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DISC PERSONALITY ASSESSMENT

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Instructions: For each row of words, choose the word that describes you best and put a 4 beside that word. Next, choose the word that describes you least and put a 1 beside that word. Finally, choose which words would describe you second and third best and put a 3 and 2 beside those words respectively. Each line must contain a 4, 3, 2 and 1. When you've completed rows 1-25, add up each column and write the totals at the bottom.

eg	Accurate	3	Entertaining	1	Fearless	4	Loyal	2
1	Fearless	1	Entertaining	2	Loyal	4	Accurate	3
2	Dominant	1	Funny	2	Reliable	4	Organized	3
3	Action-oriented	1	Enthusiastic	2	Harmonious	4	Thorough	3
4	Determined	1	Adaptable	2	Kind	4	Cautious	3
5	Demanding	1	Persuasive	2	Calm	4	Analytical	3
6	Intimidating	1	Self Absorbed	2	Compliant	4	Judgemental	3
7	Direct	1	Creative	2	Patient	4	Observant	3
8	Blunt	1	Expressive	2	Peace-making	4	Careful	3
9	Decisive	1	Inspiring	2	Faithful	4	Detailed	3
10	Takes charge	1	Communicator	2	Helpful	4	Rules-oriented	3
11	Strong willed	1	Spontaneous	2	Good listener	4	Researcher	3
12	Unappreciative	1	Unreliable	2	Dislikes conflict	4	Worried	3
13	Intense	1	Imaginative	2	Soft spoken	4	Organized	3
14	Positive	1	Cheerful	2	Humble	4	Perfectionist	3
15	Bold	1	Original	2	Sincere	4	Systematic	3
16	Resourceful	1	Convincing	2	Team player	4	Logical	3
17	Confident	1	Light hearted	2	Accommodating	4	Process-oriented	3
18	Insensitive	1	Exaggerates	2	Stubborn	4	Pessimistic	3
19	Resolute	1	Life of the party	2	Empathetic	4	Orderly	3
20	Tenacious	1	Charming	2	Agreeable	4	Restrained	3
21	Brave	1	Playful	2	Cooperative	4	Introspective	3
22	Competitive	1	Outgoing	2	Polite	4	Precise	3
23	Always right	1	Impulsive	2	Passive	4	Controlling	3
24	Persistent	1	Cheeky	2	Charitable	4	Meticulous	3
25	Impatient	1	Easily distracted	2	Timid	4	Critical	3
Totals	Column 1	25	Column 2	50	Column 3	100	Column 4	75

DISC PRINCIPLES

- ✓ Everyone is a mix of all four personalities, and each one is equally valuable.
- ✓ Everyone has some of each personality type.
- ✓ Understanding yourself and others is key to having a successful life.
- ✓ DISC is not a test; it is an assessment of how you respond in predictable ways to the various environments in your life, at work and at home.

WHAT THE DISC TEST DOES NOT MEASURE

- ✗ Intelligence – Native intelligence is something that doesn't change in you over time.
- ✗ Morality/character – Your moral code is not related to your personality type, but is shaped by other factors.
- ✗ Background and environment – This includes your training and education, your geographic place of origin, and your family of origin.
- ✗ Your 'herd' (social groupings) – People that have shaped you throughout life; teachers, coaches, religious leaders, authors, clubs, celebrities, and friends.



RULES FOR SCORING

- The lowest you can score in any one personality category is 25%
- The highest you can score in any one personality category is 100%
- You can't score a zero in any category as we all have some of each personality type

SCORE BREAKDOWN

The personality 'buckets' that you score highest in represent your areas of natural strength and weakness. Those that you score lowest in represent your areas of natural challenge.

25-44% = Weak

Think of these categories as languages that you don't speak. People who are strong in these categories may puzzle or frustrate you. When forced to operate in these categories, you feel drained and exhausted. While you do have some of these qualities, they don't play a major role in your day-to-day life.

