



PERSONAL DISCERNMENT[®] INVENTORY

The DISC Profile System[®]
An Instrument for Understanding Yourself and Others



Rob Montgomery
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Personal
DISCernment[®]
Inventory



Each of us has strengths and weaknesses that make us more effective in some situations and less effective in others. In fact, leadership potential and personal effectiveness are frequently determined by matching strengths against certain situations. The more closely skills and strengths are aligned with the situation, the higher the potential performance.

The ability to predict how we and other people will react and relate in certain situations is of immeasurable value as we attempt to work with, serve, influence, and communicate with others.

Behavior is influenced by a number of complex factors that include basic personality or temperament, current emotional and physical state, our skills, experiences, values, IQ, and motivational needs. These and many other factors play both direct and indirect roles in shaping behavior.

Many of us have discovered that the more we know about ourselves and others, the better we can anticipate behavior and, therefore, the better we can serve and relate to other people. The Personal DISCernment Inventory® helps us understand how and why people are likely to behave in one way or another.

The Personal DISCernment Inventory® will enable you to discover and define how you view yourself and how you want others to see you. And through that process, you will learn more about the *real you*—a person who might be slightly different than you thought.

Seeing Behavior From Three Different Perspectives

MOST DISC

99	7	16	17	13
	15	15	12	12
95	14	12	13	16
	10	11	14	11
90	11	10	15	10
84	8	9	11	9
80	8	9	12	11
70	6	7	10	8
60	4	5	9	6
50	3	3	8	5
40	3	3	5	4
	2	2		
30				
20	1	1	3	3
10			2	2
5	0		1	1
		0		
1				0

LEAST DISC

DISC	LEAST
0	99
1	95
2	90
3	84
4	80
5	76
6	72
7	68
8	64
9	60
10	56
11	52
12	48
13	44
14	40
15	36

COMPOSITE

DISC

Disc	1	2	3	4	5	6	7	8	9	10
99	15	14	18	17	13	12	11	10	9	8
95	12	12	14	14	11	10	9	8	7	6
90	11	11	15	14	10	9	8	7	6	5
84	8	8	13	12	9	8	7	6	5	4
80	7	7	12	11	8	7	6	5	4	3
70	3	3	10	9	6	5	4	3	2	1
60	3	3	7	7	5	4	3	2	1	0
50	3	3	7	7	5	4	3	2	1	0
40	9	9	6	6	5	4	3	2	1	0
30	11	11	10	10	8	7	6	5	4	3
20	12	12	11	11	9	8	7	6	5	4
16	15	15	14	14	12	11	10	9	8	7
10	16	16	15	15	13	12	11	10	9	8
5	12	12	11	11	9	8	7	6	5	4
1	16	16	13	13	10	9	8	7	6	5

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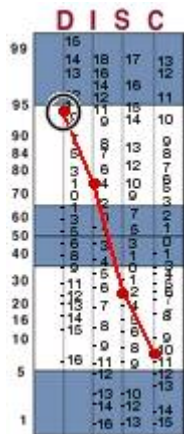
Interpreting the Results

The Personal DISCernment Inventory® allows us to view our behavior from the three different perspectives you see on page 2: the Projected (MOST) Concept, the Private (LEAST) Concept, and the Public (COMPOSITE) Concept. In most cases, the patterns of the three graphs are similar, with the COMPOSITE graph representing the combined effect of the MOST and LEAST graphs. Therefore, we recommend using the **COMPOSITE** graph for interpretation throughout the instrument.

Some people, however, will find their MOST and LEAST graphs to be quite different. In these situations, the COMPOSITE graph still presents a reliable picture of the resulting behavioral style, and you will use it as your primary means to interpret the instrument. However, you will want to pay close attention to the patterns in your MOST and LEAST graphs as well.

Remember, the MOST graph describes the behavior that you feel is necessary for you to succeed. The LEAST graph describes your natural behavior—the way you are deep down. When a significant difference between the two graphs exists, you feel that to succeed you must behave somewhat differently than you would 'normally' choose to act. Even though you will use the COMPOSITE graph as your primary means of interpretation, as you work through the instrument look at the explanations for the MOST and LEAST patterns as well. Doing so will help you understand the behavioral dynamics between these two graphs.

