

# You've Got Personality!

(Adapted from "What's My SHAPE" by Lavern Nissley)

In the space below write your full name (first, middle, last):

Now write your name with your opposite hand:

What happened? When you tried to do something that was not natural to you . . .

- You felt uncomfortable
- It took extra time and effort
- You still did a lousy job at it!

The DISC Behavior Survey will help you discover and appreciate your unique personality, an important component in how you are "wired" for service and leadership.

## DISC Behavior Survey

**How to respond:** Rank each horizontal row of words on a scale 4, 3, 2, 1 with 4 being the word that **best** describes you and 1 being the **least** like you. Use all rankings in each line **only once**. There are no right or wrong answers. Respond according to your **personal preferences** rather than what you think is best. Below is an example:

<u>2</u> Straightforward	<u>1</u> Upbeat	<u>4</u> Steady	<u>3</u> Detailed
_____	_____	_____	_____
___ Forceful	___ Lively	___ Modest	___ Tactful
___ Aggressive	___ Emotional	___ Accommodating	___ Consistent
___ Direct	___ Animated	___ Agreeable	___ Accurate
___ Tough	___ People-oriented	___ Gentle	___ Perfectionist
___ Daring	___ Impulsive	___ Kind	___ Cautious
___ Competitive	___ Expressive	___ Supportive	___ Precise
___ Risk taker	___ Talkative	___ Gentle	___ Factual
___ Argumentative	___ Fun-loving	___ Patient	___ Logical
___ Bold	___ Spontaneous	___ Stable	___ Organized
___ Take charge	___ Optimistic	___ Peaceful	___ Conscientious
___ Candid	___ Cheerful	___ Loyal	___ Serious
___ Independent	___ Enthusiastic	___ Good listener	___ High standards
___ Total	___ Total	___ Total	___ Total

**Note:** Your totals should add up **horizontally** to 120. If not, recheck your calculations. Enter the letter "D" in the blank line above column 1, "I" in the second blank, "S" in the third blank and "C" in the fourth blank. If your totals do add up horizontally to 120, plot the totals on the appropriate graphs on the next page with dots. Then connect the four dots with lines. Circle any points above midline, or 30. These are the strongest components of your personality.

