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Self-score book for DISC profiling

Understand yourself
better and learn how to
work more effectively.

Write your name here...

How to use this book

This book is all about behaviour – *your behaviour, to be precise.* It's a tool to help you better understand how you behave in different circumstances, and how to adapt that behaviour when appropriate. It's also an introduction to the theory of DISC, which is the language we will use to describe your behaviour. DISC is used widely throughout the business community, and increasingly for personal development.

As you work through this book, you will:

- 1** Learn the fundamentals of DISC and how it can be applied in practice.
- 2** Complete a questionnaire and use your responses to create your own DISC profile.
- 3** Interpret your DISC profile to better understand your own behaviour.

Where to start

If you're not familiar with DISC, we recommend that you start from the beginning. The first seven pages of this book should give you an introduction to DISC and get you thinking about how you can use DISC in your own endeavours.

If you're already familiar with DISC, you can skip ahead to page 9 and complete your questionnaire straight away. However, we still recommend that you go back and read pages 1-7 to re-familiarise yourself with DISC.

A note for facilitators

Trainers and facilitators who are leading a group may wish to present their own material which complements or replaces the theory between pages 1-7. There should be no difficulty in doing so, as the self-score component of this book (starting on page 9) is self-contained. However, you may find the theory contained in this book to be of use in your own training.

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Directions for completing your profile

How to complete the questionnaire

The next page contains 24 sets of phrases. While thinking about yourself at work, from each set:

- 1 Select one phrase that describes you **most** accurately, and one phrase that describes you **least** accurately. Remember to select only **one most** and **one least**.
- 2 Indicate your choices by marking the corresponding boxes in both the **M (most)** and the **L (least)** columns, as shown in the example below:

		M	L
EXAMPLE	Being kind		
	Being persuasive	X	
	Being humble, reserved		X
	Doing things my way		

Press firmly, preferably using a ball-point pen.

Some tips for completing the questionnaire

- ▶ This is not a test. There are no right or wrong answers.
- ▶ The form should take about 10 minutes to complete. Work quickly, but don't rush.
- ▶ Complete the questionnaire on your own, without noise or interruptions.
- ▶ Complete the questionnaire in one sitting, and complete one question at a time.

If you find that you are having difficulty

- ▶ **Think of your behaviour in your primary workplace role (past or current).**
Some of us have two or more roles at work so you need to think of the main role you hold.
If you haven't worked before, think of yourself at uni/college/school or home.
- ▶ **Be honest with your answers.**
Think of how you *really are*, not how other people think you are or how you want to be.
- ▶ **Your first choices are usually the best.**
Go with your 'gut feeling' and do not deliberate on your answers.
- ▶ **Pick the most obvious phrase first.**
You are most likely to find that for each set of phrases, one phrase will stand out as definitely you (**most**) or not you (**least**). Pick that phrase, whether it is an **M** or an **L**. You should find that the remaining three are much easier.

Mr / Mrs / Miss / Ms / Dr

TITLE (please circle)

FIRST NAME (please print)

LAST NAME (please print)

EMAIL

PHONE

SPONSORING ORGANISATION

This page is printed on perforated paper, which allows participants to tear out the questionnaire, once complete, for collection and easy reference.

		M	L
	Doing things my way		
2	Friendly by nature		
	Co-operative towards others		
	Determined and won't give in		
	Showing care to others		
3	Easily influenced		
	Having a daring approach		
	Being dependable		
	Charming, liked by most		
4	Open-minded to ideas		
	Co-operating with others		
	Having a positive approach		
	Being happy and cheerful		
5	Being light-hearted		
	Doing things precisely		
	Having an adventurous approach		
	Easy-going, calm outlook		
6	Competitive by nature		
	Being thoughtful of others		
	Cheerful view of life		
	Get along well with other people		
7	Having a cautious approach		
	Follow instructions precisely		
	Showing determination		
	Being full of fun		
8	Being a confident risk-taker		
	Being able to persuade others		
	Prepared to compromise		
	Careful approach to things		
9	Friendly to others		
	Accepting of others, patient		
	Like to make decisions		
	Behaving reasonably		
10	Willing to take a chance		
	Open to suggestions		
	Careful not to offend others		
	Having a calm temperament		
11	Being talkative and chatty		
	Having self-control		
	Doing things in the same way		
	Taking control decisively		
12	Project a professional image		
	Prepared to take risks		
	Not rude to others		
	Being satisfied with things		

