

SECTION 2

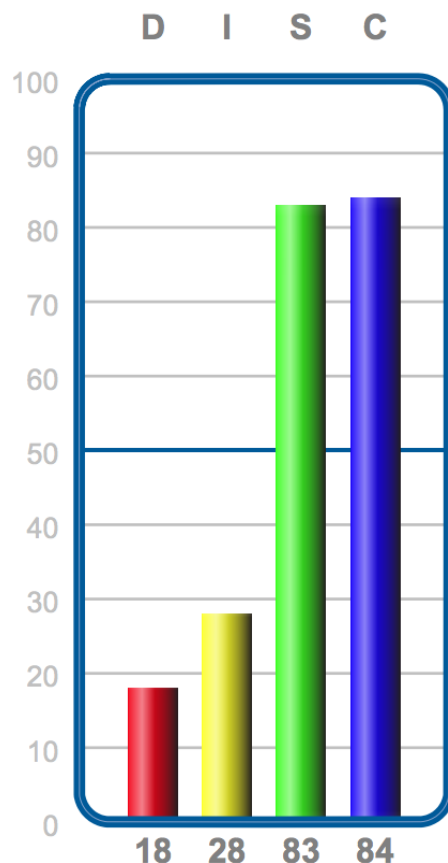
BEHAVIORS: KEYS TO COMMUNICATION

WHAT IS DISC?

DOMINANCE, INFLUENCING, STEADINESS, COMPLIANCE

DISC is the most widely used behavioral assessment tool, adopted by organizations around the world to improve self-awareness, teamwork and understand different communication styles. DISC scores reveal a person's natural behavioral styles. You can use your DISC scores to better understand yourself and articulate your unique qualities. And the more you understand and recognize different styles in other people, the easier it will be to communicate effectively.

Think of the DISC scores as clues or hints telling you what to expect when you meet a teacher or new classmate for the first time. Will they look you in the eye and shake your hand enthusiastically? Will they speak calmly and slowly? Will they ask a lot of questions? Will they argue with you? Knowing what each colored bar represents and how those styles tend to show up behaviorally will help you figure out the best way to interact with a person exhibiting those traits.



Dominance - How you respond to “problems”: Direct, Blunt, Results-oriented, Takes Initiative, OK with Conflict, Likes challenges or competition .

Influencing - How you respond to “people”: Expressive, Friendly, Talkative, Tend to be enthusiastic and optimistic, Likes to be around people

Steadiness - How you respond to “pace”: Loyal, Patient, Likes consistency and planning, Can be routine-driven, Understanding and supportive of others

Compliance - How you respond to “process”: Logical, Likes step-by-step processes, Cautious, Attentive to details

BRIEF HISTORY OF DISC:

The major developer of the formal DISC language is Dr. William Moulton Marston. Born in Cliftondale, Massachusetts, in 1893, Dr. Marston was educated at Harvard University. Professor Marston also created the popular superheroine, Wonder Woman, who is purported to display all the DISC characteristics.

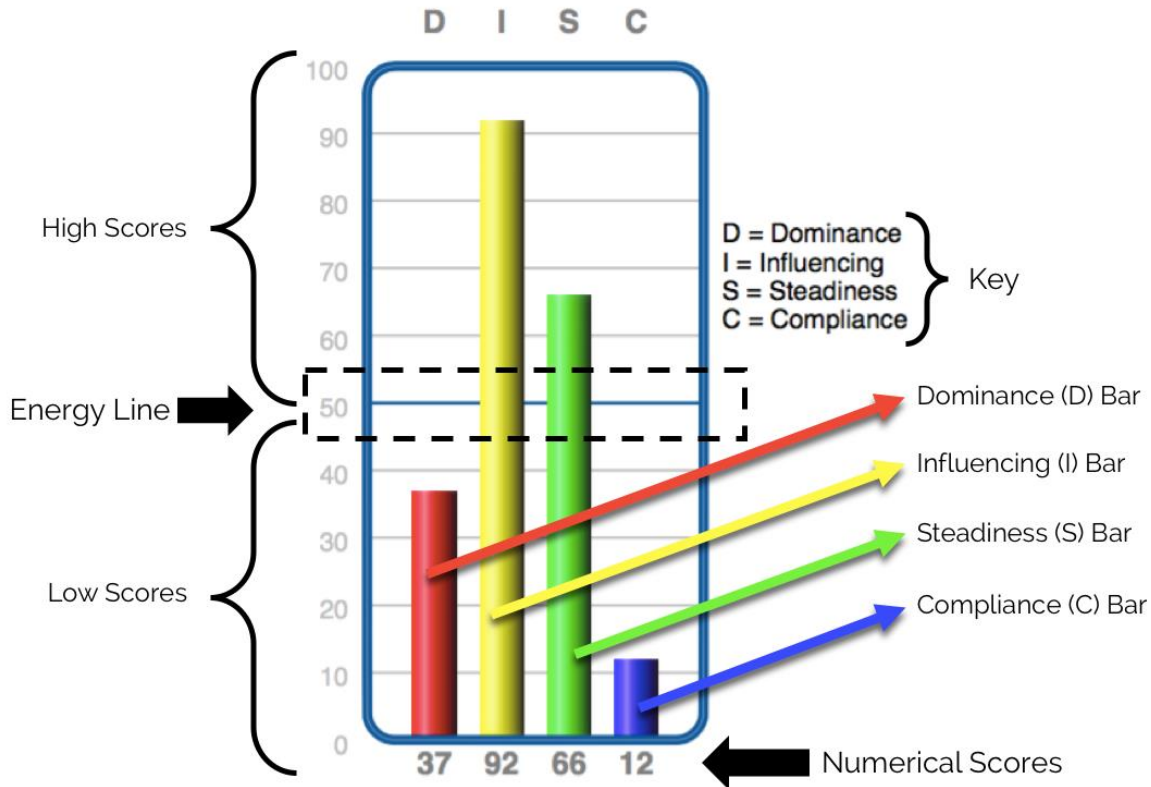
In 1928 he published *Emotions of Normal People* in which he introduced the theory we use today. He viewed people as behaving along two axes, with their actions tending to be active or passive depending upon the individual's perception of the environment as either antagonistic or favorable.