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<i>Extreme HIGH</i>	----- <b>48</b> ----- - 46 - - 44 - - 42 -	----- <b>48</b> ----- - 46 - - 44 - - 42 -	----- <b>48</b> ----- - 46 - - 44 - - 42 -	----- <b>48</b> ----- - 46 - - 44 - - 42 -
<i>Strong</i>	----- <b>40</b> ----- - 38 - - 36 - - 34 -	----- <b>40</b> ----- - 38 - - 36 - - 34 -	----- <b>40</b> ----- - 38 - - 36 - - 34 -	----- <b>40</b> ----- - 38 - - 36 - - 34 -
<i>Midline</i>	----- <b>30</b> ----- ----- 28 ----- - 26 - - 24 - - 22 -	----- <b>30</b> ----- ----- 28 ----- - 26 - - 24 - - 22 -	----- <b>30</b> ----- ----- 28 ----- - 26 - - 24 - - 22 -	----- <b>30</b> ----- ----- 28 ----- - 26 - - 24 - - 22 -
<i>Strong</i>	----- <b>20</b> ----- - 18 - - 16 - - 14 -	----- <b>20</b> ----- - 18 - - 16 - - 14 -	----- <b>20</b> ----- - 18 - - 16 - - 14 -	----- <b>20</b> ----- - 18 - - 16 - - 14 -
<i>Extreme LOW</i>	----- <b>12</b> -----	----- <b>12</b> -----	----- <b>12</b> -----	----- <b>12</b> -----
<b>Description</b>	<b>Dominant</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliant</b>
<b>Measures</b>	How a person solves problems and responds to challenges	How a person attempts to influence or persuade others	The pace at which a person undertakes activities and responsibilities	How a person responds to rules and regulations set by others
<b>The higher the score</b>	The more active and aggressive in trying to overcome problems and obstacles; person will anger more quickly	The more verbal and persuasive in trying to influence toward his/her way of thinking; person will be more joyful and optimistic	The more person prefers to start, complete one project at a time - also more resistant to change; person will be less emotional, more difficult to read	The more person will comply to rules set by others; person will be motivated more out of fear
<b>The lower the score</b>	The greater the tendency to gather data prior to making a decision; person will be slower to anger	The more person will use data and facts; person will be more pessimistic	The more person will want faster pace and change; person will be more emotional and expressive	The more person will challenge rules and seek independence; person will be more fearless
<b>Emotion measured</b>	Anger	Optimism	Lack of emotion	Fear
<b>General characteristics</b>	Direct, decisive High ego strength Problem-solver Risk-taker Self-starter Innovative Challenges status quo	Enthusiastic Trusting Optimistic, encouraging Persuasive, talkative Impulsive, emotional Sense of humor Peacemaker	Good listener Possessive Steady, predictable Understanding Friendly Reliable, dependable Patient, empathetic	Accurate, analytical Careful, conscientious Fact-finder, precise High standards Systematic Even-tempered Realistic
<b>Possible weaknesses</b>	Oversteps authority Argumentative Dislikes routine Attempts too much at once Opinionated Poor listener	Inattentive to detail More concerned with popularity than results Overuses gestures Listens when convenient Undisciplined	Resists change Adapts slowly to change Holds a grudge Oversensitive, critical Difficulty prioritizing Stingy, stubborn	Bogged down in details Won't verbalize feelings Gives in, won't argue Bound by procedures Needs clear boundaries Moody, negative
<b>Greatest fear</b>	Being taken advantage of	Rejection	Loss of security	Criticism
<b>Temperament</b>	Choleric	Sanguine	Phlegmatic	Melancholy
<b>Orientation tendencies</b>	Task Product Work Extroverted Optimistic Outspoken	People Product Play Extroverted Optimistic Outspoken	People Process Play Introverted Pessimistic Softspoken	Task Process Work Introverted Pessimistic Softspoken

## A. How to find your DISC personality pattern

1. Enter your DISC scores: D \_\_\_\_\_ I \_\_\_\_\_ S \_\_\_\_\_ C \_\_\_\_\_
2. Circle any letter that has a score **over 30**
3. Now enter the letters you **circled** in the following space, with **highest** score first, **second highest** score second, etc. \_\_\_\_\_
4. Look for this **sequence of letters** below; the corresponding personality pattern is the one that your DISC scores indicate

**Example:** John's DISC scores are D=20, I=42, S=34, C=24.  
 He would circle the "I" and "S" scores because they are over 30.  
 His "I" is highest at 42, then his "S" at 34; thus his pattern is "IS".  
 The pattern that matches "IS" is *Advisor/Merciful/Counselor*.  
 (See *Subtraits* descriptions and explanations on page 5.)

