



Background to DISC

The Person Analysis

The Person Analysis is a DISC assessment that classifies four aspects of behavior by testing a person's preferences in word associations. DISC is an acronym for:

Dominance – relating to control, power and assertiveness

Influence – relating to social situations and communication

Steadiness – relating to patience, persistence, and thoughtfulness

Compliance – relating to structure and organization

These four dimensions can be grouped in a grid with "D" and "I" sharing the top row and representing extroverted aspects of the personality, and "C" and "S" below representing introverted aspects. "D" and "C" then share the left column and represent task-focused aspects, and "I" and "S" share the right column and represent social aspects. In this matrix, the vertical dimension represents a factor of "Outgoing" or "Reserved", while the horizontal dimension represents "Task" or "People".

Dominance: People who score high in the intensity of the "D" styles factor are very active in dealing with problems and challenges, while low "D" scores are people who want to do more research before committing to a decision. High "D" people are described as demanding, forceful, egocentric, strong willed, driving, determined, ambitious, aggressive, and pioneering. Low D scores describe those who are conservative, low keyed, cooperative, calculating, undemanding, cautious, mild, agreeable, modest and peaceful.

Influence: People with high "I" scores influence others through talking and activity and tend to be emotional. They are described as convincing, magnetic, political, enthusiastic, persuasive, warm, demonstrative, trusting, and optimistic. Those with low "I" scores influence more by data and facts, and not with feelings. They are described as reflective, factual, calculating, skeptical, logical, suspicious, matter of fact, pessimistic, and critical.

Steadiness: People with high "S" styles scores want a steady pace, security, and do not like sudden change. High "S" individuals are calm, relaxed, patient, possessive, predictable, deliberate, stable, consistent, and tend to be unemotional and poker faced. Low "S" intensity scores are those who like change and variety. People with low "S" scores are described as restless, demonstrative, impatient, eager, or even impulsive.

Compliance: People with high "C" styles adhere to rules, regulations, and structure. They like to do quality work and do it right the first time. High "C" people are careful, cautious, exacting, neat, systematic, diplomatic, accurate, and tactful. Those with low "C" scores challenge the rules and want independence and are described as self-willed, stubborn, opinionated, unsystematic, arbitrary, and unconcerned with details.

Summary of DISC Styles

Dominance HIGH	Influence HIGH	Steadiness HIGH	Compliance HIGH
Aggressive <ul style="list-style-type: none"> • Results-oriented • Self confident • Visionary 	Sociable <ul style="list-style-type: none"> • Persuasive • Optimistic • Enthusiastic 	Steady paced <ul style="list-style-type: none"> • Methodical • Prefers stability • Passive 	Structured <ul style="list-style-type: none"> • Rules oriented • Procedure-based • Specialist
Accommodating <ul style="list-style-type: none"> • Diplomatic • Seeks harmony • Cautious 	Reserved <ul style="list-style-type: none"> • Rational • Straight forward • Guarded 	Fast paced <ul style="list-style-type: none"> • Adaptable • High capacity • Active 	Independent <ul style="list-style-type: none"> • Self reliant • Focus on big picture • Generalist
Dominance LOW	Influence LOW	Steadiness LOW	Compliance LOW

DISC Adjectives

The following adjectives are consistent descriptors for HIGH and LOW DISC characteristics.

Dominance HIGH	Influence HIGH	Steadiness HIGH	Compliance HIGH
<ul style="list-style-type: none"> • Outgoing, but direct • Task-oriented for results • Leader • Decision-maker 	<ul style="list-style-type: none"> • Outgoing, but friendly • People-oriented for social • Entertainer • Gut-feel 	<ul style="list-style-type: none"> • Reserved, but amiable • People-oriented for team • Participant • Predictable 	<ul style="list-style-type: none"> • Reserved, but courteous • Task-oriented for accuracy • Referee • Calculated risk
<ul style="list-style-type: none"> • Seeks direction • Supportive-role • Rational • Realistic • Unassuming 	<ul style="list-style-type: none"> • Seeks reality • Probing • Observant • Reflective • Factual • Controlled 	<ul style="list-style-type: none"> • Seeks variety • Active • Versatile, multi-tasking • Eager • Alert • Fidgety 	<ul style="list-style-type: none"> • Seeks autonomy • Opinionated • Self-reliant • Independent • Persistent • Creative, outside-the-box
Dominance LOW	Influence LOW	Steadiness LOW	Compliance LOW

DISC Adjectives – Extremes

The following adjectives may describe the behavioural style people who have HIGH characteristics above 90% or LOW characteristics below 10%, for the specific DISC characteristic and situation above 90% or below 10%.

Dominance HIGH	Influence HIGH	Steadiness HIGH	Compliance HIGH
<ul style="list-style-type: none"> • Egocentric • Domineering • Aggressive • Forceful • Daring 	<ul style="list-style-type: none"> • Ingenuous • Impulsive • Emotional • Enthusiastic • Influential 	<ul style="list-style-type: none"> • Stable • Slow • Patient • Team-oriented • Deliberate 	<ul style="list-style-type: none"> • Perfectionist • Systematic • Standoffish • Evasive • Analytical
<ul style="list-style-type: none"> • Mild • Quiet • Dependent • Hesitant • Meek 	<ul style="list-style-type: none"> • Self-Conscious • Sullen • Pessimistic • Suspicious • Withdrawn 	<ul style="list-style-type: none"> • Inquisitive • Tense • Spontaneous • Adaptable • Judgmental 	<ul style="list-style-type: none"> • Careless • Sarcastic • Obstinate • Defiant • Tactless
Dominance LOW	Influence LOW	Steadiness LOW	Compliance LOW

HIGH CHARACTERISTICS

HIGH	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
FOCUS	POWER	PEOPLE	PACE	POLICY
MOTIVATE	Power Achievement Control	Recognition Praise Status	Security Stability	Rules Policy Procedure
FEAR	Failure	Rejection	Insecurity Change	Hassle Conflict
MANAGEMENT STYLE	Directing	Leading	Listens	Writes
COMMUNICATION STYLE	Tells	Sells	Listens	Writes
RESPONSE TO STIMULUS	<i>Active</i>	<i>Active</i>	<i>Passive</i>	<i>Passive</i>

Center Line (50%)

LOW CHARACTERISTICS

HIGH	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
FOCUS	POWER	PEOPLE	PACE	POLICY
AVOIDS	Confrontation	Involvement	Inactivity	Restriction
SEEKS	Direction	Reality	Variety	Autonomy
RESPONSE TO STIMULUS	<i>Passive</i>	<i>Passive</i>	<i>Active</i>	<i>Active</i>
LOW	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE