

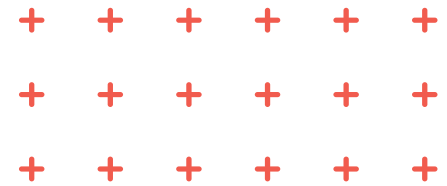


TTI SUCCESS INSIGHTS®

# **DISC in Depth:**

## **Everything You Need to Succeed**





# What is DISC?

DISC is a universal behavioral model that goes over four separate factors: Dominance, Influence, Steadiness, and Compliance.

**Put simply: the DISC assessment measures how a person does what they do. It creates a language around observable behavior.**

To fully understand DISC, it's important to understand how the four individual components work together to create the whole. While a typical person may have one or two dominant characteristics, it's the combination of the four components of DISC that defines a person's behavior. The four components of DISC create a "behavioral makeup" unique to every individual.

# Did TTI SI Create the Original DISC Assessment?

**TTI SI did not create the original DISC assessment; it was originally created by Walter V. Clarke, an industrial psychologist who based the assessment on the philosophical foundation of Prescott Lecky's Self-Consistency Theory.** Lecky's theory states that the preservation of one's self-image is the most important value humans possess.

Lecky inspired several notable students, including Hans Ansbacher, Walter Clarke, Gardner Murphy, Frederick Thorne, Carl Rogers and William Marston, who is credited with developing the DISC behavioral theoretical nomenclature used in many assessments yet today.

Prescott Lecky	William Marston	Walter V. Clarke	J. P. Cleaver	John G. Geier	Bill & David Bonnstetter
Taught at Columbia University from 1924 to 1934.  Developed the Self-Consistency Theory.	Taught at American University and Tufts University.  Published <i>Emotions of Normal People</i> in 1928.	Founded "Activity Vector Analysis" (AVA).  AVA offered the first DISC assessment in 1941.	Joined AVA in 1951.  Formed his own assessment in 1956 called <i>Self DISCRIPTION</i> .	Developed the Personal Profile System in 1963.  Sold to Carlson Marketing Group in 1981; Carlson was later sold to Groupe Aeroplan in 2009.	Co-founded TTI Success Insights.  Licensed DISC from a colleague of John Geier, before creating their own assessment.

**TTI SI developed the first computer-delivered DISC in 1984.**

# What Does Each Factor Measure?



## **D- Dominance**

This factor measures how someone handles **problems and challenges**.

If your **highest score is D**, you are a **Direct communicator**.

If your **lowest score is D**, you are a **Reflective communicator**.

## **I- Influence**

This factor measures how someone handles **people and contacts**.

If your **highest score is I**, you are an **Outgoing communicator**.

If your **lowest score is I**, you are a **Reserved communicator**.

## **S- Steadiness**

This factor measures how someone handles **pace and consistency**.

If your **highest score is S**, you are a **Steady communicator**.

If your **lowest score is S**, you are a **Dynamic communicator**.

## **C- Compliance**

This factor measures how someone handles **procedures and constraints**.

If your **highest score is C**, you are a **Precise communicator**.

If your **lowest score is C**, you are a **Pioneering communicator**.



# What Makes TTI SI's DISC Different From Other Providers?

DISC is a very popular assessment tool, and TTI SI is not the only group to provide it.

## A Holistic Insight

However, TTI SI is the only provider who looks at the entire DISC graph, instead of only measuring above the energy line. (The energy line is at 50 on the graphic; anything above it is considered a dominant score.)

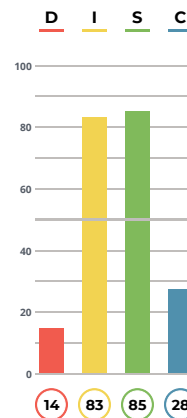
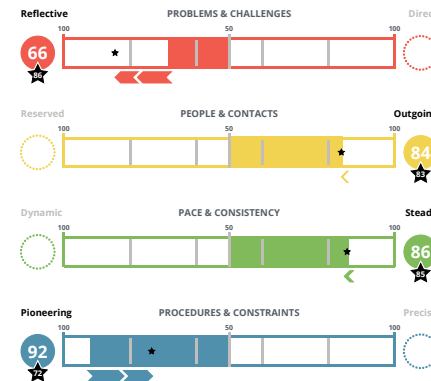
By looking at every score in every factor, TTI SI's method gives a more holistic and complete assessment of a person. This provides more clarity overall and makes the assessment more effective.