Sequences and Sub traits	Personality Patterns
<b>IS; SI</b> Sub traits: Friendliness, Self-confidence, Patience, Persistence	<b>RELATER: Advisor/Merciful/Counselor</b> Warm, sympathetic, understanding; good listener, stable, dependable; won't force ideas on others; criticism of his/her work a personal affront; can overuse the indirect approach; goal is maintaining friendships; fears social rejection.
<b>SCI; SIC</b> Sub traits: Friendliness, Patience, Cooperativeness	<b>SUPPORTER: Advocate/Peacemaker/Agent</b> Can be very detail-oriented; moderate, thorough, dependable; steady, sociable, independent, individualistic; tends to support underdog; goal is acceptance from others; fears dissension, conflict.
<b>IC; CI</b> Sub traits: Friendliness, Enthusiasm, Cooperativeness, Sensitivity	<b>PROMOTER/ANALYZER: Assessor/Teacher/Appraiser</b> Outgoing, at home with strangers, develops friends easily; promotes projects of others and his/her own; seeks freedom from control; goal is approval, popularity; fears loss of social recognition.
<b>DS; DSC; SD</b> Sub traits: Efficiency, Independence, Thoughtfulness, Persistence, Accuracy	<b>CONDUCTOR/COORDINATOR: Attainer/Achiever/Perseveres</b> Objective, analytical, determined, task-oriented; independent, questioning, practical; may appear blunt and non-demonstrative; goal is personal accomplishment (sometimes at expense of the group); fears those with different or inferior work standards.
<b>DI</b> Sub traits: Self-motivation, Independence, Enthusiasm, Self-confidence	<b>PERSUADER: Concluder/Doer/Gets results</b> Forceful, direct, individualistic; can be impatient, competitive; good leadership abilities; high standards, critical when standards not met; goal is dominance and independence; fears slowness or being seen as too jovial.
<b>I</b> Sub traits: Friendliness, Enthusiasm, Self- confidence	<b>PROMOTER: Convincer/Persuader/Promoter</b> Enthusiastic, optimistic, articulate in communication; can become careless, inconsistent and disorganized, but tries to look good and please others; goal is social approval and prestige; fears loss of social approval, conflict.
<b>DC; DCS; CD</b> Sub traits: Efficiency, Self-motivation, Accuracy, Sensitivity, Thoughtfulness	<b>IMPLEMENTOR/CONDUCTOR: Designer/Administrator/Creator</b> Sensitive to problems, creative in finding solutions; high in foresight, often quite intelligent; can overuse bluntness and criticism; bored with routine, prefers working alone, doesn't trust easily; goal is dominance, discovering unique solutions; fears not being influential.
<b>D</b> Sub traits: Efficiency, Self-motivation, Independence	<b>CONDUCTOR: Establisher/Visionary/Developer</b> High ego strength, high standards; approaches issues alone rather than drawing others into the process; can be manipulative, controlling; has vision of "big picture"; very direct, forceful; goal is new challenges, opportunities; fears loss of control, lack of challenge.

<p><b>D=I</b>  <b>Sub traits:</b>  Self-motivation, Independence,  Enthusiasm, Self-confidence</p>	<p><b>PERSUADER: Influencer/Implementer/Inspires</b>  High energy, optimistic, aggressive, confident; goal-minded, harnesses people to accomplish goals; can be impatient, having little time for details; loses interest once challenge is gone; goal is control of environment; fears losing, failing, loss of prestige.</p>
<p><b>SDC; SCD</b>  <b>Sub traits:</b>  Efficiency, Thoughtfulness,  Accuracy</p>	<p><b>COORDINATOR/SUPPORTER: Inquirer/Investigator/Consistent</b>  Patient, controlled, enjoys digging for clues and facts; easy-going and amiable; consistent, loyal, accommodating; slow to take initiative, doesn't adapt quickly to change; holds grudges, internalizes conflict; goal is maintaining clear systems; fears change, disorganization.</p>
<p><b>C</b>  <b>Sub traits:</b>  Cooperativeness, Accuracy,  Sensitivity</p>	<p><b>ANALYZER: Logical Thinker/Analytical/Objective</b>  Practical, proper, discrete, accurate; self-evaluating, critical of self and others; enjoys detail and logic; makes decisions slowly from logic rather than emotion; can over-analyze, be hurt easily; goal is to develop control, correctness; fears criticism, ridicule.</p>
<p><b>CIS; CSI; ISC;  ICS</b>  <b>Sub traits:</b>  Friendliness, Patience,  Cooperativeness</p>	<p><b>COORDINATOR/ANALYZER: Practitioner/Realist/Steadfast</b>  Results-oriented, verbally fluent, loyal; friendly, enthusiastic, informal, talkative; may worry too much about what others think; can intellectualize and become restless and impatient; goal is to accomplish results through others; fears rejection, loss of security.</p>
<p><b>CS; SC</b>  <b>Sub traits:</b>  Patience, Thoughtfulness,  Cooperativeness, Accuracy</p>	<p><b>COORDINATOR: Precisionist/Traditionalist/Perfectionist</b>  Orderly, systematic, precise, attentive to detail; tactful, highly diplomatic, extremely conscientious; can become bogged down in details, dislikes sudden changes; prefer protected, secure environment; goal is security; fears antagonism.</p>
<p><b>ID</b>  <b>Sub traits:</b>  Self-motivation, Independence,  Enthusiasm, Self-confidence</p>	<p><b>PERSUADER: Prompter/Communicator/Persuader</b>  Outgoing, high interest in people, trusting; can gain respect and admiration from varied types of individuals; can be impulsive, overly enthusiastic, inattentive to the "little things"; prefers variety; goal is authority and prestige; fears rejection, being taken advantage of.</p>
<p><b>S</b>  <b>Sub traits:</b>  Patience, Thoughtfulness,  Persistence</p>	<p><b>SUPPORTER: Technician/Specialist/Steady</b>  Patient, loyal, consistent, helpful to friends; steady, calculating, reserved; not bored by routine; needs clear guidelines and rules; avoids confrontation, internalizes feelings; goal is maintaining status quo and an environment with few changes; fears loss of security, unplanned change.</p>
<p><b>All scores around  30  (None clearly higher  than others)</b></p>	<p><b>Transition/Stress pattern</b>  Lack of goal clarity; insufficient action planning, confusion, uncertainty, anxiety about expectations; behavior alternates between furious activity to slow, methodical action; can be brought on by periods of change—new job, new home, bad health, etc. Person will make quick decisions and then try to gain approval from others.</p>

