

# DiSC

Version 04.25

Presented by  
Tom Ross



# Goals

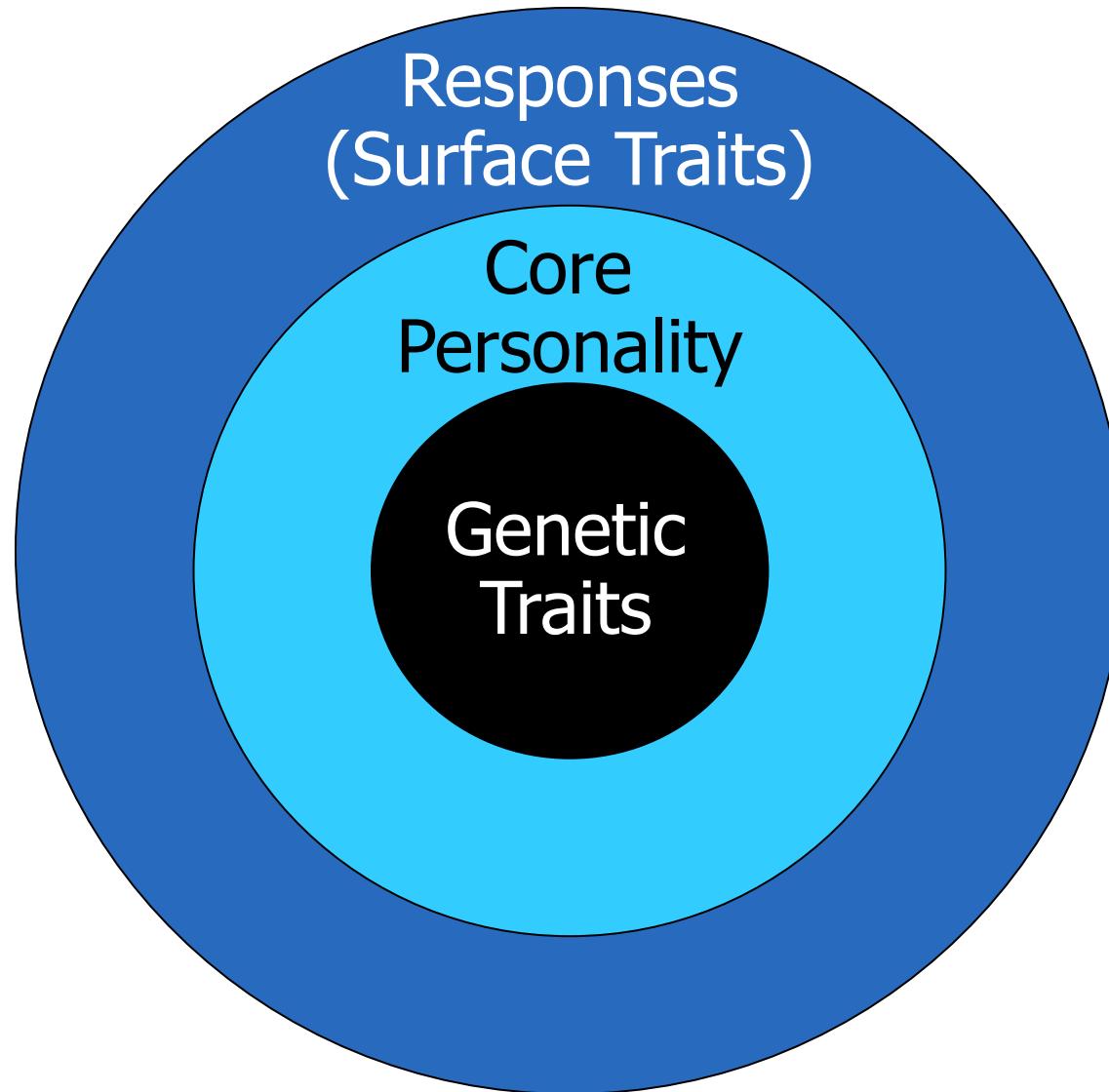


- **Understand** your behavioral tendencies and develop an understanding of how your behavior affects others
- **Respect, appreciate, understand, and value** individual differences
- **Enhance** strategies for working together to increase productivity
- **Increase** your effectiveness by improving your relationships with others
- Understanding the aspects of the four dominate behavioral traits will be a benefit to supervisors

# Successful People



- Understand themselves and how their behavior affects others
- Understand their reactions to other people
- Know how to maximize on what they do well
- Have a positive attitude about themselves
- Know how to adapt their behavior



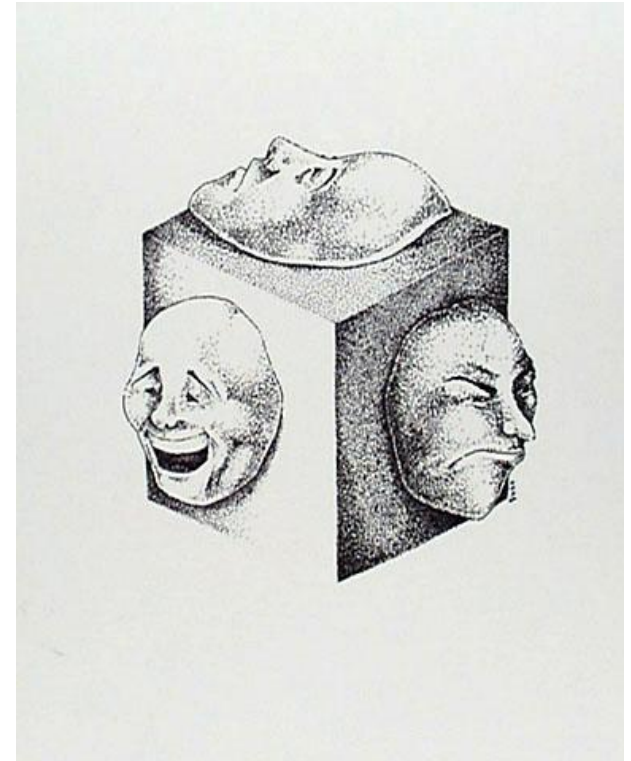


## ***"Paradigms" – from where you sit***

- Family (including culture)
- Formal Education
- Religion
- Media
- Friends
- Neighborhood / Town
- Financial Status

**Law enforcement is one of the very few professions that can drastically change a personality.”**

Guy Schiller, International Critical Incident Stress Management Foundation



**WE DO NOT  
SEE THINGS  
AS THEY ARE,  
WE SEE  
THINGS AS  
WE ARE.**



# EXTROVERSION VS. INTROVERSION

What personality characteristics distinguish extroversion and introversion?

## EXTROVERSION



## INTROVERSION



60% 40%

Estimated split in population between extroversion and introversion <sup>(1)</sup>



# The Invention

of the

# 'Type A' Personality

## TYPE A PERSONALITY

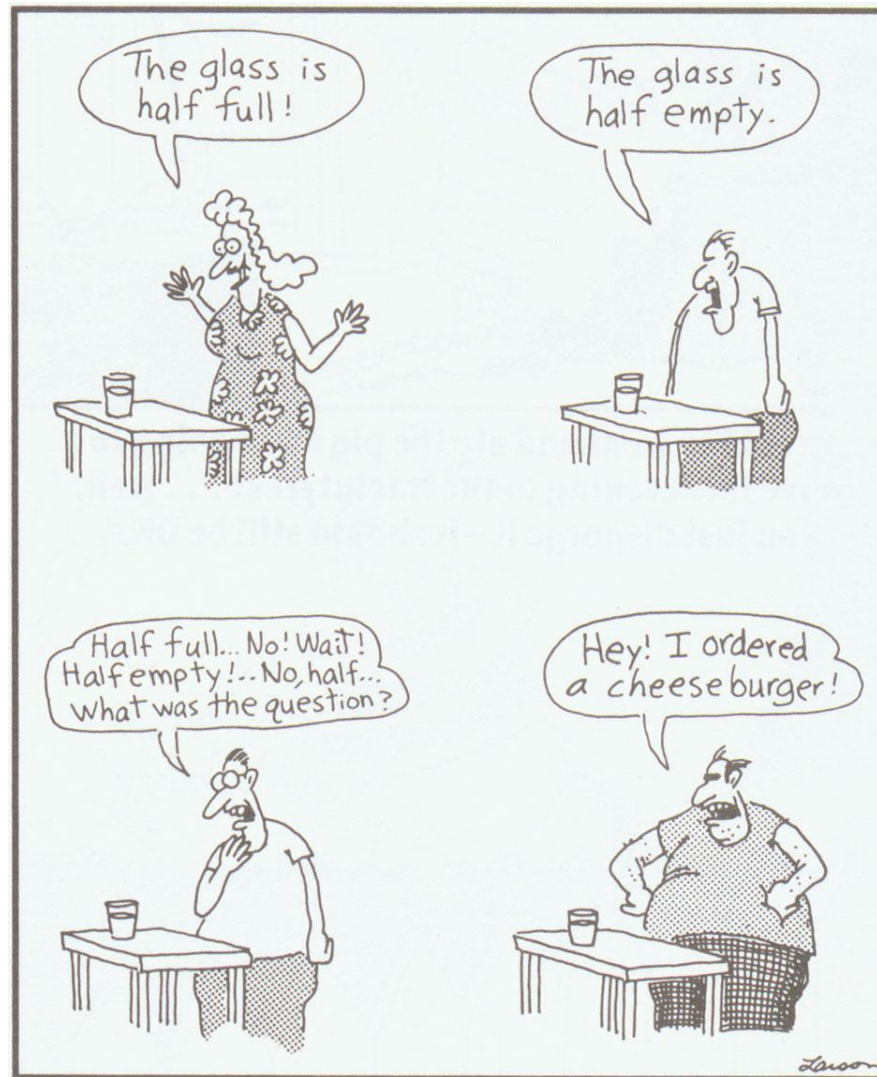


More competitive

## TYPE B PERSONALITY



More relaxed



**The four basic personality types**

# What is DiSC?



DiSC is a theory of behavior styles that was developed in 1928 by Dr. William Molton Marston.