		M	L
13	Prefer to lead the way		
	Outgoing personality		
	Vulnerable, easily taken advantage of		
	Afraid of taking risks		
14	Avoiding trouble, careful		
	Single-minded, determined approach		
	Being able to convince others		
	Being pleasant and good-natured		
15	Helpful to others		
	Lively approach to life		
	Easily led by others		
	Dynamic and spirited approach		
16	Having a positive outlook		
	Being sorry for others, compassionate		
	Tolerant of others' actions		
	Standing up for your rights		
17	Willing to follow rules		
	Happy to share, generous		
	Bubbly and high-spirited		
	Persistent in achieving goals		
18	Admirable, deserving respect		
	Considerate of others' needs		
	Responsive to instructions		
	Determined to take charge		
19	Showing respect to others		
	Taking the initiative		
	Always looking on the bright side		
	Willing to please others		
20	Will argue when necessary		
	Inclined to do as you are told		
	Satisfied with the way things are		
	Light-hearted, carefree manner		
21	Having faith in others		
	Feeling contented		
	Having a determined approach		
	Prefer to avoid conflict		
22	Sociable, enjoy others' company		
	Tend to follow convention		
	Vigorous, energetic approach to life		
	Tolerant of others' failings		
23	Friendly and good company		
	Getting things right, accurate		
	Not afraid to speak out		
	Not inclined to get involved, restrained		
24	Restless and get bored easily		
	Like to help others		
	Being well liked, popular		
	Organised and systematic in approach		

i You can tear out this page and fax it to +61 (02) 9659 3436 for a full, personalised report. We'll get back to you with pricing details. Don't worry, there's no commitment!

How to produce your own DISC graphs

It's important that the form is scored correctly to ensure a valid result.

You should go back and check that for each question, there is one box marked in the **most** column, and one in the **least** column. There should be a total of 48 marked boxes.

Once you have checked that the form is completed correctly, tear out the yellow page and use it to follow the 10 steps below.

- 1 Count the number of A's that appear in the **most** column.
Write that total in row 1 (most) on the next page, under column A.
- 2 Repeat the process in step 1 above for B, C, D and X.
The total for the row must equal 24.
- 3 Count the number of A's that appear in the **least** column.
Write that total in row 2 (least) on the next page, under column A.
- 4 Repeat the process in step 3 above for B, C, D and X.
The total must equal 24.
- 5 Under column A, subtract row 2 (least) from row 1 (most).
Write the answer in row 3 (difference) with the appropriate + or – sign.
- 6 Repeat the process in step 5 above for B, C, D and X.
- 7 Plot the numbers from row 1 (most) on **Graph 1: Working style**.
 - ▶ Plot the A score on the **D** line
 - ▶ Plot the B score on the **I** line
 - ▶ Plot the C score on the **S** line
 - ▶ Plot the D score on the **C** line
- 8 Repeat the process in step 7 above to plot row 2 (least) on **Graph 2: Personal style** and row 3 (difference) on **Graph 3: Public style**.
- 9 Connect the plotting points on the three graphs.

