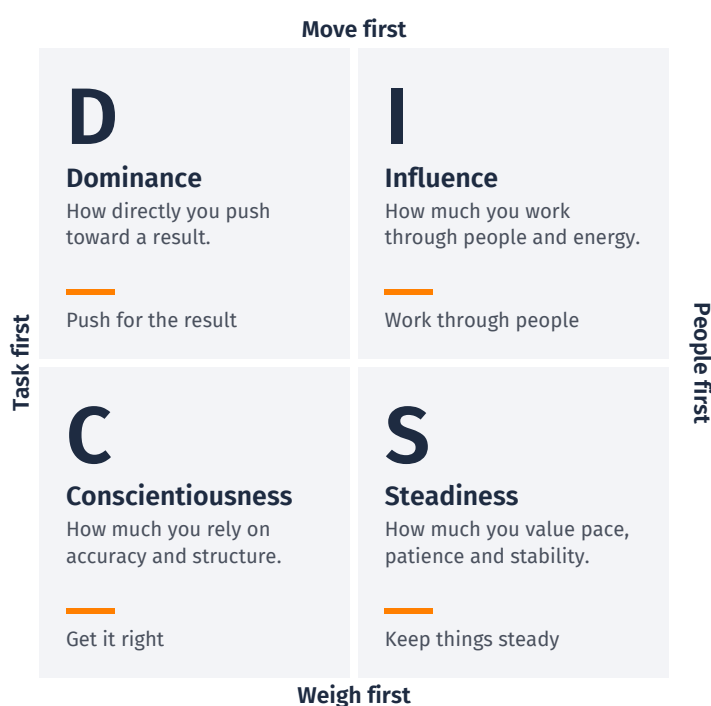


DISC Quick Start Guide

Understand yourself. Communicate better. Work better together.

Four pages you can use today, with or without an assessment result. By the end you will have one personal adjustment, one message rewritten for the person who will read it, one change your team agrees to and checks, and a clear next step if you want more.



Two questions give a rough orientation to the four tendencies: do you move first or weigh first, and is your first question about the task or about the people? Everyone uses all four, and task first does not mean you ignore people, or the reverse. It is a way in, not a diagnosis.

What's inside

- 2 Understand yourself**
The four tendencies, how to read your free result (or start before it arrives), and one adjustment to try.
- 3 Communicate better**
Work out what a specific person needs from you, give it, and check.
- 4 Work better together**
A 25-minute pair or team exercise that ends with one change, one owner, one date and one check-in.
- 5 Go further with PLI**
The free Team DISC Portal, individual Premium reports, paid team reports, the course, referral and support.

Before you start

- You need a pen, about twenty minutes on your own, and one real conversation you have coming up. The team exercise on page 4 takes about 25 minutes.
- Take the free DISC assessment to see your own pattern: free, no purchase needed, and page 2 shows how to read your result. You can start before it arrives, and you never need anyone else's score.
- DISC describes tendencies in workplace behaviour. It does not measure ability, intelligence, character or potential, and it is not a tool for hiring or promotion decisions.

Start with what you reach for first

DISC describes four tendencies in everyday workplace behaviour. Everyone uses all four; your pattern is the one or two you tend to reach for first, especially under pressure. Knowing it shows what you bring, how it can land on others when overused, and the adjustment worth trying first.

D

Dominance

How directly you push toward a result.

Looks like: you decide quickly, say things plainly, and measure the day by what got done.

Overused: it can land as impatient, blunt, or deciding before others have spoken.

Try this: keep the clear call. Before you make it, ask “What am I missing?” and wait.

I

Influence

How much you work through people and energy.

Looks like: you think out loud, persuade, bring energy, and get people involved.

Overused: it can land as unfocused, over-promising, or light on follow-through.

Try this: keep the energy. End each conversation with who does what by when, in writing.

S

Steadiness

How much you value pace, patience and stability.

Looks like: you listen, keep commitments, keep the peace, and prefer warning before change.

Overused: it can land as agreeing when you don’t, or holding a concern until it has grown.

Try this: keep the patience. Say the concern you are holding, once, plainly, the same day.

C

Conscientiousness

How much you rely on accuracy and structure.

