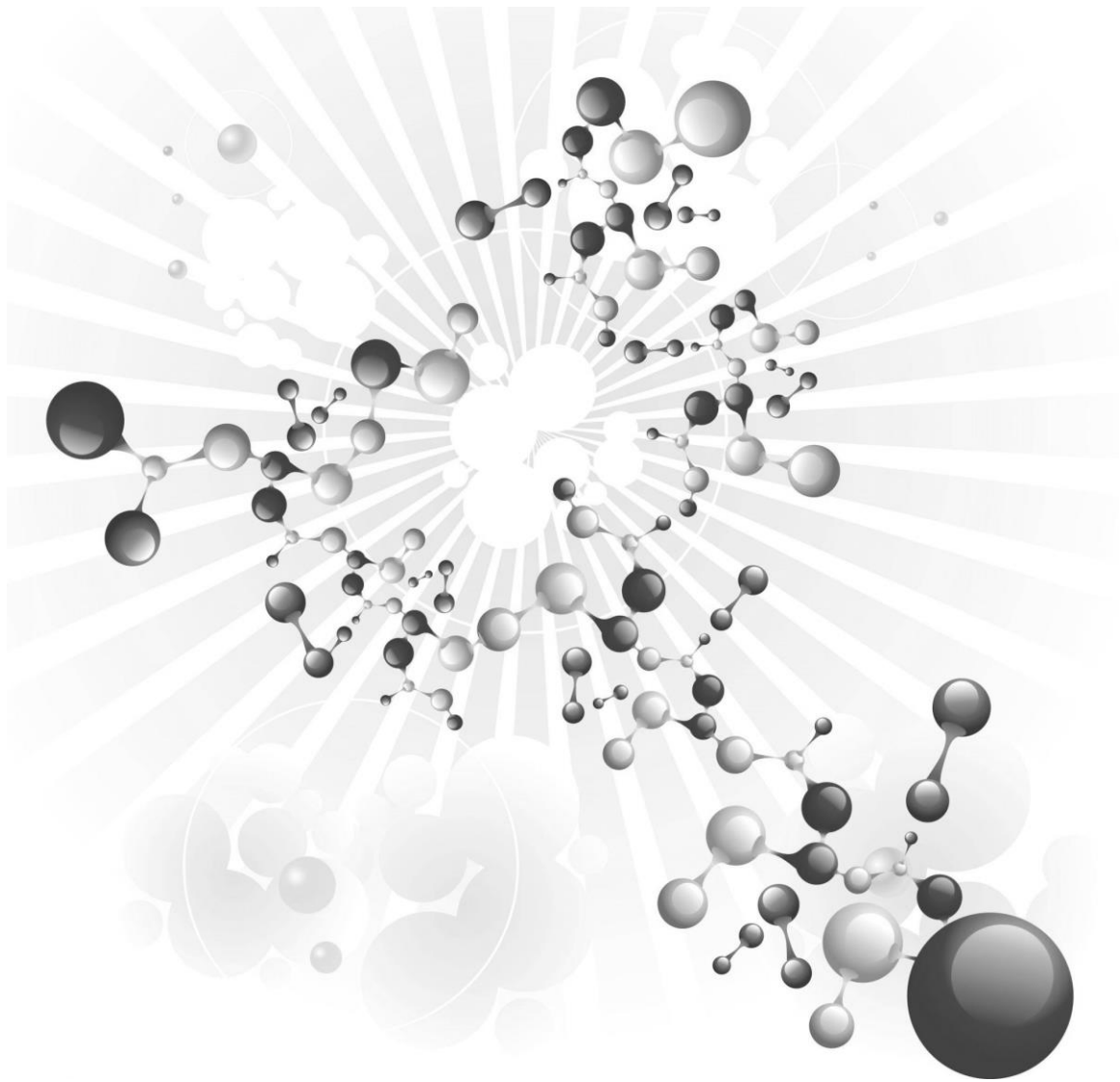




DISC Coaching Catalyst™

*Your Guide to Uncovering Motivations and
Revealing Blind Spots*

*Created by Dave Meyer & Laurie Valaer
ECI Learning Systems, LLC*

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Introduction

Welcome

Welcome to the *DISC Coaching Catalyst™*, *Your Guide to Uncovering Motivations and Revealing Blind Spots*.

This program is designed to help you learn about one of the great tools for improving a person's knowledge of themselves; allowing for greater self-understanding, improved communication, stronger teams, and a more thorough awareness of those around them.

Upon completing this program, you will have all of the tools you need to use DISC as a coaching tool and to allow you to help your clients in ways that never before seemed possible. You will not only understand your clients' natural tendencies, but you will also understand how they view themselves and how you can help change that perspective.

People who understand DISC understand people, including themselves. They more clearly see their own strengths and weaknesses, and how they can use both their strengths and weaknesses to make themselves more effective. Once they understand themselves better, they will begin to understand those around them, as well. What's more, they will stop judging those around them, based on their own personal standards, and learn to appreciate and value different people and what they bring to the team.

As you work your way through the program, think of how you can use this material to help your clients see themselves in a new light and understand themselves better.

Think of how understanding themselves better will help make them more successful and more willing to make the changes necessary to move ahead with the coaching process. And think of how understanding people better will make you a better, more intuitive coach.

This program is designed to provide you with a strong foundation in the use of DISC as a coaching tool, including the following key areas:

1. The theory behind DISC
2. What DISC does and does NOT measure
3. Why DISC works
4. The Johari Window
5. Key questions surrounding each of the primary DISC styles
6. Coaching issues you can expect to encounter
7. Administering the DISC assessment
8. Detailed reviews of each DISC component
9. What the 3 DISC graphs mean, and how you can use them
10. Style combinations
11. Unusual DISC graphs and what they mean

You should also practice DISC on your own to learn to quickly recognize people's styles without the need for an assessment. This will enable you to improve your own interpersonal and communication skills on a daily basis.

This program is designed to prepare you for using DISC with your clients. But to use DISC correctly you need to understand what DISC does and what DISC does not do. You also need to understand the concepts surrounding DISC and why the tool works as well as it does.

There are a variety of DISC reports available today from a number of sources. The specific DISC report that you will be working with in this program is called the “DiSC Classic 2.0®” report (published by, and a registered trademark of, Inscape Publishing, Inc). It is the perfect tool for working with people one-on-one because it gives a thorough and complete analysis of a person’s behavioral style.

This program is structured to help you learn how each behavioral style acts, thinks, and communicates. It will show you what each style prefers and what each style avoids. It will help you identify natural strengths and blinds spots for each type. Armed with this knowledge, you will be able to understand your clients more thoroughly, assist them more quickly, and move them further than you could on your own.

Icons Used In This Manual

In the margins of this manual, you’ll find little pictures, called icons, to guide you through the ideas presented. Here’s a list of what they mean:



The Challenge Icon indicates hands-on exercises that you can complete to enhance your learning experience in this course.



The Button Icon identifies the next DISC Behavioral Style to be discussed in the manual.



The Key Icon identifies the sections in this manual where we will be discussing the Key Characteristics of each DISC behavioral style.



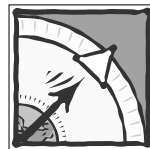
This icon marks the sections where we discuss the Natural Fear and Emotion of each DISC style.



The Interaction Icon marks the sections where we will be discussing how each DISC style relates to all of the other styles.



This icon indicates the Opportunities for coaching that might come up with a client of each DISC style.



This icon marks specific Coaching Tips we'd like to share about using DISC in your sessions and in relating to each specific DISC style.



The Question Icon indicates questions that might be appropriate to ask a client of each DISC style during your coaching sessions.

Your DISC Assessment

By now you should have received your personal “DiSC Classic 2.0®” assessment (published by, and a registered trademark of, Inscape Publishing Inc). This assessment is identical to the reports your clients will receive, should you choose to use the same version from this publisher.

Notice that there are 4 major sections to this particular report:

- I. Section 1 is devoted entirely to the respondent based on your answers to the DISC tool. It includes information about:
 - a. Your primary style type
 - b. The Intensity Index for your responses, including descriptors of your style
 - c. What motivates you
 - d. Your work habits
 - e. Insights into your behavioral style
- II. Section 2 is devoted to a general description of the DISC model. This will allow you to easily explain the DISC concepts to your individual clients. This section includes:
 - a. A description of the model itself
 - b. An overview of the 4 major behavioral styles
- III. Section 3 provides you with 15 Classic Profile Patterns. The Classical Patterns are Inscape Publishing’s unique and trademarked description of the common combinations of the 4 primary DISC quadrants. Since most people are not a single DISC type, but a combination of 2 or 3 types, these Classical Patterns will provide you with more detailed information about how your client thinks and behaves.

- IV. Section 4 shows all 3 DISC charts and the individual tallies. The use of all 3 DISC charts will allow you to readily understand more information about your client's present situation and how they may be feeling about their job or their life.

It is important that you read and understand your own profile, as it will enable you to ask questions that will be similar to those your client will ask.

As you read through your own DISC profile, ask yourself the following questions:

1. Does this information accurately reflect who I am?
2. Do other people see me the same way I see myself?
3. How might my natural tendencies help me in achieving my goals?
4. Are there areas of my behavioral style that might hinder me from achieving my goals?
5. How do my personal tendencies impact the way I view others around me? Am I trying to view others through my personal lenses?
6. Once I fully understand the reasons behind some of my behaviors, how can I use this information to be more effective?
7. How can I apply these same concepts to others around me?
8. Who are the key people in my life, and what are their natural tendencies?
9. How do my natural tendencies and those of key people around me compliment each other?
10. How do my natural tendencies and those of key people around me create conflict?

DISC Theory

What Is DISC?

DISC is an easy-to-use, inexpensive, and easily understood model for explaining behavior, motivation, and communication styles. It was developed based on the work of Dr. William Moulton Marston and his 1928 book, “The Emotions of Normal People.”

While DISC is based off this work, Dr. Marston did not invent the DISC assessment tool itself. The original DISC assessment was created in 1972 by researchers at the University of Minnesota. This model has since been updated several times to ensure the sample sizes, demographics, and verbiage are consistent with our modern uses.

DISC is based on the 2-axis, four-dimensional model that Dr. Marston described in his original work. Dr. Marston’s model is based on the concept that while all people are different, they are, in some key ways, predictably different. And that certain key, underlying factors can be used to identify many aspects of their behavior.

The DISC profile is an accurate behavioral analysis that can be used to predict the behavior of individuals in specific situations. It can also show where certain individuals are most comfortable, allowing them to identify both the type of work they will thrive in, as well as the best working environment.

On a personal level, it can help open up the lines of communication between people by helping them understand their own communication strengths and weaknesses.

The “DISC Graph,” or “DISC Profile,” was a later development that allows for the graphic representation of a person’s behavior. The graph displays a person’s style showing dominant and secondary traits in a manner that can be readily interpreted and understood. With the DISC graph, complex results are made readily apparent in a simple shape that can be fully analyzed at various levels.

While training is certainly required to interpret the subtleties of the DISC profile, the major components can be identified by a layperson on sight.

One of the major benefits of DISC lies in its apparent simplicity. In reality, the mechanism that drives DISC is complex, subtle, and highly scientific. This complexity is hidden from the user in the simplicity of the assessment.



It is always best to refer to DISC as a “profile” or “assessment,” and never as a “test.” The term “test” implies right and wrong answers, good and bad responses, and pass/fail results. In reality, there are no “best” or “worst” behavioral styles. People are who they are, and are likely just fine as they are. Understanding their behavioral style, though, will allow them to make subtle adjustments in their dealings with other people, and will make them more effective and happy with their lives.

Each of the behavioral styles has strengths and weaknesses. Using DISC will allow someone to harness their strengths and identify and possibly mitigate their weaknesses. When you begin to read about your own characteristics you will start to understand how other people see you when they associate with you and how you can adjust your behavior for better results.

Forced Choice

The DISC Behavioral Assessment is designed as a “Forced Choice” format to minimize the effects and bias of social desirability and guessing for the “right” answers.

In free-choice instruments, individuals may differ considerably in how they approach making responses; some may select many items or others may select few. For example, if an adjective checklist is being used, some people will agree with almost all of the adjectives, even if some words don’t really describe them. Others may be more cautious and will only endorse items that describe them most of the time.

By requiring everyone to use the same “Most” and “Least” choice format in responding, the variance introduced by difference in response style is eliminated.

DISC questionnaires vary in style and content, but are all based on the same concept and have key elements in common.

All true DISC questionnaires consist of 28 sets of questions, each with 4 possible choices. Each questionnaire asks a candidate to identify which of the 4 options is most applicable to them, and which is least applicable.

These “Most” and “Least” options are then used to define the style of the person being assessed.

What DISC Does Not Measure

It is important to understand what DISC does not measure, as well as what it does measure.

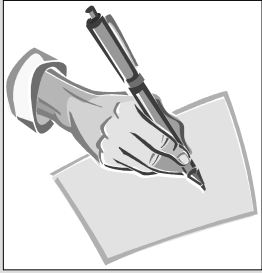
DISC is based on the behaviors of a “normal” person. It will not, and cannot, identify aberrant behavior in an individual. While you likely will not encounter someone like that, it is important to understand that DISC will not help you in dealing with that type of individual.

More commonly, DISC does not measure such characteristics as:

- a. Intelligence
- b. Determination
- c. Willingness to sacrifice
- d. Openness to new ideas and learning
- e. Strength of character

This means that you might find two people with nearly identical profiles, working in the same environment, with drastically different results. This should not be cause for worry or alarm as long as you understand what can cause those differences.

* * *



Challenge

Now that you have completed and reviewed your own DISC profile, spend a few moments reflecting on other things that DISC does not measure. List these items in the spaces below:

1. _____
2. _____
3. _____
4. _____
5. _____

How will the items that DISC does not measure impact your coaching? Obviously, part of that answer depends on your niche in coaching and the results your clients want from your coaching. But, in any coaching situation, DISC is only part of the answer. Think about how you will introduce these concepts to your clients so they fully understand what DISC will and will not do for them.

Results

A DISC assessment produces 3 distinct profiles: the Mask (Public Self), the Core (Private Self), and the Mirror (Perceived Self). (Please refer to your “DiSC Classic 2.0®” profile (published by, and a registered trademark of, Inscape Publishing Inc).

All three results are derived from the same 28 questions and each describes a different aspect of a person’s behavior and how they might behave in different situations. In other words, all 3 are pictures of you, but taken from a different angle.

It’s important to understand what the different graphs mean to get a clear view of how you really operate.



The profile is often given while focused on a specific context (work, home, school, etc), since many people have a “different behavioral style” at home than at work. It is important to keep focus on that context, both when you take the profile and when you read the results. Trying to apply the results on a more generalized scale can lead to misconceptions and confusion.

