

PERSONAL GROWTH LAB - PGL

**For UG-2 Students
IIIT, Sri City**

Session – 4

Know Myself

12 - Feb - 2022

Facilitated by

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Golden Rules

- Recommend audio on mute, unless you have questions
- Participate and interact
- Don't neglect or overuse the chat box
- Keep your messages short and genuine
- Double-check your messages before you hit 'send'



Know My Self

Psychometric Assessment



Response Sheet

Prepare your response sheet as per the format below

1	a		5	a		9	a		13	a	
	b			b			b			b	
	c			c			c			c	
2	a		6	a		10	a		14	a	
	b			b			b			b	
	c			c			c			c	
3	a		7	a		11	a		15	a	
	b			b			b			b	
	c			c			c			c	
4	a		8	a		12	a		16	a	
	b			b			b			b	
	c			c			c			c	

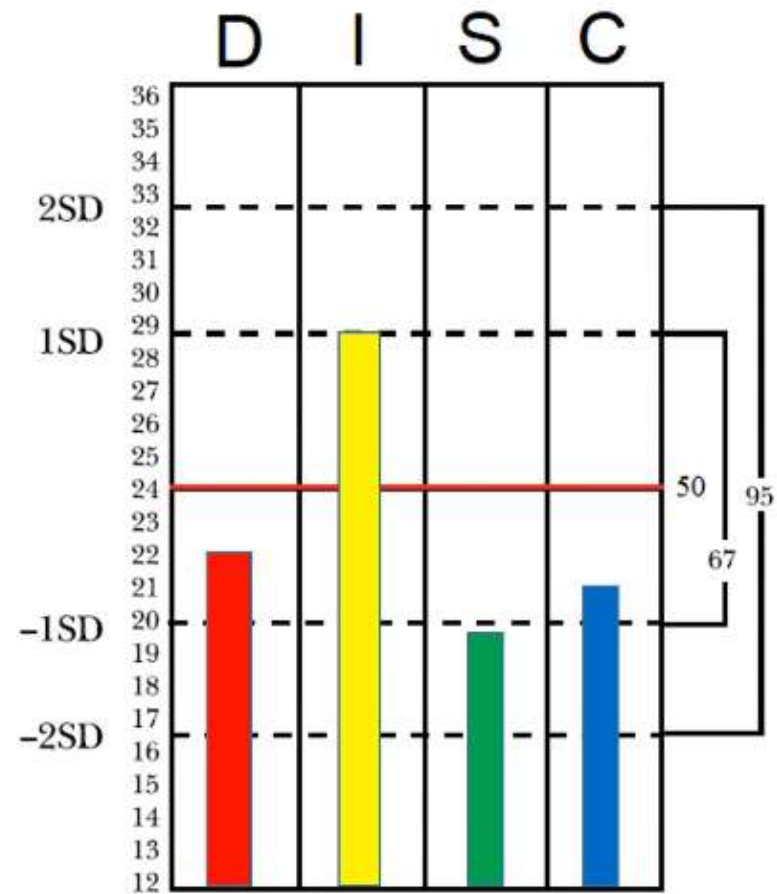
Instructions

There are 16 sets of questions, please read all the three 3 descriptors before responding.

1. Give a score of “**3**” for the **word that describes you best**,
2. Give a score of “**1**” for the **word that describes you least**.
3. Give “**2**” to the remaining one.

1	a	Adventurous		5	a	Forceful		9	a	Competitive		13	a	Positive	
	b	Polished			b	Persuasive			b	Diplomatic			b	Cordial	
	c	Stable			c	Settled			c	Accommodating			c	Even tempered	
2	a	Receptive		6	a	Cautious		10	a	Careful		14	a	Conservative	
	b	Determined			b	Bold			b	Decisive			b	Eager	
	c	Enthusiastic			c	Outgoing			c	Popular			c	Entertaining	
3	a	Steady		7	a	Persistent		11	a	Dependable		15	a	Amiable	
	b	Exacting			b	Cooperative			b	Accurate			b	Systematic	
	c	Original			c	Brave			c	Inventive			c	Self-reliant	
4	a	Poised		8	a	Attractive		12	a	Convincing		16	a	Sociable	
	b	Patient			b	Controlled			b	Consistent			b	Unhurried	
	c	Orderly			c	Correct			c	Open minded			c	Precise	

