



# DISC IN SPORT WORKBOOK

Your Guide to Understanding and Using  
DISC Behavioral Profiling in Sport

# WELCOME

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Knowledge is powerful when combined with action. This workbook is all about taking the knowledge of DISC behavioral profiling and putting it into action to achieve improved performance.

Successful people know what the defining factor for consistent high performance is. (Technical or physical ability is never the defining factor.) Always it is managing the people side of your business and sport.

Sport is played by people, coached by people and managed by people. So let's make the people side your competitive advantage.

Your ability to understand and manage your own behaviors and actions, together with your ability to understand the behavior and needs of others positions you to work with, influence and interact with people more effectively. This is a game changer in sport and what this workbook is all about.

Our team of DISC Coaches will help you apply the DISC framework to many different real life sporting situations. This is an educational

platform that is easy for any athlete, coach or sports professional to understand and implement.

Use this workbook now and keep it handy as a useful reference.

We trust you enjoy using DISC and this workbook is a valuable resource for you.

**Here's to your success,**  
**Athlete Assessments**



Look out for this writing throughout the workbook - this is our running commentary to help you better understand.



# DISC IN SPORT

## WHAT IS IT AND WHY IS IT IMPORTANT?

DISC is a model used to develop self-awareness, provide a framework to understand others, improve communication skills, and build strong, effective relationships.

Why is this important? Because in sport, what differentiates the best is never just physical or technical ability. Instead, it is who has the best mental, emotional, and relationship skills. The 2008 Olympic Study showed the top factors contributing to medal and PB performances, were a strong coach-athlete relationship, and a high level of athlete self-awareness.

As Joe Gibbs said:

***“You don’t win with X’s and O’s.  
What you win with is people.”***

DISC Profiling is the fastest and most effective way to develop the ‘people side’ of sport.

DISC focuses on behavior, how someone prefers to act, and what they do. Importantly, we can change how we behave but we can’t easily change our personality. It is more productive to coach based on behavior as behavior is flexible and objective (personality is not). We never ask an athlete to change their personality, but coaches constantly ask athletes to adjust **what** they do.

DISC measures the degree of **D**ominance, **I**nfluence, **S**teadiness, and **C**onscientious behavior as represented in a four quadrant model. Everyone has their unique level of each style. It’s the combination of each level of D, I, S, and C that describes someone’s individual behavioral profile.

Athlete Assessments’ DISC Behavioral Profiles are specifically tailored to sport, with customized profiles for coaches, athletes, and sports managers.

We're all here to help you understand and implement DISCI!

# MEET OUR DISC

## CONSCIENTIOUS

### Conrad & Claire



Our role is all about executing our tasks perfectly!  
Getting it right, first time.

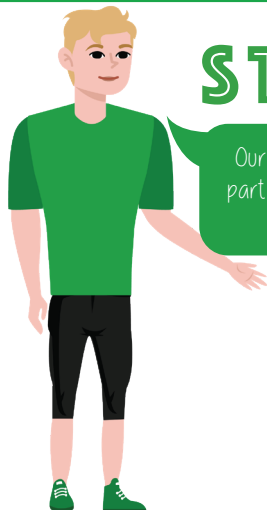
*Firstly, welcome.*

*Secondly, we will proceed through this workbook in a structured manner and provide you with a high-quality experience. We will get it right!*



C  
S

### STAN & SALLY



Our role is all about being part of a team and helping others!

*Hello there.  
Thank you for joining us!*

*As a team, we'll learn together. Let's go at a pace that works best for you.*



## STEADINESS

# COACHING TEAM!

DOMINANCE

## DAN & DEE



Our role is all about competing and getting results!

Let's get into it now.  
Go, go, go!



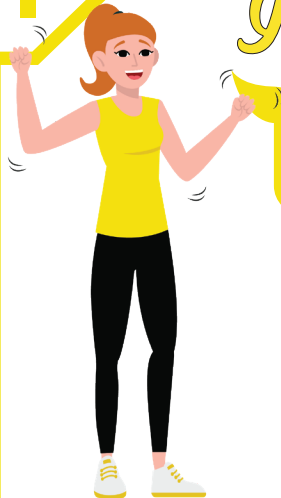
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## Ian & Indy

Our role is all about creating energy in our team and we do like to have fun!

We're so excited to be working through this workbook with you!!

Let's have some fun with our learning!



INFLUENCE

## The three Athlete Assessments

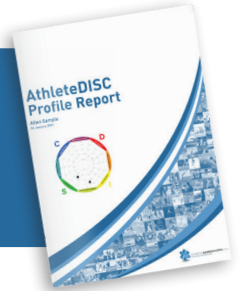
# DISC PROFILES

### **Athlete Assessments' DISC Profiles are specifically tailored to sport.**

Each DISC Profile includes a 12-minute online survey which results in a personalized 40-page DISC Profile Report (with summaries for easy use). The report details the individual's personal style, strengths, limiting behaviors, communication preferences, and the environment they perform best in.

#### **For Athletes & Players – the AthleteDISC Profile:**

Get practical strategies to coach athletes to their individual needs. Know the behaviors producing their best performances for greater consistency when it counts the most. Help your athletes build self-awareness to make improvements and take greater responsibility for their behavior, on and off 'the field'.



#### **For Coaches – the CoachDISC Profile:**

The distinguishing factor of great coaches is their constant pursuit for the competitive edge in their athletes and themselves. Coaches will better understand their coaching styles (and their fellow coaches and staff) and find new ways to further improve their coaching and communication with athletes and others. Their coaching results will further improve, guaranteed!



#### **For Sports Administrators & Professionals – the Sports ManagerDISC Profile:**

Provide your people with a comprehensive understanding of themselves and those they work with. Quickly improve communication, working relationships, and ultimately results. Use with recruitment, as a foundation for professional development plans or part of a team building exercise.



PLUS

#### **DISC Career Management Report: Evaluation of Behavioral Styles and Careers**

#### **DISC Career Management Report:**

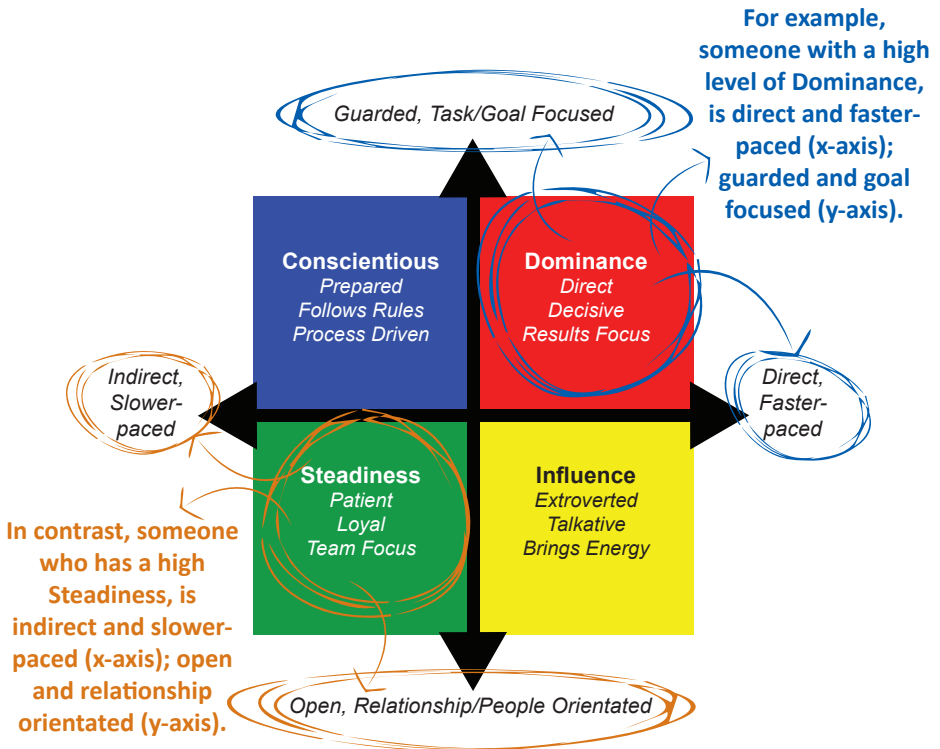
Whether you are a student-athlete looking to enter the workforce or a retiring professional athlete, this additional Report assists our clients in finding long term future prospects after sport. The DISC Career Management Report is an additional nine page report that accompanies any of the above DISC Profiles and is designed to contribute to future career planning and success.

