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DiSC Self-Assessment

In order to determine your behavioral style, please complete the following:

For each of the 10 word groups below, select the word that is MOST like you, LEAST like you, and IN BETWEEN. Your focus will be how you behave in the workplace. You are to assign 4 points to the word that is most like you, 3 points to the word that is like you, 2 points to the word that is somewhat like you, and 1 point to the word that is least like you. There should be a 4, a 3, a 2 and a 1 on each row. (See the example.) Once you have completed this, follow the next set of instructions.

EXAMPLE:

1. 3 Determined 1. 4 Convincing 1. 1 Predictable 1. 2 Cautious

1. Determined 1. Convincing 1. Predictable 1. Cautious

2. Strong-Willed 2. Persuasive 2. Easy-Going 2. Orderly

3. Direct 3. Expressive 3. Kind 3. Analytical

4. Bold 4. Sociable 4. Cooperative 4. Precise

5. Outspoken 5. Animated 5. Patient 5. Logical

6. Decisive 6. Talkative 6. Loyal 6. Controlled

7. Daring 7. Outgoing 7. Agreeable 7. Careful

8. Restless 8. Enthusiastic 8. Considerate 8. Thorough

9. Competitive 9. Inspiring 9. Consistent 9. Detailed

10. Aggressive 10. Playful 10. Satisfied 10. Accurate

Once you have assigned numbers to all 10 groups, total the points for each column and write the total in the spaces provided below.

TOTALS: _____

STYLE: _____

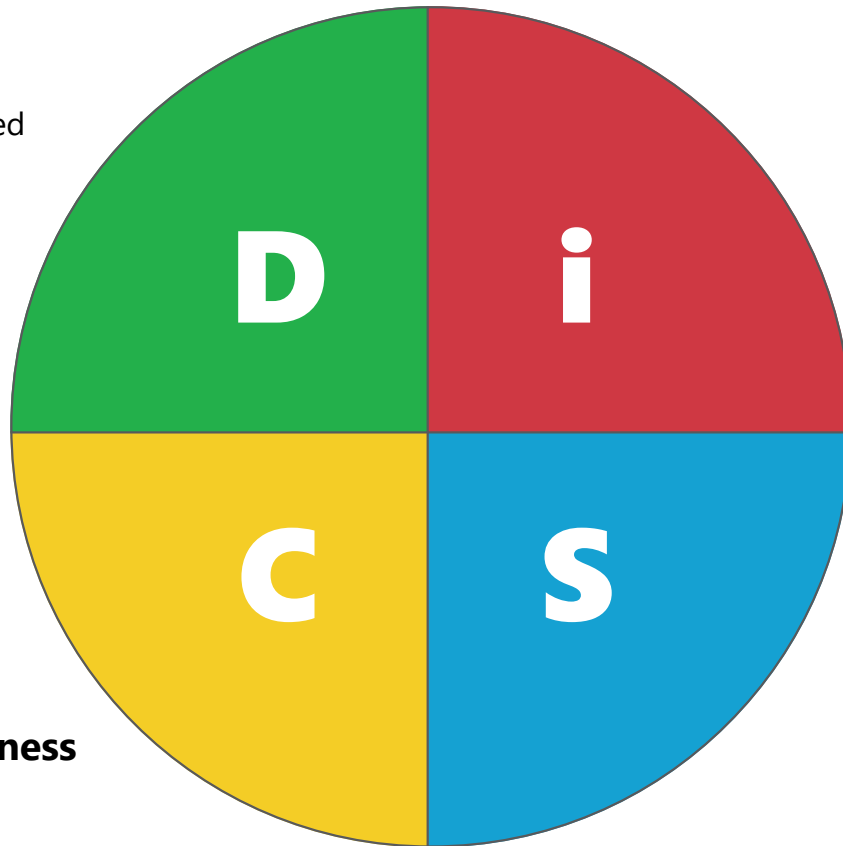
Understanding Each DiSC Letter

Dominance

- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

- Analytical
- Reserved
- Precise
- Private
- Systematic

Conscientiousness



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Steadiness

[illegible]