It is based on a **four-factor behavior model**.

The model has continued to be researched and validated and used by over 7 million people.

# History



The theory currently underpinning DiSC dates back to 1928. That was the year that William Molton Marston wrote a book called **The Emotions Of Normal People**

Marston was a Harvard trained psychologist and an attorney working at Columbia University (also invented the polygraph & “Wonder Woman”!)

Carl Jung created his theory about archetypes - early models of personality description. His research, which formed the basis for the Myers Briggs Type Indicators which was published around the same time that Marston developed and wrote about DiSC.

Jung was a well-known Swiss psychiatrist with much higher visibility than Marston but both made significant contributions to the area of study that would become known as psychometric research and the use of psychometrics relative to personality.

Jungian archetypes and Marston’s DiSC theory are the foundation on which just about every four quadrant model on the market today are based on.



- RELIABILITY – Over 500,000 people have taken it on-line. Does it measure in a way that is both consistent and dependable?
- VALID – Does it measure what it is supposed to measure, and do so with accuracy?
- STABILITY – Same results over time?
  - 1 week later = 87-89%
  - 1 year later = 70-80%





- There is no one best style
- There are positives and drawbacks of each style
- You have the choice to modify your style when dealing with others
- Under stress our dominate style tends to take over
- ALL of the traits WILL change over time



Gender 50/50

15% Masters, 30% College, 28% High School

60% White, 18% Hispanic, 13% AA, 9% Other

25% Professionals, 10% Managers,  
6-8% each laborers, sales, clerical & administrative

# Objectives

**Reduce**

**Increase**

**Reduce  
Stress**

**Increase  
Effectiveness**



# Objectives

**Respond**

**Score**

**Score the profile to discover two predominant behaviors**



# **Let's Take The Survey!**

# Response Sample

## EXAMPLE 1

The individual responding tends to be **MOST** *enthusiastic* and **LEAST** *satisfied* in his or her selected setting.

1 enthusiastic

daring

diplomatic

satisfied

MOST	LEAST
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>

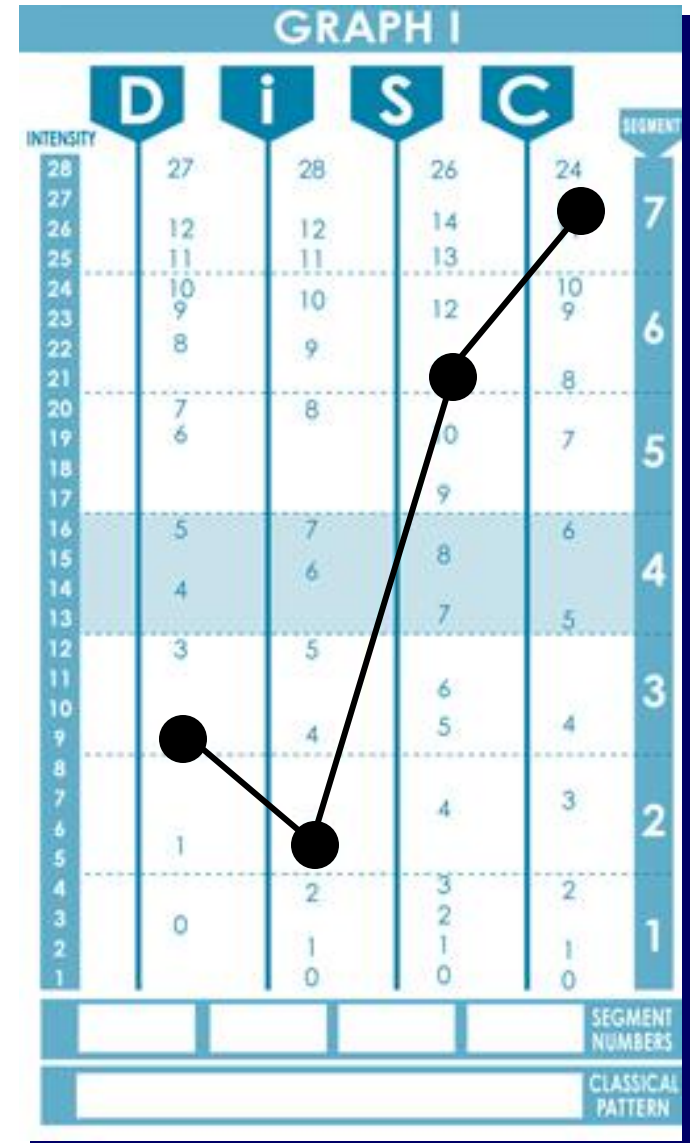


# Tally Box

TALLY BOX							
GRAPH I MOST			GRAPH II LEAST			GRAPH III DIFFERENCE	
D	2	-	D	14	=	D	-12
i	3	-	i	11	=	i	-8
S	11	-	S	1	=	S	+10
C	12	-	C	1	=	C	+11
	0	-		1	=		DO NOT COMPUTE
COLUMN SHOULD TOTAL 28			COLUMN SHOULD TOTAL 28				

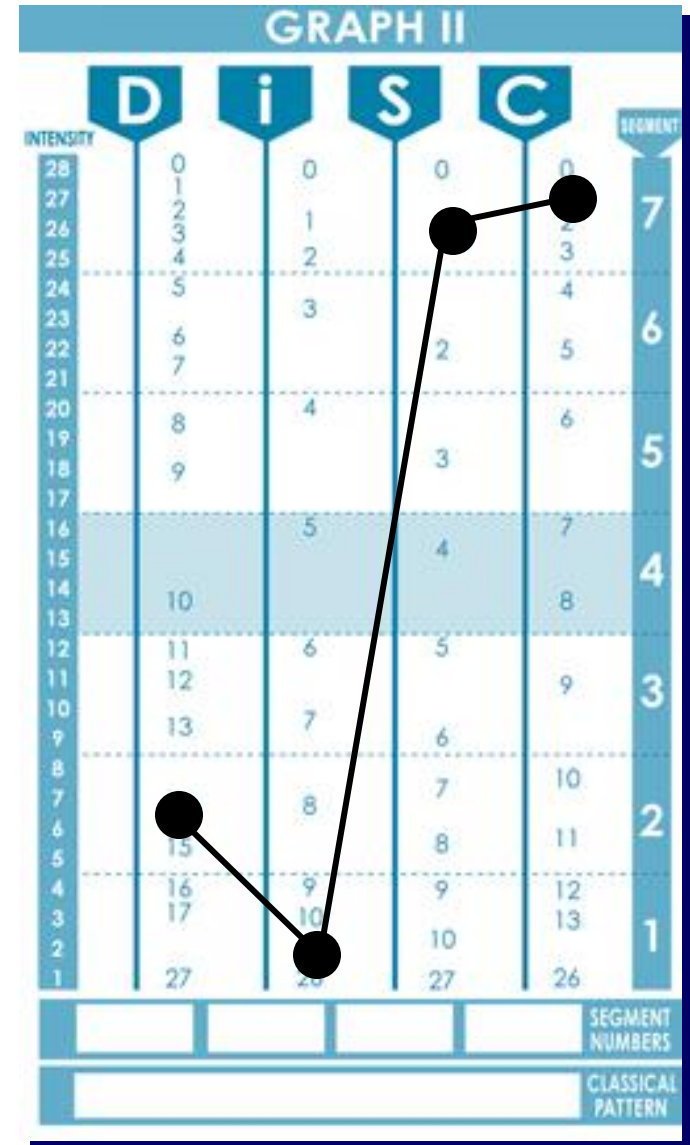
# Graph I

TALLY BOX				
GRAPH I MOST		GRAPH II LEAST		GRAPH III DIFFERENCE
D 2	-	D 14	=	-12
i 3	-	i 11	=	-8
S 11	-	S 1	=	+10
C 12	-	C 1	=	+11
0	-	1	=	DO NOT COMPUTE
COLUMN SHOULD TOTAL 28		COLUMN SHOULD TOTAL 28		



# Graph II

TALLY BOX				
GRAPH I MOST		GRAPH II LEAST		GRAPH III DIFFERENCE
D 2	-	D 14	=	-12
i 3	-	i 11	=	-8
S 11	-	S 1	=	+10
C 12	-	C 1	=	+11
0	-	1	=	DO NOT COMPUTE
COLUMN SHOULD TOTAL 28		COLUMN SHOULD TOTAL 28		



