

## *How to Understand Your DISC*

NANCY: So the few things we're going to talk about on this call. We're going to get into the assessment. We're going to talk about you, your results, why you're good at what you do, how you want to be communicated with, that leads us into the conversation of how to communicate with others because DISC is a great tool for improving our communication with other people. We're going to talk a little bit about your adapted style. A lot of people had questions on their graph, if my symbols are close together on the wheel, is that a good thing? Is it a bad thing? We're going to talk about that. How to use this information to improve your relationships and then we're going to talk about some other applications of the DISC tool that you might want to use in your organization. So again, we're going to go through the information. If you have questions, if you have something that's burning and you need to speak up and you need clarification or "I wasn't clear about something," please feel free to break in and say something but otherwise, we'll take questions at the end.

So the number one thing we were going to talk about is why you're good at what you do. So how does your DISC style tell you what your qualities are, what your strengths are? How does it know you so well, number one? A lot of people read their DISC report and they can't believe how accurate it is, not only with your strengths but sometimes with your limitations as well. Well, DISC is based on a behavioral model. It's a four-factor model that measures observable behavior and as much as people hate to be labeled and people hate to be categorized, there's no denying that there's a lot of consistency when you talk about the High Dominant personality type or the High Dominant behavioral type or you talk about the High Compliant behavioral type. And so what happens is just by knowing that category that you fall in, we automatically know a lot about you.

The one thing to remember though is DISC has its limitations. I am the DISC Wizard and as much as I love DISC, I do have to recognize that it's not a complete picture of a person. It's only one part. It's only that observable behavior part. It doesn't measure someone's values. It doesn't measure their motivation. It doesn't measure their experience, their education, their intelligence. None of those things. It's really just one aspect of a person. That being said, it's a really

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important aspect. It's behavioral style which kind of affects everything. It affects how you communicate. It affects your emotion. It affects your body language. It affects how you perceive things so it's a very important part. It's just not the whole picture.

So under that first section, there's a chart that I drew and if you don't have it in front of you, it's just basically a table of four cells and in the top left-hand cell, we've got a big C, okay? In the right top cell, we've got a big D. The bottom right cell is an I and the bottom left cell is an S, okay? So if you want, you can kind of put the information on this diagram which is going to help you kind of visualize how the DISC model actually works.

So if you look at this four-cell table and we've got D up in the right-hand corner. D stands for Dominance and that's how you respond to problems and challenges, okay? Obviously a higher dominant person is going to be more assertive and more aggressive when it comes to problems and challenges. In the lower right-hand corner, you've got Influence. That's what the I stands for and Influence is how you deal with people and how you persuade them. If you're a real High Influence person, you use a lot of charm and verbal ability to do that. In the left-hand corner, that S stands for Steadiness. Steadiness is how you pace yourself and how you respond to change, and if you're a High Steadiness person, that means you're actually slower-paced and a little bit more methodical in how you do things and then Compliance up in the left-hand corner is how you deal with rules and procedures and probably makes sense that the higher compliant you are, the more you follow rules and procedures and the more analytical and detailed you tend to be.

So here's the background of the DISC model and this is not something that a lot of people know so I think it's really important to share and I think it's fascinating information that this is where the behavioral styles came from. When the first people, I mean this is back thousands of years ago, when the first people were actually observing and categorizing behavior, what they noticed is that they

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looked at two different factors. They looked at 1) Do people consider an environment favorable or unfavorable? Okay, favorable or unfavorable so when I approach an environment, what is my assumption about that environment. And then once they saw were in the environment, they felt one of two ways. They felt like they had control or like they had no control. So I'm going to tell you where on this diagram to draw those four different characteristics. At the top of the table (where the C and the D are), I want you to write 'Unfavorable'.

FEMALE: On both of them?

NANCY: Yeah. You can just write it up at the top like right across the top of the table, 'unfavorable' and so if you go at the bottom of the table and right across the bottom, write 'favorable', okay? So the Ds and the Cs of the world, they actually view circumstances of environments as unfavorable. That's their assumption. The Ss and Is of the world go into things assuming it's favorable. On the right hand side where the D and the I are, you can go ahead and write "control" and on the left-hand side where the S and the C are, you can write "no control." So the Ds and Is, when they're in a situation, they feel like they have control and power over their environment whereas the Ss and the Cs feel like they have no control.

So if you look at those four combinations now, you've got High Dominant people who view the situation is unfavorable but that's okay, they feel like they're in control anyway. The High Influence people who feel like the situation's favorable and they've got control so that's great. The Ss who think that the environment's favorable but they don't necessarily feel like they've got control over it, and then you've got the Cs, the Compliant people, who don't think the situation's favorable and they don't feel like they have control. Those four combinations explain a lot about your behavioral style, the four different categories, and understanding other people. As long as you can think of those four combinations and say, "Wow! That person thinks it's a favorable environment but they don't feel like they've got a lot of control." It's going to tell you a lot about their behavior.

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So I'm going to give you a couple of other distinctions or ways that this model works and then we're going to get into each factor DISC a little bit more. You can also write at the top "Task" so like task Orientation. The Cs and the Ds are task-oriented. At the bottom, you can write "People" cause the Ss and the Is are people-oriented. On the right-hand side, the Ds and the Is are extroverted, okay? So their energy is going outward and they also get energy from other people.

Whereas the Ss and the Cs on the left-hand side are introverted. So their way to reenergize is by down time or alone time.

