



INTERPRETATION GUIDE

DISC - M Report

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*Transforming Relationships Through the
Understanding of Self and Others*

BACKGROUND AND THEORY - DISC STYLES

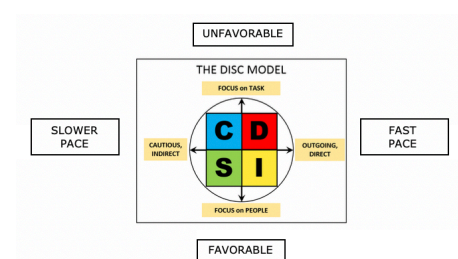
As early as 400 B.C. Hippocrates observed similarities and differences in human behavior and classified four different behaviors:

- a) In 1921 Carl Jung spoke of four “types” oriented by four psychological functions: thinking, feeling, sensation, and intuition, and further divided the types into “introversion” and “extraversion.”
- b) **At the same time, Dr. William Moulton Marston, saw behavior differently from Drs. Freud and Jung** who were analyzing the criminally insane in mental hospitals. Their work later was put into a Personality Profile called the Myers Briggs.

A. **Marston saw people behave in patterns and this behavior is observable.** His book called, “*The Emotions of Normal People*” (“Normal” meaning “Typical” behavior), identifies these patterns.

a. **DISC** comes from the first letters of the four scientific words describing these behavioral patterns - notable for their differences and the focus they use to get the results each pattern seeks:

- i. **(D)** strategic **Dominance** styles seek to control and take authority over **PROBLEMS**,
- ii. **(I)** optimistic **Influence** (or *Initiating*) styles seek **PEOPLE** to get things accomplished,
- iii. **(S)** patient **Steadiness** styles seek to create or maintain a steady **PACE** in the environment,
- iv. **(C)** conscientious **Compliance** styles seek to follow rules or **PROCEDURES** set by others.



b. **Bottom line, personality** is taken to be what we are while **behavior** is what we do. We cannot change what we are but we can change what we do – for short periods of time at least.

c. To learn more about the **Difference Between a Behavior Test and Personality Assessment**, *you can learn much more at:*

https://www.google.com/search?q=difference+between+behavior+and+personality&rlz=1C1CHBF_enUS892US892&oq=Differences+between+behavior+and+personality&aqs=chrome.1.69i57j0l7.17282j1j7&sourceid=chrome&ie=UTF-8

PRACTICAL FACTS

Practical Facts that often come up in FAQ's about DISC:

- a. **This DISC M personality style report is not an intelligence test** and there is no “RIGHT” or “WRONG” answer.
- b. **It's not a life sentence** or a way you are all the time and in every situation. NO! It identifies the behaviors which give you your best results. Unless you took another DISC profile earlier and are working on shifting something in your style, you've been practicing your instinctive behaviors for the longest time. Behaviors can be changed by consciously wanting to shift your actions – in energy, attitude and focus. Rather, like a rubber band you stretch and adapt to fit the different tasks or people you are with.

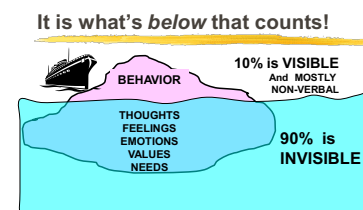
- c. **Your report makes it easier to talk about your behaviors and why you choose, like, and succeed with some people and not others.** People already know you by your observable behavior. In facilitated group debriefs of your DISC report, you'll be able to elaborate and share the "Why" and "What's important to you" while at work. Use a highlighter to remind you of statements you want to talk more about, as well as those you want to ask questions about.
- d. **Your DISC-M Report and this Guide are tools to SUPPORT you in better understanding yourself and how you interact with others.** Remember, you are not limited to only the style described in this report. If you answered in one specific focus – "Me at Home" or "Me at Work", this report should be pretty much like how you behave and how others know you at work or in a personal relationship. Let it be a map to help you better understand what motivates you to make choices and take action like you do.
- e. **Your report is a tool to better understand how your underlying needs, emotions, fears,** and results put the strengths of your personality to work for you. Let it be a source of tips for enhancing all your relationships. Please refer to this Guide AFTER you have taken your profile and AS you read through your profile.

If you know enough now to be comfortable with what we are going to be using and interacting with, let's go through your report page by page using this Interpretation Guide.

INTERPRETATION GUIDE TO THE DISC-M REPORT

PAGE 2: Table of Contents and information on the Independently Tested Accuracy of this Assessment by ASI so Important?