# Individual Report: Section I

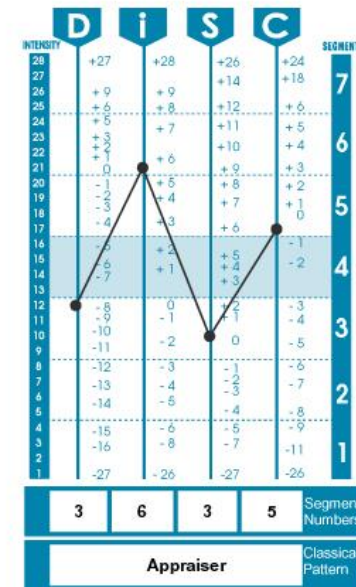


## Your DiSC® Graph

DiSC® Classic 2.0

Section I

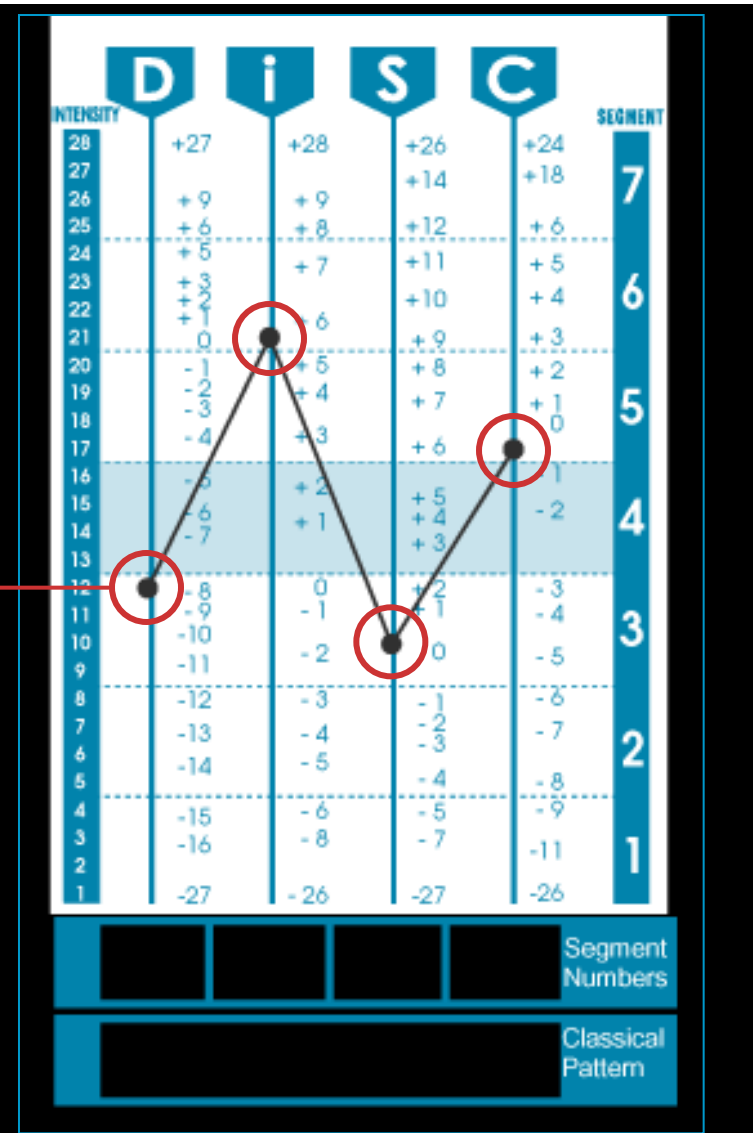
Below is your DiSC® Graph, which shows your scores on each of the DiSC® dimensions based on your responses. Each of the following interpretation stages is based on these scores. Read on to learn about your highest DiSC dimension(s), your potential strengths and weaknesses, and your Classical Profile Pattern.



# Individual Report: Section I



- Your scores on each DiSC dimension

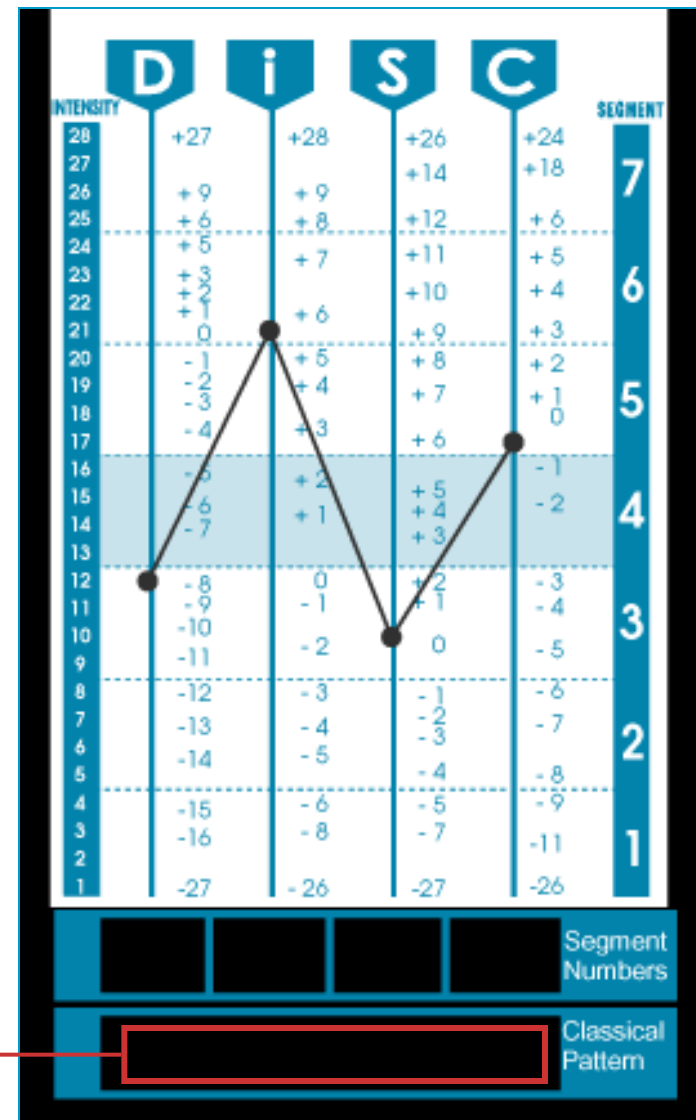


# Individual Report: Section I



- Your scores on each DiSC dimension

- Classical Profile Pattern



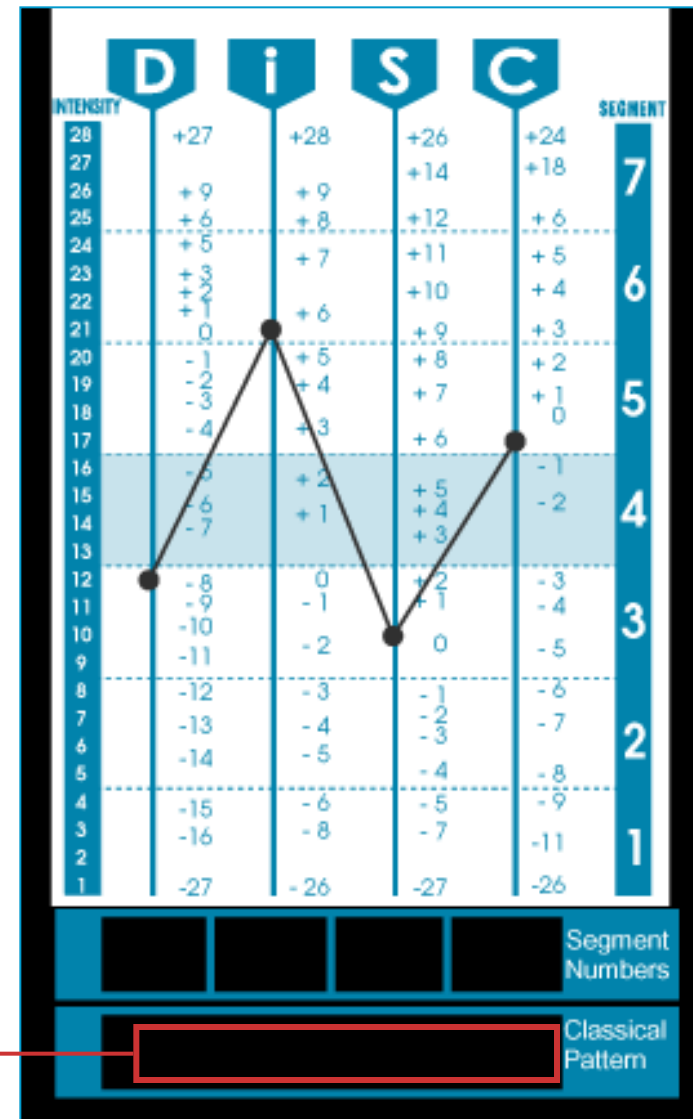


# Individual Report: Section I



- Your scores on each DiSC dimension

- Classical Profile Pattern





## 4 Basic Types (DiSC)

- **Dominate**
- **Influence**
- **Steadiness**
- **Conscientious**

15 Distinct Patterns

19,680 different “combinations”