## Innovation Since Day 1

TTI SI also introduced the first computerized and personalized DISC assessment and reporting tool in 1984.

## In-House Research

TTI SI has been an industry leader for the last 35+ years and has a dedicated research team that works in-house. Our brain lab lets us conduct research that is internally and externally verified and peer-reviewed.



# Who Can Use DISC?

**DISC is a tool that can be used at every level of an organization. The assessment measures an individual's responses, but those responses can be mapped.**

## **For Individuals:**

DISC uncovers insight into the “how” behind your “why”. It reveals the behavioral makeup that is unique to each individual. Taking and understanding a DISC assessment helps people....

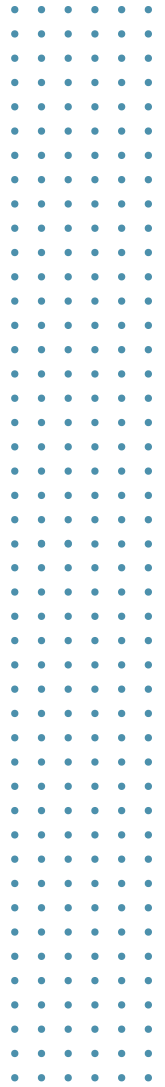
- Minimize unnecessary conflict
- Increase productivity and engagement
- Enhance communication
- Maximize their strengths
- Develop self-awareness

## **For 2 People: The Comparison Report**

TTI SI is able to run a report that compares 2 individuals, This helps share their similarities, highlight their differences, and run through ways they can both communicate with each other. This report is a game-changer for teams with different communication styles.

### **Who can use a Comparison Report?**

- Manager to direct report
- 2 candidates applying for the same position
- Any two people conflicting with each other
- New hire to boss
- Partners with each other



## **For 3 or More People: The Team Report**

The Team Report is similar to the comparison report but includes three or more individuals in its findings. These reports are a great way for an entire team or department to learn more about each other and get a better sense of their strengths and weaknesses as a unit.

### **How Can a Team Report Help You?**

- Compare your team
- Find communication gaps
- Gain higher productivity on projects
- Smoother internal communication
- Understand behavioral style dynamics of the team
- Become more effective together

One of the best outcomes of a Team Report is a deeper insight into your team as individuals and as a whole. **It helps leaders understand how to leverage their teams' strengths and communicate more effectively overall.**

## **For Entire Organizations:**

How can an entire company harness the power of DISC for multiple teams? While you can use DISC individually and then find the average score of your entire organization, it's most effective with smaller teams. Use Team Reports in every department to discover what team needs more development or resources, and to see how different personalities work together in different areas.

By using DISC to help improve individual engagement and productivity, you will improve your organization overall.

### **How Can You Use DISC Right Now?**

DISC is a foundational assessment for all TTI SI products — it's an excellent starting point and introduction to the science of self. It's also an easy concept for people to absorb and apply right away. If you're looking for quick results, DISC is the assessment for you.

### **Use DISC to Support...**

- Coaching
- Team building
- Training
- Leadership development.

**Let's look at each part of DISC more closely!**





# **What is** **DOMINANCE?**

This factor measures how someone handles  
**PROBLEMS & CHALLENGES.**



## What Does High D (DIRECT) Mean?

**Direct communicators are ambitious, forceful, decisive, strong-willed, independent, and goal-oriented. They tend to seek out leadership positions and enjoy clear, brief conversation and facts and details over enthusiasm — in general, they prefer to get to the point as quickly and concisely as possible.**

### **What Are the Pros of a High D Score?**

Direct communicators are go-getters. If you want a visionary who can make decisions and get stuff done, High Ds are your best bet.

Direct people are skilled at engaging others through questioning and can get to the heart of an issue efficiently by harnessing the power of their creative and active minds. They are driven by solutions and results, which can result in a highly productive environment if directed effectively.

### **What Are the Cons of a High D Score?**

All of these traits combined make High Ds excellent leaders and high-achievers, but they can overwhelm others with more relaxed styles.

Direct communicators tend to bulldoze conversations. They might not be adept at reading the verbal cues of others and can embrace a ‘my way or the highway’ approach when it comes to making decisions. Since they want to move forward quickly and get results as rapidly as possible, they can ignore the need to slow down and pay attention to details.



