20 | 17       | 19       | 15       |          |
| 16 |          | 12       | 9        |          |
| 15 | 10       | 11       | 8        |          |
| 14 | 9        |          | 7        |          |
| 13 | 8        | 10       |          |          |
| 12 |          |          |          |          |
| 11 | 7        | 9        | 6        |          |
| 10 |          | 8        |          |          |
| 9  |          |          |          |          |
|    | 6        | 7        | 5        |          |
| 8  |          |          |          |          |
|    | 5        | 6        |          |          |
| 7  |          | 5        | 4        |          |
|    | 4        |          |          |          |
| 6  |          | 4        |          |          |
|    | 3        | 3        | 3        |          |
| 5  |          |          |          |          |
|    | 2        | 2        | 2        |          |
| 4  |          |          |          |          |
| 3  | 2        |          |          |          |
|    |          | 1        |          |          |
| 2  |          |          |          |          |
|    | 1        |          | 1        |          |
| 1  |          | 0        |          |          |
|    | 0        |          |          |          |
| 0  |          |          |          |          |

**“L”**  
**Graph 2:**  
**Natural**  
**Style**  
 “This is me”

|    | <b>D</b> | <b>I</b> | <b>S</b> | <b>C</b> |
|----|----------|----------|----------|----------|
| 0  | 0        | 0        | 0        | 0        |
|    |          |          | 1        | 1        |
| 1  |          | 1        | 2        |          |
|    |          |          |          | 2        |
| 2  |          |          |          | 2        |
|    |          | 2        | 3        | 3        |
| 3  |          |          |          |          |
|    | 3        | 4        | 4        |          |
| 4  |          |          |          |          |
|    |          |          | 5        | 5        |
| 5  | 4        |          |          |          |
|    |          | 6        | 6        | 6        |
| 6  | 5        |          |          | 7        |
|    |          | 7        |          |          |
| 7  | 6        |          |          |          |
| 8  |          | 8        | 8        | 8        |
| 9  | 7        |          |          | 9        |
| 10 |          | 9        |          |          |
| 11 | 8        |          |          |          |
| 12 |          | 10       | 10       |          |
|    | 9        |          |          |          |
| 13 | 10       | 11       | 11       |          |
| 14 | 11       |          |          |          |
| 15 |          | 12       | 12       |          |
| 16 | 15       | 13       | 13       |          |
| 17 |          |          |          |          |
| 18 | 19       | 19       | 19       | 16       |

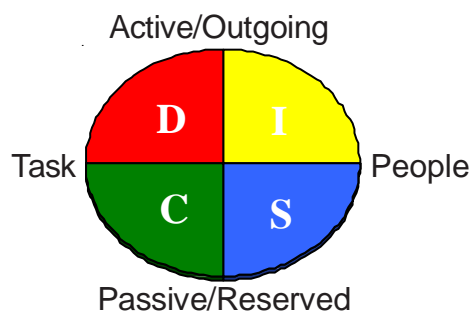
# Personality Interpretation

## Active/Task-Oriented

“D”-- Dominating, directing, driving, demanding, determined, decisive, doing.

## Active/People-Oriented

“I”-- Inspiring, influency, inducing, impressing, interactive, interested in people



## Passive/Task-Oriented

“C”-- Cautious, competent, calculating, compliant, careful, contemplative

## Passive/People-Oriented

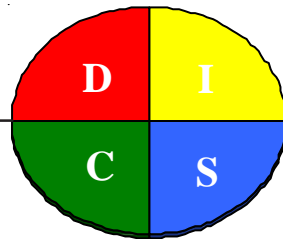
“S”-- Steady, stable, shy, security-oriented, servant, submissive, specialist

Extrovertive

Outgoing

Optimistic

Involved



Introvertive

Reserved

Realistic

Withdrawn

# People vs. Task Orientation

Task Oriented

People Oriented

Plans

Caring

Programs

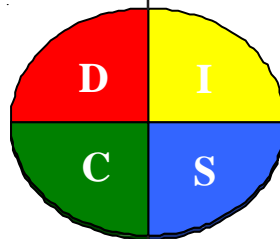
Sharing

Projects

Relationships

Process

Emotion



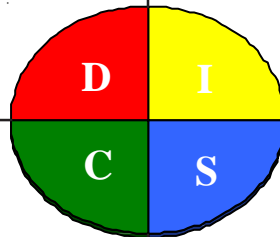
# General Characteristics

**D**

Determined  
Driving  
Ambitious  
Pioneering  
Strong-willed  
Competitive  
Decisive  
Responsible  
Skeptical  
Logical  
Independent