45-59% = Moderate

Think of these categories as languages you are working to acquire. While they don't represent your preferred method of behavior, you understand others who share these categories. When operating in these categories, you feel moderately satisfied, providing you don't have to function in them for too long. These represent your areas of moderate strength.

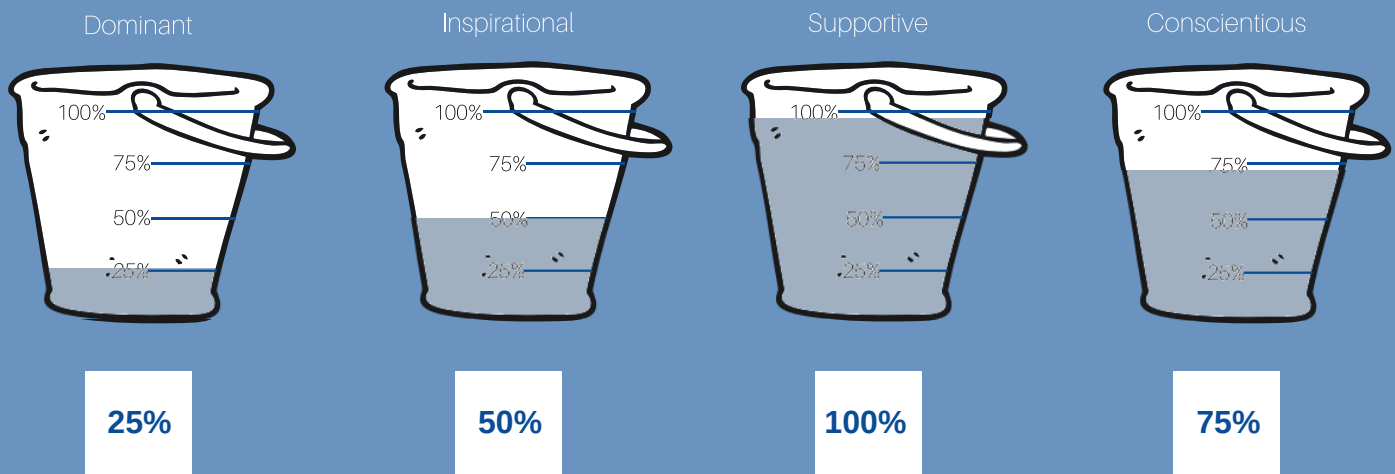
60—74% Strong

Think of these as 'second languages' that you know quite well. You feel comfortable operating in these categories, but not as comfortable as you would in your 'very strong' categories. You assume that others value the behaviors described in these categories. When operating in these categories, you feel happy and satisfied. When you read the list of descriptors of strengths and challenges (page 7) you will identify with many of them. These categories represent your areas of natural strength.

75-100% Very Strong

Think of these categories as your 'first language(s)'. You automatically behave in ways described by these categories. You assume that others value the behaviors found in these categories as well. When operating in these personality categories, you feel energized and enthusiastic. These represent your areas of natural strength. You may find it difficult to interact with your environment in ways outside of these personality categories, or to flex with other personality types. When you view the list of descriptors of strengths and challenges (page 7) you will identify with most of them.

YOUR DISC TEST SCORE



WHAT IF YOU SCORE 'STRONG' OR 'VERY STRONG' IN MORE THAN ONE CATEGORY?

Some aspects of these personality categories will apply to you, while others won't. You're a blend of both, so you may find that you're able to flex between them depending on the situation.

WHAT IF YOU SCORE '60' IN 3 OR MORE CATEGORIES?

In this case, your score is considered 'triple high'. Triple high people can easily flex between their three strong personality categories. People with this blend can learn as much from their low score as from their three high scores.

WHAT IF YOU SCORE 60 IN ALL FOUR CATEGORIES?

In this case, your score is considered 'quadrilateral'. People who score triple high, or quadrilateral may experience 'dimension tension'; feeling internal indecision about which personality type to use in a given situation.

(Note that all of these possibilities are perfectly normal. They reflect your natural areas of strength and challenge.)

