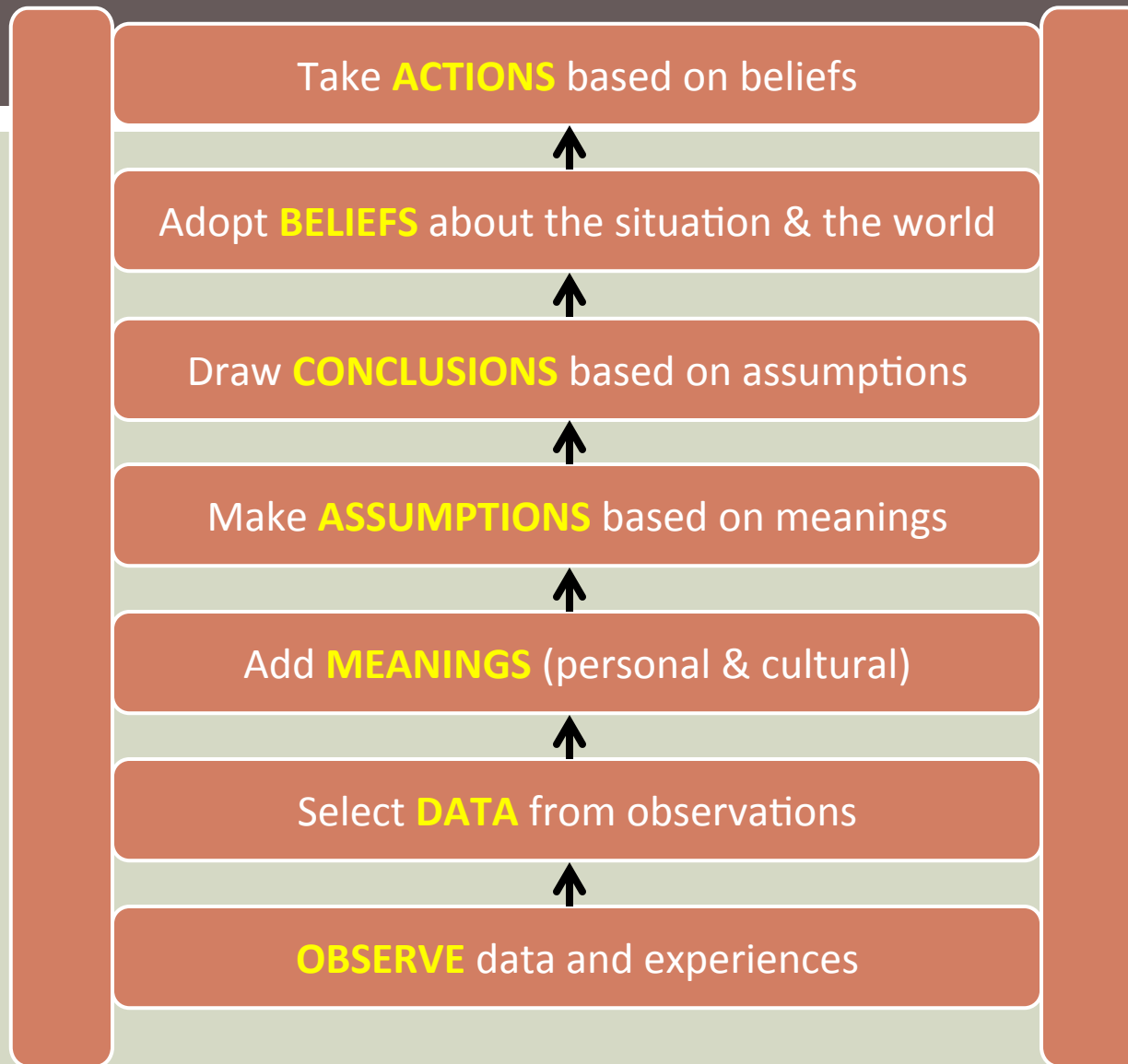


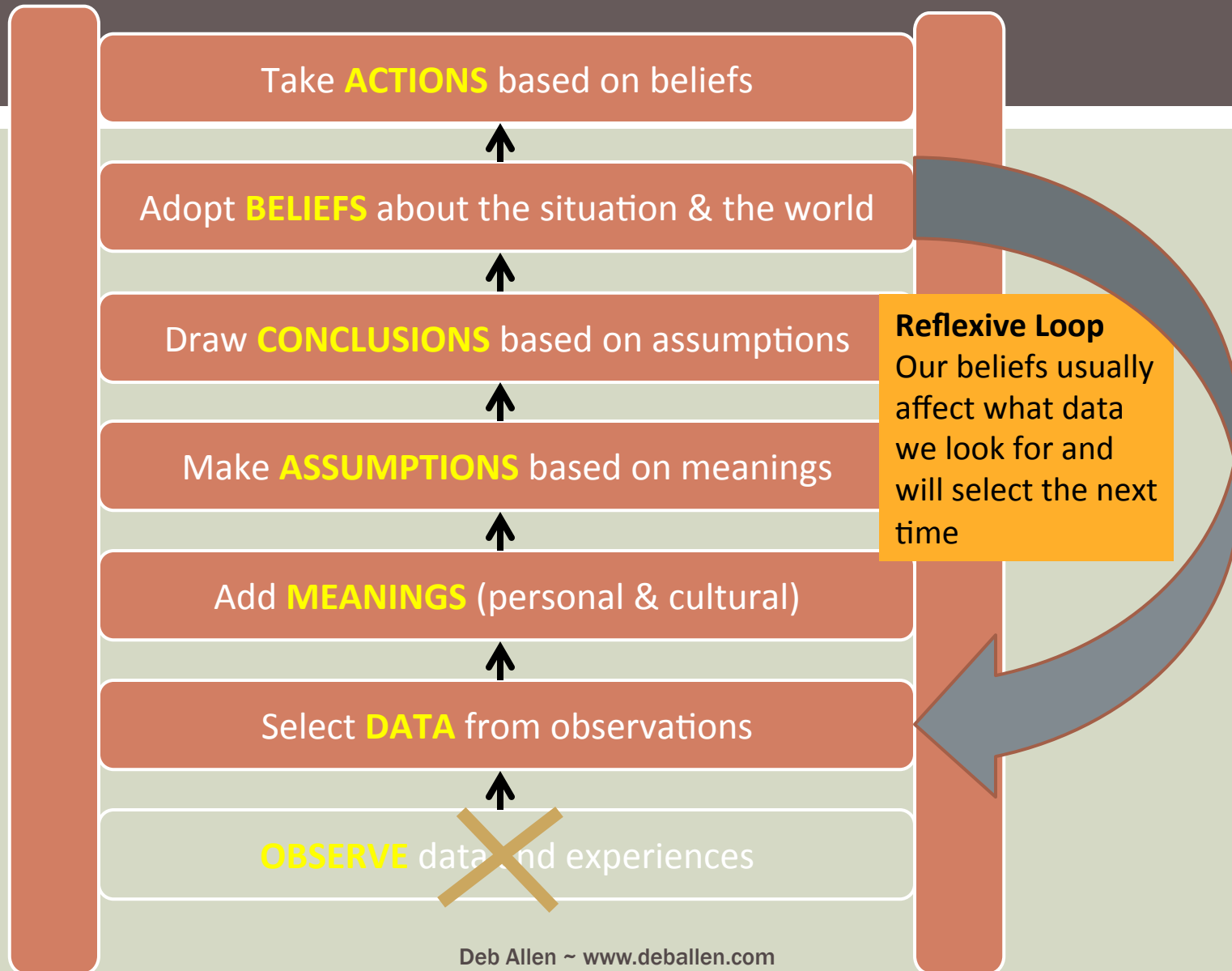
# DISC AND COMMUNICATIONS

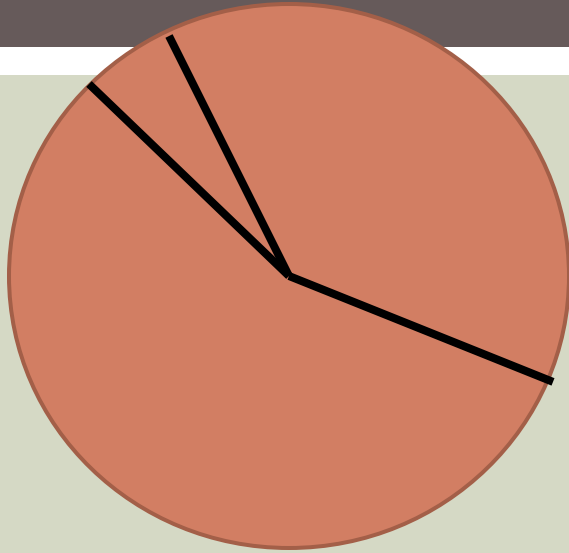
[www.deballen.me](http://www.deballen.me)

