

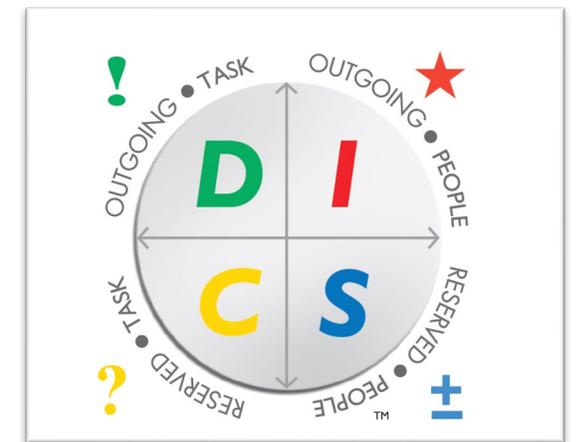
# DISC Personality Style: Its Impact on Interactions and Leadership

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...from the UW Health *Organizational Development Department*



Source: Personality Insights, Inc., ©2003

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# Learning Objectives

Describe the characteristics and behaviors of your DISC style

Compare and contrast the characteristics and behaviors of other DISC styles

Identify how each DISC style aligns with the UW Health Respect for People commitments and SMPH guiding principles and behaviors

# Learning Agreements

**Purpose:** To provide an environment that **encourages** and **supports** the learning for everyone.

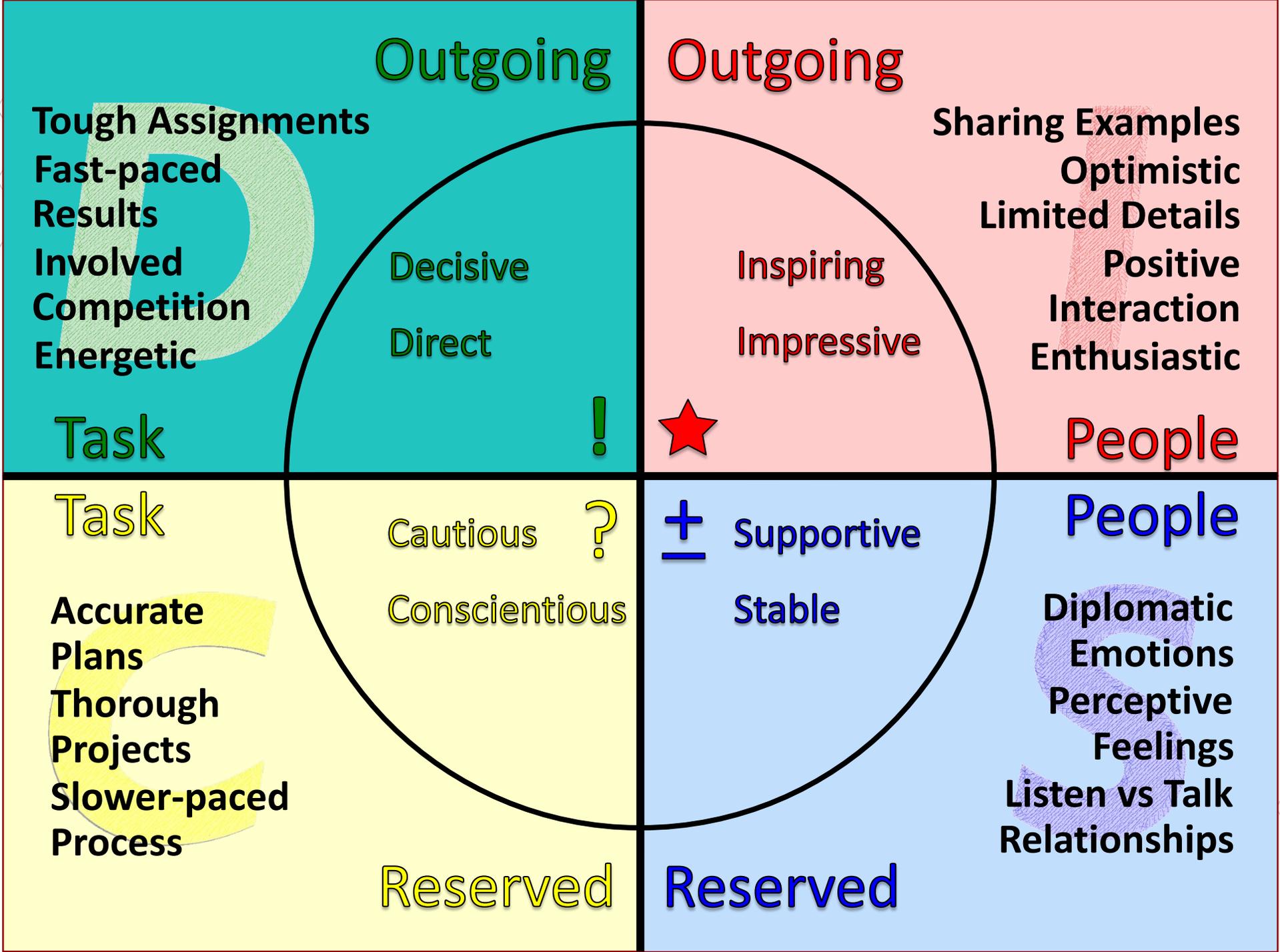
- ✓ Seek opportunities for **personal growth**
- ✓ Be **engaged** in the learning experience
- ✓ Foster **inclusivity** in all aspects of learning
- ✓ Ask questions and **consider** others' ideas
- ✓ Actively **listen** and remain present
- ✓ Show **appreciation** for others' ideas