Discovering Your Predominant Behavioral Style



Composite Graph

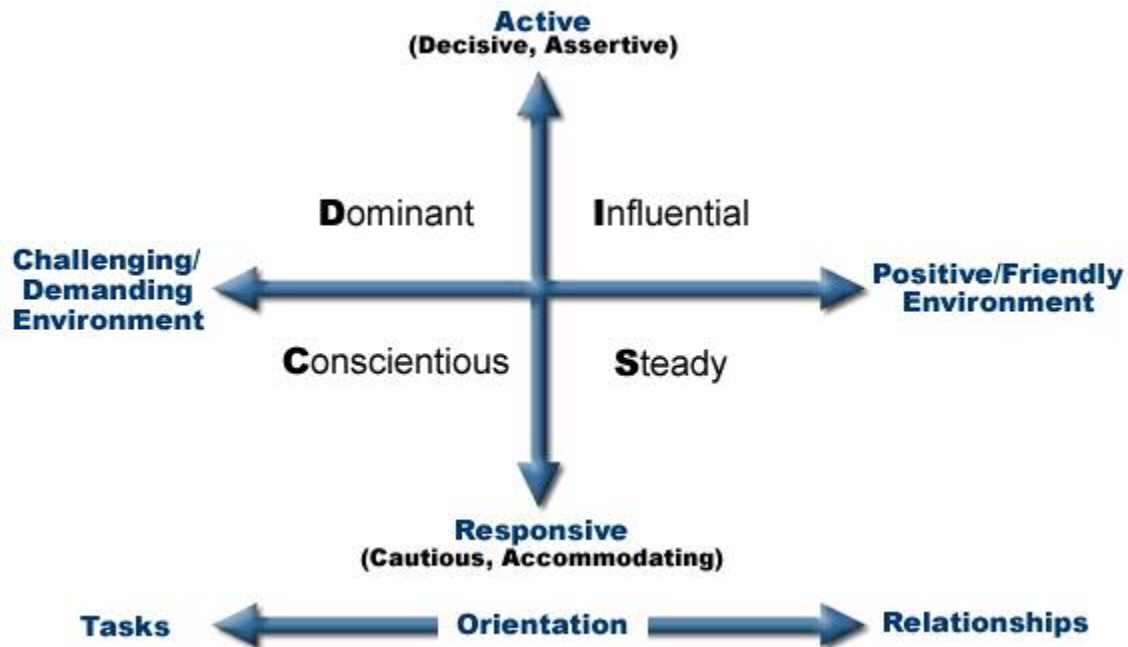
Every personality contains some degree of all four behavioral elements. However, most of us find that one or perhaps two of the factors express themselves more strongly than others in our behavioral style. Rob, notice the high point that is circled on your composite graph to the left. Your predominant style is D.

On the next few pages you will find detailed descriptions of these styles. General overviews of the other factors are included to help you understand and deal with others more effectively.

The History and Theory of DISC

Dr. William Marston, a psychologist and professor at Columbia University in the early 20th century, developed the theory of human behavior on which the Personal DISCernment Inventory® is based. Through his extensive research, he identified four major behavioral patterns that are present in all people, but to varying degrees.

Marston's theory contends that these four patterns emerge as a result of various combinations of certain key factors. Most people tend to be either *task-oriented* or *people-oriented*. Another way to describe people is by their response to the environment. Some people are *assertive* or *active*; they want to shape or change their environment to better suit themselves. Others are more *responsive*; they tend to accept things as they are and try to do the best job possible within their environment. Using these four factors: task vs. people, assertive vs. responsive, we can place people into one of four quadrants.