Your Profile



Goals

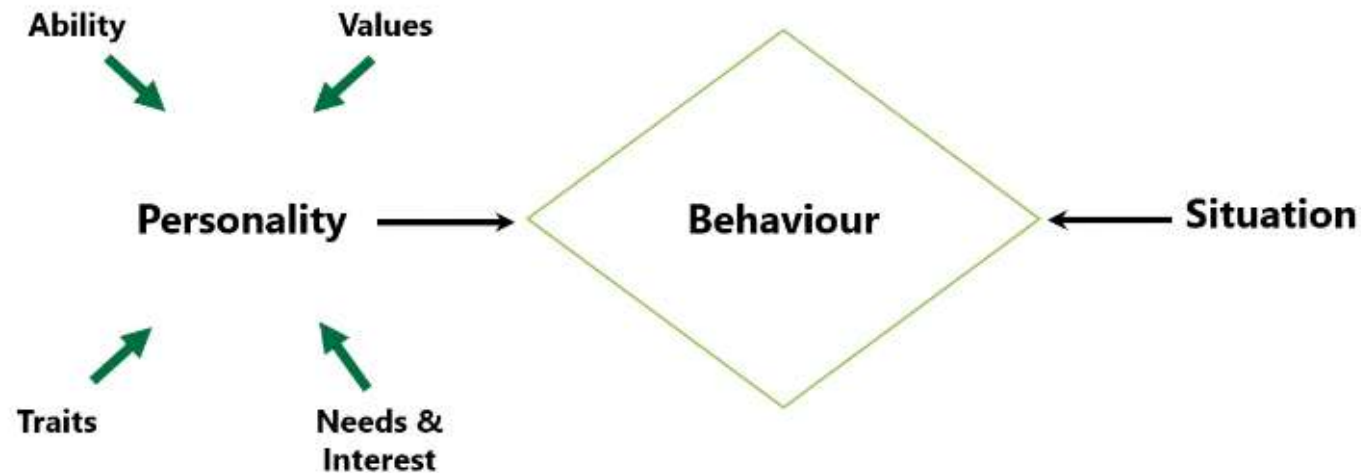
- Understand your own behavioural design, strengths and development areas
- DISC framework and experience the styles
- Know the benefits of applying a behavioural model.

Theories Governing Behaviour

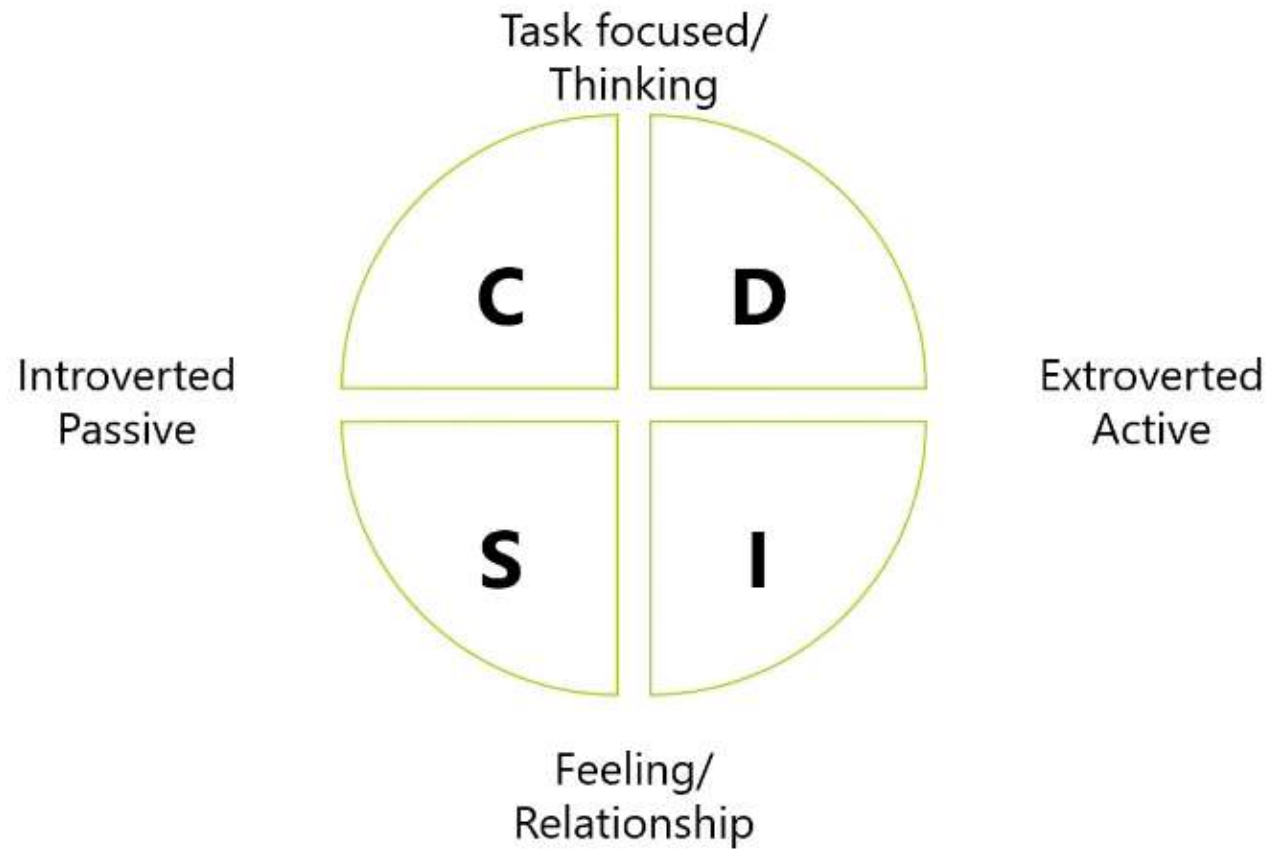
- **Gene theory** – I am made that way
- **Make me feel theory** – You make me feel
- **You-owe me theory** – If only you change
- **Subconscious theory** – Suddenly you got hold of me and I could do nothing.
- **The fate theory** – It was willed by Him

