

DISC Facilitator's Guide



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DISC History and Background

The DISC assessment is built from the research of Harvard Psychologist William Moulton Marston in 1928. Marston focused on what he considered the four personality traits of Dominance, Influence, Steadiness, and Compliance.

Marston's research laid the foundation for future research that would result in the contemporary DISC assessment. In 1956 Industrial Psychologist Walter Clarke created a self-assessment to support Marston's theory of the four personality traits.

This assessment was then used by the researcher Merrick Rosenberg to serve the purpose of team and interpersonal development. Applying DISC through positive psychology practice Rosenberg has written several books and we can find his theories and practices of DISC being used in many Fortune 100 companies today.

In 2015, DISC Professional Styles creator Dr. Susan Cain wanted to bring a cost-effective and easy-to-use DISC assessment to market and formed a team of Elmhurst University Industrial and Organizational interns along with assessment developer Martin Gross and graphic designer Debi Giese.

Notes:

The DISC Professional Styles Assessment: A Valid and Accurate Assessment

Validity refers to an assessment's ability to measure what it intends to measure. Validity is an important property of the DISC Professional Styles assessment because it showcases its ability to correctly determine a participant's professional profile (within the four dimensions used in the assessment).

Evaluating the construct validity of the DISC Professional Styles Assessment involves assessing how accurately the assessment measures each of the four dimensions it intends to measure. To evaluate the construct validity of the DISC Professional Styles assessment, 32 participants took the DISC Professional Styles assessment along with a different version of the DISC that has already been validated. Scores produced from both tests were correlated to showcase the mutual relationship between both tests.

A high correlation value indicates a strong connection between the two tests, and that the scores from the DISC Professional Styles assessment accurately measure the constructs it intends to measure (dominance, influence, steadiness, conscientiousness). Correlation values range from -1 to +1, where values close to +1 signify a strong relationship between the scores. A correlation value was produced for each of the four dimensions measured in the DISC Professional Styles assessment, the values are Dominance .89, Influence .90, Steadiness .83, Conscientiousness .83.

Considering the strong correlation values between the DISC Professional Styles assessment and a valid version of the DISC, it can be concluded that the DISC Professional Styles Assessment produces results that accurately measure each of its four dimensions. This means that participants who take the DISC Professional Styles Assessment will receive results that accurately represent their level of dominance, influence, steadiness, and conscientiousness. *

* Cain et al, 2015

Introduction to DISC Theory

Cornerstone Principles of DISC Theory

1. All styles are equally valuable and can be equally effective.
2. Your DISC style is influenced by life experiences, learning experiences, and maturity.
3. Understanding yourself better is the first step to managing your intentions and making the impact you intend to make.
4. DISC is a learning assessment, measuring preferences, not abilities.
5. You can and have learned to flex your style to accommodate changes in your environment.
6. We believe that while it can be comfortable emotionally to work within your natural style preference, flexing your style is rewarding and useful.

There are four main styles that make up the DISC profile.

DOMINANT

INFLUENTIAL

STEADY

CONSCIENTIOUS



Start with the D, Dominant, Direct and Confident style in the upper left quadrant. This style is characterized by being active, direct and confident. The D style values productivity and focuses on **WHAT** needs to be done.

Next move to I, Influential, Persuasive and Friendly style in the upper right quadrant. This style is characterized by making connections and caring about others. The I style values relationships and **WHO** needs to be involved.

We then move on to S, the Steady, Calm and Consistent style in the bottom right quadrant. This style is characterized by providing support and listening to others. They value teamwork and helping others and **HOW** they can support.

Last, we have C, the Conscientious, Precise and Detailed style in the bottom left quadrant. This style is characterized by attention to detail and rational thinking. They value objectivity and **WHY** something needs to be done.

Another way to think of DISC Styles is to consider how they prefer to engage in projects:



The D Dominant Style is energized at the start of the project: the focus is on getting to the end of the project as quickly as possible. Energy decreases after the initial start-up phase unless compelling milestones can create additional motivation.

The I Influential Style is energized by helping others: the focus is on collaborating and assisting others to work together. Energy decreases if chronic, unresolved conflicts erodes motivation.

The S Steady Style is energized to join the project once clear information and expectations are established: the focus is providing support. Energy decreases if changes occur without explanation or conflicts undermine the need for emotional safety.

The C Conscientious Style is energized by opportunities to assess and improve: the focus is on what is not working well and how to improve it. Energy decreases if ideas for improvement are not requested or acted upon.

Notes:

The Role of the Facilitator

The role of a DISC Professional Styles facilitator is to guide participants in interpreting their style and provide coaching specific to their style. The facilitator should be knowledgeable in DISC styles, how those styles are most successful and how different styles come together in a team.

Facilitation involves four best practices:

1. Accurately interpret and introduce the DISC Professional Styles materials.
2. Help learners understand their own DISC style strengths challenges and support needs.
3. Ensure that learners can appreciate and support all styles.
4. Help learners create an action plan to ensure the transfer of learning to their lives.

Notes:

Your Facilitation Style

What is your DISC style? Make sure you take the DISC Professional Styles Assessment before proceeding.

Your DISC Style:

Are you a D: Dominant Facilitator? *Direct and confident*

Provides concise information

Is fast paced

Facilitates risk-taking

Are you an I: Influential Facilitator? *Warm and friendly*

Connects with each learner

Cares about feelings and emotions over facts

Is enthusiastic and energetic

Are you an S: Steady Facilitator? *Ultimate team player*

Listens rather than talks

Wants to help and support

Likes detail and certainty and follows a clear plan or agenda

Are you a C: Conscientious Facilitator? *Accurate and factual*

Uses objectivity, rational thinking, and facts over emotion

Looks for the correct way of doing things

Gives learners time to process and think

Your own DISC Professional Style determines to some extent the facilitation impact you will make on others. Review the table below to determine your DISC facilitator style strengths and challenges:

DISC Style	Facilitation Style Strengths	Facilitation Style Challenges
D Dominance	<ul style="list-style-type: none"> ✓ Is direct and confident ✓ Provides concise information ✓ Is fast paced ✓ Directive 	<ul style="list-style-type: none"> ✓ May appear cold and distant ✓ May provide superficial information ✓ May deliver content too quickly ✓ May be abrupt or blunt
I Influence	<ul style="list-style-type: none"> ✓ Warm and friendly ✓ Connects with each learner ✓ Cares about feelings and emotions over facts ✓ Is enthusiastic and energetic 	<ul style="list-style-type: none"> ✓ Can be seen as insincere ✓ May avoid resolving conflicts that arise through appeasement ✓ Enthusiasm can mask a lack of deeper knowledge ✓ Some need more detail and direction as learners
S Steadiness	<ul style="list-style-type: none"> ✓ Ultimate team player ✓ Listeners rather than talks ✓ Wants to help and support ✓ Likes detail and certainty and follows a clear plan or agenda 	<ul style="list-style-type: none"> ✓ Can be seen as a peer instead of leader ✓ Some may need firmer direction as learners ✓ May get lost in detail instead of providing the “big picture” ✓ Can avoid conflicts that arise instead of resolving
C Conscientious	<ul style="list-style-type: none"> ✓ Is accurate and factual ✓ Uses objectivity, rational thinking, and facts over emotion. ✓ Looks for the correct way of doing things ✓ Gives learners time to process and think 	<ul style="list-style-type: none"> ✓ Can be seen as cold and distant ✓ May be too rational: not able to connect the emotional dots ✓ Can avoid conflicts that arise instead of resolving ✓ May be too rigid in following a plan or agenda

What Learners Want

D/Dominant Learners:

Challenging, fast-paced compelling learning opportunities delivered with a professional approach

I/Influential Learners:

Meaningful learning opportunities to connect and align with others

S/Steady Learners:

Clear, detailed, agenda-driven training information delivered with a personal approach

C/Conscientious Learners:

Clear, detailed, agenda-driven training information delivered with a matter of fact, professional approach

Review



What styles do you naturally connect with as a facilitator?