# Summary

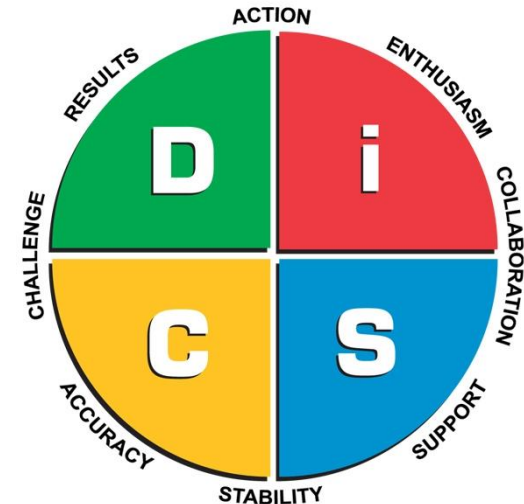


<b>D</b> is for <b>Dominance</b>	<b>Direct and Decisive.</b> D's are strong willed, strong minded people who like accepting challenges, taking action, and getting immediate results.
<b>I</b> is for <b>influence</b>	<b>Interactive, Optimistic and Outgoing.</b> I's are "people people" who like participating on teams, sharing ideas, and energizing and entertaining others.
<b>S</b> is for <b>Steadiness</b>	<b>Sympathetic and Cooperative.</b> S's are helpful people who like working behind the scenes, performing in consistent and predictable ways, and being good listeners.
<b>C</b> is for <b>Conscientiousness</b>	<b>Concerned and Correct.</b> C's are sticklers for quality and like planning ahead, employing systematic approaches, and checking and re-checking for accuracy.

# DISC Basics



- Everyone has four aspects, but infinite combinations.
- 85% will have two dominant behavior tendencies.



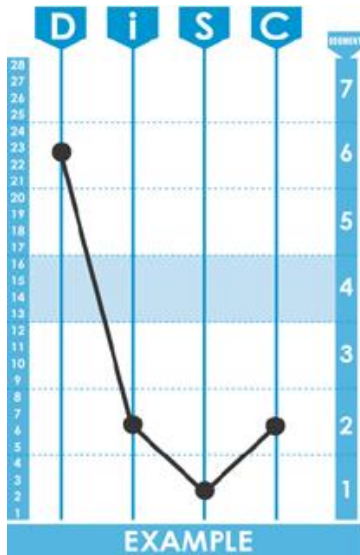
Ex: Surgeons – High “C”