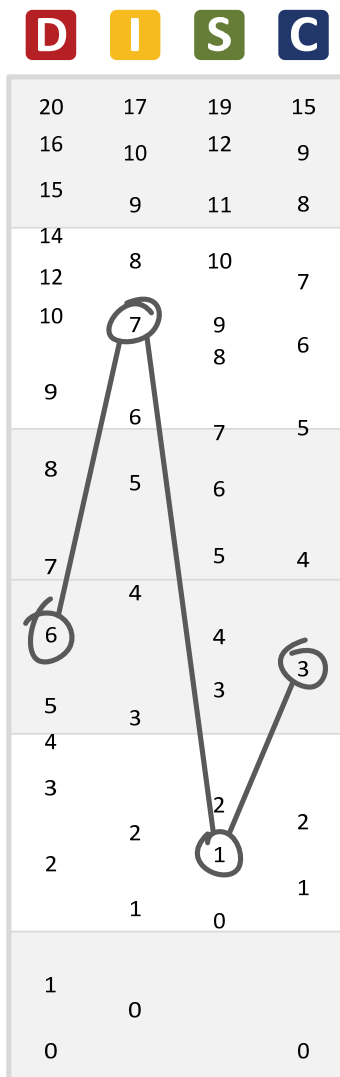
There is an example on the following page to help you follow these instructions.

Example results

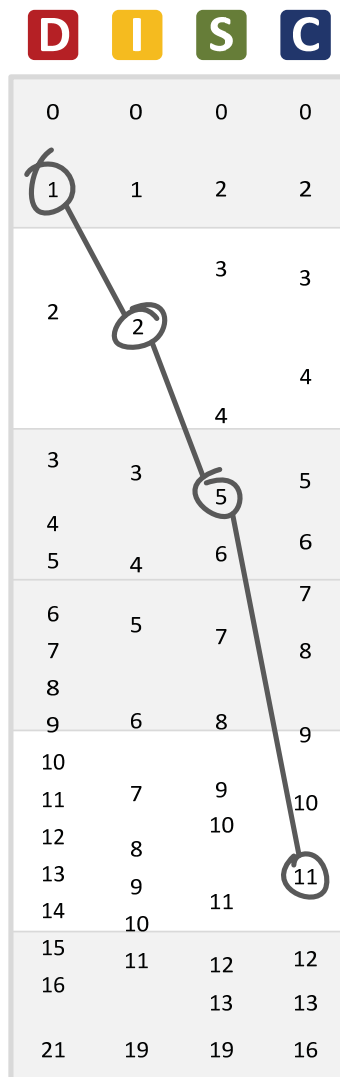
		A	B	C	D	X	Total
1	Working style (most)	6	7	1	3	7	24
2	Personal style (least)	1	2	5	11	5	24
3	Public style (difference)	5	5	-4	-8	N/A	N/A

Example DISC graphs

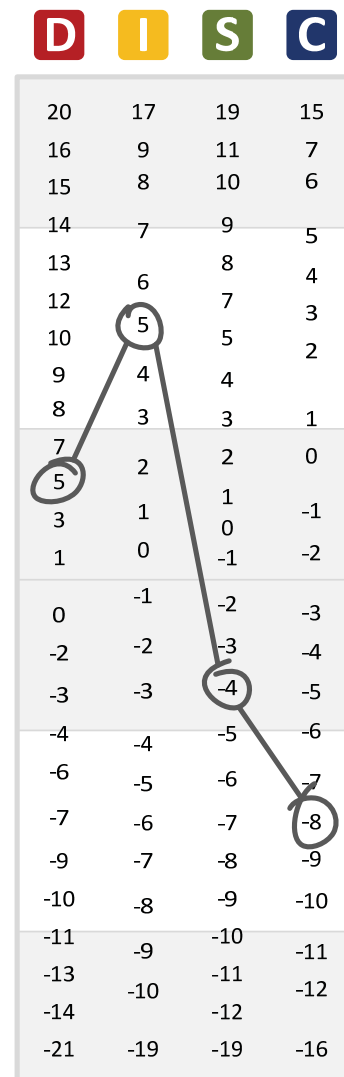
Graph 1: Working style



Graph 2: Personal style



Graph 3: Public style



Understanding the DISC graphs

Why are there three graphs?

The three graphs indicate the combination of D, I, S and C in your behavioural style on a scale of 0% to 100%. Each graph indicates how you behave under different circumstances, namely your 'Working Style', 'Personal Style' and 'Public Style' as follows:

Graph 1: Working style (response to the environment)

- ▶ **Graph 1 is produced from your 'most' responses.**
Your 'most' responses illustrate the behaviour which you exhibit in your work, university, school or social environment.
- ▶ **Graph 1 is the most changeable**
Graph 1 can change depending on the demands of your environment. Success can often be directly related to your ability to read an environment and adapt your behaviour accordingly also referred to as EQ² (Emotional Quotient).

