

# Behavioral Styles Overview using DISC

PMI Chapter Meeting  
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# Many Hats of Project Managers

- In The Know role
- Analytical role
- Compliance Officer role
- Influencer role
- People are the common denominator
- Additional intelligence for your Relationship Management role

# Behaviors as clues, not answers

- In social psychology, the **fundamental attribution error** describes the tendency to over-value personality-based explanations for the observed **behaviors** of others while under-valuing situational explanations for those behaviors.
- What is the cost of these explanations?
- Put on your P.I. hat. Curiosity, compassion, care required!  
Do you love the question, "Why?"

# Behaviors matter

- How do we leverage the best of our own behavioral style?
- How do manage the limitations of our style?
- What about the behavioral style of others?
- Can we leverage it?
- Can we use it as inspiration for connection and possibility as opposed to separation or vilification?



# Behavioral Style

## What is it?

- Observable behavior (how you act)
- Emotions
- Tone of voice
- Body language
- Pace

# Behavioral Style

## What it isn't!

- Intelligence
- Values
- Skills and experience
- Education and training
- "Personality"

# Behavioral Styles

## Value of Knowing about DISC

### Awareness

- Understand your own behavioral style

### Observation

- Recognize how others may interpret your behavioral style

### Adaptation

- Choose to adapt your behavioral style to improve communication, strengthen partnerships, and produce results

*“Effective interaction begins with an accurate perception of oneself.”*

— Dr. William Moulton Marston

# DISC Managing for Success

## What behaviors does it measure?

**Dominance** How you respond to **Problems** and challenges

**Influence** How you respond to **People** and influence others

**Steadiness** How you respond to change and **Pace**

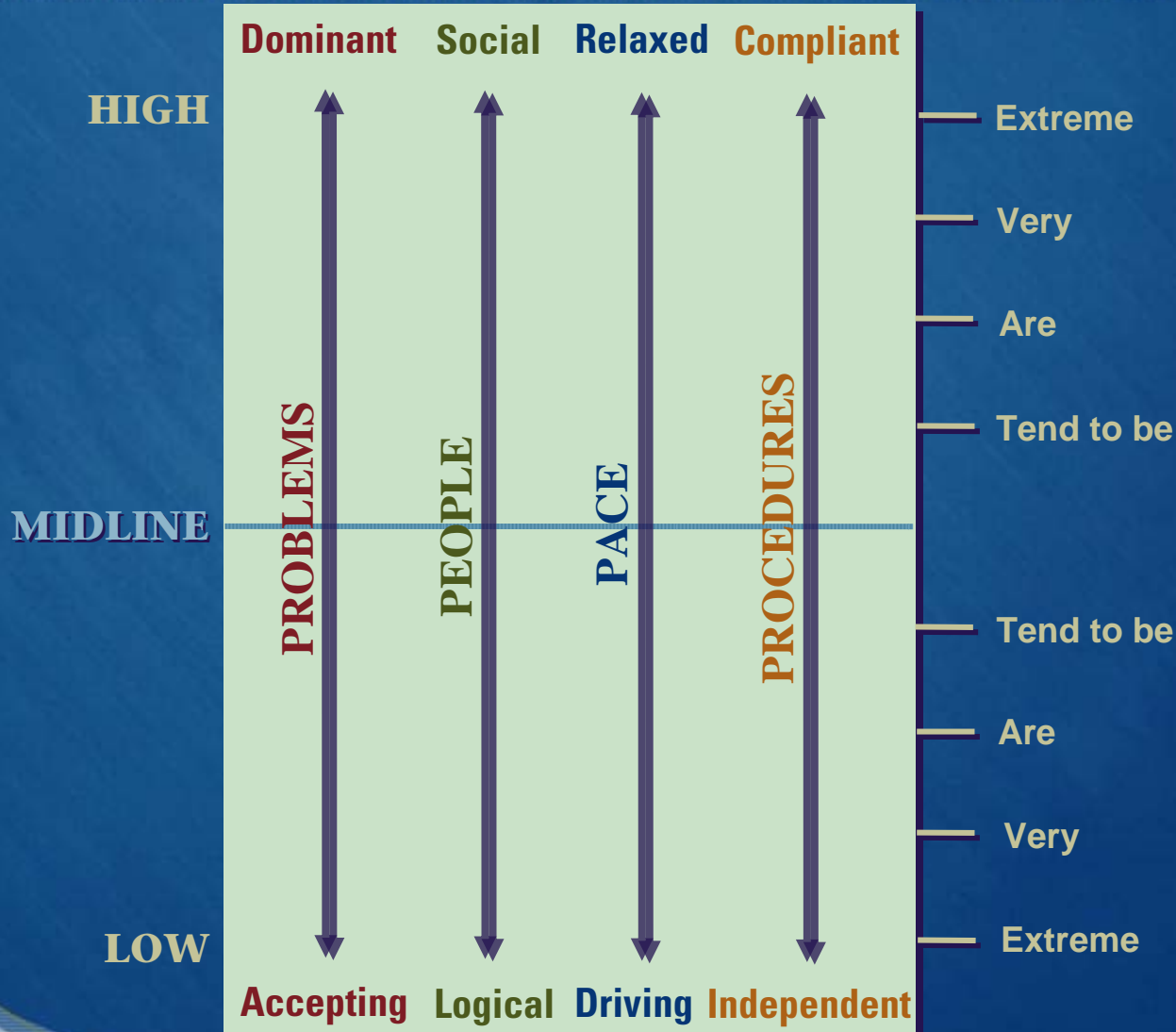
**Compliance** How you respond to rules and **Procedures** set by others