Understanding Behaviour

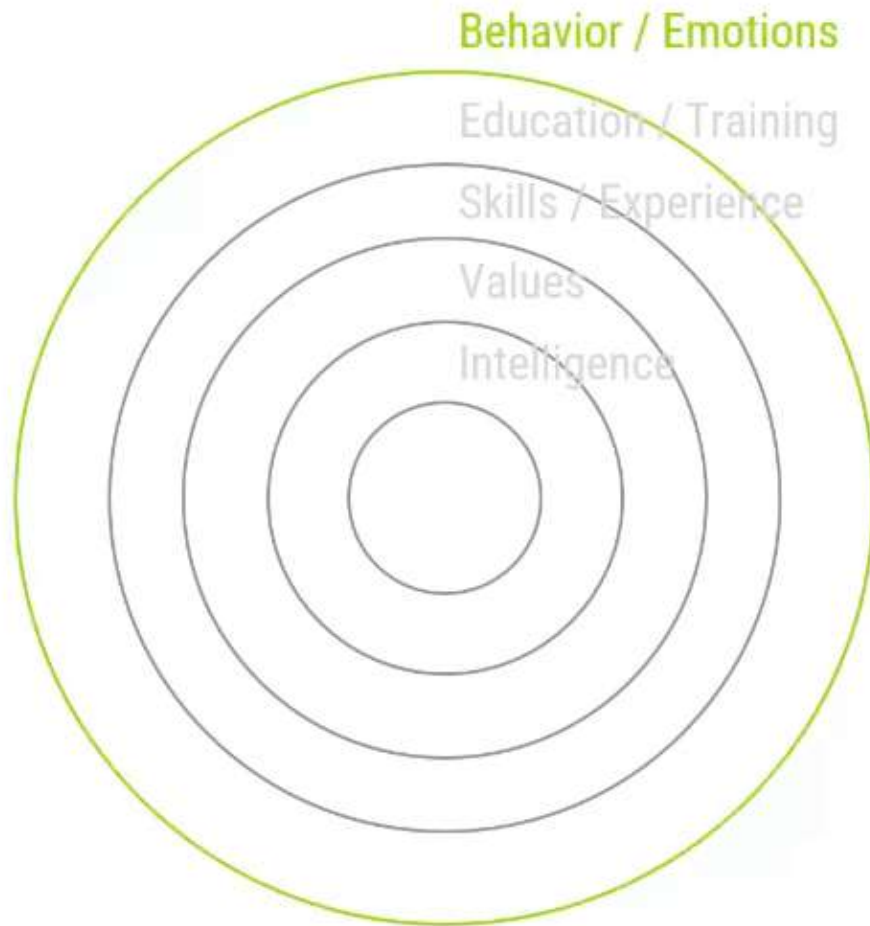
What makes us behave the way we do?