Graph 2: Personal style (natural behaviour)

- ▶ **Graph 2 is produced from your 'least' responses**
The logic is that there is a fundamental behaviour you exhibit, your inherent or natural style which is the way you 'instinctively' behave and the way you are likely to behave when under pressure.
- ▶ **Graph 2 is least changeable**

Graph 3: Public style (summary)

- ▶ **Graph 3 is the extension of your Personal and Working styles**
It is the most important graph in determining your usual behavioural style. It indicates your day-to-day behaviour and how others would probably describe you.

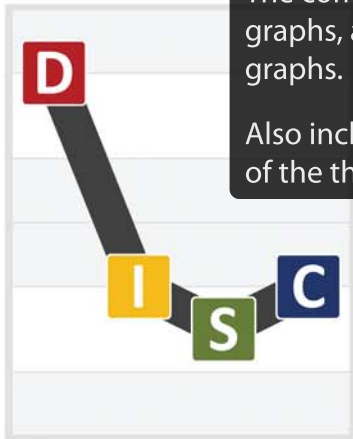
How to interpret your DISC graphs

- 1 **Compare your three graph shapes with the summary graph on the opposite page.**
The summary opposite can be used to provide a snapshot interpretation of your behaviour indicated by each of your three graphs.
- 2 **Compare Graph 3 (Public style) with the Master Profiles (starting on page 21).**
Look for the graph which most closely matches your Graph 3 and see the description for an interpretation of your day to day behaviour.

² EQ is defined by Dr Robert Cooper as "a way of recognizing, understanding, and choosing how we think, feel, and act" in *Executive EQ: Emotional Intelligence in Leadership and Organizations* (1996), page xiii.

Compare your graphs to the characteristics between the 0% and 100% lines below.

	D ominance	I nfluence	S teadiness	C ompliance
All about	▶ Power	▶ People	▶ Pace	▶ Policy
Motivation	▶ Goals	▶ Recognition	▶ Security	▶ Rules
Leadership style	▶ Autocratic	▶ Persuasive	▶ Guiding	▶ Procedural
Communication	▶ Telling	▶ Leading	▶ Discussing	▶ Documenting
Values	▶ Leading results	▶ Achievement	▶ Service/support	▶ Technical quality
Avoids	▶ Failure	▶ Rejection	▶ Insecurity	▶ Trouble
100%				
	<ul style="list-style-type: none"> * Assertive * Competitive * Direct * Driving * Forceful * Self-starter * Task-oriented Aggressive Blunt Daring Decisive Demanding Dominating Overbearing Self-assured Venturesome 	<ul style="list-style-type: none"> * Communicative * Friendly * Influential * Persuasive * Positive * Verbal Charismatic Charming Confident Effusive Gregarious Optimistic Participative Poised Promoter Self-promoting 	<ul style="list-style-type: none"> * Amiable * Deliberate * Dependable * Good Listener * Sincere * Persistent Accommodating Easy-going Industrious Lenient Passive Patient Predictable Relaxed Self-controlled Soft-tempered 	<ul style="list-style-type: none"> * Accurate * Careful * Compliant * Logical * Perfectionist * Systematic Adaptable Cautious Conservative Conventional Diplomatic Disciplined Evasive Overly-dependent Rational Prudent
50%				
	<ul style="list-style-type: none"> * Moderate * Mild * Non-demanding Conservative Restrained Tentative Humble Accommodating Modest Cautious Peaceful Self-sacrificing Timid Unassuming Unobtrusive 	<ul style="list-style-type: none"> * Probing * Reflective * Reserved * Self-conscious * Serious Realistic Factual Analytical Logical Non-communicative Questioning Sceptical Quiet Retiring Withdrawn 	<ul style="list-style-type: none"> * Active * Alert * Demonstrative * Eager * Mobile * Restless Adaptable Hurried Versatile Dynamic Energetic Critical Flexible Impatient Impetuous 	<ul style="list-style-type: none"> * Firm * Independent * Persistent * Strong Willed * Stubborn Careless Defiant Fearless Rigid Obstinate Opinionated Rebellious Radical Self-righteous Tactless Unconventional
* Likely consistent characteristic				
0%				
Dislikes	▶ Responsibility	▶ Involvement	▶ Boredom	▶ Control
Seeks	▶ Teams	▶ Specialisation	▶ Variety	▶ Independence