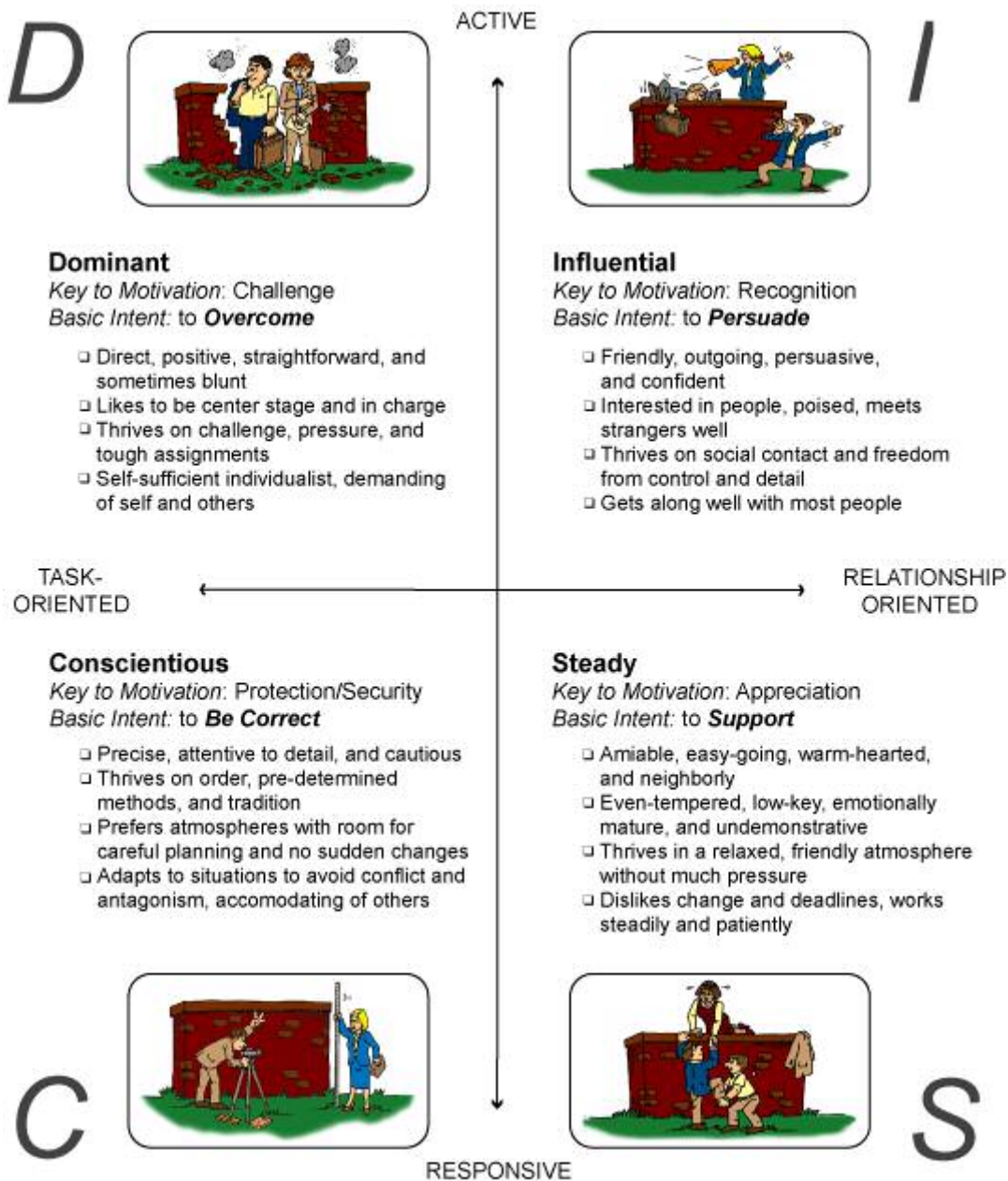


Notice that the Dominant (D) and the Conscientious (C) personalities see the environment as challenging. They make decisions by focusing on facts.

In challenging situations, however, a person with a high degree of the Dominant (D) factor becomes very *active*, seizing control of the situation to overcome the adversity. On the other hand, the Conscientious (C) personality will respond *cautiously* and try to work within the situation to avoid trouble or conflict.

The other two factors see the environment as positive or friendly. Their focus is on people and relationships. The Influential (I) personality will respond to situations *actively*, by motivating, persuading, and interacting energetically with other people. The Steady (S) personality will relate to others in a more *low-key* manner; they are supportive, affirming, and considerate.