PAGE 3: The "Introduction to your DISC-M Report" provides background on the source of DISC, what each of the letters of DISC stand for, who created it, and why it is so important to know your own style. It also tells you how to recognize the needs, emotions and fears that come along with what is observable to all of us through our eyes.



The perspective pointed out in this graphic, and also in the PowerPoint, shows what there is to learn about once you are clear on how to recognize the four styles based on observing the SPEED of their movements and what they FOCUS on – Tasks or People.

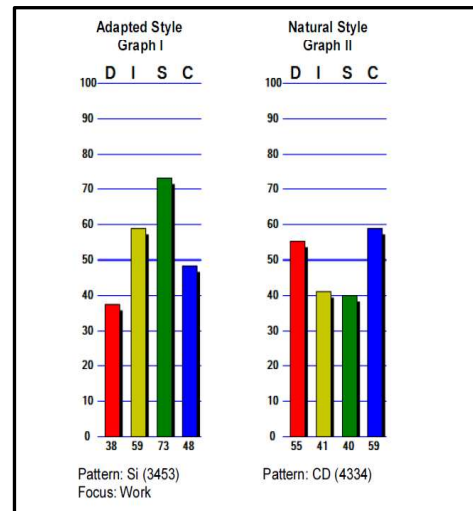
PAGE 4: The General Characteristics page. This page pulls in information from both your MOST and LEAST types of responses and is a good page to check to see if you agree that this is the way you do things, and what others can observe you doing at least 80% of the time.

If you do not agree that the characteristics describe you at least 80% of the time, then please stop reading here and follow the instructions at the bottom of page 4 of the report before continuing.

PAGE 5: DISC Graphs - Overview

○ The Adapted Style – Graph 1 (please refer to your own eGraphs on Page 5)

1. Graph I is based upon your MOST responses and represents the behavior you present to others to meet the demands of your environment as you see it.
2. **This is a *dynamic* picture of you** because it has the most potential for change. It is good to share your perception of the way you need to be operating in your work environment to make sure it is meeting the expectations for people in your role. Then if there are any ways you could be adapting your behaviors to get different or better results you will know how to make them after studying this Guide!



○ The Natural (Basic) Style – True Self - Graph 2

1. Based on your LEAST responses, Graph 2 represents your core self which you have developed, integrated, and accepted about yourself throughout your life. It describes those natural behaviors apparent to others, particularly under stress.
 2. In comparison to Graph 1. Graph 2 seldom changes because it represents your true self.
 3. Graph 2 CAN change, however, after a significant emotional experience or personal trauma because it is affected by the choices you make when any significant emotional events in your life occur.
 4. Learning the DISC language gives you awareness - and more options for relating to other styles and adjusting the intensity of your responses and reactions.
1. **READING and RELATING TO BOTH GRAPHS:** The points on either graph range from 0 to 100 – numbers shown next to the left margin. Points above 50% (the midline) are your primary and secondary priorities in DISC and are considered as “high” – meaning “high” in the amount of energy you are exerting toward your preferred results in any Dimension of DISC over 50%
 2. **SIMILAR PATTERNS:** When these two graphs look similar, you could say it is a “WYSIWYG” - “What You See Is What You Get” – and both graphs look almost identical with only a slight upward or downward shift between the two.
 3. **LARGE SHIFTS:**
 - **In Dominance or Compliance** - If you have to make a shift up or down of more than 25-30% from your Natural Style Graph 2 to Adapted Style Graph 1, you are making a *physical* adjustment, because **these two styles show how you prioritize and DO things**. It may feel uncomfortable at first, but with practice, you learn how to adjust and do things differently so you can adapt without long term physical harm or emotional stress.
 - **In Influence or Steadiness** - if you have to make a shift of more than 25-30% in either the levels of energy you may be feeling a constant sense of stress because feelings come from your *heart*

– where you express your need and love or concern for people - so having to increase or decrease what is natural for you emotionally may be important to consider.

- Ask if there are ways you can make adjustments at work so you do not have to make such a shift in your behaviors over time, because sometimes High I's and S's are so concerned about how others feel, they may be assuming things that are not actually true!
- If this applies to you, be sure to note that and discuss with others who could help you make new decisions about what is important.

