DISC AND COMMUNICATIONS
LADDER OF INFERENCE

1. **OBSERVE** data and experiences
2. **Select DATA from observations**
3. **Add MEANINGS** (personal & cultural)
4. **Make ASSUMPTIONS** based on meanings
5. **Draw CONCLUSIONS** based on assumptions
6. **Adopt BELIEFS** about the situation & the world
7. **Take ACTIONS** based on beliefs
Take **ACTIONS** based on beliefs

Adopt **BELIEFS** about the situation & the world

Draw **CONCLUSIONS** based on assumptions

Make **ASSUMPTIONS** based on meanings

Add **MEANINGS** (personal & cultural)

Select **DATA** from observations

**OBSERVE** data and experiences

**Reflexive Loop**
Our beliefs usually affect what data we look for and will select the next time
DISC – THE 4 BEHAVIORS

Drive – The drive to control, to achieve results.

Influence – The drive to influence, to be expressive, to be heard.

Steadiness – The drive to be stable and consistent.

Compliance – The drive to be right, sure and safe.
DISC – THE 4 PREFERENCES

Drive
Influence
Steadiness
Compliance
DISC – THE 4 PREFERENCES

Drive
Influence
Steadiness
Compliance

Environment - Unfavorable
Powerful - More

Powerful - Less
Environment - Favorable
“All people exhibit all four behavioral factors in various degrees of intensity”

William Moulton Marston

In other words, no one is “all” D or all “I” or all “S” or all “C” – each of us has traits from each of the categories, some are more pronounced than others.
Task Focused vs. Relationship Focused

More Expressive vs. Less Expressive
Fast paced and outspoken, questioning and skeptical

- Psychological Need - *To direct/dominant others*

- Predominate Strengths - *High ego strength and task oriented*

- Goal Directed To - *Personal Challenges*

- Avoidance Goal - *Being taken advantage of*

- When Stressed - *Impatience*
Fast paced and outspoken, accepting and warm

- Psychological Need - *To interact with others*

- Predominate Strengths - *Optimistic and people oriented*

- Goal Directed To - *Social recognition*

- Avoidance Goal - *Social rejection*

- When Stressed - *Disorganization*
Accepting and warm, cautious and reflective

- Psychological Need - To serve others
- Predominate Strengths - Team player, loyal
- Goal Directed To - Traditional practices and harmony
- Avoidance Goal - Loss of stability
- When Stressed - Possessiveness
CONSCIENTIOUS

Cautious and reflective, questioning and skeptical

- Psychological Need - *To comply with their own high standards*

- Predominate Strengths - *Accuracy and detail-driven*

  - Goal Directed To - *Correct or proper way*

  - Avoidance Goal - *Criticism of their work*

  - When Stressed - *Overly critical of themselves and others*
NATURAL VS ADAPTED BEHAVIOR

Natural Behavior is
• most comfortable
• often reactive
• meets needs best

Adapted Behavior is
• learned
• the most appropriate or effective
• the best thing to do in a situation

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Tendencies and Desires
- Get Immediate Results
- Make Quick Decisions
- Cause Action
- Take Authority
- Solve Problems

Others May See
- Intimidating
- Unapproachable
- Impatient
- Insensitive

HIGH DS OVERCOME OPPOSITION TO ACHIEVE RESULTS

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HIGH D COMMUNICATION

Verbal
- Tells vs. Asks
- Asks What Questions
- Says I/You, not We
- Says Think, not Feel
- Talks about Goals
- What, Not Who
- Roles When Who
- Deadlines
- Disagrees
- Uses Acronyms
- Data and Facts

Vocal
- Faster
- Louder
- Shorter
- Interrupts
- Makes demands
- No Preamble
- No Stories

Visual
- Big Gestures
- Eye Contact
- Narrowed Eyes
- Less Smile
- Not Well Organized
- Status
- Distracted
- Stands Still
- Gets Close