*Good law enforcement officials, like good leaders  
come in all types!*

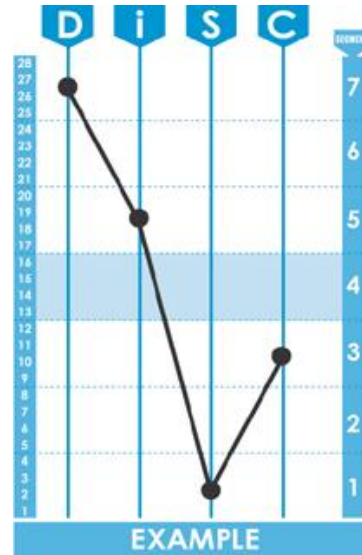
# D Profile Patterns



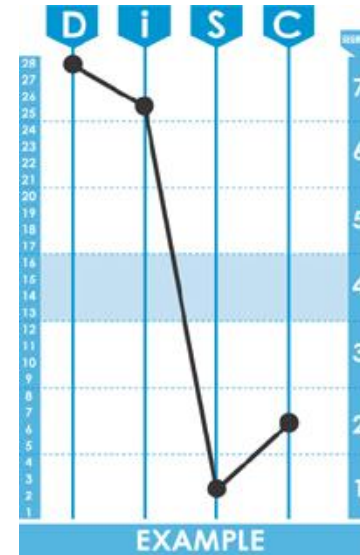
## Developer



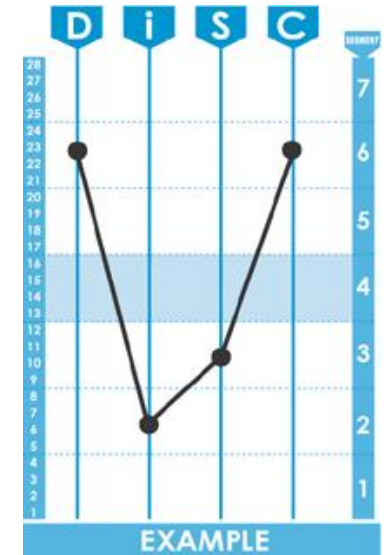
## Result-Oriented



## Inspirational



## Creative

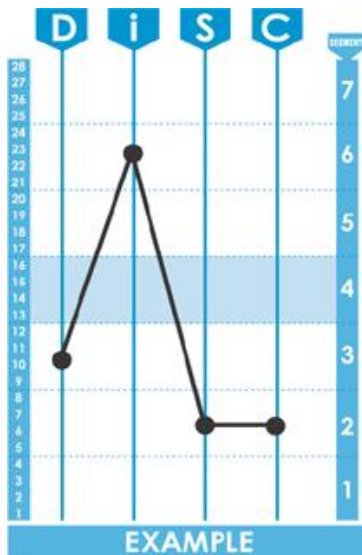




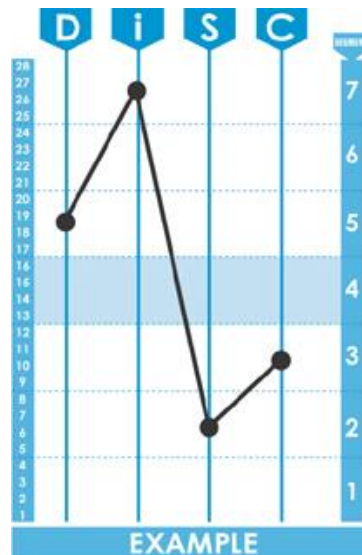
# i Profile Patterns



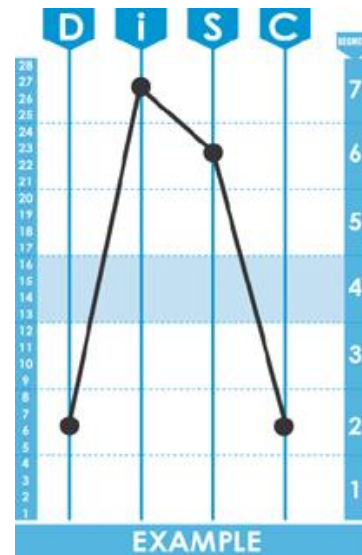
## Promoter



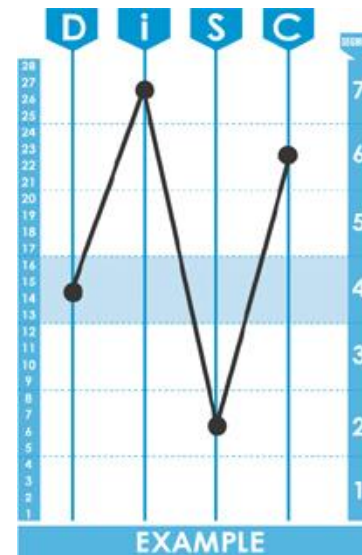
## Persuader



## Counselor



## Appraiser

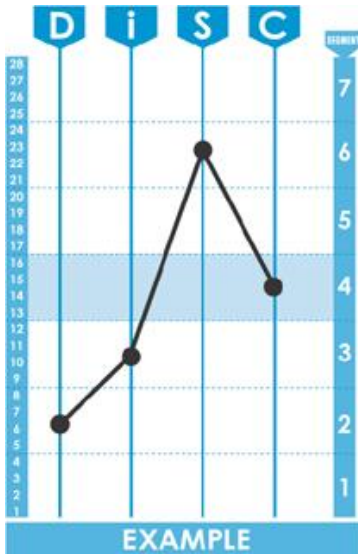




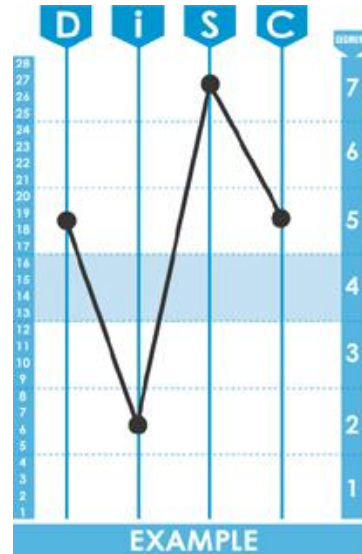
# S Profile Patterns



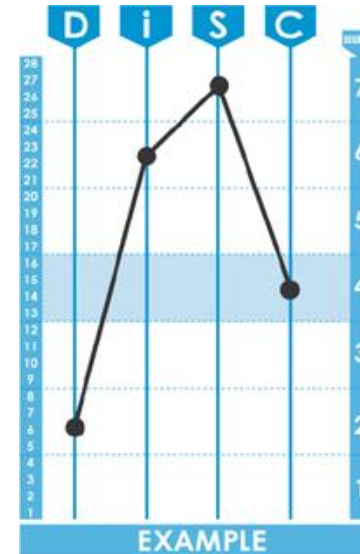
## Specialist



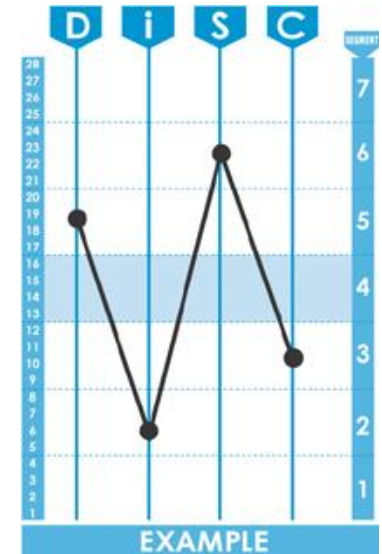
## Achiever



## Agent



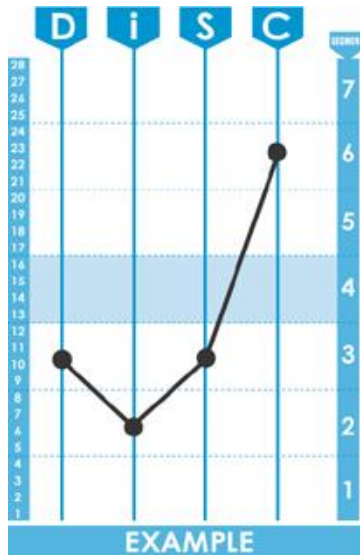
## Investigator



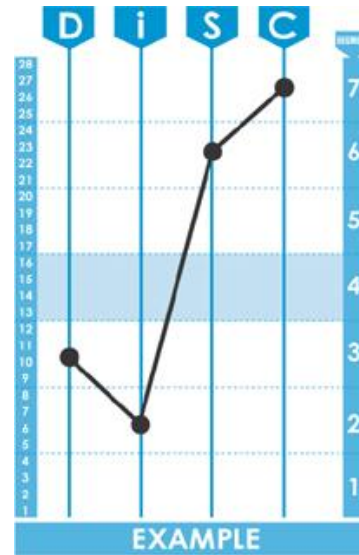
# C Profile Patterns



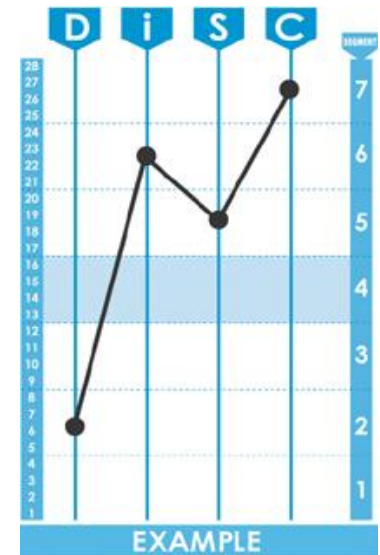
## Objective Thinker



## Perfectionist



## Practitioner



# The DiSC<sup>®</sup> Model



Active, Fast Paced  
Assertive, Bold

Dominance

influence

Questioning  
Logic-Focused  
Things (Not People)  
Skeptical

Accepting  
People-Focused  
Welcoming  
Receptive

Conscientiousness

Steadiness

Calm, Careful  
Moderate Paced, Thoughtful

# Discovering DiSC<sup>®</sup>



**Active**



**Questioning**

**Accepting**



**Thoughtful**



DC	7.5%	}	24.8	D
D	8.8%			
Di	8.5%			
iD	7.1%	}	25.1	i
i	10.4%			
iS	7.6%			
Si	8.4%	}	25.7	S
S	9.2%			
SC	8.1%			
CS	9.9%	}	24.4	C
C	9.2%			
CD	5.3%			

# Tom's



2000 = 3157 High C "Perfectionist"

2006 = 4157 High C "Perfectionist"

2011 = 7127 High C & D "Creative"

2022 = 6137 High C & D "Creative"





2000 = 3157 High C "Perfectionist"

2006 = 4157 High C "Perfectionist"

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2022 = 6137 High C & D "Creative"



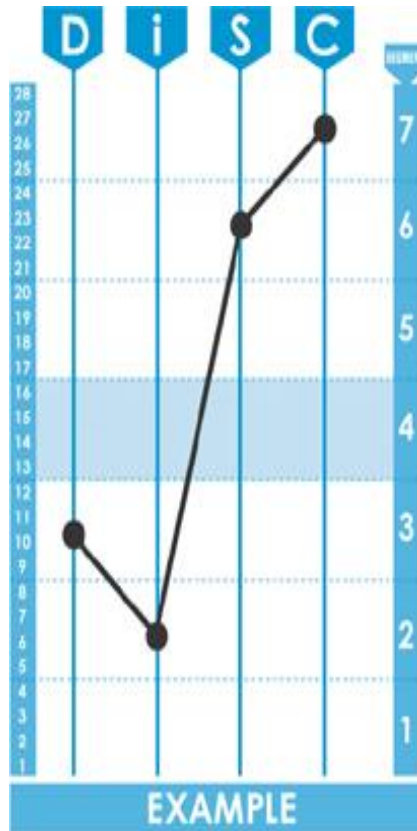
**What's  
Your  
DiSC?**



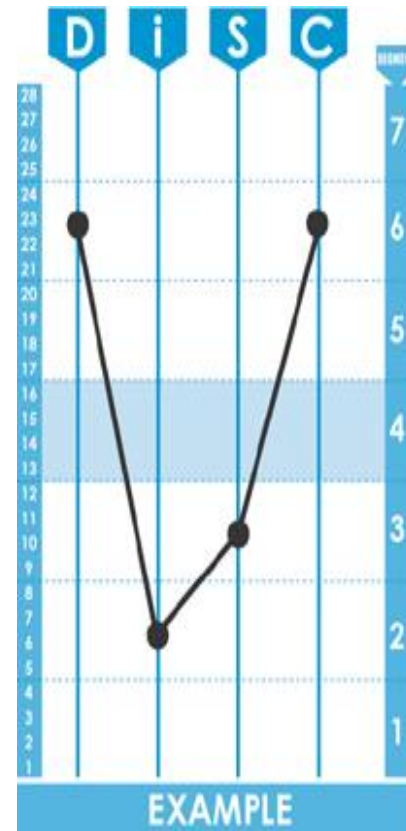
# Profile Patterns



## Perfectionist



## Creative



# My "DiSC" Profile over 10 Years



2000 = 3157 High C "Perfectionist"

2006 = 4157 High C "Perfectionist"

2011 = 7127 High C & D "Creative"

My "D" climbed from 3, to 4, and then to 7

Low "i" (1) stayed exactly the same

My "S" dropped from 5 in 2000 & 2006 to a 2 in 2011

High "C" (7) stayed exactly the same

# Retirement



Then I retired in October 2017

In March 2022, took it again

2022 = 6137 High C & D "Creative"

My "D" climbed from 3, to 4, then to 7, and now to 6

Low "i" (1) stayed exactly the same all 4x over 22 years

My "S" dropped from 5 in 2000 & 2006 to a 2 in 2011

\*\*Then back up a bit to a 3 in 2022

High "C" (7) stayed exactly the same all 4x over 22 years

It's important to know these styles!

What  
Style(s)  
are you?



Your  
Environment  
Impacts  
Your  
Personality!

PeopleKeys®

# High D



- Sees an unfavorable environment that they want to overcome
- Acts too quickly at times
- Tries to change, fix, or control things
  - Direct
  - Decisive
  - Driven
  - Developer
  - Demanding
  - Determined
  - Do-er



# Dominance



**Motivated by:** Challenge; power and authority; direct answers

**Fears:** Loss of control; being taken advantage of

**You will notice:** Self-confidence; decisiveness; risk-taking

**Limitations:** Lack of concern for others; impatience

**To Relax :** Physical Activity, Sports

**Conflict Response :** Fight

**Motto:** Just Do It!



# Dominance







## Growth Areas

- ✓ **Poor Delegator**
- ✓ **Insensitive**
- ✓ **Won't Listen**
- ✓ **Too Aggressive**
- ✓ **Can make decisions too quickly, without enough information**
- ✓ **May 'tell' rather than 'sell'**





# High i



- Sees a favorable environment in which they can influence others
- Prefers verbal face to face communications
- Most effective working in groups
- Tries to persuade, promote, or sway others
  - Inspiring
  - Instigators
  - Interactive
  - Interesting
  - Impulsive



# Influence



**Motivated by:** Social recognition; group activities; relationships

**Fears:** Social rejection; disapproval; loss of influence

**You will notice:** Enthusiasm; charm; sociability

**Limitations:** Impulsiveness; disorganization, lack of follow through

**To Relax :** Socializing/ Working in Groups

**Conflict Response :** Flight

**Motto:** Don't Worry, Be Happy

# Influence



## Growth Areas

- ✓ Impulsive
- ✓ Talk too much
- ✓ Too tactful
- ✓ Superficial/ Insincere
- ✓ Shallow
- ✓ Disorganized









# High S



- Sees a favorable environment that they want to maintain
- Tries to be cooperative, supportive, and agreeable while keeping things stable
  - Stable
  - Supportive
  - Shy
  - Submissive
  - Sincere