In the 100 years since Marston published his findings, behavioral research has modified his ideas considerably. Yet the importance of Marston's contribution in dividing human behavior into four distinct categories and using measurements of the strength of these responses as a means to predict human behavior remains undiminished.



HOW TO READ THE DISC GRAPH:

There is no "correct" score to have. Each personal style is a unique blend of D, I, S and C. When looking at the graphs on your report, use the graph on the summary page or the Natural Style graph (*on the right of the Style Insights page*) as the main point of reference. This graph describes how you tend to behave naturally in non-stressful conditions. Each colored bar has a meaning. To read the graph, start with the red "D" bar on the left and end with the blue "C" bar on the right.



So, let's go over how to read your DISC Chart.

1. Locate the first page of your Indigo report and look for the graph on the upper right side.
2. Each of your DISC scores falls somewhere between 0-100, and is indicated by a colored bar, with your numerical score listed underneath.
3. Again, there is no good or bad in DISC. Your score just indicates which behaviors come more naturally to you, which will be described further in this chapter.
4. Take note of the 50 line on the graph, which is called the energy line. It is called the energy line because if you are in an environment that is better suited for a high score while you have a naturally low score, it will be more difficult for you to cope, and as a result, may drain your energy.
5. If any of your behavioral scores are above 50, they are considered high, and any scores under 50 are considered low.

On the DISC graph, scores above 50 are “High” in that behavioral style and exhibiting the represented behavior will typically give that person energy. Scores below 50 are “Low”. How High or Low the score is shows how strongly that attribute is or is not displayed. For example, someone with 95 Dominance will be energized by highly competitive, fast paced environments, and a person with 5 Dominance will be incredibly drained by the exact same scenario. A 55 Dominance could be affected either way, depending on the situation.

Another way to look at it is that the scores furthest away from the “50” are the most pronounced behavioral traits for a person (“High” or “Low”). If scores are toward the middle, the person’s style in the given category tends to be more moderate, allowing them to easily adapt to different styles.

WHAT TO LOOK FOR:

Pay the most attention to your highest and lowest scores, especially if any of them are above 70 or below 30. Think about people you know who might have very high or low DISC scores in any category. Do they have an unusually Low “I” (Influencing) score? If so, you may want to avoid fast, loud talking and tone down your emotional enthusiasm. Speak slowly and calmly so you don’t overwhelm them. Do they have a High “D” (Dominance) score? If so, don’t be afraid to make bold statements, and get straight to the point. A person with a High “C” (Compliance) score needs a lot of structure, so consider what they are saying and present your responses in an organized fashion.