COLUMN 1: 'D' DOMINANT

(DOERS, NOT TALKERS)

25%
Weak

Time means a lot to a dominant person. They want to maximize every second of it. They are good at making decisions and are very goal-oriented. They enjoy challenges, difficult assignments, and opportunities for advancement. They're always taking action. Since dominants are so focused on goals, they may hurt people to reach them. They can be very aggressive and competitive. They can be insensitive to others and poor communicators.

- **Strengths:** action-oriented, strong, direct
- **Challenges:** insensitive, think they are always right
- **Biggest irritant:** wasted time
- **Focused on:** future and present
- **Under stress:** talk less, work harder, do whatever it takes to achieve the goal

COLUMN 2: 'I' INSPIRING

(TALKERS, ESPECIALLY AROUND ENTERTAINING TOPICS)

50%
Moderate

Inspirational people love entertaining others and being entertained. They enjoy being popular and influencing and motivating others. They enjoy coming up with new ideas and persuading others of their creative views. They are excellent networkers and have many acquaintances. They are expressive and use gestures. They love to play. They are good creators, but struggle with completing tasks. They can lack focus and be late.

- **Strengths:** creativity, ideas, networking, adaptable and accepting
- **Challenges:** talk too much, poor time management, struggle with completion, unreliable
- **Biggest irritant:** being forced to follow an inflexible process
- **Focused on:** the future (and the present, if exciting)
- **Under stress:** escape to do something more fun





COLUMN 3: 'S' SUPPORTIVE

(DOERS, NOT TALKERS)

100%
Very Strong

This is the most loyal of personalities. To them trust is everything; once it is lost it is not easily recovered. They enjoy routine and like working on smaller teams where they feel appreciated and where people get along well. They enjoy meaningful one-on-one relationships. They have 'relationship radar' around people's moods and sometimes feel like they can read minds. They like practical work where they can see things getting done. They fear offending others, dislike conflict, and find ways to avoid it and to build harmony instead.

- **Strengths:** flexible, loyal, caring, enjoy steady routine
- **Challenges:** too easy-going, dislike planning, dislike conflict
- **Biggest irritant:** people who provoke conflict (especially in public)
- **Focused on:** present and past
- **Under stress:** may freeze, feel overwhelmed, can lash out under extreme stress

COLUMN 4: 'C' CONSCIENTIOUS

(TALKERS, ESPECIALLY AROUND DEFICIENCIES)

75%
Strong

Conscientious people approach life from a perspective of caution. They want their work to be perfect. They are organized. They think that there is a right way to do everything and they want standards and rules respected, especially their own. They are very accurate and are wired to spot deficiencies. They have high standards for themselves and others and as a result, can often feel disappointed by others (or their own) imperfect efforts. They tend to see what's wrong before seeing what's right.

- **Strengths:** details, adherence to rules and standards, accuracy
- **Challenges:** unrealistic expectations of self/others; get lost in the details
- **Biggest irritant:** a job poorly done
- **Focused on:** present and past, worried about the future
- **Under stress:** become controlling and picky, become exhausted

S/C**YOUR DISC PERSONALITIES™ TYPE IS CALLED: THINKER****YOUR UNIQUE GENIUS: YOU CAREFULLY PROCESS DECISIONS TO HELP THE TEAM WIN!**

Brief description: Thinkers are stable, consistent, cautious, accommodating, patient and diplomatic. They can be counted on to do a thorough and reliable job, to show up on time and work until the task is complete. They are objective and like to think issues through completely before coming to a careful decision based on both fact and feelings. They love traditions and they prefer to do things the way they've been done in the past. They hold themselves to high standards and want to earn the respect of those around them.