## Sub traits

(From <http://www.axiomsoftware.com/disc/factors>)

One way of understanding the relationships between factors in a profile is through 'sub-traits'. There are twelve of these, one for each possible pair of factors. For example, if a particular individual has a high *Dominance* score and a low *Steadiness* score, we can say that they are 'Self-motivated', and further interpret their profile in light of this.

- ❑ **Accuracy (high C, low I)** refers to individuals for whom getting things just right is the main goal. This sub-trait is also sometimes referred to as 'Caution'. These types hate to make mistakes - they check and recheck their work, and are prone to correct errors in other people, whether or not they have been asked to do so. This need for certainty means that they will never take a risk unless absolutely necessary. They are also cautious in communication, rarely revealing more about themselves than a bare minimum.
- ❑ **Cooperativeness (high C, low D)** applies to individuals who prefer to work in a team environment. This is the classic 'rule-oriented' sub-trait, relating to a person who needs to be absolutely sure of their position and prefers to use established regulations and procedures as a framework to support their ideas. *Co-operative* people are so called because this aspect of their personal style extends to the need for practical support from managers, colleagues and friends, and so they seek to maintain positive working relationships with others.
- ❑ **Efficiency (high D, low I)** describes a person primarily motivated by results. *Efficiency* appears in a DISC profile when *Dominance* is significantly higher than *Influence*. An efficient individual is direct and assertive, but has little or no interest in personal matters. They take an objective, analytical view and drive towards their goals ruthlessly and relentlessly. They need to see results, and are quite willing to compromise quality or detail to get them.
- ❑ **Enthusiasm (high I, low S)** relates to animated, expressive behavior. This is an outgoing and extrovert sub-trait that has much in common with *Friendliness*, but with the added dimension of energy and pace. This animated style shows their interest in a topic very strongly, and their effusive nature can act as a motivating factor for others. The nature of *Enthusiasm* tends to vary according to the relative level of the *Dominance* score in the profile. Where *Dominance* is low, an individual will tend to confine their expressive style to situations where they feel comfortable and accepted - they will rarely make direct criticisms or enter arguments, and are concerned about others opinions of them. Where the *Dominance* score is high, however, the *Enthusiastic* type is much less concerned about causing offence. Where this type of profile is concerned, the outgoing and expressive style remains, but is bolstered by a more assertive approach.
- ❑ **Friendliness (high I, low D)** is essentially a social sub-trait, used of people who are open and warm to others. *Friendly* people love to talk - communication is the strongest element of this style. They are outgoing and extroverted, but they find it far from easy to concentrate on mundane tasks, and are easily distracted from such work by the opportunity for social interaction. *Friendly* individuals typically display a confident style, especially in circumstances where they feel comfortable and accepted. Despite this confidence, though, they are not particularly assertive - their low level of *Dominance* makes it difficult for them to be effective in pressurized or confrontational situations.
- ❑ **Independence (high D, low C)** is used to describe self-reliant individuals who follow their own goals. *Independence* appears in a DISC profile when *Dominance* is significantly higher than *Compliance*. This type of person feels frustrated by rules and regulations - they prefer to follow their own ideas, and often work alone or in positions of isolated authority. This sub-trait is common, for example, in entrepreneurial styles. *Independence* is a highly competitive and determined sub-trait. Those who possess it in their behavioral styles are dynamic and direct. The precise way that it will appear in a person's behavior can often be dependent on the *Influence* and *Steadiness* scores in their profile.