What styles will you need to work harder to connect with as a facilitator?

Tips for Improving Your Facilitation Impact

For all facilitators, focus on your group: What DISC styles are evident? Facilitate to the learner's style needs and flex your own style to meet the learner.

For D/Dominant Facilitators:

- ✓ Warm up your learners! Provide small talk, ask them about their interests, Get more personal
- ✓ Focus on details as well as the big picture
- ✓ Slow down: Pace learning

For I/Influential Facilitators:

- ✓ Follow an agenda: Stay on topic and on time
- ✓ Allow the learner to be responsible for learning or not
- ✓ Don't get too familiar too fast with learners who prefer formality

For S/Steady Facilitators:

- ✓ Speak up and quicken your pace
- ✓ Follow an agenda and stay out of the weeds
- ✓ Take risks and try new approaches

C/Conscientious Facilitators

- ✓ Warm up your learners! Bring more emotion into your expression and delivery
- ✓ Use your agenda as a guide but steer clear of rigidly following



Be sensitive to the different learning styles and flex your style as needed

Review



What steps can you take to optimize your facilitation style?

Introduction to the DISC Professional Styles Workbook Script

We developed the 24-page, full-color DISC Professional Styles workbook to echo learner's needs: simple, direct yet interesting content tailored for expedient learning. Below is a breakdown of the workbook and a suggested script for each page:

Cover Page
Script:

Say: DISC Professional Styles is a tool that provides individuals with a better understanding of their unique work style. We all have different styles, and it is important to understand our strengths and challenges so that we can bring our best selves to work every day.

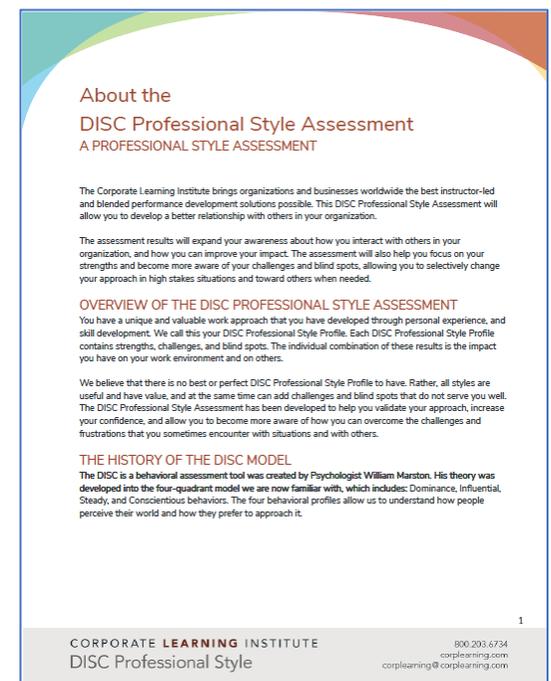
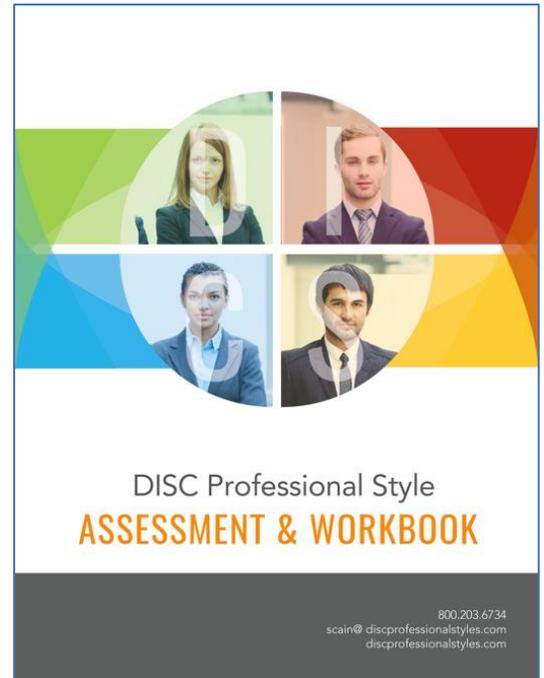
Key Takeaways:



Every person has their own unique style that influences the way they show up at work.



No one style is better than others and everyone has their own unique strengths and challenges.



Say: This page provides us with a basic overview of the four DISC styles and how those styles might engage in projects. It is important to understand how you and your teammates engage in projects to ensure success in reaching the project goals.

Key Takeaways:

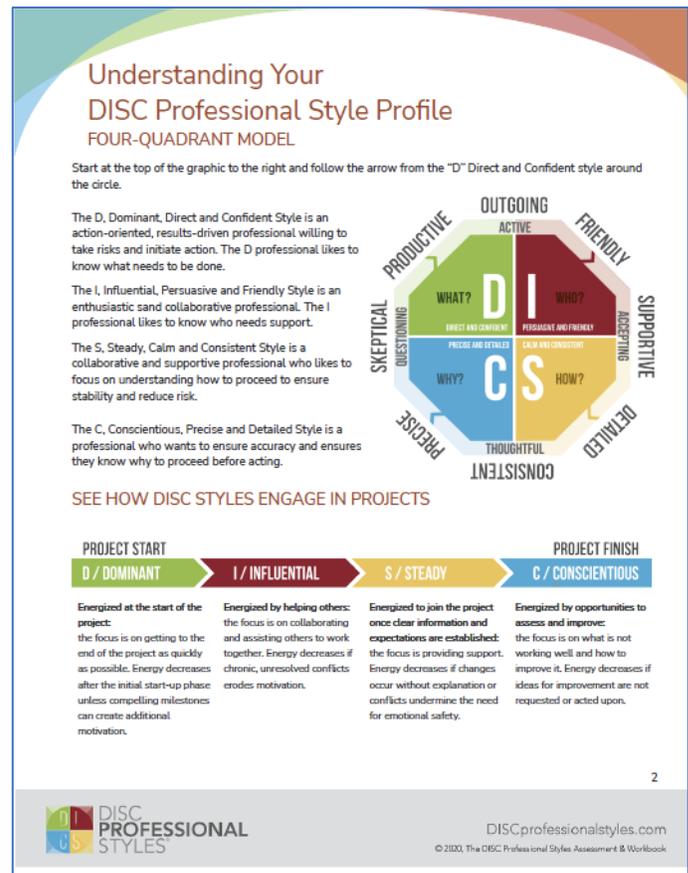
D Dominant Style - Dominant, Direct and Confident. Will engage in project immediately with energy at peak at the beginning of the project

I Influential Style - Persuasive and Friendly.

Joins to assist others. Will engage to be collaborative, can become deenergized if there is conflict amongst group members

S Steady Style - Calm and Consistent. Needs some details to join the project. Will engage if the project is clear and consistent, would be drawn to providing support.