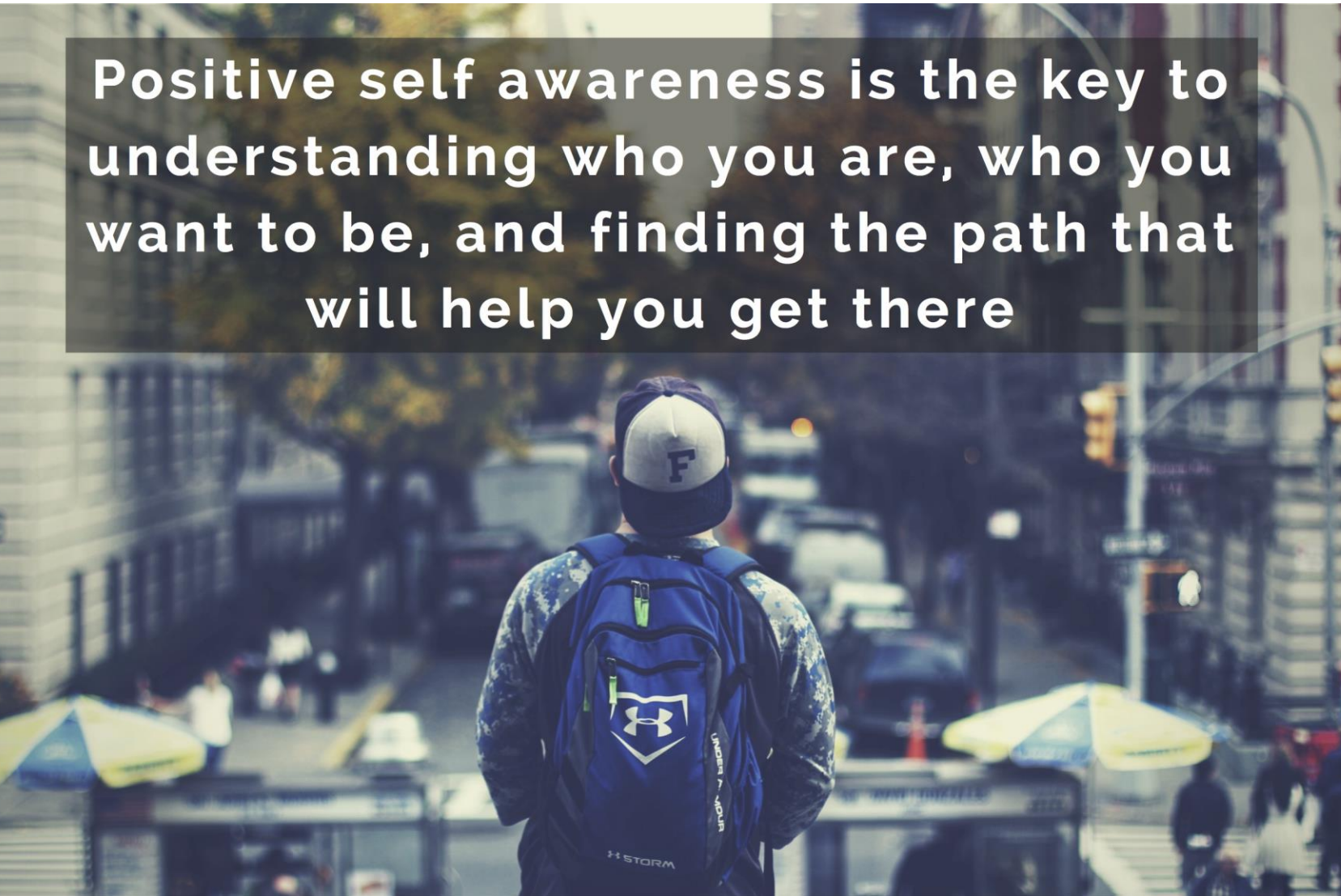
The most important thing to know when it comes to behaviors is: **There is no wrong or right style**. A high Dominance score is not better or worse than a low Dominance score, and vice versa. In the same vein, people with more extreme scores are not more “special” than people whose scores hover closer to the 50 line (average). Humans are incredibly unique; every type of combination is necessary and valuable.



Extreme scores: When there is an extreme difference in your DISC scores, pay attention to the **highest** and **lowest** scores. For example, if you have a 90 Influencing score, it is critical for you to find a work environment that provides plenty of social interaction. Or, if your Compliance score is 5, you will likely become frustrated and drained when you have to do work that requires you to keep track of details (even if you are able to do details well). If your Steadiness score is 85, you will thrive in predictable work environments where you know what to expect, while you would feel stressed if things changed every day.

Average scores: If your scores all hover near the 50 line (ALL scores between 30 and 70), you are what is called a “Bridge”. Bridges can adapt to a variety of environments without much stress. After reading about all the “highs and lows” you may feel uncertain about your behavioral style because you don’t have any scores that stand out. Don’t worry, being a Bridge means that you have a wide range of options when it comes to major and career choice.