**We generate Team Dynamic and Summary Reports too.**

# THE DISC MODEL

See what DISC measures and how different styles operate

DISC measures the degree of Dominance, Influence, Steadiness, and Conscientious behavior. Everyone has their unique level of each in the context of their role in sport. The four-quadrant model explains the behavior of people with high degrees of D, I, S, and C. We will also look at how these behaviors combine as we move along.



Conflict can occur with people of different DISC styles due to their opposing priorities (the y-axis, task/goal vs relationship/people focus) and/or their pace (x-axis, slower vs faster). We will get to this later on.

# FACTS YOU NEED TO KNOW ABOUT DISC TO BE AN EXPERT

DISC focuses on behavior, how someone prefers to act and what they do, rather than personality traits. Behavior is flexible, personality is not. We never ask an athlete to change their personality, but coaches constantly ask athletes to adjust their technique or what they do.

1

At its core, DISC is a simple four-quadrant model. This is critical in sport as it allows coaches and athletes to quickly understand, remember, and use. You can also delve much deeper into its theory and application to truly master this area of expertise. (Personality tests, such as MBTI, are psychometric assessments, are more complex and require extensive training to administer and work with. Also most are developed for a business context only, not sport.)

2



There is no right or wrong, best or worst DISC Profile. We have profiled many of the world's best and see no pattern for who is more or less successful based on their DISC style.

3

Your aim is never to 'improve' your DISC Profile. Instead, the focus is on developing self-awareness, knowing what works for you and what doesn't, and ultimately increasing the choices of behavior to what is most effective to the situation and those you work with. This is key to high performance and leadership.

4



DISC was first developed in the 1920's and because it was never copyrighted, it has been continually developed, extended, and improved on since. As a result, DISC is the most valid and reliable tool available.

5





# DISC Voicemail Messages

Each DISC style leaves a different voicemail message. Write your message to each DISC coach informing them that you are running 10 minutes late for a meeting.

Remember - every person communicates differently! Match their style

*This is Dee,  
you've got 10  
seconds. Go!*



**Your message for Dee:**

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**Your message for Ian:**

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*Hi, Ian here! Hope you  
are having a great day!  
Leave your message  
and I look forward to  
speaking to you really  
soon.*



*Hi, this is Sally. I am so  
sorry I can't make it to the  
phone. Can you please  
leave your name and  
number? I hope you have  
a nice day.*

**Your message for Sally:**

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**Your message for Conrad:**

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*Hi, you've reached  
Conrad. Please leave your  
name, number, time of  
call, why you've called  
and best contact time. I  
will return your call at my  
earliest convenience.*

# FIVETIPS: GETTING THE MOST FROM YOUR DISC PROFILE

For those who have completed their own AthleteDISC, CoachDISC, or Sports ManagerDISC Profile.

1

Share with someone you work closely with. This builds understanding and shows you value them.

Refer to your DISC Profile Report. Learn more about DISC and Leadership Styles. Try to identify the behaviors of others in your life (not just in sport).

2

3

Use this workbook in its entirety. Build your 'DISC Muscle'.

This workbook has been specifically designed for the understanding and implementation of DISC in Sport. (It has worked for many before you and will for you too!)

Take notes about how you behave within your team or squad. Become conscious of when you are behaving in line with your DISC style and when you make adaptations.

4

Hmmm..... interesting. We will cover this more

5

Use the 360° Observer capability to give valuable feedback on how others see you in your sporting environment.

Find out more on page 43

# Now over to you...

If you're going through this learning guide, you will have likely already completed your DISC Profile. Here's the first thing you can do to start to get the most value from the exercise.

As you read over your own DISC Profile Report, fill in the Summary Page (Page 13) with the key things you identify within each section of your Report.

## Your Strengths

1. \_\_\_\_\_
2. \_\_\_\_\_

## Your Behavioral Style Tendencies

1. \_\_\_\_\_
2. \_\_\_\_\_

## Your Motivations (Wants)

1. \_\_\_\_\_
2. \_\_\_\_\_

## Your Needs

1. \_\_\_\_\_
2. \_\_\_\_\_

## Ideal Sporting Environment

1. \_\_\_\_\_
2. \_\_\_\_\_

## Communication Do's and Don'ts Tips

1. \_\_\_\_\_
2. \_\_\_\_\_

## Potential Areas for Improvement

1. \_\_\_\_\_
2. \_\_\_\_\_



# SITUATION X BEHAVIOR = RESULT

Our lives are made up of many interactions with a range of different people and situations. Our ultimate job is to understand how to behave in these multi-variable situations so we can produce what we hope to be effective results. To explain this, we have developed this model where we assess the Situation, choose appropriate Behavior in order to obtain a Result we desire. We then evaluate the Result and LEARN from the interaction. This process delivers improved future interactions.

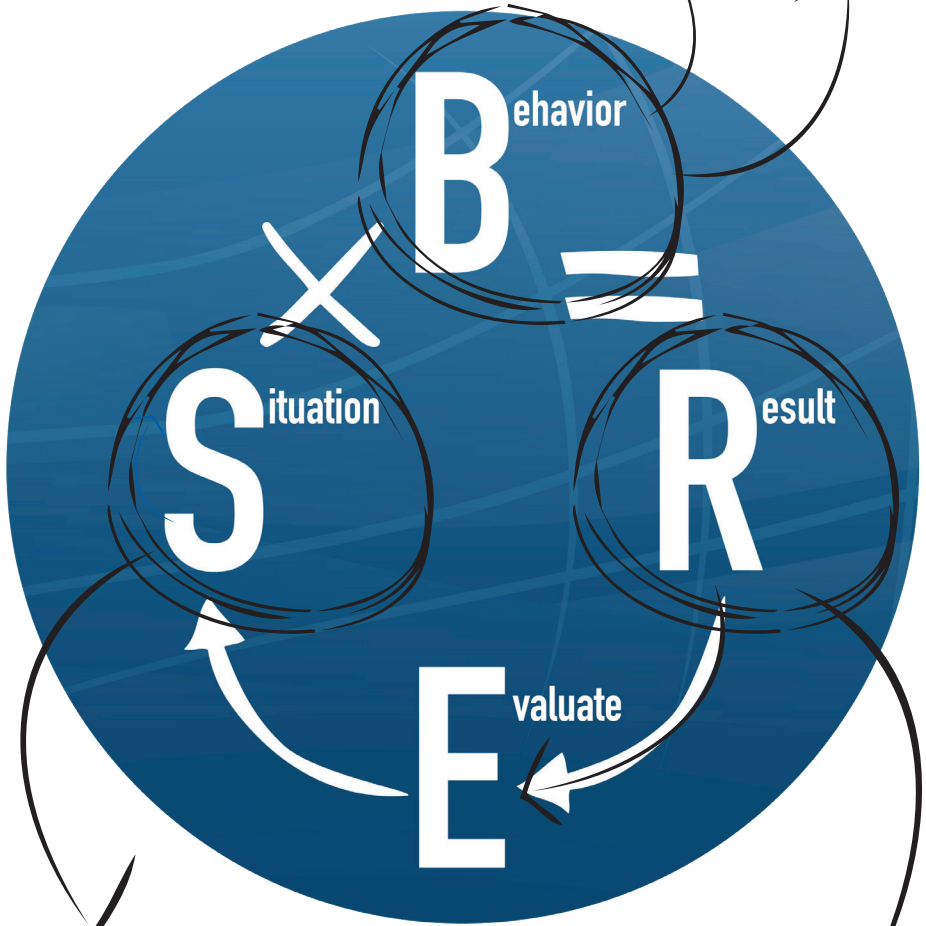
Effective people in all endeavors use this process either consciously or unconsciously, which means they either think very deeply about it or just do it without much thinking at all.