# LADDER OF INFERENCE



# LADDER OF INFERENCE





**Tone of Voice**  
**Body Language**  
**Words**

# DISC – THE 4 BEHAVIORS

**Drive** – The drive to control, to achieve results.

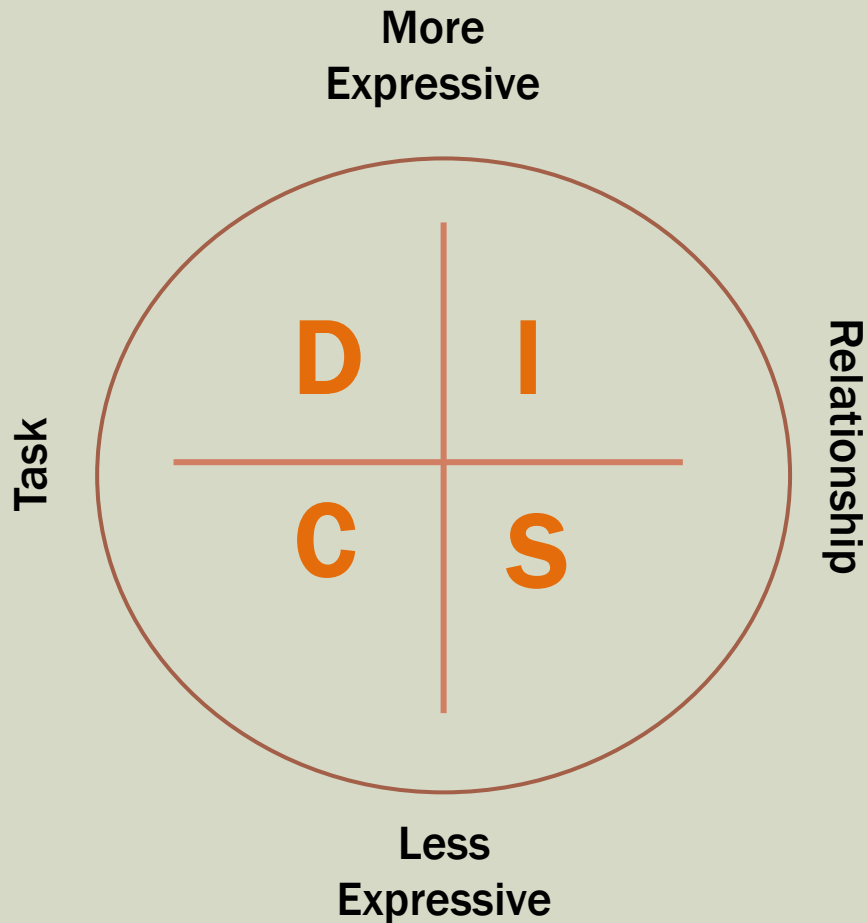
**Influence** – The drive to influence, to be expressive, to be heard.

**Steadiness** – The drive to be stable and consistent.

**Compliance** – The drive to be right, sure and safe.

# DISC – THE 4 PREFERENCES

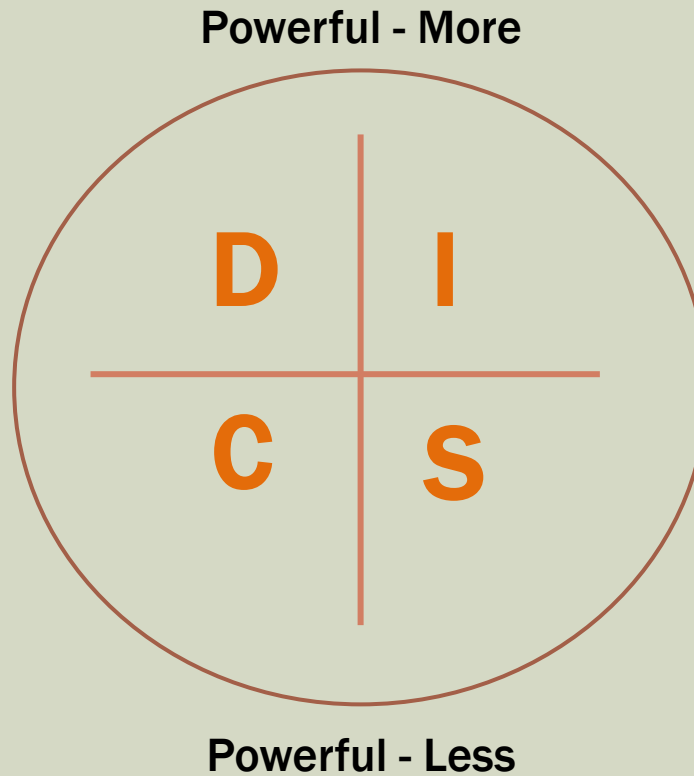
**Drive**  
**Influence**  
**Steadiness**  
**Compliance**