# Steadiness



**Motivated by:** Infrequent changes; stability; sincere appreciation; cooperation

**Fears:** Loss of stability; the unknown; change

**You will notice:** Patience; a team player; stability, methodical approach; calm

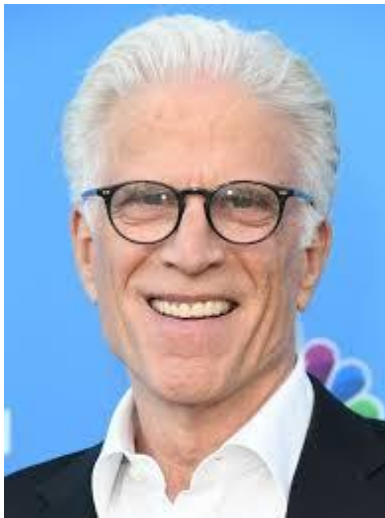
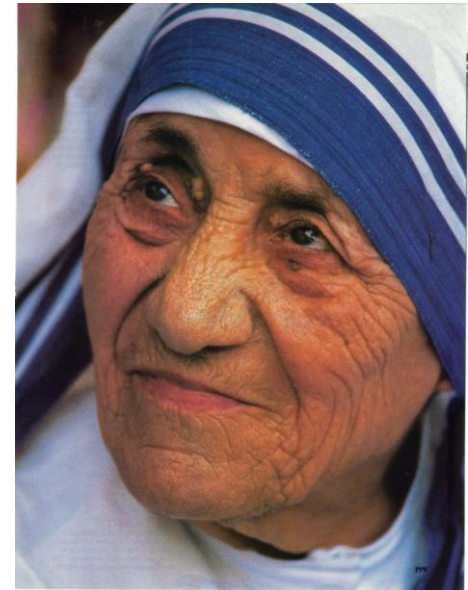
**Limitations:** Overly willing to give; putting their needs last

**To Relax :** TX / Sleep

**Conflict Response :** Put up with it, dislike, seen as waste of time

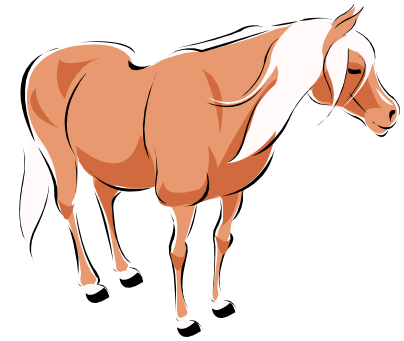
**Motto:** Don't Rock the Boat

# Steadiness





## **Growth Areas**



- ✓ Slow to change
- ✓ Possessive
- ✓ Passive
- ✓ Lacks self-initiative





# High C

- Sees an unfavorable environment that they do not want to try to change
- Written Communication is important
- Tries to work within established rules, guidelines, and procedures to ensure accuracy and quality
  - Competent
  - Careful
  - Correct
  - Cautious
  - Compliant



# Conscientiousness



**Motivated by:** clearing defined performance expectations;  
quality and accuracy being valued

**Fears:** Criticism of their work; slipshod methods

**You will notice:** Behavior that is cautious, precise, diplomatic,  
restrained

**Limitations:** Overly critical of self & others, wanting more data

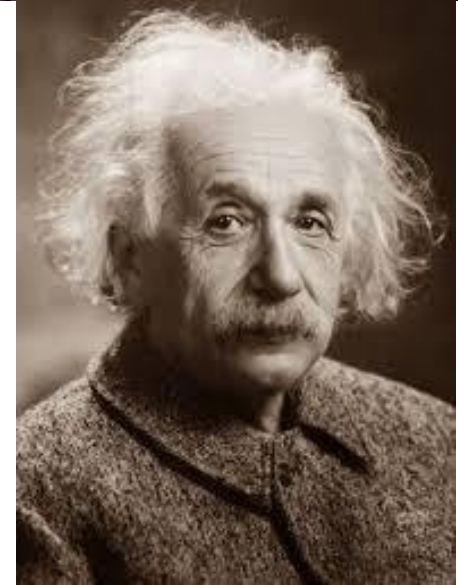
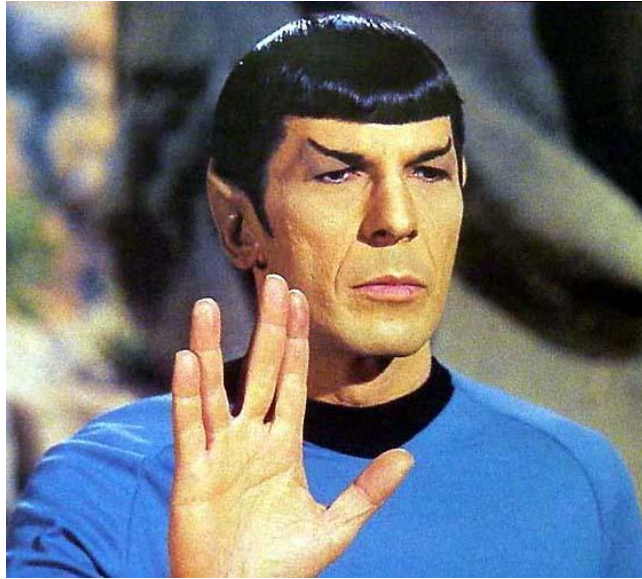
**To Relax :** Quality “Alone Time”

**Conflict Response :** Avoid

**Motto:** Measure twice, cut once



# Conscientiousness





## Growth Areas

- ✓ **Rigid/ Rules and Regulations**
- ✓ **Takes too long**
- ✓ **Critical**
- ✓ **Can stifle innovation and initiative**
- ✓ **Very content with Status Quo**







<https://www.crystalknows.com/famous-people>

So.....



# What are you?

- \* High D, C, I or S?
- \* Dc, Is, or what?
- \* Which pattern?

# How do other people see you?

- \* Three adjectives

# Is this good or bad?

# Discover Your DiSC® Style

## General Highlights

DiSC® Classic



### Interpretation Stage I (See page 6, Guidelines for Interpretation.)

	DESCRIPTION		ACTION PLAN		
<b>D</b>	<b>DOMINANCE</b> Emphasis is on shaping the environment by overcoming opposition to accomplish results.	<b>This person's tendencies include</b> <ul style="list-style-type: none"><li>getting immediate results</li><li>causing action</li><li>accepting challenges</li><li>making quick decisions</li><li>questioning the status quo</li><li>taking authority</li><li>managing trouble</li><li>solving problems</li></ul>	<b>This person desires an environment that includes</b> <ul style="list-style-type: none"><li>power and authority</li><li>prestige and challenge</li><li>opportunities for individual accomplishments</li><li>a wide scope of operations</li><li>direct answers</li><li>opportunities for advancement</li><li>freedom from controls and supervision</li><li>many new and varied activities</li></ul>	<b>This person needs others who</b> <ul style="list-style-type: none"><li>weigh pros and cons</li><li>calculate risks</li><li>use caution</li><li>create a predictable environment</li><li>research facts</li><li>deliberate before deciding</li><li>recognize the needs of others</li></ul>	<b>To be more effective, this person needs</b> <ul style="list-style-type: none"><li>to receive difficult assignments</li><li>to understand that they need people</li><li>to base techniques on practical experience</li><li>to receive an occasional shock</li><li>to identify with a group</li><li>to verbalize reasons for conclusions</li><li>to be aware of existing sanctions</li><li>to pace self and to relax more</li></ul>
<b>I</b>	<b>INFLUENCE</b> Emphasis is on shaping the environment by influencing or persuading others.	<b>This person's tendencies include</b> <ul style="list-style-type: none"><li>contacting people</li><li>making a favorable impression</li><li>being articulate</li><li>creating a motivating environment</li><li>generating enthusiasm</li><li>entertaining people</li><li>viewing people and situations with optimism</li><li>participating in a group</li></ul>	<b>This person desires an environment that includes</b> <ul style="list-style-type: none"><li>popularity, social recognition</li><li>public recognition of ability</li><li>freedom of expression</li><li>group activities outside of job</li><li>democratic relationships</li><li>freedom from control and detail</li><li>opportunities to verbalize proposals</li><li>coaching and counseling</li><li>favorable working conditions</li></ul>	<b>This person needs others who</b> <ul style="list-style-type: none"><li>concentrate on the task</li><li>seek facts</li><li>speak directly</li><li>respect sincerity</li><li>develop systematic approaches</li><li>prefer to deal with things instead of people</li><li>take a logical approach</li><li>demonstrate individual follow-through</li></ul>	<b>To be more effective, this person needs</b> <ul style="list-style-type: none"><li>to control time, if D or S is low</li><li>to make objective decisions</li><li>to use hands-on management</li><li>to be more realistic when appraising others</li><li>to make priorities and deadlines</li><li>to be more firm with others, if D is low</li></ul>
<b>S</b>	<b>STEADINESS</b> Emphasis is on cooperating with others within existing circumstances to carry out the task.	<b>This person's tendencies include</b> <ul style="list-style-type: none"><li>performing in a consistent, predictable manner</li><li>demonstrating patience</li><li>developing specialized skills</li><li>helping others</li><li>showing loyalty</li><li>being a good listener</li><li>calming excited people</li><li>creating a stable, harmonious work environment</li></ul>	<b>This person desires an environment that includes</b> <ul style="list-style-type: none"><li>maintenance of the status quo unless given reasons for change</li><li>predictable routines</li><li>credit for work accomplished</li><li>minimal work infringement on home life</li><li>sincere appreciation</li><li>identification with a group</li><li>standard operating procedures</li><li>minimal conflict</li></ul>	<b>This person needs others who</b> <ul style="list-style-type: none"><li>react quickly to unexpected change</li><li>stretch toward the challenges of accepted tasks</li><li>become involved in more than one thing</li><li>are self-promoting</li><li>apply pressure on others</li><li>work comfortably in an unpredictable environment</li><li>help to prioritize work</li><li>are flexible in work procedures</li></ul>	<b>To be more effective, this person needs</b> <ul style="list-style-type: none"><li>to be conditioned prior to change</li><li>to validate self-worth</li><li>to know how personal effort contributes to the group effort</li><li>to have colleagues of similar competence and sincerity</li><li>to know task guidelines</li><li>to have creativity encouraged</li></ul>
<b>C</b>	<b>CONSCIENTIOUSNESS</b> Emphasis is on working conscientiously within existing circumstances to ensure quality and accuracy.	<b>This person's tendencies include</b> <ul style="list-style-type: none"><li>adhering to key directives and standards</li><li>concentrating on key details</li><li>thinking analytically, weighing pros and cons</li><li>being diplomatic with people</li><li>using subtle or indirect approaches to conflict</li><li>checking for accuracy</li><li>analyzing performance critically</li><li>using a systematic approach to situations or activities</li></ul>	<b>This person desires an environment that includes</b> <ul style="list-style-type: none"><li>clearly defined performance expectations</li><li>values of quality and accuracy</li><li>a reserved, business-like atmosphere</li><li>opportunities to demonstrate expertise</li><li>control over factors that affect their performance</li><li>opportunities to ask "why" questions</li><li>recognition for specific skills and accomplishments</li></ul>	<b>This person needs others who</b> <ul style="list-style-type: none"><li>delegate important tasks</li><li>make quick decisions</li><li>use policies only as guidelines</li><li>compromise with the opposition</li><li>state unpopular positions</li><li>initiate and facilitate discussions</li><li>encourage teamwork</li></ul>	<b>To be more effective, this person needs</b> <ul style="list-style-type: none"><li>to have time to plan carefully</li><li>to know exact job descriptions and performance objectives</li><li>to schedule performance appraisals</li><li>to receive specific feedback on performance</li><li>to respect people's personal worth as much as their accomplishments</li><li>to develop tolerance for conflict</li></ul>