So now you've got those four combinations, you can look at it and go, "Okay, Dominant people are extroverted but they're task-oriented, okay? So they're always talking about the job, the results, things getting done. Influence people are extroverted but they're people-oriented. Steadiness people are people-oriented but they're introverted which is an interesting style and then Compliant people, introverted and task-oriented. So again, just those four combinations should tell a lot about the different styles.

So High Dominant people, if you're a High Dominant person, this is where I want you to look if you've got your DISC assessments in front of you. This is going to tell you the degree to which you're High Dominant. In your DISC assessment which was a 23- or 24-page report that you took before the CEO Summit, three pages from the back of the report, you will see two bar graphs side by side. The top of the page says "Style Insights Graph," okay? And then there's a graph on the right that says "Natural Style" and a graph on the left that says "Adapted Style." Right now, we're just going to talk about the natural style first and foremost. We'll get into adapted style later.

With your natural style, if you want to see if you're High Dominant, you look at the letter D on your natural graph and how high or low it is. If it's above the 50% line, you're considered a High Dominant person. It might not be your highest, it could

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be and then you're called a Core D but as long as it's above that 50% line, these characteristics for High Dominant people are going to apply to you. If you're below the 50% line on the D, then you're going to actually have opposite behavioral characteristics to what I'm about to describe, okay?

So High Dominant people, so the main thing to remember about High Dominant is they're results-focused, okay? This is what they want. If you remember no other word for High Dominant people, just remember their results. They are very efficient. Time is of the essence to them so they make very fast decisions. They don't necessarily wait for all the information but they make fast decisions. They're always in action. They're innovative. They like to think outside the box. They like new things. They're decisive. Again, they make fast decisions, not necessarily needing to know a lot of information. They're risk-takers. They're the highest risk-takers of all four behavioral styles. So High Dominant people, they get things done. They don't necessarily do a lot of follow-through or follow-up. That's not their strong suit. Their strong suit is getting things started, getting projects going because they have a lot of ideas and they do not like the status quo, okay? So they love change. They're big change agents. So if that's your style then those are the gifts that you bring. You're good at getting things going, getting things started, okay? You come up with a lot of new ideas and my guess is a High Dominant's motto is probably not "if it ain't broke, don't fix it." It's more like "if it ain't broke then let's just change anyways cause there's probably a better way to do it." So they're always coming up with something new.

Now if you have Low Dominance, then you're the opposite of that, you're not jumping in with a lot of problems and challenges. You probably are more of the motto, "If it's not broke, don't fix it." You have a more of a wait-and-see attitude and kind of hang back when there's problems and challenges hoping that things will work themselves out. So Low Dominant people are a lot more laid back than High Dominant people.

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High Influence people, again, we said they're people-oriented and they're extroverted so these are people who need interaction. These are not people that are going to do well in a cubicle by themselves working at their computer all day. If you try and do that to them, they're going to be running around talking to people anyways. They're very optimistic. The glass is always half-full for High Influence people. They're talkative again, very people-oriented. They're very enthusiastic because they're so positive about things working out so they tend to bring their enthusiasm to everything. Very persuasive so they have a lot of verbal ability and they're really good at persuading and motivating people. They're also creative. Like we said, High Dominant people think outside the box. High Influence people will come up with very creative solutions to things. They love to have fun. I always say if you put a bunch of High Influence people in a room, they're going to have a great time. They may not get anything done but they're going to have a lot of fun and they're friendly and warm so these are definitely the people people of the world. These are people who make quick connections. You might think of somebody in sales or customer service, being able to really connect quickly and easily with people. So if you're a High Influence, then you're going to want to be doing something where your persuasive abilities are being used and your ability to be involved and interact with people is being used because that's where your real gift is. And again, in your graph, if the I score is above 50%, then those characteristics apply to you and if it's below 50%, he probably sounds like a foreign creature to you because your preference would be to work alone and to have less of the enthusiasm and emotion and influence going on.

Okay, so High Steadiness people. Now these are interesting people because they're introverted but they are people-oriented so these are the type of people who really likes stability and security. They don't like a lot of chaos in the environment. They're definitely team players. They're not self-focused like the High Is are, okay? So just so you know, High Influence people, even though they're very friendly and engaging, they tend to be pretty self-centered and I can say that because I am a High I. With High Steadiness people, they're very much about other people. They tend to fade into the background. They're not needing

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to be center stage. So it's always about the team and other people. They tend to be logical and they're not emotional like the High Influence people. They like to follow process and systems so they need some kind of structure or method to their work. They like to plan what they're going to do. It's important to them. These people are great at follow-through. High Steadiness people, closure is very important to them so when they start something, they want to complete it and it's actually irritating to them if they can't complete projects by the end of the day therefore you will tend to see them at 7, 8 o'clock at night trying to complete things. They're also very loyal. They will stay with companies and with friendships and relationships for a really long time. Because they don't connect as quickly and as fast as the High Is do, their relationships tend to be longer lasting. They're very accommodating. They're very service-oriented. So again, they're the team player. They're always there supporting. So for High Steadiness people, your contribution is in actually getting things done like actually completing things and people with the High Steadiness are really good at the follow through and so that's something that the other three styles really rely on them for. So you want to make sure like the environment that you're in also is a somewhat stable environment because too much chaos in the environment can be pretty hectic for a High Steadiness person.

