

DISC

Manager Toolkit

How to Use this Toolkit

DISC gives us valuable information about how we prefer to communicate with others, and provides insightful instructions on treating and communicating with others the way they prefer.

This toolkit is meant to be a guide to help you better communicate, coach, and lead your teams. Two areas are covered: Application Resources and Tips to Help You Lead. While you can sit down and read the guide from cover to cover, it is best used as a resource and reference guide for use when you need it most.

Tip Sheets and Reference Guides & Tools can be found [\[redacted\]](#).

Application Resources

The following application resources will help you apply DISC to improve communication amongst your team members as well as with those from other teams.

- *Reports Available* 3
- *Idea Gallery: Applying DISC with Your Teams*..... 4

Tips to Help You Lead

The following tips will help you adapt to individuals and lead your team.

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Idea Gallery: Applying DISC with Your Teams

Team Tips Job Aid

- Collect and compile *Strengths, Motivators, and Tips* from page 8 of each person's report
- Share the tool with all team members by a pre-determined date
- Discuss the summary in one-on-ones and in team meetings about how it can be applied to increase team communication effectiveness

Pair and Share, Continued...

- Pair up teammates (randomly or assigned) during a team meeting to share their selections and insights on page 8 of their individual reports
- Have them share how they can better incorporate the other person's *Communication Tips* when interacting (as a pair or with the whole team)

Showcase Real Examples

- Share your own insight, how you've adapted, and your outcomes
 - What are lessons learned?
- Ask volunteers to bring examples of emails, phone conversations, etc. to a meeting to discuss how they applied DISC or to ask for ideas about how to respond

Resolve Conflict

- Individually meet with those involved in conflict to review communication style preferences – his/hers as well as the other's preferences – to determine whether stretching and flexing is occurring
- Bring individuals together to discuss insights and create an action plan

Action Plan for Personal Development

- Ask individuals to identify an internal/external customer with whom they communicate frequently and could improve communication effectiveness
- Use action planner on page 29 of individual report to create action plan

DISC Strengths, Motivators, and Communication Tips

DISC Style	Strengths	Motivators	Communication Tips
 Dominant	<ul style="list-style-type: none"> Asks questions that challenge tradition Works quickly to resolve issues 	<ul style="list-style-type: none"> Likes authority equal to responsibility Opportunities to express ideas and opinions 	<ul style="list-style-type: none"> Offer solutions Get to the point quickly; don't ramble Anticipate questions Be prepared to handle some objections
 Influence	<ul style="list-style-type: none"> Brings a sense of enthusiasm Easily negotiates conflicts between teams 	<ul style="list-style-type: none"> Recognition for skills and insights Power to control own career path 	<ul style="list-style-type: none"> Acknowledge ideas Have joint meetings Be engaging and fast-paced Provide immediate incentives for them
 Steady	<ul style="list-style-type: none"> Excels at calming disagreements Looking for different approaches Encourages input from all members 	<ul style="list-style-type: none"> Sincerity from groups and peers Sufficient time to adjust to change 	<ul style="list-style-type: none"> Provide a plan Include follow up documentation Be candid, open and patient Provide assurance on their input and suggestions
 Conscientious	<ul style="list-style-type: none"> Clarifies complex issues Demonstrates technical expertise 	<ul style="list-style-type: none"> Tasks completed right the first time Projects highly specialized 	<ul style="list-style-type: none"> Provide rational Include documentation Present ideas logically List pros and cons of suggestions you make

Tips for Adapting

Adapting to a D		
Do's	Don'ts	What to Say
✓ Get to the point, skip small talk	× Get emotional	<i>"In order to get the best result..."</i>
✓ Use fact based data	× Be aggressive	<i>"If you want to be able to compete..."</i>
✓ Be specific	× Come unprepared	<i>"The fastest way to..."</i>
✓ Speak at a fast pace	× Talk too much	<i>"In order to win..."</i>
✓ Be organized	× Take a long time to respond	<i>"The bottom line is..."</i>
✓ Focus on results	× Miss deadlines	
✓ Be punctual	× Schedule a long meeting	

