

DISC

Understand Your Behavioral Style



What is DISC?

DISC is a framework for describing observable behavior: how you tend to make decisions, deal with people, respond to pace, and handle rules. It grew out of psychologist William Moulton Marston's 1928 book *Emotions of Normal People*, and was turned into the self-report assessments used in workplaces today.

It sorts behavior into four styles: **D**ominance, **I**nfluence, **S**teadiness and **C**onscientiousness. Everyone uses all four. Most people lean toward one or two.

Know the limits. DISC describes preferred behavior, not intelligence, skill, values or fixed personality. It is popular for team communication and coaching, but it is not a validated clinical tool, and it should never be used for hiring or screening decisions.

The four styles

Two questions shape the model. Is your energy **outgoing** or **reserved**? Is your focus on **tasks** or on **people**? The answers place each style in a corner.

D Outgoing, task-focused	I Outgoing, people-focused
C Reserved, task-focused	S Reserved, people-focused
Task-focused	People-focused

Dominance	
Core drive	Results, control, winning the challenge.
Strengths	Decisive, direct, competitive, comfortable with risk.
Watch for	Impatience, bluntness, steamrolling quieter voices.
Working with D	Be brief, lead with the bottom line, offer options and let them decide.

Influence	
Core drive	Connection, recognition, enthusiasm.
Strengths	Persuasive, optimistic, sociable, great at rallying people.
Watch for	Disorganization, overpromising, losing focus on follow-through.
Working with I	Be warm, make space to talk ideas through, acknowledge contributions.

Steadiness	
Core drive	Stability, harmony, being dependable.
Strengths	Patient, loyal, a good listener, calm in a crisis.
Watch for	Resisting change, avoiding conflict, holding back opinions.
Working with S	Give notice before changes, be sincere, invite their view directly.

Conscientiousness	
Core drive	Accuracy, quality, doing things correctly.
Strengths	Analytical, careful, systematic, high standards.
Watch for	Perfectionism, over-analysis, being overly critical.
Working with C	Bring facts, allow time to think, be precise and keep promises.

Self-assessment

Instructions

1. For each of the 20 questions, choose the statement that is most like you in a typical work or social setting.
2. Go with your first instinct. Answer as you really are, not as you would like to be.
3. Write the letter of your choice (a, b, c or d) on the “My answer” line under each question.
4. When you finish, turn to the Scoring Sheet. Don't look at it earlier, because it shows which style each answer belongs to.

1. In a group project, I tend to...

- a) Take charge and set the direction
- b) Energize everyone and keep morale up
- c) Support others and keep things steady
- d) Check the details so it's done right

My answer: _____

2. When making a decision, I...

- a) Go with my gut and what others think
- b) Decide quickly and move on
- c) Analyze the facts before committing
- d) Take time and look for consensus

My answer: _____

3. Under pressure, I usually become...

- a) Quieter and more accommodating
- b) More withdrawn and critical
- c) More forceful and demanding
- d) More talkative and scattered

My answer: _____

4. Colleagues would most likely describe me as...

- a) Precise
- b) Dependable
- c) Enthusiastic
- d) Direct

My answer: _____

5. I'm most motivated by...

- a) Winning and achieving results
- b) Stability and being appreciated
- c) Recognition and having fun
- d) Quality and accuracy

My answer: _____

6. In meetings, I...

- a) Ask clarifying questions
- b) Share stories and ideas freely
- c) Listen patiently before speaking
- d) Get to the point fast

My answer: _____

7. I get most frustrated by...

- a) Being ignored or bored
- b) Sloppy or careless work
- c) Slow progress and indecision
- d) Sudden, unexplained change

My answer: _____

8. When change comes, I...

- a) Prefer it gradual and with notice
- b) Welcome it as a challenge
- c) Want to see the plan and evidence
- d) Get excited about the possibilities

My answer: _____

9. In a conflict, I'm likely to...

- a) Confront it head-on
- b) Give in to keep the peace
- c) Use humor to smooth things over
- d) Step back and rely on facts

My answer: _____

10. My workspace is typically...

- a) Comfortable and familiar
- b) Organized for efficiency
- c) Neat and systematic
- d) Lively, with personal touches