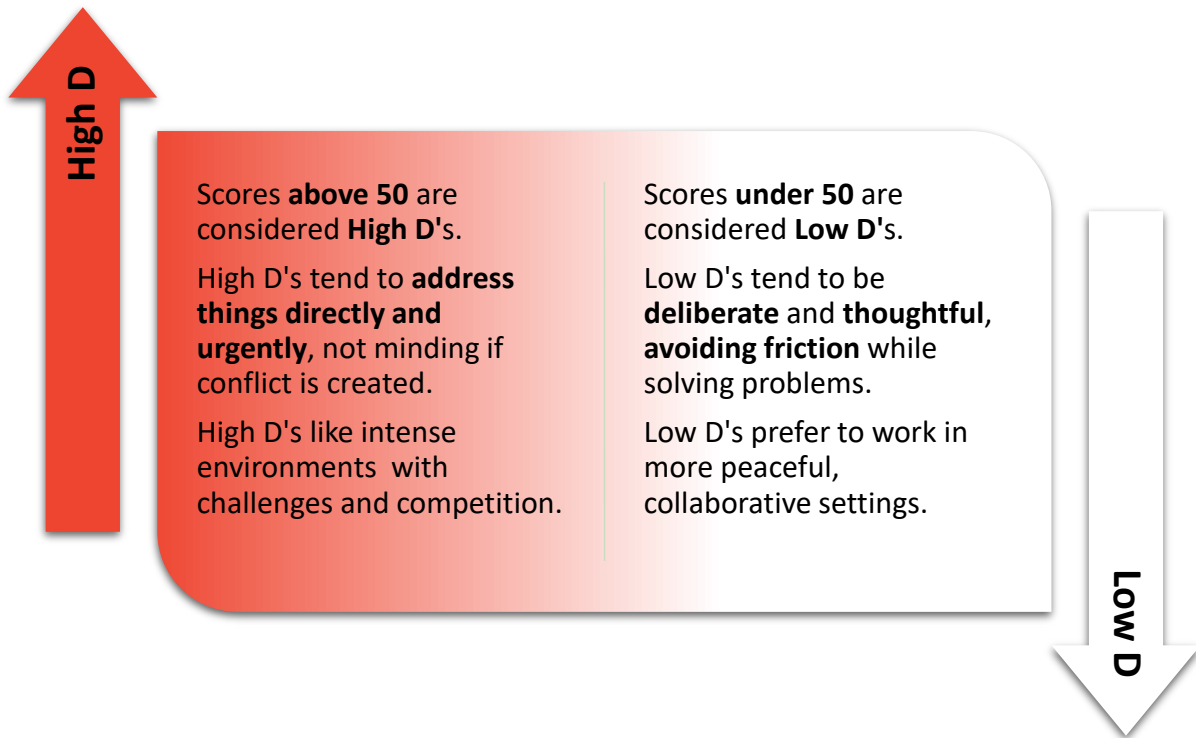
What if all four scores are above the 50 line (or all four are below the 50 line)?: This typically means that when answering the Indigo survey questions, you were feeling some pressure to “be a particular way.” You cannot be all things to all people, so take some pressure off yourself and just be you!

A person wearing a blue and white patterned jacket, a blue and white baseball cap with a white 'F' on the back, and a blue Under Armour backpack is walking away from the camera on a city street. The street is busy with traffic and pedestrians, and there are yellow and blue umbrellas visible in the foreground. The background is slightly blurred, showing city buildings and streetlights.

Positive self awareness is the key to understanding who you are, who you want to be, and finding the path that will help you get there

DOMINANCE

Dominance reflects how you respond to problems.



CAN ALL DISC SCORES BE LEADERS?

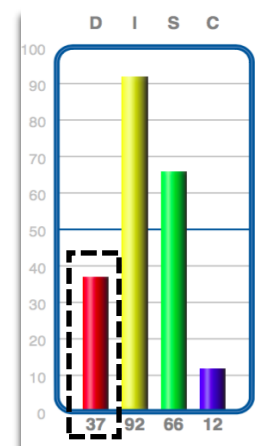
The answer is, "Absolutely!" Western society tends to characterize High D's and High I's, only, as leaders. Our workplaces also reinforce this stereotype. However, there are many examples of people throughout history who lead with all the styles. Mother Theresa and Gandhi are examples. Both of them were likely Low Dominance and High Steadiness. They led by being consistent, peace loving, and collaborative. They've inspired millions of people, transformed paradigms, and saved lives.

HIGH D TRAITS

- *Adventuresome*
- *Direct*
- *Competitive*
- *Bold*
- *Decisive*
- *Results-Oriented*
- *Ambitious*