# Objectives



## Discover

Discover what your style experiences when in conflict with others

## Learn

Learn how to maximize your effectiveness when you are under this kind of pressure



# Responses to Conflict

***DEMAND***

*Goal: Victory*

Tends to:  
**ASSERT**

***EXPRESS***

*Goal: Acknowledgement*

Focuses on:  
**LOGIC**



Focuses on:  
**FEELINGS**

***WITHDRAW***

*Goal: Justice*

Tends to:  
**SUPPRESS**

***COMPLY***

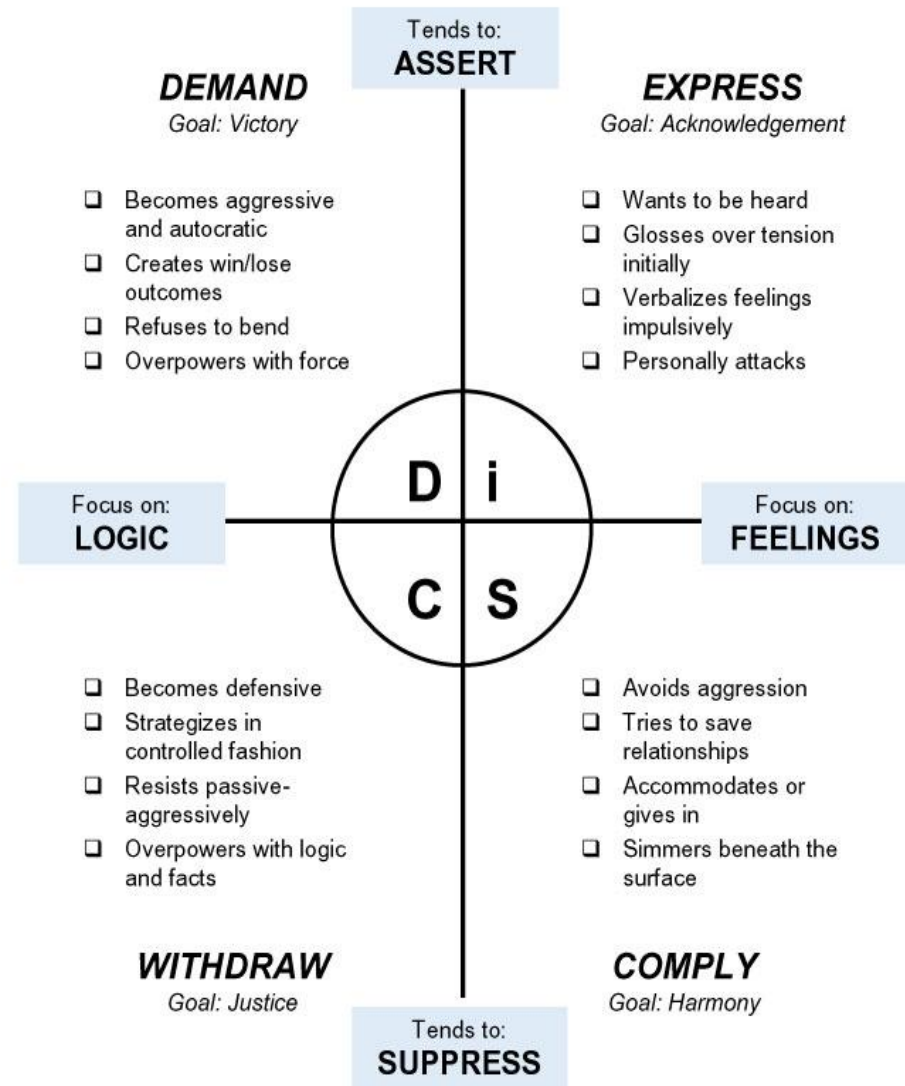
*Goal: Harmony*



# Four Responses to Conflict



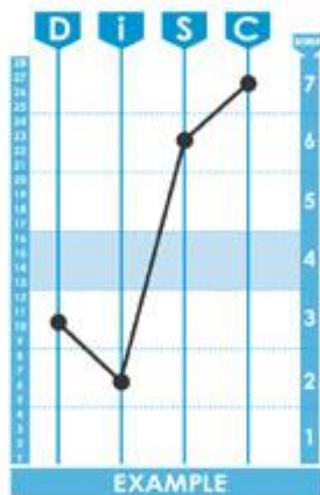
"Try to relax, ma'am . . . You say it was dark; you were alone in the house, when suddenly you felt a hand reaching from behind and . . . JOHNSON! Knock it off!"





# Your Style in Conflict

## Perfectionist Pattern



**Emotions:** displays competence; is restrained and cautious

**Goal:** stability; predictable accomplishments

**Judges others by:** precise standards

**Influences others by:** attention to detail; accuracy

**Value to the organization:** is conscientious; maintains standards; quality

**Overuses:** procedures and "fail-safe" controls; overdependence on people, products, and processes that have worked in past

**Under pressure:** becomes tactful and diplomatic

**Fears:** antagonism

**Would increase effectiveness through:** role flexibility; independence and interdependence; belief in self-worth

Perfectionists are systematic, precise thinkers and workers who follow procedure in both their personal and work lives. Extremely conscientious, they are diligent in work that requires attention to detail and accuracy. Because they desire stable conditions and predictable activities, Perfectionists are most comfortable in a clearly defined work environment. They want specifics on work expectations, time requirements, and evaluation procedures.

Perfectionists may become bogged down in the details of the decision-making process. They can make major decisions but may be criticized for the amount of time they take to gather and analyze information. Although they like to hear the opinions of their managers, Perfectionists take risks when they have facts that they can interpret and use to draw conclusions.

Perfectionists evaluate themselves and others by precise standards for achieving concrete results while adhering to standard operating procedures. This conscientious attention to standards and quality is valuable to the organization. Perfectionists may define their worth too much by what they do and not by who they are as people. As a result, they tend to react to personal compliments by thinking, "What does this person want?" By accepting sincere compliments, Perfectionists can increase their self-confidence.

# Objectives

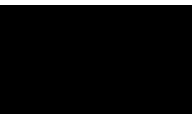
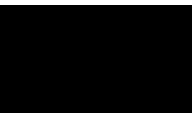
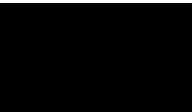
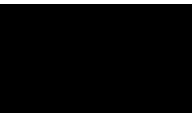
**Learn**

Learn a technique called people reading

**Develop**



# Introduction to People Reading



# Objectives

**Identify**

Identify ineffective communication

**Discover**

# People Are Different

## People Have Different

- Goals
- Fears
- Motivations
- Ways of seeing the world





# Famous DiSC Examples

**D**



**DONALD TRUMP**



**ARNOLD SCHWARZENEGGER**



**JUDITH SHEINDLIN**



**BARBARA WALTERS**



**OPRAH WINFREY**

**I**



**RICHARD BRANSON**



**JIM CAREY**



**DOLLY PARTON**



**ROBIN WILLIAMS**



**ELLEN DEGENERES**

**S**



**NICOLE KIDMAN**



**NELSON MANDELA**



**TOM HANKS**



**JACKIE CHAN**



**JULIA ROBERTS**

**C**



**BILL GATES**



**AL GORE**



**JAMES MAY**



**J.K. ROWLING**



**WARREN BUFFETT**

# What do they FEAR?



**D** Loss of control



**i** Rejection



**C** Criticism of performance



**S** Loss of security



Customer Service

## Working with a D style

- Be business-like and get to the point quickly.
- Respond to their task-related needs.
- Ask “what” questions.
- Accept their bluntness.
- Acknowledge the decision is their’s the make.
- Provide reminders of your proven track record.