Graph 1

The Mask (graph 1) describes a person's perception of their own behavior that they would ideally project. The shape of this graph represents how they are most often perceived by the outside (external) world under normal circumstances.

Graph 1 is generated by the "Most" choices of the DISC profile and it is these behaviors that have the greatest potential for change.

Of the three graphs, the first graph is the most likely to demonstrate significant change over time. This is because graph 1 reflects the most influence from the outside. Graph 1 often changes when your job or surroundings change, when you find yourself in particularly uncomfortable situations at work or at home, or when other transitions are affecting your short-term focus.

Everyone wants to gain some level of acceptance in their life, so they adjust their behavior in the short term to gain that acceptance. Graph 1 reflects those adjustments and measures your response to the perceived demands of your environment.

So, graph 1 is not a reflection of our true self, but rather of the self that we believe we need to be for short-term gain and/or survival. It is a reflection of our responses to our current environment.

Graph 2

The Core (graph 2) describes a person's internal motivations and desires and often reflects how that person will react under stress or pressure. Under stress or pressure most people revert back to the behaviors learned early in life from parents, mentors, close friends and environmental factors from their childhood.

It is important to note that these are “learned” behaviors from our developmental periods. However, we must not confuse developmental periods with “youth”. In your business life, your developmental period would include your early work experiences, bosses, mentors, and co-workers.

Graph 2 is generated by the “Least” choices of the DISC profile and it is these behaviors that generally do not change over time. As we face stressful periods in our life these are the behaviors that will be most prominent. Since these responses are ingrained into our behaviors, we are most likely to fall back on them when facing challenging situations.

It doesn't matter whether or not these behaviors have been effective in the past; they are the behaviors that are most deeply ingrained in us and the most natural to us. A person's behavior under pressure might be substantially different than either their public self or their perceived self, as those behavioral styles often take into account learned behaviors and adjustments based on real or perceived feedback.

Someone who is quiet and in control in normal situations, may become more outgoing and scattered under pressure. Likewise a “take-charge” type person may become reserved and withdrawn under real pressure.

None of this is to imply that the Core behavior cannot change. A person can certainly learn and grow and begin to act differently under pressure. But changing one's core behavior requires much more effort than changing a person's public persona. Coaching is a great way to help make behavioral changes more permanent for anyone sincerely interested in making changes.

Graph 3

The Mirror (graph 3) is really the key graph to examine as it reflects the person's view of themselves and will generally drive their actual behavior. It is calculated by taking the differences between the results for graphs 1 and 2. It is common to have all three graphs in synch with each other, showing that the person behaves the same in public as in private, and reacts the same way under pressure.

Everyone envisions himself or herself in a particular way. We look into the mirror and see ourselves, our strengths and our weaknesses, our dreams and our hopes, our past and our future. We see our character, our motivators, our fears, and our triumphs. We are the only ones who know the intensity of our thoughts, plans, and determination. We see ourselves as no one else can. And this self-portrait is what drives our internal motivation.

Graph 3 represents this self-portrait and is the most genuine image provided by the DISC profile. This graph is the primary source of interpretation in the DISC system, although it should always be used in conjunction with graphs 1 and 2. Graph 3 combines the learned responses from one's past and the perceptions of the requirements of the current environment. Graph 3 is also the most stable of the 3 graphs as people rarely change their own perception of themselves.



Comparing The Graphs

A key aspect of coaching with DISC is in understanding the interaction of the 3 DISC graphs. One key thing to look for is consistency in the general shape of the 3 graphs.

A consistent shape indicates that the person's presentation of themselves to the public (Mask), how they act under pressure (Core), and their true self (Mirror) are all in synch. In other words, their behavior is consistent in all 3 aspects and they are comfortable with who they are. Significant variances in the general shape of the 3 graphs are often an indication of some level of discomfort.

While graph1 is the most likely to change based on circumstances, that also means that a person taking the DISC assessment on two different occasions can easily show slightly different results. Reasons for variation in graph 1 over time include: the subject being new or uncomfortable in their position; a significant change in their responsibilities; or the subject's lack of clarity about what is expected of them.

Sometimes there is very little difference between graph 3 (Mirror) and graph 1 (Mask). This is an indication that the individual is very comfortable and well matched to the current demands of their environment, or that they clearly understand the demands of their current environment and have adapted to those demands. When this happens, the subject should be experiencing a low level of performance related anxiety.

When the subject is not feeling comfortable in their current situation you will often see a disparity between the public and private graphs. This would be true when the demands of the public environment do not match the preferences of their “true self”.

For example, if the subject is a High I type person (outgoing, people-oriented, and amiable) and is placed into a position requiring substantial attention to detail (High C type environment) they may be able to complete the tasks correctly, but they won’t enjoy the experience and will not be anxious to repeat it.

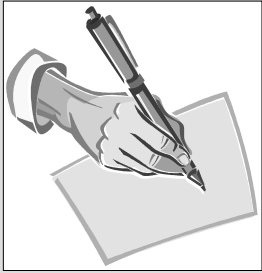
In other words, their intelligence and discipline may allow them to satisfactorily complete assignments outside their core style, but this should not be regarded as an indication of a latent desire to do that type of work regularly.

Unusual Graphs

There are 3 graphs that are considered “unusual patterns.” They are called the “Overshift,” the “Undershift,” and “Tight.”

As you might expect, the “Overshift” pattern is where all 4 plotting points on graph 3 are above midpoint. The “Undershift” pattern is where all 4 plotting points on graph 3 are below midpoint. Lastly, the “Tight” pattern is where all 4 plotting points on graph 3 hover around midpoint. There are several reasons why these patterns might appear. These reasons range from the client being in some type of distress to the client trying to fool the assessment. In any event, all 3 of these patterns are invalid. A conversation with the client is in order to determine the reason for the pattern, followed by a second opportunity to take the assessment.

* * *



Challenge

A variance in the 3 graphs is a common occurrence for people who are not comfortable in their current situation. What questions might you ask a client who shows a variance between graphs 1 and 3?

1. _____
2. _____
3. _____
4. _____
5. _____

What would a variation between graphs 2 and 3 likely represent? How would you confirm this with a client?

Human Interaction

Johari Window

The Johari Window (see *Diagram 1* below) was created by Joseph Luft and Harry Ingham and is a very useful tool for describing how humans interact.

The four paned “window” divides personal awareness into four different types, as represented by its four quadrants: Arena, Mask, Blind Spot, and Potential. The lines dividing the four panes are like window shades, which can move as an interaction progresses.

Let’s look at the four panes and what they represent:

THE ARENA

The “Arena” represents things that both you and I know about me. For example, I know my name, and so do you. Without too much discussion, other items move quickly into the Arena. Things like where I live, what I do for a living and the kind of car I drive quickly expand the Arena itself. The longer you know me and the more we interact, the more the Arena might expand.

The more the Arena expands, the easier it is for you to understand me, know what interests me, identify what motivates me, and know what frustrates me.

When you first meet a new person, the size of the Arena is very small, since there has been little time to exchange information. As the process of getting to know one another continues, the window shades move down or to the right, placing more information into the open window, as described below.

THE MASK

The “Mask” represents things that I know about myself that you do not know. These may be things that we have not yet had a chance to discuss, or they might be things that I am intentionally withholding from you. Regardless of the reason for your not knowing, you can’t fully understand me until the Mask is lifted.

With new acquaintances the Mask is extremely large, as there are vast amounts of information, virtually a person’s whole life story, that have yet to be revealed to you. As two people get to know and trust each other, they will likely feel more comfortable disclosing more intimate details about themselves, enlarging the Arena and reducing the size of the Mask.

On the other hand, there may be parts of a person’s life that they do not wish to reveal to you and may go to great lengths to hide. These are things that they may not want to put into the Arena for various reasons, but not knowing these things will inhibit your ability to fully understand them.

THE BLIND SPOT

The “Blind Spot” represents things that you know about me, but that I am unaware of. For example, you might be my boss and know that I will soon be promoted or transferred to a new division. This information is in my Blind Spot because you can see it, but I cannot. If you now tell me that I am being promoted then this area shrinks and the Arena expands as we now both know the information.

Most people have Blind Spots in more complex areas. For example, you may believe that I talk too much. In our discussions together you may try and avoid questions with potential long answers for fear that my answer will be excessive. As a result, you ask me less questions and learn less about me. Or perhaps you still ask questions, but quickly tune out my answers.

In either event, the Arena stays small and we can't make the type of connection necessary for quality interactions. If I were aware of this Blind Spot I might be able to temper this behavior and improve our communications.

Moving information from my Blind Spot to the Arena will result in improved communication with you and others. But moving information from the Blind Spot can be sensitive and may require care.

THE POTENTIAL

The "Potential" represents things that neither I know about myself, nor you know about me. The Potential may deal with the future, or possibly with hidden talents that neither of us are aware of.



As a coach, many of our client's challenges will fall into this category. Exploring our client's Potential, allows both the coach and the client to uncover new talents, discover new possibilities, and identify limiting beliefs that are holding them back from achieving their dreams.

After opening the Arena through exploring a client's Mask, the coach will likely spend a significant amount of time exposing the client's Blind Spots and uncovering their Potential.

Johari Window

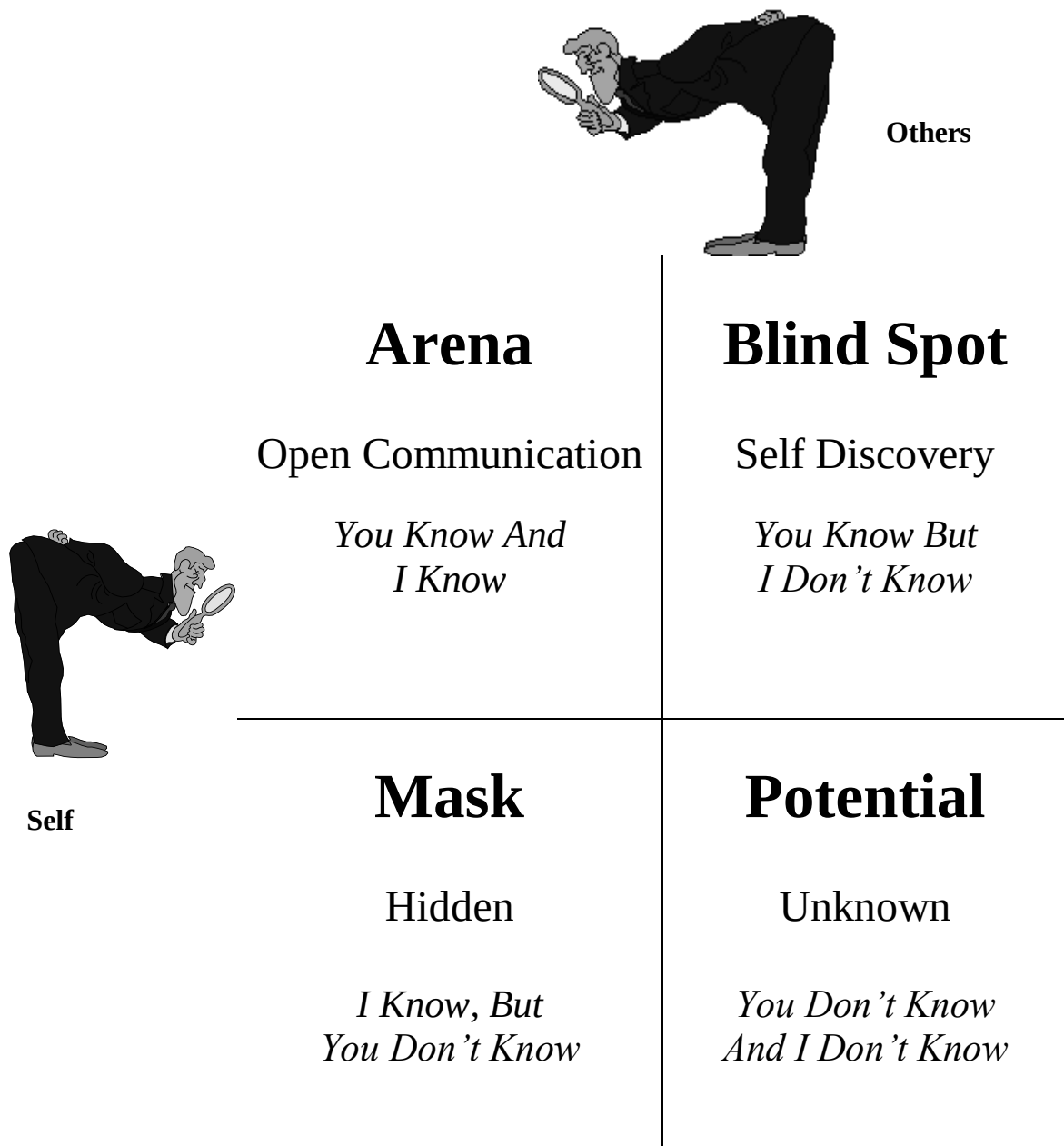


Diagram 1 – The Johari Window



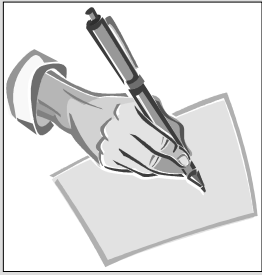
Coaching and the Johari Window

As you become knowledgeable about DISC, you will find that it is a great way to introduce your clients to new possibilities and new ways of thinking. The use of DISC in conjunction with the Johari window creates endless possibilities for fast, efficient, and safe coaching.

As you move through this course, you will be challenged to identify your client's Blind Spots and Potential. You will also be challenged to discover ways of revealing this information to you as coach, and to the client.

We encourage you to introduce your client to the concept of the Johari window and to use the terminology with them in your sessions. Make the client aware of when something has just moved into the Arena. Acknowledge when the client has discovered new abilities or limiting beliefs through their Potential. In short, make the client your partner in understanding him- or herself and in using the Johari window to expand their self-knowledge.

* * *



Challenge

Given your current clients, what are some of the blind spots that you are already aware of that you can help your clients discover?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

DISC Model

Understanding The Behavioral styles

Below are brief descriptions of the 4 main behavioral styles represented by the DISC profile. We will be studying the different behavioral styles in more depth to fully understand what drives and motivates them, how they communicate, and the value they add to the team.

THE HIGH D

A DISC graph that shows a high level of Driver (a High D) relates to a behavioral style that is direct, demanding, task-oriented and competitive. High D individuals feel a need to be in control, have a high level of energy, and believe that they are in control of the environment around them. High D behavioral styles tend to be results oriented and, therefore, focus on the bottom line.