Understanding Each DiSC Letter

D — Dominant

Dominant-style people tend to have a risk-taking personality. They have confidence in their abilities and are willing, even eager, to challenge themselves. They are impatient — they want only the bottom-line, need-to-know, up-to-the-minute information. D's don't like to be bogged down in detail. They focus on how to do the work different, better and faster. In an organization, they tend to be the ones who dream up the ideas. They embrace goals and challenges. Their behavior tends to be quick and decisive — they almost always have an opinion — about everything. They feel pushed and in a hurry. They have many tasks to accomplish today — so help out or get out of the way! To motivate the D, put them in charge. The dominant style is direct, competitive, confident, and results-oriented.

I — Influencer

The influencer style approaches every subject with an open mouth! The I's are emotional people — they don't have more emotions than the other styles, they are just more likely to show their feelings to everyone. Influencers are people and relationship-oriented — they get their energy from being around others. They tend to be a bit disorganized and forgetful. I's act enthusiastic. In an organization, their role is to promote the ideas that the D's come up with! Generally, they feel happy and are usually busy planning the next company social event. The I's are motivated by friends' approval. The influencer style is friendly, outgoing, emotional, and likes to talk.

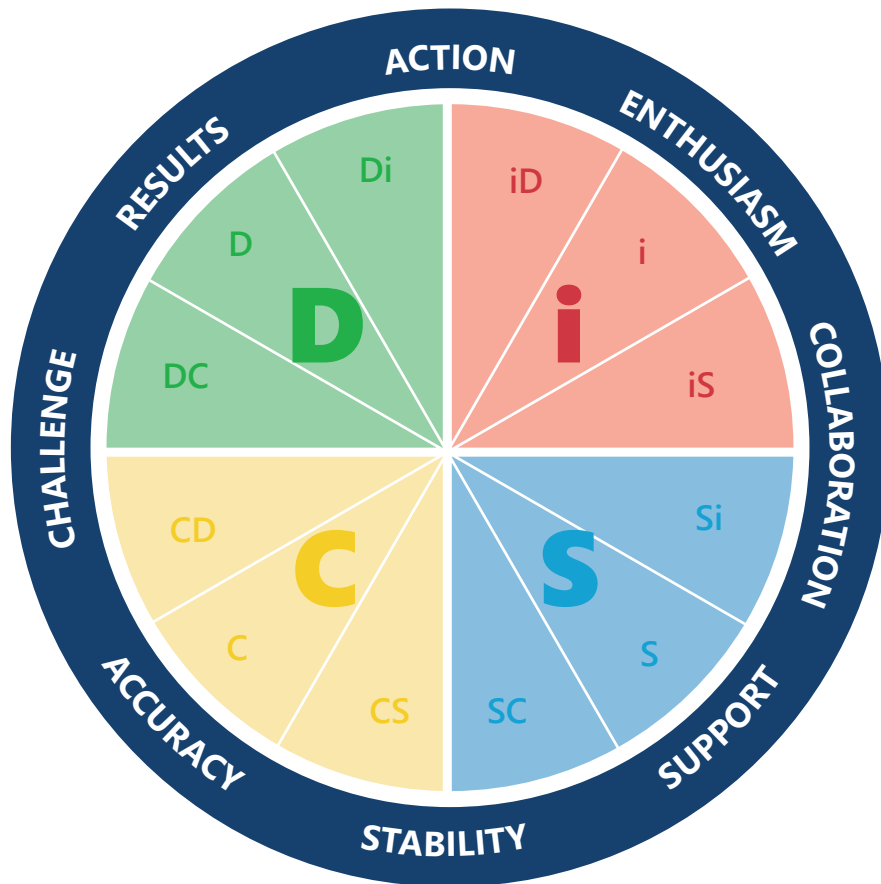
S — Steady

The D's dream up the idea, the I's promote the idea and the S's actually do the work! They are the backbone of most organizations. They are loyal — most steady styles will have long friendships and long work histories at an organization. They are family-oriented. Sometimes steady styles are easy to spot — go to their workspace and they will have twice as many family pictures displayed as everyone else. Steady styles tend to be possessive — they have all their pens and staplers marked with their names. What they want is harmony — confrontation and discord in an organization, department or team is very upsetting to them. They tend to act methodically — they take comfort in routines, schedules, and habits. They generally feel accepted in a group. They are great friends and employees. The S is motivated by order. The steady style is sincere, patient, a good listener, and strives for cooperation.