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Tendencies and Desires
- Contacts/networks with others easily
- Inspires/motivates others
- Articulate
- Group Work

Others May See
- Not Detailed Enough
- Starts a Lot but Finishes Little
- Lack of Interest in Details – even Important Ones
- Lack of Organization

HIGH I INFLUENCE AND PERSUADE OTHERS

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<table>
<thead>
<tr>
<th>Verbal</th>
<th>Vocal</th>
<th>Visual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tells vs Asks</td>
<td>Faster</td>
<td>Big Gestures</td>
</tr>
<tr>
<td>Asks Who Questions</td>
<td>Louder</td>
<td>Eye Contact</td>
</tr>
<tr>
<td>Says I I I</td>
<td>Longer</td>
<td>Smile</td>
</tr>
<tr>
<td>Talks about Feelings</td>
<td>Interrupts</td>
<td>Animated Face</td>
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<tr>
<td>Doesn’t Use Data</td>
<td>Ignores</td>
<td>Sloppy</td>
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<tr>
<td>Chats a Lot</td>
<td>Exaggerates</td>
<td>Touching</td>
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<tr>
<td>Who, not What</td>
<td></td>
<td>Moves a Lot</td>
</tr>
<tr>
<td>Shares relationships</td>
<td></td>
<td>Distracted</td>
</tr>
<tr>
<td>Expects dialog</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangents!</td>
<td></td>
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</tr>
</tbody>
</table>

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Tendencies and Desires
- Great Team Player
- Empathetic and Sensitive to Needs of Others
- Methodical, Consistent, Predictable
- Good at Listening
- Patient and Loyal

Others May See
- Indecisive
- Indirect
- Resistant to Change
- Lack of Assertiveness

HIGH S’S COOPERATE WITH OTHERS TO GET THINGS DONE
## High S Communication

<table>
<thead>
<tr>
<th>Verbal</th>
<th>Vocal</th>
<th>Visual</th>
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</thead>
<tbody>
<tr>
<td>• Asks vs Tells</td>
<td>• Slower</td>
<td>■ Small Gestures</td>
</tr>
<tr>
<td>• Asks Who Questions</td>
<td>• Softer</td>
<td>■ Less Eye Contact</td>
</tr>
<tr>
<td>• Says We and You</td>
<td>• Longer</td>
<td>■ Smiles</td>
</tr>
<tr>
<td>• Uses Names</td>
<td>• Waits</td>
<td>■ Listens Attentively</td>
</tr>
<tr>
<td>• Talks about Feelings</td>
<td>• Agrees</td>
<td>■ Furrowed Brow</td>
</tr>
<tr>
<td>• Chats a Lot</td>
<td>• Shares</td>
<td>■ Faces You</td>
</tr>
<tr>
<td>• Who, not What</td>
<td>• Asks for Feedback</td>
<td>■ Focused on You</td>
</tr>
<tr>
<td>• Shares Relationships</td>
<td></td>
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</tr>
</tbody>
</table>

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Tendencies and Desires
- Thorough
- Accurate
- Knowledgeable, even about Details
- Conscientious
- Diplomatic

Others May See
- Perfectionism
- Aloofness
- Lack of Creativity

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### HIGH C COMMUNICATION

#### Verbal
- Asks vs. Tells
- Asks How Questions
- Says Think
- Doesn’t Chat
- Listens vs. Talk
- Writes vs. Speaks
- Uncommunicative
- Data vs. Feelings

#### Vocal
- Slower
- Quieter
- Longer
- Prepared
- Pauses
- Prove their Point
- Asks about Data

#### Visual
- Small Gestures
- Less Eye Contact
- Less Smile – Flat Affect
- Keeps Distance
- Stands Still
- Focused

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### WHAT TO LOOK AND LISTEN FOR