THE HIGH I

A DISC graph that shows a high level of Influence (or High I) describes a person of a highly social nature. High I individuals are open, outgoing, people-oriented and have high energy. They are comfortable in almost any social situation and often have a way of finding the limelight, even when they are not looking for it. The High I tends to trust their feelings, and can often appear erratic or impulsive to others.

THE HIGH S

The High S behavioral style (also referred to as Steady) reflects someone who is warm and personable, but lacking the social confidence of the High I. They are known for their patience and desire to be one of the team. They enjoy the company of others, but are “listeners” rather than “talkers.” The High S style likes to take things slowly and methodically, preferring to maintain the status quo rather than deal with a constantly changing environment.

THE HIGH C

If your DISC chart shows that you are a High C behavioral style, then you likely present a rational, dispassionate approach to life. The Conscientious style is interested in facts, rules, and practical solutions. The High C rarely acts compulsively and tends to take a long-term view of situations. High C’s are planners who like to understand the risk involved in decisions and have ample facts to support any decision they need to make. The High C values structure in their environment, believes in following the rules, and values accuracy in their results.

Diagram 2 below is called the “Behavioral Style Chart.” It should give you a general idea of the basic, high-level relationships and differences between the DISC styles. This chart can, and should, be referred to again and again as you study DISC and begin using it with your clients. It is also a great way to introduce new people to the concepts of DISC. In fact, drawing this chart by hand not only illustrates the DISC concepts, but can also be a great way to demonstrate your expertise in working with the DISC model.

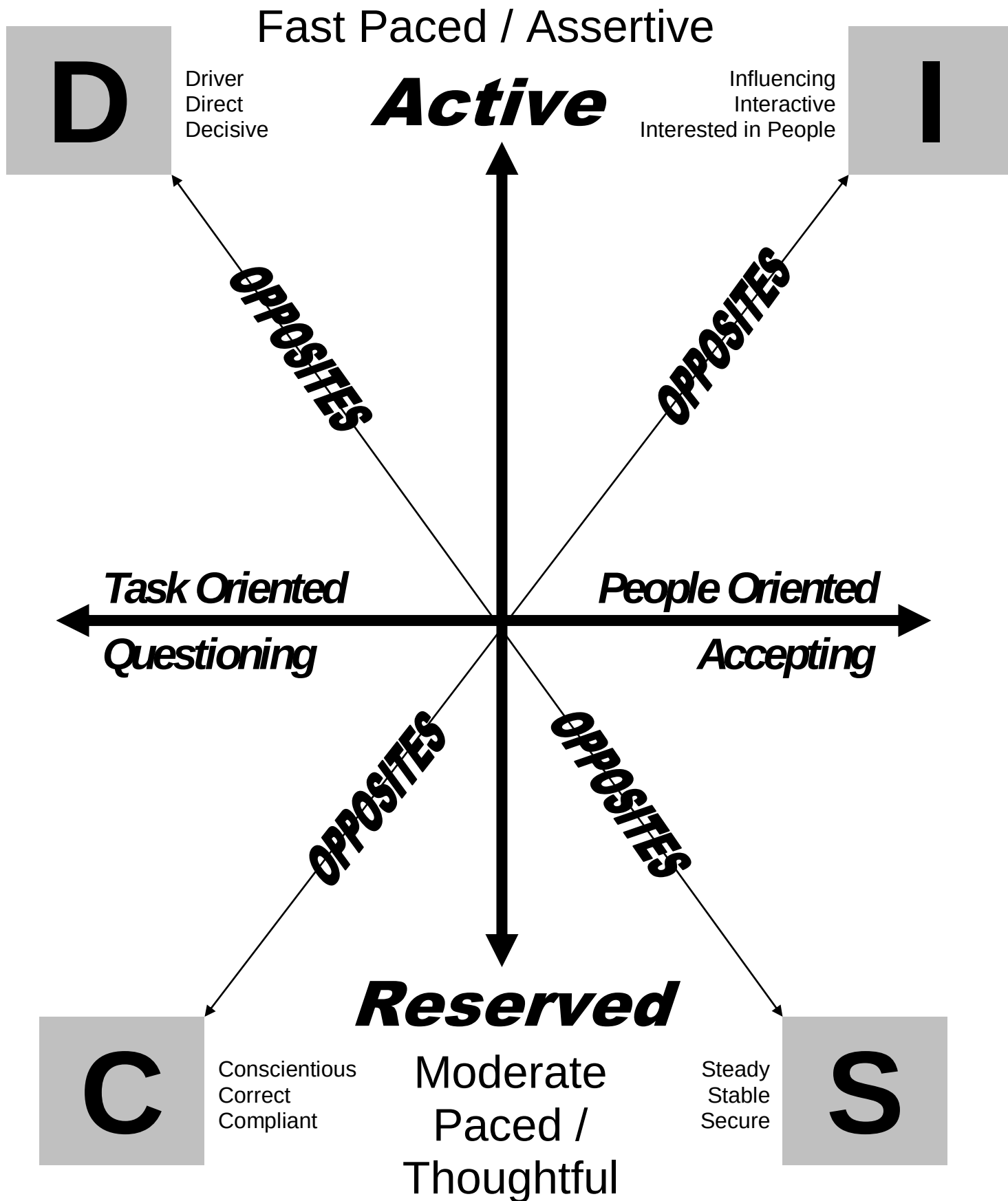


Diagram 2 - Behavioral Style Chart



High D Behavioral styles

Overview

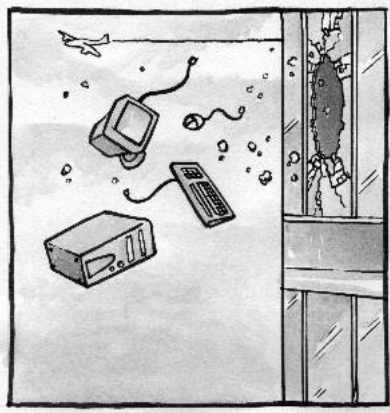
The High D style type is very interesting. Making up only a small percentage of the US population (about 3%) it is the style to which many business people and leaders aspire. Drawn to the action-orientation of the High D, and their “get it done” attitude, many people try and mold themselves to fit the High D style.

It's true that the High D's are natural leaders, but it takes more than action-orientation to be a leader. High D's (like all behavioral styles) have natural strengths and challenges that they must be constantly aware of. And, while it's true that High D's get things done, it can sometimes be at the expense of quality, and more importantly, at the expense of people's feelings.

FAMOUS HIGH D BEHAVIORAL STYLES

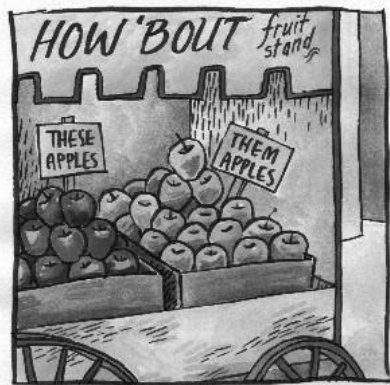
- John Locke (character on LOST)
- Al Pacino (actor)
- Robert DeNiro (actor)
- Hillary Clinton (Secretary of State)
- Barbara Walters (television personality)
- Dr. Phil McGraw (television host/therapist)
- Simon Cowell (American Idol)

HIGH D MOVIE QUOTES



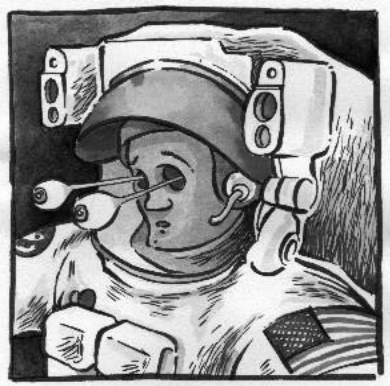
“What do you mean...invalid parameters? 9000 gigs of RAM and it can't answer a simple question!”

- *Earthworm Jim*, 1995-1996



“Do you like apples? Well, I got her number! How do you like THEM apples?”

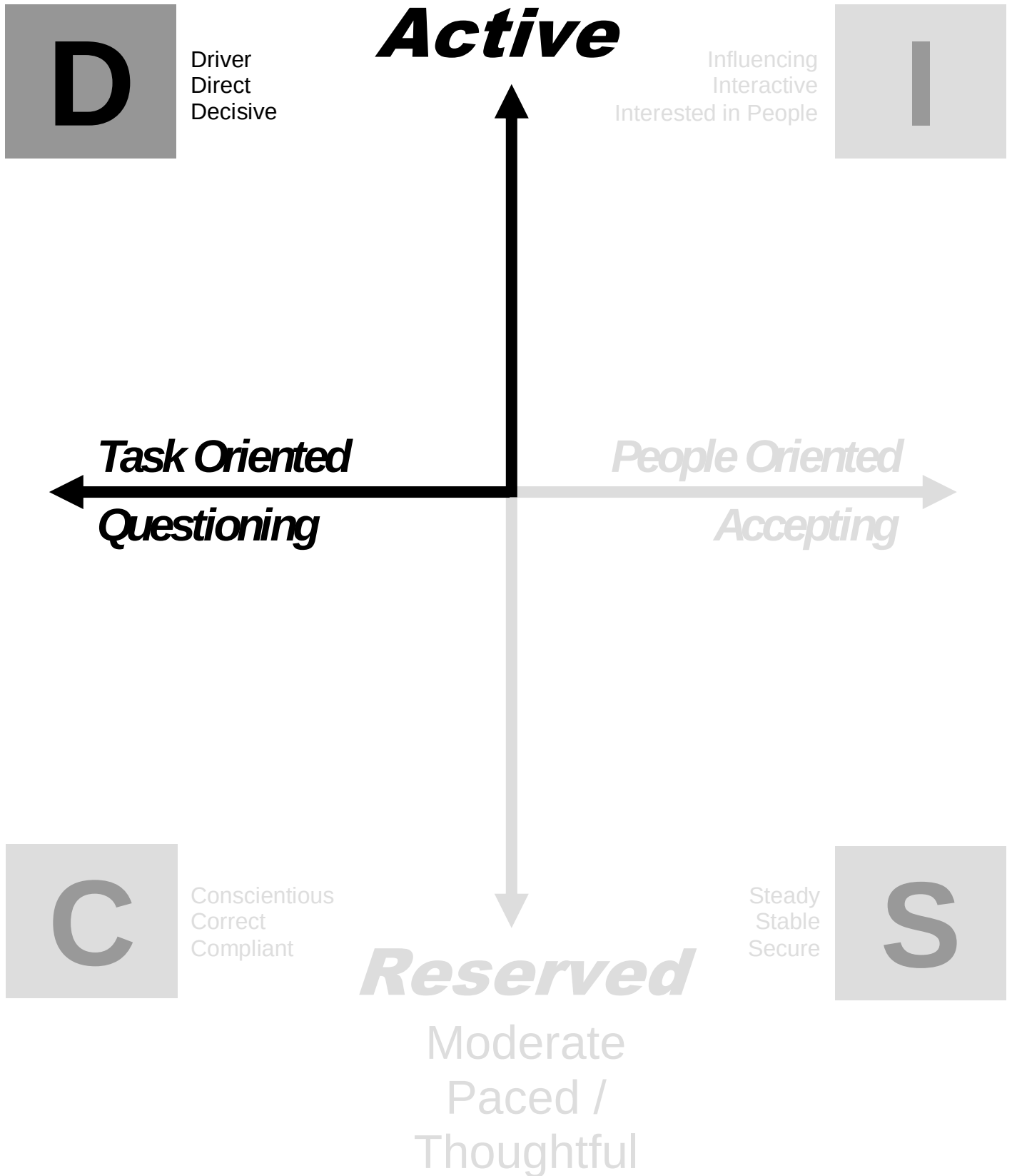
- *Good Will Hunting*, 1997



“How dare you open a spaceman's helmet on an uncharted planet! My eyeballs could have been sucked from their sockets.”

- *Toy Story*, 1995

Fast Paced / Assertive





High D Characteristics

High D's like to be given responsibility and will seek out positions of leadership and authority. They prefer to be given a goal or desired outcome and then be left on their own to figure out how the goal will be accomplished.

The High D's consider themselves intelligent (regardless of whether or not this is true) and they have faith in their ability to meet any challenge or task.

High D's prefer to work on their own or to delegate tasks to others. They are not necessarily great team players, although they often make great team leaders. When given a task to do with others, they will automatically assume the leader's role without asking permission from the others on the team.

Characteristics:

Outspoken
Persistent
Welcomes
Challenges
Decisive
Self Starter

They often feel they need to take on this role because they feel more confident in their own abilities than other people's abilities. Their task-orientation generates results; often times it will generate lots of results. But results do not always translate directly into quality results.

The High D views their own mistakes as part of the process. They don't take their failures personally, but view them as a learning process and quickly move past them. They are not always as generous with the mistakes of others.

They view themselves as natural leaders and don't understand if others are chosen to lead. They can unintentionally sabotage authority because they don't like being given orders; they much prefer to give them.

At Their Best:

Driving for
efficiency
Participating
Directing
Making direct
comments
Giving end-point
first

They will always feel they should be in control, making the decisions, because they feel their own way is always better. High D's will usually end up in management and leadership positions, self-employed or in charge of an organization that has a bit of room to move unsupervised.

High D's are generally confident people and often make decisions quickly. They process information rapidly, trust their gut reaction to challenges, and are anxious to move ahead.

Natural multitaskers, they can often be found juggling several projects and priorities, readily moving between them. However, as priorities change, D's will put additional focus on a new priority and back away from other tasks. It can be difficult for them to follow something to its end because they may get bored with the details.

They can start a task or project without really knowing where they are headed because of their propensity to just dive into the action. They just want to get in and do it. When you want something done in a hurry, give it to a High D.

They like to do a lot quickly, which sums them up fairly well. They can often be found being busy. High D's want to achieve, produce, get lots done, and work hard and long hours to make money. Sometimes they just don't stop to look and see if they are really producing or achieving anything. They don't slow down long enough to see if they are making real progress.

At Their Worst:

Alienating by
being forceful

Not letting
people catch up

Making snap
decisions

Killing creativity

Unaware of
group dynamics

The typical High D style embraces change in both their personal and professional life. Their motto might be, “If it isn’t broken, now is the time to fix it”. They constantly look for ways to make things faster and more efficient. They consider change a constant in the environment and consider most changes to be relatively minor, regardless of their actual scope or impact.

They like to be in control of their own lives and make their own decisions. They believe that they are the best person to decide what should go on in their personal or professional life. They will actively rebel if they believe that someone else is trying to make their decisions for them.

Naturally competitive, the High D can turn even the simplest tasks into “games” where there is a winner and a loser. This competitive nature may serve them well in the business world, but can alienate those around them who aren’t interested in win-lose situations.