William Marston – DISC Construct

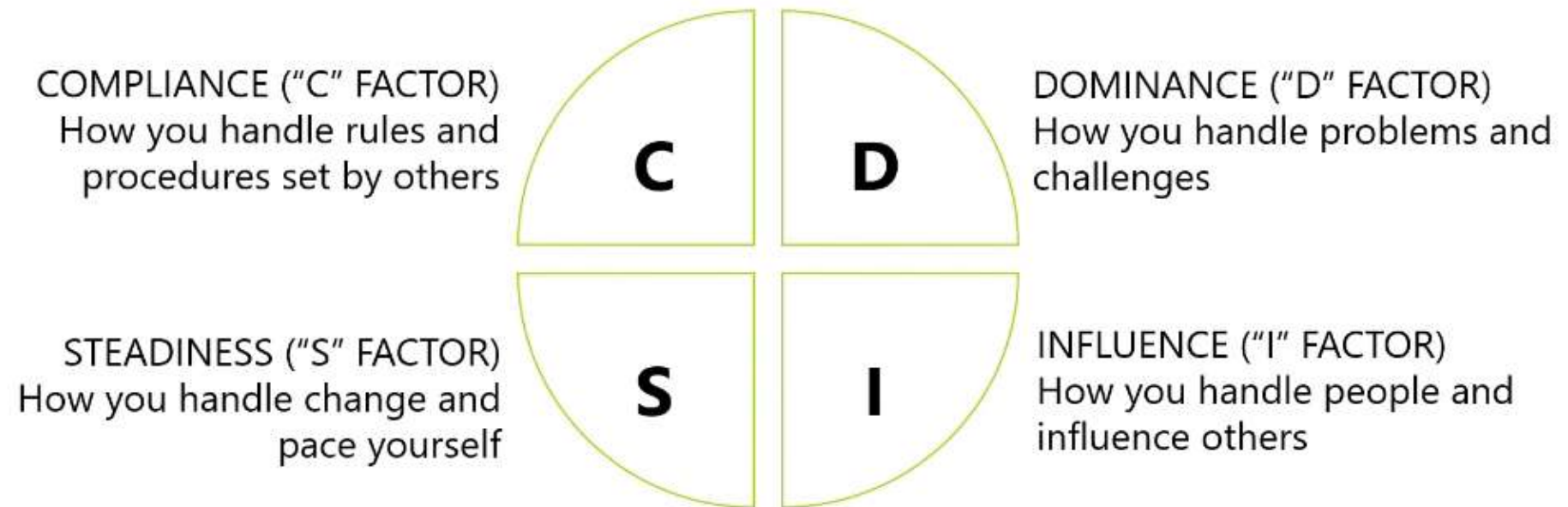


Observable Behaviours

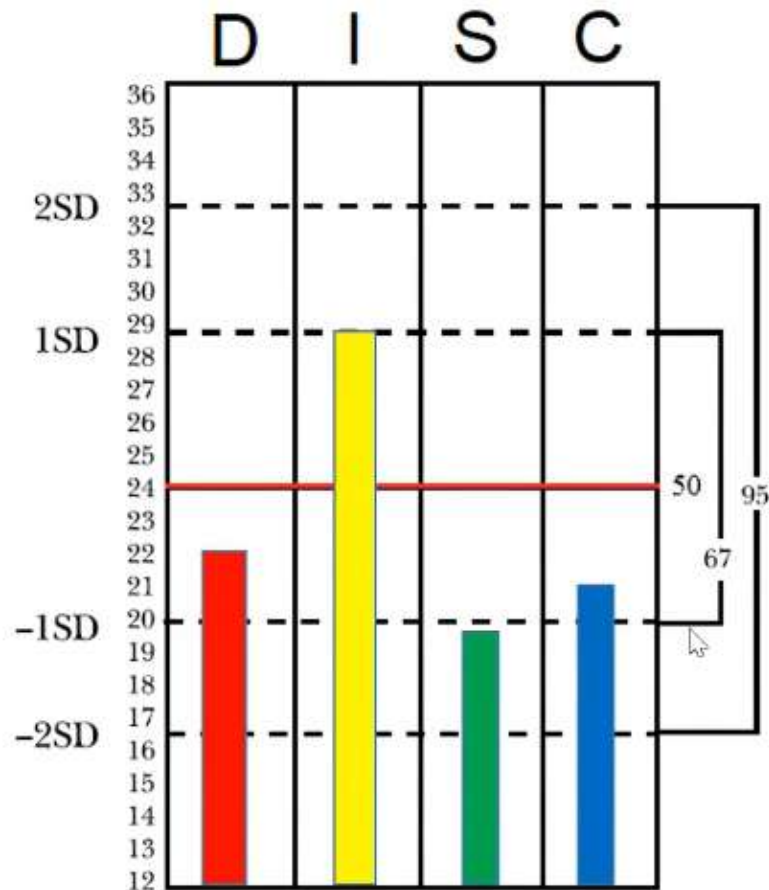


1. DISC MEASURES BEHAVIOR & EMOTIONS
2. It is a doorway of communication TO you
3. A method of action FROM you
4. The HOW of your actions

4 Dimensions of Normal Behavior



Reading the Graph



1. The horizontal line in the middle of the graph represents the means or average scores in the normative sample.
2. Sixty-seven percent of the population is expected to score between ± 1 standard deviation (SD) from the mean.
3. Ninety-five percent of the population is expected to score between ± 2 SD from the mean.
4. Scores outside ± 2 SD are rare, indicating extreme preferences.