Looks like: you check the facts, want the reasons, plan before acting, and hold a high standard.

Overused: it can land as slow, critical, or stuck on a detail others have moved past.

Try this: keep the standard. Agree what “good enough” means before you start, then stop there.

No result yet? Take the free assessment

[Click here to take the free DISC assessment »](#)

Free, no purchase needed. On paper, type: professionalleadershipinstitute.com/disc-assessment

Until your result arrives, or with someone whose result you do not have (page 3), two questions give a rough orientation:

- When something new lands on you, do you **move first** or **weigh first**?
- Is your first question about **the task** or about **the people**?

It is an orientation, not a diagnosis. Check it against a recent real situation; if none fits, start from any card line you recognize.

Have a PLI result? How to read it

- Four percentages, one per tendency, each scored on its own. They need not total 100.
- A higher number means more emphasis in your answers, not more ability; a lower one means less often, not never.
- Highest scores show your emphasis. Close scores: consider each; no ranking or second label is needed.
- Check each description against a recent real situation. If it fits, choose an adjustment from it. If not, use a behaviour you do recognize: your experience outranks the description, and the lowest number is not the target.

■ Completed examples (fictional)

With a result: Marcus, shift supervisor at a distribution centre

Result	Dominance 74%, Conscientiousness 71%, Steadiness 52%, Influence 40%.
Reads it as	Dominance and Conscientiousness sit close, so he considers both. Last week’s roster: he decided fast, then went back over the detail. Influence fits less, so he leaves it.
Can land as	“He decides fast, then picks holes in how we did it.”
This week	Before posting the next roster, he asks the two team leads “What am I missing?” and waits. He will know it helped if someone raises something he had not considered and the roster changes.

Before her result: Priya, project coordinator on a remote team

Recognizes	“I weigh first, and my first question is how people will take it.” She starts from Steadiness as a working guess, and takes the free assessment this week.
Checked against	Last week’s vendor update: she agreed in the meeting, then emailed her concern two days later. That fits.
This week	Say the concern in the meeting, once, plainly. She will know it helped if the concern gets discussed on the day instead of the week after.

Your turn

A recent situation, and what I tended to do first

What I bring to it, and how it can land when overused

One adjustment I will try this week, with whom, and when

I will know it helped if

Give people what they need, then check

You will rarely know another person's exact pattern, and you do not need to. If they have told you what they need, use that. If not, watch what they reach for first, guess, offer it, and check. One phrase, one bad day or one email is not a diagnosis: people flex, and pressure changes behaviour.

Four things people commonly need from a message: the same vendor update, opened four ways

If they tend to...	They usually need... so...	The same update, opened for them
D move first and ask about the task	The point, and a decision. Lead with the conclusion, offer options, keep it short, and expect a direct reply.	"Decision by Thursday: lead time is 5 weeks, not 3. A: keep the vendor, launch 14 Nov. B: split the order (8% more), keep 7 Nov. I'd pick B; your call?"
I move first and ask about the people	A connection, and to be heard. Open with a personal line, talk it through rather than send it, then confirm in writing.	"Got ten minutes today? The vendor slipped to 5 weeks; I'd like your take on the two ways to keep the launch on track before Thursday."
S weigh first and ask about the people	Warning before change, and sincere interest. Give notice before anything changes, say how it affects them, ask, then wait.	"Heads-up, nothing is final: the vendor moved to 5 weeks, so 7 Nov may shift. Two options attached; what would make either easier for you before Thursday?"
C weigh first and ask about the task	The reasons, and time to review. Send the detail first, explain why, and treat questions as interest, not resistance.	"The vendor confirmed 5 weeks, not 3 (email attached); both options' dates and costs are in the sheet. What does not hold up? We decide Thursday."

Adapt one real message: four steps

- 1 Pick one message you need to send this week, to one specific person.
- 2 Find out what they need. If they have said what is hard to act on, use that; if not, ask one check question (right) first. Cannot ask? Guess from what they reach for more than once, and put the check question in the message.
- 3 Rewrite the first two lines to give it. Keep your facts, your request and your deadline; change the order, the opening and the ask.
- 4 Send it and watch the reply. If it worked, keep going. If not, ask which is missing: clarity, facts, time, tools, or who can decide. Clearer wording fixes only the first; the others need a different conversation (page 4).