# DISC – THE 4 PREFERENCES

**Drive**  
**Influence**  
**Steadiness**  
**Compliance**

Environment -  
Unfavorable



Environment -  
Favorable

# DISC

***“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.**



# DISC

**Task Focused vs. Relationship Focused**

**More Expressive vs. Less Expressive**

# DRIVE

**Fast paced and outspoken, questioning and skeptical**

- **Psychological Need - *To direct/dominate others***
- **Predominate Strengths - *High ego strength and task oriented***
- **Goal Directed To - *Personal Challenges***
- **Avoidance Goal - *Being taken advantage of***
- **When Stressed - *Impatience***

# INFLUENCE

**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***

# STEADINESS

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



This is the way we behave when we don't think about it

**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

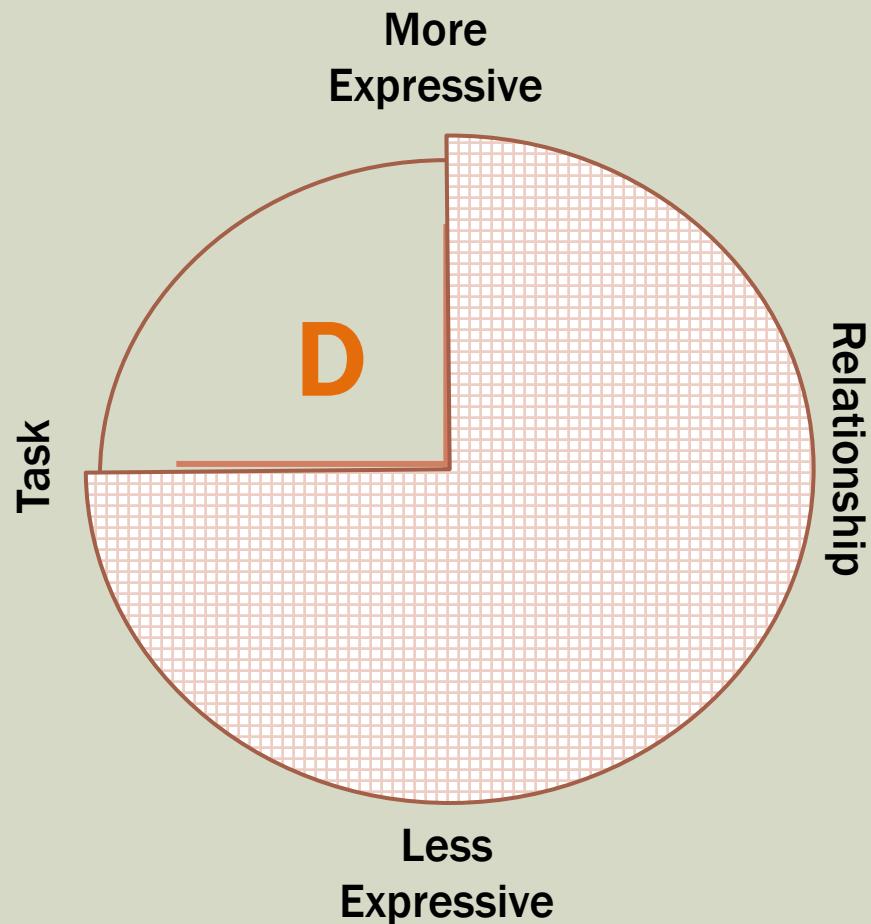