- **Strengths:** Dependable, stable, careful, accurate, hard working, patient, diplomatic
- **Challenges:** Say yes to avoid conflict, self-worth based on the opinions of others, dislike change, self confidence
- **Judge others by:** How reliable they are, how practical their outlook is, and how well they control their emotions
- **Motivated by:** Receiving appreciation for helping the team
- **Under pressure:** Becomes inflexible, appeals to conventional ways of doing things, resists change, and finally becomes compliant
- **Fears:** Lack of security, chaotic environments, hostile or conflict-oriented relationships
- **Possible work fits:** Mediator, counselor, tradesperson, law enforcement officer, team member
- **To increase effectiveness:** Learn to be more assertive, grow in self-awareness; understand strengths and weaknesses of this personality blend, work to better accept change, deal with stress through exercise, and processing negative feelings with a trusted third party, choose stable work environments where your strengths are appreciated



Go through each box and underline the qualities that accurately describe you:

Dominant Strengths

Doers – get lots done
Direct
Goal-oriented
Fast
Love challenges
Driven
Planning for the future
Being efficient with time
Making decisions
Handling responsibility

Dominant Challenges

Insensitive to other's feelings
Being stubborn in changing their views
Prideful
Not using enough words
Dislike transparency
Poor subordinate workers
Not expressing appreciation
Impatient
Being uncompromising
Doing tasks too quickly

Inspiring Strengths

Very verbal
Interesting and fun
Lots of ideas
Emotional
Outgoing
Enthusiastic
Magnetic
Friendly
Accepting
Adaptable

Inspiring Challenges

Poor with time
Struggle with completion
Unfocused
Poor with detail
Egocentric
Exaggerating
Undisciplined
Get bored and lose interest
Start too many projects
Afraid of being ignored

Supportive Strengths

Accommodating
Loyal
Flexible
Compassionate
Empathetic
Good with routine
Practical
Calm
Dependable
Diplomatic

Supportive Challenges

Poor planners
Stubborn (quiet will of iron)
Dislike conflict
Sometimes won't say what's on their mind
Take time to process decisions
Fear offending others
Vindictive
Struggle with decision-making
Can be taken advantage of
May become bitter if unappreciated

Conscientious Strengths

Verbal
Detailed
Thorough
Observant noticers
Completing projects
Good at analysis
Organized
Self-disciplined
Self-sacrificing
Process-driven

Conscientious Challenges

Reactive
Touchy if criticized
Controlling
Dominating conversation
Dislike delegation
Point out deficiencies first
Overly picky
Advice-giving (wanted or not)
Upset by disorder
Get bogged down in detail

21 DISC PERSONALITIES AND QUICK DESCRIPTIONS

D Driver

Your unique genius: You help the team drive for deadlines and results!

Brief description: Drivers want to be in control in every situation. They have an internal compass telling them which direction to pursue in life. They are strong personal performers. They tend to have high self-confidence and make decisions quickly. They are task-focussed and goal-oriented and love overcoming challenges and achieving results. Drivers tend to be natural self-starters and are always looking to take action in any situation. They are doers, not talkers.

D/I Achiever

Your unique genius: You inspire the team to achieve more than they thought possible!

Brief description: Achievers are verbal and quick on their feet. They welcome debate and enjoy engaging in competition. They have forceful, dominant, larger-than-life personalities, and often rise to significant leadership roles. They are happiest when they're on an exciting new adventure. They are both soft-hearted and hard-headed and can switch quickly between the two depending on the situation.

D/S Marathoner

Your unique genius: You push past any obstacles to get the job done

Brief description: Marathoners are persistent workers. They display tenacity, and just keep on pushing to get the job done, no matter how long it takes or what obstacles have to be overcome. They can be stubborn in their commitment to finishing what they've started. They have a unique combination of wanting to be friendly with others, wanting to see harmony on the team, and wanting everyone to get back to work.

D/C Challenger

Your unique genius: You take on big challenges and shoot for perfection!

Brief description: Challengers are direct, straightforward, high-energy, analytical, and results-oriented. They are laser focused on bottom line results. Challengers prioritize accuracy. They prefer to work independently. They are driven and give every project all they are worth, every time. Their main desire is to accomplish goals and produce high quality results.