High D’s can seem too powerful or come on too strong for other people. They are confident, outspoken, and say what they believe. This may offend others and may cause High D’s to be viewed as arrogant. This does not mean that they are arrogant, it’s just the way they express themselves.

It is still possible for the High D to have effective relationships with each of the other behavioral styles. High D behavioral styles are focused on results and will look for ways to bridge the gaps between themselves and others if it helps them achieve their goals. An emotionally intelligent, well-rounded High D can rally the troops around clear goals, and bring out the best in every behavioral style.



Natural Emotion:

Anger

Biggest Fear:

Being taken
advantage of

Natural Fear And Emotion Of A High D

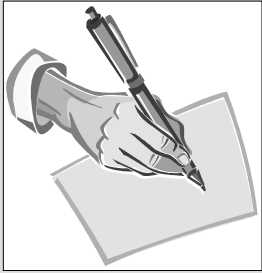
Like all behavioral styles, the High D has a natural fear. The fear ties directly into their core style and tendency to trust themselves first.

Naturally skeptical and questioning, the High D finds it difficult to trust others, until that trust has been earned. This skepticism relates directly to their fear of being taken advantage of.

This same lack of trust and skepticism is shown in the natural emotion of a High D as well. High D behavioral styles are quick to anger and move in and out of that emotion very quickly. In other words, while a High D may get angry about a situation, they will also quickly move past their anger in an attempt to get the desired results.

Similarly, a High D does not necessarily hold a grudge about every issue that makes them angry. They may clearly separate their anger about an issue or situation from anger at the person behind the situation.

* * *



Challenge

Given your coaching niche, what characteristics would you expect to see from a client with a High D behavioral style?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

What specific challenges should you expect to encounter with a High D client?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The High D

There is a lot of room here for coaching the High D on personal development. The High D's action-orientation makes them ideal candidates for self improvement.

Once they have identified a need for change, they will eagerly identify actions for improvement. Because they embrace change so readily, it becomes easy for them to incorporate coaching changes into their lives.



OPPORTUNITIES FOR COACHING

1. Relationship building
2. Focus on quality
3. Trusting others
4. Communication awareness
5. Understanding their limitations
6. Controlling their emotions
7. Understanding their impact on others
8. Recognizing the value in others
9. Prioritization
10. Follow through
11. Being less competitive
12. Allowing others to lead, when appropriate
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Be direct
2. Keep session fast paced
3. Don't make small talk
4. Challenge them to do more
5. Encourage them to write down their goals
6. Don't focus on emotions/feelings
7. Provide accountability
8. Encourage written Action Plans
9. _____
10. _____



COACHING QUESTIONS

1. What are you going to do?
2. Are there other alternatives?
3. When can you have this complete?
4. Is there an upside to this problem?
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



High D Interaction

A High D does not, generally, interact well with others. They give orders and like to take control and this can detract from their relationships with others.

While a High D likes to lead the team, they may not do as well when they are asked to play with the team. High D's have no problem visualizing themselves leading others, but they do not readily see themselves in the role of follower.

The action/task-orientation of the High D should not imply that D's are devoid of any people-orientation. Instead, the High D tends to think "Tasks First and People Second."

Communication Style:

Direct and to the point

No fluff

No "warm and fuzzy"

High D behavioral styles are very direct and to the point. This bluntness may be viewed by others as condescending or rude. Their directness can be mistaken for an "I don't care about you" attitude.

Part of the issue with the High D communication style is that they may use 25 words to communicate their thought. But human beings hear things at about 175 words per minute.

So the receivers of these communications often times will fill in the other 150 words with what they think the High D meant, based on their perception, the perceived tone, the body language or their personal history with that person.

And the words they fill in do not necessarily match the words the High D really meant or the emotions that the High D really meant. Hence the High D type is often misunderstood, not in their directions but in their underlying thoughts.

Let's take a look at how High D's view others and how that impacts their interaction with others.

THE HIGH D AND THE HIGH D

When interacting among themselves, High D's will quickly decide if they like or dislike each other. When two High D's like each other they will interact very positively, with each understanding their role in the relationship. They can get along well and get a lot accomplished if they respect each other.

However, if the two High D's do not like each other, they will compete and create win/lose scenarios to determine who is in control. This can make for a very uncomfortable situation with others in the group.

THE HIGH D AND THE HIGH I

The High D/High I interaction can be challenging due to the lack of task-orientation of the High I. The High I tendency to be personal and talkative doesn't sit well with their High D counterparts. While the High I and the High D both are active and involved, they don't see eye to eye about how to lead. Due to the "over the top" enthusiasm and optimism of the High I, the High D may view them as lacking substance.

A High D can sabotage or undermine the authority of a High I and not be at all worried about it affecting their popularity. While the High I likes to have fun working with a group, the High D isn't interested, or at least not to the same degree.

THE HIGH D AND THE HIGH S

While the High D and the High S are opposite style types, they can still interact very effectively. High D's like the fact that the High S will do what they are told, and won't necessarily ask a lot of questions. This serves the High D's need for control and task completion.

High D's like confident people as they can relate better to them. The High D may mistake the natural reserve and steadiness of a High S with a lack of confidence. This mismatch may create a situation where the High D dominates the High S.

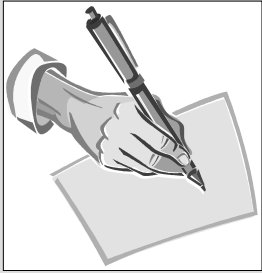
The High D can benefit from the planning skills of the High S and will use that skill to their own advantage. Since the High D decides things quickly, mostly by trusting their instincts, the High S can provide balance by helping identify necessary facts.

THE HIGH D AND THE HIGH C

A High D works well with a High C. Neither needs to be friendly while they work, so they get the job done. The two behavioral styles compliment each other very well. A High D likes to delegate and the High C's natural task-orientation makes them open to completing the work.

One source of conflict between the High D and the High C lies in the details. The High D is not detail oriented, while the High C has an overwhelming desire for detail and correctness. This need for detail can be irritating to a High D who just wants the task completed.

* * *



Challenge

What relationship challenges would you expect a client with a High D behavioral style to experience?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The Interaction

There is a lot of room here for coaching the High D on developing relationships with their peers, subordinates, and bosses. With their natural focus on results, they need to be more aware of the need for personal interaction with others.



OPPORTUNITIES FOR COACHING

1. Relationship building
2. Trusting others
3. Communication awareness
4. Controlling their emotions
5. Understanding their impact on others
6. Recognizing the value in others
7. Open communication
8. Communicating appreciation
9. Expressing appropriate emotions
10. Demonstrating patience
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Be direct
2. Keep session fast-paced
3. Don't make small talk
4. Encourage them to view events from others' perspectives
5. Challenge them to interact with others outside of business topics
6. Don't focus on emotions/feelings
7. _____
8. _____
9. _____
10. _____



COACHING QUESTIONS

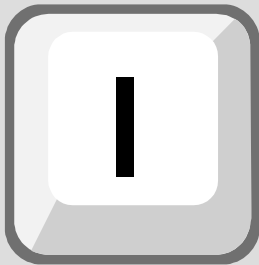
1. What style are you dealing with?
2. How might that be perceived by others?
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Characteristics Of The High D

Descriptors	Value To Team	Limitations
*Adventuresome *Autocratic *Bold/Outspoken *Competitive *Daring *Decisive *Direct *Embraces Change *Focused/Determined *In Charge *Innovative *Multi-Tasker *Optimistic *Persistent *Problem Solver *Results Oriented *Risk Taker *Self Confident *Self Starter *Welcomes Challenges	*Bottom Line Oriented *Challenge Oriented *Competitive - Wants To Win *Drives To Deadlines *Honest Assessments *Initiates Tasks *Innovative/Pioneering *Leader/Takes Control *Likes To Make Decisions *Questions Assumptions *Solution Oriented *Takes Action and Gets Immediate Results *Values Time *Will Take Risks	*Can Be Argumentative *Doesn't Know When To Quit *Doesn't Acknowledge Communications *Impatient With Poor Performance *Impetuous, Doesn't Think Things Through or Consider Options *Lack of concern for others *Misses Routine "Thank You's" *Opinionated *Sarcastic *Too Busy For Family And Friends *Unsympathetic And Cold
Biggest Fear	Emotion	Decisions
Being taken advantage of; Loss of control in their environment	Anger	Decides quickly based on facts
Emphasizes		Motivated By
Shaping the environment by overcoming opposition and challenges.		Challenge; Power and authority; Direct answers; Opportunities for individual accomplishment; Freedom from direct control; New and varied activities

How The High D Views Others

D	I	S	C
If there is mutual respect, views another High D as driven, aggressive, and optimistic. Will gladly follow if he views the High D as strong and competent. If mutual respect does not exist, views another High D as dictatorial, domineering, arrogant, and incompetent.	Views the High I as superficial, glib, overly optimistic, and unfocused. Often views the High I as a salesman who is without substance and is focused solely on the limelight. Is not impressed with the popularity of the High I as he considers it irrelevant.	Views the High S as somewhat impassive, slow to react, and overly cautious. Wants the High S to show more backbone and identify and fight for their beliefs. The High S is, in many ways, the opposite of the High D. Still, the High S makes good followers for the High D.	Likes the task focus of the High C, but wants quicker decisions. Tends to view the High C as an impediment who won't make a decision. Believes the High C is too cautious and worrisome about minute, immaterial details.



High I Behavioral styles

Overview

The High I style type is very energetic and upbeat. And, while highly visible, they make up only 17% of the US population. They are excellent communicators and have a “way with words.” They rely heavily on their natural charm and enthusiasm. These traits, coupled with their natural charisma, make them highly popular.

High I's are often viewed as leaders. Their natural communication skills and engaging behaviors make them the focal point in many situations. They are creative thinkers and a constant source of new and exciting ideas. However, because they lack the task-orientation of a High D or a High C, their follow-through is sometimes lacking.

FAMOUS HIGH I BEHAVIORAL STYLES

- Robin Williams (comedian/actor)
- Jim Carrey (comedian/actor)
- Oprah Winfrey (television personality)
- Edie Murphy (actor/comedian)
- Steve Martin (actor/comedian)
- President Bill Clinton
- Terry Bradshaw (ex-football player/analyst)

HIGH I MOVIE QUOTES



"I am the Can Do King!"

- *Just Shoot Me*, 1997-2003



"Good morning. Oh...and in case I don't see ya, good afternoon, good evening, and good night."

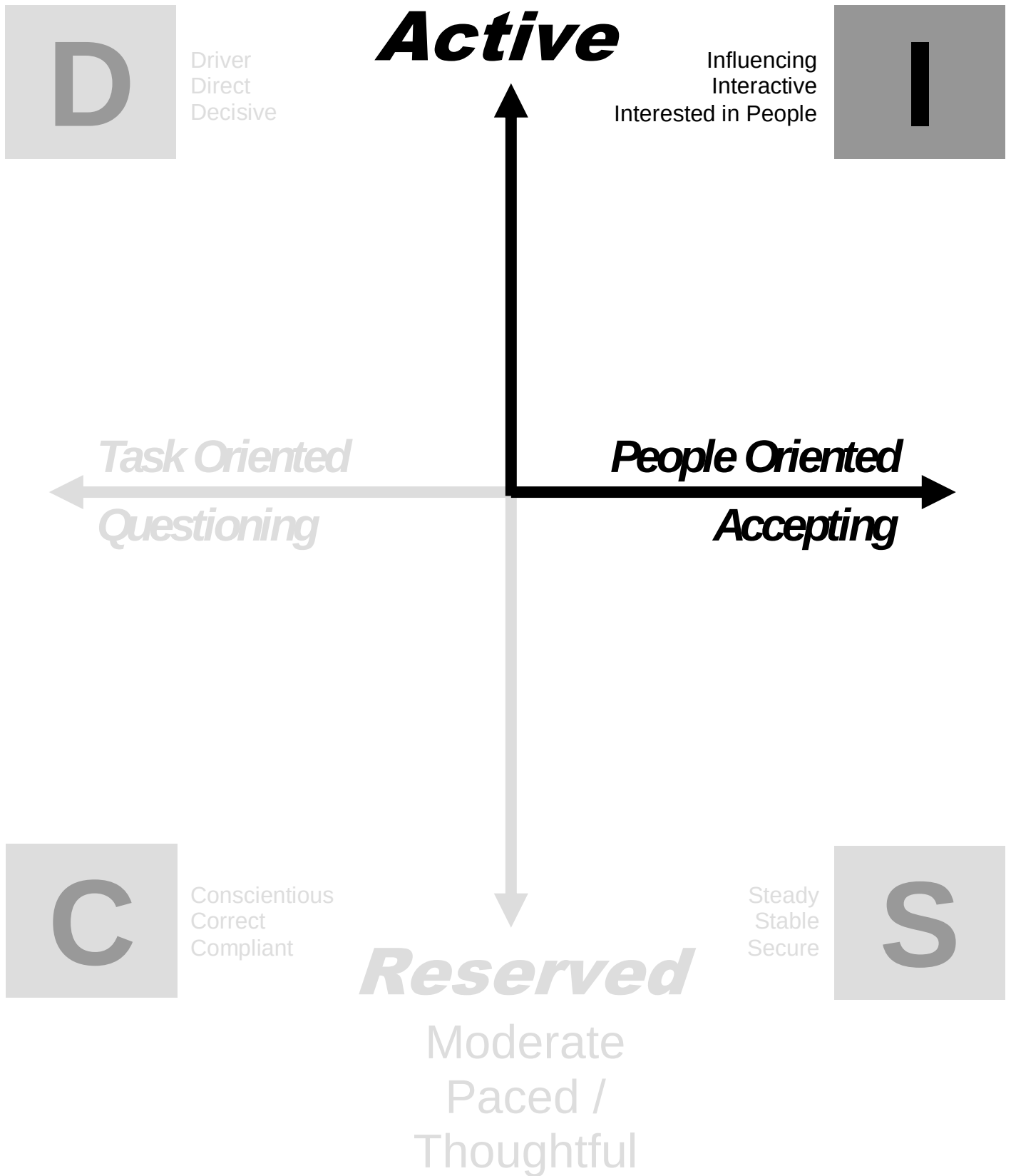
- *The Truman Show*, 1998

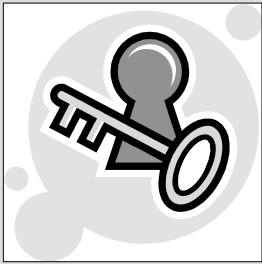


"It's perfect! I won't have to change this at all!!!"