C — Conscientious

The conscientious style appreciates accuracy. They are the ones who check the work to make sure it is correct and done to their standard. (Some would say they even proofread the photocopies!) They enjoy detail and knowing how processes, systems, and decisions are made. C's tend to be sensitive, only unlike the influencer, they do not show their emotions and sensitivities. They analyze conversations, facial expressions and emails for subtle nuances, looking for the "hidden message" that may or may not be there. What they want is precise, correct information delivered within a standardized format. They tend to act cautiously. They do not make decisions quickly or lightly. Conscientious styles have a high standard for quality and expect others to keep that standard also. They do not like being in the spotlight. The C's are motivated by rules. The conscientious style is cautious, analytical, by the book and quality oriented.

What's Important to Each DiSC Letter

[illegible]

Identifying Types Exercises

Draw a line from the responses to the DiSC letter you think matches.

“Hello Mr. Roberts. How have you and your family been?”



1. “Hi, the wife and kids have been great. We just celebrated my birthday this past weekend. While the kids picked a place that I really didn’t care for, I was just happy that they had a good time as well.”



2. “Hello, my family has been good. What is it that you wanted to talk about today?”



3. “Hey, we have been great. Martha, the kids, and I just got back from visiting my mother, Jane, in Virginia. We had a wonderful weekend away. Have you ever been to Virginia?”



4. “Hello, the family and I have been doing good. I can’t complain. I was wondering if you had a chance to get the information that I had asked about the last time we talked so I can make sure I am making the right decision on the plan I am going with.”

“That is great to hear. I just wanted to take a moment and follow up with you on the information I gave you last week. Did you have any additional questions that I can answer for you to help you make up your mind on a specific plan?”



1. “I just don’t think I have enough information yet to make up my mind. These plans you presented me with are not a good fit for me and my wife. Honestly, I am not sure why you picked these specific plans for us. I have a few important meetings today though, so can we talk about this later?”



2. “Well, Martha and I did look over the information. We really appreciate you taking the time out last week to go over everything with us. Thank you so much for that. You did an amazing job getting them together for us. While I am a little busy now, I can make some time now to talk about it with you.”



3. “I did have a chance to look over the plans. I must say I still felt like things weren’t very clear after we talked. I did take time to look more into them; however, I am rather busy today to talk. Can we please set up an appointment for later this week?”



4. “Oh, I forgot I wanted to ask when you went to Virginia, did you get a chance to check out Luray Caverns? They were so beautiful! But yes, we did look over the plans. I must say you did an amazing job getting everything together. Thank you. Can you just give me a high-level overview one more time?”



DiSC Deep Dive



Notes

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook paper. There are no margins, text, or other markings on the page.

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D – Dominance

How to Identify a D Style

They...



- Walk with their head held up high and show confidence.
- Make direct eye contact.
- Talk about themselves and about their goals.
- Talk more about tasks than about people.
- Talk about the present and the future.
- Show their feelings through facial expressions and body language when upset, annoyed, or don't agree with something.
- Speak in a more assertive way with a louder voice.
- Tend to ask "what" questions.
- Give direct and succinct responses.
- Guard their personal information.
- Express opinions readily and openly.
- Are more individualistic and may tend to use the pronouns "I" and "me."
- May physically lean forward. They will stake out their territory and make their presence known.

Possible Negative Perceptions About D Types

Your...

- Direct nature might come off as blunt or rude.
- Forceful or competitive approach might be stressful for others.
- Unwillingness to share personal information can come across as closed off.
- Use of sarcasm to say what you are thinking can be taken offensively.
- Need to have your opinion seen as the "best" way to do something might come off as intimidating.