Behavioral Characteristics



Dominant ("D")

Other Terms: Driver, Director

Emphasis: Controlling the environment by overcoming opposition to achieve desired goals

Key to Motivation: Challenge

Basic Intent: To Overcome

Greatest Fear: Loss of Control



Rob, as a high D, you are active and task oriented. 'D' quadrant people are self-starters who get going when things get tough. You thrive on competition and are usually direct, positive, and straightforward—sometimes blunt. You like to be center stage and in charge.

You will fight hard for what you think is the way to go but can accept momentary defeat without holding grudges. You hate routine and are prone to changing jobs, especially early in your career, until you find the challenge you need.

D's thrive on competition, tough assignments, heavy workloads, pressure, opportunities for individual accomplishment. They are discontented with the status quo.

You are a real individualist and very self-sufficient. You demand a great deal of yourself and others.

Your MOST and LEAST Graphs

Interpreting Differences

About half of us will see a significant difference in one or more elements of our pattern between the MOST and LEAST graphs. If any element in the MOST profile differs dramatically from that in the LEAST profile, you have made a decision to adapt your basic behavior to the demands of your immediate environment.

Rob, you do not have a significant difference in any element between your Most and Least graphs. This means that you are not adapting your behavior to your environment.

Representative Pattern: Rob Montgomery

Increasing Personal Effectiveness

Every personality contains all four styles to some degree, even though some elements are high and others low. The particular ways in which the four factors combine and influence one another form a 'representative' behavioral style. This style reflects most clearly how others see you.

There is almost an infinite variety of combinations, but typical behavioral styles fall within a relatively small number of patterns.

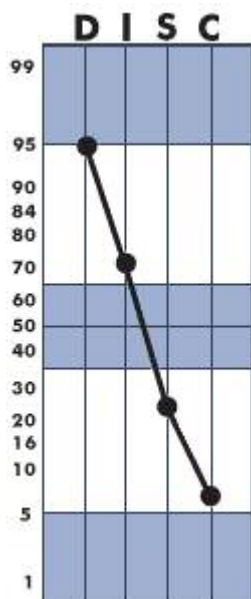
In your Personal Pattern, we will identify four different aspects of your behavior.

- Outstanding Traits
- Basic Desires and Internal Drive
- Potential for Growth
- Ideal Work Setting

It is important to remember that this pattern only covers *observable* behavior tendencies. There are many other factors that affect your behavior: IQ, value system, skills, experiences, and your current emotional and physical state, just to name a few. Feel free to edit this profile. Cross out what you disagree with and underline what you agree with, making it distinctly yours.

Your Representative Pattern

Below you will find the pattern(s) that most closely matches your COMPOSITE/LEAST Graph. Remember, these representative patterns are based on behavioral profile only, without information about intelligence, personal values, versatility, and other factors that could affect your behavior. Knowing your pattern should enable you to understand yourself and others in a way that maximizes your potential and your abilities.



(2) Entrepreneur

Outstanding Traits

Aggressive, persuasive, active, and extremely independent: all these characterize you as an entrepreneur. You are a supreme individualist: confident, energetic, and persistent. You are incurably venturesome and will try anything once. Your desire for power is combined with a stubborn determination to control both events and people. You act decisively and positively, usually moving ahead without consultation or conference. Your impatience results in quick reactions, virtually instant boredom, and an itch for greener pastures. You are versatile, flexible, and self-motivated, with a great sense of urgency and a high tolerance for pressure.

Basic Desires and Internal Drive

You are hard-driving, sociable (on your own terms), alert, and very sure of yourself. In daily activities, you tend to charge ahead against resistance and opposition. You view restraints as a challenge to getting the quick results you want. You value freedom more than equality and want room to operate. You are most effective where innovation, experimentation, and results are important, and where there are few rules and guidelines.

Potential for Growth

You dislike corporate structures and controls unless you do the organizing and controlling. As a subordinate, you tend to be a maverick. You may usurp power, overstep bounds, and want to do it your way. You are often critical of supervisors and you resent criticism of your actions. As a young person, you are likely to move from job to job looking for the right challenge.