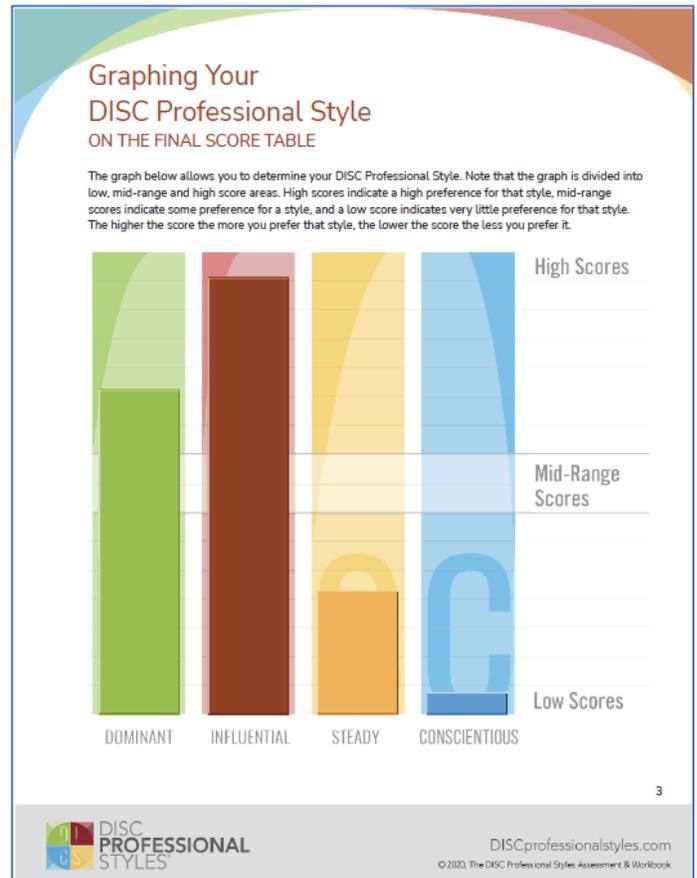
C Conscientious Style - Precise and Detailed. Joins the project later as progress is made. Will engage in projects they can assess and improve.



Say: This graph shows us your DISC style score. In this graph we can see your top or dominant styles.

These are the scores above the mid-range area. Most people will have one style that they utilize more. Some people have a second style that falls above the mid-range, and this is your back-up style.

Notes:



Say: This page shows you your DISC styles ranked by your most to least used. It is common to have one primary style and a back-up style.

Notes:

Interpreting Your Graph Results

VIEW YOUR HIGHEST-LOWEST PREFERENCES BELOW

The DISC Professional Style Assessment is a tool to help you understand how to optimize your impact at work as well as your relationship with others. Your profile provides you with a framework for understanding your behavioral preferences as you work with others.
Your responses are divided into your style preferences:

Influential Persuasive & Friendly	
Dominant Direct & Confident	
Steady Calm & Consistent	
Conscientious Precise & Detailed	

The area in the middle of the graph separates your responses into low and high results. The higher your marking point, the more you prefer to use that behavior. The lower the marking point, the less you prefer to use the behavior. By the same token, the lower your marking point on the graph, the less focused you are on using those behaviors or even thinking of using them.

Many people have a primary (or highest) marking point, plus a back-up marking point above the mid-line area. In this case, you will have a variety of approaches that you will engage when working with others. For example, if you have a highest marking point that is Dominant: Direct & Confident and a back-up marking point of Conscientious: Precise & Detailed, then you have a dual profile of D/C in terms of your top preferences.

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Say: This page provides a breakdown of your style pattern. Within each report there is a breakdown of the different styles as well as a report on the patterns made and how those patterns influence the way you work independently and with others.

Notes:

DISC Professional Style Pattern

Does your pattern look like your graph? If not, the graph displayed below is only 1 of 45 possible graphs for your pattern. Your Disc graph on Page 3 may vary from the pattern graph below: Transformational

Your DISC Professional Style Pattern is: Transformational

TRANSFORMATIONAL PROFESSIONAL PATTERN



Pattern Goal: Attaining results quickly and overcoming performance hurdles to achieve desired goals.

Value of this Style: Setting and accomplishing goals; balancing results with harmony; being determined and persistent.

Typical Emotion: High energy; expressive.

Emotion Under Pressure: Transformational Professionals assume that they must overcome every challenge they face. They are shrewd at identifying and influencing others. Under pressure, they can be manipulative and calculating.

Evaluates Others By: Their ability to achieve performance goals quickly.

Achieves Results with Others By: Being direct and affirming others for performance achievements. A Transformational Professional will sometimes use power and intimidation to achieve results.

This Profile's Specific Concerns: The Transformational Professional might fear being seen as ineffective or weak by others, or fear of being taken advantage of. They are nonstop workers, and rarely share the workload willingly.

Would Improve Impact By: Increasing sensitivity to others, sharing the workload, being patient, and valuing relationships with others as much as they do performance outcomes.

Consider these questions as you review your DISC Professional Style Strengths and Challenges:

- How can your style strengths be used more often at work?
- What are your style challenges at work?
- How can you improve your style flexibility to achieve the results you want at work?

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Say: On this page we see the breakdowns of strengths and challenges for your primary DISC style and back-up style. It is important to think about your style's strengths and challenges and how these might impact you, your work, and your contributions to your team.

On the bottom half of this page, you will find both the strengths and challenges of your DISC primary style and your back-up style.

Notes:

Your Personalized DISC Professional Style Summary Page

How to Interpret Your DISC Professional Style Profile Convincing

Most of us have a primary and back-up DISC profile. As you review your scores, think about low scores as areas you spend less time in, mid-range scores as areas you sometimes spend time within, and high scores the areas you prefer to spend the most time in.

Your Profile - Primary & Back-Up DISC Professional Style is: ID

▲	Highest Score The DISC style you use most often	I
■	Back-up Highest Score The DISC style you sometimes use	D
■	Second Lowest Score The DISC style you use less often	S
▼	Lowest Score The DISC style you rarely use	C

About Your DISC Professional Style Profile Results

Your highest DISC Professional Style score is Influential-Persuasive & Friendly.	Style Strengths: Friendly, approachable, caring, compassionate.	Style Challenges: Holding others accountable, maintaining objectivity, establishing plans and timelines, lashing out and feeling guilty afterwards.
Your back-up DISC Professional Style score is Dominant-Direct & Confident.	Style Strengths: Bold, outspoken, results-driven, risk-taker, trail-blazer.	Style Challenges: Consistency, diplomacy, slower-paced work, following others

As you consider your profile, think about both your strengths and challenges. You may be good at flexing your style approach to achieve the impact and results you want at work. This is called *style flexibility*. While acknowledging the positive impact you make is important, it is equally important to consider how you can improve your style flexibility to get the impact and results you want.



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Say: This page more thoroughly breaks down the strengths and challenges of the D or Dominant Style. This page also outlines ways to help D's perform their best.

Key Takeaways:



D's strengths are that they are confident, creative and self-driven.



D's can struggle with attention to detail, being too competitive, and taking charge too often.



When working with D's you should help them with details as well as keeping them engaged in projects. D's need to be reminded of remaining sensitive to others feelings and not being too blunt.

Understanding Your DISC Professional Style Profile

D-DOMINANT, DIRECT AND CONFIDENT

D

EMPAHSIZES
Pushing through challenges to get the results they want with others and creating change.

STRENGTHS
High Self-Confidence: High D's believe in their ability to achieve the results they envision. They see a goal that they want, and confidently develop a rapid plan of action without much planning and detail.
Result-Drivers: High D's are ambitious and goal-oriented. They take a practical and direct approach to accomplishing goals and working with others. They do what is necessary to get the job done.
Thinking Creatively: High D's are able to adapt to change on the fly, which can help them make decisions quickly. However High D's can frequently change rules or procedures, while forgetting to tell others that the game plan has changed.

CHALLENGES
Overuse of Take-Charge Attitude: High D's like working quickly and by themselves. They assume because no one is stepping up quickly or forcefully in a situation that they need to take charge.
Competitive: High D's see many situations as win or lose, and may see collaborating as giving in. Others may see them as too task-focused or fast-paced for collaboration.
Details: High D's often see the big picture and the end so quickly that they can forget the necessary steps or details needed to accomplish that bigger picture.