**I**

Sociable  
Optimistic  
Talkative  
Polished  
Enthusiastic  
Persuasive  
Warm  
Poised  
Trusting  
Popular  
Verbal  
Independent



**C**

Conservative  
Calculating  
Low-keyed  
Stable  
Dependable  
Cautious  
Traditional  
Neat  
Systematic  
Accurate  
Tactful  
Diplomatic

**S**

Conservative  
Loyal  
Cooperative  
Predictable  
Deliberate  
Reflective  
Passive  
Patient  
Possessive  
Systematic  
Resistant to change  
Steady

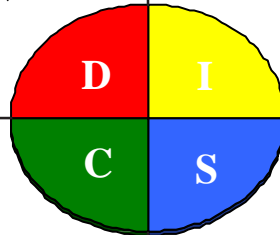
# Strengths

## D

Bottom-line organizer  
Places high value on time  
Challenges the status quo  
Innovative  
Problem solver  
Risk-taker  
Self-starter; takes initiative  
Makes quick, correct decisions

## I

Creative problem solver  
Great encourager Motivates others to achieve  
Positive sense of humor  
Negotiates conflict; peacemaker  
"People person"  
Good salesperson  
Great story-telling abilities



## C

Perspective: "The anchor of reality"  
Conscientious and even-tempered  
Thorough in all activities  
Defines situations  
Gathers, analyzes, and tests information  
Creative thinker  
Ability to organize  
Sets long-range goals

## S

Reliable and dependable  
Loyal team worker  
Respects authority  
Good listener; patient and empathetic  
Understanding; friendly  
Team player  
Good people skills  
Balance

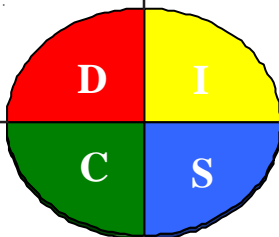
# Limitations

**D**

- Oversteps authority
- Argumentative
- Dislikes the "routine"
- Self-absorbed
- Hard to admit he/she is wrong
- Reluctant to delegate
- Too bossy; insensitive

**I**

- More concerned with popularity than tangible results
- Inattentive to detail
- Short attention span
- Overuses gestures and facial expressions
- Too gullible and naïve
- Impulsive; exaggerates



**C**

- Need to have clear boundaries
- Bound by procedures and policies
- Gets bogged down in details
- Prefer not to verbalize feelings
- Will give in rather than argue
- Remembers negatives; suspicious of others
- Easily depressed

**S**

- Resistant to change
- Loyal team worker
- Sensitive to criticism and confrontation
- Difficulty establishing priorities
- Difficulty making quick decisions
- Lacks decisiveness, enthusiasm, energy
- May sacrifice results for harmony



# Areas for Growth

**D**

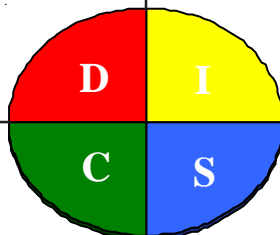
## Personal Growth Areas

- Strive to be an “active” listener.
- Be attentive to other team members’ ideas until everyone reaches a consensus.
- Be less controlling and domineering.
- Develop a greater appreciation for the opinions, feelings, and desires of others.
- Put more energy into personal relationships.
- Show your support for other team members.
- Take time to explain the “whys” of your statements and proposals.
- Be friendlier and more approachable.

**I**

## Personal Growth Areas

- Weigh the pros and cons before making a decision; be less impulsive.
- Be more results oriented.
- Exercise control over your actions, words, and emotions.
- Focus more on details and facts.
- Remember to slow down your pace for other team members.
- Talk less; listen more.
- Consider and evaluate ideas from other team members.
- Concentrate on following through with tasks.



**C**

## Personal Growth Areas

- Concentrate on doing the right things, not just doing things right.
- Be less critical of others’ ideas and methods.
- Respond more quickly to accomplish team goals.
- Strive to build relationships with other team members.
- Be more decisive.
- Focus less on facts and more on people.
- Take risks along with other team members.

**S**

## Personal Growth Areas

- Be more open to change.
- Be more direct in your interactions.
- Focus on overall goals of the team rather than specific procedures.
- Deal with confrontation constructively.
- Develop more flexibility.
- Increase pace to accomplish goals.
- Show more initiative.
- Work at expressing thoughts, opinions, and feelings.