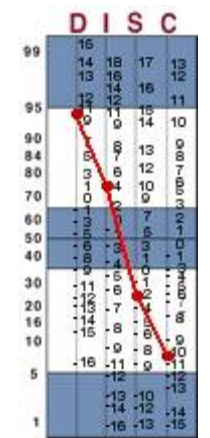
Ideal Work Setting

You can often be a challenge to manage. You must be given as much freedom as possible to run things your way, but you must also be made to understand that limits to your authority do exist. You are ambitious and want to move quickly toward greater responsibility. You work best for a positive, competent, friendly supervisor with whom you can honestly and openly discuss what is expected on a no-holds-barred basis.

Strengths and Weaknesses

Everyone's personality contains both strengths and weaknesses. In many cases, our weaknesses are simply our strengths taken to their extremes. Identifying these strengths and weaknesses is a key step to personal growth.

Rob, here is a list of the strengths and weaknesses that apply to you.



Composite Graph

Strengths

- Decisive
- Initiating
- Confident
- Assertive
- Goal-oriented
- Clear in communication
- Authoritative
- Positive
- Enterprising
- Candid

Weaknesses

- Impulsive
- Intimidating
- Intolerant
- Critical
- Demanding
- Adversarial
- Dictatorial
- Impatient
- Aggressive
- Blunt

1. Review the lists above. What creative, short range (6 months to 1 year) changes can you make in your present situation to use your strengths more effectively?

2. Identifying and acknowledging the presence of weaknesses is a key first step to growth. Review your list of possible weaknesses, and check those that you believe hinder your work and interpersonal effectiveness. Once you identify your weaknesses, here are several key strategies for dealing with them.

- a. *Develop compensating skills:* Remember that the weaknesses on this list are not handicaps, but tendencies in our behavioral styles that we *can* control.
- b. *Recognize your vulnerability and prepare for your behavior under stress:* Stress often brings our weaknesses to the surface. If we are alert both to our weaknesses and to the situations in which we experience stress, we can develop early warning systems that can help us neutralize the negative impact of these tendencies.
- c. *Staff to your weaknesses:* Synergy flows from diversity. Identifying weaknesses alerts us to the need to surround ourselves with individuals and team members who are strong in those areas.

Possible Strengths

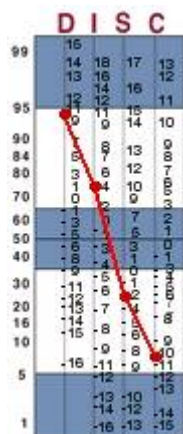
	D	I	S	C	
99	Pioneering	Charismatic	Supportive	Perfectionistic	99
	Daring	Inspiring	Self-controlled	Precise	
95					95
	Driving	Outgoing	Accommodating	Thorough	
90	Enterprising	Persuasive	Kind	Literal	90
84	Assertive	Influential	Deliberate	Systematic	84
80	Competitive	Enthusiastic	Patient	Well-prepared	80
70	Goal-oriented	Charming	Unruffled	Logical	70
	Decisive	Trusting	Good listener	Diplomatic	
60	Direct	Optimistic	Stable	Open minded	60
	Forthcoming	Participative	Calm	Adaptable	
50					50
	Moderate	Poised	Alert	Accurate	
40	Modest	Friendly	Involved	Firm	40
30	Willing	Sociable	Flexible	Assured	30
	Cooperative	Congenial	Enthusiastic	Determined	
20	Unassuming	Reflective	Active	Authoritative	20
16	Low key	Objective	Energetic	Unconventional	16
10	Tolerant	Focused	Demonstrative	Independent	10
5	Unobtrusive	Factual	Intense	Fearless	5
	Consenting	Analytical	Dynamic	Revolutionary	
1					1

Possible Weaknesses

	D	I	S	C	
99	Belligerent	Superficial	Apathetic	Dependent	99
95	Overbearing	Self-promoting	Indifferent	Self-deprecating	95
90	Dictatorial	Over talkative	Too lenient	Deferential	90
84	Aggressive	Overly emotional	Change averse	Evasive	84
80	Demanding	Unrealistic	Possessive	Defensive	80
70	Abrasive	Flippant	Stubborn	Fault-finding	70
60	Authoritative	Overly confident	Complacent	Overly cautious	60
50	Pushy	Poor listener	Undemonstrative	Submissive	50
40	Hasty	Gullible	Resigned	Wary	40
30	Hesitant	Reserved	Restless	Opinionated	30
20	Subdued	Blunt	Dissatisfied	Stubborn	20
16	Procrastinating	Critical	Impatient	Contentious	16
10	Shy	Unemotional	Pushy	Unyielding	10
5	Indecisive	Skeptical	Tense	Disorderly	5
1	Overly cautious	Aloof	Hasty	Reckless	1
	Self-deprecating	Self-conscious	Impulsive	Defiant	
	Fearful	Pessimistic	Hyperactive	Rebellious	
	Threatened	Withdrawn	Frenetic	Radical	