High Compliant. Again, these are the introverted, task-oriented people of the world. This is the smallest percentage by the way of the population so if you're High Compliant, if you're highest score is High Compliant is the highest score on your natural graph, then you're in the smallest percentage of the population. It's only 8% of the population is Compliant. I didn't give to you the other ones. I can give that to you now. High Dominant people are 28% of the population. Oh wait, hold on. I might have that wrong. Steadiness are 45% I know that they're the highest percentage. Dominance is 18% and Influence is 28% so it's 18% of the population has Dominant as their highest factor. Influence is 28%, Steadiness is 45% and Compliance is 8% and if that doesn't add up, then I'll get the new numbers. Obviously, I'm not a High Compliant so I'll clarify those numbers for you.

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So High Compliant people, they are very focused on information. That's what they need. They're not comfortable making decisions or taking action if they don't have all the information. They tend to be very analytical, very logical. Their strengths are in the accuracy, the quality, and the precision of things like their own standards and because their 8% of the population, their standards are higher than 92% of the population. They have extremely high standards so they tend to be very detail-oriented, very analytical and sometimes perfectionistic. They have very high standards for themselves as well as others so sometimes, that has them be a little bit critical of like the work ethic or the quality of other people's work. But they do tend to be cooperative. They're not like the Ds who are kind of in there to ruffle the feathers. They do want to get along but really, the only time you hear them speak up or object to anything is when something's not right, if it's not up to their standards. They tend to be very objective. If you think about it, they're looking at the information, the details. They're looking at the data. They're not looking at their feelings or how other people feel about it. They're not interested in other people's opinions. They're looking at the real black and white information so they do tend to be very objective about things. These are the type of people that you find in and anything from finance to IT. You will find them in operations as well because obviously, QC you know quality. That's what they excel at is making sure that things are done right.

So and again, if your Compliance is higher than the 50% line, then you've got those characteristics and if it's below the 50% line, then you're the opposite of that. The details aren't as important to you. Quality isn't as important. You're probably much more efficient, more concerned with getting things done necessarily than getting them done right. But as you can see from those descriptions, everyone of these styles has values to bring—values to bring to the team, values to bring to the organization. If you're one style and if you've got none of the other styles represented then you're overly weighted. If you had a team of all High Ds which believe it or not does happen, you've got a lot of great, creative ideas but you've got nobody actually implementing them, promoting them, making sure they're detailed enough. They say that a lot of High D entrepreneurs will fail because they don't have any C in their style and they don't

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have anyone High C on their team, can sometimes they get called bean counters and then the details get mixed.

CHRIS: Can I ask you a question?

NANCY: Sure, absolutely.

CHRIS: Hi, Nancy, it's Chris.

NANCY: Hi, Chris.

CHRIS: Is it more important to have a, if I'm a C person, is it more important that my C be higher than my other three scores, in terms of just the height of the bar graph or is the percentage of the height more important? For example, if I'm a C and I'm at the 70 %ile, and all my other indicators are below that, is that what I should focus on that I'm more of a C or should I be looking to be up in 90 or a 100 range? What does it mean when you're only at the 60 %ile or even though you're above the 50 percentile so you're more that characteristic?

NANCY: Yes, I understand.

CHRIS: What does it mean when you get to a higher level?

NANCY: Basically, what it is is that you're looking at intensities.

CHRIS: Okay, so it's intensity.

NANCY: It's intensities and if you're around the 50% line and you hear the descriptions of High Compliant, you're probably going to have this reaction like, "Well, I'm kind of like that" or "sometimes I'm like that" or "in certain situations, I'm like that" but it won't completely resonate with you all the time. When you're 100% compliant and I talk about the characteristics of a High Compliant, you're going to go, "Oh, that is so me." So it's about intensities. Again, same thing like if you have a very Low Compliance score, 5% or 10%, you'll hear those characteristics and go, "That is so not me." But if you've got it around the 40%, you might even resonate with some of them.

CHRIS: Okay, thank you.

NANCY: That's what it is. It's just intensities, but if Compliance is your highest score of all four, no matter how high it is, that's considered your core style.

CHRIS: Okay.

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NANCY: And that will be the most observable behavior for you.

MALE: Another question?

NANCY: Sure, absolutely.

MALE: Okay, would you consider the natural style or the adapted style more important?

NANCY: Well, natural style, we're going to talk about this in a little bit but natural style's important when I'm talking to you as the person. Let's say I was coaching you or just talking to you about how you behave because natural is who you are left to your own devices for the time being. I mean, behavior does change over time. But if you're talking about your work environment, then your adapted style is more important because everybody's adapting, you know we adapt all the time. We adapt for different environments. When you took the assessment, it said, to please focus on your work environment so what's showing up in your adapted style is how you are at work so let's say I go in and I work with your team, I'm going to look at your adapted style because that's how you're actually adapting with each other. But just on a one-to-one basis and when you start interpreting a profile, you just look at the natural to start with, okay? But we're going to talk about that a little bit more.

Okay, so now let's talk about Number 2 on the form is How to Communicate, unless there's more questions on the graph cause we are going to get into interpreting the graph in a minute. Any burning questions right now? [pause] Okay, then feel free to ask me in the next section. So the next one we're going to talk about is how to communicate with the different styles because one of the biggest ways to use DISC is to obviously understand our own style but then to start recognizing the other three styles so that we can alter our communication with people cause once we can adapt and give people what they need in communication, it increases our ability to get our message across, relate to people. Sometimes people are kind of in their mode and we don't know how to communicate for them. Once you learn that, you can get someone's attention. You can be much more persuasive and kind of like I said, get your point across once you can get through that doorway of communication with people. So it's

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important to know what is it that the other styles like in communication and what is it that they don't like in communication.