# HIGH DS OVERCOME OPPOSITION TO ACHIEVE RESULTS

## Tendencies and Desires

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

## Others May See

- Intimidating
- Unapproachable
- Impatient
- Insensitive



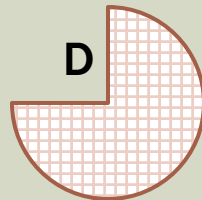
# HIGH D COMMUNICATION

## 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



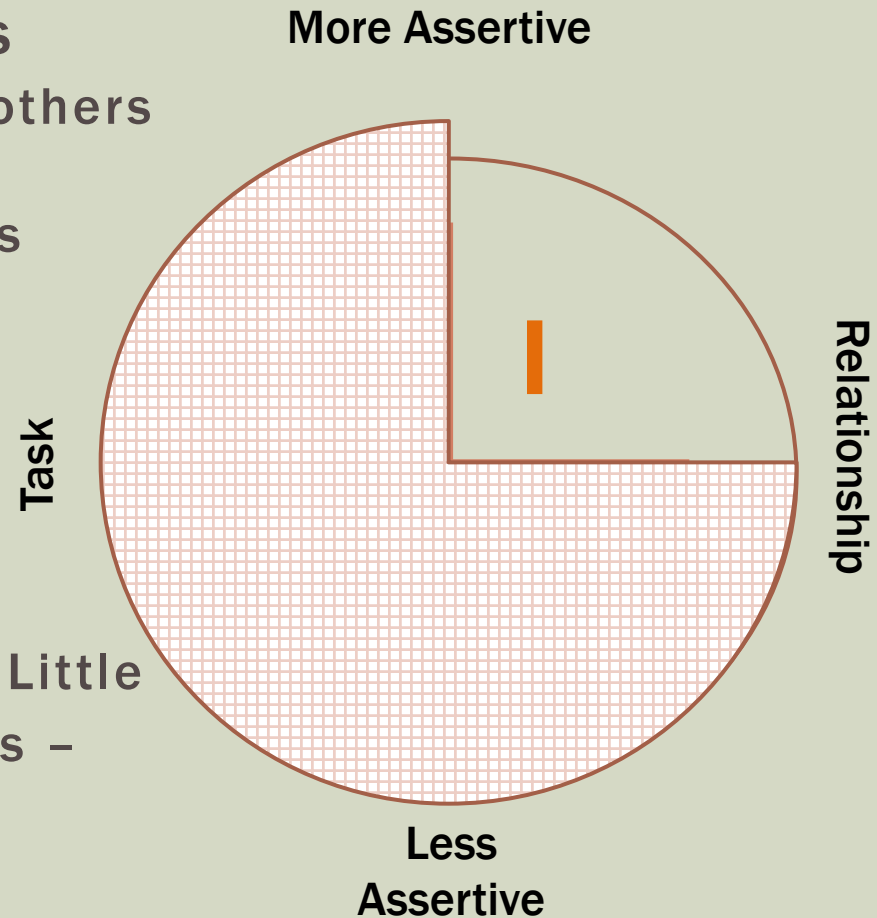
# HIGH I INFLUENCE AND PERSUADE OTHERS

## 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



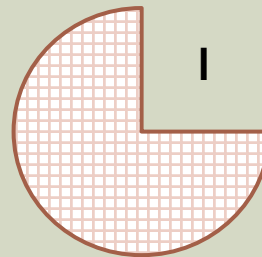
# HIGH I COMMUNICATION

## Verbal

- Tells vs Asks
- Asks Who Questions
- Says I I I
- Talks about Feelings
- Doesn't Use Data
- Chats a Lot
- Who, not What
- Shares relationships
- Expects dialog
- Tangents!

## Vocal

- Faster
- Louder
- Longer
- Interrupts
- Ignores
- Exaggerates



## Visual

- Big Gestures
- Eye Contact
- Smile
- Animated Face
- Sloppy
- Touching
- Moves a Lot
- Distracted