- Need to get tasks accomplished and focusing only on people as means to accomplish those tasks will be hurtful to those that prioritize relationships.
- Confidence can come across as arrogant or conceited.

How to Connect with a D Type

- Start off by recognizing they have a busy schedule and ask if they have time to talk to you.
- Be direct and to the point.
- Avoid any small talk until after you have talked to them about the main point of the conversation.
- Show confidence when you are speaking with them.
- Work at a fast pace with them. Don't slow them down.
- Be open to having a healthy debate when necessary.
- Allow them to have control over situations, tasks, and outcomes.
- Speak up about a problem and even question ideas.
- Provide them with challenges. Rely on their expertise.
- Be goal oriented with them. Even have a little healthy competition with them.
- Focus on results and be action oriented.
- Provide forward momentum.



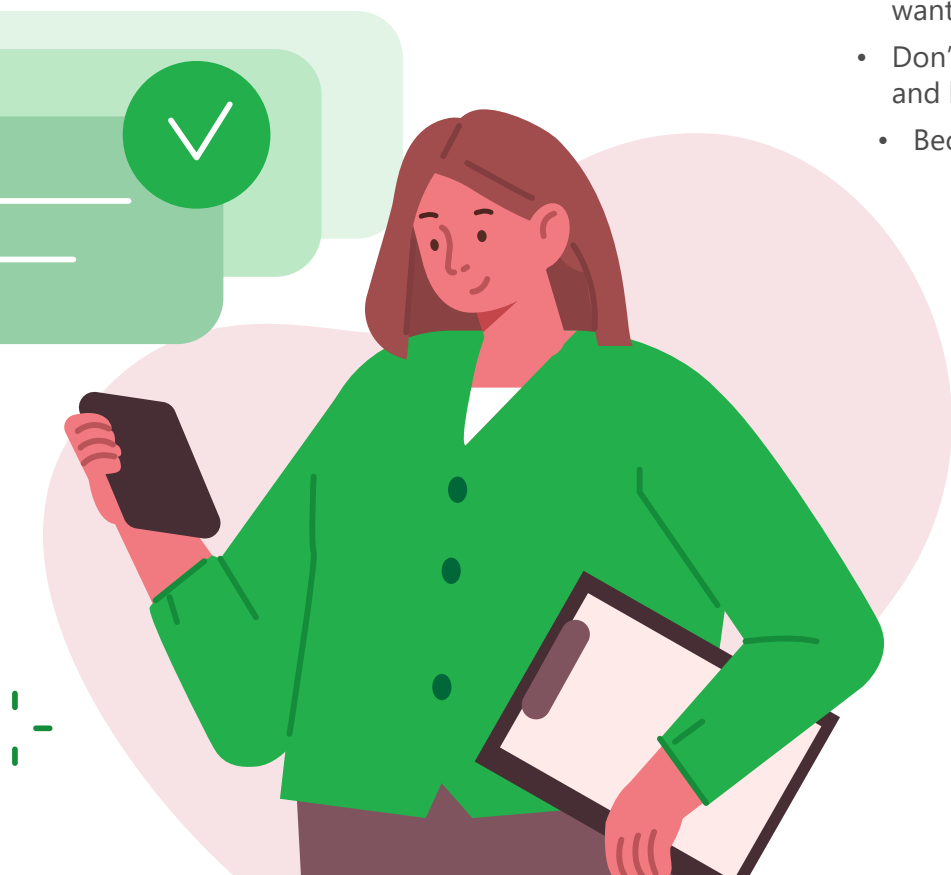
How to Approach D-Style Clients

- Know that they will likely come to the meeting with an idea of what they want.
- Start with pleasantries but get to the presentation quickly.
- Get to core benefits quickly.
- Ask them what they want since they will likely come with a formed idea.
- Try more casual conversation at the end of the appointment.
- Don't get too personal right away.
- Be diligent and succinct.
- Be confident (and correct!).
- Give them time to speak.
- Read their facial expressions and body language and pivot if they seem upset.

Things to Remember

They...