My answer: _____

11. When giving feedback, I am...

- a) Encouraging and upbeat
- b) Thorough and detailed
- c) Blunt and to the point
- d) Gentle and supportive

My answer: _____

12. My ideal weekend involves...

- a) A project or something to learn
- b) A gathering with lots of people
- c) Relaxing with people I'm close to
- d) A competition or a goal to hit

My answer: _____

13. When I meet new people, I...

- a) Size them up and get straight to business
- b) Start chatting right away
- c) Wait for them to approach, then warm up slowly
- d) Observe first and ask thoughtful questions

My answer: _____

14. My approach to deadlines is to...

- a) Plan ahead so every step is checked
- b) Keep a steady pace and finish on schedule
- c) Work in bursts of energy
- d) Push hard and finish early

My answer: _____

15. When someone disagrees with me, I...

- a) Listen and look for middle ground
- b) Present evidence to back up my view
- c) Defend my position firmly
- d) Try to win them over with enthusiasm

My answer: _____

16. I feel most valued when...

- a) Others appreciate me openly
- b) I'm trusted with authority
- c) My expertise is respected
- d) My loyalty is recognized

My answer: _____

17. When learning something new, I prefer to...

- a) Learn with others through discussion
- b) Jump in and learn by doing
- c) Read thoroughly and understand the theory
- d) Go step by step with a patient guide

My answer: _____

18. When a plan goes wrong, I...

- a) Act immediately to fix it
- b) Stay positive and rally people
- c) Stay calm and support the team
- d) Investigate the root cause

My answer: _____

19. My communication style is...

- a) Careful and exact
- b) Calm and considerate
- c) Expressive and animated
- d) Concise and firm

My answer: _____

20. Friends rely on me to...

- a) Be there when it matters
- b) Get the facts right
- c) Get things moving
- d) Bring the fun

My answer: _____

Scoring sheet

Step 1: Mark your answers

For each question, find the row, then circle the box that matches the letter you wrote down. Each box shows the style that answer counts toward.

Q	Answer a	Answer b	Answer c	Answer d
1	a D	b I	c S	d C
2	a I	b D	c C	d S
3	a S	b C	c D	d I
4	a C	b S	c I	d D
5	a D	b S	c I	d C
6	a C	b I	c S	d D
7	a I	b C	c D	d S
8	a S	b D	c C	d I
9	a D	b S	c I	d C
10	a S	b D	c C	d I
11	a I	b C	c D	d S
12	a C	b I	c S	d D
13	a D	b I	c S	d C
14	a C	b S	c I	d D
15	a S	b C	c D	d I
16	a I	b D	c C	d S
17	a I	b D	c C	d S
18	a D	b I	c S	d C
19	a C	b S	c I	d D
20	a S	b C	c D	d I

Step 2: Tally your circles

Count how many circled boxes show each letter and write the totals below. Multiply each total by 5 to get a percentage.

Style	Number circled	Percentage (× 5)
D Dominance		_____ %
I Influence		_____ %
S Steadiness		_____ %
C Conscientiousness		_____ %
Total (must equal 20)		100 %

Step 3: Find your primary and secondary style

- **Primary style:** the letter with the highest total.
- **Secondary style:** the letter with the second-highest total.
- **Tied for first?** You have two primary styles. Read both profiles and notice which one feels more like you.
- **Tied for second?** Read both profiles and choose the one that feels closer to you, or treat both as supporting styles.
- **Is your secondary style strong?** A secondary total of 4 or more (20% or higher) is a strong second voice in how you behave. A total of 3 or lower is a lighter influence.

Next, turn the page and read the profile for your primary style, then the guide to your secondary style.

Your results

Find the profile for your primary style. Each profile covers how you tend to show up, what drives you, how you behave under pressure, and where you might grow.

D Dominance

You are driven, direct and comfortable making tough calls. You thrive on challenges and clear goals.

