



DISC

HO-1

Seminar Goals

- Understanding your behavior tendencies and develop an understanding of how your behavior affects others.
- Understand, respect, appreciate, and value individual differences.
- Develop Strategies for working together to increase productivity.
- Enhance your effectiveness in accomplishing task by improving your relationship with others

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HO-2
Introduction Interview

Find out about your partner and be ready to introduce him or her to the rest of the group.

About your partner:

Your name-

Your job or position-

What behavior do you find most frustrating in a work environment?

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HO-3

Behavioral Shopping Spree

The following is a list describes many common behaviors. Find other participants who view themselves as described by one of the listed behaviors. Once you have found this “match”, have the participant sign on the line in front of the item. (You may have more than one participant sign each behavior.)

Your goal is to get as many signatures as possible before the time is up.

<u>Name</u>	<u>Behavior</u>
_____	I usually like challenges.
_____	I tend to be persuasive.
_____	I tend to be relaxed and easygoing.
_____	I tell it like it is.
_____	I prefer to listen more than talk.
_____	I see myself as bold.
_____	I am usually cautious.
_____	I see myself as lively and energetic.
_____	I tend to be reserved.
_____	I am usually outgoing.
_____	I like to focus on the bottom line.
_____	I tend to focus on people.
_____	I focus on the quality of my work.
_____	I focus on how to do projects.

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HO-4

DISC ALIVE! Speakers

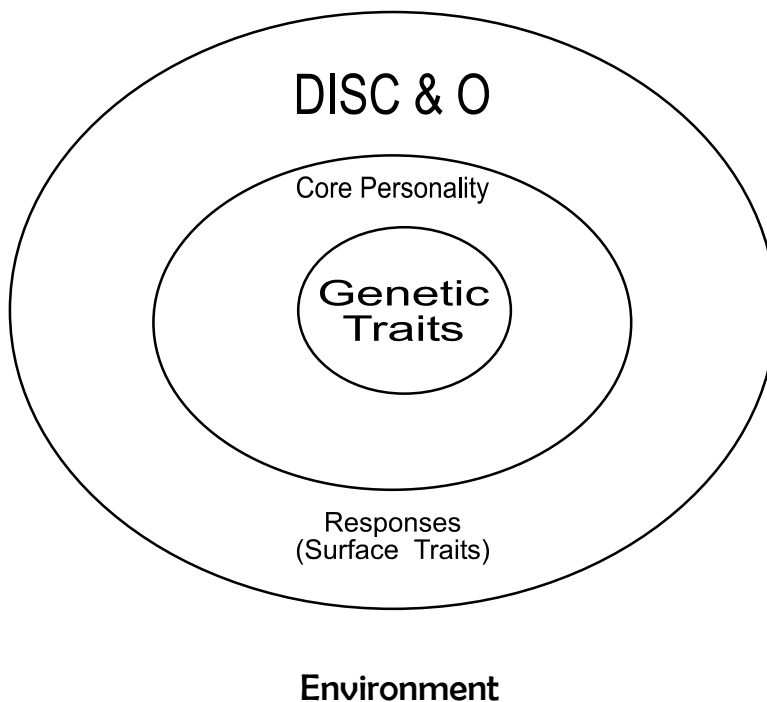
In this exercise you will observe four individuals on the DISC ALIVE! They will describe themselves, how they like to be treated, and how they prefer to work. Listen to the message each person conveys. Fill in the boxes below based on your observations.

	How Do I respond to this person?	Would I like to work with this person?	Would I like to be on this person's team?	Would I like to manage or lead this person?
Speaker 1				
Speaker 2				
Speaker 3				
Speaker 4				

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HO-5
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, which cause others to have confidence in them.
- Know how to adapt their behavior to meet the needs of other people and particular situations.

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HO-6
Marston's Model



DISC
HO-7
D-Dominance

Emphasizes: Shaping the environment by overcoming opposition and challenges.