## **Solution: Sell, Don't Tell**

High Ds can improve communication and compensate for their quick impulses by digging into the listening process. Taking a 'sell, don't tell' approach just means that you work on convincing others of your point of view instead of dictating it to them as a fact.

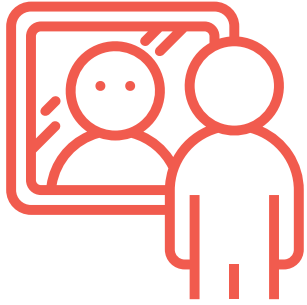
As a High D, we know that you enjoy concise, convincing communication — you want others to prove that they know what they're talking about when they suggest action or solutions. Focus on doing just that when communicating with others!

## **Direct Communicators Under Pressure**

When Direct communicators are under moderate pressure, they tend to double down. Their motto of “Be brief, be bright, be gone” feels less inspirational and more demanding to their slow-paced peers. They can come across as demanding and disruptive of other processes, and this unwillingness to confirm comes across as stubbornness and a lack of empathy.

Things take a turn for the worse under extreme circumstances; when pressure takes its toll, Direct people are seen as harsh, controlling, aggressive, and egotistical. What you believe is the best way forward might be harming others, but an unwillingness to consider other points of view shuts down collaboration and communication.

How you can turn it around: Slow down! Not everyone can sprint a marathon like you. Take a deep breath and listen to others. You can't know best every time, every way, and that's not a bad thing. Allow others to voice their opinions before you to temper negative perceptions and create some new, positive ones.



## What Does Low D (Reflective) Mean?

Reflective communicators are cooperative, low-key, modest, and mild. They tend to engage people by being agreeable and outcome-focused and prefer clear, precise, and thorough communication.

### What Are the Pros of a Low D Score?

People with a Low D score thrive on a team and are wonderful teammates. Their low-key approach, friendliness, and dedication to making things work ensure their teammates have the support they need to complete projects.

Reflective communicators are also great listeners and can help others to fully think through a process before diving in.

### What Are the Cons of a Low D Score?

While Low Ds are great teammates, their passive and cautious demeanors can disengage others who prefer more direct communication. They also might hide their true feelings with friendly terms and indirect criticism. That can lead to confusion and misunderstanding on the team.

Reflective communicators can also hesitate when starting projects — their ability to weigh pros and cons and consider different points of view is great for planning but not always entirely helpful for execution.



## **Solution: Adapt to Others**

Since Low Ds want the least amount of conflict possible, they can greatly benefit from adapting their preferred styles to those of the people they're communicating with. While this can feel uncomfortable, especially if they're working with a more aggressive communicator, by matching their energy they will keep the other people engaged.

This adaption plays into the strengths of Reflective communicators; they can harness the power of their listening skills and preference to reduce conflict and encourage productivity.

## **Reflective Communicators Under Pressure**

When Reflective communicators are under moderate pressure, others perceive them as docile, hesitant, timid, and fitting into the role of a 'follower'. This is an issue for Reflective leaders, especially; their tendency to bend to the wills of others can allow them to be walked over or disrespected.

Extreme pressure only dramatizes these tendencies; others perceive Reflective people as intimidated, anxious, insecure, and meek when situations become intense. Their agreeable nature is perceived as an inability or unwillingness to act, which then causes problems down the line.

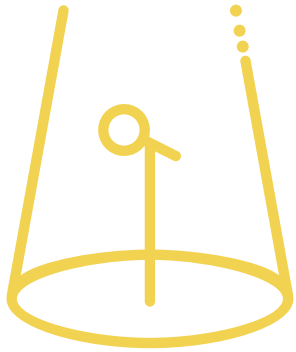
## **How You Can Turn it Around:**

Fight against your instinct to turn inward when things get difficult. Alleviate your anxiety about disturbing others by focusing on clear communication. Ask for additional clarity when you need it, and make sure interactions and meetings are ended with clear expectations. This will help you feel more confident in your decisions moving forward from that point.



# What is **INFLUENCE?**

This factor measures how someone handles  
**PEOPLE & CONTACTS.**



# What Does High I (Outgoing) Mean?

**Outgoing communicators are people-oriented, optimistic, and enthusiastic. They are creative problem solvers and are skilled at negotiating conflict. They want action and intention upfront and tend to strongly believe in their ideas and dreams. This big picture thinking gives them a unique perspective but can also get in their way.**

## **What Are the Pros of a High I Score?**

There's a reason why High Is are called Promoters! They are incredibly effective at communicating their points of view and can persuade others to see new perspectives. They can look at the whole problem and can be very conscientious.