D Characteristics

Dominance -
Problems and
Challenges

High D

Ambitious, Forceful,
Decisive, Direct,
Independent, Challenging

EMOTION
Quick
To Anger

Demanding
Egocentric
Driving
Ambitious
Pioneering
Strong Willed
Forceful
Determined
Aggressive
Competitive
Decisive
Venturesome
Inquisitive
Responsible

High D > 50

- Challenge oriented
- Self starter
- Needs freedom from controls
- Innovative environment
- Not detail oriented
- High sense of urgency – quick/fast
- Strong need for results
- May set very high standards
- Lacks tact & diplomacy – direct

Low D

Peaceful,
Unassuming, Docile,
Slow

EMOTION
Slow to Anger

Conservative
Calculating
Cooperative
Hesitant
Low keyed
Unsure
Undemanding
Cautious
Meek
Mild
Agreeable
Modest
Peaceful
Unobtrusive

Low D < 50

- Status quo - will not push
- Not driven by challenge, but data
- Will have to be pushed
- Detail oriented
- Relaxed & stable environment
- Low sense of urgency
- Very logical about what can be done
- Soft spoken & diplomatic
- A planning person

D Characteristics

POTENTIAL “D” STRENGTHS

- Takes a firm stand
- Problem-solver
- Likes challenging assignments
- Drive for results
- Positive, likes confrontation
- Power and authority
- Motivated by direct answers

POTENTIAL “D” WEAKNESSES

- Oversteps authority
- Argumentative attitude
- Fails to weigh pros and cons
- Insensitive to others' opinions/feelings
- Overemphasis on winning

I Characteristics

Influence

People and Contacts

High I

Expressive, Enthusiastic,
Friendly, Demonstrative,
Talkative, Stimulating

Low I

Detached, Reflective,
Analytical, Critical,
Calculating, Skeptical

EMOTION

Optimistic

EMOTION

Pessimistic

High I > 50

Effusive
Inspiring
Magnetic
Political
Enthusiastic
Demonstrative
Persuasive
Warm
Convincing
Polished
Poised
Optimistic
Trusting
Sociable

- Optimistic & enthusiastic
- Creative problem solving
- Motivates others towards goal
- Team player
- Very good communicator
- Gestures a lot while communicating
- High degree of people contact
- Freedom of movement
- Can be inattentive to detail
- Situational listener

Low I < 50

Reflective
Factual
Calculating
Skeptical
Logical
Undemonstrative
Suspicious
Matter of Fact
Incisive
Pessimistic
Moody
Critical

- Pessimistic & aloof - need not display enthusiasm
- Will work within paradigms
- Will not communicate much
- Calm & composed
- Will move away from people - prefers to be disconnected
- Will focus & be rational / objective in evaluating people
- Will be skeptical of people & have very few relationships

I Characteristics

POTENTIAL “I” STRENGTHS

- Socially and verbally aggressive
- Very optimistic
- Good at persuading people
- Can see the "big dream" and communicate it
- People-oriented
- Team-oriented
- Motivated by praise and strokes

POTENTIAL “I” WEAKNESSES

- May be careless
 - In disciplined
 - Overlooks rules
 - Not time conscious
 - May shift responsibility for mistakes
 - Tends to listen when convenient
-

S Characteristics

Steadiness

Pace and
Consistency

High S

Methodical, Systematic,
Reliable, Steady, Relaxed,
Modest

Low S

Intense, Pressured,
Impulsive, Excited,
Frenetic, Zealous

EMOTION

Non
Emotional

EMOTION

Emotional

Relaxed
Resistant to
Change
Non demonstrative
Passive
Patient
Possessive
Predictable
Consistent
Deliberate
Steady
Stable

Mobile
Active
Restless
Alert
Variety Oriented
Demonstrative
Impatient
Pressure Oriented
Eager
Flexible
Impulsive
Impetuous
Hyper tense

