

# TOOL 5.2

## Behavioral Differences Based on DISC Profiles

	Dominance	Influence	Steadiness	Compliance
<b>Descriptors</b>	Ambitious, forceful, decisive, direct, independent, challenging	Expressive, enthusiastic, friendly, persuasive, stimulating	Methodical, systematic, reliable, steady, relaxed, modest	Analytical, contemplative, conservative, exacting, careful, deliberative
<b>Needs to . . .</b>	Direct self and others, be challenged, compete and win, be direct, take risk	Interact, be liked, be involved, trust and be trusted, have fun	Serve, be loyal, be patient, relaxed, have long-term relationships, have closure	Be right, follow the book, strive for perfection, have proof and measurement
<b>Basic Focus</b>	TASK	PEOPLE	PEOPLE	TASK
<b>Decision-Making Style</b>	Quick, little data, comfortable with own opinion, prefers new and different, risky	Quick, little data, comfortable with instinct, shoots from the hip	Slow, methodical, requires data, time to process change	Slow, needs to be right, analytical—facts and detail, takes calculated risks, organized
<b>When in conflict . . .</b>	Confronts	Finds win/win	Tolerates	Avoids

## Tool 5.2, continued

	Dominance	Influence	Steadiness	Compliance
<b>Weaknesses</b>	Impatient, oversteps authority, does not listen well, takes on too many tasks, lacks diplomacy	Disorganized, acts impulsively—heart over mind, trusts people indiscriminately, inattentive to detail, oversells	Possessiveness, resists change, difficulty establishing priorities, internalizes feelings, too hard on self	Too critical of others, hesitates to act, over-analyzes, internalizes feelings, hard on self
<b>When under stress . . .</b>	Gets angry with others	Gets hurt, depressed	Becomes passive-aggressive	Creates diversion
<b>Value to the team</b>	Results-oriented, self-starter, forward looking, challenge-oriented, competitive, challenges status quo	Motivates others, creative problem solving, team player, sense of humor, negotiates conflict	Dependable team worker, great listener, patient and empathetic, logical thinker, will finish started tasks, loyal, long-term relationships	Objective thinker, conscientious, maintains high standards, task-oriented, diplomatic, pays attention to details
<b>When communicating with this style . . .</b>	Be clear and to the point, stick to business, present facts logically, ask questions, provide facts and figures, provide a win/win opportunity	Allow time for relating and socializing, talk about people and their goals, ask for their opinion, focus on people	Don't rush into business, show sincere interest in them, be patient, don't be abrupt and rapid, look for hurt feelings, allow time to think	Be organized, be direct and specific, provide data and facts, allow them space, don't force a quick decision