# What Was Most Useful for You?

1. History of DISC
2. Pace vs. Priority
3. What is Your Blend?
4. Defining Your Style
5. Matching Styles
  - ...ideal work environment
  - ...decision making
  - ...manner of disagreeing
6. Valuing All Styles

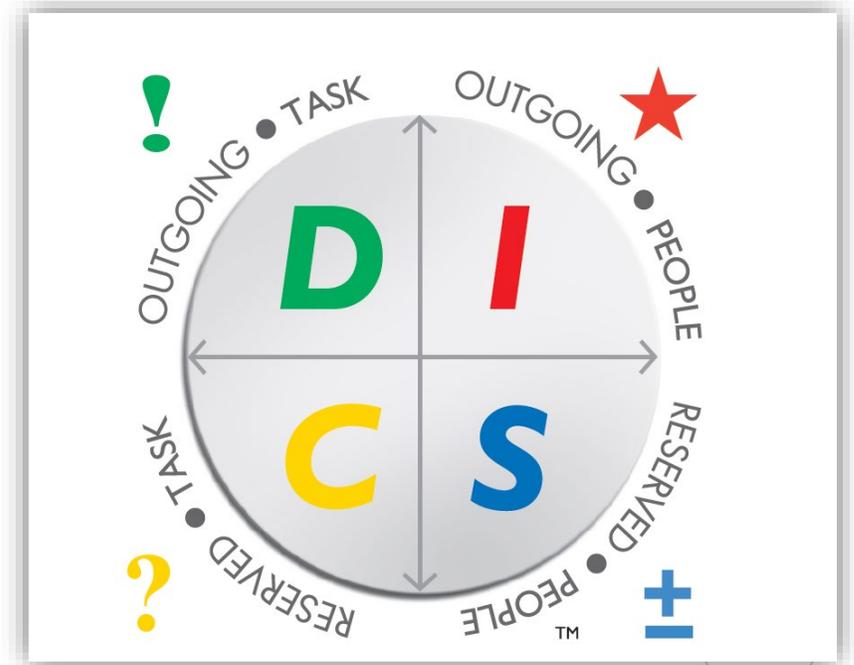




# Strengths and Perceptions

## In your assigned Group...

1. Identify a spokesperson
2. Identify *Strengths*
3. Identify *Perceptions/Awareness Gaps*





# High D

People with high D tendencies:

## Strengths

- “The Producer” – *They are high-achievers*
- direct and to the point
- see the big picture
- independent

## Needs

Choices, challenges, control

## Perceptions/Awareness Gaps

- may move to action before considering all the details
- may move at a faster pace than others
- may makes decisions and then change their mind
- may overwhelm others with their direct communication style
- may not acknowledge or be aware of other’s emotions and feelings

**Decisive**  
**Direct**





# High I

People with high I tendencies:

## Strengths

- “The Imaginist” – *They believe in possibilities*
- meeting and influencing others
- motivate people with their energy
- good verbal skills
- enjoys multiple activities

## Needs

Recognition, approval, popularity

## Perceptions/Awareness Gaps

- may appear overcommitted
- may overwhelm others with their high energy
- may overlook important details

**Interactive**  
**Impressive**



# High S

People with high S tendencies:

## Strengths

- “The Teamist” – *They enjoy harmony*
- seek to create buy-in and create team atmosphere
- support and offer help vs. be in charge
- relate well to things remaining simple/problem-free
- can sense subtle signs of interpersonal conflict

## Needs

Appreciation, security, affirmation

## Perceptions/Awareness Gaps

- may appear indecisiveness or wavering under pressure
- may avoid taking action (avoid hurting someone’s feeling)
- may avoid conflict (will say “yes” when they mean “no”)
- may procrastinate with pressure-related activities/projects

**Supportive**  
**Steady**



# High C

People with high C tendencies:

## Strengths

- “The Analyst” – *They want to be right*
- logical in their decision-making
- place emphasis on quality
- process information analytically
- well-prepared

## Needs

Accuracy, value, excellence

## Perceptions/Awareness Gaps

- may overwhelm others with details
- may struggle reaching flexible decisions
- may focus on perfection rather than progress
- may quickly lose energy with a lot of social interaction
- may not display their emotions outwardly

**Cautious**  
**Conscientious**





# How to Adapt Your Style

# When Styles Collide

## How Do My Tendencies Trigger Others?

Adapted from:  
The Ultimate Discovery System's *Relationships @Work*  
and *You've Got Style* by Robert A. Rohm Ph.D.