High S > 50

- Dependable team player/loyal
- Works for a leader & cause
- Patient & empathetic
- Logical step-wise thinker
- Likes a stable & predictable environment
- An environment that allows time to change
- Will yield to avoid controversy
- Single task person

Low S < 50

- Will be a very high energy person
- Will be alert & quite impatient, wants to be on the move
- Will be emotional & driven
- Has no problem in a chaotic environment
- Freedom from restrictive rules
- Can get hyper tense if things do not happen
- Multi-tasker
- Likes diverse situations

S Characteristics

POTENTIAL “S” STRENGTHS

- Loyal to those they identify with
- Good listener
- Patient and empathetic
- Likes to have team environment
- Long service is deemed important
- Oriented towards family activities
- Motivated towards traditional procedures

POTENTIAL “S” WEAKNESSES

- Resists unwarranted change
- Takes time to adjust to change
- Not comfortable taking a firm stand
- Reluctant to express thoughts/opinion/feelings
- Low action orientation

C Characteristics

Compliance

Procedures and Constraints

High C

Analytical, Contemplative,
Conservative, Exacting, Careful,
Deliberate

EMOTION

Fear

Evasive
Worrisome
Careful
Dependent
Cautious
Conventional
Exacting
Neat & Systematic
Diplomatic
Accurate & Tactful
Open minded
Balanced Judgment

High C > 50

- Critical thinker
- Maintains high standards
- Conscientious & steady
- Defines, clarifies gets information & tests
- Comprehensive problem solver
- Great in technical & quality work
- Will be defensive when criticized
- Will be bogged down by details
- Will get hyper tense over small issues
- Will mark emails to a number of people

Low C

Free, Radical, Fearless, Free
Spirited, Uninhibited,
Revolutionary

EMOTION

Fearless

Firm
Independent
Self Willed
Stubborn
Obstinate
Opinionated
Unsystematic
Self Righteous
Arbitrary
Unbending
Careless with details

Low C < 50

- Works on an open canvass, more project oriented
- Likes to play his own game without boundaries
- Will take the bull by the horn
- Nothing bothers him
- Radical, unbending, goes by what he feels is right
- Can be arbitrary at times
- Careless with details may pick up only some key data

C Characteristics

POTENTIAL “C” STRENGTHS

- Critical thinker
- High standards for self and subordinates
- Well disciplined
- Maintain high standards
- Motivated by the right way to proceed
- Accurate

POTENTIAL “C” WEAKNESSES

- Not inspiring
- Avoids risks
- Analysis paralysis
- Needs to loosen/lighten up
- Does not delegate well

My Insights and Actions

According to you what are your effective and ineffective behaviors?

Sl. No.	Effective Behaviors	Ineffective Behaviors
1		
2		

If your classmates were asked to do identify your effective & ineffective behaviors, would they tell the same about you?

My Insights and Actions

1. What are my strengths that I can offer to others?
2. What areas do I seek support from others, based on my style that are challenge areas?
3. How do I adapt support other styles that are very much required for working together?
4. To communicate effectively with others what should I need to do ?

My insights and actions

I take actions based on my belief

I adopt beliefs about the world

I draw conclusions

I make assumptions

I add meaning (Cultural & Personal)