- *The Jerk*, 1979

Fast Paced / Assertive





High I Characteristics

High I's like to have fun and be popular. They are always “up” for something new and seek out others to share their excitement. They won't be interested in any situation (job, party, date ...) for long, if they are not allowed to enjoy themselves.

They are often early adopters and trend setters, venturing into new horizons with trends, technology, and fashion. They want to be liked and admired by those around them causing them to over-commit themselves. The High I can be recognized by their outgoing and very energetic manner.

High I's are eager to get along with people, avoiding confrontation and using their charm to disarm others. Naturally trusting, the High I will trust others indiscriminately, which can sometimes lead to disappointment.

They tend to gloss over problems to reduce their stress. When confrontation cannot be avoided they want to make it quick and painless, moving on as soon as possible. They don't want to be reminded of past problems, preferring to view the possibilities of the future versus the challenges of the past.

Like the High D, the High I style is often viewed as a leader. Because of their bubbly and outgoing behavioral styles, they often attract attention to themselves and possess the natural confidence to make others want to follow them.

Characteristics:

Enthusiastic
Popular
Fun
Charming
Confident

The leadership style of the High I is naturally inclusive as they like working with big groups and want to involve as many people as possible. They are excellent at creating and communicating a big picture vision, but not nearly as strong at executing the steps necessary to turn the vision into reality.

The High I style will make decisions quickly, basing those decisions on their gut feel of the other people involved. As noted above, their trusting nature may mean that they are making decisions without checking the necessary facts, sometimes trusting the wrong people.

At Their Best:

Participating
Creative
Talking
High energy
“Cheer leading”
Supporting

With their natural enthusiasm and desire for fun and excitement, the High I's often avoid detail. They consider themselves to be ‘big picture’ thinkers and would prefer to delegate details to others, if they think of them at all. This lack of detail orientation, along with their natural outgoing style, means that the High I will seldom work alone, preferring to work with others in a fast-paced, energetic environment.

High I's are loud and boisterous and can be recognized by their cheery and outgoing disposition. They are passionate individuals and wear their emotions on their sleeves. They actively engage you and usually use a lot of tonal changes in their voice. They talk a bit louder than most other style types, and if you joke with them they will visibly or audibly respond.

The High I is relationship focused and will go to great lengths to build bridges. They often surround themselves with other High I and High S behavioral styles, because the relationships are easier to manage. But an effective High I, realizing they lack a task focus, will often rely on a High D or C to manage their tasks for them.

Creative and innovative thinkers, the High I's are not bound by the artificial limits some style types impose. As big picture thinkers, thinking outside the box for them is as natural as breathing. In fact, the High I may get so deeply into the creative mode that they may not even be aware that the box exists in the first place.

The most common problem the High I faces is that they are unaware of how they are perceived by other behavioral style types and don't understand why their charm does not always get the results they want or expect. While they are excellent at communicating to others, they are not good natural listeners. They are often so focused on what they will say next that they don't pay attention to the responses from their last statements, or the views of others around them.

At Their Worst:

Don't stop
talking

Don't listen

Don't take time
for details

"Blue-skying"

Unrealistic

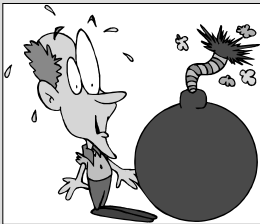
In one on one discussions, the High I style may often appear distracted as they are constantly scanning the room to see who else they might know and speak to. While High I's view themselves as "people-people," others may view them as easily distracted, self-centered and shallow.

High I's make good salespeople because they make good connections; readily meeting and talking with new people. Since they are not shy, they will eagerly approach new customers, in the hopes of creating a new relationship. However, they can be too personal too quickly and this may annoy some people.

High I's are persuasive and can be excellent communicators. This allows them to readily motivate and energize those around them. High I's can be good team leaders because they create a positive and motivating work environment. They readily praise others for good work.

However, they are prone to superlatives; often overstating their case dramatically. In addition, their style can also cause them challenges in leadership positions, because they won't want to put people off or make changes that will make them unpopular with other team members.

As a leader, the High I tends to overestimate people's abilities and may be oblivious to the shortcomings of others.



Natural Emotion:

Optimism

Biggest Fear:

Not being liked

Natural Fear And Emotion Of A High I

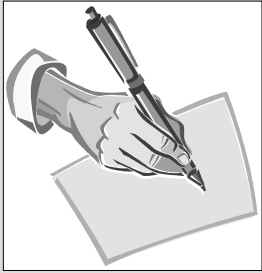
The natural fear of the High I ties directly back into their outgoing style. Since they have a strong desire to have fun and be popular, they are constantly concerned about what others might think of them.

They have a need to be liked and the fact that someone might not like them can cause them great distress. This fear of not being liked drives the way they approach and deal with others, avoiding conflict and trying to charm their opponents.

High I's are naturally optimistic and can always see the opportunities where others see challenges. This optimism can be very positive and contagious, or it can be viewed as misplaced and unrealistic.

This natural optimism can cause the High I to gloss over major problems with simplistic solutions.

* * *



Challenge

Given your coaching niche, what characteristics would you expect to see from a client with a High I behavioral style?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

What specific challenges should you expect to encounter with a High I client?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The High I

The High I can be a challenging coaching client. Since they are naturally optimistic, they may have an unrealistic view of their need for development. One significant challenge of coaching the High I is that they can lose focus easily. So while they may start down one path of coaching, distractions can easily lead them off into unrelated and possibly unimportant topics. In addition, they often need to be shown or given examples of how other behavioral styles react to them to grasp the concepts.



OPPORTUNITIES FOR COACHING

1. Making deeper connections with people
2. Focusing on one thing at a time
3. Not being quite so trusting
4. Listening skills
5. Understanding their limitations
6. Expressing appropriate levels of emotions
7. Understanding their impact on others
8. Taking a more realistic (less optimistic) view of others' abilities
9. Prioritization
10. Follow through
11. Focus on results
12. Not over committing
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Make a personal connection with the client
2. Give them opportunity to talk, but keep discussion focused and relevant
3. Acknowledge and recognize the client
4. Affirm them
5. Help them see the need for details
6. Don't undervalue their opinion
7. Make coaching fun
8. Create written Goals and Action Plans
9. _____
10. _____



COACHING QUESTIONS

1. What could go wrong here?
2. Is this actually going to work?
3. Is this practical?
4. Does it really matter what others think?
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



High I Interaction

Unlike the High D, the High I tends to think “People First and Tasks Second.” Their focus will be on the people involved and how a situation affects those people. For this reason, the other styles can be frustrated by their lack of attention to tasks, details, schedules, and priorities.

In general, High I’s get along fairly well with most style types. However, the High I can be seen as overly enthusiastic by all the other style types. They might say, “Chill out. You come on too strong and annoy people.”

Similarly, in their desire to relate to other people, the High I may come across as talking too much, and not listening.

Communication Style:

Inclusive
Personal
Upbeat

Because High I’s are persuasive and excellent communicators, they can easily motivate and energize those around them.

The HIGH I AND THE HIGH D

The High I views the High D as overly task-oriented and domineering. They believe that the High D would be more effective if they would lighten up and enjoy the people around them.

They take the short, direct answers of the High D to be uncaring and unsympathetic. The High I will continue to try and charm the High D, with limited or no results. This causes confusion for High I’s, who are used to getting their own way.

The HIGH I AND THE HIGH I

High I's are engaged and engaging. When two High I's meet, the conversation is loud and fast-paced. You will hear laughing and talking, both signs that the High I's are having a good time. Listeners may have problems following the conversation of High I's, as subjects and topics may change rapidly. Others who try and join the conversation may find it difficult to get a word in, as there are very few pauses in the conversation.

The HIGH I AND THE HIGH S

High I's generally like the High S's and get along well with them, because of their people-orientation. However, High I's can be frustrated with the reserved nature of the High S because, to the High I, the High S appears to be unmotivated and lacks enthusiasm. They may wish that the High S would be more bubbly and outgoing, sharing the enthusiasm of the High I.

The HIGH I AND THE HIGH C

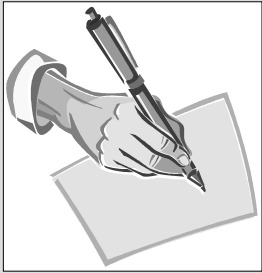
A High C and High I are an interesting combination. While they can work well together, they may struggle in relationships due to their opposite nature:

- a High I is active, while a High C is reserved
- a High I is people-oriented while a High C is task-oriented

These traits can be the source of a lot of conflict. High I's view the big picture and believe the High C's focus on unimportant details. High I's focus on the people side of the equation and want the High C's to be more open, have more fun and focus less on the tasks.

In many ways, these two style types are complimentary, if both sides can understand the value the other brings to the relationship.

* * *



Challenge

What relationship challenges would you expect a client with a High I behavioral style to experience?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The Interaction

The biggest challenge in coaching relationship with the High I style is their lack of awareness of how others view them. They view themselves as everyone's best friend and confidant, while others may take a more judicious view of the relationship.



OPPORTUNITIES FOR COACHING

1. Deepening relationships
2. Listening more intently
3. Giving attention and focus to the other person
4. Teaching them to ask questions about others
5. Letting others be the center of attention
6. Relating to others without sharing their own story
7. Tempering their natural enthusiasm
8. Communicating sincere and honest appreciation
9. Expressing appropriate levels of emotions
10. Limiting their use of inappropriate superlatives
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Show them you care about them
2. Listen to their stories, but keep discussion focused and relevant
3. Provide focus for specific challenges
4. Help them understand what others want
5. Use small talk to build trust
6. Challenge them to shorten conversations and stay on topic
7. Help them see the value in others
8. _____
9. _____
10. _____



COACHING QUESTIONS

1. What style are you dealing with?
2. How might that be perceived by others?
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Characteristics Of The High I

Descriptors	Value To Team	Limitations
*Accepting *Boisterous *Charming *Confident *Convincing *Creative *Enthusiastic *Entertaining/Humorous *Expresses Emotions *Fun Loving *Inspiring *Motivating *Optimistic *Persuasive *Popular *Sociable *Spontaneous *Trusting	*Big Picture Oriented *Creative Problem Solver *Expresses Themselves Well *Handles The Unexpected *Inclusive *Innovative *Motivates And Encourages Others *Negotiates Conflict *Optimistic About Future * Participatory Leadership Style	*Disorganized *Doesn't Listen Well *Glosses Over Problems *Impulsive *Lacks Follow-Through *Overly Optimistic Assessments Of Peers and Subordinates *Persuasive, Even When Wrong *Trusts People Indiscriminately *Values Communication Over Results
Biggest Fear	Emotion	Decisions
Not being liked/social rejection; Disapproval; Loss of Influence	Optimism	Decides quickly; Trusts instincts
Emphasizes		Motivated By
Shaping the environment by persuading.		Social recognition; Group activities; Relationships; Freedom of expression; Freedom from control and details

How The High I Views Others

D	I	S	C
Views the High D as domineering, arrogant, nervous, dictatorial, and possibly argumentative. Doesn't like being told what to do. Confused when their charm doesn't have expected impact on High D	Views other High I individuals as interesting, stimulating, and charismatic. Quickly develops rapport with other High I behavioral styles and wants to share common experiences and acquaintances. Will strive to impress each other.	Views the High S as friendly but slow moving. Looks at the High S as someone who needs to be motivated. Is frustrated by the relative lack of emotion from a High S.	Views the High C as overly dependant on others, defensive, and cautious to the extreme. Views the High C as a roadblock since the High C is focused on details, not the big picture. The High C is the opposite of the High I in many ways. None the less, the effective High I understands the value of the High C's attention to detail.



High S Behavioral styles

Overview

The High S behavioral style is, in many ways, the most pleasing style type. They are people-oriented, but naturally thoughtful and reserved; meaning that they want to get along with others around them. Friendly, family oriented, and team players, the High S styles are generally liked by the other style types. The High S behavioral style makes up 69% of the US population, so this is truly the most common style type.

The High S is a natural follower, very content being part of the parade but not the leader. They do not seek the limelight, nor are they comfortable in it. They are hard working and industrious, but first must be given direction as to what needs to be done. They want to get along with others and will go to great lengths to avoid conflict and ensure harmony.

FAMOUS HIGH S BEHAVIORAL STYLES

- Michael J. Fox (actor)
- Ron Weasley (Harry Potter's friend)
- John Denver (singer)
- Mr. Rogers (television personality)
- Bill Cosby (comedian)
- Sheriff Andy Taylor (Mayberry)
- Gilligan (Gilligan's Island)

HIGH 5 MOVIE “QUOTES”



“I’m a MOG. Half-man, half-dog.
I’m my own best friend!”

- *Spaceballs*, 1987



“It’s just that I’m a water boy. The
team gets thirsty, and I bring them
the water. They-They need the
water, and I likes to be the one
that brings it to them.”