We aim to create awareness of our behaviors through the use of DISC.

It is this awareness which enables us to consider the best choice of behavior for a given situation.

Our DISC Profile describes in detail, how we 'prefer' to behave. Sometimes our 'preferred' behaviors work well for the situation and deliver great results and sometimes they work poorly and deliver poor results. DISC helps you know what behavior you are exhibiting. We want you to then become better at assessing the Situation and subsequent Result before finally Evaluating the effectiveness of your choices and actions.

Choose your Behavior



Assess the Situation

Start here

Evaluate the Result

# Q&A

## Is there any difference between Behavior and Personality?

- + Personality plays a major role in how someone behaves. However, personality is more about 'who you are' while behavior is about 'what you do, how you act'.
- + Importantly, we can change how we behave but we can't easily change our personality. Behavior is flexible, personality is not. It is easier to coach based on behavior. We never ask an athlete to change their personality, but coaches constantly ask athletes to adjust their technique or what they do.
- + Behavior has context. We may behave a certain way when competing versus how we are relaxing with friends. (e.g. It may not be in someone's personality to be a loud communicator, but you can coach someone to behave this way when on the "field". Afterwards they can "switch it off".)
- + Personality tests claim that certain personality types are stronger in sport and in leadership roles. Behavioral models say there is no best profile. (We have profiled some of the world's best and we see no pattern for who is more or less successful.)
- + When developing leadership skills, you can coach someone to have greater flexibility in their behavior. You can teach leadership through building self-awareness and expanding the person's choices of behavior for what is best for the people they lead or situation they face.
- + With behavioral models, such as DISC, you can delve deeply into the theory and application, yet at its core is a simple four quadrant model. This is critical in sport, for coaches and athletes to quickly understand, remember and use. (Personality tests, such as MBTI, are psychometric assessments, are more complex and require extensive training to administer, yet don't have higher validity or reliability than DISC.)

# Quiz Time!

1. DISC stands for...

D \_\_\_\_\_

I \_\_\_\_\_

S \_\_\_\_\_

C \_\_\_\_\_

2. DISC focuses on...

a. Behavior

b. Personality

3. You are aiming to improve your DISC Profile

TRUE

FALSE

4. There are better and worse DISC Profiles

TRUE

FALSE

ANSWERS  
1. Dominance, Influence, Steadiness, and Conscientious  
2. Behavior  
3. False  
4. False

# The History of DISC

In the early 1920's, an American Psychologist named William Moulton Marston developed a theory to explain people's emotional responses. Until that time, work of this kind had been mainly confined to understanding the mentally ill or criminally insane. Marston wanted to extend these ideas to cover the behavior of what we know as "normal" individuals. Marston's fascination with people led him to many discoveries, while being a contemporary of Sigmund Freud and Carl Jung. Marston was also the creator of the comic figure Wonder Woman, and the inventor of the lie detector test.

In order to test his theories, Marston needed some way of measuring the behavioral styles he was trying to describe. His solution was to develop his own technique to measure four important factors (a four quadrant behavioral model). The factors he studied were Dominance, Influence, Steadiness and Compliance, from which the theory takes its name - DISC. Marston discovered that people do things for various reasons and are motivated by their reasons, not ours, and recognized that one individual could possess many traits, to more or less of a degree.

In 1928, Marston published his findings in a book entitled "The Emotions of Normal People", which included a description of the system he had developed. It was the first time the four styles were identified as dynamic and situational which means the styles people displayed could change depending upon environmental factors and differing situations.



The DISC model has continued to be researched and today is recognized as the most valid and reliable behavioral profiling tool to develop self-awareness. More than 50 million people worldwide from all differing contexts such as corporate leaders, industry professionals, managers, sales people, teachers, coaches and athletes have used DISC to improve their understanding of themselves and their behaviors.



William Moulton Marston

A major step forward in the advances of DISC came with the development of the 'DISC Graph' or 'DISC Profile', a graphical shape representing aspects of a person's behavior in a form that was easy to understand with little experience or training. The use of graphs made it possible to present the complex results produced by a behavioral profile, in the form of a simple profile 'shape' that could be understood and interpreted by any user. While training is still necessary to deeply analyze a DISC profile shape, the psychological and statistical background that had once been a prerequisite of profiling was no longer necessary.

It is widely acknowledged, we each have our own unique style of learning, communicating, leading, coaching and working within teams. As none of us are the same, each of us requires a different approach in order to be our best. DISC gives you the keys to unlocking your strengths and building on your limitations and understanding others so you can collaborate effectively to create improved results and relationships.

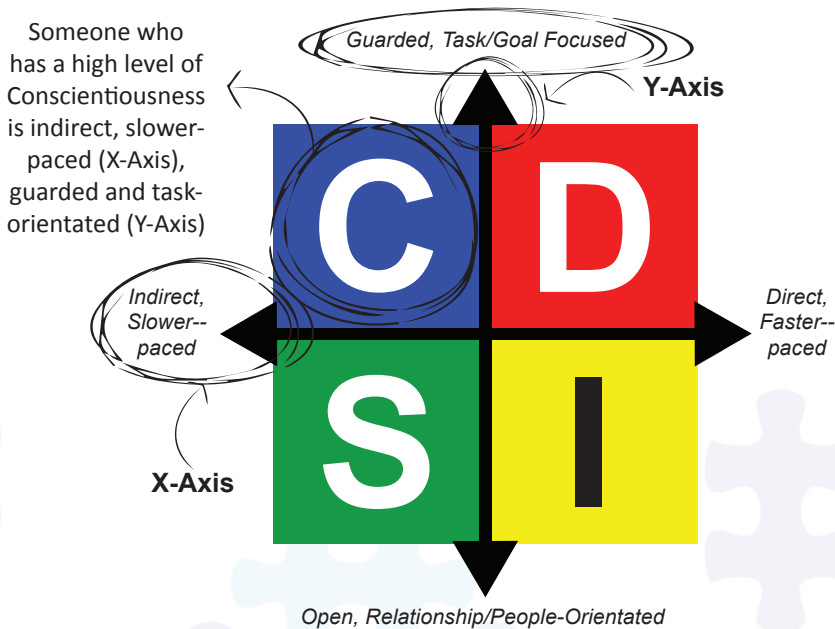
## DISC in Business

DISC has been used in business for over half a century with focus on development, leadership, and recruitment. DISC is said to be one of the secrets to business success. In business the most valuable resource is the employees. The use of DISC Profiling in the workplace results in staff having a higher level of self-awareness and therefore begin to work well in a team, stay motivated and are suited to their position. This increases communication, efficiency and productivity within the business, which leads to many long-term benefits for the business.

# MORE ABOUT THE DISC MODEL

Two key axis make up the DISC Model:

1. The vertical axis (Y-Axis) represents 'Focus or Orientation' a person has and their level of 'Openness'.
2. The horizontal axis (X-Axis) represents the 'Pace' at which someone prefers to think and act and their 'Directness'.



- ▶ Faster-paced and more direct behavior coupled with a task orientation and guarded manner will indicate a likely **Dominant or 'D' Style**.
- ▶ Faster-paced and more direct behavior coupled with a people orientation and open manner will indicate a likely **Influence or 'I' Style**.
- ▶ Slower-paced and less direct behavior coupled with a people orientation and open manner will indicate a likely **Steadiness or 'S' Style**.
- ▶ Slower-paced and less direct behavior coupled with a task orientation and guarded manner will indicate a likely **Conscientious or 'C' Style**.

## Understanding Pace and Directness

Here's how to identify behaviors in others based on their pace and level of directness.