Tendencies:

Motivated by:

Fear:

You will notice:

Limitations:

DISC

HO-8

I-Influence

Emphasizes: shaping the environment by persuading and influencing others.

Tendencies:

Motivated by:

Fear:

You will notice:

Limitations:

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HO-9
Steadiness

Emphasizes: achieving stability, accomplishing tasks by cooperating with others.

Tendencies:

Motivated by:

Fear:

You will notice:

Limitations:

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HO-10
C-Conscientiousness

Emphasizes: working within circumstances to ensure quality and accuracy.

Tendencies:

Motivated by:

Fear:

You will notice:

Limitations:

DISC HO-11 DISC ALIVE! Speakers

As you hear each of the four speakers, identify their DISC Dimension of Behavior based on what you observe and how they describe themselves.

	Behavior Observed	DISC Dimension of Behavior?
Speaker 5		
Speaker 6		
Speaker 7		
Speaker 8		

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HO-12
Identifying Dimensions of Behavior

People with D Behavior

People with I Behavior

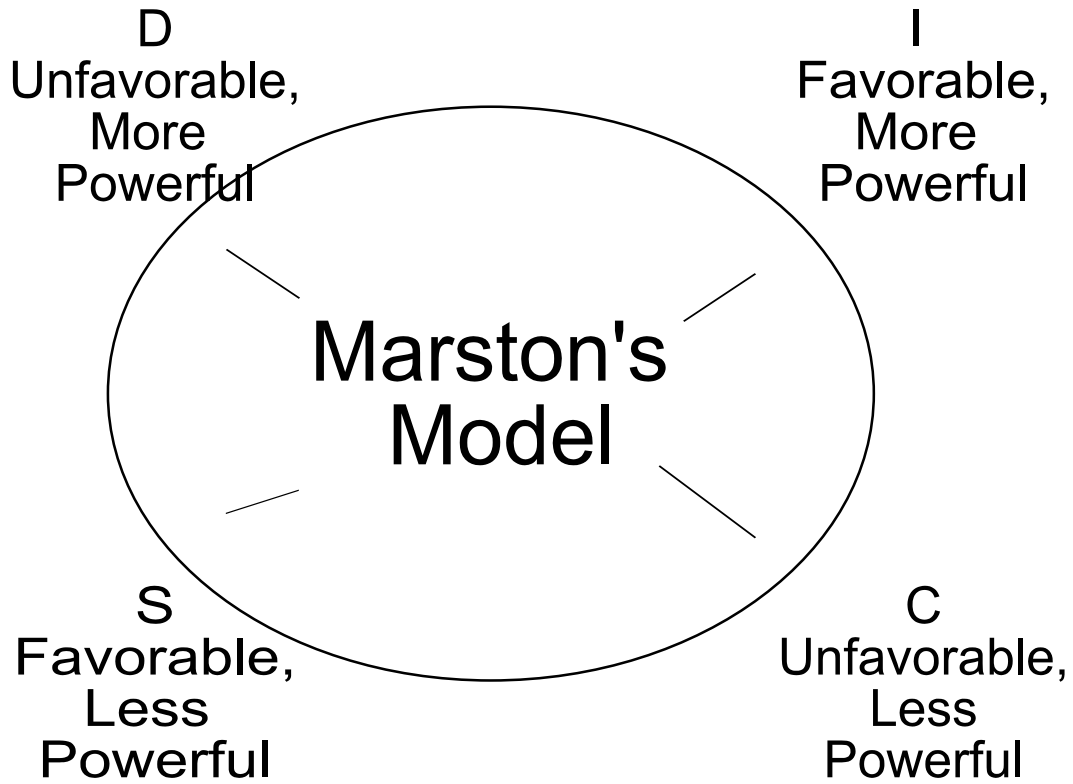
People with S Behavior

People with C Behavior

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HO-13

**Marton's Model:
Environment and Personal Power**



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HO-14

More About You

If you are a Dominance co-worker or team member, your strengths may include that you:

- Can make a decision when no one else wants to
- Are not afraid to confront tough issues/situations
- Accept change as a personal challenge
- Keep the team focused and on task

Those you work with may see the following limitations:

- May come across as unapproachable
- Insensitive to others
- Impatient with others
- Try to get the team moving along before it is ready

You can be more effective co-worker or team member by:

- Developing more patience
- Toning down your directness-asking more questions
- Working on your approachability-watch body language and offer more encouragement in conversation

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HO-15

More About You

If you are an Influence co-worker or team member, your strengths may include that you:

- Are always available for others-give your time easily
- Are good at inspiring others
- Spread your enthusiasm and positive attitude to others
- Easily give positive feedback to those you work with

Those you work with may see the following limitations:

- Disorganized
- Superficial in your approach
- Lack of follow through

You can be more effective co-worker or team member by:

- Listening more carefully to what people really need
- Becoming more organized
- Providing more detail

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HO-16

More About You

If you are a Steadiness co-worker or team member, your strengths may include that you are:

- A good team player
- Emphatic and sensitive to the needs of others
- Methodical and good at preparing meeting agendas and minutes
- Good at listening
- Easy to get along with

Those you work with may see the following limitations:

- Indecisive
- Indirect
- Resistant to change

You can be a more effective co-worker or team member by:

- Becoming more assertive and direct with others
- Coping better with change
- Not carrying the burden of everyone else problems

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HO-17

More About You

If you are a Conscientiousness co-worker or team member, your strengths may include that you are:

- Thorough
- Certain to follow standards accurately
- Conscientious
- Diplomatic
- Accurate

Those you work with may see the following limitations:

- Overly concerned with perfection
- Aloof
- Hampering creativity in others with your desire to stick to the rules

You can be a more effective co-worker or team member by:

- Better accepting differences
- Being more open and communicating more

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HO-18

More About You

If you are a Dominance manager or leader, your strengths may include that you:

- Are comfortable in a leadership role
- Are a quick decision maker
- Are direct, so people always know where they stand with you
- Good at solving problems
- Accept challenges

Those you give work direction to may see the following limitations:

- May seem intimidating
- Insensitive to others
- Impatient with others

You can be more effective manager or leader by:

- Developing more patience
- Toning down your directness -asking more questions
- Spending more time with those you direct

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HO-19

More About You

If you are an influence manager or leader, your strengths may include that you:

- Have an open door policy
- Give your time easily to those you direct
- Are good at inspiring others
- Are enthusiastic
- Give a lot of positive feedback and deliver negative feedback in a positive way

Those you give work direction to may see the following limitations:

- Not detailed enough in your direction
- Superficial in your approach
- Lack of follow through

You can be a more effective manager or leader by:

- Being more specific in praise and work direction
- Listening better to what your people really need
- Becoming more organized

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HO-20

More About You

If you are a Steadiness manager or leader, your strengths may include that you are:

- A good listener
- Empathetic and sensitive to the needs of others
- Good with self-directed work teams
- Appreciative of your people and tell them so
- Consistent in your leadership style

Those you give work direction to may see the following limitations:

- Indecisive
- Indirect in your directions to them
- Hesitant to implement needed change

You can be a more effective manager or leader by:

- Becoming more assertive and direct
- Coping better with change
- Not carrying the burden of everyone's problems

DISC HO-21 More about You

If you are a Conscientiousness manager or leader, your strengths may include that you are:

- Fair to everyone
- Certain to follow standards
- Conscientious
- Willing to pitch in and do the same work as your people
- Accurate
- Able to keep confidences

Those you give work direction to may see the following limitations:

- Overly perfectionist
- Aloof
- Hamper creativity in others with your desire to stick to the rules

You can be a more effective manager or leader by:

- Better accepting differences
- Talking more with those you direct
- Encouraging creativity in others

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HO-22**Strength Overused Becomes Weakness**

D who is good at directing and deciding, may become autocratic.