Adapting to an I		
Do's	Don'ts	What to Say
✓ Make time for small talk	× Shut them down	<i>"What do you think about..."</i>
✓ Speak enthusiastically	× Rush through the conversation	<i>"How would you feel about..."</i>
✓ Talk about experiences and relating to people	× Ignore their feelings	<i>"I think we can win them over if..."</i>
✓ Ask about what they think and how they feel	× Continually cancel meetings	<i>"The best way to make a good impression..."</i>
✓ Find balance between fun and results	× Communicate only in writing	<i>"I want you to be involved..."</i>
✓ Follow up with a brief to do list	× Focus solely on numbers	
✓ Be a good listener		

Adapting to an S		
Do's	Don'ts	What to Say
✓ Be patient and empathetic	× Rush them to make decisions	<i>"You can help the team by..."</i>
✓ Be dependable	× Regularly cancel meetings	<i>"Take the weekend to think about it and we will schedule a time to get back together..."</i>
✓ Be a cooperative team player	× Forget to share the "whys" behind change	<i>"The team consensus is..."</i>
✓ Use a slower pace	× Forget to give them time to process	<i>"The reason for this change is..."</i>
✓ Be a good listener		
✓ Be consistent		

Adapting to a C		
Do's	Don'ts	What to Say
✓ Stick to data and facts	× Reference theories or feelings	<i>"The data shows..."</i>
✓ Use a slow paced tone	× Rush through the conversation	<i>"In order to avoid errors..."</i>
✓ Present the pros and cons	× Be emotional	<i>"The best proven approach is..."</i>
✓ Follow up in writing	× Focus on errors	<i>"Let's look at the facts and determine the best course of action..."</i>
✓ Come prepared and organized	× Make small talk	
✓ Be punctual	× Ignore analytics	
✓ Focus on solutions		

How to Adapt to Specific DISC Characteristics*

Dominant Style	
Characteristics:	So You...
Concerned with being #1	Show them how to win and new opportunities
Think Logically	Display Reasoning
Want facts and highlights	Provide Concise data
Like personal choices	All them to “do their thing,” within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their work-load focus
Want others to notice accomplishments	Compliment them on what they’ve done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency toward conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on “personality” basis

Conscientious Style	
Characteristics:	So You:
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Show reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire, and check before they make decisions
Prefer to do things themselves	When delegating, let them check on others’ progress and performance
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	All them time to find the best or “correct” answer, within available limits
Like to contemplate	Tell them “why” and “how”

Influence Style	
Characteristics:	So You...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the “big picture”
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long term repetition by them
Want others to notice THEM	Sincerely complement them personally and often
Surround themselves with optimism	Support their ideas and don’t poke holes in their dreams; show them your positive side
Want feedback that they “look good”	Mention their accomplishments, progress, and your genuine appreciation
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively pace

Steady Style	
Characteristics:	So You:
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally “walkthrough it”
Want others to notice their patient perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback they’re appreciated	Acknowledge their easygoing manner and helpful efforts

*Adapted from Alessandra & Associates, Inc. (2010)

Understanding the Style Relationships

Much of the focus in the reports and training is around understanding each of the DISC styles individually. However, all of us have some D, I, S, and C in us. Many of us have combination patterns. Below you will find additional information and insight about combination patterns.

D/I “How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others.” The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

D/S “How this individual's degree of assertive “results now” focus is impacted by their level of patience.” The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and “results now” oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

D/C “How this individual's “results now” assertiveness is impacted by their desire to be accurate, analytical and structured.” The Individualistic behavior measures HOW the strength of this individual’s direct, assertive and “results now focus” is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

I/D “How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results.” The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.

Understanding the Style Relationships, continued

- I/S** “How this individual's people focused extroversion is impacted by their preferred pace and activity level.” The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.
- I/C** “How this individual's people oriented extroversion is impacted by their need for accuracy and structure.” The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.
- S/D** “How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results.” The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.
- S/I** “How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction.” The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled “on the fly.”

Understanding the Style Relationships, continued

- S/C** “How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning.” The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.
- C/D** “How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results.” The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct “results now” actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate “result now” focus that will not likely be restrained by established protocols, procedures and policies.
- C/I** “How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction.” The Team Support behavior measures HOW the strength of this individual’s desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.
- C/S** “How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation.” The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.