So what I'm going to do is I'm going to give you **Words That Work** for each of the styles and **Words That Don't Work** like the kind of words you actually want to avoid when talking to these other styles, okay? So what we'll do is we'll start... The next page has the same thing. It's got a chart or a table with four styles with C, D, I, and S in it and I'm going to give you the words for those.

So let's just start with the C cause we never start with the C, up in the left-hand corner, the kind of words that will work with a High C. Again, remember their focus is on information and that's what they need so when you're talking to a High C, you want to talk about the data. You want to say like, "The data shows da da da da." You want to quote research and like give them where the research was done. I often will have High Compliant people call me out and the fact that I wrote somewhere that "research shows", the first thing they'll say is, "What research? Give me the source. I want to know the source." So for the High Compliant people in the world, you have to state your source when you're quoting research. You want to talk about statistics. You want to talk about history, like "History shows..." because High Compliant people put a lot of weight in precedence and what's happened in the past and what worked in the past is very meaningful to them.

The words that don't work for High Compliant people are things like "hypothetical". You don't want to ask them hypothetical questions which drive them crazy. "Educated guess," okay? They're not interested in your educated guesses. They don't like it when you're being clever. That's something they respond to. You don't want to use the words "I feel" or "My opinion is" because they don't put credibility in feelings and opinions. Remember, they're very, very logical.

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Okay, so let's talk about the High D. So words that work with High Ds, anything to do with change. You know, "We're going to change this. We're going to take a look at how we do this. Let's do this differently. Let's do this better. Let's do this faster." So anything where you're going to improve productivity or efficiency or anything like that is going to respond well with a High D. You're going to want to use the words "quick." You're going to want to focus on results, anything to do with urgency. They always respond to something urgent and they like new and innovative things. So when you can talk to a High Dominant person about new and innovation especially if you're selling. If you're selling to a High D, you definitely want to focus on brand new and innovative products. That's what they're going to like.

Words that don't work with the High Dominant. "In my opinion." Again, they don't care about your opinion. "Follow directions." They're not interested in that. Lots of detail. They will actually shut down and stop listening to you. "Structure and rules", anytime you're talking about those types of things, High Dominant people will tune out. The best thing to do with High Dominant people is keep it short and sweet. Give them the bottom line. The High Cs have got to stop giving them so much information. The High Is have to stop giving them a lot of stories cause they just don't care. They're really looking for the bottom line so you just want to give it short and sweet. "Executive summary," those were written for High Dominant people.

Okay, words that work for High Influence people. "I trust you." "We can do it." Using positive and encouraging words. Testimonials work for a High Influence people cause they, now here are the people who do put weight in other's people's opinions so that is important to them, especially if you can use a testimonial from someone they know, someone they admire, or someone they like. That's going to go a long way.

Words that don't work for High Influence people are things like "theoretical," "one size fits all." That's not appealing to a High Influence person. They want to be

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seen as unique and special so “one size fits all” doesn’t appeal. “This is going to require study” or “this is going to take a lot of time to understand”. That’s not going to work for them. “Alone time”, that’s not going to work for them. Again, these people need interaction.

Words that work for a High Steadiness person. High steadiness people, you’re going to want to talk about inclusion. People being included is important to them. Again, these are people that want safety and security so anything about “security, ensuring, insurance, [?? 0:29:38] traditional”. If you’re talking about products or something like that. “Traditional, proven, tried and true.” All those types of words that will work with a High Steadiness person.

Words that don’t work with them will be things like “play to win.” That will respond well to a High Dominant person but not High Steadiness. “Revolutionary,” that’s too much like war and High Steadiness people are usually the peaceable people in the world so stay away from words like that. “Don’t ask me why, just do it.” That’s not something they would respond to. “Exclusive,” talking about exclusive or one upping someone or being better than someone else. That again isn’t going to work for a High Steadiness person.

So here’s what’s really interesting about the DISC model and you might have already picked this up on your own. But if you look across the table from one from the other so like the D and the S, they’re in opposite quadrants. If you look at the words that work for the High Dominant person, those are very similar to the words that don’t work for the High S person. The words that work for High Ds do not work for High Ss.

Same thing with a High Influence, High Compliance. The words that work for a High Compliant person are not going to work for a High Influence person and vice versa so you start to see that this model, there’s a lot of opposite characteristics when you jump across the table like that, when you look at the

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different quadrants and that's actually going to become really important for us when we get into looking at the wheel that's in the back of your profile. That's going to be important.

Okay, any questions on that? Probably pretty self-explanatory and probably you've picked that up intuitively cause sometimes you just talk to someone and you say something and it just doesn't land well over there and you go, "What did I say cause that seems to work for me?" and we will see more and more, people are not the same.

**So okay, so is your adapted style working for you?** So now we're going to talk a little bit about the graph so if there's no questions, that's great. Three pages again, from the last page of your assessments are your two graphs side by side, natural and adapted. So your natural graph is your basic behaviors. This is who you are let's say when you wake up in the morning and if you were to go about your day, not being influenced by anything else, okay? So this is like when you're just being yourself. That's what's depicted in your natural behavior and yes, natural behavior can change over time as you go through different circumstances. What they call significant emotional circumstances in your life and that can be anything from taking a new job, changing locations, getting married, getting divorced, having a child, losing a parent, retiring, all those types of things will shift your natural behavior, okay?