I select the data from what I observe

Observable data & experiences



Chris Argyris

Goals

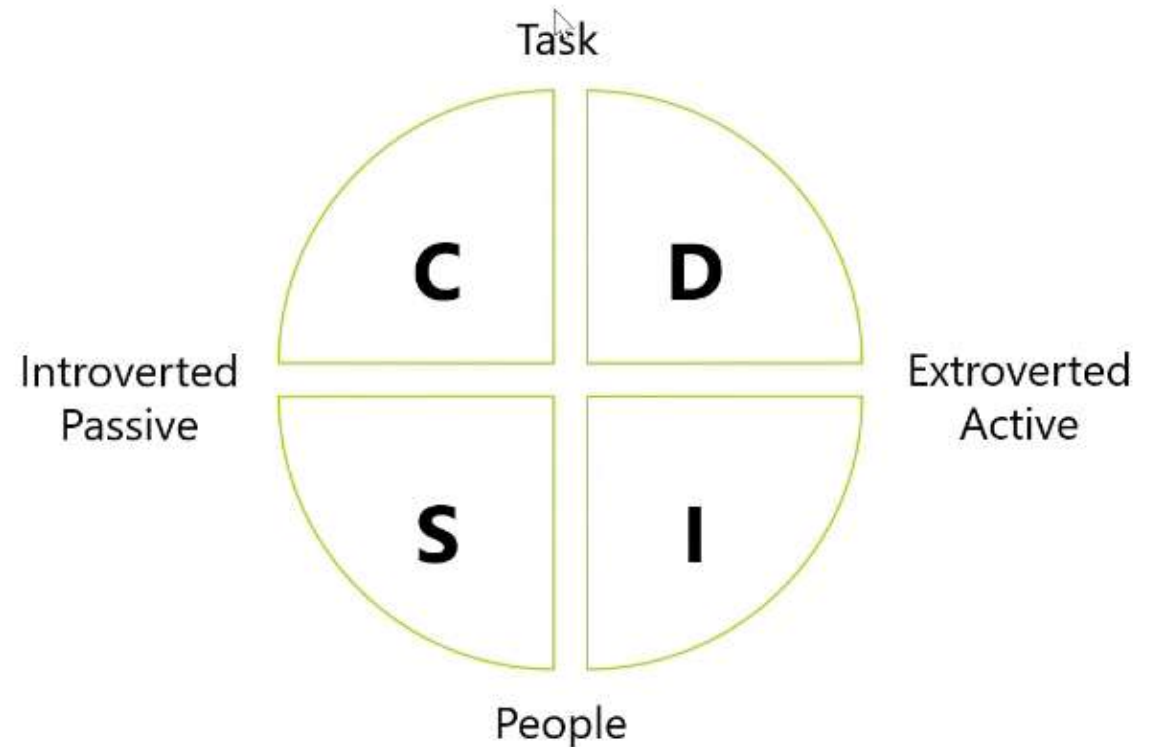
- Recognize, understand and appreciate others behavioural styles
- “People Read” four factors: Tone of Voice, Body Language, Words, Pace
- Adapt for enhanced communication, understanding and relationships



