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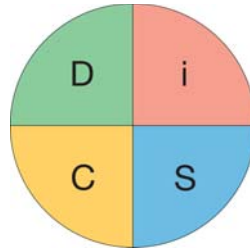


August 2016

Understanding DiSC Styles

I have used the DiSC profile instruments, currently owned by John Wiley & Sons, for about twenty years as a tool to help my clients with communication and teamwork. During that time the accuracy, flexibility, and scope of product offerings have significantly improved. Because many business people have completed some form of personality profile, including DiSC, this article provides a brief history of the DiSC instrument and the eight profile types. The following information is reproduced from Everything DiSC Assessment Research by John Wiley & Sons, Inc.

The foundation of DiSC® was first described by William Moulton Marston in his 1928 book, *Emotions of Normal People*. Marston identified what he called four "primary emotions" and associated behavioral responses, which today we know as Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Since Marston's time, many instruments have been developed to measure these attributes. The Everything DiSC® assessment uses the circle, or circumplex as an intuitive way to represent this model.



Although all points around the circle are equally meaningful and interpretable, the DiSC model discusses four specific reference points.

Dominance: direct, strong-willed, and forceful

Influence: sociable, talkative, and lively

Steadiness: gentle, accommodating, and soft-hearted

Conscientiousness: private, analytical, and logical

Although some people tend equally toward all of these regions, research indicates that most of us lean toward one or two. Each person who takes the Everything DiSC assessment is plotted on the circle, also known as the Everything DiSC Map. The distance of the dot from the center of the circle is also meaningful. People whose dots fall toward the edge of the circle are much more inclined toward their DiSC styles and are likely to choose the priorities of that style over those of other styles. People whose dots fall close to the center of the circle are less inclined toward a particular style and find it fairly easy to relate to the priorities of other styles.

The Everything DiSC® assessment asks participants to respond to statements on a five-point ordered response scale, indicating how much they agree with each statement. These responses are used to form scores on eight scales that are located around the DiSC® circle. The eight scales are as follows:

D measures a direct, dominant disposition using adjectives such as aggressive, strong-willed, and forceful.

Di measures an active, fast-paced disposition using adjectives such as

dynamic, adventurous, and bold.

i measures an interactive, influencing disposition using adjectives such as sociable, lively, and talkative.

iS measures an agreeable, warm disposition using adjectives such as trusting, cheerful, and caring.

S measures an accommodating, steady disposition using adjectives such as considerate, gentle, and soft-hearted.

SC measures a moderate-paced, cautious disposition using adjectives such as careful, softspoken, and self-controlled.

C measures a private, conscientious disposition using adjectives such as analytical, reserved, and unemotional.

CD measures a questioning, skeptical disposition using adjectives such as cynical, stubborn, and critical.

During the assessment process, the respondent's variance on each of the eight scales is calculated. If the variance on a particular scale is above a predetermined cut-off, the participant is presented with additional items [that is, additional questions] for that scale. In this way, the assessment can gain more certainty with regard to the respondent's true score. This process mirrors those used in other adaptive testing assessments.

For more information on DiSC tools, navigate to the Services page on my website, where you can view or download a wide selection of DiSC instruments.

Tom