But what I have found I think is true in 99% of the cases that I've ever seen and I've been working with the DISC tool for 12 years now, is I had not seen people's core style change. So for example, when I first took a DISC assessment 12 years ago, I was 100% High I and then my second factor was Compliance and Dominance and Steadiness were both below the line. Every time I've taken the DISC assessment since and I take it yearly, my I is always my highest. It's usually 100%. Every once in a while, I'll move a couple points down, maybe 5 points down, but it's always my highest and since I started my own business about 6 ½ years ago, my Compliance has gone down to below the line and my

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Dominance has come up to above the line so what's happened is my secondary and my third factors changed but my core has not changed and if you talk to my family members, I'm the youngest of 6 children and you ask my brothers and sisters what was I like when I was a little girl, them describing me is like describing a High I. They're like, "You were so happy and you were so friendly." I was very independent. At 3 years old, I would go up and talk to people.

Here's the best story of all. When I was 2 or 3, my siblings told me so much that I was pretty that I thought that was my name. So if people would say, "What's your name, little girl?" I'd say, "I'm pretty" and they'd say, "How old are you?" "I'm pretty." Like that was my answer for everything. That's such a High I. So we can see that that stayed pretty consistent throughout my lifetime. What will change though is those other factors. What changes often and everyday and from situation to situation and environment to environment is going to be your adapted graph, okay? So if you were thinking of work when you took this assessment, then what shows up in your adapted graph is your adapted work style but you adapt everywhere you go. Most people do.

So the question is, "Well, how do you interpret that, one graph to the next?" And if I'm adapting, is that a good thing or a bad thing? Okay, I get that question a lot. So basically, you can look at this and you can say, factor by factor, how much are you adapting, okay? So if you compare your D score in your natural graph to your D score in your adapted graph, what's considered a significant adaptation is 20 points or more, or if you cross the midline, okay? So if your D goes up or down by more than 20 points or it crosses that 50% line cause that's called the energy line so you go from a High to a Low or a Low to a High, that's a significant adaptation. So what does that mean?

Well, High Dominant characteristics, if your Dominance is going up, it's very simple. You're becoming more dominant. Something in your environment is asking you to be more dominant. You're being more assertive, more aggressive, more results-oriented, much more focused on the big picture and strategy and

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things like that. Is that a good thing? I don't know. You got to look at your environment. You've got to look at your job and ask, "Is that how I should be adapting in order to be successful in this environment?"

If your Dominance is going down, same thing. You're becoming less aggressive. You're more laid back. You're more relaxed. You're kind of waiting for things to happen. You're more mellow. Is that a good thing or a bad thing? I don't know. Look at your environment. What is your environment calling for? If you're in outside sales, let's say, and your natural dominance was let's say 55% and in your adapted graph, it went up to 75%, I'd say that's probably a good thing because you probably need more Dominance in a position like that. If your Dominance was going down by 20, 30 points in that same scenario, I would ask you, "What's going on? Why is your Dominant going down when your work environment most likely will be calling for more of it?" So those are the kind of questions that you have to ask yourself to realize is this a good thing or a bad thing?

The Influence score. So now look at your Influence score. Is it going up in your adapted style? Is it going down in your adapted style or does it cross that midline? If your Influence score is going up, it means you're becoming much more sociable, friendly, outgoing, enthusiastic, more optimistic. You're kind of looking at things from a more positive viewpoint. You're becoming more trusting.

If your Influence goes down, the opposite's happening. You're becoming less trusting, less optimistic, more maybe focused on working on your own even though there's not as much interaction as you would like in the environment, maybe you're into details or data or something like that. Your job's calling for that so there's not as much of the people interaction. Is it a good thing? I don't know. You have to look at what is expected of you or what you need to be doing in your work environment.

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Steadiness score. That's going to measure your pace and your response to change so if your Steadiness is going up, you're actually becoming slower paced and more methodical in how you do things so maybe you're working on something that requires more concentration and more focus and you really need to buckle down and pay attention to something right now.

If you're lower Steadiness or if your score's going down, then you're picking up the pace. You're actually multitasking more. You're working on more projects. You're probably trying to get more done so your energy level is up and you're working at a faster pace.

Compliance going up in your adapted style and again, we're talking about more than 20 points so it's a significant adaptation. It means that now you're paying attention to things like details and rules, procedures, accuracy. Sometimes I see Compliance go up when a team is going through budget time or something like that and all of a sudden they've got to pay attention to some numbers that they didn't have to pay attention to before. But something to remember too with Compliance going up is the emotion behind Compliance is fear so sometimes if the team is all shifting towards Compliance, that's something I'd kind of like to dig into and find out is this really kind of a requirement in the environment, like budget time or something like that's happening? Or is there something really causing fear in the environment cause that can be an indication as well?

Compliance going down will mean that you're becoming more independent, more outside the box, less likely to follow the rules and details. You might know they're there but kind of working around them so you're becoming a little bit more radical in how you follow rules and procedures if your Compliance goes down.

The last thing I want to mention about adaptation is that there's two different reasons people adapt. One is a strategic adaptation and one is a reactive adaptation so if you're doing it strategically, it's because you looked at the

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environment and you said, “Well, in order for me to be successful in my role, in this team, with this person, whatever, I need to adapt this factor up or down. That’s going to serve me well.” If you’re doing it reactively, it means you’re not... I think the difference is awareness. You’re not aware of it. You’re doing it in response to the environment and of the two, obviously reactive adaptation is more stressful, okay? Cause sometimes people are adapting quite a bit and they say, “Well, it doesn’t stress me out. I feel fine.” Well, that’s probably because it’s your choice. But when people are adapting extensively and I mean all four factors going up and down or when we get to the wheel, they’re jumping across the wheel, if they’re doing it out of survival mode, they’re just trying to make it through the day, there’s a lot of stress involved there. So what you can do with DISC as well, we keep talking about different applications, you can assess risk of a team or of an organization by doing people’s DISC assessments and seeing the extent to which people are adapting. Okay, that can tell you a lot. Does anyone have any questions on their graphs or adapted graphs?