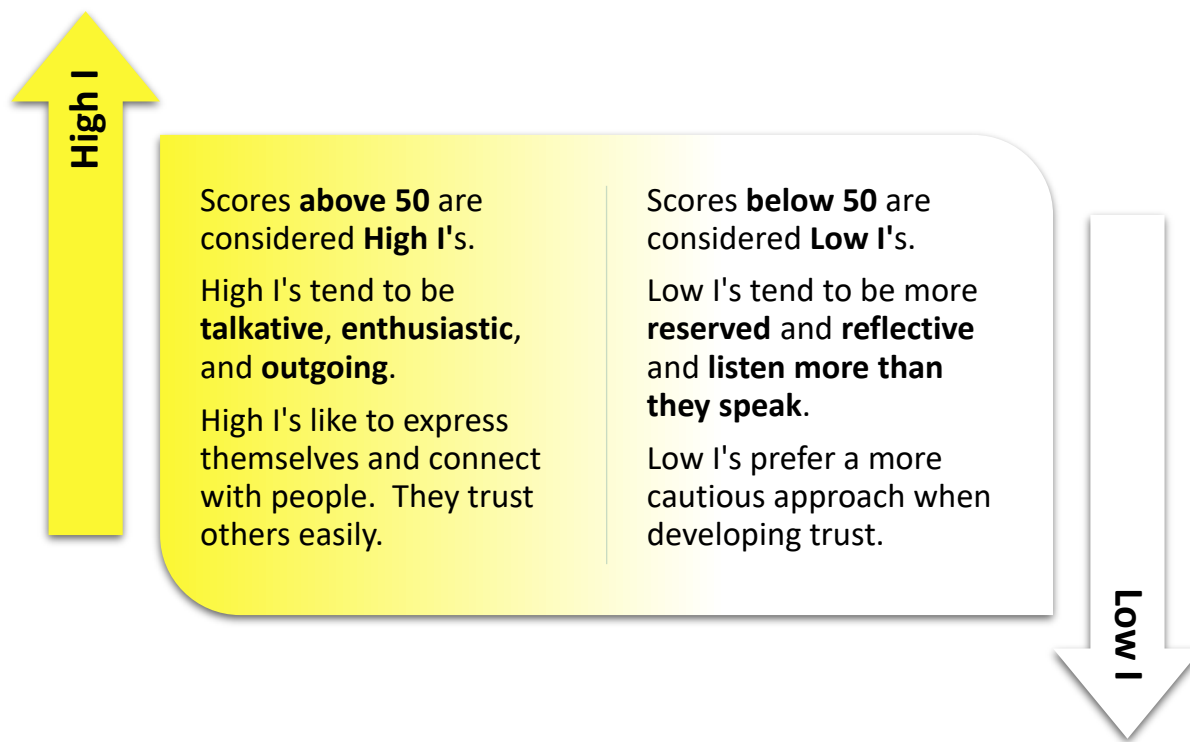
LOW D TRAITS

- *Team Player*
- *Diplomatic*
- *Cooperative*
- *Peace-Keeper*
- *Agreeable*
- *Collaborative*
- *Modest*



INFLUENCING

Influencing reflects how you respond to people.



HIGH "I'S" CAN BE INTROVERTS:

It is important to understand that the Indigo Assessment's "Influencing Score" *does not* measure whether someone is an extrovert or introvert. It is possible for a High "I" person to be either type. The "I" score merely indicates the degree to which an individual enjoys a collaborative, people-oriented, energetic environment. Extroverted High "I's" tend to gain energy from this type of environment, while introverted High "I's" need time away from the environment to recharge.

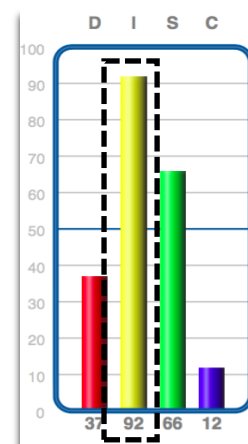
DISC measures *how you do what you do*. The terms "introvert" and "extrovert" measure *how you recharge*. If you suspect that you are a High "I" introvert, explore this by asking yourself questions about how you recharge. It may be refreshing to understand and discover ways to communicate to others your need for alone time *and* your desire to influence people

LOW I TRAITS

- *Reflective* • *Good Listener* • *Observant* • *Quiet-Thinker*
- *Thoughtful Communicator* • *Focused* • *Reserved*