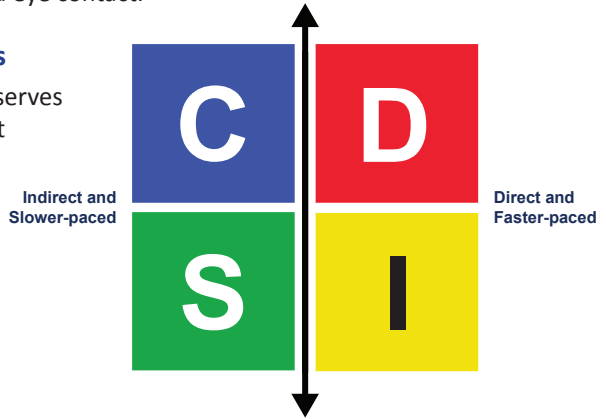


### Direct/Faster-Paced Behaviors

Frequently uses gestures and voice intonation to emphasize points, more likely to introduce self to others, frequent contributor in groups, less patient, expresses opinions readily, sustained eye contact.

### Indirect/Slower-Paced Behaviors

Infrequent contributor in groups, reserves expression of opinions, more patient and cooperative, more likely to wait for others to introduce them, often makes qualified statements, infrequent use of gestures and little change in voice intonation.



## Understanding Orientation and Openness

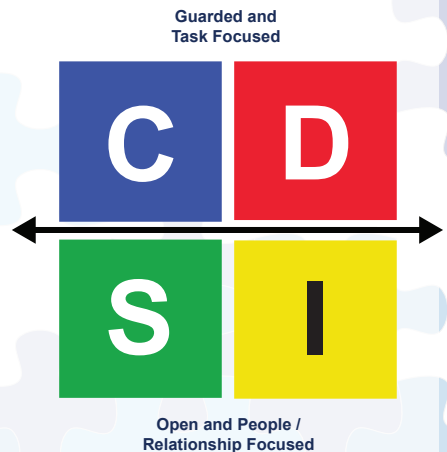
Look for these behaviors when working with others to determine their level of openness and focus.

### Open/People-Orientated Behaviors

Shows feelings and enthusiasm freely, more relaxed and warm, conversation includes digression, easy to get to know, initiates/accepts physical contact.

### Guarded/Task-Orientated Behaviors

Keeps feelings private, limited range of facial expressions, more formal and proper, avoids/minimizes physical contact, conversation stays on subject, speaks in specifics: cites facts and examples, goes with agenda.



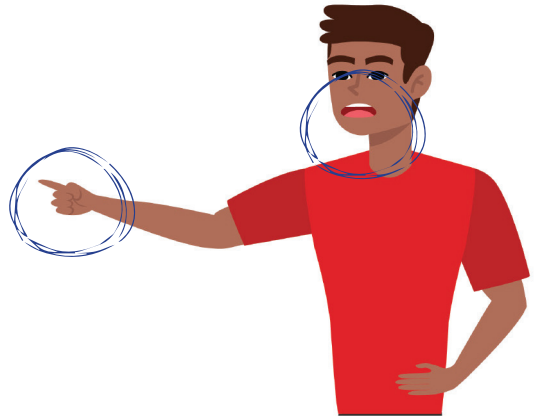
# NOTICING BEHAVIOR

Notice the different gestures of the DISC coaches...

Guarded/task-orientated behaviors are more formal, following an agenda, writes lists and sticks to schedules like Claire is showing.



Direct/faster-paced behaviors use gestures and voice intonation to emphasize points, as Dan is doing a great job of.



Indirect/slower-paced behaviors are more patient and cooperative. Similar to Stan waiting for an appropriate time to communicate.



Open/people-orientated behaviors show feelings and enthusiasm, as shown by Indy.



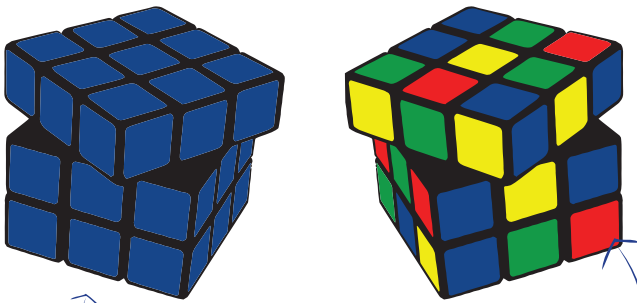
# Digging Deeper



One of the advantages of using the DISC framework is that as we master our understanding of it, we can delve deeply into the theory and application to quite complex levels, however at its core is a simple four quadrant model. The value of understanding the simple model has immediate benefit as you will have already recognized many of the behaviors in people you know.

Like learning any new skill, we often exaggerate and isolate what we need to develop. Let's take an example from track and field. One drill a sprint coach may use in training their athletes is running with high knees. This is an extreme, isolated element of the sprinting action. While you would never sprint with high knees (at that exaggerated level) in a race, practicing it allows you to develop that element of your sprinting technique. We can use this analogy in learning about DISC. We focus on the different behaviors associated with each of the D, I, S, and C factors as if they are the only behaviors present – we exaggerate and isolate the behaviors. But in reality, no one is only one DISC Style and instead, exhibits varying levels of each.

In the following pages we focus on the different DISC Styles individually. This allows us to clearly identify how the behaviors of each DISC Style is different. Later on we explore the different levels of the DISC scale.



No one is only one DISC Style and instead, exhibits varying levels of each

# Identifying Each Style

## How to Pick a...

# DOMINANT 'D'

Dominant 'D' Styles are awesome at their best and insensitive at their worst. They are the dominant, driving people we often think of as 'natural leaders'. They are not shy nor are they usually modest. Challenge-orientated and decisive, they are propelled by an inner need to be in charge. The key to a good life for them is achieving, overcoming obstacles and accomplishing their goals.

A Dominant 'D' Style's motto is: "Results, results, results." Dominant 'D' Styles are the worst listeners of the four styles. They create the perception that they don't have time and already know the answer.

**People I know who demonstrate this style:**

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## What's the best song for a Dominant 'D'?

### *Queen - We Are The Champions*

#### What motivates them?

- Lots of action and an opportunity to make decisions
- Challenges or competitions
- Challenging people or rules that seem to stand in their way
- Achieving outcomes and goals

#### What are their greatest strengths?

- Committed and driven to achieve their goals
- High-energy people who demand and get results
- Deal quickly and practically with problems
- Able to focus intently and are very task orientated
- Love to work hard and often thrive during crisis



#### What are their greatest limitations?

- Can't stand weakness
- Frequently frustrated when others aren't as able or motivated as they are
- Take themselves too seriously and unwilling to curb their competitiveness

#### What are their biggest fears?

- Being viewed as 'soft' or being taken advantage of
- Having to spend time dealing with theories and abstract ideas
- Not being in charge or having someone incompetent or indecisive in charge
- Needing to give praise and recognize the efforts of others

# Identifying each style

## How to pick an...

# Influence 'I'

A chatty, expressive, fun-loving optimist, the Influence 'I' style likes to ride the crest of ideas, causes, or projects that come one after another, like waves. Any one wave may not last long, but it can be a great ride, especially if the beach-goers cheer. Influence 'I' styles love people and thrive on being where the action is. Long on ideas, short on follow-through, the Influence 'I' style leads by dealing with others in an upbeat way. Fast-paced, energetic, and outgoing, the Influence 'I' style's innate belief is, "if I can show you that I like you, you'll follow me." An Influence 'I' style strives to build a network of friends, admirers, and fans who will appreciate their flair for fun and creativity. Highly intuitive, Influence 'I' styles come up with lots of ideas - some practical, some not.

### People I know who demonstrate this style:

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# What's the best song for an Influence 'I'?