# Team Building

**D**

*When relating to "D"s...*

**Support their goals and objectives**

- Keep your relationship businesslike
- Argue facts, not personal feelings, when you disagree
- Recognize their ideas- not themselves personally
- Provide alternative actions with brief supporting analyses to influence decisions
- Be efficient, well-organized, & get to the point

**Above all:** Be efficient and competent

**I**

*When relating to "I"s...*

**Support their opinions, ideas, and dreams**

- Be enthusiastic, but do not hurry the discussion
- Try not to argue (you seldom can win)
- Agree on the specifics of any agreement
- Summarize in writing who, what, when, where
- Use testimonials & incentives to affect decisions

**Above all:** Be interested in them

**C**

*When relating to "C"s...*

**Support their organized, thoughtful approach**

- Demonstrate with actions rather than words
- Be precise, systematic, exact, & organized
- List the advantages & disadvantages of any plan
- Provide solid, tangible, factual evidence
- Provide guarantees that actions cannot backfire

**Above all:** Be thorough and well-prepared

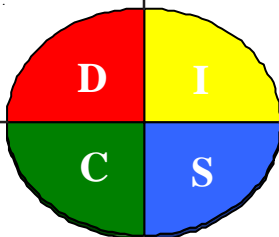
**S**

*When relating to "S"s...*

**Support their feelings by showing personal interest**

- Assume they will take everything personally
- Discuss personal feelings when you disagree
- Be pleasant, allow them time to trust you
- Move along in an informal, slow manner
- Assure them that actions will involve minimal risk

**Above all:** Be warm and sincere



# Value to the Team

## D

### "D"s are good at...

- ... Overcoming obstacles
- ... Seeing the big picture
- ... Pushing the group ahead
- ... Accepting challenges without fear
- ... Maintaining focus on goals
- ... Getting results
- ... Providing leadership
- ... Handling several jobs at the same time

### While Analyzing Information

"D"s may ignore potential risks and not weigh the pros and cons. They may not consider others' opinions. "D"s offer innovative and progressive systems and ideas.

### Positive Characteristics While Working in Teams

"D"s are autocratic managers who are great in a crisis. They welcome challenges without fear and are able to overcome obstacles. "D"s are innovative in getting results. They can see the big picture and maintain focus on goals. "D"s can handle multiple projects and function well with heavy workloads. They provide direction and leadership and push the group toward decisions. "D"s are willing to speak out and accept risks. They are also generally optimistic, self-reliant, specific, and direct.

## I

### "I"s are good at...

- ... Speaking persuasively
- ... Responding well to surprises
- ... Expressing ideas
- ... Accepting new people
- ... Creating enthusiasm
- ... Working well with others
- ... Having a sense of humor
- ... Keeping a positive attitude

### While Analyzing Information

"I"s may lose concentration, interrupt, and miss important facts and details. They are also creative in problem solving.

### Positive Characteristics While Working in Teams

"I"s are participative managers who motivate the team and influence and inspire. They are instinctive communicators and create an atmosphere of well being. "I"s are spontaneous and agreeable, and they respond well to the unexpected. They express their ideas well and make good spokespersons. "I"s accomplish goals through people and work well with others. They will offer their opinions and can be persuasive. "I"s are enthusiastic and have a positive attitude and a good sense of humor. They are also very good in brainstorming sessions.

## C

### "C"s are good at...

- ... Working systematically
- ... Being conscientious
- ... Maintaining their focus
- ... Analyzing obstacles
- ... Striving for logical results
- ... Organizing material
- ... Thinking logically
- ... Evaluating situations

### While Analyzing Information

"C"s may become overly cautious and conservative. They may get too bogged down in the details and avoid or postpone decisions, especially if they perceive a risk. "C"s are able to be effective troubleshooters.

### Positive Characteristics While Working in Teams

"C"s are "do it yourself" managers who create and maintain systems. They are instinctive organizers and strive for a logical, consistent environment. "C"s evaluate the team's progress, ask important questions, and maintain focus on tasks. They think logically and work systematically. "C"s offer conservative approaches and emphasize quality. They are conscientious, diplomatic, and will strive for consensus. They will also share risks and responsibilities.

## S

### "S"s are good at...

- ... Showing sincerity
- ... Being even-tempered
- ... Emphasizing loyalty
- ... Building relationships
- ... Seeing an easier way to do things
- ... Providing dependability
- ... Being a team player
- ... Making others feel accepted

### While Analyzing Information

"S"s may be openly agreeable, but inwardly unyielding. They may internalize their concerns and doubts and hesitate to share feedback during presentation. "S"s will slow down the action and provide valuable support for team goals.

### Positive Characteristics While Working in Teams

"S"s are participative managers who accomplish goals through personal relationships. They are instinctive relaters and make others feel like they belong. "S"s buy into team goals and identify strongly with the team. They provide stability and specialized skills and consider the elements of a total project. "S"s are sincere, practical, realistic, dependable, loyal, and even-tempered. They are focused and intuitive about people and relationships. "S"s show patience with others and strive to build relationships.