Check questions that work with anyone

- "What would make this easier to act on?"
- "Do you want the short version or the full picture?"
- "Is this a good time, or would you rather have it in writing?"
- "What else do you need from me to decide?"

Completed example (fictional): Priya writes to Lena, her manager

What Priya has seen Lena moves first and asks about the task: one-line replies, decides in meetings.

What she asked first "Do you want the short version or the full picture?" Lena: "Short version, with a recommendation." So: the point and a decision. Same facts and deadline in both messages; only the order, the opening and the ask change.

Before

Hi Lena, sorry to add to your plate! The vendor has confirmed their lead time is now 5 weeks, not 3, which might affect the 7 Nov launch. We could keep the vendor and launch 14 Nov, or split the order with a second supplier (about 8% more) and keep 7 Nov. We need to decide by Thursday to hold the slot. Let me know what you think when you get a moment!

After

Lena, decision needed by Thursday: the vendor has confirmed lead time is now 5 weeks, not 3, so the 7 Nov launch moves. Option A: keep the vendor and launch 14 Nov. Option B: split the order with a second supplier, about 8% more, and keep 7 Nov. I recommend B. Do you want the full comparison, or is this enough to decide?

Reply: "B. Send the comparison to finance." Had Lena replied "What is this about?", Priya would ask which was missing (clarity, facts, time or the decision) and adjust.

Your turn

The person, and what they have told me (or what I have seen them reach for)

My check question, or my guess (the point / a connection / warning / the reasons)

My new opening lines (same facts, request and deadline)

What the reply showed, and what I will do next

One change, one owner, one date, one check

A 25-minute exercise for a pair or a team, in a room, on a call, or in writing over a week. Nobody has to share a score or a letter, and the host takes part rather than running a quiz. It ends with one change the group chose, an owner, a date and a check-in question, confirmed with everyone it affects.

Host script

Before you meet. Pick a recurring moment where communication costs time or goodwill. Invite people; taking part and sharing are voluntary. Say what will be recorded (needs and the change, not scores).

- 1 Name the moment** · 5 min
“Where does the way we communicate cost us time or goodwill?” Agree one specific moment: “the Monday handover”, not “communication”.
- 2 Needs round** · 8 min
Anyone who wants to answers “In that moment, what do I need?”, using the four needs from page 3 (the point, a connection, warning, the reasons) or their own words. The host goes first. No letters or scores required.
- 3 Choose one change** · 6 min
Anyone can propose one. Pick the change that gives the most people what they need and that you could notice next week. If you cannot agree, the host picks one to trial; a second change gets its own plan.
- 4 Owner, approval and date** · 3 min
Who will make it happen, and by when? The owner volunteers. If the change needs sign-off beyond their authority (a rota, a budget), name who can approve it, who will ask, and by when.
- 5 Set the check** · 2 min
Pick a date two to four weeks out and one question: “Did it help, and what did we notice?” Then keep it, adjust it, or drop it.
- 6 Confirm with everyone it affects** · after the meeting
Send the change, owner, date and check to everyone affected who was not there; invite concerns by a stated time, then record the agreed version.

When it is not a communication problem

If the moment is really about workload, missing facts or who can decide, say so and log it separately: who can resolve it, the next action within your control, and by when. DISC can make that conversation kinder; it cannot fix a short-staffed shift.

Fits your situation

Pairs. The same steps in ten minutes: each names one need, agree one change, set one check. Works for two colleagues, a manager and a report, classmates on a project, or two people sharing a home rota.

Remote teams. Run it on a call with a shared document open. The owner types; anyone who missed the call confirms or raises concerns in the document by a stated time.

Shifts and asynchronous. Post step 1 on the board or in the group chat and collect needs in writing over a week (a private reply to the host is fine). The host summarizes, the group picks, and step 6 closes the loop with every shift.

Larger groups (8+). Split into groups of four to six and allow ten extra minutes. Each brings one proposed change; the whole group picks one, and a second change gets its own plan.

Coaches and facilitators. Use the same script. Join the needs round only if you share the work; otherwise let the team own the needs, the change and the approval.