WORKING WITH D'S & SUPPORTING D'S TO PERFORM AT THEIR BEST:
 Take on a more assertive approach
 Slow them down, and focus on detail
 Help them stay active during the whole project - not just the beginning
 Push back on bluntness and insensitivity
 Help them value people's feelings and needs

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Notes:

Say: This page more thoroughly breaks down the strengths and challenges of the I or Influential Style. This page also outlines ways to help I's perform their best.

Key Takeaways:

- ✓ I's strengths are that they are people-oriented, expressive, and optimistic.
- ✓ I's can struggle with conflict, staying on task, and being objective.
- ✓ When working with I's you should help them with focusing on goals, approaching conflict and orienting them around deadlines. It is important to help I's regulate emotions and understand they are not responsible for other people's emotions.

Notes:

Understanding Your DISC Professional Style Profile

I-INFLUENTIAL, PERSUASIVE AND FRIENDLY

EMPHASIZES
Creating collaborative relationships, using motivation and influence to achieve results with others.

STRENGTHS
People-Oriented: High I's are good at reading other people's feelings and sensing how others are perceiving a situation. They are like emotional barometers. They can be extremely sensitive and caring.
Expressive: High I's like to think out loud, processing anything from possibilities to issues and concerns. They can be expressive and are highly communicative.
Optimistic: High I's are persuasive, friendly and optimistic. They try to make the best out of difficulties by trusting that everything will work out.

CHALLENGES
Avoiding Conflict: Without support to help face conflict, High I's would prefer to soothe them over instead of dealing with.
Struggling to be Objective: They may be too helpful or try to rescue others, rather than allowing them to learn from natural consequences.
Staying on Task: High I's place the needs of others above task focus or completion. They may arrive late because they are seeing to the needs of others, or fail to complete tasks because they are focusing on other's needs.

WORKING WITH I'S **SUPPORTING I'S TO PERFORM AT THEIR BEST:**
Help them face conflict
Help them see that they are not responsible for everyone else's feelings or needs
Focus them on goals or tasks
Orient them so they are aware of time deadlines
Help them overcome a tendency to lash out and feel guilty afterwards

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Say: This page more thoroughly breaks down the strengths and challenges of the S or Steady Style. This page also outlines ways to help S's perform their best.

Key Takeaways:

- ✓ S's strengths are that they are high collaborative, information seekers, and humble.
- ✓ S's can struggle with being risk avoidant, preferring predictability, and speaking up.
- ✓ When working with S's you should help them by getting their information needs met, helping them manage change, encouraging them to speak up, and allowing them time to answer questions.

Notes:

Understanding Your DISC Professional Style Profile

S-STEADY, CALM AND CONSISTENT

EMPHASIZES
Working within a predictable, stable and cooperative environment.

STRENGTHS
Collaborative: High S's prefer to be team players. They find a safe, structured and consistent role to play within a team.
Information and Detail Seekers: High S's think before they act. They seek details and sense the missing information needed for a plan or goal to be successful.
Humble: People with a high S are often introverted, and do not like being the center of attention. While they like to know that they are appreciated, they do not call out their accomplishments. They prefer quiet recognition, if at all.

CHALLENGES
Avoiding Risks: High S's need a lot of information and a step-by-step, practical approach to accomplishing tasks. They can hesitate if not enough information is available to move forward safely.
Prefers Predictability: Because High S's need the security of structure and routine, they want things done at regular times and on a consistent basis. They are most comfortable with established habit patterns and repetition. Change can be difficult compared to other styles.
Speaking Up and Taking a Stand: Many High S's are introverted and make great leaders because they think first before reacting. However when overwhelmed, they may wait to express their views or question the status quo.

WORKING WITH S'S: SUPPORTING S'S TO PERFORM AT THEIR BEST:
Support them to ask questions and get their information needs met
Help them manage change
Encourage them to speak up
Allow them time to think before answering

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Say: This page more thoroughly breaks down the strengths and challenges of the C or Conscientious Style. This page also outlines ways to help C's perform their best.

Key Takeaways:

- ✓ C's strengths are they are self-disciplined, cautious, and detail oriented.
- ✓ C's can struggle with thinking there is a "right way" to do things, being too detail-oriented, and having high rigid standards.
- ✓ When working with C's you should help them work through conflict, encourage them to expose their thoughts, and ask them for input on your process.

Notes:

Understanding Your DISC Professional Style Profile

C-CONSCIENTIOUS , PRECISE AND DETAILED

EMPHASIZES
Focusing on ensuring quality and accuracy.

STRENGTHS
Self-Disciplined: High C's take their work seriously and are capable of intense, focused effort. They regard self-discipline as essential to success, and may regard other styles as being too reckless or undisciplined.
Cautious: High C's are analytical and prudent in all areas of their lives. They tend to avoid unnecessary risks that would result in anything but high-quality success.
Detail Oriented: High C individuals pay close attention to important details to avoid mistakes.

CHALLENGES
Doing things, the Right Way: High C's are confident that their ways are the best, often foregoing the input or ideas of others.
Detail Oriented: High C individuals pay close attention to important details to avoid mistakes. This can impact deadlines as they seek near-perfect solutions to challenges, pushing deadlines back and delivering late on commitments.
Maintains High Standards: High C's evaluate themselves and others with strict, personal standards. They strive for excellence in everything they do, and expect the same from others. This can lead to unrealistic expectations for both themselves and others.

WORKING WITH C'S **SUPPORTING C'S TO PERFORM AT THEIR BEST:**
Help them work through conflict instead of withdrawing
Support them to join the group early in the decision-making stage of projects
Encourage them to expose their thoughts and ideas
Ask them for input on how to improve your process

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Say: This page explains how a D might improve their impact. This page provides advice for how to increase the flexibility of a D, as well as the types of working conditions that motivate and de-motivate a D.

Key Takeaways:

- ✓ To increase their flexibility a D must consider slowing down so they can pay better attention to detail. D's have a lot to gain from focusing on getting to know others well and relationship building.
- ✓ D's thrive in working conditions that are fast paced with quick turnarounds for deadlines. D's like to take action and are not shy about making decisions.
- ✓ D's struggle in working conditions that have highly detailed projects that lack urgency. D's may struggle with managing emotional situations.

**Improve
Your Impact**

D-DOMINANT, DIRECT AND CONFIDENT

Improving your personal impact at work is easier when you review the following suggestions.

**Suggestions for the Dominant, Direct and
Confident Style to Increase Flexibility**

Think about balancing your need for achievement by enjoying the moment with others and building collaboration and trust.

Paying attention to the emotional impact you make on others is important. Acknowledging needs and being conscientious and considerate can prevent a lot of problems as they invariably arise.

Consider slowing down. Take some time to get to know others on a deeper level, and pace the results you expect to get so quickly. It's okay to stop the multi-tasking and juggling to get better.

WORKING CONDITIONS THAT MOTIVATE THE D, DOMINANT STYLE
D, Dominant thrive under these conditions:
Urgency and a need for quick response
Taking action when needed
Turning problems around quickly
Making individual decisions when needed
Multiple actions needed at once

WORKING CONDITIONS THAT DE-MOTIVATE THE D, DOMINANT STYLE
D, Dominant struggle under these conditions:
When projects require a very detailed plan, and require lot of time to complete
When there is no urgency or call to action
When there is a need to carefully manage emotional situations

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Say: This page explains how an I might improve their impact. This page provides advice for how to increase the flexibility of an I, as well as the types of working conditions that motivate and demotivate an I.

Key Takeaways:

- ✓ To increase their flexibility the I style must focus on balancing the need to be liked with the ability to provide feedback to others. I's must allow others to take on their own responsibilities.
- ✓ I's thrive in working conditions that value service to others, allow a flexible schedule, and do not breed negative tension.
- ✓ I's struggle in working conditions that prioritize results over people, foster negative tension, and that do not acknowledge a person's effort.