- Emphasize results over how to get to those results.
- Question rules if they don't make sense.
- Forceful approach can be stressful for others.
- Have no patience for small talk and can be restless without the opportunity to speak.
- Don't like working with people who may be incompetent or not confident.
- Struggle to hide body language and facial expressions when upset or irritated.
- Have a very competitive nature and will turn anything into a competition.
- Don't like to lose in an argument and will become competitive.
- Struggle to take kind words at face value and will look for the intentions behind the kindness.
- Can appear irritated before they are.
- Tend not to question their decisions as they want to show confidence.
- Don't mean any offense with their direct nature and bluntness.
- Become bored or restless in slow environments.
 - Usually don't take time to celebrate when they reach their goals; instead, they shift to the next goal.
 - Welcome and embrace change.
 - Will give you honest feedback if you ask for it.



I – Influence

How to Identify an I Style



They...

- Walk with confidence and make direct eye contact.
- Have warm facial features and tend to smile.
- Are very engaged and inspiring in conversations.
- Have animated body language and facial expressions. They will lean forward, smile and nod, interject with their own ideas, and gesture with their hands.
- Express opinions readily and openly.
- Are more likely to introduce themselves to others. They don't have a hard time talking to new people.
- Easily open up about personal information.
- Give long-winded responses.
- Initiate and accept physical contact.
- Are more individualistic and may tend to use the pronouns "I" and "me."
- Love using superlatives like "amazing!" and "fantastic!"
- Tend to ask the "who" questions.
- Talk more about the future. They aren't focused on the past.
- Talk a lot about themselves in a modulating tone of voice.
- Laugh easily and talk about ideas that have nothing to do with the topic at hand.

Possible Negative Perceptions About I Types

Your...

- Preoccupation with networking can be viewed as a waste of time.

- Optimism can be viewed as flippancy during difficult situations.
- Energy level can be overbearing for others.
- Need to talk so much can monopolize a conversation.
- Friendly and inquisitive nature can come off as intrusive to others.
- Like for new projects and multi-tasking can make you appear scattered or impulsive.
- Lack of interest or follow through on difficult projects can make you seem unreliable or flaky.
- Gut instincts and intuition can come across as off-the-wall to others.

How to Connect with an I Type

- Ask questions about their lives and get to know them personally.
- Don't dive right into the task at hand.
- Allow them time to talk and share stories and recall personal details they've shared.
- Show excitement and enthusiasm throughout the conversation.
- Don't get too into details.
- Don't have them always completing repetitive tasks.
- Let them improvise and take a free-flowing approach.
- Collaborate with them.
- Work at a fast pace with them. Don't slow them down.
- Trust their gut intuition without having all the details or supporting facts.
- Allow them creativity and take their ideas seriously.
- Provide them with new and exciting projects or challenges.
- Don't get frustrated with them when they don't seem interested in all the details or lose interest in a detailed project.

- Be action oriented.
- Understand networking is important to them.
- Utilize their ability to bring people together and get others involved.
- Use empathy and compassion when conflicts arise.
- Stay optimistic in difficult situations. Focus on things that are going right.
- Give them the opportunity to be an influence on you.
- Give them a variety of tasks to work on at one time.