4. SEGMENT NUMBERS:

- The points on either graph could be anywhere between 0-100 – numbers next to the left margin and the four number sequences underneath each graph gives a numerical comparative display of how you invest your life energy and what's most important to you.
- Points above 50% (the midline) are your primary and secondary priorities in DISC.
- The four-digit number at the bottom (e.g. 3453 and 4334 above) reflects the **segment numbers** listed on the left of the D column and are another way to show if you have "High" (Segments 5 or 6), "Medium" (Segments 3 or 4) or "Low" (Segments 1 or 2).
- When describing your graphs to other DISC-literate people, you can say, "**My Natural Graph shows me as a 3453,**" and immediately they would know you are a natural "**High S, I with a medium low D and C.**"
- These numbers can be a quick way to describe your graph in the fewest number of words. So, practice using and sharing your DISC graph with others on your team so can start to recognize, just by these numbers, how you like being treated and what type of behaviors they can expect when working with you!

PAGE 6: The WORD SKETCH Chart (Please reference your own NATURAL DISC Graph from Page 6).

The top of the points on your Natural Graph have been transferred onto this descriptive "Word Sketch". You can use this to share "the way and the why you do what you do", including the way you tend to:

(D)ominate Problems, (I)nfluence (or some systems say, "Initiate things" with **People**, **(S)teady the Pace**, and **(C)omply with Procedures** and rules:

- **THE FOCUS:** Each is listed at the top of each column along with the main priority of that column – i.e. each FOCUS is identified with words starting with "P" to make it easy to remember – PROBLEMS, PEOPLE, PACE and PROCEDURES.
- **NEEDS, EMOTIONS, AND FEARS** shown below the FOCUS are almost never verbalized and often the person is unaware that this is motivating their behavior, but they may have a significant or even an unconscious impact on the type of behaviors or actions you take in carrying out your roles at work or in any relationship you are involved in.
- **KEY DISTINCTION:** The ENTIRE column under the RED "D" only refers to behaviors having to do with the amount of energy you put into DOMINATING PROBLEMS. It does

	D (Red)	I (Yellow)	S (Green)	C (Blue)
Focus	Problems what I do I want I need	People I like I dislike I love	Pace I like I dislike	Procedures I like I dislike
Needs	control achievement power autonomy independence	approval affection admiration attention recognition status prestige social standing	affection admiration attention recognition status prestige social standing	affection admiration attention recognition status prestige social standing
Emotions	frustration anger hatred bitterness resentment dislike disappointment disapproval disrespect disrespect disrespect disrespect	disapproval disrespect disrespect disrespect disrespect disrespect disrespect disrespect	disapproval disrespect disrespect disrespect disrespect disrespect disrespect disrespect	disapproval disrespect disrespect disrespect disrespect disrespect disrespect disrespect
Fears	loss of control loss of status loss of power loss of autonomy loss of independence loss of achievement loss of recognition loss of attention loss of admiration loss of affection loss of approval loss of status loss of prestige loss of social standing	loss of status loss of prestige loss of social standing loss of achievement loss of recognition loss of attention loss of admiration loss of affection loss of approval loss of status loss of prestige loss of social standing	loss of status loss of prestige loss of social standing loss of achievement loss of recognition loss of attention loss of admiration loss of affection loss of approval loss of status loss of prestige loss of social standing	loss of status loss of prestige loss of social standing loss of achievement loss of recognition loss of attention loss of admiration loss of affection loss of approval loss of status loss of prestige loss of social standing
4-Digit Number	3453			

not relate to anything about Influencing People, Steadying the Pace, or Complying with Procedures. Each of those areas of life are listed in their respective columns.

- **The words in Segment 5 and 6 at the top of the chart and in all DISC Dimensions is considered as “High”, Segments 3-4 are “Moderate” and Segments 1-2 are “Low”** – meaning that any words in those segments would be used to describe someone who is either “High”, “Medium” or “Low” in the intensity, priority and amount of energy they are using to handle life in that Dimension of PROBLEMS, PEOPLE, PACE, or PROCEDURES.

WORD SKETCH EXERCISE: Describe and introduce yourself using your own SEGMENT numbers to identify the types of behaviors you use when it comes to the way you *Dominate PROBLEMS*, Influence PEOPLE, Steady the PACE of the Environment at work, and Comply with the PROCEDURES you deal with in a typical day at work for you! **Include in your description how your Needs, Emotions, and Fears** are involved.

These **Needs, Emotions, and Fears** are seldom verbalized, but they may have a significant or even an unconscious impact on the type of behaviors or actions you take in carrying out your role... or in any relationship or decision you get involved in. Do you see anything here you want to share? If so, make a note to volunteer it when you feel like it. (That time could even be later when you notice they come up. Notice if they do, are you with favorite family members or best friends.)