**Improve
Your Impact**
I-INFLUENTIAL, PERSUASIVE AND FRIENDLY

Suggestions for the Influential, Persuasive and
Friendly Style to Increase Flexibility

People with a preference for the I, Influential style would love to be liked by their colleagues. This can cause them to withhold constructive feedback and take on too much work to help. Think about balancing your need to be liked with objective feedback for others. Learn to let others take on their own responsibilities. Take care of yourself. It's okay if not everyone understands or even likes you.

WORKING CONDITIONS THAT MOTIVATE THE I, INFLUENTIAL STYLE
I, Influential thrive under these conditions:
A culture that values service to others
A flexible schedule
Opportunities to serve others and feel useful and needed
An absence of hostility or negative tension

WORKING CONDITIONS THAT DE-MOTIVATE THE I, INFLUENTIAL STYLE
I, Influential struggle under these conditions:
When the emphasis is placed on the importance of results over people
When there is consistent negative or hostile tension in the environment
When no real appreciation is made for personal effort

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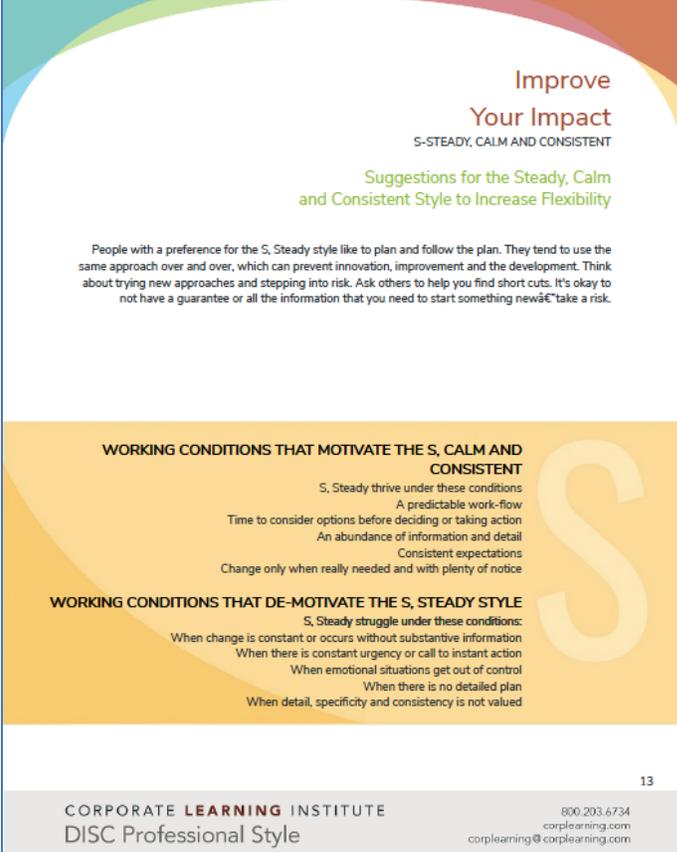
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Say: This page explains how an S might improve their impact. This page provides advice for how to increase the flexibility of an S, as well as the types of working conditions that motivate and demotivate an S.

Key Takeaways:

-  To improve their flexibility the S style must learn to take risks. By trying new approaches and asking others for shortcut suggestions the S style could become less risk adverse.
-  S's thrive in working conditions that are consistent and do not change often. S's need consistent expectations, enough time to make decisions, and an abundance of information.
-  S's may struggle in working conditions that are constantly changing and operate with urgency. S's can be de-motivated when there is no plan, and the workplace does not value specificity and consistency.



Improve Your Impact
S-STEADY, CALM AND CONSISTENT

Suggestions for the Steady, Calm and Consistent Style to Increase Flexibility

People with a preference for the S, Steady style like to plan and follow the plan. They tend to use the same approach over and over, which can prevent innovation, improvement and the development. Think about trying new approaches and stepping into risk. Ask others to help you find short cuts. It's okay to not have a guarantee or all the information that you need to start something new! Take a risk.

WORKING CONDITIONS THAT MOTIVATE THE S, CALM AND CONSISTENT

S, Steady thrive under these conditions:

- A predictable work-flow
- Time to consider options before deciding or taking action
- An abundance of information and detail
- Consistent expectations
- Change only when really needed and with plenty of notice

WORKING CONDITIONS THAT DE-MOTIVATE THE S, STEADY STYLE

S, Steady struggle under these conditions:

- When change is constant or occurs without substantive information
- When there is constant urgency or call to instant action
- When emotional situations get out of control
- When there is no detailed plan
- When detail, specificity and consistency is not valued

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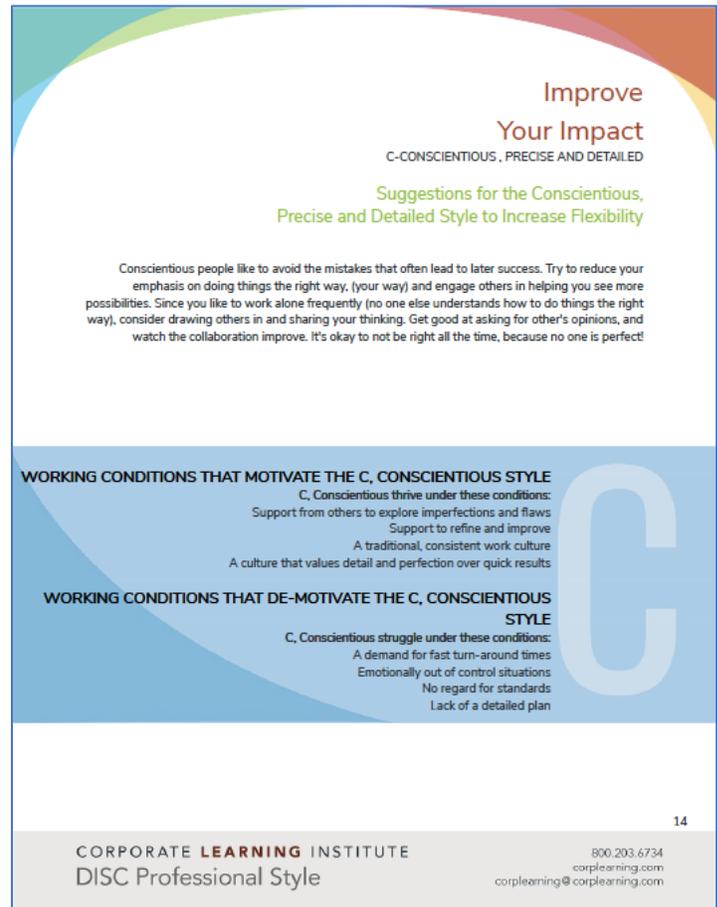
Say: This page explains how a C might improve their impact. This page provides advice for how to increase the flexibility of a C as well as the types of working conditions that motivate and de-motivate a C.

Key Takeaways:

-  To improve their flexibility the C style must let go of the pressure to do things the “right way” and ask others to help them see more possibilities. The C style prefers working alone but could benefit from engaging others and getting outside opinions.

-  C’s thrive in work conditions that are consistent and value detail and perfection. C’s can benefit from support from others to explore imperfections, refine, and improve.

-  C’s can struggle in a workplace that demand a quick turnaround, that have no regard for standards, and that lack a detailed plan.



**Improve
Your Impact**
C-CONSCIENTIOUS, PRECISE AND DETAILED

Suggestions for the Conscientious,
Precise and Detailed Style to Increase Flexibility

Conscientious people like to avoid the mistakes that often lead to later success. Try to reduce your emphasis on doing things the right way, (your way) and engage others in helping you see more possibilities. Since you like to work alone frequently (no one else understands how to do things the right way), consider drawing others in and sharing your thinking. Get good at asking for other's opinions, and watch the collaboration improve. It's okay to not be right all the time, because no one is perfect!

