Breakdown of the Profile

To introduce the concepts of profile patterns along general lines, it is important to clearly define the characteristics in each of the classifications \((D.I.S.C.)\).

Once you have completed a profile, examine the characteristics related to your highest plotting point in Graph III and then examine those of the others \((Ex. \ High \ D)\). Every individual possesses a blend of each of the characteristics \((D.I.S.C.)\); however, in the work style, one of these will tend to dominate and it will be referred to \((as \ an \ example)\) "High D Behavior". This means, the D is the dominant behavioral style of the characteristics.

Examine the description of each of the styles:

\(D = \text{Dominance}\)
\(I = \text{Influence}\)
\(S = \text{Steadiness}\)
\(C = \text{Competent/Compliant}\)

Frequently two characteristics may vie for dominance, and from time to time, depending on the structure of the situation, the dominant characteristic will change. As an example, a “high D” with a slightly “lower I” may revert to being a “high I” with a slightly “lower D”.

The Four Dimensions of Behavior

Dominance: Approach to obtaining results
High D - Tends to take an active, assertive and direct approach to obtaining results.
Low D - Attempts to obtain results in a more organized, less assertive, yet deliberate, calculated approach.

Influence: Approach to interacting with others; desires to control emotions \((self \ & \ others)\)
High I - Tends to approach others in an outgoing, gregarious, socially aggressive manner. Tends to be impulsive, emotional, reactive. Prefers interaction with people versus things.
Low I - Tends to approach others in a more controlled, sincere manner. Frequently perceived as congenial and reserved. Tends to place a premium on control of emotions, sincerity, logical approaches.

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Steadiness: Approach to social and/or work environment is controlled vs. flexible
High S - Tends to prefer a controlled, deliberate, predictable environment. Values a secure situation. Values disciplined behavior, and team-effort cooperation with others.
Low S - Looks for and gravitates to a flexible, dynamic, unstructured environment. Values freedom of expression (“don't fence me in”).

Compliance: Adherence to established standards
High C - Tends to prefer that things are done the "right way", according to the book or the established, accepted standards. Adheres to company standards, tries to avoid conflict, takes criticism personally.
Low C - Tends to operate more independently, the right way is my way. Avoids structure, fractures policies and/or rules.

Summary of High Characteristics

D - Generates ideas
I - Will promote them
S - Will follow through
C - Will make sure everything is complete and watch for details

High D Characteristics: Emphasis is on shaping the environment by overcoming opposition to accomplish results.

1. High ego strength
2. Impatient
3. Desire change
4. Fear being taken advantage of
5. Must be confronted and needs direct answers

High I Characteristics: Emphasis is on shaping the environment by bringing others into alliance to accomplish results.

1. Emotional
2. People oriented
3. Disorganized
4. Fear loss of social approval
5. Optimistic

High S Characteristics: Emphasis is on cooperating with others to carry out the task.
1. Loyal
2. Family and/or close tie oriented
3. Possessive
4. Fear loss of security
5. Slow to change - need planned change

High C Characteristics: Emphasis is on working with existing circumstances to promote quality in products or service.

1. Perfectionistic
2. Sensitive
3. Accurate
4. Fear criticism

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