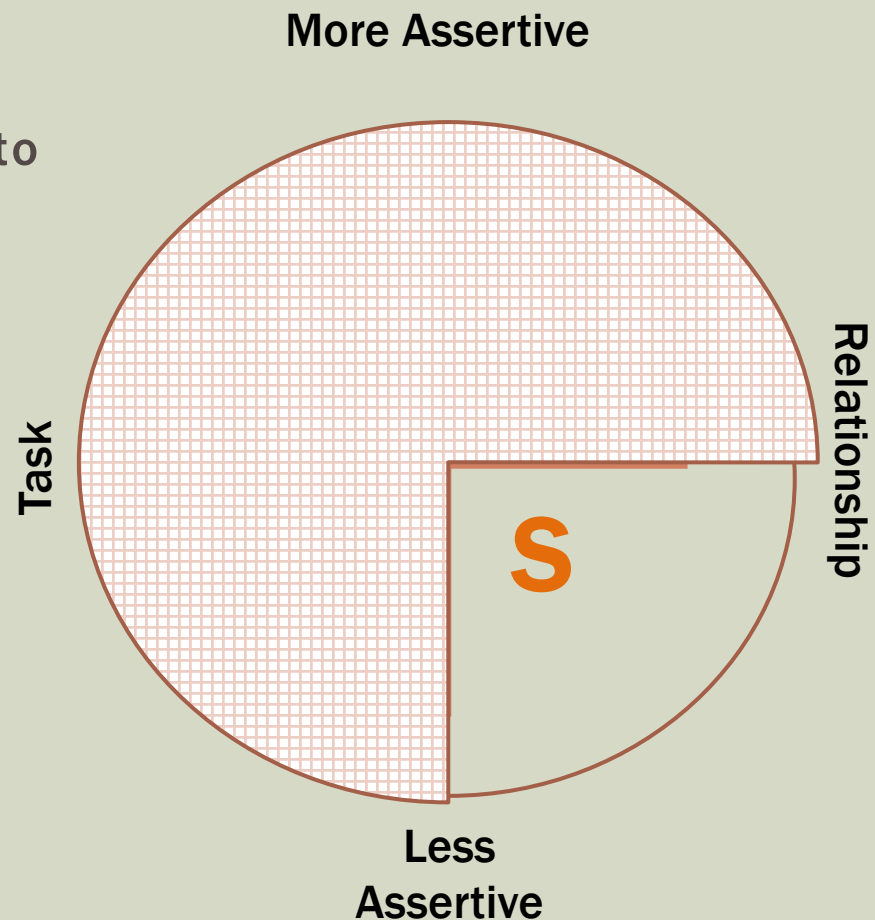
# HIGH S'S COOPERATE WITH OTHERS TO GET THINGS DONE

## 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



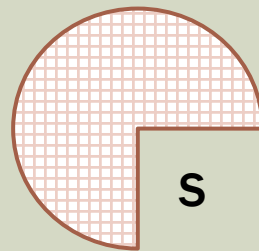
# HIGH S COMMUNICATION

## Verbal

- Asks vs Tells
- Asks Who Questions
- Says We and You
- Uses Names
- Talks about Feelings
- Chats a Lot
- Who, not What
- Shares Relationships

## Vocal

- Slower
- Softer
- Longer
- Waits
- Agrees
- Shares
- Asks for Feedback



## Visual

- Small Gestures
- Less Eye Contact
- Smiles
- Listens Attentively
- Furrowed Brow
- Faces You
- Focused on You