FEMALE: I assume that a 50% change is considered big change.

NANCY: That would be considered significant, yeah. Yup, and so again, just look at the characteristics and the factors and then think about, is that a good thing given what’s going on or what it is that you’re trying to accomplish. Is that something you’re probably doing... Think about, am I doing this reactively? Am I doing this strategically? How much stress... Sometimes people will feel stress in their environment or not necessarily know where it’s coming from and then see their DISC graphs and go, “Oh, well, that makes perfect sense.”

I’ll give you a good example. I was working with a team in Virginia and it was a leadership team and I was doing a team building and after I had gone through this process of people looking at their adapted graphs, at the next break this woman called me over and she said, “Well, can you look at this and tell me what this means?” So I looked at it and her Influence score was really high naturally. It was like 80% I’d say and adaptively, it was like 30% so she had, her I had plummeted 50 points and I looked at it and just knowing what I know about these graphs, I looked at her and I said, “Are you okay?” That was my question. She started crying. She just teared up immediately and what had happened was she

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had had a really bad interaction with the VP of Sales a couple of weeks before, a very High Dominant person and he had screamed and yelled and she's taken it very personally which the other styles do tend to do. They think the anger is personal or about them and it had really affected her and it had affected her, just her general enthusiasm about being on the team and contributing and all that and it was really obvious when we looked at her DISC assessment so yeah, it's a big adaptation and you just want to ask yourself some questions about it.

MALE: Nancy, do you ever find that you can look at these DISC profiles and say, "Okay, here's my sales person. Here's my inside person." By just looking at Dominance and Influence? Do you find anybody in sales that's effective if they don't have a High Dominance or High Influence?

NANCY: Well, that's interesting that you mentioned those two because whenever I benchmark a job, because every job has a DISC behavioral profile that's perfect for it, most sales positions come out High Dominance/High Influence which you would assume. That doesn't mean someone can't sell if they're not High Dominance/High Influence because in sales, the determining factor is actually somebody's motivation, not their behavior.

MALE: Okay.

NANCY: So what I have is I have a values assessment that I use which measures sales people's internal motivation—what they're motivated by, what they're passionate about—and there's a value or a motivator that trumps behavioral style and it's called a high utilitarian value. And what I found is that if people don't have a high utilitarian value, they probably shouldn't be in sales but even a High Steadiness/Compliant person with a really high utilitarian value can sell and what will have to happen is at times, they will have to raise their Dominance. But they will do it because they are motivated internally to do so. Just like you've probably met High Dominance/High Influence people before and personality-wise, you thought they'd be great in sales. Sometimes we even hire them based on the fact that they look really good and then they get there and they're not motivated to sell so they actually had the right behavioral style but they didn't have the right value.

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MALE: Good one.

NANCY: That can happen too.

MALE: Thank you.

NANCY: You're welcome. Okay, so let's move on to Number Four, how do we use DISC to improve relationships? And I'm talking personal or professional relationships and the interesting thing about DISC is, people always ask me, "Well, which is it? Is it opposites attract or is it birds of a feather flock together?" And I tell you with DISC, in personal relationships, it tends to be opposites attract. Romantic relationships especially it seems like the Ds and the Ss of the world are attracted. The Is and the Cs of the world are attracted. With values, if you're looking at somebody's values, that's the birds of a feather, flock together scenario. So when you see things the same way as other people, you value the same things. You tend to be attracted to those people.

Now, in a work environment though, opposites attract behaviorally isn't always true. You may find the High Dominance congregating with the High Dominant people cause they have these similar interests and you've got all the High Compliant people here talking about technology or something like that and of course, the High Influence people are going to group with High Influence people. So in the work environment, it might be a little bit different. But no matter whether you're with people who are similar to you or people that are different than you, you're going to tend to have more conflict when you communicate with people who are the opposite behavioral style so that would be the Ds and the Ss and the Is and the Cs, okay? Even when you're attracted to that person, what my sister who was a High, this will crack you up, was a High IS married a High DC, they're complete behavioral opposites always said to me was, "Opposites may attract but it's hell living together" so this communication information is great for personal and professional relationships.

So the things you need to do in order to improve a relationship or in order to improve or change anything is (1) you need awareness, right? Which is what we're getting right now. (2) you need to understand the other person and (3) you

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need to be able to readapt yourself or reprogram how you handle certain situations. So yes, unfortunately, the responsibility falls on us, the people who know this, that have this skill but it goes a long way with relationships.

So here's the diagram that's there is two circles that overlap and the red arrow is pointing to the overlap of the two circles and what that part is you can go ahead and shade that area where the two actually intersect. That shaded area is called the area of commonality, okay? So that's how much do these two styles have in common and I will tell you that the two people that would interact, that would have the most commonality are going to be two High Is, okay? So High Is, we know they're extroverted and they're people-oriented so when they get together, it's an automatic connection. It's fun. They're like best friends. They've known each other five minutes and they're best friends and other behavioral styles looking at them and thinking they're crazy but that's how much in common High Is will have with each other. The least common combination, so the styles that will have the least amount of commonality are going to be the Ds and the Ss and the Is and the Cs, okay? And that makes sense because on the wheel in your assessment and on those tables that we're just working with, they're in the opposite quadrants. They're across from each other which makes sense. So the Ds and the Ss are going to have the biggest challenge relating to each other and the Is and the Cs and when you compare them side by side, you kind of start to understand why.