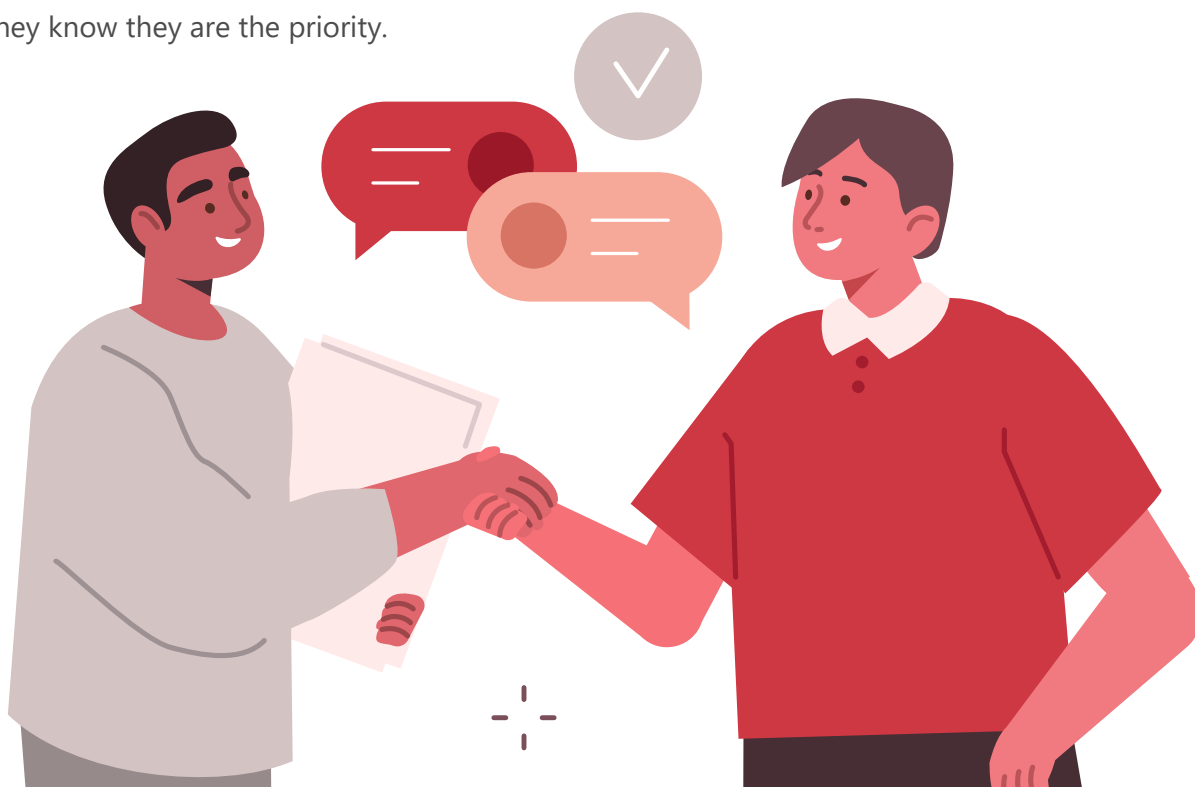
How to Approach I-Style Clients

- Take time to connect prior to jumping into business.
- Know they want to get through the meeting but may get distracted.
- Cover core benefits first and keep them on track.
- Verify understanding throughout the meeting.
- Provide a deadline for the meeting (especially if you have a hard deadline).
- Ensure they know they are the priority.

Things to Remember

They...

- Might need help staying on track or coming back around to the point of a conversation.
- Can come off as overly optimistic.
- Need to verbalize their feelings without judgment.
- Can monopolize conversations unintentionally.
- Have a hard time giving negative feedback in fear of others seeing them as the "bad guy."
- Brush off conflict until it has bottled up for too long and then lash out.
- May rush into new projects without adequate planning or resources.
- Like to look nice, especially in public.
- Can be impulsive.
- Are good at soliciting ideas.
- Can get people excited about goals and ideas.
- Embrace change and will be a driver to accomplish it.



S – Steadiness

How to Identify an S Style



They...

- Are slower paced with movements, talking, and responding.
- Can be a little indirect about getting to the point.
- Can easily open up about personal information and connect with others if they know you.
- Are more reserved and actively listen in conversations.
- Won't get loud or ask uncomfortable questions.
- Are patient and cooperative.
- Often make qualified, well-structured statements.
- Use subtle body language or gestures.
- Tend to sit still during conversations.
- Are team players.
- May prefer to use plural pronouns like "we" and "us."
- Tend to ask "how" questions.
- Focus mostly on the present.
- Speak with a calm or quiet voice.
- May be harder to engage in conversation if you don't know them, because there has been no trust established, and for them, everything is based on trust.