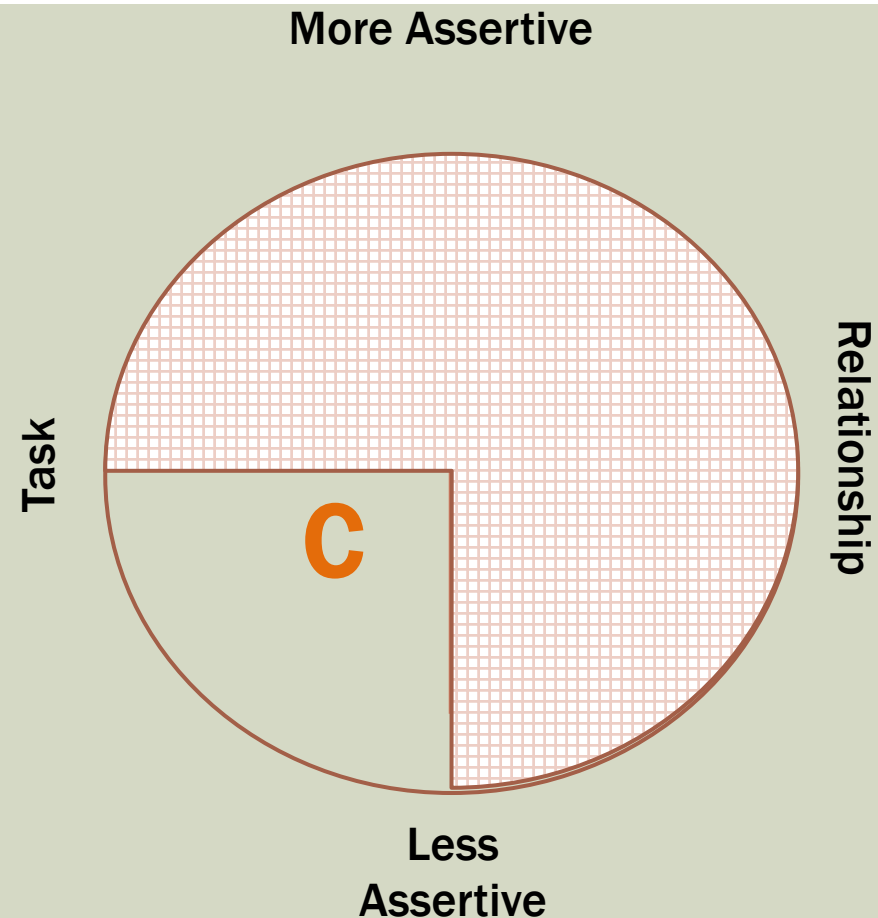
# HIGH C'S PLAN TO GET THINGS DONE

## Tendencies and Desires

- Thorough
- Accurate
- Knowledgeable, even about Details
- Conscientious
- Diplomatic

## Others May See

- Perfectionism
- Aloofness
- Lack of Creativity



# HIGH C COMMUNICATION

## Verbal

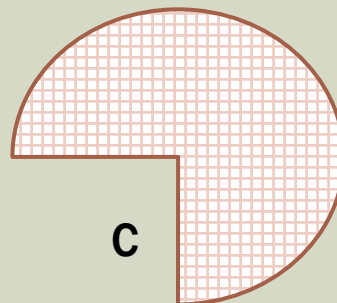
- Asks vs. Tells
- Asks How Questions
- Says Think
- Doesn't Chat
- Listens vs. Talk
- Writes vs. Speaks
- Uncommunicative
- Data vs. Feelings

## 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



# WHAT TO LOOK AND LISTEN FOR

## Verbal

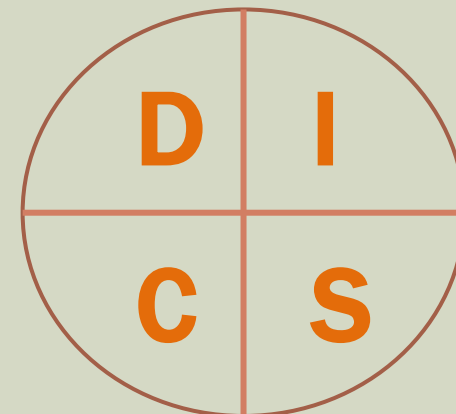
- Think vs. Feel
- Tells vs. Asks
- Numbers vs. Names
- Tasks vs. People
- No vs. Yes

## Vocal

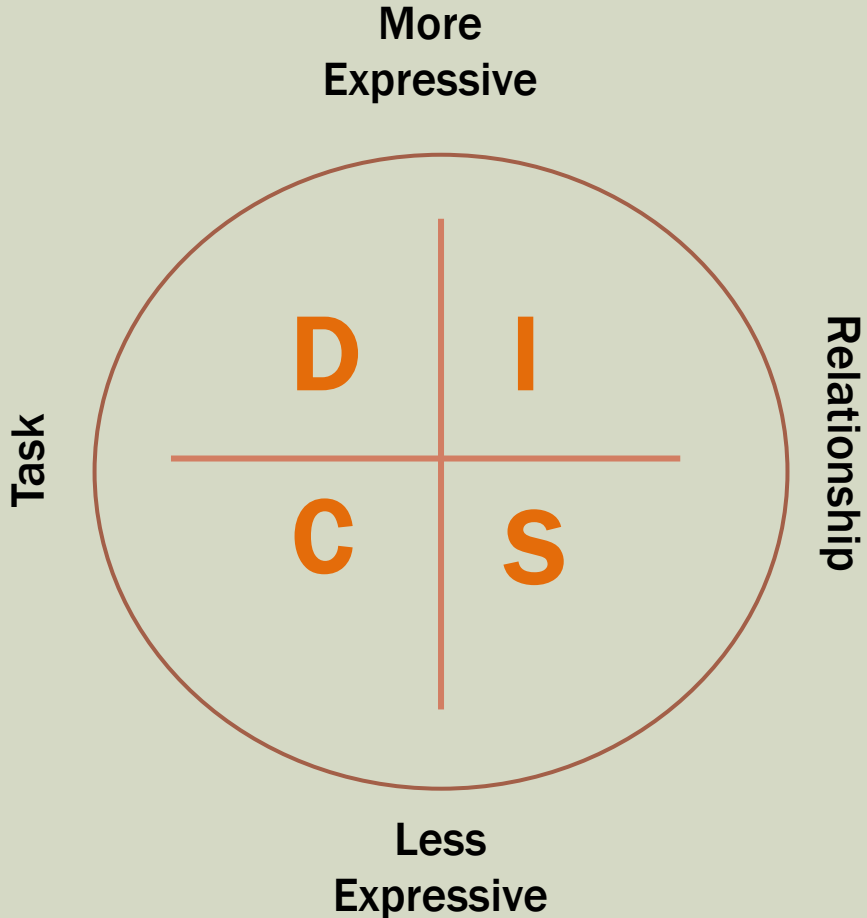
- Fast vs. Slow
- Loud vs. Soft
- Short vs. Long
- Interrupts vs. Pause
- Data vs. Stories
- What vs. Who
- Direct vs. Chat