Their warm and friendly demeanors mean they have lots of personal contacts and a tendency to make friends wherever they go. To an Outgoing communicator, strangers are just friends you haven't met yet!

## **What Are the Cons of a High I Score?**

While Outgoing communicators see themselves as outgoing and optimistic, that optimism can be viewed negatively by others who might interpret their talkativeness as poor listening skills. These perceptions will lead to others not taking Outgoing communicators seriously, undermining their professionalism.

## **Solution: Invest Extra Attention**

If you're a High I, you can channel your people skills in a productive direction by investing extra attention into active listening. Focus your love of conversation and getting to know others into really diving into their needs and concerns — your attention combined with your fast-thinking and problem solving will make you an unstoppable force in the workplace!

## **Outgoing Communicators Under Pressure**

When Outgoing people are under moderate pressure, that outgoing nature can be perceived as self-promoting. Their fast-talking and quick pace can feel deceptive or elusive to skeptical onlookers; the very nature of their behavior can turn collaborators into audience members, rather than peers. Likewise, their optimism can be perceived as naive and unrealistic.

Extreme pressure heightens these behaviors into something grandiose; Outgoing communicators can feel presumptuous, arrogant, insincere, and shameless. Outgoing people are fast-paced and prefer to talk through issues, but this can lead to a deluge of information that overwhelms slower communicators.

### **How You Can Turn it Around:**

Don't be discouraged! Your optimistic nature is an asset to your team, so long as you are listening to others. Try to temper your need to jump in and let others communicate their needs before reacting, and measure your own emotions before speaking. Try to slow down your speaking pace as well; this might feel minor, but it will make a difference in your conversations.







# What Does Low I (Reserved) Mean?

**Reserved communicators are restrained, controlled, and reflective. They may be concerned with the thoughts and feelings of others but that might not always be apparent in their communication. They prefer to be socially discreet and can struggle to engage with styles very different from their behavioral style.**

## What are the Pros of a Low I Score?

Reserved communicators are logical, precise, and straightforward. Not one to beat around the bush, a Reserved communicator will try to influence people using facts and figures instead of emotion or storytelling, which can make them very valuable on teams of visionaries — someone needs to pay attention to practical details, and Low Is are going to ask the hard questions.

Reserved communicators are also very aware of their surroundings, even when in conversation. This alertness and understanding of their environment help them notice problems before they develop and can help avoid conflict down the road if they communicate about their observations.

## What are the Cons of a Low I Score?

You might have noticed that the benefits of Low Is still hinge on successful communication. Reserved communicators aren't happy about that fact because they rely on others to create engagement and pull a group together. Their tendency to hang back and let others drive forward can cause problems if they have helpful insight but choose not to share.

Low Is can also have high levels of skepticism when it comes to others with higher levels of enthusiasm. A particularly chatty or informal approach can turn them off and entirely disengage them. They also might lean on sarcasm during uncomfortable situations which can lead to conflict and misunderstandings.

## **Solution: Focus on the Follow Up**

As a Low I, you're going to need to step outside of your comfort zone to be successful, but that doesn't mean you need to force yourself into full extroversion! Your keen eye for detail and ability to break down larger projects is very valuable.

If you're uncomfortable speaking up in a larger setting, utilize an email afterward to clarify directions and the next steps of a project. Your slower-paced peers will be thankful you spoke up, and you get to speak up on your terms!

Reserved communicators are most comfortable in tight-knit groups, so following up with the people you connect with and strengthening your relationships will pay off in the long run, even if it might be uncomfortable at the moment.

## **Reserved Communicators Under Pressure**

When Reserved people are under moderate pressure, they can be perceived as blunt and moody. If not communicated clearly, what they believe is helpful analysis can be perceived by others as trying to poke holes in their work or processes. Reserved communicators like to gather all of the facts, but in pressured circumstances, this information gathering can come across as nosey, especially if their questions are not communicated warmly.

In extreme situations, this behavior escalates and comes across as pessimistic, critical, shrewd, and suspicious. While Reserved people turn inward and analyze their reactions and others' reactions, under stress this behavior presents as an unwillingness to be a team player and hear others out. Their eye for detail becomes a hindrance rather than a strength.