So for example, the D to the S, okay? Here's the differences. It's the quick-paced to the slow-paced. It's an extrovert to an introvert. It's impatient to someone who's patient, someone who enjoys conflict versus someone who avoids conflict. It's someone who's quick to anger versus someone who is slow to anger, someone who has a very high sense of urgency to someone who has a lot sense of urgency, high risk to low risk. I mean it almost sounds like they're opposite. Now, granted the true opposite of a High Dominant person is a Low Dominant person but the High D and High S have enough opposite characteristics that makes it a challenging behavioral match in relationships so what High Dominant people have to do and have to be aware of is they have to not overpower the

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High Steadiness because that will be their tendency. So if you're a High Dominant person and you're dealing with High Steadiness people, you've got to be careful not to overpower them. You're going to have to work hard at building a trusting relationship with them because they're slow to trust and they're going to kind of look at you pretty skeptically as you come kind of charging in with your fancy ideas and High Dominant people are going to have to work a lot harder at listening because High Steadiness people do not speak up a lot. They're very quiet and High Dominant people usually just kind of run the relationship and High Steadiness people won't be saying what it is the High Dominant person needs to hear and believe me, High Steadiness people have a ton of value and a ton of insight so a High Dominant person would do well to kind of hold back their opinions and what they're usually doing and listen to what High Steadiness people have to say.

On the other hand, High Steadiness people when dealing with High Dominant people, they don't get off completely scot-free either. They've got some work to do as well. They're going to have to... It's their responsibility so if you're a High Steadiness, it's your responsibility not to be overpowered by a High Dominant person. So you need to stand up to the High Dominant person. It's really funny that people are kind of scared of High Dominant people because of their impatience and their anger but what's interesting is when you stand up to a High Dominant person, they love it. They actually love it.

So the biggest tip I can give High Steadiness people in relationships is stand up to the High Dominant people. Don't go along for the sake of harmony and peace and just kind of be the yes person. High Dominant people actually can't stand that and High Steadiness people are usually prepared. So use your information. You know your stuff. Kind of let that guide you and build you up into kind of standing up to the High Dominant person especially when you know that you're right cause they will actually respect that.

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High Influence and High Compliant people, again, these are behavioral almost opposites. You've got High Influence first I'm going to talk about and then Compliance so you've got optimistic to pessimistic, feelings to facts, extroverted, to introverted, high risk to low risk, people-oriented versus data-oriented so again, they have very few behavioral commonalities between the two. So High Influence people, if you're a High I and you need to go deal with or talk to or persuade a High Compliant person, you've got to slow down and keep a tight rein on your emotions cause if you get emotional, the High Compliant person like loses credibility for you. You need to use information and data. It's not... High Influence people's strong suit but it's what's going to influence a High Compliant person and you need to reduce your gestures and not initiate physical contact. High Is, we're the touchy feely people of the world. We're always touching people's shoulders and kind of elbowing them and trying to get a reaction out of them. High Compliant people, it actually says in their profile, their DISC assessment like don't get within three feet of them like respect their space which is something High Influence people have a hard time remembering.

The High Compliant people, now they've got some work to do as well. When they're talking and communicating with High Influence people, they need to loosen up. They need to become more stimulating, more fun, more people-focused and be less likely to say, "That's wrong" or "The information doesn't show..." so they've actually got to be a little bit more, I guess less reliant on their data and information and be a little bit more involved and people-oriented and in the relationship. That's going to go a long way with High Influence people. So those are the opposites. Those are the biggest challenges for each of the styles.

So next I just want to talk really quickly cause I know we're getting right near the end of the hour about how to apply this information to improve business results. Well, as we just talked about really briefly, this information works really well in sales. I've done several things with the DISC tool along with the values assessment I use. One, looking at current sales people. Sometimes performance issues are not that you have a bad person necessarily. You've got someone who's a mismatch to the job. They either got the values but their behavior needs

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some work or they've got the behaviors but they're not motivated. So I always say to people, before you spend another dime on sales training, which is about the products or techniques or anything like that, please, please, please make sure that your people are motivated and behaviorally able to sell.

This also works really well in hiring. People don't even think about the fact that you can assess candidates' DISC style and see if they match the job that you're hiring them for, but that's absolutely legal to do, and I have a process for doing that. As a matter of fact, over 50% of my business is doing hiring with my clients, making sure they're hiring the right people. DISC obviously is great for conflict resolution. This is a tool that's great for HR managers to use when dealing with employees or employee and managers who aren't getting along. A lot of times what you'll find is that people have different behavioral styles so their communication is just really challenging.

One thing I want to talk about, I don't know if you heard when you got on, I was speaking with Patty about which is DISC certification. I now am to the point where I'm certifying other people to become DISC-certified and use this tool to do hiring and sales training and conflict resolution because I don't have time to do it all so I'm actually creating my own little army of DISC Wizards. I call them apprentices right now. So if there's anyone in your organization that's either in the HR field or doing training, they can be certified to administer the DISC tool internally.

And then last, of course, team building. That's usually the place that people go with once they get their DISC results and assessments. They see them and they think, now I want to know what my team members are which is a natural place to take this. So what I've done is I've actually created an offer for you. It's just for people that are on this teleclass. It's a special offer to be able to do DISC on your team and then have a team debriefing but before I tell you about that, I just wanted to ask if anybody had questions on their results or anything that we didn't cover today.

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PATTY: Nancy, can you talk just a second about the wheel at the end and how the graph corresponds to that?