Your Unique Style: Observable Traits

A Further Description of Your Behavior



Composite Graph

These ratios provide additional information about how the specific relationships between your high and low factors affect your behavior. The ratios are based on which factors in your profile are above the center line and which are below. The further the distance between the factors, the more that ratio will describe your behavior. For example, someone with a very high I and a very low C will strongly relate to the I over C description.

I
S

Personable

You can be impulsive and feel the need to attract attention. You reach out to people and initiate contact with them easily and smoothly. Your contagious optimism, instant enthusiasm, and spontaneous persuasiveness are geared to win people over, and you often succeed.

I
C

Confident

You are very sure of yourself. You need, and usually have, supreme confidence in your own ability. You prefer to act with others to get what you want. You can be stubborn in a friendly way, dominate a social situation, and smile while arguing the point. You display an effusive independence, and if people reject you or your ideas, you may reject them in return.

D
S

Gets Results

You are impatient for quick results and can have an instinctive drive for power. You react quickly, are easily bored and respond well to challenge. You are versatile, flexible, self-motivated, urgent, and sometimes irritable. You can withstand pressure and exert pressure on others. Critical and dissatisfied, you are comfortable with shifting goals, new projects, and innovative methods.

D
C

Decisive

You thrive on opposition; you will take a strong stand and fight for it. You are determined to do things your way. Frank, honest, and direct, you can take over, act positively, and move without consultation. You are usually well respected when things are going well, and you are right most of the time. When a shortfall occurs, someone will usually identify your rashness as the reason.

The DISC Profile System

The **DISC Profile System**® is a family of instruments and workbooks designed specifically to increase understanding of yourself and others to achieve greater personal and interpersonal effectiveness.

The **Personal DISCernment Inventory**®, the basic module, provides a unique insight into your temperament, producing both a general and a detailed description of your behavioral style. This instrument allows you to develop a comprehensive list of your strengths and weaknesses and explore the effects of your style on interpersonal relationships.

The **DISC Profile System**® Includes a series of application modules that will guide you in applying these insights to specific situations. The modules provide additional information for each behavioral style as it relates to that arena and suggest how you may apply this information to yourself and your teammates.

Five application modules are available in paper format or online at www.pdiprofile.com:

- **Teamwork with Style**

Each temperament brings unique strengths and weaknesses to the team setting. Your behavioral style influences the way you plan and organize your work, communicate, and make decisions. This module will provide the opportunity for you to identify, explore, and discuss the effects of the individual behavioral styles on your team. The result will be enhanced understanding of how to build on individual differences for greater team effectiveness.

- **Leading with Style**

Our behavioral traits are not only a major influence on our leadership style, but also provide the template through which we view the leadership of others. When we are led by those with different behavioral styles from our own, we have a tendency to feel either overled or underled. Understanding these differences will not only help you to better serve those you lead, but also help you to better respond to the leadership of others.

- **Communicating with Style**

This module will help you recognize how your personal communication style enhances or impedes the messages that you send to others. In addition, you will learn to identify the styles of those receiving your message, and discover ways to adapt your style to meet their needs. As a result, you will greatly improve the effectiveness of your written and spoken communication in a variety of situations.

- **Selling with Style**

Behavioral style not only influences how we persuade or convince others, but how we ourselves are persuaded. This module, designed for the sales environment, provides insights into the strengths and weaknesses of each behavioral style as we attempt to communicate with and convince others. You will also discover how different temperaments receive and respond to such overtures. These insights can greatly increase your effectiveness in communicating a point of view, as well as understanding and meeting the needs of others.