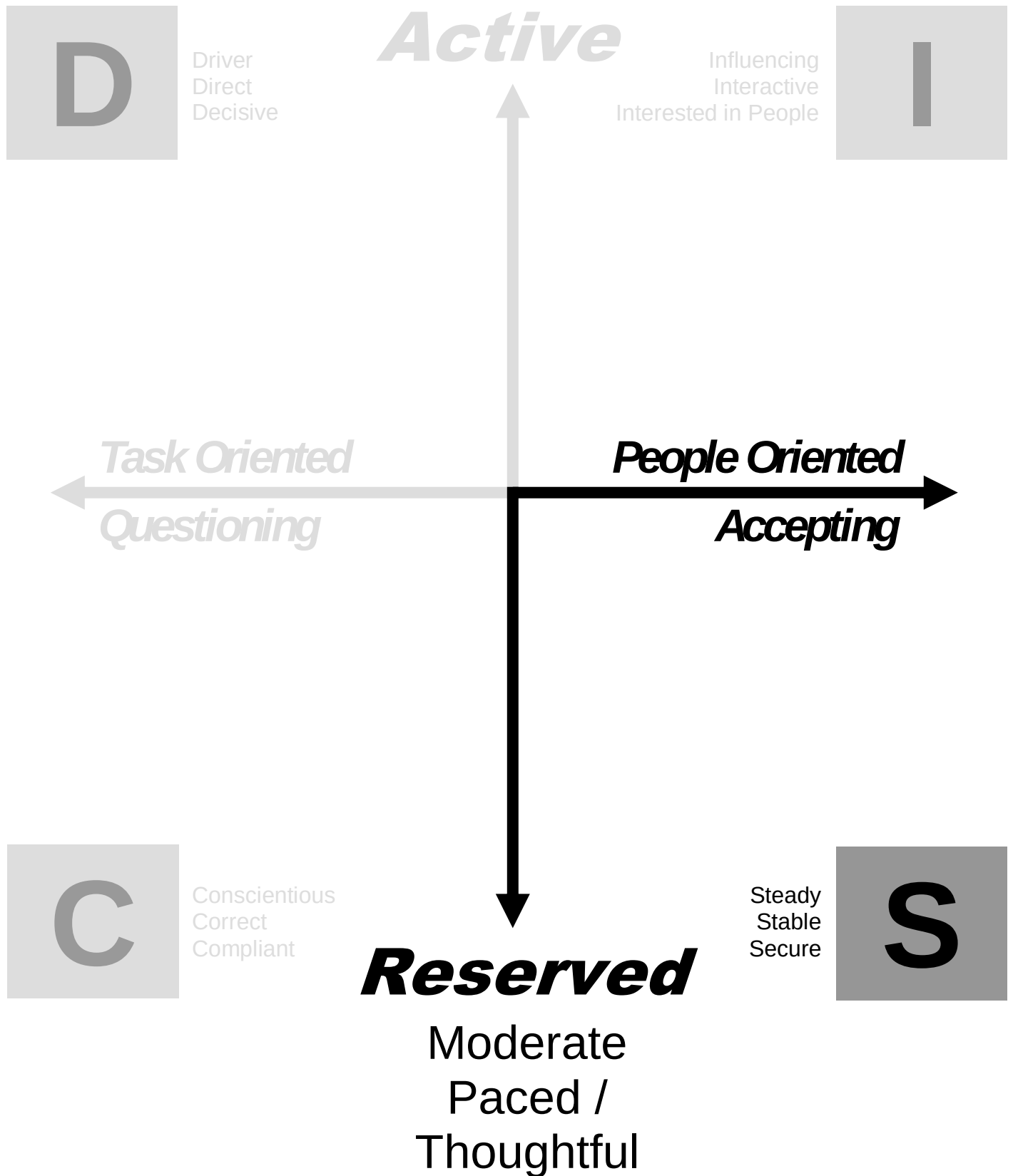
- *The Waterboy*, 1998

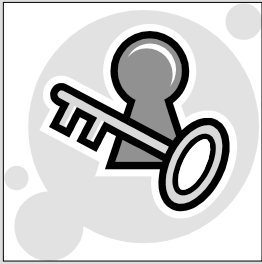


Hi Ho, neighbor.”

- *Home Improvement*, 1991-1999
(with apologies to Walt Disney)

Fast Paced / Assertive





High S Characteristics

High S's are steady people. They enjoy familiar surroundings and familiar people that they are already comfortable with. They tend to be consistent in many areas of their lives, including eating at familiar restaurants, watching familiar TV shows and actors, and spending time with their small band of close friends.

They are well liked by all style types because they are friendly, easy-going and non-confrontational. People admire their patience and ability to remain even tempered. To the extreme, the High S will always visit the same restaurants, watch the same TV shows, and perform tasks in exactly the same ways. Others may find this consistency to be tedious and boring, since little or no variation is tolerated.

Characteristics:

Friendly
Team Player
Good Listener
Dependable
Realistic

They are good team players. They are willing to work on most tasks and are happy to do so. They prefer to work with others but when necessary can work on their own. They will place their personal goals and ambitions behind those of a team or organization that has gained their trust. They value collaboration and cooperation, believing that more can be accomplished with a team than by an individual.

They like to work toward consensus and maintain team harmony to create a positive working environment. Of course, working toward consensus can be very time consuming, slowing down the team or progress in general.

At Their Best:

Friendly
Supportive
Agreeable
Paying Attention
Good listeners
Tolerant
Peace Makers

The High S likes to work with others and usually considers their view. They are even tempered, natural team players, and like to have a good working atmosphere. They will often employ other High S's, High C's and High I's. They have concern for their fellow team members and will watch out to make sure that all members of the team are happy and content.

The High S is relationship focused, much like the High I, but lacks their action-orientation. The High S is a follower in search of a leader and will look to both the High D and the High I to provide that leadership. For the relationships to be effective, the leader must provide the High S with a sense of stability, even in a changing environment and must provide a clear sense of direction.

The High S doesn't like to rush things. They like to plod along, thinking things over before doing anything. They can get in and work hard just like anyone else, as long as they don't have to make any major decisions or do anything that requires them to change personally.

Left on their own, the High S will lead a happy but passive lifestyle. They will often take the path of least resistance, with little focus on personal goals and accomplishments. This may require some outside motivation from the leader to encourage action from the High S.

On the other hand, their team focus allows them to take pride in the work accomplished by the team, rather than by themselves. The High S also has a strong family orientation and will look for ways to balance their business and personal workloads. They laugh easily and like to be with close friends.

The friendly nature of the High S provides them with the natural ability to build good rapport with those around them. The High S is sincere and genuine. They are good listeners, making and holding eye contact in most conversations.

At the extreme, the High S may become a “people pleaser” putting their own needs behind the people around them. Over time, this can turn into a situation where others take advantage of the High S, and the High S in turn becomes resentful.

At Their Worst:

Go along with
what they don't
believe

Being a silent
martyr

Checking out

Passive-
aggressive

Organization is very important to the High S because it provides order to their world, allowing them to be consistent in a constantly changing world. Being steady and stable, the High S is resistant to change and will often go to great lengths to keep things consistent and maintain the status quo in their life.

Change comes to them slowly and steadily and usually only when they believe there is very good reason. When change is introduced too quickly to the High S, their reaction will likely be a passive-aggressive resistance that can inhibit or even sabotage the change itself. Hence, it is important to get the buy-in of the High S when making even minor changes to their environment.

The High S will make decisions slowly based on their interpretation of the facts. A constant concern of the High S is whether or not a decision will lead to, what they consider to be, unnecessary turmoil in their life. They like to have facts presented to them in a logical fashion, allowing them to make informed decisions.

Their decisions tend to be conservative, aimed at reducing risk and providing small gains, rather than taking bigger risks for potentially bigger gains. The last thing the High S wants is to create upheaval or turmoil in their world.

While not a natural leadership style, the High S can be a very effective leader in the right environment. Their style of leadership is calm, team-based, and participatory.

They are naturally patient and empathic, making them ideal candidates for established teams that are not heavily production oriented. In a production environment, the High S may lack the internal drive to strive to achieve higher production goals.

Natural Fear And Emotion Of A High S



The natural fear of the High S is the fear of change or instability. The High S requires safety and stability in their life and will go to great lengths to avoid situations or decisions that will lead to change.

Natural Emotion:

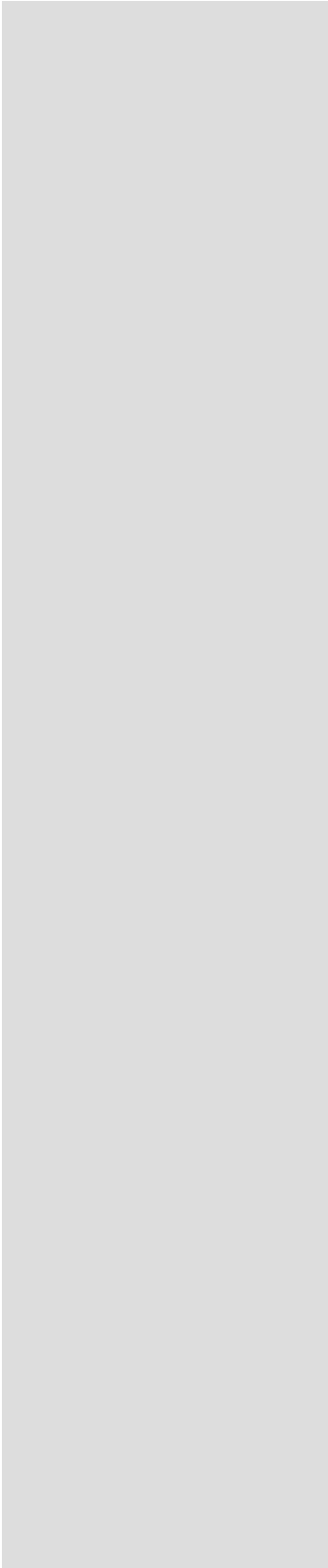
“Masks” or
downplays their
emotions

The High S is so afraid of change that they will often stay in a bad situation, facing the devil that they know, rather than change to something new and face the devil that they don’t know.

Biggest Fear:

Change

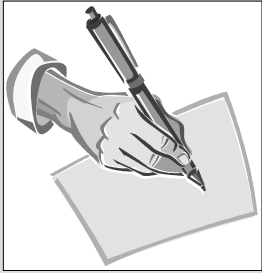
The High S is often described as non-emotional. In fact, this is incorrect. The High S does have many emotions, but they are not on display for all to see. The High S takes pride in the fact that they don’t go to extremes in their emotions, but are always “under control.”



The High S believes that they are being quite clear in expressing themselves. However, because they do not verbalize their emotions, or show extremes through their actions, others may not be aware of what the High S is feeling.

As you might imagine, this can be a source of conflict that grows over time, leading to heated discussions or arguments.

* * *



Challenge

Given your coaching niche, what characteristics would you expect to see from a client with a High S behavioral style?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

What specific challenges should you expect to encounter with a High S client?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The High S

The High S can be an interesting coaching client. On the one hand, the client wants to move ahead. On the other hand, change can be difficult for them to master. This is truly a case where the best suggestions must come from the client themselves. The High S is not inclined to make changes unless they are firmly convinced that the change will result in a positive outcome. Making all suggestions the client's idea will serve you well.



OPPORTUNITIES FOR COACHING

1. Making change in small steps
2. Understanding decision making
3. Expressing their feelings
4. Build confidence
5. Understand their strengths
6. Self-motivation
7. Standing up for their beliefs
8. Address conflict
9. Set more challenging goals
10. Establish priorities
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Offer sincere praise, insights, and appreciation
2. Be predictable
3. Listen closely
4. Check for agreement
5. Encourage them to fight for their beliefs
6. Don't be overly critical
7. Don't let them make mountains out of molehills
8. Don't let them hide or downplay their emotions
9. Remember that they might disagree with you and not tell you
10. _____



COACHING QUESTIONS

1. What is the worst that can happen?
2. What do you need to feel better about this?
3. What is the opportunity here?
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



High S Interaction

With their friendly and sincere style, the High S enjoys interacting with other people. The first step for a High S is to establish a relationship. Once that has been done, High S's are pleasant and enjoyable companions. Excellent listeners, the High S can quickly become a close friend that you will readily confide in.

The High S style is both people-oriented and thoughtful making them the kind of friend that everyone wants and needs. Considered by many as “Salt of the earth,” the High S style is the kind of person that you can count on to be there for you in your time of need.

By nature, the High S is non-confrontational, meaning that even when offended, they will continue to play the part of your best friend. This is something that you need to be aware of as the High S can be difficult to read. Because of their family/friendship focus, they may be less inclined to offend someone who they are not comfortable with.

High S's can find a way to interact positively even with people they do not agree with. This ability to find the positive can be misinterpreted as agreement with others.

Communication Style:

Friendly

Relaxed

Non-
confrontational

The HIGH S AND THE HIGH D

A High S gets along reasonably well with a High D because they are steady, reserved and tolerant of others. The High S is a follower looking for a leader, and the High D is more than willing to be that leader.

The High S needs to have faith and trust in the High D before they will follow, so they will examine the motives and plans of the High D before consenting to follow. Once they have agreed to follow the High D, they are extremely loyal and will trust the decisions made by the High D.

The High S and High D complement each other nicely and can form excellent teams, with each clearly understanding their role. The High S will support the High D but also bring a realistic and balanced view to the team.

The High S tends to make decisions much slower than the High D due to their reluctance to accept any change. The High D can provide balance to this by helping the High S identify the important aspects of the decision versus focusing on too many irrelevant details.

The HIGH S AND THE HIGH I

The High S gets along well with the High I. They are both people-oriented. The High S is a calmer, more reserved version of the High I. The High S might say to the High I, "Mellow out. You come on too strong. You're too loud and boisterous."

They both have fun in life, or try to. While the High S is focused on enjoying a few close relationships, the High I gets their enjoyment from meeting as many new people as possible. The High S style is focused on the depth of relationships while the High I is more focused on breadth.

The High S often feels like the High I can get carried away with the fun, and miss what is important.

The HIGH S AND THE HIGH S

High S's are calm, friendly, and warm. The High S genuinely cares about other people, especially other High S types. When two High S behavioral styles meet, there is an initial quiet; as neither wants to step on the other. After an initial warm up period, the High S's will discover their similarities and begin sharing stories and pictures of family and friends. Walls and barriers quickly come down as the High S's create a sincere bond with trust and confidence in each other.

The HIGH S AND THE HIGH C

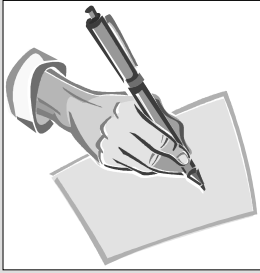
High S's and High C's are both thoughtful and reserved. They both enjoy working with facts and like to ensure that things are done correctly. For these reasons, these two types work well together. The High S does not have the same propensity for detail that the High C does, and this can cause some slight challenges.

Because both styles are cautious and methodical in making decisions, they will again see eye to eye. The High S will feel there's no need to rush into making a decision, and the High C will agree because they will want to consider all the details before they make a decision.

When the High S and High C disagree, it will be a civilized disagreement, as both sides will calmly discuss pros and cons. In these disagreements the High C will often prevail because the High S does not really want to argue and is much more interested in keeping the peace.

However, the two style types will get a job done well together and it will be done correctly.

* * *



Challenge

What relationship challenges would you expect a client with a High S behavioral style to experience?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The Interaction

The biggest challenge in coaching relationship with the High S style is their unwillingness to confront others directly. The High S wants to avoid conflict at all costs and will do anything to keep the peace with those around them.