NANCY: Sure, absolutely, thanks, Patty, for reminding me. The wheel which is the last page of your assessments, I'm going to be straight with you. The wheel is great when you're using it in different applications but when you're just looking at somebody's results, one person's results, I tend to always look at their bar graphs that we had talked about today. So the wheel is another visual representation of both those bar graphs, two pages before it. So the interesting thing is or the thing that is useful is that it plots your natural graph and your adapted graph on the wheel and so even if you didn't know anything about DISC and you just looked at it, basically, how it works is the further away your star is from your circle, the more you're adapting, okay? And the closer they are together, the less you're adapting. If you want to see exactly how much, you know percentage-wise or which factor you're moving, I would still go look at your bar graph but if you're looking just to the extent or the intensity of your adapting, look at the wheel.

And so people, again they'll ask me if my, it's not moving hardly at all, if I move one section over, is that a good or a bad thing? Once again, you have to go back to well, what does your environment need from you and what do you need to be doing to be successful and is that going to get you where you want to go? If you're adapting all the way across the wheel, that means you're adapting a lot and I would ask those exact same questions. Are you okay? How stressed are you? Is that what your environment needs? And is that a good thing?

The wheel becomes really useful when you use it to do things like plotting a team and that's something we talked a little bit about at the CEO Summit is you can put an entire team on this wheel and see if people are in the areas they need to be in, where conflict might occur naturally on the team, between people on different sides of the wheel. You can also use this wheel to do hiring because you can put the work environment in here and it would fall somewhere on the

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wheel and then you could put a candidate in here and see if behaviorally, how close of a match are they to the job? So the wheel has a lot of different applications but when I'm interpreting someone's results, I tend to still look at the bar graphs.

PATTY: But on the bar graphs, there's four areas that you're looking at and on the wheel, there's one circle and one star so does it just combine all of those into one area?

NANCY: Yeah, so if you look on the wheel, you've got D up in the right hand corner, I in the bottom right, S on the left, and then C on the top and then those eight different sections, the persuader combines D and I. The relater combines I and S. The coordinator combines S and C, and the implementer combines C and D and Patty, since you're going to be getting certified, I actually break down this wheel and teach you exactly how each one shifts, where it's moving, what does it mean. Does that mean the S is ...?

PATTY: And what all those numbers mean and what does the little...

NANCY: Exactly, each one of those numbers, there's a graph behind that number. We don't show it to you here. It would be too confusing.

PATTY: Got it. Right, okay.

NANCY: But behind each of those are 60 different graphs that are plotted on this wheel. The 60 most common DISC graphs are plotted on this wheel.

FEMALE: Oh, okay.

NANCY: But there's like 324 that aren't plotted on here so every once in a while, you'll get someone who can't be plotted on the wheel. Okay?

PATTY: Got it.

NANCY: So anyways, well, it's good that we just talked about the wheel because in the team work that I do when I do a team building, that's part of what I do is I plot the team on the wheel so we can look at the team composite and the team building that I do is usually a one- or two-day process in person, kind of like your typical off-site but the challenges nowadays, teams aren't necessarily able to carve out that much time to meet. I'm also finding flying across the country every other week just doesn't really work for my schedule all the time so what I've created recently is something I call a team debriefing process and what that is is it's the

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same process. We still do the DISC assessments on everyone on the team. We still look at the team composite and the dynamics of the team but instead of me coming there and doing an in-person whole day session, we do a two-hour virtual team debriefing which is basically, everyone has their results and then we meet like either on the phone or in a conference room or something like that and we go through our presentations but I'm on the phone. It seems to work really well. It's fast. It's of course not as personal so my High I doesn't like it as much but it seems to be really efficient and I've had a lot of teams starting to take advantage of it and then afterwards, they can decide if they want to do more on that. If they then want to fly me out and kind of take it further.

But the process is really easy. Your team goes online just like you did and they complete a DISC assessment. I do my work on this end. I compile the information. You, if you're the team leader, we debrief it. We talk about anything that came up that I see that might need to be addressed but then basically, what happens is we just have a team meeting where we go through and we teach people DISC. We teach them about themselves kind of like what we did today. They learn about their team cause we're looking at everybody plotted on the wheel and then we actually talk about the team and communication, some potential for conflict, some resolutions, some ideas for how to deal with it, and teams usually get really a lot of insights from the process and I get a question quite a bit which is "Going forward, what should we do now with this information. How should we hire? If we hire somebody, should we make sure we fill in the holes that we have?" So we usually get really great conversations from this and I think people really start to use the information even within two hours. I always tell people I can't guarantee behavioral change from a two-hour process but I can guarantee that people will learn a lot and they'll have a lot of fun and at the end of every session I've ever done I've asked people, "Did you learn a lot?" "Yes." "Did you have fun?" "Yes."

Okay, so let's see what's the time on this. Nine minutes over. That's not unusual for a High I, just so you know. We're not the most precise when it comes to time.

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So now that we're in the end, does anybody else have any other questions they might want answered?

FEMALE: Nope.

NANCY: Okay, well then I...

MALE: I just want to tell you that the Dow Jones went up 900 points since you've been on the phone.

NANCY: Wow! (Overlay) (laughs)

MALE: So you are an influencer.

NANCY: That is the positive energy of a High Influence person right there and I think we combined energies today. That was probably the result.

MALE: Thank you very much.

NANCY: You're welcome.

MALE: Okay, bye bye.

FEMALE: Thank you, Nancy.

NANCY: Have a great day.

FEMALE: Thanks.

NANCY: Bye bye.