I Communicator

Your unique genius: You bring truly original ideas to the team!

Brief description: Communicators love to be the center of attention. They are very verbal, enthusiastic, excited, and excitable. Inspiring people live in the world of ideas and persuasion. Nothing makes them happier than to be in a room with other enthusiastic people exchanging or collaborating on exciting new ideas. They are persuasive, spontaneous, and emotional. Inspiring people love working with other people when they are able to contribute their creative ideas and like and enjoy the people they work with.

I/D Optimist

Your unique genius: You bring vision and inspiration to the team!

Brief description: Optimists are enthusiastic, inspiring, future-focused, and motivational. They're confident and often achieve positions of influence and power. They are creative, and warm and naturally pick up followers. They love implementing their great ideas immediately. They are able to express themselves well, verbally and in writing, and are happiest when trying to persuade someone about their new exciting idea. They live for exciting adventures both personally and professionally.

I/S Adapter

Your unique genius: You bring warmth and genuineness to the team!

Brief description: Adapters love to collaborate with other warm people. They want others to feel part of the team and spend time helping them get involved. They are highly intuitive and are very gifted in anticipating the needs of others. They are well-liked by teammates. They are versatile and can fit into most people-facing roles, at least for a while. They value mental stimulation and so can become easily bored.

I/C Inventor

Your unique genius: You have the ability to turn dreams into systems that work!

Brief description: Inventors are a unique blend of imaginative, detailed, enthusiastic, and critical. This rarer blend is highly verbal and intense. They are so committed to performing detailed analysis and then selling their imaginative ideas to others that they can be prone to overwork and exhaustion. They are uniquely gifted in bringing their creative ideas to fruition. They hold themselves to high standards, and value the esteem of those they respect.

S Peacekeeper

Your unique genius: You promote and bring harmony to the team!

Brief description: Peacekeepers are calm, stable, warm, loyal, and flexible to the needs of others. They are good listeners and even-tempered. They like doing practical jobs and often do the obvious jobs that others miss. They value trust strongly and enjoy being part of a smaller team where they are valued and appreciated. They live a very internal life. They are so empathetic and kind-hearted that sometimes their goodness can be taken advantage of.

S/D Worker

Your unique genius: You're unstoppable when you take on a task!

Brief description: Workers are dependable, kind, persistent, reliable, non-verbal, and tenacious. They are very task oriented and like to get things done in a friendly but thorough manner. They are both energetic and stable. They are patient with others and will stick with a task until it's done. They are a unique blend of personality traits that enjoys being with people and also enjoys being alone so they can get more done.

S/I Counsellor

Your unique genius: You create positive, accepting environments for others!

Brief description: Counsellors are responsive, dependable, loyal, intuitive, and service-oriented. They are highly people focused and may at times feel that they are almost mind readers. They are well-liked, and often involved in the arts and volunteer activities. They truly care for others, and love to make them happy. They are observant, quick to step in to assist others, and like to see and hope for the best in everyone.

S/C Thinker

Your unique genius: You carefully process decisions to help the team win!

Brief description: Thinkers are stable, consistent, cautious, accommodating, patient and diplomatic. They can be counted on to do a thorough and reliable job, to show up on time and work until the task is complete. They are objective and like to think issues through completely before coming to a careful decision based on both fact and feelings. They love traditions and they prefer to do things the way they've been done in the past. They hold themselves to high standards and want to earn the respect of those around them.

C Analyzer

Your unique genius: You keep the team from making mistakes!

Brief description: Analyzers are detailed, accurate, thorough, and structured. They like detail and analysis and value logic-based decisions. Maintaining high standards of quality and accuracy are key to this personality type. In fact, they hold themselves and others to standards which are very difficult to meet. They are good at handling and organizing large amounts of detail. They are great at quality control. If you want a job done thoroughly and well, give it to a conscientious person.

C/D Inspector

Your unique genius: You push to get quality results efficiently!

