

Interpretation Notes for Your DISC Profile

By Carol Dysart, M.Sc. Counseling and DISC Consultant

Thank you for taking the DISC Personal Personality Profile. To get the most from it please:

1. Print your DISC Report and all the pages of this Interpretation Guide
2. Read the TEXTUAL REPORT of your profile first – making sure that it describes you at least 80% of the time.
3. Follow this guide, starting with the Introduction and then refer to the guide, section by section, as you go through the pages of your report.

INTRODUCTION:

You and millions of others have completed the same questionnaire and received their DISC Personality Profile report. Most people find their reports amazingly accurate – at least 80% of the time. If you feel your report does not describe how you behave most often, please bring your questions to your consultant. Often it is a matter of separating “meaning” from behaviorally descriptive phrases but sometimes a profile should be retaken – especially if you took longer than 10 minutes or tried to outguess it.

Consider your report as a starting point from which you can enhance, correct and explain any way you like. Basically, we use it to show you where you were when you took the profile and to teach you how to become more behaviorally flexible – depending on your need and the situation. Use it to teach others how to manage, motivate and relate to you as well as how you like to be treated! (If you don't tell them, who will?)

HISTORY:

The research for this DISC model is based on research first done in the early 1920's in the USA by Dr. William Marston, a noted human behavioral scientist of his time. (DISC is now in the public domain and several companies publish profiles based on the same formulas. The key is what to do with what it shows.) There is more information about him and DISC on the Web site at <http://www.excellerated.com> and at <http://www.profileu.com>.

Marston called the four primary, observable behaviors styles *Dominance, Influence, Steadiness, and Compliance* –each dimension represents the extremes of a four quadrant model and is referred to by the initials of these behaviors - **DISC.**

THE DISC MODEL:

DISC is a “Needs-Motivated Behavioral Model.” When you can “read” this language you know what causes a given behavior – a valuable skill for all relationships, sales, managing, team selection, teaching or parenting. **DISC** has remained as one of the most popular profiling systems in the world because its results are immediate, non-threatening, and are not affected by culture, age, economics, or education. **DISC** is not a psychological model either but it does relate to people's emotions. It explains how those emotions drive behavior and eliminates most of the “surprises” that can cause stress and conflict.

The purpose of your profile is not to limit or label you. No one acts exactly the same way all the time. A DISC report does point to general tendencies that occur more often in your behaviors than the others. The better you understand yourself, the better you understand others.

To change your behavior takes awareness, clarity in what actions you want to take on or change, and *practice*. After overlaying your graph numbers onto the *Behavioral Intensity Chart*, you will be able to see which behaviors to choose, when to use them... and with whom! Your behavior will no longer “have you” and you will be free to be behavioral flexible and enjoy being able to “*dance*” around on the DISC!

SELF STUDY INTERPRETATION GUIDE

Please start by first reading the section labeled **TEXTUAL REPORT**. If you are satisfied that the report is indeed talking about YOU, then study and follow the rest of this guide.

Do not make the mistake of letting the “blunt” terms stop you from getting the ‘gift” in this report. Many of us learned early in life how we “should” behave, so if we read something about us we don’t like, we will tend to deny it. However, everyone already knows us by our behavior. Remember that whatever we don’t say about ourselves will be seen by others as soon as we open our mouths or start working on a team!

THE GRAPHS PAGE: Your profile is graphically presented from **four different perspectives** - your **Natural (Internal)** style, your **Adapted (External)** style (in the focus you chose), your **Summary Profile** – the combination of these graphs (how most people experience you), and the **Shift** you make to adapt your natural style in your current role.

Read each graph from the different perspectives of the DISC dimensions – the intensity with which you *dominate Problems (D)*, *influence People (I)*, *steady the Pace (S)*, and *comply with Procedures (C)*.

Your INTERNAL GRAPH shows your most naturally occurring behaviors. They are used most often by you – especially when you are under pressure!

The EXTERNAL GRAPH shows how you see yourself most often when you carry out your job.

The SUMMARY GRAPH is a composite view of your style – a combination of both the Internal and External Graphs.

The SHIFT PATTERN shows how you adapt your natural, **Internal** behavior to be the way you see yourself as shown in your **External** graph.

NOTE: Long and short shift arrows. Any shift of over 30% is something to discuss with your consultant. It could be hindering productivity and forcing you to operate outside your natural comfort zone. If your role requires this shift day in and day out, talk to your manager or partners to see why. Up to 20% shift is not such a stretch. Most people can handle this amount - especially if they can shift in and out of the particular behavioral intensity in the course of their work.

HIGH AND LOW POINTS

The higher your D, I, S, or C, the more you are motivated to maintain control in that area. Very high points indicate a higher intensity of “need” to control things in those areas of life - Problems, People, Pace, or Procedures. You cannot operate in both the top and bottom of the behavioral intensity scale at the same time.

Low points on the graph are not bad or worse than high points. They show that you do not have a high need for control in that dimension.

Flat graphs with all points in the middle range mean you are exhibiting moderate intensity in all four areas and no one style need is predominant. This could be because you are either new to a role, a little uncertain (perhaps even trying to be a little of everything to everyone), or are highly developed, peaceful and calm in all situations of your life. People in the middle can go up or down the Intensity Scale Chart as needed.