WORKING CONDITIONS THAT MOTIVATE THE C, CONSCIENTIOUS STYLE
C, Conscientious thrive under these conditions:
Support from others to explore imperfections and flaws
Support to refine and improve
A traditional, consistent work culture
A culture that values detail and perfection over quick results

WORKING CONDITIONS THAT DE-MOTIVATE THE C, CONSCIENTIOUS STYLE
C, Conscientious struggle under these conditions:
A demand for fast turn-around times
Emotionally out of control situations
No regard for standards
Lack of a detailed plan

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Facilitator's Notes:

Guide participants to locate their own pattern on pages 15 to 22. Allow solo or partner time if possible for the review of patterns or ask participants to review their pattern in their own time. Typically, 10-15 minutes is enough time for individuals to review and absorb their pattern information. Ask participants to put a check mark next to the behaviors that they feel accurately describe them. Ask participants to put an "x" next to behaviors that do not describe them. Sometimes an "x" can indicate that a participant has matured or flexed their style and is a sign of personal growth.

Notes:

DISC Professional Style Patterns

TRANSFORMATIONAL PROFESSIONAL PATTERN



Pattern Goal: Attaining results quickly and overcoming performance hurdles to achieve desired goals.

Value of this Style: Setting and accomplishing goals; balancing results with harmony; being determined and persistent.

Typical Emotion: High energy, expressive.

Emotion Under Pressure: Transformational Professionals assume that they must overcome every challenge they face; they are shrewd at identifying and influencing others. Under pressure, they can be manipulative and calculating.

Evaluates Others By: Their ability to achieve performance goals quickly.

Achieves Results with Others By: Being direct and affirming others for performance achievements. A Transformational Professional will sometimes use power and intimidation to achieve results.

This Profile's Specific Concerns: The Transformational Professional might fear being seen as ineffective or weak by others, or fear of being taken advantage of. They are nonstop workers, and rarely share the workload willingly.

Would Improve Impact By: Increasing sensitivity to others, sharing the workload, being patient, and valuing relationships with others as much as they do performance outcomes.

EVALUATING PROFESSIONAL PATTERN



Pattern Goal: Overall, a professional with an Evaluating Pattern Style wants to be perceived by others as an effective and a likable colleague. This is driven by the evaluating professional's competitiveness, and need for respect.

Value of this Style: Competition; success; respect; the acceptance of others.

Typical Emotion: While evaluating professionals are very competitive, they are also very considerate of others.

Emotion Under Pressure: Can often become impatient with others. May judge the performance of others more harshly than is realistic. Is afraid of disapproval by others. Can be a perfectionist but disguises this with a likable persona.

Evaluates Others by: Since professionals who have an Evaluating Professional Style are competitive, they judge others based on their performance abilities.

Achieves Results with Others by: Because evaluating Professionals hold both competitive and considerate qualities, they are particularly good at achieving results with others. They usually have a good balance of being critical and being kind with others.

This Profile's Specific Concerns: Failure is the main fear of this professional style. Because of this, they may worry that their efforts will not succeed.

Would Improve Impact by: Worrying less about others' impressions and being more authentic.

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DISC Professional Style Patterns

SELF-MOTIVATED PROFESSIONAL PATTERN

Pattern Goal: To achieve goals that are based on personal accomplishment and development.

Value of this Style: Taking personal responsibility to ensure goals are met.

Typical Emotion: Determined and focused.

Emotion Under Pressure: If Self-Motivated Professionals are not performing up to expectation, they may become visibly frustrated and impatient.

Evaluates Others by: Whether or not they can demonstrate the results that the Self-Motivated Professional envisions in mind.

Achieves Results with Others by: Self-Motivated Professionals often take full responsibility for the overall performance of others they work with. Because of this, they rarely blame others for performance problems, and make it their own responsibility to improve the situation.

This Profile's Specific Concerns: A Self-Motivated Professional is usually confident in his or her own abilities, but less confident in the abilities of others. Because of this, a Self-Motivated Professional ultimately fears that others may not meet their standards or goals.

Would Improve Impact by: Putting more trust in others and practicing patience when things don't go as planned. Asking others for feedback or input to expand understanding and to try new approaches can be useful.

INVENTIVE PROFESSIONAL PATTERN

Pattern Goal: Seeks to achieve high standards and perfect results with own unique approach.

Value of this Style: Efficiency and accuracy in approach.

Typical Emotion: Because Inventive Professionals want to see quick and accurate results, they can seem aloof and forget about being tactful.

Emotion Under Pressure: Desires to work independently when under pressure. This independent streak allows the Inventive Professional to come up with creative solutions to training problems and opportunities.

Evaluates Others by: This Style judges others by his or her own very high personal standards.

Achieves Results with Others by: Using well thought-out, personalized methods when approaching team projects. An Inventive Professional is good at seeing small details and can create new solutions from these observations to continually improve processes and projects.

This Profile's Specific Concerns: Generally, Inventive Professionals are confident in their methods of achieving good results with others. However, if they cannot control others' performance outcomes, they can become flustered.

Would Improve Impact by: Being careful of standards that are set too high for others to currently achieve. Showing compassion and warmth to others, and developing trust and open communication.

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DISC Professional Style Patterns

EXAMINING PROFESSIONAL PATTERN

Pattern Goal: To achieve results through rational and logical approaches.

Value of this Style: Planning and organizing the best approach possible for working with others or on projects, following through on the details.

Typical Emotion: Often self-disciplined and analytical when working with others.

Emotion Under Pressure: Becomes quiet, holds onto and internalizes stress, may hold grudges and withdraw.

Evaluates Others by: Examining Professionals often judge others by their ability to manage details and stay focused on a plan.

Achieves Results with Others by: Dogged determination and steadfast commitment to a plan.

This Profile's Specific Concerns: Because these professionals like a logical approach, they can sometimes be too direct and appear insensitive and uncaring.

Would Improve Impact by: Veering off the plan when and if needed, and considering more options. Looking for short cuts and ways to infuse spontaneity within a plan.

BUILDER PROFESSIONAL PATTERN

Pattern Goal: Seeks individuality and unique approaches to accomplishing goals.

Value of this Style: Because of their individuality, Builder Professionals are not afraid of taking risks or trying new things, and are often unconcerned with others' opinions. Builder Professionals are confident in their abilities.

Typical Emotion: Focused, persistent, likes to achieve fast results.

Emotion Under Pressure: Builder Professionals who are under pressure to achieve results may become controlling. Because Builder Professionals do things their own way, they don't want to worry about how others do things or have others question their methods.

Evaluates Others by: Builder Professionals judge others' performance by how well they deal with fast-paced work expectations, and to what degree they feel in control of the training outcomes.

Achieves Results with Others by: Builder Professionals are not afraid to take risks and do things their own way. They often find unique approaches to achieving goals at work.

This Profile's Specific Concerns: Builder Professionals often want to be in control of a given situation. Because of this, they may fear being out of control, or can become aggressive or overly critical.

Would Improve Impact by: Focusing on building trust with others, slowing down, focusing on detail and becoming more patient.

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Notes:

DISC Professional Style Patterns

NO NONSENSE PROFESSIONAL PATTERN

Pattern Goal: To achieve goals and overcome challenges.

Value of this Style: Achieving results and overcoming challenges even when the obstacles are formidable.

Typical Emotion: Often shows high energy and is very expressive.

Emotion Under Pressure: No-Nonsense Professionals assume that they must overcome challenges and problems with others. They are shrewd at identifying and influencing other's behavior. Under pressure they can react too harshly, and then to counteract this, feel remorse and lavish attention on others.