OPPORTUNITIES FOR COACHING

1. Acknowledging conflict
2. Not letting others take advantage of them
3. Accepting compliments
4. Expressing their emotions
5. Accepting change in relationships
6. Not being a victim
7. Being more enthusiastic
8. Learning to let go
9. Smothering
10. Learning to be more independent
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Show them you care about them
2. Offer sincere praise, insights, and appreciation
3. Listen to their stories
4. Provide focus for specific challenges
5. Check for agreement
6. Help them understand what others want
7. Show sincere concern and appreciation
8. Encourage them to fully express themselves
9. Ask them to look at the big picture
10. _____



COACHING QUESTIONS

1. What behavioral style are you dealing with?
2. How might that be perceived by others?
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Characteristics Of The High S

Descriptors	Value To Team	Limitations
*Amiable *Calm *Common Sense *Dependable *Even Tempered/Easy Going Nature *Friendly *Good Listener *Loyal *Methodical Approach *Needs Closure *Organized *Patient *Realistic *Relaxed *Sincere *Stable *Steady *Systematic *Team Player *Understanding *Unhurried	*Calms and Stabilizes Others *Concern for the Group *Customer Oriented *Dependable *Enjoys Working As Part Of Team *Good Planner *Honest *Identifies With Team *Logical * Participatory Leadership Style *Patient And Empathetic *Steady Worker *Team Player	*Avoids Controversy *Can Play The Role Of The Victim *Doesn't Set Challenging Goals *Establishes Constraints *Indecisive *Needs To Be Externally Motivated *Overly Willing to Give/Put Their Own Needs Last *Passive-Aggressive Style When Unhappy *Resistance to/Difficulty in Handling Change (Even Positive Change) *Slow To Establish Priorities *When Challenged - Reluctant To Fight For Beliefs
Biggest Fear	Emotion	Decisions
Change/loss of security or stability; Unpredictability; The unknown	Tendency to "mask" or downplay emotions	Makes decisions slowly and deliberately; Reluctantly, because of need for status quo
Emphasizes		Motivated By
Achieving stability, accomplishing task by cooperating with others.		Close personal ties; Stability; Sincere appreciation; Cooperation; Using traditional methods

How The High S Views Others

D	I	S	C
Views the High D as domineering, arrogant, nervous, dictatorial, and possibly argumentative. Intimidated by the intensity of the High D Tries to counter the High D by slowing things down and being overly thorough When they accept the High D as a leader, they will follow loyally. The High D is in many ways the opposite of the High S. The relationship can easily be antagonistic.	Views the High I as egotistical, superficial, glib, and overly optimistic. None the less, they are drawn to the High I and may try and emulate them. Even if the High S doesn't personally like the High I, the relationship will look good on the surface. Will try and slow down the High I to ensure stability. Avoids confrontation and debate with the High I.	Views another High S as friendly, dependable, patient, kind, and accommodating. Will develop a good relationship with the other High S, but not much will get accomplished. Will seldom openly disagree with the other High S but will keep reservations to themselves.	Views the High C as overly dependant on others, defensive, and cautious to the extreme. Views the High C as an effective decision maker since the High C is so adamant about gathering facts. Will try and build a relationship with the High C, not understanding the task-orientation of the High C. Interprets the detachment of the High C as personal rejection.



High C Behavioral styles

Overview

The High C style type is interesting in many ways. Their goal is to be correct under any circumstance, so they have a tendency to collect data, facts and figures. They also give lots of data when they communicate, because they assume others are also interested in or need details to truly understand the situation.

High C behavioral styles make up only 11% of the US population, but they are a great asset to any work team because their questioning, accuracy focused approach helps them produce high quality work. While they can offer great assistance to the team by finding errors and establishing standards, their tendency to want more and more details takes time and can often lead to “analysis paralysis.”

High C’s are typically the “worker-bees” of the team. While High C’s may want lots of details regarding a task before they get started, they are fairly self-sufficient and don’t require a lot of supervision to complete their tasks. In fact, they provide their own initiative to accomplish tasks, as they like to measure their progress by checking things off their “to-do” lists.

Since the High C style is high in task-orientation and lacks people-orientation they can often have difficulty in relating to others around them.

FAMOUS HIGH C BEHAVIORAL STYLES

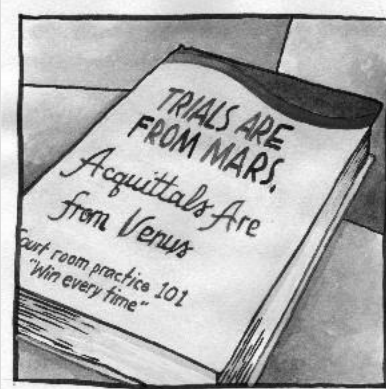
- Bill Gates (founder of Microsoft)
- President Jimmy Carter
- Detective Adrian Monk (television character)
- Steven Wright (deadpan comedian)
- Mr. Spock (character from Star Trek)
- Albert Einstein (scientist)
- Hermione Grainger (Harry Potter's friend)

HIGH C MOVIE “QUOTES”



“Just the facts, ma’am.”

- *Dragnet*, 1987



“Next time we go to trial...maybe we ought to know what we’re doing.”

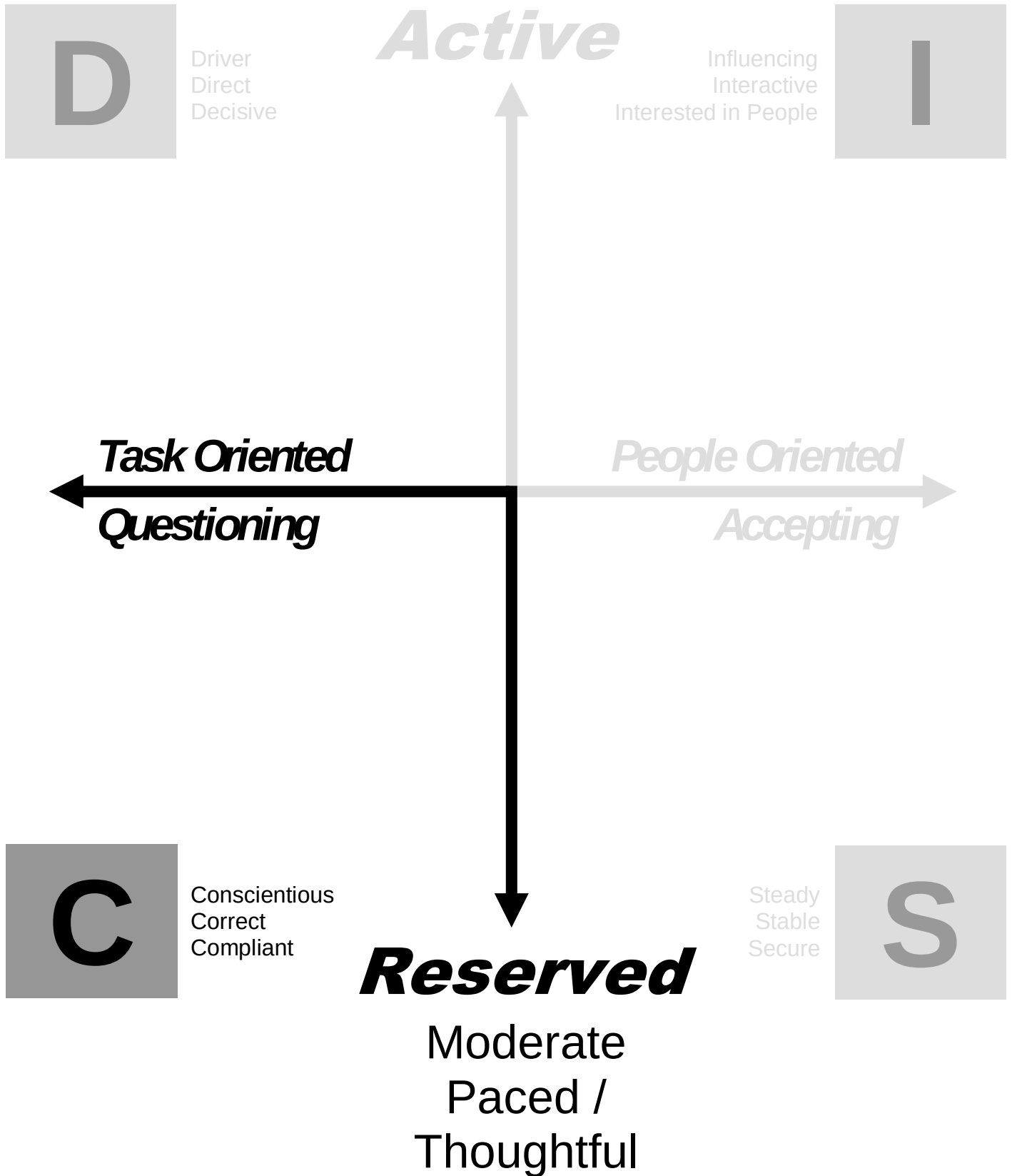
- *Law and Order*, 1990-?

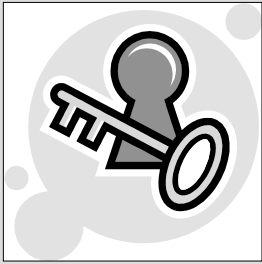


“I can’t give you that information out here in the open. It’s highly confidential. I demand a cone of silence!”

- *Get Smart*, 1965-1970

Fast Paced / Assertive





High C Characteristics

Conscientious and thorough, High C's are comprehensive problem solvers, often digging into complex details to solve problems that others may back away from.

Because they are very accuracy focused, a High C will continually clarify information until they are satisfied with the quality. Others might consider this approach "nitpicking," but the High C simply wants to ensure that there is no room for error. This accuracy focus can, however, be taken to the extreme and often drives the High C to let small errors invalidate a lot of good work.

High C's like to work on their own because they feel they will do the job better than other people. Given this tendency, it can be difficult for High C's to delegate tasks to others around them. It can also lead them to be competitive and keep score regarding task completion and quality. High C's will often respect a person's accomplishments over their personal worth.

Characteristics:

Analytical
Diplomatic
Patient
Organized
Precise /
Controlled

Since High C's like to do things very well, if not perfectly, they set extremely high standards for themselves and others. However, they assume that others have the same standards they do. Often this is not true, leaving the High C frustrated by what they see as the low standards of others.

High C's often create stress in their lives by continually striving to live up to their own perfect standards. They can have high levels of stress due to rarely being able to live up to those standards.

The High C's need for perfection can sometimes lead to an interesting tendency. When discussing a topic of great interest to them, the High C will try and choose the perfect words. This can lead to them restating certain key aspects several times as they think of even better verbiage.

Often, when interrupted, the High C may later pick up where they left off with their portion of the discussion, regardless of where the conversation has gone since that point.

At Their Best:

Looking at the details

Constructive critiquing

Identifying impacts of decisions

Keeping on task

Providing reality check

High C's may frequently talk a lot, but because of their task-orientation, their conversations will focus on data and details, not on people. They are more comfortable when the conversation sticks to business-related topics and remains on a professional level. They are generally reluctant to share many personal details, especially in a business setting.

Because they are so focused on tasks and details, High C's can often forget the importance of finding out what others really want or need.

In addition, the reserved nature of the High C means they are not as open and friendly in communication as some of the other style types. To the other style types, especially the High I's and High S's, the High C style can often appear cool and aloof. This is especially true when the High C is conversing with people they do not know very well.

The High C must be very comfortable with you or the topic before they will really open up and talk. Given their reserved nature, High C's don't like dealing with emotions. They will generally keep their own emotions to themselves and expect others to do the same.

High C's will also avoid conflict whenever possible. If they must confront a situation or another individual, they will typically deal strictly with facts, avoiding any emotional discussions.

At Their Worst:

Bogging down in details

Listing reasons why something won't work

Not allowing intuitive judgment

Unrealistic expectations of quality

The High C behavioral style likes to have all the details before making a decision. They will approach the decision analytically and rationally, weighing all the pros and cons before moving forward.

They virtually never rush into anything, especially without considering all the facts, data and graphs. Even then they are likely to ask for more data and more time to consider things. They will often let small items hold up a decision, even very important, time-sensitive decisions, giving true meaning to the phrase: "analysis paralysis."

Just as High C's don't like to be rushed into making a decision, they also don't like to be pushed into doing things. They typically feel their way is nearly always the best way and they like to plan things out before lifting a finger. Being quite risk averse, conditions usually have to be perfect before a High C will proceed.

High C's are known for being systematic and organized. Their attention to detail and accuracy allows them to create and maintain procedures, processes, and systems to help keep themselves and others on track.



Natural Emotion:

Fear

Biggest Fear:

Being Wrong

Natural Fear And Emotion Of A High C

We can see the natural fear of the High C play itself out in the rules and guidelines they create in their work and life. Since the High C style type has a great need to be correct, they put the rules and guidelines in place to help protect them from making a wrong decision or doing the wrong thing.

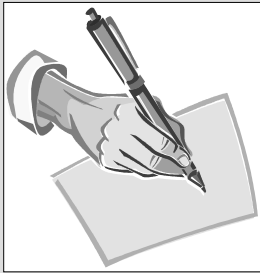
While helping the High C cope with their world, these rules can also often hamper their creativity. The fear of being “wrong” often leads the High C style to not acknowledge mistakes. Instead, they will claim that they did not have all the information to begin with and will begin more analysis to uncover the problem.

Or, they may spend valuable time trying to convince themselves and others that they are right, even when they are wrong. Due to this fear, the High C style may become defensive when criticized, even when the criticism being offered is constructive.

The natural emotion of the High C is that of fear. This tends to make High C behavioral styles fairly pessimistic individuals. They will often focus on the worst case scenario, convinced of its certainty, and worry needlessly about all the things that could possibly go wrong in a given situation.

The tendency of the High C is to plan for all contingencies, eliminating the possibility of surprises.

* * *



Challenge

Given your coaching niche, what characteristics would you expect to see from a client with a High C behavioral style?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

What specific challenges should you expect to encounter with a High C client?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Coaching The High C

The High C style is a challenging type to coach because they believe that they already reviewed all of the possibilities. It can be challenging for them to see where they might have made a mistake, causing them to become defensive at times. Their coaching sessions often involve scenarios with a lot of detail, not all of it relevant.

Sorting the “wheat from the chaff” is one of the challenges that a coach will face when dealing with the High C. The other major challenge is when moving the High C to action. The High C will want to review all possibilities and make sure that everything is perfect before proceeding, slowing down their progress.



OPPORTUNITIES FOR COACHING

1. Relationship building
2. Overcoming the need for perfection
3. Trusting others
4. Communication awareness
5. Accepting that they may be wrong, on occasion
6. Expressing their emotions
7. Understanding their standards may be too high
8. Recognizing the value in others
9. Prioritization
10. Making quicker decisions, even without all of the facts
11. Understanding “Big vs. Small”
12. Learning to consider the positive aspects of a situation
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Give them structure and processes
2. Offer them recognition for accomplishments
3. Encourage them to focus on the positive
4. Allow them time to discuss details, but keep them on target
5. Don't demonstrate your emotions
6. Don't talk too much
7. Don't become too personal too quickly
8. _____
9. _____
10. _____



COACHING QUESTIONS

1. What's the best thing that could happen from this?
2. What is a realistic outcome (versus worst case scenario)
3. What else do you need to make this decision?
4. When will you do this by?
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



High C Interaction

While not overly friendly, the High C style will be diplomatic, polite, and courteous because they believe in following rules and these are all basic societal rules.