## **How You Can Turn it Around:**

Reserved people can be excellent team players. The key is to carefully consider how you are communicating, not just what you are communicating. Only focusing on facts will close doors of opportunity with people who need a little more TLC. Exaggerate your expressions and body language; what you feel is over-enunciation is likely exactly the level you need.





# What is **STEADINESS?**

This factor measures how someone handles  
**PACE & CONSISTENCY.**



## What Does High S (Steady) Mean?

Steady communicators prefer a slow pace, defined responsibilities, and clearly outlined expectations. They are considerate, compassionate, and accepting of others, but might seem indifferent or hesitant on the surface. High Ss need transparency from their team and their leaders — they want to know what's expected of everyone involved in a project, but this can lead to reassurance seeking and uncertainty.

### What Are the Pros of a High S Score?

Steady communicators are great team players; their easy-going natures and ability to remain diligent make them excellent group contributors. They are considered by others to be modest and considerate and prefer patience over conflict and positive contributions over negativity. Their hard work can't be overlooked.

### What Are the Cons of a High S Score?

While High Ss are usually open to others, they might not always come across that way. They can seem disengaged with unfamiliar groups and will avoid the spotlight, which can lead to them not fully contributing when they're most needed.

They also tend to shy away from misunderstandings, so they might hesitate to speak up or go out on a limb when discussing a new topic. They also prefer a naturally slower pace, which bogs down projects that need a high level of flexibility and agility.

### Solution: Ask For What You Need

It's a little bit outside of the comfort zone of a High S, but the real way to improve communication and change setbacks into opportunities is to ask for what they need. It's not rocking the boat to share that you're overwhelmed — if a High S



needs a slower pace, reconfigured deadlines, or a changed approach, establishing those needs within your team is the first step towards success.

High Ss need to work to ensure they don't get bogged down in doubt! Taking risks is a necessary part of life, and work can be the perfect place to test out your capability to do that.

## **Steady Communicators Under Pressure**

Under moderate pressure, Steady people are perceived by others as being stand-offish, hesitant, and inflexible. It can seem like their to-do lists take priority over others, and this inflexibility causes issues for other, faster-paced people. It can feel like Steady people become deer in the headlights and freeze up when challenged or threatened.

Extreme pressure only heightens this issue; Steady communicators are seen as possessive of their work or processes, unapproachable, and uninterested in hearing others out. What is seen as an easy-going nature and ability to work with others comes across as insensitivity to the needs of their team members, prioritizing their preferred pace above all else.

## **How You Can Turn it Around:**

Steady people might panic at a faster pace, but it really will help solve their problems when it comes to pressure. Work hard to adjust and consider the needs of others, and avoid a time crunch by standing up for yourself and communicating so your needs are met. A little bit of pushback and conflict upfront is much better than a last-minute panic!



## What Does Low S (Dynamic) Mean?

**Dynamic people, or Low Ss, love jumping from idea to project to task without slowing down. They are open and confident when it comes to sharing information, and they prefer lively, fast-paced conversation. They are energetic and outgoing but can come across as impatient or agitated. Low Ss need a rapid pace in their work, an open environment to discuss ideas, and a team where responsibility is fairly distributed.**

### What are the Pros of a Low S Score?

The Low S's ability to pivot and jump headfirst into projects makes them valuable members of a team. They're great at getting conversations started and can help prompt other members of their team to contribute and collaborate.

Dynamic communicators also aren't afraid of conflict. They won't shy away from difficult conversations and tend to wear their emotions on their sleeves — they're very open and direct communicators.

### What are the Cons of a Low S Score?

These same traits that can have a positive impact can also have a negative impact when they're not balanced. Low Ss are at risk of disengagement if a situation becomes too routine or too slow for their liking. They also can tend to jump directly into conflict rather than take time to consider the ramifications of their actions.

These traits combined can cause others people to perceive them as unreliable or disorganized. It can also cause conflict with slower-paced members of their team and that conflict is likely to go unresolved causing more problems in the long run.

## **Solution: Slow Down to Speed Up**

It might feel counterintuitive but the solution for Low Ss to succeed in their roles is to slow down. Try to challenge yourself to listen more fully and thoroughly to others, and frame it exactly like that to yourself — a challenge! Your mindset is an important part of your success — keep yourself busy with interpersonal details and you'll see a difference.