Brief description: Inspectors are competitive, systematic, questioning, intense and strategic. They love to discover new ways to get results by using systems. They are careful with relationships and prefer a strategic approach to dealing with others. They have the ability to achieve quality results in jobs that require the organization of large amounts of data. They ask a lot of questions before agreeing to a course of action, and prize accuracy and structure.

C/I Appraiser

Your unique genius: You are convincing and achieve high quality results!

Brief description: Appraisers are articulate, creative, organized, believable and conscientious. They are a unique blend of creative and critical. They seek the company of others and are also exhausted by them. They strive for perfection through solitary analysis and at the same time wish they were socializing at a party! They are convincing, well-researched public speakers and dramatists. They are imaginative and creative analysts. They want attention and they also just want to be left alone.

C/S Implementer

Your unique genius: You can always be counted on!

Brief description: Implementers are dependable, reliable, accurate, pleasant, and persistent. They fit well in a team setting. They like to do practical jobs and are happy to stick with the job until it's finished. They enjoy structure and order and appreciate living a risk-free, routinized lifestyle. They have just a few friendships (usually very long term) that they can count on. They have a wonderful way of achieving high quality results while being liked by their teammates.

D, C, & S Manager

Your unique genius: You get results and keep the team happy at the same time!

Brief description: Managers are driven, clear-minded, practical, and choose their words carefully. They possess the drive, the ability to track detail and the desire to build the harmony that is needed to run a team. They tend to guard their private thoughts and only reveal their own ideas after careful mental processing. They make decisions around practical and rational considerations and may discount or be frustrated by the emotions of others. Because they draw from three personality types, they may respond differently depending on the situation. When high dominance is required, they display it, and so on with their conscientious and supportive dimensions. Since they have a low inspiring score, they rarely display the qualities of imagination and vision possessed by the I.

I, S & C Energizer

Your unique genius: You've got a great mind and get lots done!

Brief description: Energizers are creative, rational, mentally agile, well-spoken, and diplomatic. They are rational in their approach to problem solving and are good at marshalling arguments and presenting them in a credible manner. They are friendly and have strong social skills, they work well in collaboration with others, and make excellent team members. They are highly productive and enjoy working on exciting new ideas. They are strong in every personality type except dominance, so they rarely display the ambitious, decisive qualities shown by the D.

D, I & S Persuader

Your unique genius: You get results by building strong relationships!

Brief description: Persuaders are dependable, assertive, proactive, warm, and self-reliant. They have a unique combination of patience and proactivity that make them effective facilitators, and persuaders. They are warm and well-liked, competitive and results focused. They are independent and drive towards reaching their goals. They are also creative and use their imagination to build positive relationships and to motivate people around them. Since they are low in the conscientious personality type, they rarely display the thoroughness and attention to detail found in the C type.

D, I & C Producer

Your unique genius: You're always driving to make things better!

Brief description: Producers are driven, innovative, self-reliant, and practical. They love coming up with new ideas to make things better. They like taking responsibility, and take credit for both wins and losses, so long as they have control of the results. They are very clear thinkers, and make decisions for the good of the project, not only to promote harmony on the team. They are unique and original, often achieving results in their own inimitable way. Since they are low in the S personality type, they may struggle to show true empathy, and may be impatient with the inefficiencies of others.

4 HIGH

D, I, S, & C Synergizer

Your unique genius: You can fit anywhere and get along with anyone!

Brief description: Synergizers are adaptable, perceptive, flexible, harmonious, and balanced. Because they are strong in every personality type, they can relate to anyone, and fit in any role. Sometimes they may feel inner tension, unsure of which personality type to operate from in a given situation. They can be leaders or followers, work alone or with others, be verbal or be silent depending on the requirements of the situation they find themselves in. Their adaptability and wide range of skills makes them very useful in a variety of roles and situations.



DISC PERSONALITIES ASSESSMENT CHEAT SHEET

THE FOUR PERSONALITY BUCKETS



Dominant (D) Time is money!



Inspiring (I) Let's have a great time!