The complete book includes 48 master graphs, as well as seven job-oriented graphs. Also included is a history and explanation of the theory behind DISC.

- Key Descriptors**
- Competitive
 - Controlling
 - Impatient
 - Logical

- Observable Strengths**
- Decisive
 - Demanding
 - Positive, assertive and competitive
 - Innovative problem-solvers
 - Adapts well to change
 - Questioning

Master profile **D1**

- Communication Style**
- Controlling, direct, confrontational
 - Asks "What"

- Possible Limitations**
- May be abrupt
 - May be overbearing
 - May appear intolerant

Summary Style

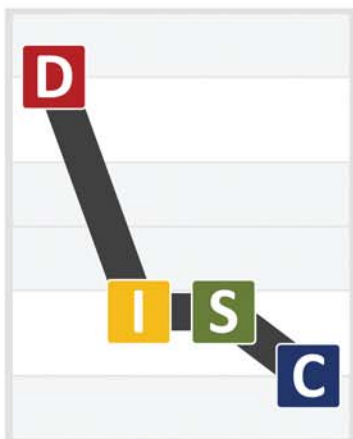
Individuals with this profile tend to be motivated, ambitious and self-reliant and are likely to be individualistic, results-orientated people with the drive to accomplish despite possible opposition. Likely to be demanding and intolerant, expecting high standards from others, they are inherently controlling types who prefer to be in a position of command or responsibility, and to be autonomous, but will work towards conventional goals, such as financial achievement, winning and accomplishing key tasks. They are decisions makers but will challenge the decisions of others if they do not agree. They prefer to get straight to the point, becoming frustrated with others who may require more discussion before acting. These individuals are likely to become bored with routine and repetitive work, preferring opportunities which provide a challenge. They do not enjoy detail.

Inclination

- All about** Efficiency
- Under duress** Becomes commanding
- Avoids** Weakness
- Motivated by** Achieving results

Indications for

- Management** Effective, authoritarian, driven
- Sales** Assertive, responsive, focussed
- Service** Resilient, forceful, overbearing
- Technical work** Impatient, single-minded



- Key Descriptors**
- Authoritative
 - Direct
 - Driving
 - Independent
 - Self-assured
 - Strong-willed

- Observable Strengths**
- Dynamic and driving
 - Independent and self-reliant
 - Forthright and determined

Master profile **D2**

- Communication Style**
- Assertive and controlling
 - Abrupt and demanding
 - Asks "What"

- Possible Limitations**
- May disregard rules & regulations
 - May be too demanding of others

Summary Style

Individuals with this profile shape tend to be assertive and self-motivated types who are driving and competitive in every aspect of their business lives. They tend to be demanding and independent and will usually react in a direct and forceful manner when faced with obstacles. They can be seen as demanding, impatient and inflexible by others. They may also be lacking in both sympathy and empathy and could intimidate some people. They are unlikely to be overly concerned with what people think of them as they are focussed on achievement of goals. This does not mean they are unfriendly, simply that they are focussed on achieving the task at hand. Administration and detail are not strong characteristics, but their drive to succeed means that they will force themselves to get their facts and figures right if a result depends on that happening.

Inclination

- All about** Power
- Under duress** Tells
- Avoids** Failure, weakness
- Motivated by** Results, efficiency

Indications for

- Management** Authoritarian, assertive
- Sales** Confident, resilient
- Service** Direct, efficient
- Technical work** Instinctive, impatient