## **Dynamic Communicators Under Pressure**

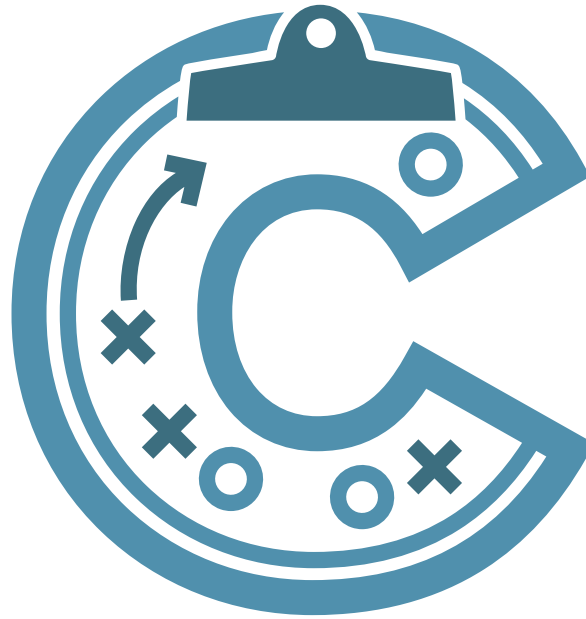
Under moderate pressure, Dynamic people can be perceived as intense, restless, rushed, and impatient. Their pressure-oriented workstyle stresses out their slower peers and can throw a wrench in processes. Pivoting to meet a need is a great skill, but pivoting for the sake of change is disruptive at best and disastrous at worst.

Extreme pressure brings out Dynamic impulsivity; others perceive them as edgy, pushy, and selective listeners. Their quick pace leaves others in the dust, causing anxiety and disturbances in a team. They can also be difficult to coach and come across as unwilling to slow down.

## **How You Can Turn it Around:**

Shift your point of view. Instead of needing to pivot processes or workflows, pivot your mindset and try to think like your team members. Approaching different challenges with different mindsets develops emotional intelligence and gives you the change you need.





# What is **COMPLIANCE?**

This factor measures how someone handles  
**PROCEDURES & CONSTRAINTS.**



## What Does High C (Precise) Mean?

High Cs are dependent, neat, careful, and compliant. They want to get the job done right and thrive on establishing routines and processes to follow in the workplace. They avoid conflict at all costs and enjoy analyzing the communication patterns of others to develop their own people skills. They prefer data-based decisions and logical information over emotional information.

### What Are the Pros of a High C Score?

High Cs know how to ask the right questions. They take a large amount of pride in their work because they believe that work represents their true self — you can expect high quality from a High C, every time.

We mentioned conflict avoidance, but that doesn't mean a Compliant communicator is a pushover — if pressed, High Cs will present their case with enough supportive data to prove their point. High Cs are masters of 'showing their work'.

### What Are the Cons of a High C Score?

That same focus and drive can turn bad for High Cs if it's not balanced. Their need for process and procedure can make them rigid or uncooperative in collaborative environments — they don't want to pivot and will have a very difficult time doing so if you're in a fast-paced environment.

### Solution: Think About the Bigger Picture

Being more open-minded is the solution for High Cs to grow in the workplace. Try to keep the long-term goals of projects in mind and align your tasks with that goal, not just with completing the task itself. Going out of their Precise comfort zone will help build communication and confidence within their team.

## **Precise Communicators Under Pressure**

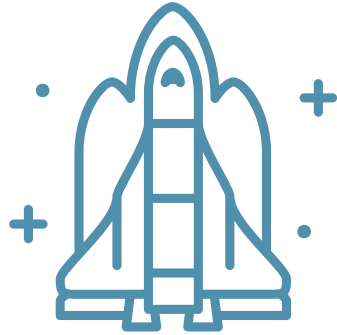
Under moderate stress, others perceive Precise communicators as pessimistic, nitpicky, and literal. They can be unwilling to take risks, and this caution comes across as fear rather than hesitance. People who need higher levels of interactivity can balk at the straightforward analysis of Precise communicators, who tend to stick to the facts and ignore feelings when pressed.

This only intensifies under extreme stress; Precise communicators withdraw even further and are perceived as hard-to-please, defensive, and strict. Their unyielding precision turns off their more free-thinking peers and can hinder teamwork and group processes. Their focus on tasks can also be perceived as coldness or disdain for others.

### **How You Can Turn it Around:**

Soften up a little, Precise people! Your attentiveness and work ethic are an asset to your team, but you need to explain your reasoning and express yourself to communicate your decisions. Extending your understanding of others will only improve your understanding of behavior; try to break the rules now and then and see how you feel.





# What Does Low C (Pioneering) Mean?

**Pioneering communicators are independent, unconventional, and outspoken. They like finding the best outcome with the best possible means, no matter how random or experimental. They prefer an uninhibited work environment and work best under leaders who trust in their ability to complete tasks their way.**

## **What are the Pros of a Low C Score?**

Low Cs are inquisitive, outgoing, and purposeful. They can roll with the punches and adjust on the fly and might even prefer to do so instead of adhering to a rigid structure. Their proclivity for innovation makes Low Cs excellent big picture thinkers; if you want to establish a vision, ask a Pioneering communicator to dream big with you.

## **What are the Cons of a Low C Score?**

This big picture vision can be the downfall of a Low C as well as their greatest strength. Their loose approach to problem solving and procedures can isolate them from more compliant team members and cause chaos within their team.

They can also be hard to follow at times; their line of thinking doesn't track for everyone, which leads to miscommunication and wasted time. They also tend to disengage if working in an environment they deem too rigid.

## **Solution: Show your Work**

Borrow from your more Precise counterparts and show your work as a Low C! You don't have to even necessarily change your way of thinking if you effectively communicate how you got from point to point. If you help others connect the dots, the abstract will then become achievable.

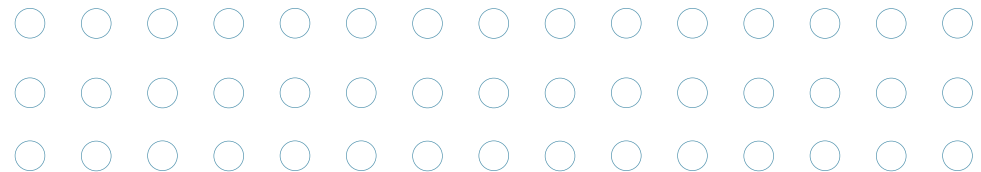
## **Pioneering Communicators Under Pressure**

Under moderate pressure, Pioneering people are perceived by others as being individualistic, unconventional, and whimsical. This can cause others not to take them seriously, or disregard their ideas as ‘pie in the sky’ goals. They can also be perceived as daydreamers, not focusing on the needed task at hand or the needs of others.

Under extreme pressure, Pioneering people are seen as rebels. Their behavior can be interpreted as a disregard for the system at large, which is oftentimes built with thought and care by their superiors. Their behavior can be seen as erratic; others might not be able to connect the dots as needed to follow a Pioneering train of thought.

## **How You Can Turn it Around:**

Over-communicate your thoughts and ideas. It might seem obvious to you, but your conclusions and decisions will baffle others without a thorough explanation. This work to communicate will go a long way with others and encourage them to take you seriously; it also will force you to slow down and catch possible errors on your part.

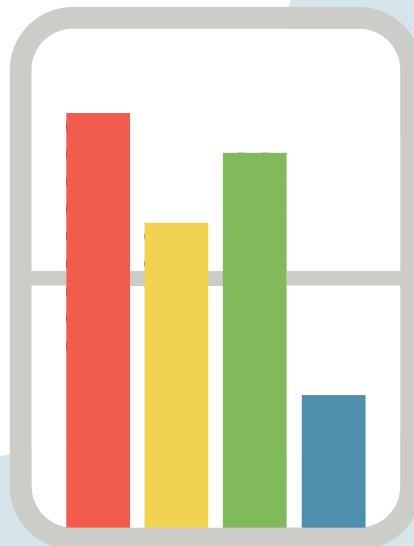




# Finding Success With DISC

## There's a reason why DISC is so popular!

It's an excellent assessment to establish baselines of communication in organizations and promote self-understanding and behavioral reflection. If you're interested in using DISC in your organization, contact TTI SI to get started at **[get.ttisi.com/company-info](https://get.ttisi.com/company-info)**.



# Who is **TTI Success Insights?**

TTI Success Insights is an industry-leading assessment provider based in Scottsdale, AZ that is dedicated to ***revealing human potential*** through assessment solutions and research.

TTI SI has administered over 30 million assessments worldwide and holds a direct presence in 58 countries around the world.

TTI SI was selected as a Training Industry Top 20 Assessment & Evaluation Company for 2018 and 2019, and was awarded a Top Company to work for in Arizona in 2016.