Supportive (S) Let's get along!



Conscientious (C) Do it right the first time!

SCORING THE ASSESSMENT

- ✓ The lowest anyone can score in a category is 25%
- ✓ The highest anyone can score in a category is 100%
- ✓ No one can score a zero! We are all a blend, and have some of every category
- ✓ Weak = 25-44%, Moderate = 45-59%, Strong = 60-74%, Very Strong = 75-100%

	Dominant (D)	Inspiring (I)	Supportive (S)	Conscientious (C)
What gives them energy?	Working fast Being in charge Achieving goals Making decisions	Talking Performance Being creative Being with enthusiastic people	Helping others Being a key part of a smaller team Doing practical jobs Feeling trusted and appreciated	Doing a task well Working with detail Having a plan Being accurate and thorough
Possible blind spots	Insensitivity Always Right Too pushy/forceful Impatient	Talking too much Not completing projects Lack of focus Poor with detail	Avoiding conflict Expecting others to read their mind Holding grudges Stubbornness	Being too picky Trying to control others Bogged down in detail Holding people to impossible standards
To be effective with them	Don't waste time Be forthright Let them be in charge Support their goals	Let them talk Help with details Inspire them Give them a change to give creative input	Show appreciation Give them time to process decisions Build trust Be friendly	Do it right the first time Give them information
Task or People Focused?	Task focused	People focused	People focused	Task focused
Trust Is	Earned	Given	Given	Earned
Irritants	Wasted time	Strict processes	Conflict	Jobs poorly done
Fears	Being taken advantage of	Social rejection	Offending others getting into conflict	Having their competence questioned
View of Time	Present/future	Present/future if exciting	Past/present/dislike future	Past/present/worried about the future

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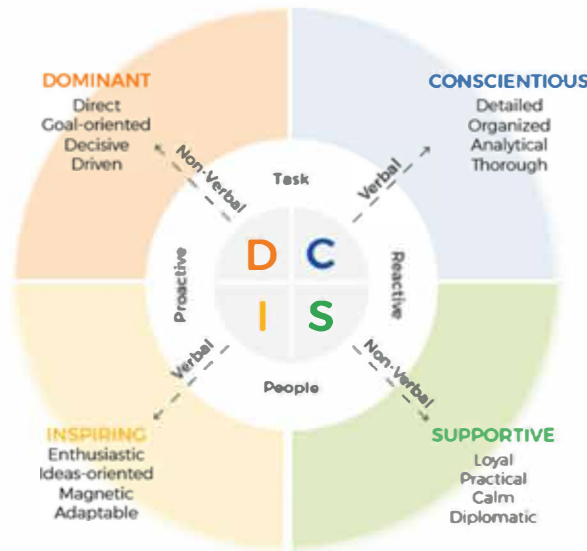
- ✓ Discovering and implementing core values
- ✓ Building a one-page strategic business plan
- ✓ Using DISC Personality testing at work and home
- ✓ Learning the process to hire a players
- ✓ Objectively assessing your team
- ✓ Enhancing your career through delegation
- ✓ Coaching based performance reviews
- ✓ Dealing with under performers
- ✓ How to fire with minimum pain and drama
- ✓ Building your personal annual plan

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THE DISC PERSONALITIES™ WHEEL

The DISC Personalities™ wheel represents the DISC Personalities™ model in a simple picture:



Verbal vs non verbal

The I and C types are both verbal. The I type is verbal about topics of interest to them including jokes, stories, and ideas. The C person is verbal about tasks and deficiencies.

The D and S types are non-verbal. They are doers, not talkers, although the S will talk when they're in a small group of people with whom they have high levels of trust. The D prefers doing over talking.

Task vs People

The D and C types think about completing the task before they think about how it will affect the people. This doesn't mean that they don't care about people, but simply that they think first about how the task will get done.

The I and S types think first about how an action will affect the people before they think about how the task will be accomplished. This doesn't mean that they don't care about completing the task, but that they think first about how the people involved will be affected.