## Visual

- Big vs. Small
- Eye Contact vs. Not
- Still vs. Animated (face)
- No many smiles



# DISC





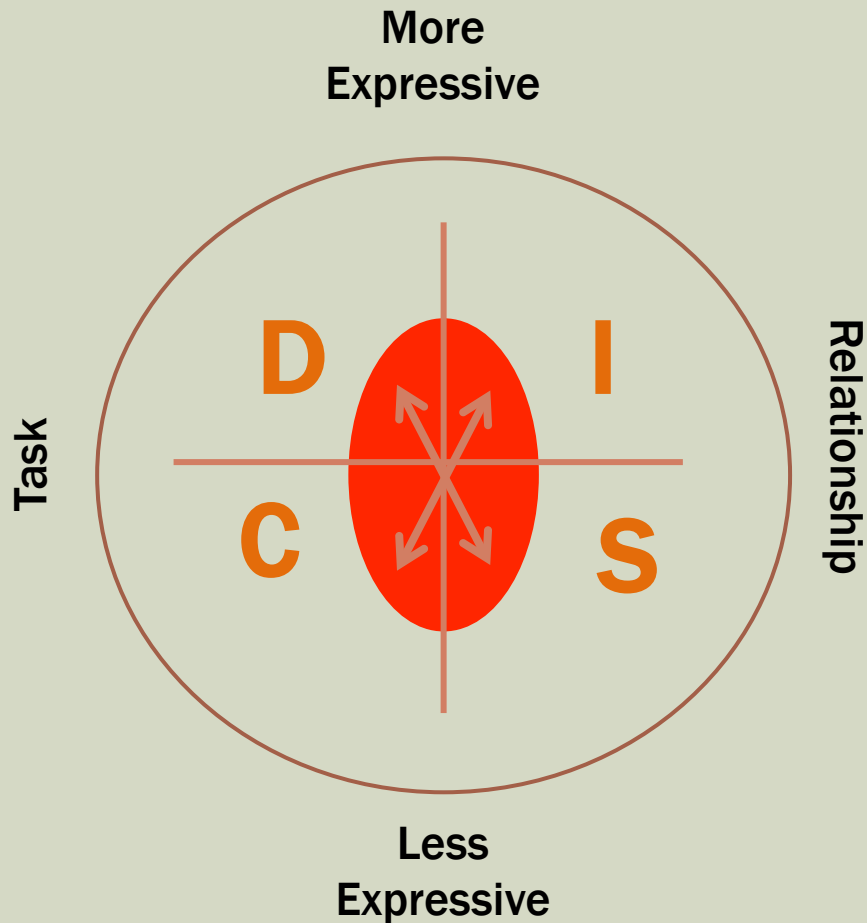
# REVIEW

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
  - **1<sup>st</sup>** sentence matters
- Bottom Line Up Front (BLUF)
- Few Questions and Up Front

# 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

# HIGH S EMAIL BEHAVIOR

- 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

# EMAIL PRACTICE ONE

**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**

# EMAIL PRACTICE TWO

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

# EMAIL PRACTICE THREE

**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**



# EMAIL PRACTICE FOUR

**From: Joe Bristol**

**To: Chris Smith**

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 your 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!

Joe Bristol

Director of Special Ops

802-555-1212

Cell 555-4567

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[Joeb@facebook.com](https://www.facebook.com/Joeb)