I who is good at promoting and persuading, may oversell or manipulate

S who is steady and agreeable, may give in despite their needs.

C who is good at analyzing and checking, may become perfectionist and indecisive.

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HO-23

Dimensions of Behavior in Action

DISC Humor

How food fares with the DISC Dimensions of Behavior:

High D

- Sometimes eats over the sink.
- Likes to try new, exotic, different foods.
- Loves to microwave everything, even water.
- Never follows recipes, as to add and substitute.
- Eats out a great deal.

High I

- Entertains a great deal.
- Likes gourmet foods.
- Has latest kitchen gadgets, but doesn't use them.
- Attracted to fancy packaging.
- Wants to know what all their friends are cooking for dinner.

High S

- Values meals and considers them important family time.
- Considers the kitchen the most important room in the house.
- Eats from the four basic food groups each day.
- Likes to exchange recipes.
- Cooks whatever anyone want to eat, even if that means eating things they don't like.

High C

- Reads all labels.
- Knows all the percentages of protein, fat and carbohydrates in foods.
- Shops for good prices and utilizes coupons.
- Buys kitchen gadgets if they are economical and well constructed.
- Never leaves the house without a fat and calorie guide book in case they might eat out.

DISC HO-24

Dimensions of Behavior in Action

DISC Humor

Getting on a busy elevator.

- The D walks up, gets on the elevator, pushes the button that closes the door.
- The I lets other in, says, "Always room for one more," and "Come in, you're going to be late; we'll wait with for you!"
- The S will wait in line, moving from one line to another, appearing unable to make a decision.
- The C will get on the elevator. If it's crowded, the C will count the number of people and, if the number is over the limit, will make someone get off.

Shopping for groceries:

- The D is the impulse shopper. No list.
- The I tells you where everything is in the store, whether you ask or not.
- The S is prepared, has a list and gets it done efficiently.
- The C wouldn't think of going shopping without coupons and a calculator.

On the Golf Course:

- Watch out for the D driving the golf cart. They frequently play through groups of golfers.
- The I spend more time in the clubhouse talking than on the course.
- The S golf's the same day, the same time, the same place, using the same clubs.
- The C keeps score and plays strictly by the rules. They clean their clubs a lot, too.

Hanging Wallpaper:

- The D says, "Come over Saturday and help me wall paper. And bring the paste." Then starts in the middle of the living room. The patterns don't match. The D says, "So what. That's what the drapes and pictures are for."
- The I has the wallpaper in the closet with the paste. It's on the list of things to do. They never get around to it.
- The S has to find a pattern that everyone likes before they even begin to think about hanging it.
- He C starts in a closet or in the garage to be sure the pattern is going to match. Then gets it exactly right before starting on the living room.

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HO-25

Dimensions of Behavior in Action

DISC Humor

Ask for something on their desk:

- The D has a messy desk. They say, "It's these somewhere-you look for it."
- The I says, "I'm busy right now. Give me a few minutes and I'll get back to you." They don't know where it is, but won't admit it.
- The S has everything filed in alphabetical order or by color code.
- The C says, "It's the third thing down in that pile." The desk may be messy, but they know where everything is.

Cooking a meal:

- The D can't cook without a microwave.
- The I likes to cook for groups and has an extra place set at the table in case company stops by.
- The S prepares a meal from scratch and rotates around a dozen standard recipes.
- The C can't cook without a timer and measuring cups.

Reading the newspaper:

- The D mainly reads the headlines and scatters the sections in the process.
- The I will read the obituaries first to see if they know anyone.
- The S looks over the entire paper. They clip interesting articles.
- The C calls the newspaper if a word is incorrectly spelled.

Seeing a movie in a theater:

- The D comes in late and makes everyone stand while they take a middle seat.
- The I attends in groups. They do the applauding and talking.
- The S gets there 15 minutes early. They are seeing the film again.
- The C reads reviews before attending.

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Dimensions of Behavior in Action

Behavior the Personal Profile System didn't tell you about:

You know your D is too high when you...