Possible Negative Perceptions About S Types

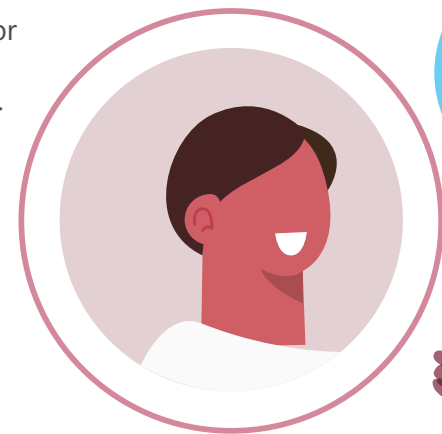
Your...

- Need to make everyone happy might come across as wishy washy.
- Difficulty with speaking up may come across as you not having opinions or ideas.

- Empathy and sensitivity to others' needs and feelings may appear weak to others.
- Difficulty with speaking up about issues or things that bother you may come across like you don't know how to defend yourself.
- Struggle with change might be interpreted as slowing down processes.

How to Connect with an S Type

- Ask questions about their lives and get to know them personally.
- Don't dive right into the task at hand.
- Recall personal information they have shared before to help you connect more.
- From the beginning, show your support and care.
- Provide a safe environment where they feel comfortable asking questions.
- Remain calm and don't raise your voice in a tense situation.
- Remember change can be difficult for them; don't be pushy with your agenda.
- Provide reassurance many times.
- Collaborate with them.
- Understand it is hard for them to say "no" to things you ask of them.
- Maintain a stable and calm environment.
- Be sincere with them.
- Show appreciation.
- Provide them with opportunities to help and be supportive.



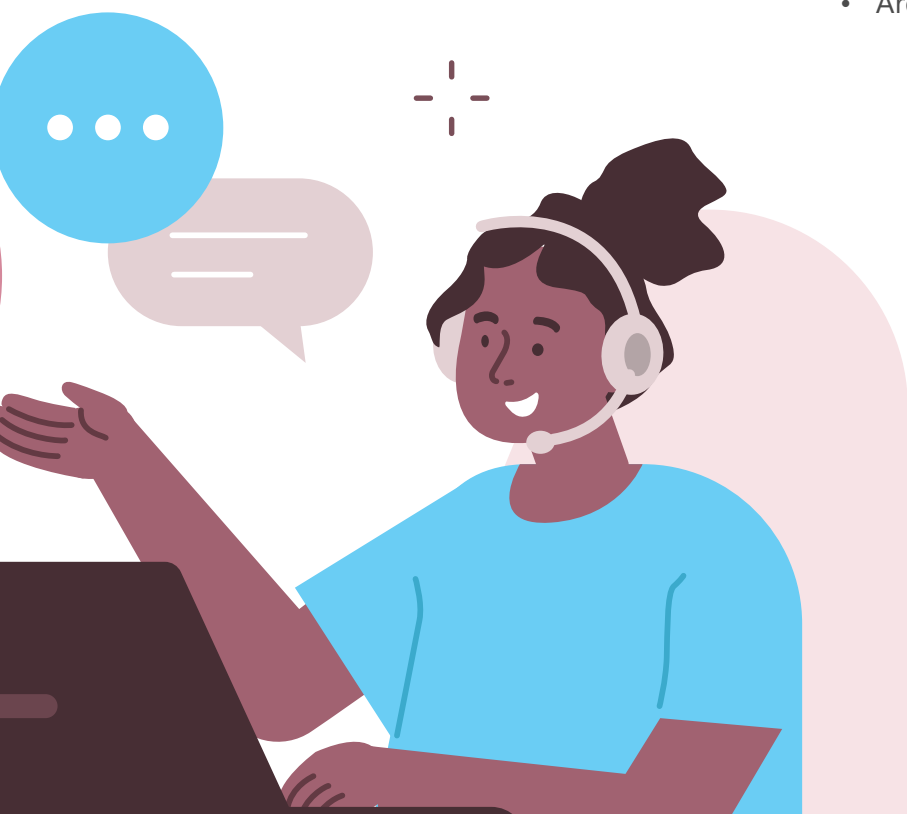
How to Approach S-Style Clients

- Take time to connect prior to jumping into business.
- Stay within their level of comfort.
- Present information at a slower pace with a calm tone.
- Try to align the presentation to what they already know.
- Offer pauses for them to ask questions.
- Show them how this plan can affect them personally.
- Don't push them to make a same-day decision if they aren't ready.