Proactive vs Reactive

- **The D and I types are proactive.** This means that they want to actively shape their external environment.
- **The S and C types are reactive.** They prefer work to come to them which they can complete thoroughly and well.

This is not a reflection of work ethic, but work style preference.

The Dominant person

Is task focused, non-verbal, proactive, direct, goal-oriented, decisive, and driven.

The Inspiring person

Is people focused, verbal, proactive, enthusiastic, ideas-oriented, magnetic, and adaptable.

The Supportive person

Is people focused, non-verbal, reactive, loyal, practical, calm, and diplomatic.

The Conscientious person

Is task focused, verbal, reactive, detailed, organized, analytical, and thorough.

PERSONALITY FLEXING

The biggest value of the DISC Personalities tool is understanding how to work and communicate with people who have DISC profiles that are different from yours. This is called the skill of personality flexing. When you act in ways viewed as appropriate to other personality types, their respect for you increases.

Here is a summary of how to deal with other DISC personality types:

Dominant

When interacting with them always

- Be punctual
- Give them summaries
- Show support for their goals
- Be forthright and honest

When interacting with them never

- Waste their time
- Hinder them from achieving goals
- Try to take control
- Be inefficient or slow to respond

Show grace to them when they

- Are too blunt
- Seem insensitive
- Appear to be uninterested in you
- Don't use enough words

Inspiring

When interacting with them always

- Allow them to have creative input
- Give them a chance to talk
- Value their ideas
- Allow them opportunities to collaborate

When interacting with them never

- Force them into rigid, inflexible systems
- Expect them to do well with detail
- Squelch their enthusiasm
- Confine them to detailed, routine tasks

Show grace to them when they

- Talk too much
- Are late
- Struggle with detail
- Lack focus

Supportive

When interacting with them always

- Show them appreciation
- Be kind and relationship focused
- Give them time to process decisions
- Be factual and practical

When interacting with them never

- Demand dramatic, instant change
- Have a temper tantrum
- Exert undue pressure on them
- Manipulate or take advantage of them

Show grace to them when they

- Struggle dealing with conflict
- Lack planning for the future
- Appear too passive
- Resist change

Conscientious

When interacting with them always

- Fully complete your tasks
- Be logical and factual
- Give them detailed information
- Respect their rules

When interacting with them never

- Overwhelm them with emotional outbursts
- Pressure them into making quick or unresearched decisions
- Be spontaneous
- Directly question their competence

Show grace to them when they

- Appear detached or aloof
- Overreact to criticism
- Get bogged down in detail
- Tell you why your ideas won't work

People are usually the problem. If you go home from work frustrated, or you talk with your significant other about it, or you lay awake at night stewing about it, inevitably the problem is likely focused on a person. The person may be a customer, colleague, subordinate, or boss.

Handling people issues is every leader's major headache. It's what takes up the majority of their time and –more importantly– the bulk of their head space. Every leader can and must develop people skills. It is the most important of all leadership skills.

Professional Leadership Institute is a website devoted to helping you solve these problems by mastering your people skills. Check us out online at www.professionalleadershipinstitute.com to learn how you can develop your HR talent through certificated courses at your own pace.

Trevor Throness is a veteran coach who specializes in working with growing businesses from 1 million – 1 billion dollars in sales, helping them resolve the challenges that always come with fast growth. Trevor has helped hundreds of entrepreneurs, organizations, and business families fix people problems, enhance communication, attract top talent, and build exceptional cultures. Trevor has trained thousands of people in understanding personality, and is the author of *The Power of People Skills* released by Career Press NY in September 2017. The *Power of People Skills* helps leaders permanently fix chronic people problems.

Trevor has written for or been featured in *The Globe and Mail*, the *New York Post*, Inc., *Forbes*, *Entrepreneur*, and *Chief Executive* magazines, as well as numerous podcasts and interviews. You can find out more about him at www.trevorthroness.com. He lives just outside Vancouver Canada with his wife Jenn and their 4 kids.