TRY THIS: Move your right hand slowly down one column at a time moving from top to bottom with your thumb and forefinger open about the height of each of the groups of words, so you can read and relate to the feeling of energy you would be using if you had a task in that Dimension of DISC to accomplish. Notice how you feel when you are at the segment already identified as your DISC Dimension for that column.

- a. **Did you notice how** the intensity of the energy represented in the words in Segment 6 dramatically changes as you drag your finger/thumb down the page from top to bottom of each column. Share your responses to that.
- b. **As you pass below** that level you are naturally in, picture yourself acting or thinking how you might behave if you acted out from these behaviors.
- c. **Not that you have to**, but notice the type of results you might get if you operated at any higher level of intensity than you are at already? How could that impact your role or job?
- d. **Now start at the bottom** of the DISC Dimensions where you are under 50% and start moving it upwards, picturing yourself behaving with more and more energy as you move up the column. Anything you want to share with someone?

CHANGING YOUR STYLE: If you want to RAISE or LOWER, the intensity of energy you normally express to practice gaining more behavioral flexibility in the way you do things:

- Figure out which Dimension of DISC you want to shift.
- Look for people you know whose DISC Dimension is where you want to shift to.
- Hang out with them and notice how they make decisions. Ask them where they are looking from or looking for to choose that behavior, and then identify behaviors from the Word Sketch chart just above or below what you already have and ask a buddy to help you identify activities you can practice to start to shift away from your Word Sketch point. Practice them often and then inch up or down the behavioral style list until you feel you are stretching (increasing) or holding back (decreasing) the amount of energy you are using to “Dance on the DISC.”

- Remember, whenever you shift up or down in one DISC Dimension, you'll have to experience the opposite shift in one of the other DISC styles. In other words, it is impossible to operate with all four points at either the top or the bottom of the Behavioral Intensity range.
- Use a dictionary to get a full description of how a given behavior will look.
- Check study and practice using the Word Sketch Chart's behavior descriptors.

LET'S PRACTICE all you have learned here by preparing to INTRODUCE YOURSELF to a group who knows DISC: Using only words from the Word Sketch page, share your Natural Style and then, later you might want to do it again using Adapted Graph #'s: (Print out this page to complete the following exercise:

a. Hi, my name is _____.

In my (Natural) DISC... (high: segment 5-6, med: segment 3-4, or low: segment 2)

I'm a ___ D, ___ I, ___ S, and ___ C. What works for me and what you'll notice about the way I typically do things at _____ (enter work or home) is:

b. When there is a big-picture **PROBLEM** to **(D)ominate**, I find it most natural to:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

When it comes to the **PACE** of the environment my level of **(S)teadiness** is:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

When it comes to **PEOPLE**, I tend to **(I)nfluence** I initiate my contact with them like this:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

When it comes to **(C)omplying** to rules and the **PROCEDURES** given me, I tend to be:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

PAGE 7: Your Natural Strengths Page. Referring to your highest points on your Natural Graph II, which of these strengths do you find it easiest to use when working or living with others? Could these strengths ever become weaknesses? When? With which Style Types? Be prepared to highlight your favorite things on this page and volunteer to share if you'd like to.

Work Style Tendencies Page 7 – Referring to Your highest points on Adapted Graph I, which statements on your list really ring true for you? If you do not work from home, do you notice any shifts you need to make when you go back to your family? Do you have to shift your style? Or does it stay the same? Is there any clash (are not compatible)? Follow the instructions in highlighting things on this page and be prepared to share examples.

PAGE 8: Motivations Page. Read this page and identify two motivations that are important to you in your working/family relationships. Then decide what you will commit to achieving. Also decide on HOW you can ask for support when your own motivation is missing. Who do you need to speak to, to get more of what you want for staying motivated?

PAGE 9: Communication Plans Page. Identify two “Do’s and Don’ts” that are important to you in your working/family relationships. Or they all might be! And if the “going gets tough” at any point here is a good formula for communicating and listening. Make it a practice you use whenever you have conflict with others...

- When you _____ I feel _____ and I request that you _____.
- Are you willing to _____? If not how come? And what would work for you?

Page 10: Potential Areas for Improvement. Read through the “potential blindspots” list and check the two most important areas you are committed to improving and share them with others you live or work closely with. Think about how you might be able to adapt your behavior and in what situations will this adaption be needed:

- **Potential Blind Spots** – What are some you can already identify. Add to this page as you like. Ask others for feedback if you don’t see them... which is why we call them “Blind Spots!”