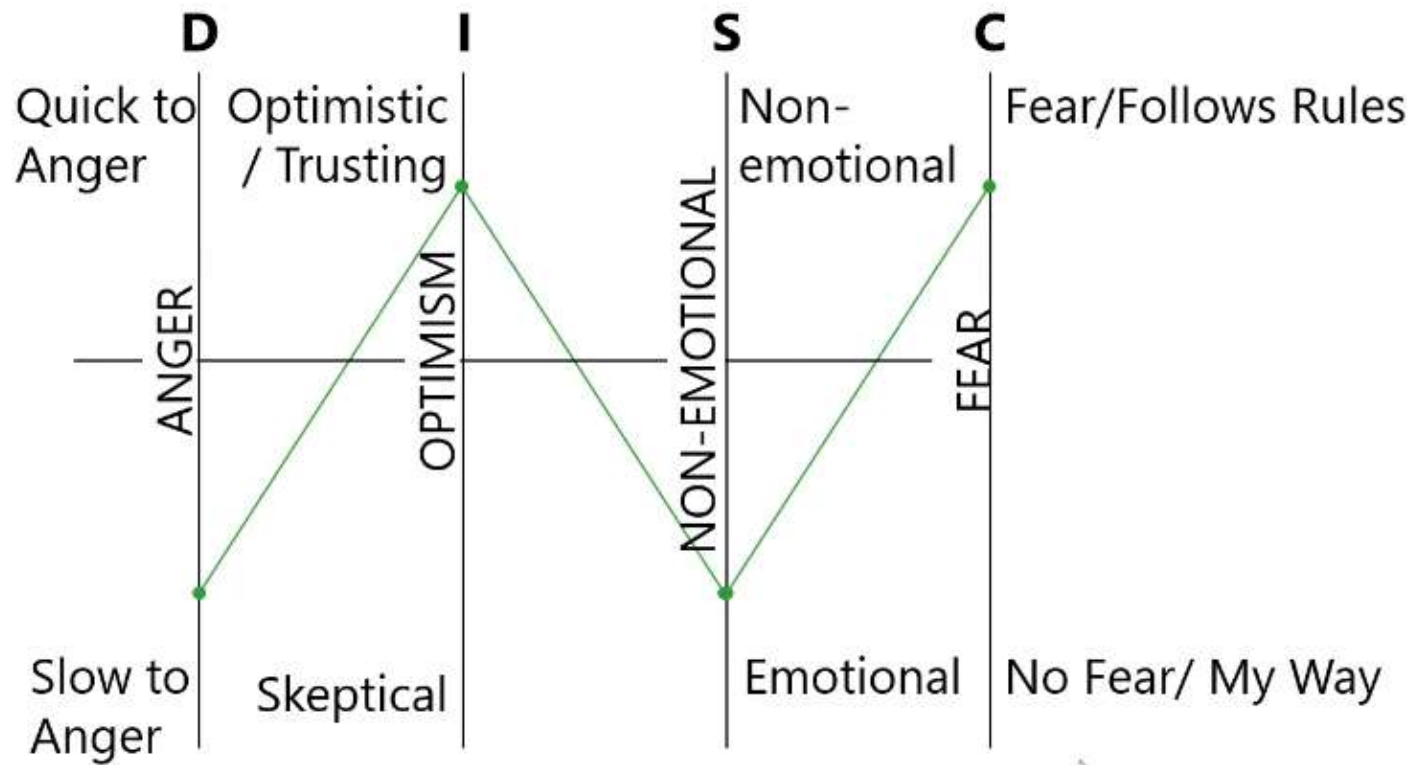
Style Reading Process – Method 1

Is the person
Extroverted — D, I
OR
Introverted — S, C

Extroverted – Task: Core D
Extroverted – People: Core I
Introverted – People: Core S
Introverted – Task: Core C



Style Reading Process – Method 2



Recognizing Behavioral Styles

Needs

D - Power

I - Love Public Praise

S - Security

C - Standard Operating
Procedures

Fears

D - Loss of Face

I - Social Rejection

S - Sudden Change

C - Criticism

Observable Behaviors

- **Change:** Love change
- **Conflict response:** Fight back
- **Driving:** Fast, always somewhere to get to in a hurry
- **Gesture:** Lot of hand movement and big gestures
- **Goal setting:** Sets many goals usually high risk and not written down
- **Risk Taking:** High risk taker
- **Rules:** May tend to break the rules
- **Talk to others:** Direct
- **Walk:** Fast, always going somewhere
- Email?

D | **I**

- **Change:** May not notice change
- **Conflict response:** Non confronting, puts things under the carpet
- **Driving:** Visual, looking around, radio on
- **Gesture:** Lot of big gestures and facial expressions
- **Goal setting:** Not good at setting goals.
- **Risk Taking:** Moderate
- **Rules:** Not aware of rules and may break unintentionally
- **Walk:** Casual, lazy walk, looking in different directions, nodding & acknowledging
- Email?

Observable Behaviors

- **Change:** Does not like unwarranted change
- **Conflict response:** Tolerate, put up with it or give in to ensure harmony
- **Driving:** Relaxed pace, no hurry
- **Gesture:** Will gesture with hands, no big gestures
- **Goal setting:** Short term low risk
- **Risk Taking:** Moderate, low risk taker
- **Rules:** Time tested, proven rules
- **Walk:** Steady, easy pace
- Email?



- **Change:** Concerned about effects of change
- **Conflict response:** Avoidance, will use SOPs/frameworks
- **Driving:** Careful, follow rules, best drivers
- **Gesture:** Little or no gestures
- **Goal setting:** Good at setting goals
- **Risk Taking:** Very low
- **Rules:** By the book. Knows and follows the rules
- **Walk:** Straight line
- Email?



Do You Recognize This Person?

Profile 1

- Person is motivated to be amiable, easy-going and relaxed. A natural team player and enthusiastic, likes to get results through others. May make some decisions without gathering all the facts or details. Usually very optimistic, may be seen as unrealistic. Dislikes conflict. Comfortable talking with all types of people; may tend to judge others by their “verbal” skills. Shortcomings may be lack of time control and the natural tendency is to trust others, may cause to trust the wrong people.

Profile 2

- Highly competitive and somewhat egotistical, is always looking for a new challenge and seen as a risk-taker. High energy level may keep many co-workers frustrated trying to keep up pace, always looking at the big picture. Well informed on many subjects, can talk spontaneously on almost anything and has an opinion on everything. Inability to sustain energy for project completion after the challenge has been conquered is a shortcoming.

Do You Recognize This Person?

Profile 3

- Want to be seen not only as a team player but a leader as well. Is gregarious and talkative. Wants freedom from restrictive time controls, but may sometimes let time get away from him. Always thinking of fifty different things at the same time. Needs social recognition and likes to collect mementos of important milestones in his career or remembrances of special people in his life. His shortcoming may be that of going in too many different directions and not taking time to focus and set priorities.

Profile 4

- Like to do things “his” way. Needs structure and control. Doesn’t like surprises; therefore, may develop elaborate plans to prevent them. May be seen as cool and aloof by others because of his private nature. Can be overly critical of himself and others. May have difficulty developing a sense of team cohesiveness. Is pragmatic, but may resist change unless given reasons. Under pressure may become overly autocratic. Can be very intuitive but may not know how to express feelings. May become possessive of people he lets inside his “wall”.