Customer Service

## Working with an i style

- Be casual and open.
  - Be enthusiastic and friendly.
  - Ask “who” questions.
  - Respond with empathy to their feelings or doubt.
  - Inspire them to action.
  - Meet their need to “look good.”
- 

Customer Service

## Working with an S style

- Be informal and low pressure.
- Be methodical in your demonstrations.
- Be sincere.
- Ask “how” questions.
- Offer ongoing support.
- Probe for unspoken concerns.



Customer Service

## Working with a C style

- Get down to business quickly, but tactfully.
- Offer reassuring evidence or data.
- Let them be the expert.
- Be prepared to respond to “why” questions.
- Offer options and clarify their priorities.
- Summarize your agreements and follow up.

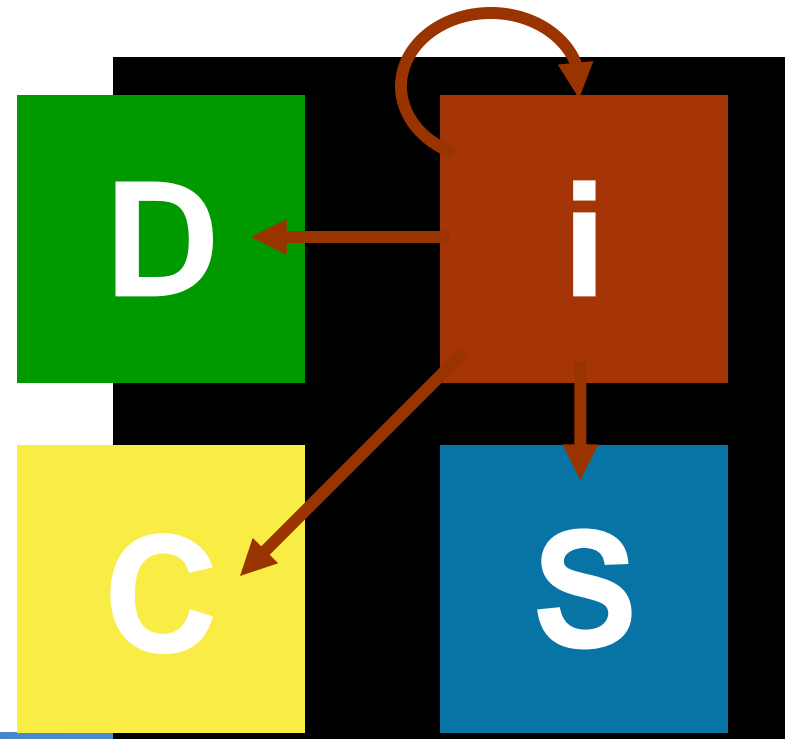


# Review

**Step 1:  
Recognize**

**Step 2:  
Understand**

Step 3:  
Adapt



# Intensity Index

## Dimensional Intensity Index

DiSC® Classic

### Interpretation Stage II

The second stage of interpretation considers each dimension separately. The index reflects the intensity of your tendencies on the D, I, S, and C scales. Use the procedure outlined below.

- 1 Draw a horizontal line from the **D** plotting point to a number in the shaded bar at the left of **GRAPH III** on page 5. See **Example 5**.
- 2 Use the identified number from the graph's shaded bar to locate the corresponding number in the shaded bar of the **D** column on this page.
- 3 Use a coin or other metal object to rub the space to the right of the number. (A word will appear.)
- 4 Then rub the three spaces below and the three spaces above this reference point. For example, if the number in the shaded bar is 8, rub 5, 6, 7, 8, 9, 10, and 11 for a total of seven spaces.  
  
If the number falls within the top or bottom three spaces, you will not rub seven spaces. For example, if the number is 26 you will rub the three spaces below and the two spaces above for a total of five spaces.
- 5 Repeat the above procedure for the **I**, **S**, and **C** plotting points.
- 6 Personalize your interpretation.
  - Use a ✓ to indicate agreement.
  - Use an X to indicate disagreement.
  - Use a ? to indicate doubt.



EXAMPLE 5

D	I	S	C
28	28	28	28 perfectionist
27	27	27	27 accurate
26	26	26	26 fact-finder
25	25	25 predictable	25 diplomatic
24	24	24 team-person	24 systematic
23	23	23 serene	23 conventional
22	22	22 possessive	22
21	21	21 complacent	21
20	20	20 inactive	20
19	19	19 relaxed	19
18	18	18	18
17	17	17	17
16	16	16	16
15	15	15	15
14	14	14	14
13	13	13	13
12	12	12	12
11 self-effacing	11	11	11
10 realistic	10	10	10
9 weighs pros and cons	9	9	9
8 meek	8	8	8
7 conservative	7	7	7
6 peaceful	6 suspicious	6	6
5 mild	5 pessimistic	5	5
4	4 aloof	4	4
3	3 withdrawn	3	3
2 self-conscious	2	2	2
1 reticent	1	1	1

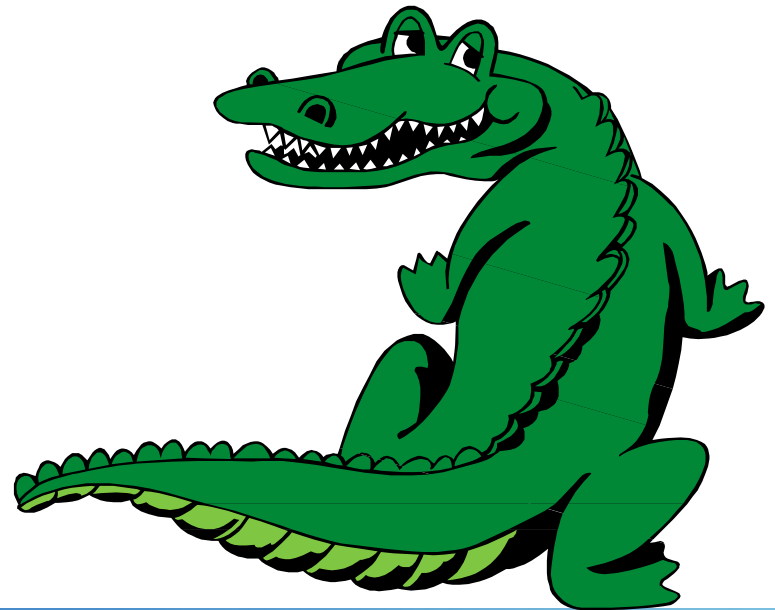
# Intensity Index

- Provides you with words to describe your behaviors
- Explains how others may perceive you
- Helps you adapt your behavior to situations

# The Green Tail



- If someone says you have a green tail, the person is crazy.
- If two people say you have a green tail, it is a conspiracy.
- If seven people say you have a green tail, you turn around and look.



# Reactions to Others



**Judging**



**Understanding**



**Respecting**



**Appreciating**



**Valuing**

# The Rules About Others

Different  $\neq$  Wrong

Different = Different



*There is richness in  
diversity!*



# PREFERRED WORK ENVIRONMENTS

HO 10-2

STYLE	GOALS
<b>D</b>	<ul style="list-style-type: none"> <li>▪ Wants to get results</li> <li>▪ Likes “do it and do it now” approaches</li> <li>▪ Wants to be in charge</li> <li>▪ Likes new opportunities and challenges wide scope of operations</li> </ul>
<b>i</b>	<ul style="list-style-type: none"> <li>▪ Wants to be involved with people</li> <li>▪ Wants to have fun while getting things done</li> <li>▪ Likes to help people talk things out</li> <li>▪ Wants freedom from responsibility for following through on detail</li> </ul>
<b>S</b>	<ul style="list-style-type: none"> <li>▪ Likes to be involved with people</li> <li>▪ Wants everyone to do his or her share</li> <li>▪ Likes things to run smoothly</li> <li>▪ Wants stability and security</li> <li>▪ Wants a conflict-free environment</li> </ul>
<b>C</b>	<ul style="list-style-type: none"> <li>▪ Wants specific criteria for performance</li> <li>▪ Likes accuracy</li> <li>▪ Likes setting and meeting high standards</li> <li>▪ Wants opportunities to analyze and assess</li> <li>▪ Likes logical, systematic approaches to work</li> </ul>

# Objectives



**Understand**

Understand how goals and fears affect commitment

**Discover**

**Create**

**Develop**



# REVIEW

- 1) A person CAN change behaviors, most behaviors are situation based, everyone does NOT have the same behaviors & behaviors are observable.
- 2) The benefits to knowing your own behavior dimension(s) are: awareness, you can adjust and minimize weaknesses.