PAGE 11: Character Virtues. Character virtues are those positive character traits (and human qualities) we are each born with. Each of the four primary DISC styles has VIRTUE STRENGTHS they have developed from a young age they naturally use in certain situations:

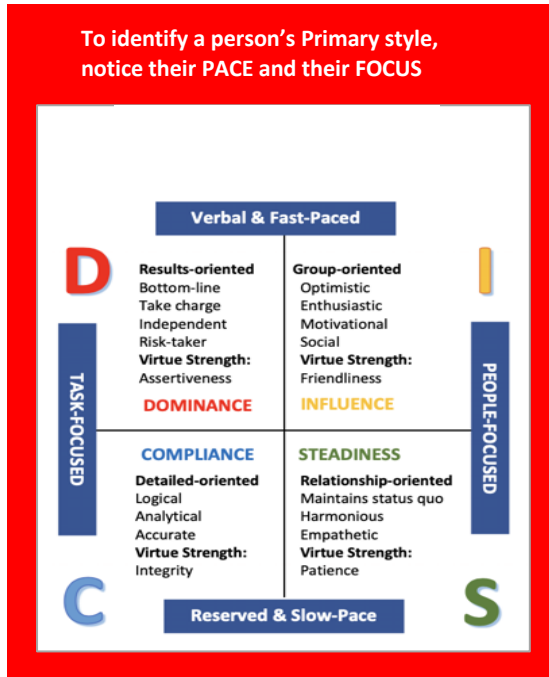
- Choose from the Virtues Definitions which virtues would support you to eliminate your blindspots. What stories have you made up about yourself, about others, or about the environment? Think about when you might want to adapt your style using Virtues from the table – when and with whom?

PAGE 12: Adapting your Style. Read the tips section first. Then think about and write down answers to the following:

- a. **Have a meaningful dialogue** with others in your personal life or on your team to improve the family/working relationship.
- b. **Create a process for resolving conflict** should it occur. Use your report as a reference tool. Have fun making minor behavioral changes and experience the results.
- c. **Look at the word sketch page in your DISC report** and see where you might need to adapt your behavior, depending on the situation or result you are looking to get, and choose other descriptive words to help you adapt up or down the word sketch columns.

Developing People-Literacy

PEOPLE READING & RELATING CARDS



Adapt, treat people the way they like to be treated, NOT the way you like to be treated

Communicating with the D
Be direct and get to the point
Stick to business and focus on results
Don't waste time on the small stuff
If you are a High D practice PATIENCE

Communicating with the I
Build rapport before discussing business
Provide a warm and friendly environment
Don't discuss too much detail
If you are a High I practice SELF-DISCIPLINE

Communicating with the S
Show sincere personal interest in them
Be, calm, easy-going, and patient
Ask "how" questions to get their opinions
If you are a High S practice FLEXIBILITY

Communicating with the C
Don't be informal, casual or loud
Be organized and prepared
Don't force a quick decision
If you are a High C practice FRIENDLINESS

TELEPHONE TIPS - Recognizing DISC Styles

Outgoing & FAST PACED?

HIGH D's & I's...

- Tend to talk louder & faster
- Contribute frequently to conversations
- Tend to interrupt

HIGH D's ...

- They use a monotone voice
- Focus on tasks & use facts
- Can be demanding, decisive & quick to show anger

SUCCESS TIPS with D's...

- Be clear, specific, brief & to the point
- Be prepared & well organized

HIGH I's...

- They speak with enthusiasm
- Focus on people & give their opinions
- Can be emotional & show feelings easily

SUCCESS TIPS with I's...

- Speak with warmth & be friendly
- Don't give too many details
- Use their name often, ask questions & don't control the conversation

Reserved & SLOWER PACED?

HIGH S's & C's...

- Tend to talk slower & softer
- Contribute infrequently to conversations
- Tend to be good listeners

HIGH S's...

- Speak in a softer voice
- Focus on people & voice their opinions
- Can be non-emotional & keep their feelings private

SUCCESS TIPS with S's...

- Give them time to respond to your questions
- Give a lot of encouragement
- Ask questions to build their trust
- Do not be dominant or demanding

HIGH C's...

- Speak in a more of a monotone voice
- Focus on tasks, use facts & can be quick to criticize

SUCCESS TIPS with C's...

- Prepare information in advance
- Be accurate & give lots of details
- Give a lot of facts & don't be casual or loud