Evaluates Others by: Others' ability to respond to training quickly.

Achieves Results with Others by: No-Nonsense Professionals are result-driven and prefer to work alone. They view working in teams as too slow and cumbersome and often persuade others to support their own ideas.

This Profile's Specific Concerns: These professionals may fear being seen as ineffective or weak by others. They can be seen as blunt or insensitive as they focus on getting results.

Would Improve Impact by: Being more patient with others. Developing a genuine relationship based on mutual trust and open communication. Consider asking for feedback and slowing down the pace of work so others can catch up at their own pace.

ADVISING PROFESSIONAL PATTERN

Pattern Goal: To be close and collaborative with others.

Value of this Style: Consistency and developing good emotional relationships with others that are comprised of trust and understanding.

Typical Emotion: Often welcoming and kindhearted.

Emotion Under Pressure: When in a stressful situation, they may become too tolerant and accepting of others, which can cause work progress to slow down.

Evaluates Others by: Typically focuses on the positives and the good traits of others and their performance progress. Tends to focus less on the negative or problematic areas of working together.

Achieves Results with Others by: Exhibiting kindhearted behaviors to others. Advising Professionals believe that at the heart of performance is a strong, emotional relationship between themselves and others.

This Profile's Specific Concerns: Advising Professionals may worry less about how others perform and more about being too forceful with others.

Would Improve Impact by: Taking charge can be beneficial at times. While it is good to develop strong emotional relationships built on kindness and trust with others, there are also times to be firm and directive.

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DISC Professional Style Patterns

NEGOTIATOR PROFESSIONAL PATTERN

Pattern Goal: Wants to be liked by others; acceptance.

Value of this Style: Kindness and affirmation towards others.

Typical Emotion: Affectionate and kind; often avoids confrontation and aggression.

Emotion Under Pressure: Seeks to reestablish stability by using empathy and seeking ways to establish harmony.

Evaluates Others by: Negotiator Professionals are often very accepting of others under most circumstances. They often overlook the challenges that others present, preferring to focus on the positive qualities or behaviors of others.

Achieves Results with Others by: Working with others as collaborators. A Negotiator Professional has a kind and affectionate nature towards others and works to build high trust relationships that help develop overall work performance.

This Profile's Specific Concerns: Negotiator Professionals generally want to be liked by their peers and strive for a positive relationship. Because of this, they may fear unpredictable or aggressive coworkers.

Would Improve Impact by: Being more assertive and firm with others. It is good to be kind and affectionate, but knowing when to be firm and when to say no assertively can greatly benefit projects, relationships, and overall performance.

CONVINCING PROFESSIONAL PATTERN

Pattern Goal: Approaches others with enthusiasm and confidence, thinks big picture, and employs a wide variety of options to accomplish goals.

Value of this Style: Social; likes to actively overcome challenges. Prefers a challenging performance opportunity to overcome.

Typical Emotion: Enthusiastic around others; can be very affirming while pushing them toward goals; persuasive; risk-taking.

Emotion Under Pressure: When under pressure, individuals with a Convincing Professional Style can be demanding of others. They may overestimate their ability to influence others and become flustered and even indecisive.

Evaluates Others by: Because Convincing Professionals like to take risks, they expect that others can handle sudden changes. Convincing Professionals will often evaluate others on their ability to handle sudden changes.

Achieves Results with Others by: Often, Convincing Professionals are enthusiastic toward others, and are very optimistic about their performance. This positive attitude builds others' trust levels.

This Profile's Specific Concerns: Because Convincing Professionals tend to be excited risk takers and big picture thinkers, they may become bored working with others who may require detailed and repetitive work routines.

Would Improve Impact by: Convincing Professionals may need to think about creating a more detailed plan to accomplish goals. They may take risks without weighing all their options or paying attention to the little details. It is important to look at how details and planning can help others be more effective contributors.

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EXPERT PROFESSIONAL PATTERN

Pattern Goal: Typically motivated by their own need to achieve a standard of performance excellence by using correct methods and approaches.

Value of this Style: Being viewed as an expert.

Typical Emotion: Can come off as self-disciplined yet relaxed while working with others.

Emotion Under Pressure: If something goes wrong, they may become visibly irritated and disappointed with others. Expert Professionals may not take criticism well from others.

Evaluates Others by: Expert Professionals tend to look at others' past performance to make judgments. They generally have high expectations all around--for others and for themselves.

Achieves Results with Others by: Focusing on their personal development as a professional and the skill development of others.

This Profile's Specific Concerns: Generally, Expert Professionals are relaxed with others because they are confident in their own abilities. Their concerns come out when others question or criticize them because, overall, they like to be seen as experts at work.

Would Improve Impact by: Often, people with this style may put all of their focus on themselves. They may think, "How can I improve as a professional?" Taking the others' contributions into account will expand Expert Professionals' sensitivities to others' needs and expand their own awareness about the importance of a shared contribution to achieving goals at work.

ENCOURAGING PROFESSIONAL PATTERN

Pattern Goal: Overall, relationships and interaction with others is what is most important.

Value of this Style: Positivity, encouraging others, enthusiasm.

Typical Emotion: Encouraging Professionals tend to be optimistic and friendly with others.

Emotion Under Pressure: Encouraging Professionals may become emotional under stress and be regretful later.

Evaluates Others by: To Encouraging Professionals, performance results are less important than bonding with others. They evaluate others based on how they feel others exhibit the same positivity, warmth, and enthusiasm for the relationship and collaborative process.

Achieves Results with Others by: Their friendly, accepting attitude towards achieving stronger relationships with others through their friendly, accepting attitude; rewarding others for their positive behaviors.

This Profile's Specific Concerns: Encouraging Professionals want others to like them. They may worry about giving constructive feedback that can harm their overall relationship.

Would Improve Impact by: People with this pattern are generally optimistic about their relationship with others, which can lead them to being more accepting of performance problems. Taking time to evaluate a situation or a relationship can help discover improvements. Setting limits with others and giving constructive feedback when needed will improve work outcomes and strengthen relationships.

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DISC Professional Style Patterns

PRECISE PROFESSIONAL PATTERN

Pattern Goal: To achieve high standards through a predictable and accurate process.

Value of this Style: Stability, ensuring work protocols that build a quality approach and achievement of work goals.

Typical Emotion: Cautious, controlled, detailed.

Emotion Under Pressure: People who have the Precise Professional style tend to internalize pressure. They are sensitive to others' needs and understand how to tactfully handle situations.

Evaluates Others by: Specific and precise criteria set by the professional.

Achieves Results with Others by: These diligent professionals spend time analyzing and planning their approach, which can take a lot of time.

This Profile's Specific Concerns: Precise Professionals follow standard and predictable details to achieve their goals. This can lead to challenges with others who don't follow the expected protocols. Since people are unpredictable, it follows that professionals with this profile may need to learn more flexibility, acceptance, and patience.

Would Improve Impact by: Professionals who have this style will benefit from being more flexible with others and themselves. It may help to remember that being perfect and achieving perfection is not a requirement for being an excellent and useful professional. Other qualities, such as accepting and embracing imperfection, supporting others in the moment, and appreciating small project gains may help to balance the picture.

MODERATE PROFESSIONAL PATTERN

Pattern Goal: Wants stability and a controlled environment when they are working.

Value of this Style: Consistency, being helpful to others.

Typical Emotion: Calm and considerate of others needs.

Emotion Under Pressure: If there are changes with the environment, Moderate Professionals may feel nervous and uncomfortable. This may lead them to feeling less confident about their skills as a Professional.

Evaluates Others by: How consistent and reliable they are. Moderate Professionals are not only consistent people; they also desire consistency from others.