Completed example (fictional): Marcus's day and night shift leads, six people, in the break room

The moment	The 6 pm handover: the night shift finds out about problems from the pick list, not from a person.	Confirmed	Posted on the board and in the night-shift chat; concerns by Thursday. One comes back (it clashes with the truck arrival), so the note moves to 20 minutes before.
Needs heard	“The three things that broke, first.” “Warning before the roster changes.” “Why the change, not just the change.” “Hear it from someone, not just the board.”	Check-in	The shift huddle two Fridays after it starts: “Did the handover get shorter and clearer? What did we miss?”
One change	A three-line note posted 15 minutes before shift end: what broke, what changed, what needs a decision. The outgoing lead reads it out at handover.	Separate item	Nights are one picker short on Tuesdays and Thursdays: a staffing decision, not a communication fix. Marcus, who can raise it with operations, asks for a decision by next Friday.
Owner and date	Theo drafts the template by Friday this week; all leads use it from Monday.		

Our plan

One change per plan. Longer plans: use a shared document or notes app.

The moment

Needs we heard

One change (what we will do differently)

Owner

By (date)

Needs approval from / who asks, by when

Confirmed with everyone affected by

Check-in date and question

Separate items (workload, facts, authority): who can resolve it, next action, by when

From one result to a team view

Everything on pages 2 to 4 works with nothing more than this guide. When you want more depth, a view of a whole team, or to bring someone else in, these are the routes. Start with the one that matches your situation; none of them requires buying everything.

Start here if you lead or coach a team

The free Team DISC Portal

What it is. A free portal that organizes your team's DISC assessments and reports in one place. It includes three individual Premium reports, included once with no expiry. Additional Premium reports for more people are paid separately.

Why it helps. Your team's assessments and reports are organized in one place, three people get Premium depth at no cost, and you have a base for the page 4 exercise and for the team reports below. Questions about who can see which reports? Ask PLI before you invite people (Need help, below).

How it works. Read the offer on the team page, then request activation using the form there. PLI sets up your portal and emails you the access details. Before you ask, decide which three people get the included Premium reports and which page 4 moment you want to improve first.

Learn more and claim your free portal

professionalleadershipinstitute.com/disc-for-teams-and-organizations



Scan to open the team page
Same link as the button.

When you are ready: two paid team reports, each sold separately

Team Snapshot. Brings selected people's styles into one visual view. Use it to prepare the page 4 exercise, or to see a new team at a glance.

Group Culture. Explores the team's collective behavioural patterns and provides discussion questions. Use it for a longer team session or an away day.

You can use the portal without buying either report, and buy either one when it is useful, in any order. Already have a portal? You do not need another one: ask about either report on the team page or through Contact PLI.

More depth on yourself? The Premium report

What it adds. A paid upgrade to your free result: your combined pattern, your strengths and challenges, and how to communicate with each of the other styles.

Next action. Open your free result and use its upgrade option. No result yet? Take the free assessment at professionalleadershipinstitute.com/disc-assessment. Result missing, or no upgrade showing? Contact PLI (below).

Already own Premium? Take one suggestion from its section on communicating with other styles into the page 3 practice this week.

Want structured practice? The course

Mastering Workplace Communication through DISC.

Self-paced lessons, quizzes and exercises, including Module 8, How to Use DISC in Daily Life, and a downloadable DISC Flexing Exercise. The course is a separate purchase; a Premium report is not required.

Already enrolled? Go to Module 8 and the Flexing Exercise, and bring your page 3 message to it.

learning.professionalleadershipinstitute.com/courses/mastering-workplace-communication-through-disc

Know people who would use this? Explore the referral program

PLI's partner and affiliate program is free to join. It pays 30% of eligible net collected digital revenue from new customers you refer, under the current terms. Income is not guaranteed; use PLI's instructions and disclose that you earn a commission.

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Need help?

For access problems, a missing report or upgrade, or questions about using DISC with your clients or team:

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Share this guide

Know someone this would help? Forward this PDF and try the page 4 exercise together. Not the decision-maker for a team portal? Forward the team page to your lead with one line: "Free portal, three Premium reports included. Could we try it with our team?"