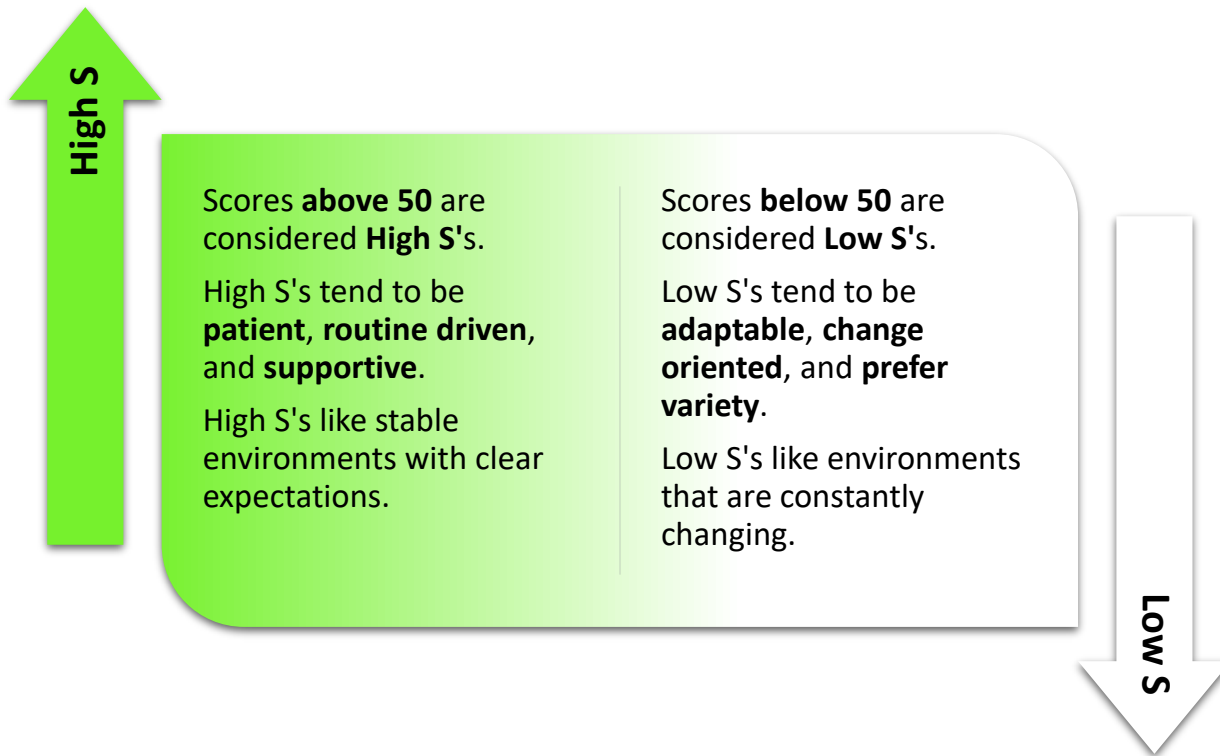
HIGH I TRAITS

- *Friendly* • *Optimistic* • *Enthusiastic* • *Persuasive*
- *Self-Promoting* • *Sociable*



STEADINESS

Steadiness reflects how you respond to pace.



STEADINESS AND PLANNING

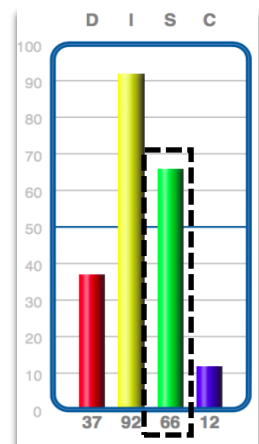
High Steadiness folks usually do best when they take the time to make a plan and stick to the plan to the best of their ability. If you are High Steadiness, and don't already have a routine for life planning and goal setting every week/month/quarter/year, start now and monitor your progress. You will find yourself getting more done, feeling less stressed, and getting closer to what you want out of life by tackling big decisions in a systematic manner.

LOW S TRAITS

- *Adaptable*
- *Likes Variety*
- *Pivots Plans with Ease*
- *Flexible*
- *Active*
- *Spontaneous*
- *Impromptu*