## *Kool & The Gang - Celebrate Good Times*

### What motivates them?

- Interacting with others
- Brainstorming and tossing around ideas
- Receiving admiration and acceptance
- Talking and being talked about



### What are their greatest strengths?

- Fun to be around and never let conversations reach uncomfortable silence
- Enthusiastic, playful, and persuasive
- Shows feelings openly and frequently
- Very expressive and highly intuitive

### What are their greatest limitations?

- Being erratic or distracted
- Sometimes have a short attention span, especially when stressed
- Putting ideas into practice
- Often start projects but are unable or unwilling to finish them

### What are their biggest fears?

- Not being liked
- Being told to remove emotion or concern for people from decision making
- Having to be detailed and specific
- Being alone

# Identifying each style

## How to pick a...

# Steady 'S'

Friendly and personable, Steady 'S' styles operate at a slower, consistent pace, and seldom show emotional peaks or valleys. These easy going people are focused on caring for others. The key to a good life for them is being a long-time member of a team that experiences little change and gets acceptable results.

They like to proceed slowly and methodically. Steady 'S' styles often get promoted or selected in teams because they have so few enemies and have often built strong loyalty through long-term relationships.

S's are relationship-orientated, and want warm and loyal relationships, so take things slower, earn trust, support their feelings, and show sincere interest.

**People I know who demonstrate this style:**

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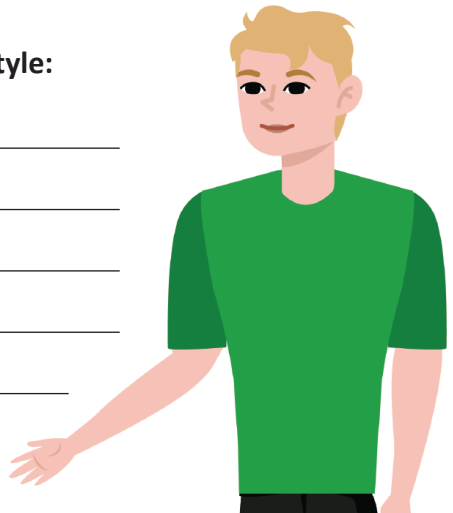
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## What's the best song for a Steady 'S'?

*Bill Withers - Lean On Me*

### What motivates them?

- Productive routine
- Calmness, tranquility
- Consistency and being part of a team
- Celebrating a team result
- Being with good friends



### What are their greatest strengths?

- Easy to get along with, loyal and calming members of a team
- Accept people as they are
- Highly committed and consistent
- Competent without the need to be flashy
- Inherently modest and view preparation as the key to their success

### What are their greatest limitations?

- Prefer routine and often reluctant taking on new projects or change
- Avoid conflict and often hold back sharing their views
- Can't say no to someone asking for help or a favor
- Often regarded as sensitive and unassertive

### What are their biggest fears?

- Change without good reason or without time to adjust
- Open conflict or offending a friend, colleague, or teammate
- Being put on the spot and asked to make a quick decision
- Working with someone they do not know or trust

# Identifying each style

## How to pick a...

# *Conscientious 'C'*

Conscientious 'C' styles are serious, analytical people with long-term goals. They cherish efficiency, love logic, and adore statistics and game analysis. They are the most cerebrally-orientated of the four types. They prefer task-orientation rather than people-orientation, and are often regarded as difficult to get to know or strike up a casual conversation with.

Contemplative, considered, and thorough; they are usually guarded in their thoughts and feelings, and often appear reserved or withholding. They keep thoughts to themselves. The Conscientious 'C' styles are time-disciplined, so be sensitive to their schedules and routines. They see being early as a mark of professionalism and are not pleased with others being late for practice or meetings.

**People I know who demonstrate this style:**

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# What's the best song for a Conscientious 'C'?

## *Fairground Attraction - It's Got To Be Perfect*

### What motivates them?

- Sound reasoning and accuracy
- Fact-orientated and detailed information
- Discipline and attention to detail
- Considered and objective evaluation of any problem
- Time to get something right



### What are their greatest strengths?

- A desire for detail, challenging work with accuracy and quality
- Thorough and well organized
- Think critically and analytically about a challenge
- Excellent follow-through with great attention to detail
- Process and procedure-orientated with a need to stay within the rules

### What are their greatest limitations?

- Highly critical and dismissive of ideas that are not well considered
- Perfectionists where the need for accuracy overrides the need for timeliness
- Over-analyze to the point of stalling progress especially under pressure
- Conservative and guarded in expressing and sharing their ideas
- Prefer to think independently before engaging with a team on an issue

### What are their biggest fears?

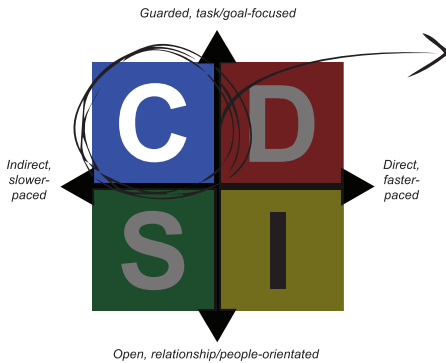
- Irrational or emotional decisions
- A lack of clarity, order, and certainty
- Having to work on a project with disorganized, illogical team members
- Being asked to spontaneously share a personal story
- Having their name associated with poor-quality workmanship

# The High and Low

Up until now, we have mainly focused on what it means to be high in each DISC style. Now, let's look at the difference between being high and low in each DISC style.

## Conscientious

This is the degree to which you follow rules, systems, and processes.



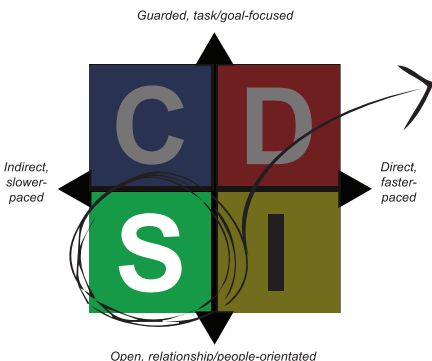
**HIGH C's are:**  
rule-driven, detailed,  
systematic, formal,  
and fact-focused

**LOW C's are:**  
unstructured,  
random, fearless,  
and defiant



## Steady

This is how your 'pace' manifests in behavior.



**HIGH S's are:**  
accepting, patient,  
supportive, calming,  
and team-orientated

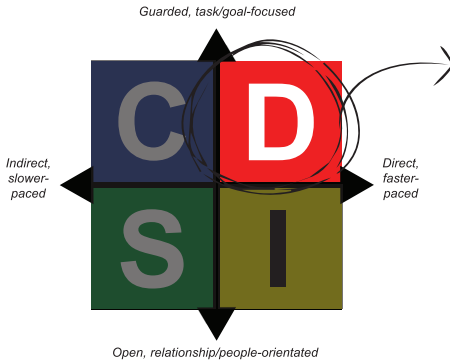
**LOW S's are:**  
spontaneous, active,  
change-orientated,  
and impatient



# Measures of DISC

## Dominance

This is how directly you approach issues, challenges, and problems.



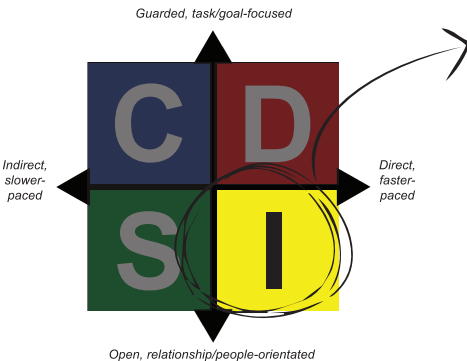
**HIGH D's are:**  
decisive, assertive,  
demanding, daring,  
and challenging

**LOW D's are:**  
contemplative,  
restrained, and  
conservative



## Influence

This is the degree of interactivity with the people and the environment around you.



**HIGH I's are:**  
extroverted,  
optimistic, talkative,  
and enthusiastic

**LOW I's are:**  
introverted, quiet,  
reflective, reserved,  
and realistic



# Join the Dots

Connect the appropriate DISC Coach to their relevant behavior at their best and at their worst.