- ❑ **Patience (high S, low D)** is displayed by calm and unobtrusive types. This style of person has little sense of urgency and a slow pace, which means that they are able to work in situations that others would find repetitive or dull. They are submissive in style, and ready to accept that there are some things they cannot change. *Patient* individuals tend to have an open and optimistic attitude, especially to other people. They are not competitive in style, and prefer to avoid situations where they may come into conflict with others. This leads to a rather trusting approach; they like to develop warm and friendly relations with those around them, and will not usually look for ulterior motives.
- ❑ **Persistence (high S, low C)** represents dogged, tenacious behavior. *Persistent* people deal particularly badly with change. Once they have become established in a *status quo*, they find it very difficult to break out of this and adapt to a new situation. This means that they will do what they can to maintain their current state of affairs, showing great loyalty and resilience in defense of their present environment and social circle. Behavioral styles that exhibit *Persistence* tend to work at their best when they can focus on a single task. People of this kind don't easily shift their attention from one thing to another; it will often take them time to adjust. Nonetheless, once they are embarked on a particular course of action, they can be relied upon to carry it through to the end.
- ❑ **Self-confidence (high I, low C)** is used specifically to describe social confidence. *Self-confident* profiles represent people who rarely experience self-doubt, and feel at ease in almost any social situation. They mix easily with strangers, and are unafraid to initiate social contact. They can at times become over-confident, leading them to act impulsively. *Self-confidence* is a largely social sub-trait - its effects are most directly seen where a person is in a social situation, or interacting with others on a personal level. It does *not* equate to assertiveness - self-confident individuals may also be assertive, but equally they may not. This depends to a great extent on the position of the *Dominance* factor in the profile.
- ❑ **Self-motivation (high D, low S)** relates to self-starting, 'go-getting' styles. *Self-motivation* appears in a DISC profile where *Dominance* is higher than *Steadiness*. Action is a key ingredient of this sub-trait. This type of person feels a need to be active all the time, and is impatient with those who are unwilling or unable to keep up with their urgent pace. They react quickly to new developments, but never lose sight of their own goals and ambitions. *Self-motivation* is very common in highly *Dominant* profiles: it reflects the self-reliant elements of that factor. Such individuals are capable of accepting personal responsibility for their action, and indeed are often eager to do so. Profiles of this kind reflect individuals who can deal with confrontation and pressure as part of their daily lives.
- ❑ **Sensitivity (high C, low S)** appears in profiles for people who are observant and aware of their environment. People of this kind are extremely aware of their environment and changes taking place within it, to the extent that they often notice subtle points that other people miss or ignore. In itself, this is a positive factor, but it does have the consequence that they have a very low boredom threshold and are very easily distracted. The precise nature of *Sensitivity* will vary somewhat depending on the position of the *Influence* factor within the profile.
- ❑ **Thoughtfulness (high S, low I)** is used to describe individuals who think their actions through carefully. *Thoughtful* individuals plan their words and actions carefully and never act on impulse. Deadlines and other time constraints are difficult for this type of person to deal with. Their advantage, however, is the reliability and steadiness they bring to their work. As a sub-trait, the term *thoughtfulness* refers specifically to the fact that individuals with element in their profile tend to think, plan and consider more than most other types. In common use, '*thoughtfulness*' also often indicates someone who is considerate, or takes other people's feelings into account. Though this isn't part of the 'technical' definition of the sub-trait, people with high *Steadiness* in their profile often display such considerate traits in their styles.

Adapted by Lynn Petrowski, SNS