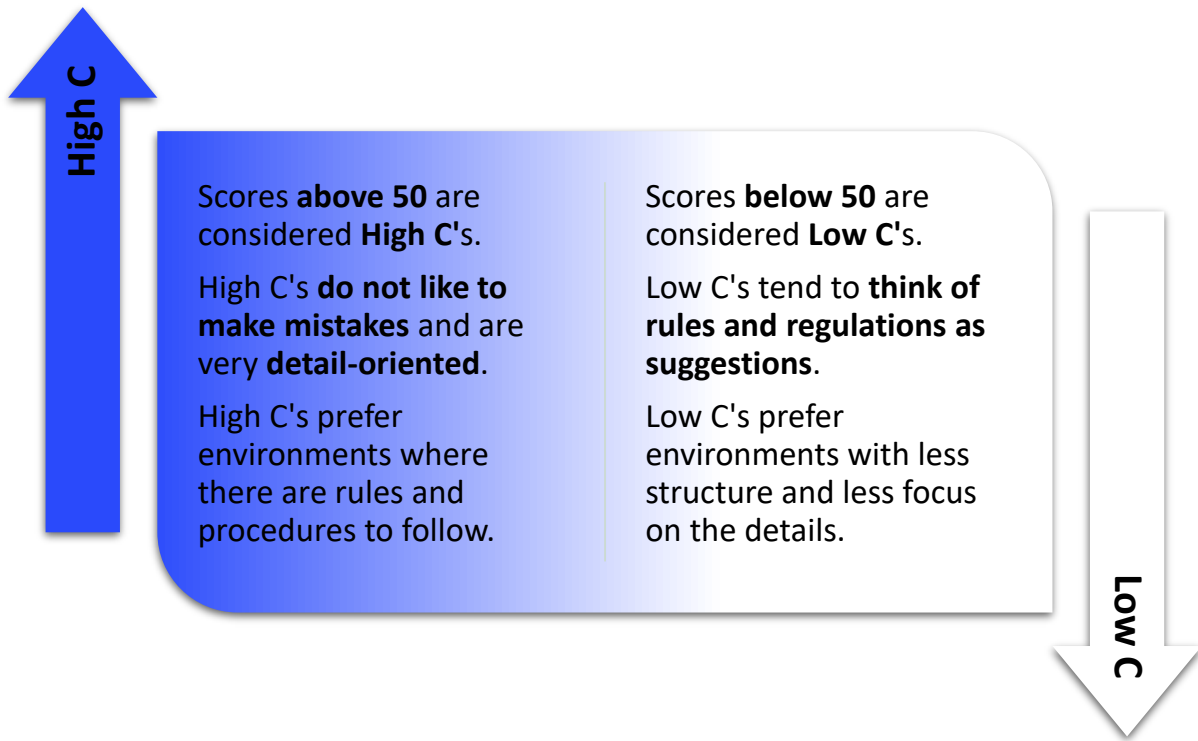
HIGH S TRAITS

- *Reliable*
- *Supportive*
- *Predictable*
- *Patient*
- *Consistent*
- *Sincere*
- *Stable*



COMPLIANCE

Compliance reflects how you respond to process.



HIGH C'S AND THE NEED FOR PERFECTION

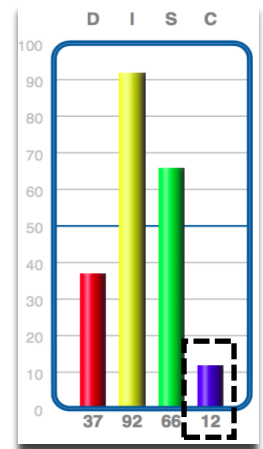
People who are High C are very concerned with being accurate, which can sometimes lead to a pattern of perfectionism. If you struggle with being perfect, practice compassion with yourself and become OK with the areas where you can't be perfect. Think of your best friend or a loved family member; does your love for them have anything to do with them being "accurate"? Don't be afraid that making mistakes will somehow make you "less than." You are already whole.

LOW C TRAITS

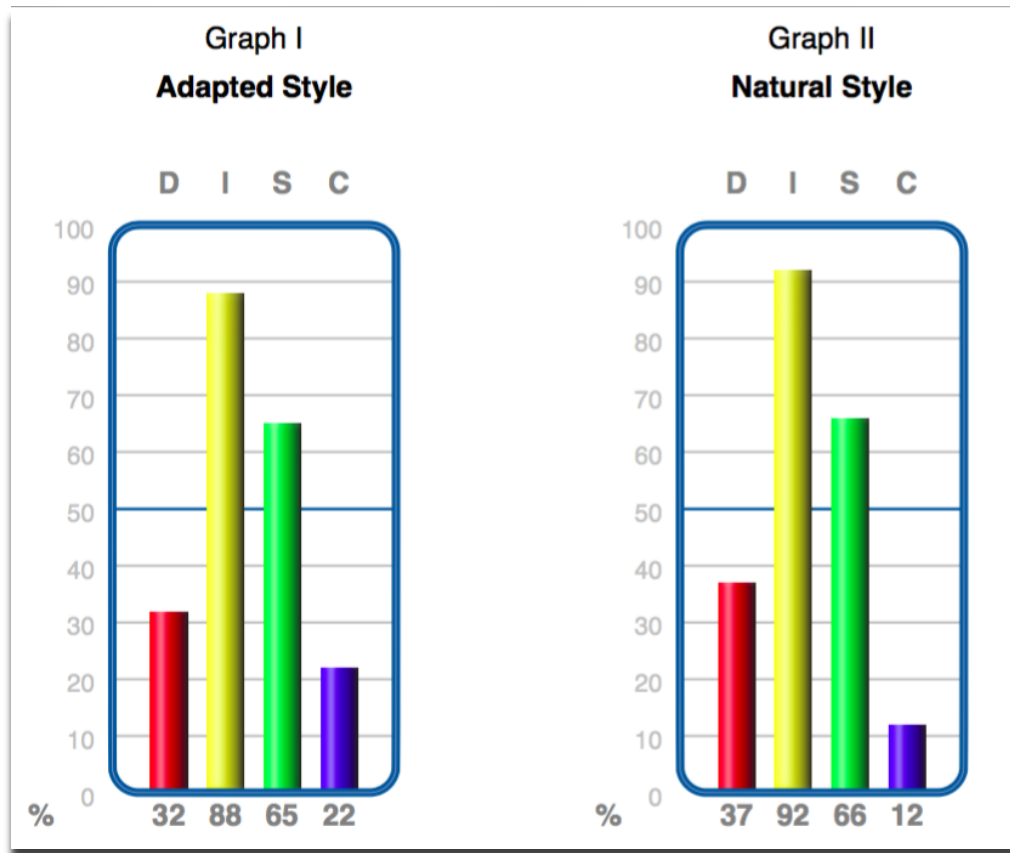
- *Independent*
- *Efficient*
- *Big-Picture Thinker*
- *Risk-Taker*
- *Innovative*
- *Fast Worker*