<table>
<thead>
<tr>
<th>Verbal</th>
<th>Vocal</th>
<th>Visual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Think vs. Feel</td>
<td>Fast vs. Slow</td>
<td>Big vs. Small</td>
</tr>
<tr>
<td>Tells vs. Asks</td>
<td>Loud vs. Soft</td>
<td>Eye Contact vs. Not</td>
</tr>
<tr>
<td>Numbers vs. Names</td>
<td>Short vs. Long</td>
<td>Still vs. Animated (face)</td>
</tr>
<tr>
<td>Tasks vs. People</td>
<td>Interrupts vs. Pause</td>
<td>No many smiles</td>
</tr>
<tr>
<td>No vs. Yes</td>
<td>Data vs. Stories</td>
<td><img src="image" alt="DISC" /></td>
</tr>
<tr>
<td></td>
<td>What vs. Who</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Direct vs. Chat</td>
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</tbody>
</table>

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Which preferences are going to jump into the conversation?

Which preferences are going to avoid the conversation, or move towards it with reluctance?

Who will want to discuss the facts and details?

Who is going to want to discuss feelings?

Which preferences will result in longer conversations?

Which preferences would want a shorter conversation?

Which style is most comfortable for you to engage with?

Which style is least comfortable for you to engage with?
HIGH D EMAIL BEHAVIOR

- No Salutation
- No Signature block
- No Scroll Bars
- No Attachments
- < Three Paragraphs
  - < three sentences per paragraph
  - 1st sentence matters
- Bottom Line Up Front (BLUF)
- Few Questions and Up Front

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HIGH I EMAIL BEHAVIOR

- Salutation with Name
- Ask Me How I Am – I’m GREAT
- Tell Me How You Are
- Long is Fine – Though I May Not Read it All
- Jokes are Great
- No Attachments
- You Might Want to Follow Up
- Signature Block Comes with ALL Contact Info
Would You please start with my name? Thank You
Please do share with me that You’re doing well 😊
It means a lot to me when You ask how I am
Please tell me the whole story - I appreciate it
Reading attachments takes time - but for You, I’ll do it
I work harder when You show you care about me 😊
Please finish with Your name and contact information
HIGH C EMAIL BEHAVIOR

- Why do you include my name? Unnecessary
- Scroll Bars mean you respect thoroughness
- Longer is Better – Please share the entire history – data not stories
- Attachments mean you know the value of details and accuracy
- I take longer to respond but provide better answers
- I PREFER email
- Emoticons are childish
- Bullets show preparation and organization
- Jokes are a waste of network resources
- A full but simple signature block is more effective
From: Sue Weybridge  
To: Chris Smith  

Attached are a series of modified budgets that came out of my meeting with the leadership team. Please review them and be prepared to meet at 4:00 p.m. – change your calendar if necessary.

There is evidence that we will lose 6-7% of our funding, consider this in your planning. Roll ups are due by COB tomorrow.

Funding will be affected by external factors and the effectiveness of our internal planning and value positioning of our efforts. Please begin considering strategies, scenarios and business cases to support these budgeting challenges. Be advised the attached spreadsheets have macros.

Sue Weybridge  
Deputy Program Coordinator  
Research and Design Unit
From: Stan Sudbury  
To: Chris Smith  

Dear Chris,  

We've gotten a challenge to our request for budget on the marketing plan. Several people in the meeting – Robert, Tara and Sam – expressed concerns that they did not have a clear sense of our needs (I think that this is understandable, considering the circumstances of our deadlines).  

Would you please consider drafting a one pager on the project parameters and benefits? What I am hoping for is a document that we can use to prep for the next meeting and keeps us focused on the needs of our stakeholders. Thanks for your help on this, and as always, it’s a pleasure to work with someone upon whom I can rely.  

Warm Regards,  
Stan
From: Lynn Bridport
To: Chris Smith

We missed the deadline on the revenue project review. I need a plan for how you’re going to fix it.

L
Hey Chris
Hope you are doing great. We need to get together soon on the new budget. Maybe catch up later today? Text me and let me know you schedule, or I’ll see you at 6:30.

We’ve got to get this thing right pretty fast for the big boss!
Catch you later!

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