Achieves Results with Others by: Having a steady, predictable pace with their work process. They often are cooperative with others, and work with others as a team to achieve desired results. They are good at developing a friendly relationships with others.

This Profile's Specific Concerns: They may fear working with an unreliable or unpredictable colleague, or working in environments that they are not used to.

Would Improve Impact by: Changes are a part of life but can be worrisome; learning to assertively ask for additional information helps eliminate guesswork and reduces anxiety and uncertainty.

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DISC Professional Style Patterns

LOGICAL PROFESSIONAL PATTERN

Pattern Goal: To achieve results by using a proven, logical and fact-based approach.

Value of this Style: People with this style value in pertinent facts and information without emotional baggage.

Typical Emotion: Quiet, analytical, even-tempered.

Emotion Under Pressure: Can ruminate or worry and get caught in analysis paralysis, and avoid contact with aggressive colleagues. Will attempt to avoid public failure by over-planning.

Evaluates Others by: The degree of indirect control they feel they can assert on others; sensing who will follow their carefully constructed yet private plan.

Achieves Results with Others by: Creating and following a logical plan that has high standards.

This Profile's Specific Concerns: People with the Logical Professional Style are concerned about right and wrong approaches. If a colleague falls outside the right approach, the person having the Logical Professional Style may retreat from the relationship, preferring to avoid aggressive confrontation.

Would Improve Impact by: Seeing errors as learning opportunities, becoming aware of over-using perfectionism, seeing value in doing things in a new or different way.

BALANCED PROFESSIONAL PATTERN

Pattern Goal: To adapt to your current environment and manage current changes and pressures.

Value of this Style: Professionals with the Balanced Pattern are adaptable to the changes surrounding them. They may feel like they are all things to all people, and attempt to avoid choosing a style(s).

Typical Emotion: Contemplative, willing yet unsure.

Emotion Under Pressure: Unsure, hesitant, nervous or anxious.

Evaluates Others by: How well they understand how to best react or respond.

Achieves Results with Others by: Hesitating and avoiding errors; adjusting their style to accommodate any situation.

This Profile's Specific Concerns: A Balanced Professional may not be confident in their ability to manage their current situation.

Would Improve Impact by: Clarifying their situation by getting information or feedback from others. Clarifying expectations to expand their understanding of the situation and their approach. Developing a plan for the best way forward.

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Action Planning

Say: On page 23 you will find an action plan that I will walk you through. First, you will identify three style strengths, these can be pulled from your personal report. Style strengths are listed on pages 5 through 10. Next, you will identify the challenges of your style. You will find the challenges of your style also on pages 5 through 10. Next, I will challenge you to identify three things you want to begin doing now that you have become familiar with your style.

Notes:

Personal
Action Plan

Three style strengths:

Three style challenges:

Three things to start doing:

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Say: Now you will reflect on things you want to stop or limit doing, these can be challenges that were identified in your profile or challenges you have identified on your own. Last, you will list three things you do well and will continue doing, this is your opportunity to identify what advantages of your style most resonate with you and how you will continue to use them.

Notes:

**Personal
Action Plan**

Three things to stop or limit doing:

Three things I do well and will continue to do:

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DISC Professional Styles Introductory Session



4-Hour Agenda

Preparation: Completed DISC Professional Style Reports, name tags and/or table tents, pens, markers, pre-completed flip chart sheets with four questions on them, tape (Add pipe cleaners on tables if desired). On each of four flip charts, write “D,” “I,” “S,” “C” at the top, then these three questions in large type with space underneath each for the team to write responses: What strengths does your DISC style bring to work?; What are your DISC style challenges?; What support can you ask for from others to improve your impact?

1:00 Connection’s activity handout

1:15 Arrive, introductions and overview of session

1:25 Table talk:

Introduce yourself, where you were born, how long you have been working here, what your role and functional areas are, and one thing you do in your off-time for fun

1:30 The Diversity Dots Game: the value of diversity (See handout)

Table Discussions

- **Say:** How did you choose to group people?
- What does this say about the way we may collaborate with others?
- What can we learn from the exercise about forming teams and working collaboratively?

1:45 How diverse perspectives and skills build a strong organization

SAY: DISC is one way for us to build appreciation for different styles. Each of us brings unique strengths to work. The goal today is to go from judging others to valuing them for their unique differences

1:50 History of DISC; All about the DISC Professional Styles Model

- Continue to end of section on the DISC information PowerPoints
- Pause and use the table discussion suggested in the PowerPoint

2:30 Break/hand out completed DISC Professional Style Reports

2:45 How to interpret your DISC Professional Style results

- Walk through the PowerPoint on understanding your DISC report

3:15 Exercise: Diversity in Action Activity



Say: I have placed flipchart paper and markers in the four corners of the room. Your task is to find others who share your primary or highest DISC style and meet in one of the corners.

You will have 15 minutes to meet each other and answer the questions on the flip chart. After you are done, please tape your completed ideas on the wall. We will visit your area so you can explain your answers.

(At the end of 15 minutes, have everyone go to the different corners together to hear how the different groups answered the questions.)

When they are done presenting say: Nice job! Any questions, comments, or feedback?

Then thank the group, perhaps offer to clap for the presenters, and move onto the next team until you have completed all D,I,S, and C presentations.

3:45 Break

4:00 If intact team, follow the Team Report Workbook and PowerPoint

-If a group, complete the “Understanding Others” worksheet or any other relevant job aid.

4:30 Action Planning: Use the action plan for individuals located in the back of the DISC Professional Styles Assessment and workbook, DISC Professional Styles team Report, or the start, stop, continue Action Plan job aid, to help individuals or the team create next steps through an action plan.

4:50 Wrap up and conclusion: Gather the group in a circle and ask each person to provide their most important take-away from the session.

5:00 Conclude.

Facilitation Breakout

Connections Activity

Directions: Find one connection per person among all your team members.

Once a connection has been made in one of the middle categories, write what you share in the middle column and the name of the person you share it with in the right column.

Connection	What You Share	Connection Name
1. What was your favorite sport to play as a child or teenager?		
2. What is your favorite: Network TV, Netflix, Hulu, Prime or Apple TV?		
3. What is a favorite menu item at McDonalds?		
4. Name one thing you love about working here.		
5. Name one favorite after hours hobby or fun thing you do now.		
6. What is your least favorite day of the week?		
7. Find someone who drives the same car make or model as you.		
8. Name one of the most important things you do to get ready for work.		

Facilitation Breakout

Diversity Dots

Order Diversity Dots: <https://www.trainingwheelsgear.com/products/diversity-dots>

Set Up: Make sure to have a mix of dot colors—shuffle the deck.

Process: Hand your participants a card and ask them to keep it face-down, and do not look at the other side.

Tell participants to hold the card against their foreheads and that there will be no talking. They must not talk for the rest of the game.

Now tell them to, “Get in your groups, please no talking.” Make sure you do not tell them to organize themselves according to their dots. Just tell them to get into groups.

Participants group themselves however they choose, although they inevitably will do so by the color of their dots.

When it seems that almost everyone has found a group and the person with the “only dot” has some idea that s/he is alone, stop the activity. Participants should look around and then take off their dots to see what color they are. Ask them to talk about how they grouped themselves.

Now ask participants to exchange cards and not look at the dot side. Say “if you wanted more support for diverse groups, I ask you now to rearrange yourselves in the order you would prefer with no talking.”

Main Debrief Question:

- Why do we affiliate in groups like ourselves?
- How can we begin to increase affiliation with others whose DISC styles are unlike ours? What are the benefits?

Facilitation Handouts

You will find a selection of handouts on our website at www.discprofessionalstyles.com, as well as your course portal.