## AT THEIR BEST

*We are the ultimate team player and always willing to help others. We are patient and will persevere to get something completed no matter how long it takes. We stick to what we know works and methodically work through complex problems.*

*We set a demanding pace, uphold high standards, and drive others to achieve them.*

*We are energetic, enthusiastic, focused on making things happen, and quick to get started.*

*We are focused on the task and we can assure you it will be done right the first time. You will not have to check our work as it is perfect. We are great with facts, details, and creating a structure to solve complex issues. If you leave me alone, I will work autonomously until the task is done, perfectly.*



## AT THEIR WORST

*We are impatient, take our role too seriously, and dictate to others in trying to achieve goals.*

*We can be so focused on sticking to rules and structure that we often miss opportunities as we hadn't planned for them to occur. Sometimes we get so caught up in the details that we miss the bigger picture and subsequently may produce a perfect effort that does not move us towards our goal.*

*We can wear others out with our emotions, can get bored when things get slow, and can lose concentration when asked to focus too long and too narrow.*

*We adapt to change slowly and if we don't like the change we won't tell you but we will resist. You may not know how I feel until its too late and I decide to leave. Change is something that we can do without as it makes us feel uncomfortable.*



# Q&A

## What's the difference between your Natural DISC Style and your Adapted DISC Style?

No one naturally possesses all behaviors required to obtain great results in all situations. The most successful individuals are able to know what they do well and how to make necessary adaptations in order to suit the situation and changing conditions to obtain better results. Knowing the difference between your Natural and Adapted DISC Style is crucial for high performance.

### **NATURAL DISC STYLE:**

This is your self-perception of the 'real you', your instinctive behaviors. These are behaviors you are most likely to exhibit when in situations you perceive as being stressful or in situations where you can simply do as you choose without having to please or consider anyone else. The reason this is described as the real you, is in the times just mentioned, your reaction and thinking times are either dramatically reduced or we literally do not have to think about adapting ourselves to suit anyone else. Hence, the real you emerges. This Natural Style tends to be fairly consistent even in different environments, that is, in and outside of your role in sport.

### **ADAPTED DISC STYLE:**

This is your self-perception of the way you believe you should behave in your role within the context of your current sporting environment. This behavior may change in different environments, situations and roles. For example, athletes responded to their surveys with a focus on themselves as athletes and their Adapted Style will likely be different if they responded with a family focus. It makes sense that the behavior required to be successful in your role in sport (S for Situation) may and could be vastly different to the behaviors required to be a contributing member of your family. This links to the  $S \times B = R$  model (see pages 11-12).

# Quiz Time!

1. Fill in the blanks:

- a) If someone is introverted, they are low in their \_\_\_\_\_ style.
- b) If someone is indecisive, they are low in their \_\_\_\_\_ style.
- c) If someone struggles to follow rules, they are low in their \_\_\_\_\_ style.
- d) If someone is fast Paced, they are low in their \_\_\_\_\_ style.

Dominance    Influence    Steadiness    Conscientious

2. What Combination of 2 DISC Styles do the following people display?

- a) Example: Enthusiastic, Decisive, Daring DI
- b) Loyal, Patient, Extroverted \_\_\_\_\_
- c) Team-orientated, Accurate, Systematic \_\_\_\_\_
- d) Precise, Direct, Results Focused \_\_\_\_\_

## ANSWERS

- 1 a) Influence
- b) Dominance
- c) Conscientious
- d) Steadiness
- 2 a) DI
- b) SI
- c) SC
- d) DC

# WORKING WITH DIFFERENT DISC STYLES

At the core of every relationship is communication. Your ability to communicate well with others determines the results you create in your role. Whether you are a coach, athlete, or sports administrator, if you cannot communicate well with those around you, you will struggle to have influence and achieve effective results.

***Communication is the most fundamental element in building relationships with others. It is what makes the critical difference.***

Communication determines not only whether what you say is heard, but whether what you say is understood. So what makes for effective communication?

The most effective communication is tailored specifically to the person you are communicating with. You need to keep in mind their DISC Style and your own.

- How will they respond to your style of communication?
- Are you communicating to them in the way that is easiest for them to understand?
- How is your DISC Style affecting your communication?
- How is their DISC Style impacting their listening?

On the next page we discuss the best way to communicate with Dominance, Influence, Steadiness, and Conscientious Style individuals. Use this guide to effectively tailor your communication and get the most effective performance out of yourself and those around you.

# DISC COMMUNICATION PLANS

## COMMUNICATION PLAN WITH THE **CONSCIENTIOUS** STYLE



CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance, before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or 'correct' answer, within available limits
Like to contemplate	Tell them 'why' and 'how'

## COMMUNICATION PLAN WITH THE **STEADY** STYLE



CHARACTERISTICS	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally 'walk them through'
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest, or needed support
Accommodate others	Allow them to provide support to others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easy-going manner and helpful efforts, when appropriate

↙ These are handy summaries for when planning for important meetings

## COMMUNICATION PLAN WITH THE **DOMINANT STYLE**

### CHARACTERISTICS

### SO YOU...

Concerned with being No.1

Show them how to win, new opportunities

Think logically

Display reasoning

Want facts and highlights

Provide concise data

Strive for results

Agree on goal and boundaries, give support, or get out of their way

Like personal choices

Allow them to 'do their thing' within limits

Like changes

Vary routine

Prefer to delegate

Look for opportunities to modify their workload focus

Want others to notice accomplishments

Compliment them on what they've done

Need to be in charge

Let them take the lead, when appropriate, but give them parameters

Tendency towards conflict

If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a personal basis



## COMMUNICATION PLAN WITH THE **INFLUENCING STYLE**

### CHARACTERISTICS

### SO YOU...

Concerned with approval and appearances

Show them that you admire and like them

Seek enthusiastic people and situations

Behave optimistically and provide upbeat setting

Think emotionally

Support their feelings when possible

Want to know the general expectations

Avoid involved details, focus on the 'big picture'

Need involvement and people contact

Interact and participate with them

Like changes and innovations

Vary the routine; avoid requiring long-term repetition by them

Want others to notice THEM

Compliment them personally and often

Often need help getting organized

Do it together

Look for action and stimulation

Keep up a fast, lively pace

Surround themselves with optimism

Support their ideas and don't poke holes in their dreams; show them your positive side

Want feedback that they 'look good'

Mention their accomplishments, progress, and your genuine appreciation



Communication is KEY

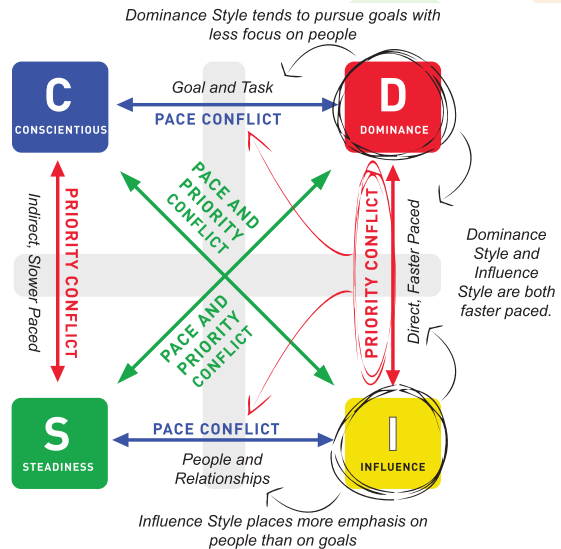
# DISC STYLE COMPATIBILITY

Your experience of interacting with many people in your life means you have experienced some people you get along with, and others you do not. We often dismiss this as either 'personality clashes' or that they are just 'different' to me, and often we blame the other person. When we think about what causes us to experience these interactions, the DISC model helps us to understand why certain styles are more or less compatible when interacting or working together. It is most critical to see 'clashes' as behavioral, as behavior can be modified while personality cannot.

Here is a chart describing the most to least compatible styles. It is important to note this does not mean these styles cannot work with each other. It means quite the opposite, as diversity is a crucial attribute of a high performing team. It does explain however, if team members are unaware of or not prepared to adapt the impact of their style, why they may be less effective when working with other certain styles.