How you show up	
Common traits	Direct, decisive, competitive, self-confident and results-oriented.
Influence style	Through confidence, pace and pushing for action. Leads from the front.
What drives you	
Motivations	Winning, taking on challenges and having autonomy.
Priorities	Getting results quickly and staying in control of outcomes.
Values	Competence, efficiency, independence and bold action.
Under pressure	
Workplace stressors	Slow decisions, micromanagement, lack of authority and feeling ineffective.
Fears	Being taken advantage of or losing control.
Conflict approach	Confronts it directly and wants it settled fast. Can come across as forceful.
Growth	
Areas to develop	Slowing down to listen, sharing credit, softening delivery and delegating details.
Working with you	
Others work best with you when they give context and credit, not only instructions.	

I Influence

You are energizing, expressive and good at bringing people together around an idea.

How you show up	
Common traits	Outgoing, enthusiastic, optimistic, expressive and persuasive.
Influence style	Through charm, storytelling and energy. Wins people over by making ideas exciting.
What drives you	
Motivations	Recognition, social connection and fresh, exciting ideas.
Priorities	Building relationships and keeping energy and morale high.
Values	Openness, fun, creativity and being liked.
Under pressure	
Workplace stressors	Isolation, rigid routines, heavy detail work and being ignored.
Fears	Rejection and losing the approval of others.
Conflict approach	Uses humor and optimism to smooth things over. May avoid tension or downplay the problem.
Growth	
Areas to develop	Follow-through, organization, listening more and making realistic commitments.
Working with you	
Others work best with you when they get your enthusiasm plus clear next steps.	

S Steadiness

You are patient, loyal and reliable, the person who keeps a team grounded.

How you show up	
Common traits	Patient, calm, loyal, supportive and a good listener.
Influence style	Through reliability, trust and quiet support. Leads by example.
What drives you	
Motivations	Stability, appreciation and helping the team succeed.
Priorities	Maintaining harmony and consistency.
Values	Loyalty, cooperation, sincerity and security.
Under pressure	
Workplace stressors	Sudden change, open conflict, pressure to rush and unclear expectations.
Fears	Losing security and upsetting the group.
Conflict approach	Avoids confrontation and accommodates others. May hold back and quietly build resentment.
Growth	
Areas to develop	Speaking up sooner, setting boundaries and getting comfortable with change.
Working with you	
Others work best with you when they give notice, show sincerity and ask what you think.	

C Conscientiousness

You are thoughtful, precise and committed to quality and sound reasoning.

How you show up	
Common traits	Analytical, careful, precise, systematic and objective.
Influence style	Through facts, evidence and credibility. Persuades with logic.
What drives you	
Motivations	Accuracy, expertise and doing quality work.
Priorities	Getting it right, with sound logic and high standards.
Values	Accuracy, logic, planning and competence.
Under pressure	
Workplace stressors	Vague expectations, errors, tight deadlines and unpredictable, emotional settings.
Fears	Being wrong or being criticized for mistakes.
Conflict approach	Withdraws, then returns with data. May turn critical or detached.
Growth	
Areas to develop	Accepting “good enough”, deciding with incomplete information and showing more warmth.
Working with you	
Others work best with you when they bring data, respect your time to think and keep commitments.	

Using your secondary style

Your primary style sets your default approach. Your secondary style shapes how you adapt. Together they form a blend, written with the primary letter first (for example, a DI blend has Dominance as primary and Influence as secondary).

Find the row for your secondary style to see what it adds.

D Dominance	If your secondary style is Dominance: You are driven, direct and comfortable making tough calls. You thrive on challenges and clear goals. It shapes how you adapt, especially when you need to push for a decision or take charge.
I Influence	If your secondary style is Influence: You are energizing, expressive and good at bringing people together around an idea. It shapes how you adapt, especially when you need to engage, persuade or lighten the mood.
S Steadiness	If your secondary style is Steadiness: You are patient, loyal and reliable, the person who keeps a team grounded. It shapes how you adapt, especially when you need to listen, support or keep things steady.
C Conscientiousness	If your secondary style is Conscientiousness: You are thoughtful, precise and committed to quality and sound reasoning. It shapes how you adapt, especially when you need to check facts, quality and details.

Remember. This is a self-reported snapshot from 20 questions, meant for reflection. Your style can shift with context, such as at home versus at work. Use it as a starting point for conversation, not a label.