- Are walking around a lake and decide to walk across it for a change of pace.
- Declare your front yard a sovereign nation and attempt to reach a foreign trade agreement with Japan on car imports.
- Feel the urge to direct traffic downtown at 5pm.
- Start reminiscing about the good old days when it was legal to duel wit guns to settle an argument.
- Arrive at work at 8am and by 8:03am no one is speaking to you.
- Are honored as "Troublemaker of the Year" by an underground terrorist organization.

You know your I is too high when you...

- Leave message on a friend's machine and need to call four times to leave the entire message.
- Offer to help an elderly lady cross the street when she is sitting on her front porch with no intention of moving.
- Try to impress your garbage collector by placing odor-absorbing devices in your garbage cans.
- Feel like reading a book and invite five friends to come over and read with you.
- Dial a wrong number and talk to the person who answers for a half hour anyway.

You know your S is too high when you...

- Listen for 30 minutes to a telephone sales person selling snow removal equipment-and you live in Florida.
- Are checked for signs of life by an office employee who spots a spider building a web between you and the chair.
- Begin your summer vacation by reading all your insurance contracts.
- Write a five-page report at work when all you were asked is to write ho many tickets you need for a office picnic.

You know you C is too high when you...

- Are so diplomatic in firing a person that they thank you for it and offer to take you out to lunch.
- Make a hobby out of checking the claims of laundry detergents.
- Form your own quality circle to improve the quality of cooking in your home.
- Run out of gas on purpose to find out exactly how far your car goes on a gallon of gas.
- Receive a one-way plane ticket from your office staff, who want you to take a two-week vacation in a nation that's having a civil war.

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Keys for Relating to D Dimension of Behavior

Likes others to: be direct, straightforward, and open to their needs for results

Try to:

- Make communication brief and to the point
- Respect their need for autonomy
- Be clear about rules and expectations
- Let them initiate
- Show your competence
- Stick to the topic
- Show independence
- Eliminate time wasters

Be prepared for:

- Blunt and demanding approach
- Lack of empathy
- Lack of sensitivity
- Little social interaction

Notes:

DISC HO-28

Keys for Relating to I Dimension of Behavior

Likes others to: be friendly, emotionally honest, recognize contributions

Try to:

- Approach them informally
- Be relaxed and sociable
- Let them verbalize thoughts and feelings
- Keep the conversation light
- Provide written details
- Give public recognition for individual accomplishments
- Use humor

Be prepared for:

- Attempts to persuade or influence others
- Need for the “lime light”
- Over-estimating self and others
- Over-selling ideas
- Vulnerability to perceive rejection

Notes:

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HO-29

Keys for Relating to S Dimension of Behavior

Likes other to: be relaxed, agreeable, cooperative and show appreciation

Try to:

- Be logical and systematic in your approach
- Provide a consistent and secure environment
- Let them know how things will be done
- Use sincere appreciation
- Show their importance to organizational good
- Let them move slowly into change

Be prepared for:

- Friendly approach to colleagues and supervisors
- Resistance to change
- Difficulty prioritizing
- Difficulty with deadlines

Notes:

DISC **HO-30**

Keys for Relating to C Dimension of Behavior

Like others to: minimize socializing, give details, value accuracy

Try to:

- Give clear expectations and deadlines
- Show dependability
- Show loyalty
- Be tactful and emotionally reserved
- Allow precedent to be a guide
- Be precise and focused
- Value high standards

Be prepared for:

- Discomfort with ambiguity
- Resistance to vague and general information
- Desire to double check
- Little need to affiliate with people

Notes:

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Guide for Coaches and Managers

Keys for effectiveness with D Dimension of Behavior

Someone with a High D Dimension of Behavior may want:

- Power and authority
- Prestige
- Challenges
- Results
- TO know the “bottom line”
- Wide Scope of operation
- Direct answers
- Freedom from controls, supervision, and detail
- New and carried activities

Through mentoring or coaching, you can assist this person to learn:

- Identification with others
- To focus on intrinsic rewards
- Ways to pace themselves and relax
- TO focus on results expected
- Empathy
- Awareness that sanctions exist
- To be more logical and systematic in their approach

Notes:

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HO-32

Guide for Coaches and Managers

Keys for Effectiveness with I Dimension of Behavior

Someone with a High I Dimension of Behavior may want:

- Popularity and social recognition
- Rewards
- Public recognition of their ability
- People to talk to
- Casual warm relationships
- Freedom from control and detail
- Approval and friendliness
- Identification with others

Through mentoring or coaching, you can assist this person to learn:

- More control of time
- Objectivity
- Profit emphasis
- Strategies for being more organized
- Emotional control
- Sense of urgency
- Analysis of data and procedures
- To make more precise and detailed presentation of information

Notes:

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HO-33

Guide for Coaches and Managers Keys for Effectiveness with S Dimension of Behavior

Someone with a High S Dimension of Behavior may want:

- Status quo
- Security
- Happy and calm relationships
- Standardized procedures
- Sincerely
- Time and support to adjust to change
- Genuine appreciation; not necessarily public
- Recognition for service
- Opportunity to specialize

Through mentoring or coaching, you can assist this person to learn:

- Openness to change
- Self-affirmation
- Making their accomplishments known to others
- Short-cut methods
- Effective presentation skills
- Believing their accomplishments are worthwhile

Notes:

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Guide for Coaches and Managers

Keys for Effectiveness with C Dimension of Behavior

Someone with a High C Dimension of Behavior may want:

- Clearly defined expectations
- Limited exposure
- Reserved, business-like environment
- References and verification
- Opportunity to demonstrate expertise
- No sudden changes
- Personal autonomy
- Personal attention to their objectives
- Selective involvement

Through mentoring or coaching, you can assist this person to learn:

- Realistic assessment of practical limits
- Utilization of their intuitive abilities
- Tolerance of conflict
- To ask for support under pressure
- Appreciation of others' explanations
- Group participation skills
- Tolerance of ambiguity
- Self-acceptance of their own limitations

Notes:

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HO-35
DISC Alive! Vignette One

Vignette One: Management Team

Scene 1: Team Meeting

1. What is James's Dimension of Behavior? _____

What behaviors did you observe to determine his Dimension of Behavior?

2. What is Ruth's Dimension of Behavior? _____

What behaviors did you observe to determine her Dimension of Behavior?

3. What is Isabelle's Dimension of Behavior? _____

What behaviors did you observe to determine her Dimension of Behavior?

4. What is Curt's Dimension of Behavior? _____

What behaviors did you observe to determine his Dimension of Behavior?

DISC**HO-36****DISC Alive! Vignette One****Vignette One: Management Team****Scene 2: Individual Meetings with Dave**

How did Dave adapt his behavior with James?

How did Dave adapt his behavior with Ruth?

How did Dave adapt his behavior with Isabelle?

How did Dave adapt his behavior with Curt?

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DISC Alive! Vignette Two

Vignette Two: School Conference

Scene 1:

1. What is Mrs. Afton's DISC Dimension Behavior?
2. What behaviors did you observe to support that conclusion?
3. Did Mr. Grandson treat Mrs. Afton appropriately based on her DISC Dimension of Behavior? How did she respond?
4. What could he have done differently?

Scene 2:

5. How did Mr. Grandson adapt his behavior to communicate more effectively with Mrs. Afton?

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HO-38
DISC Alive! Vignette Three

Vignette Three: Warehouse Setting

Scene 1:

1. What is Melinda's DISC Dimension of Behavior?
2. What behaviors did you observe to support that conclusion?
3. How did the supervisor adapt his behavior to communicate more effectively with Melinda?

Scene 2:

4. What is T.R.'s DISC Dimension of Behavior?
5. What behaviors did you observe to support that conclusion?
6. How did the supervisor adapt his behavior to communicate more effectively with T. R.?