Things to Remember

They...

- Have a hard time speaking up about their ideas or concerns, especially in a group setting.
- Avoid conflict and will remain quiet.
- Don't open up easily during conflict.
- Don't like to work under pressure.
- Don't like to make forced decisions.
- Don't like to work without clear deadlines.
- Don't like having to argue their point.
- Like to know when they are doing a good job.
- Don't like public praise (typically).
- Like to make everyone happy and will appear over-accommodating.
- Can see the bigger impact change has on people, so they may be slow to embrace it.
- Are very empathic and can tell when others are upset.
- Are very dependable.
- Are very patient.
- Are great listeners.



C – Conscientiousness

How to Identify a C Style



They...

- Appear more reserved.
 - Won't use gestures.
 - May appear distant or detached.
 - May not make sustained eye contact.
 - Are slower paced with movements, talking, and responding.
- Ask many clarifying questions and the "why" behind everything.
 - Are guarded with personal information.
 - Are patient and cooperative.
 - Often make qualified, well-structured statements.
 - Ask questions about the present and the past.
 - Have a steady voice that does not modulate up and down.
 - Like to talk about task-related subjects.
 - Won't want to discuss sports games or jokes but will want to get down to business.

Possible Negative Perceptions About C Types

Your...

- Unwillingness to share personal information may be perceived as unfriendly or closed off.
- Asking of clarifying questions before starting anything might come across as questioning others' authority.
- Dislike of change might be seen as slowing down processes or inflexibility.
- Desire to be correct might make you seem like a know-it-all.
- Skepticism might make it difficult for people to connect with you.

- Dislike of uncalculated risks might be interpreted as being someone who is not willing to go out of their comfort zone.

How to Connect with a C Type

- Start off by recognizing they have a busy schedule and ask if they have time to talk to you.
- Get to the point of the conversation and provide details and supporting facts.
- Approach issues or problems with a systematic approach.
- Incorporate ideas for change early and give them time to sit with it.
- Do not be overly expressive or enthusiastic when talking with them.
- Avoid any small talk until after you have talked to them about the main point of the conversation.
- Respect their private nature.
- Provide stability.
- Be accurate.
- Don't interrupt them when they are working on something.
- Give them the opportunity to give advice and share their knowledge.
- Give them plenty of time to provide accuracy on projects. They do not like to provide subpar work.
- Approach them with logic.
- Give them opportunities to use their expertise or gain knowledge.
- Provide them with challenges.

How to Approach C-Style Clients

- Ask them what they want since they will likely come with a formed idea.
- Be very thorough in your presentation.
- Provide extra resources for additional information (e.g., EOB).

- Show how the plan affects them from a cost perspective.
- Use comparison tools (e.g., Shop & Enroll).
- Show them why the plan is a good fit for them.
- Allow extra time to process and make their own decision.

Things to Remember

They...

- Can be very skeptical.
- Are cautious and will need time to think things through.
- Stress over making a decision when the outcome is unpredictable.
- Don't like to take chances.
- Are very hard on themselves if they make a mistake.
- Get annoyed when people don't follow rules and guidelines.
- Enjoy creating standards that bring efficiency and high-quality outcomes.
- Are private and don't like to share personal information with strangers.
- Can get uncomfortable around people who show a lot of emotion.
- Don't like public recognition and prefer it to be in private.
- Can struggle with change.
- Question from a place of wanting to know more details, not challenging your authority or you, personally.
- Don't like conflict and will resort to facts in conflict.
- Don't like tense situations or emotional outbursts and will withdraw or use logic to respond.
- Don't like to be wrong. If there was an error, approach it tactfully and provide exact details to what the issue was.
- Are good at finding solutions to complex problems.
- Are very reliable and dependable with their work.