HIGH C TRAITS

- *Detail-Oriented*
- *Structured*
- *Systematic*
- *Quality Work*
- *Precise*
- *Logical*
- *Analytical*



NATURAL VS. ADAPTED GRAPHS



On the Style Insights Graph page, the graph on the left shows how you feel like you need to adjust to fit current circumstances. The graph on the right shows your actual behavioral styles.

If the difference between natural and adapted graphs for any score is less than 20, don't worry about it. Notice the following situations:

1. **If there is more than a 20 point spread** between your natural and adapted scores, it typically means something is causing you to change your natural behaviors.
2. **And more importantly, if the scores also cross the 50 line**, it's more likely that you are experiencing acute stress due to changing your natural behaviors.

Students frequently adapt their Compliance up due to normal educational environments where rules and procedures must be followed for success.

DISC REFERENCE GUIDE

Behavior Style	People with this style have a difficult time in...	Communication with people having this style:	Ideal environments for this style:	Job Tips
High D Direct Forceful Bold	...situations where they can't express themselves. ...controlled environments. ...people without opinions.	Be clear. Don't be intimidated. Get to the point.	Competitive. Results-oriented. Opportunities to lead.	Results-focused job.
Low D Cooperative Agreeable Peaceful	...anger-charged situations. ...competitive projects and programs.	Connect personally. Ask questions. Stay calm .	Collaborative. Low conflict.	Jobs with little confrontation .
High I Talkative Sociable Enthusiastic	...lecture-based classes. ...being alone too long. ...impersonal, business-like instruction.	Be friendly . Act enthusiastic. Speak warmly.	Friendly. Group projects. Class discussions.	Must work with people .
Low I Reserved Reflective Listens	...facilitating groups. ...activities with prolonged interaction, especially without reflection time.	Don't crowd them. Short dialogues . Give time to process.	Independent projects. Classes that do not grade for verbal participation.	Jobs where you don't need to talk too much.
High S Loyal Patient Understanding	...quickly changing activity. ...chaotic classrooms. ...confusion/lack of clarity in instructions.	Be soft. Speak calmly. Be patient .	Well-defined expectations. Clear path to graduation/success.	Jobs with stability and clear expectations.
Low S Flexible Restless Impulsive	...monotonous classes. ...highly structured situations with minimal choice or flexibility.	Be spontaneous. Show emotion .	Flexible course work. Room for change and variety.	Jobs with a variety of tasks and adventure.
High C Precise Conscientious Cautious	...tasks and grading systems without clearly-defined expectations. ...risky situations.	Be accurate . Be factual. Be realistic.	Structured activities where quality matters. Classes with a detailed syllabus.	Jobs where quality and detail matter.
Low C Unsystematic Instinctive Avoids details	...assignments with lots of rules to follow. ...activities that demand quality and detail.	Big picture focus. Talk fast. Be casual.	Broad view. Low detail assignments. Few rules and structure.	Jobs with freedom from rules and micromanaging.



Behaviors Overview

The 4 Elements of DISC

Dominance: Direct, Opinionated, Competitive, Takes Initiative

Influencing: Energetic, Warm, People-Oriented, Talkative, Optimistic

Steadiness: Loyal, Patient, Supportive, Consistent and Routine Oriented

Compliance: Detailed, Logical, Conscientious, Analytical, Cautious

Reading the DISC Graph

1. Look for scores that are "High" (above 50) or "Low" (below 50)
2. Look for any extreme scores (above 70, below 30)
3. Look to see if you are a bridge (all scores are between 30 and 70)

Key Tips

1. There are no good or bad DISC scores.
2. If the DISC seems wrong, look at the Natural versus Adapted DISC.
3. It is extremely important to consider the DISC and Motivators together.
4. Your DISC scores are important for choosing a work environment that allows you to operate within your natural behavioral style most of the time.
5. Communicate with other people based on their DISC styles, even if this is not always the way you want to be communicated with yourself.