When reviewing these relationships you should consider the common conflicts certain styles have with others, and then choose how each style needs to adapt in order to have more productive relationships with others.

Think about what each style prioritizes, and the pace at which they like to interact or work.



**GO!**



**SLOW!**



**CONSIDER!**



**Most Compatible**



**S & D**



**C & S**



**S & I**

**Moderately Compatible**



**C & C**



**S & S**



**C & I**

**Least Compatible**



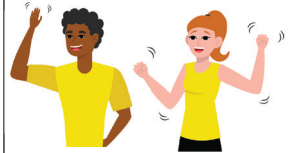
**D & D**



**D & C**



**D & I**



**I & I**

# BEHAVIORAL FLEXIBILITY

Behavioral flexibility is necessary to build rapport with others who are different (or similar) to yourself, and for creating effective working relationships. This table helps you to understand the kinds of adaptations each style needs to make when dealing with other styles.

How to be flexible in your behavior if you are a ...

## CONSCIENTIOUS

- Verbalize feelings.
- Invest time in building interpersonal relationships.
- Consider deliverable criteria beyond quality and accuracy.
- Be encouraging of ideas.
- Consider the emotional impact on others.
- Set a time limit to planning and thinking.

## DOMINANCE

- Ask for opinions of others.
- Involve others in decision making.
- Listen without interrupting.
- Adapt to time needs of others.
- Let others assume leadership responsibilities on occasion.
- Facilitate rather than dominate conversations.
- Ask questions rather than give answers.

## STEADINESS

- Strengthen logic and reasoning when making decisions.
- Be willing to share an alternative view.
- Reduce resistance to change.
- Identify and set goals.
- Lead or initiate some conversations.
- Address some challenges or tasks with some urgency.

## INFLUENCE

- Talk less and let others have airtime.
- Keep enthusiasm in check.
- Allow time for thinking.
- Make decisions that are based on fact and logic.
- Acknowledge the thoughts of others.
- Commit to seeing a project through to completion



# To achieve greater balance and behavioral flexibility...

## **DOMINANCE** Styles need to...

Practice active listening, pace themselves to project a more relaxed image, and develop patience, humility, and sensitivity. They need to show a concern for others, use more consideration, verbalize the reasons for their conclusions, and participate more as team players. Dominant 'D' Styles can benefit from gentle reminders to laugh at themselves or to take time to slow down and smell the flowers.

## **INFLUENCE** Styles need to...

Control their time and emotions, develop a more objective mindset, spend more time checking, verifying, specifying, and organizing, develop more of a task focus, and take a more logical approach to projects and issues. Interactive 'I' Styles see themselves as 'big picture' people, and thus prefer to avoid lots of specifics. Planning and follow-through aren't enough fun to be high priorities.

## **STEADINESS** Styles need to...

Say 'no' occasionally, attend to the completion of tasks without over-sensitivity to their own and the feelings of others. They must be willing to reach beyond their comfort zone to set goals that require some stretch and risk, and be prepared to delegate to others. Steady 'S' Styles can have their feelings hurt very easily, but often times will not speak up about it. They must work to see different ideas and opinions as contributing to better outcomes rather than as leading to conflict and disharmony.

## **CONSCIENTIOUS** Styles need to...

Openly show more concern and appreciation of others. They should try shortcuts and time-savers occasionally, and adjust more readily to change and disorganization. They need to improve timely decision making and initiation of new projects, as well as attempt to build on rather than tear down the ideas of others. They need to use policies without being shackled by them and allowing them to limit innovative thinking. Conscientious 'C' Styles can be hard to budge when they are sure they have all the facts, and must challenge themselves to be open to other perspectives.



# ACTIVITY: CRITICAL

Within every team, high quality and productive relationships are critical. However, critical relationships also extend beyond this into wider team relationships. For example, when we work with a Baseball team, the relationship between the catcher and the pitcher has to be of the highest level of understanding. Every sport has this type of dynamic where certain relationships between team members have to be stronger and defined by greater understanding.

In this activity, select someone you believe has a critical relationship with you and where there is a need to develop a stronger understanding. Set a specific time-frame (this could be a week or as little as two days; dependent on your season or schedule) to share your DISC Profile Reports with each other and identify strategies you can create to develop a better understanding of each other and to be more aware of differences in playing styles, communication, decision making, and behavior.

Ultimately, team members need to be able to translate how this better understanding is going to be reflected in your sporting environment and on 'field' performances.

At the due date of this activity, get together with your critical relationship partner to report back to the whole team on your discussions, findings, and action items.



# RELATIONSHIPS

**NOTES:**

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# 360° Feedback

*Using Your DISC Profile to collect feedback from others*

**Athlete Assessments' DISC Profiles all have the capability to convert into a 360° feedback tool.** While completely optional and at your discretion, it enables you to invite those around you (we call them 'Observers') to share their insights into how they perceive your behavior within your sporting environment.

Observers can include colleagues, management, coaches, peers, support staff, family members, athletes and others who know you well. We recommend only asking people who have the ability to provide you with useful feedback and who have personal experience of working with

you or observing you in your sporting environment. You will be the best judge of who to invite.

If you have already completed your DISC Profile, you can now log back into your personal account to initiate this exercise. Please note, if you do invite observers, you need to download your DISC Profile Report again (after they have completed their surveys) to incorporate their responses into your results and also print off the 'e-graphs' within your personal account. If you need assistance with this, please contact the person who organized your DISC Profile or contact Athlete Assessments.



# Q&A

## Is conflict in a team a bad sign for healthy team chemistry?

In any group of people, you'll find a natural diversity in the way people prefer to behave (i.e. different DISC Styles). Conflict can arise with people having different priorities around their focus (i.e. whether they prioritize the goal/task or people/relationships) and/or on their pace (i.e. slower or faster).

Often, conflict is perceived negatively or as something to avoid. This need not be the case. We see 'tolerance' (or disengagement) as a bad sign for healthy team chemistry. We aim to embrace some conflict but avoid destructive conflict. What's great about conflict emerging, is that it means the individuals in the team feel comfortable and safe enough to share their different perspectives. The alternative is suppressing the conflict and merely tolerating others.

Tolerance is putting up with someone, usually ignoring their involvement and deliberately not engaging with them. It is not conducive to high performance sport. When we work with a team, our goal is to provide strategies and tools to move the team from tolerance, to respecting and understanding, to valuing each other.

To make the first step towards this, the whole team needs to buy in, contribute individually and as a team. When your team members truly value each other, they have a strong understanding of themselves, embrace each other's differences and trust their team members to do their job. This is about aiming to be the best person for the team rather than the best person on the team. Team members contribute their strengths, which are valued by the rest of the team, for the betterment of the team.

# OBSERVING BEHAVIORS TO IDENTIFY A DISC STYLE

## THE ATHLETE

**Use the information provided to identify what DISC Style the person being described is.**

*The athlete has selected a favorite, cozy restaurant. The walls hold autographed photographs of patron families (celebrating birthdays, anniversaries, and weddings), baseball teams, and local clubs.*

*The head waiter knows the athlete well. Upon your late arrival, the waiter shows you to your comfortable table in the middle of the restaurant. "Sorry to be late," you offer. "Don't worry," responds your fellow athlete. "I've just been messaging a few friends. Are you having a tough day?"*

*Your team member surrenders to indecision over the menu selections, and asks you to order one more of whatever you were planning to have. As you launch into the gory details of your morning, you are reminded that your athlete is a wonderful listener. As lunch arrives, the topic of your now lively discussion is travel plans to your upcoming tenth high school reunion. High school holds fond memories for you both. It was where you first met. You were a varsity athlete and have been looking forward to reminiscing with the old team members and other friends. When the main course arrives, you both notice the meal could use warming, but neither of you say anything to the waiter: "I hate to trouble him. He's so busy."*

*You finish your meal well before your fellow athlete does. Before the check arrives, there is time to share your concerns about an upcoming meeting. They continue to listen, quietly and supportively responding, placing more attention on you than the meal. They offer a number of helpful suggestions concerning team building, and how it might benefit. Their lunch never does get finished. As you walk from the restaurant your fellow athlete remarks, "I'm so glad you could get away. Let's do this again."*

# QUESTIONS

What DISC Style is the fellow athlete?