The High C needs to focus more on building relationships with other people (customers, employees, teammates) and less on unimportant details. They don't always recognize the importance of team-building and other people-oriented activities.

High C's need to interact more with the people around them, and learn to take a less serious view of life. More interaction with the High I or High S types might allow them to have more fun. While interacting with the High D may improve their overall productivity.

Communication Style:

Methodical
Bullet Points
Fact Based

The HIGH C AND THE HIGH D

High C's complement a High D because they are virtual opposites. The High C is reserved and thoughtful while the High D is active and aggressive. But, both are task-oriented, so they work well together as they focus on getting tasks done. Differences in viewpoint between the High C and High D over how something needs to be accomplished can create some personal challenges.

To be comfortable, the High C needs to understand all of the details about a specific task before starting. The High D is focused on the bigger picture and does not always see the need for all of the details. For this pairing to work, the High D needs to be more patient with the High C's need for detail.

A High D can make a High C very nervous because of their tendency to charge forward without having all the facts in a situation.

The HIGH C AND THE HIGH I

A High C and High I are an interesting, and sometimes volatile, combination. Given the right circumstances, they can work well together. More often, the High C and High I struggle due to their fundamentally opposite nature.

The High C, being thoughtful and task-oriented can misunderstand the value of the High I, with their upbeat behavior and focus on people.

The High C may think the High I is scattered, too emotional, and doesn't work on what is really important. The High C will want the High I to be less talkative and more task-oriented. The High C can help the High I focus on tasks and help them follow through on key items.

The High C can be overwhelmed with the boisterous nature of the High I as well as their desire to connect with everyone around them. The High C may eventually put up a shield and "tune out" the High I.

The HIGH C AND THE HIGH S

It can be difficult to tell the difference between a High S and a High C because both get tasks done. But, the High C will complete the task in a very detailed correct way, while the High S is not as focused on accuracy. They are more concerned with keeping the peace and gaining consensus while completing the task at hand.

This generally means that the High C and the High S will interact well with each other, with only minor challenges around the need for more detail.

High C's like the reserved nature of the High S and enjoy their laid back manner. This means that the High C will not feel the pressure to complete things before they are ready. The High C does not like to be pressured and the High S is not inclined to apply pressure. From the standpoint of the High C, this is nearly perfect.

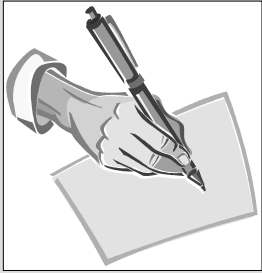
The High C does tend to be more pessimistic than the High S, and this can cause some minor turbulence, but it can generally be worked through fairly easily. The High S can help the High C take a more positive perspective.

The HIGH C AND THE HIGH C

High C's will get along well with each other because they both follow the rules. Their common concern about details, quality and accuracy provides a level of comfort that they don't find with the other style types.

Two High C types working together will, on some level, compete to see who is more correct and more accurate. This does not generally lead to confrontation, but rather to more and more detailed analysis and detailed discussions that bring you no closer to resolution.

* * *



Challenge

What relationship challenges would you expect a client with a High C behavioral style to experience?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

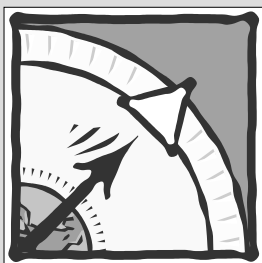
Coaching The Interaction

There is a lot of room here for coaching the High C on developing relationships with their peers, subordinates, and bosses. With their natural focus on details and reserved nature, they need to be more aware of the need for more personal interaction with others.



OPPORTUNITIES FOR COACHING

1. Relationship building
2. Trusting others
3. Communicating with less details
4. Expressing their emotions
5. Being willing to share their thoughts
6. Valuing others for their strengths
7. Being more positive
8. Communicating appreciation
9. Being more open and approachable
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____



COACHING TIPS

1. Encourage them to focus on the positive
2. Allow them time to discuss details, but keep them on target
3. Encourage discussion on emotion
4. Encourage interaction with others
5. Don't become too personal too quickly
6. Encourage them to view events from others' perspectives
7. _____
8. _____
9. _____
10. _____



COACHING QUESTIONS

1. What behavioral style are you dealing with?
2. How might that be perceived by others?
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Characteristics Of The High C

Descriptors	Value To Team	Limitations
*Accurate *Analytical *Cautious *Conscientious/Thorough *Courteous *Diplomatic *Fact Finder *Focused *High Standards *Indirect Approach to Conflict *Logical *Mature *Meticulous *Organized/Orderly *Patient *Precise *Quality Oriented *Restrained/Controlled *Systematic	*Attention to Details *Conscientious and Steady *Clarifies Information *Comprehensive Problem Solver *Create and Maintain Systems and Processes *Follows the Rules *Diplomatic *Don't Need A Lot of Supervision/Work Well Alone *Logical *Maintains High Standards *Measures Progress *Organizes and Analyzes *Task Oriented	*Appears Cool and Aloof *Can Be Defensive When Criticized *Creativity Hampered by Need to Follow Rules *Doesn't Always Express Themselves *Indecisive/Gets Bugged Down In Details *Focuses On Minutiae *Is Impatient With Inaccuracies *Methodical To The Extreme *Overly Critical of Themselves and Others *Overly Intense On Details *Perfectionism
Biggest Fear	Emotion	Decisions
Being Wrong; Criticism of their work; Slipshod methods; Situations emotionally out of control	Fear	Deliberate; Decisions are slow and methodical; Collects and analyzes facts and data before deciding
Emphasizes		Motivated By
Working within circumstances to ensure quality and accuracy.		Clearly defined performance expectations; Quality and accuracy being valued; Atmosphere is reserved and business-like; Articulated standards

How The High C Views Others

D	I	S	C
Views the High D as domineering, arrogant, pushy, dictatorial, and possibly argumentative. Tries to counter the High D by slowing things down and being overly thorough While both are task focused, the High D focuses on the big picture and the High C on the details. Doesn't understand how the High D can make decisions without appropriate facts.	Views the High I as egotistical, superficial, glib, and overly optimistic. The High C is quick to point out the holes in the plans of the High I. The High C realistic/pessimistic attitude drags down the High I. The High I and the High C are opposites in many ways although they can be very effective working together.	Views the High S as friendly, but slow moving. Agrees with the High S on the importance of cooperation, reducing risk and using caution in making decisions. Is concerned that the High S does not pay enough attention to details in decision making.	Views other High C's as accurate, thorough systematic, adaptable and agreeable. Cooperates well with other High C's to dig out the important facts. Works well to build systems and processes with other High C's. High C's will compete to see who can be the "most correct."

Key To Understanding DISC

Style Combinations

People who have limited training on DISC focus on the 3 graphs (or sometimes just “Graph 3”) and a person’s primary style type. But, people are much more complex than a single DISC identifier.

In addition to the items that DISC does not measure, the real key to understanding someone is to understand the whole person, including their primary AND secondary styles. In fact, focus on a person’s primary style, without regard to their secondary style, can lead to a dramatic misreading of a person and actually create more communication problems and conflicts than not understanding their style at all.

For example, suppose you meet someone in a work environment, working on a project. You need this person to make a decision about the project. As you talk to this person, they begin to ask you for more information, facts, statistics, and background about the project to help them more fully understand it before making their decision. They weigh these facts carefully before coming to a decision.

From this encounter you might deduce that this person is a High C style and begin to treat this person as you believe they want to be treated. When you talk to them in the future, you are careful to not go too fast and to provide plenty of detail. You slow down the process to make the High C as comfortable as possible.

Yet, something is not right. The High C seems frustrated with you, is terse in their exchanges, and generally seems to be annoyed in their discussions with you. Instead of building a close relationship with this person built on their style type, you can sense the gulf widening between the two of you.

In reality, you may have run into someone who is actually a combination of both High D and High C that blend together to form one, more complex style. At first glance, the combination of High D and High C may seem to be a contradiction. In reality, it is a combination that creates a better-rounded individual than just a High D or High C pattern might.

While the High D part of their style wants to make decisions promptly and move from task to task quickly, the High C part wants to gather facts before making decisions and wants to move from task to task in an orderly manner. Ensuring quality and precision at each step along the way is a key component of the High C.

This combination of styles may slow down the decision making process when encountering major decisions that they believe require more care, or when they encounter a situation they are not familiar with. At this point the High C may take precedence over the High D.

But, as soon as the facts have been gathered, the High D may resume control and begins moving forward very quickly. Identification of the High C without acknowledgement of the High D could lead to a situation where you provide unnecessary details and a slow moving environment for a High D who is looking to move forward quickly.

This will cause significant frustration for the High D part of the style.

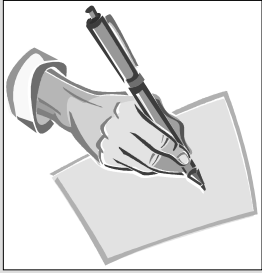
Because this style combination also contains a significant amount of High C style, the individual may not immediately express the frustration that they are feeling. But, they are most definitely experiencing the frustration.

A person who is a combination of High D and High C will be slow to anger and slow to express their frustration, but when the frustration finally surfaces, it will surface with the intensity of the High D style.

In your personal “DiSC Classic 2.0®” report (published by, and a registered trademark of, Inscape Publishing Inc), you’ll notice that they call these style combinations “Classical Patterns.” Take a look at Inscape Publishing’s Classical Pattern descriptions to identify style types that may appear to be in conflict or that have multiple prominent styles.

For your clients to receive the most benefit of utilizing DISC in their personal development, it’s important for you to acknowledge and appreciate that understanding a person’s behavioral style means understanding their full profile, not just their primary style.

* * *



Challenge

After reviewing Inscape Publishing's Classical Pattern descriptions (in your own personal "DiSC Classic 2.0®" report published by, and a registered trademark of, Inscape Publishing Inc), list some of the style types that appear to be in conflict or have multiple prominent styles and describe some of the conflicting style traits that could make these people difficult to read.

1. _____

2. _____

3. _____

4. _____

5. _____

Administering The DISC Assessment

Most publishers of DISC products have both online and paper versions of the profile.

Paper Profiles

The paper version of the profile is perfect to carry around with you and give to potential clients and decision makers. It can be administered in 7 minutes and “scored” in 20 minutes, providing your client with near instant feedback. The paper profile also allows you to demonstrate your knowledge of DISC by interpreting the results in front of your prospect.

Paper profiles are also great when an individual is interested in learning more about how DISC is scored and how the profiles are interpreted. That’s because the scoring of the paper profile is totally transparent, showing step by step how the DISC results are obtained.

The “DiSC Classic 2.0®” paper profile (published by, and a registered trademark of, Inscape Publishing Inc) is a 19-page, self contained, paper assessment that includes the following:

- ❖ Individual assessment
- ❖ Tally boxes for scoring
- ❖ 3 DISC graphs to be completed by respondent
- ❖ A short guideline for interpretation
- ❖ Dimensional Intensity Index with scratch-off capabilities
- ❖ Classic Profile Pattern Table
- ❖ Descriptions of the Classic Profile Patterns

On-line Assessments

On-line versions of the DISC assessment are typically easy to administer and can provide instant feedback to your prospect or client. Or, if you prefer, you can often withhold the results from the prospect or client until you can meet with them in person.

EPIC® is the proprietary online system used by (and a registered trademark of) Inscape Publishing Inc., which allows for individual “Access Codes” to be distributed to your clients and prospects. Issuing an access code takes less than 5 minutes and is delivered to your client or prospect via email.

EPIC Reports include:

- ❖ On-line individual assessment
- ❖ Automatic tallying and scoring
- ❖ Automatically scored Intensity Index
- ❖ Style descriptions based on the Intensity Index
- ❖ The specific Classic Profile Pattern for the respondent
- ❖ Work habits of the respondent
- ❖ Insights for the respondent
- ❖ A brief description of the DISC process
- ❖ Descriptions of all the Classic Profile Patterns
- ❖ All 3 graphs with tally charts

The EPIC reports are much more comprehensive than the paper versions available from Inscape Publishing, Inc.

* * *

Appendices

Appendix A: DISC Theme Songs

Appendix B: Well-known DISC Clichés

Appendix A: DISC Theme Songs

	Typical Themes	At The Extreme
D	“My Way” ~<i>Frank Sinatra</i> “Ain’t No Mountain High Enough” ~<i>Marvin Gaye</i> “Don’t Fence Me In” ~<i>Cole Porter/Roy Rogers</i>	“Anything You Can Do, I Can Do Better” ~<i>from “Annie Get Your Gun”</i> “Angry Young Man” ~<i>Billy Joel</i> “Oh Lord, It’s Hard To Be Humble” ~<i>Mac Davis</i>
I	“Celebrate” ~<i>Kool and the Gang</i> “Don’t Worry, Be Happy” ~<i>Bobby McFerrin</i> “Good Vibrations” ~<i>Beach Boys</i>	“You Talk To Much” ~<i>Joe Jones</i> “Party All The Time” ~<i>Eddie Murphy</i> “You Don’t Have To Call Me Darling” ~<i>David Allen Coe</i>
S	“I’ll Be There For You” ~<i>Rembrandts (Friends Theme Song)</i> “Friends In Low Places” ~<i>Garth Brooks</i> “Que Sera Sera” ~<i>Doris Day in “The Man Who Knew Too Much”</i>	“Don’t Rock The Boat” ~<i>Hues Corporation</i> “End Of The Line” ~<i>Traveling Wilbury’s</i> “Stand By Your Man” ~<i>Tammy Wynette</i>
C	“Did You Ever Have To Make Up Your Mind” ~<i>The Lovin’ Spoonful</i> “Walk The Line” ~<i>Johnny Cash</i> “Check Yes Or No” ~ <i>George Strait</i>	“I Can’t Get No Satisfaction” ~<i>Rolling Stones</i> “Suspicious Minds” ~<i>Elvis</i> “I Am A Man Of Constant Sorrow” ~<i>Soggy Bottom Boys</i>

Appendix B: Well-Known DISC Clichés

D	“Go ahead. Make my day.” “Just do it!” “Ready. Fire. Aim.” “The thrill of victory, the agony of defeat.” “That’s close enough for government work.”
I	“You look marvelous!” “All you need is love...” “There is no crime in being poor....only in dressing poorly.” “He’s the life of the party.” “You like me. You really like me.”
S	“All for 1 and 1 for all.” “Slow and steady wins the race.” “There is no I, in team.” “I want to go...where everybody knows my name.” “Family isn’t about whose blood you have. It’s about who you care about.”
C	“Just the facts, ma’am...” “We just have to connect the dots.” “Practice makes perfect.” “A place for everything, and everything in its place.” “If you want something done right...you have to do it yourself”