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BEHAVIOURAL INTENSITY CHART (See the last page of this report) To get a direct translation of what each point on your graphs means about the way you behave, prepare the **Behavioral Intensity Chart**. Lay it next to the Graphs Page and follow the directions.

Exercise: Refer to the “circled” (Internal style) words on your chart to describe yourself and the intensity with which you naturally respond to *Problems, People, Pace* and *Procedures*. Use the “squared” (External style) words to describe how you are adapting your natural style at work.

If you question any of these descriptions of you, try going higher or lower on the column to see if other words fit you better. If you want to include a few more words up or down, that is fine. This chart is to be used to describe the INTENSITY of your typical behaviors.

THE STYLE CARD - another perspective and way to describe your behavior. We use this further in the debrief. There is more about this page in the full interpretation on the website link below. The reference at the bottom of this page to *Best Approach* and *Strategy* refer to what you need from others.

TRAIT ANALYSIS - **points** out the probable strengths as well as the weaker traits of your style. Think of your “weak traits” as simply those traits that do not show up around you when you are acting from your strengths. Think also of these as your strengths that are being *over-used* or *under-used*! Do you want to develop them further?

SIMULATED TRAITS – these are traits you think you need to use as you adapt your natural style to your work. They may be the source of some stress. Talk with your PeopleSmart Solutions coach or supervisor to see what is and is not important to do.

Use these trait indicators to become more aware of how you may be perceived by others and consciously choose the appropriate behaviors you need to express as you find yourself in different situations. When no traits are listed, insert your own from the Behavioral Intensity Chart.

STRESS ANALYSIS: The stress profile is indicated when your **Shift Pattern** is causing you measurable stretch either way in your “*Influence*” or “*Steadiness*” dimensions as each of these style dimension relate to FEELINGS – not DOINGS. The more (up arrow) or less (down arrow) energy you are investing in being open to people will cause INNER STRESS. Take time to share authentically with your coach or consultant to try to determine the cause of this stress. Sometimes it is appropriate, depending on the job you are in.

Please note that the stress indicator only shows the extent you feel the need to adapt your style to your current working conditions. This tension within your own profile comes from a perception that you have to change your level of trust to do your role. This is NOT what most people think of when they talk about being stressed at work!

TEXTUAL REPORT – This section details more about how others will tend to observe your most frequent behaviors and style, including:

- Overview
- Personality Adaptation
- Advantages and Disadvantages of your style
- Communication Style
- Decision-Making Style
- Organization and Planning Style
- Motivation
- Managing Style and Style of Management Required

If you don't agree and want to cross out what it says, ask a couple other people who know you first. Then if they agree it does not reflect the “real you cross it out and write in what is true! You can't fool other people with your report because your behavior walks in the room the moment you do!

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About PeopleSmart Solutions and ProfileU.com

PeopleSmart Solutions is the consulting firm formed around the experience of DISC consultant, Carol Dysart who is a master teacher in the art and science of applying the DISC model to every area of life. Carol's experience allows her to use the profiling results to go right to the core of what a person's strengths and weaknesses create in their personality. She provides what is missing from other profiling services – an ability to teach people how to recognize what works and doesn't work and to become more behaviorally flexible.

With a Masters in Science in Counseling, Carol was certified in DISC in 1979. She has developed her own system for interpretation support to clients and now teaches others how to "read" a profile and help the person to own – and then change - their behaviors because they now can choose *why they do what they do*.

You will find her insights in her books, in her trainings and in her 1:1 coaching. Carol recognizes the impact a properly interpreted profile can make on all relationships – both personal and work.

Her company provides on-line access to doing the Personal, Role, and Team profiles. PeopleSmart clients can continue their growth of understanding through training and interpretation support via telephone conference calls, e-mail, or on site seminars.

We have researched other four-quadrant profiling systems available and prefer the DISC model because:

- it is based on scientific research into observable, needs-motivated behavior
- it is also non-threatening and easy-to-understand
- it is as appropriate for self-understanding of how others see you
- it is helpful in interpersonal relationships as it is in team communications and leadership development

Carol customizes her training and certification to meet the needs of her clients. Once done, they can confidently administer and interpret DISC based on the *PeopleSmart Solutions Systems* she has developed.

Your DISC profile can also be integrated into several other types of reports:

- Role Profiles for Hiring
- Ideal Job Matches for Career Path Planning
- Relationship Analysis Reports to compare the dynamics in your style to another.
- Team Analysis Profile Reports to gain an overall view of the dynamics affecting your team

Carol encourages all parents and teachers to also apply what they learn herein to their personal and family lives as well. Her goal is to raise a nation of highly self-confident, self-aware children. The sooner this happens, the more able people will be able to eliminate weaknesses and the blind spots that cause people-challenges throughout all organizations.

Send any questions and testimonies of the difference the DISC insights have made. We encourage your questions, especially if you have any question about your own profile report. Order additional profiles, books and CD's from your PeopleSmart Solutions consultant or contact carol@excellerated.com.

Review the following PeopleSmart Tip Sheets that go along with this profile and will help you put your own and the other styles into proper perspective: **Behavioral Intensity Chart, DISC 4 quadrant graph, People Compatibility Chart, and Checklist for Communicating.** See also the Role Profiling Package for getting the right person in the right role.