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What behaviors suggest this to be the case?

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# OBSERVING BEHAVIORS TO IDENTIFY A DISC STYLE

## THE TEAM MANAGER

**Use the information provided to identify what DISC Style the person being described is.**

*Your Team Manager's office is decorated in an open, friendly, airy manner. Their desk looks cluttered and disorganized. The chairs are placed in front of it, inviting openness and contact. Numerous award plaques and certificates grace the walls. If the office could speak, it would say, "Notice me." Your Team Manager's style of dress is fashionable, yet casual. Their handshake is firm and warm, eye contact friendly, smile broad and spontaneous. They touch your sleeve and motion for you to take a seat.*

*This is your first meeting with this individual. You ask them to tell you a little about their experience. Fifteen minutes later, you know their complete family, financial, and professional history. Their delivery is entertaining: lively, stimulating, upbeat. They laugh, gesture, and exaggerate a lot. Their manner is extremely persuasive and you suspect they could easily sell you a thing or two.*

*As the discussion progresses, you hear expressions like, "We'll develop the specifics later," and "I just know this approach will win them over". Their pace is fast and lively.*

*They see sophisticated equipment as a means to impress the team and provide status and recognition for both of you in the eyes of top management. They seem intrigued by new processes and systems, and would like to be the first to try an exciting, state-of-the-art technology in an important application.*

*Throughout the meeting, their energy, enthusiasm, and vitality never slow down. As they walk you to the door, laughing and joking, they urge you to help them make things start happening right away.*



# QUESTIONS

What DISC Style is the team manager?

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What behaviors suggest this to be the case?

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# OBSERVING BEHAVIORS TO IDENTIFY A DISC STYLE

## THE STRENGTH & CONDITIONING COACH

**Use the information provided to identify what DISC Style the person being described is.**

*The Strength and Conditioning Coach's office is clean and impressive: decorated to express the power and authority of the occupant. On one wall hangs a Michael Jordan poster; another, a large planning calendar. Floor-to-ceiling cases contain books, magazines, and reference volumes. The Coach stands up from behind a massive desk, grasps your hand firmly, and says, "How are you?" Without waiting for an answer they add, "Please sit down. I've got thirty minutes set aside for our meeting." They fix a steady, intense, expectant gaze on you as if to say, "Two of our thirty minutes are already gone, so let's get down to the business at hand." As you talk with them, they asks questions about how your new ideas can improve athlete performance. Obviously results focused, they express their goals in terms of achieving superior results in the shortest possible time frame.*

*Their pace is fast, their manner straightforward and controlled. During your conversation, you hear phrases like, "Let's cut through to the core of this issue," "What's the bottom line?" and "Where's all this leading?"*

*You're struck by the coach's forceful, emphatic, impatient, decisive, serious style. At one point, when they disagree with what you were saying, they lean back in their chair, cross their arms, shake their head and say, "Wrong!" But even when they disagree, they quickly grasp the content of your communication and clearly explain their objections in a cool, businesslike, concise manner.*

*True to their word, they terminate the meeting exactly thirty minutes from the time you walked in.*

# QUESTIONS

What DISC Style is the strength and conditioning coach?

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What behaviors suggest this to be the case?

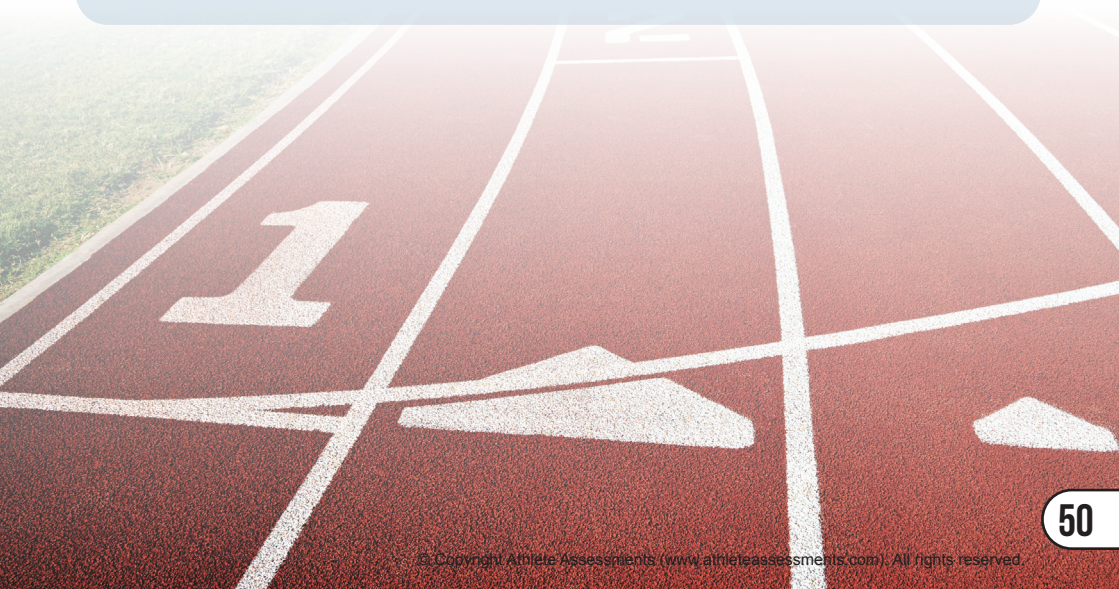
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# OBSERVING BEHAVIORS TO IDENTIFY A DISC STYLE

## THE ADMINISTRATOR

**Use the information provided to identify what DISC Style the person being described is.**

*The administrator's office is neat and functional. Their desk is clean and bare except for a few reference books, a sharpened pencil, and a clean writing pad. Their clothing is businesslike and conservative. Their office walls bear charts, exhibits, and photographs pertaining to their job. The seating arrangement suggests formality and non-contact.*

*During the conversation, you get the impression that your Administrator likes things compartmentalized, organized, precise, factual, and carefully planned. They want to know the structure of your plans, and note a number of points in the conversation that all people will be expected to follow the 'rules.' They seem interested and skilled in problem solving, and look forward to the process of gathering and sorting out the data regarding the relevant processes.*

*You hear phrases like, "I'd like the facts – the solid evidence about this," and "Let's document these details in writing." You're impressed by their seemingly encyclopedic store of facts. During your meeting, they inquire about the nitty-gritty details involving staff and your equipment, detailed specifications, and capacities. You know they're not about to rush into a decision; in fact, their last words to you emphasize their determination to carefully weigh the decision.*

*As they say goodbye, their handshake is formal, their eye contact intermittent, and their manner proper. You get the feeling your Administrator is a logical, cautious, well disciplined, steady, conscientious, efficient, independent person who takes pride in maintaining high personal and professional standards.*

# QUESTIONS

What DISC Style is the administrator?

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What behaviors suggest this to be the case?

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# PUTTING INTO ACTION

Based on your understanding, think of some of the people you interact with and how you may be able to adapt your behaviors to work more effectively with them based on your respective DISC Styles.



Person: \_\_\_\_\_  
Your Style: \_\_\_\_\_  
Their Style: \_\_\_\_\_  
Adaptation's you can make:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Person: \_\_\_\_\_  
Your Style: \_\_\_\_\_  
Their Style: \_\_\_\_\_  
Adaptation's you can make:  
\_\_\_\_\_  
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Person: \_\_\_\_\_  
Your Style: \_\_\_\_\_  
Their Style: \_\_\_\_\_  
Adaptation's you can make:  
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# Keep up to date!



Learning is a continuous process. Make sure you check out all our videos and articles to learn more.

Take your time and if there is any way we can help please let us know.

Visit our website to continue to improve your skills.

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