*“Everyone exhibits these four factors in their style to different degrees of intensity.”*

— Dr. William Moulton Marston



# D I S C



# High D – Dominance

How this style can **enable** engagement

## Value of the Style:

Bold, Direct, Urgent

- Daring, risk-taker, decisive
- Adventurous, pioneering, innovative
- Initiating, self-starting, generating
- Ambitious, strong-willed, competitive
- Challenge-oriented, change agent
- Time efficient, creative problem solvers, faster better ways



# High D – Dominance

How this style can **constrain** engagement

## Challenges of the Style:

Arrogant, Aggressive, Impatient

- Intolerant, quick to anger, forceful
- Not diplomatic or tactful
- Don't listen well, argumentative
- Critical, blunt, don't praise or acknowledge
- Takes on too much, too soon, too fast
- Doesn't delegate well, not detail oriented
- Gets bored easily, drops the ball



# High I – Social

How this style can **enable** engagement

## Value of the Style:

Optimistic, Enthusiastic, Motivational

- Persuasive, convincing, influential
- Inspirational, stimulating, outgoing
- Friendly, popular, enjoys interacting with people
- Sense of humor, charming, poised
- Trusting, looking for the possibility in people
- Talkative, verbally articulate, charismatic
- Flexible, open minded, generous
- Creative problem solvers, good at negotiating conflict





# High I – Social

How this style can **constrain** engagement

## Challenges of the Style:

Unrealistic, Emotional, Superficial

- Situational listener, talk too often/much
- Poor time management, disorganized, impulsive
- Political, concerned with looking good
- Oversell, inattentive to detail
- More concerned with popularity than tangible results
- Indiscriminately trusting



# High S – Relaxed

How this style can **enable** engagement

## Value of the Style:

Dependable, Consistent, Loyal

- Reliable, predictable
- Laid back, low-key, relaxed, passive
- Sincere, dependable, team-player
- Logical, systematic, methodical
- Focused concentration, likes to finish one thing before moving on
- Patient, persistent, deliberate, authentic listener
- Humble, modest, stable, steady
- Carries out ideas, implements



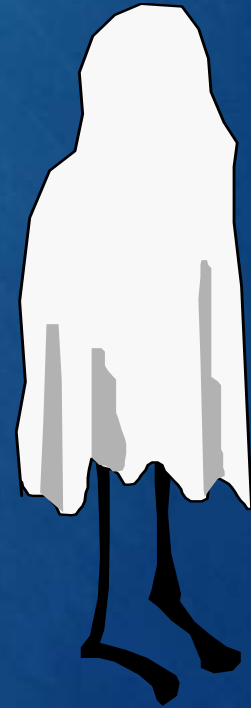
# High S – Relaxed

How this style can **constrain** engagement

## Challenges of the Style:

Avoids controversy, Difficulty multi-tasking,  
Resists change

- Has trouble prioritizing, never says no
- Not decisive, needs time to think
- Poker faced, non-demonstrative, no display of emotion
- Holds grudges, gives false sense of compliance
- Doesn't express point of view, withholds
- Dislikes pressure and deadlines, does not display a sense of urgency, low-risk taker



# High C – Compliant

How this style can **enable** engagement

## Value of the Style:

Accuracy, Perfectionism, Detail-oriented



- High standards of quality, rules and regulations
- Precise, exacting, deliberate
- Objective, fact finder, data gatherer
- Analytical, logical, systematic, methodical, likes structure
- Cautious, careful, always prepared
- Follows the rules, defines, clarifies



# High C – Compliant

How this style can **constrain** engagement

## Value of the Style:

Critical, Rigid, Afraid to make mistakes

- Skeptical, pessimistic, blunt, strict
- Defensive when criticized
- Gets bogged down in detail, over analyzes
- Fearful, not a risk-taker
- Worried, concerned
- Avoids shortcuts, more committed to quality than efficiency
- Needs direction, not a strong delegator