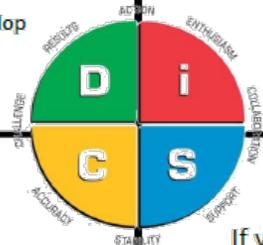


If you have **D** tendencies, you may:

D's Tend To	May Appear	Tips with Others
<b>Do what it takes to get the job done.</b>	Reckless	I or S: Ensure that you are being patient and sensitive to others involved to maintain relationships for future goals and projects. C: C tendencies need time to process the information. Take time to show you value their work and take their suggestions into consideration.
<b>Be Direct or Quick to Respond</b>	Blunt or Rude	I or S: Take a moment to consider how it may affect their feelings. Soften remarks to ensure comments do not seem harsh or abrupt. C: Give additional details about your point of view.
<b>Be Competitive or Result/Goal Oriented</b>	Impatient or Pushy	I or S: Consider that others may not share your drive and pushing too hard can create resistance. Take time to support other's throughout the project. C: Explain the process or criteria you used to develop your views and the context in which you are presenting information.

If you have **I** tendencies, you may:

I's Tend To	May Appear	Tips with:
<b>Be Optimistic</b>	Unrealistic	D: Be direct, brief and to the point to explain your confidence. S: Be inclusive and ensure S tendencies feel appreciated for what they can contribute to your plans. C: Give information and specifics supporting your views and why you are optimistic about the situation.
<b>Be Excited or Spontaneous</b>	Emotional or Impulsive	D: Allow time for conversation. Engage them with upbeat feedback. S: Be sincere and make the environment/conversation safe for them to express their views. C: Be logical, sequential, and as factual as possible when discussing areas of excitement.
<b>Be Imaginative</b>	Non-Linear or Unfocused	D: Limit the amount of details and get to the point quickly. Focus on the results or how it relates the topic at hand. S: Relate new ideas to current reality. C: Describe your thought process from start to finish and give concrete details and information.



If you have **C** tendencies, you may:

C's Tend To:	May Appear	Tips with Others
<b>Be Logical</b>	Critical	D: Provide options for solutions and get to the bottom line quickly. I: Encourage their participation and even interruptions to engage them. S: Show patience, make time to put them at ease, and demonstrate that you value them as a person.
<b>Curious or Questioning</b>	Nosey or Doubtful	D: Give the reason for your questioning and how it will impact the end result. I: Explain your line of processing in terms of how it will impact them/their work. S: Describe how others will be affected by your questions and information.
<b>Cautious</b>	Fearful	D: Let them know that your caution is in the best interest of the end result. Provide recommendations and alternatives for solutions. I: Use vivid descriptions to describe what you are cautious about. Try to use humor if appropriate. S: Expect to work through problems and issues together.

If you have **S** tendencies, you may:

S's Tend To:	May Appear	Tips with Others
<b>Be Relaxed</b>	Lacking Initiative	D: High D tendencies are apt to make decisions quickly where high S tendencies do not. Explain why you are hesitating in making decisions or if you need more time on something. I: Show your excitement or concern for a topic or project. Communicate your initiatives to i tendencies by connecting with them emotionally. C: Take the time to provide details, facts, and other information. Connect with high C tendencies by showing attention to detail.
<b>Be Reliable or Soft Hearted</b>	Dependent or Easily Manipulated	D: Don't be intimidated if high D tendencies challenge your projects or opinions. Show your drive to succeed in your goals. I: Compliment or affirm them and their ideas; be jovial and engaging toward them. C: Be real and sincere, and maintain your stance when you make a decision.
<b>Be Good Listeners</b>	Uncommunicative	D: Give an overview or outline first and then ask how much more detail they want. I: Allow time for mutual conversation and exchange of ideas. C: Come prepared with relevant history, data, and references to support your information.

# Understanding My Triggers

## How Do Different Tendencies Affect Me?

Adapted from:  
The Ultimate Discovery System's Relationships @Work  
and You've Got Style by Robert A. Rohm Ph.D.

See  
Handout

Others	Triggers	Tips for D's
I	I's tend to: - Be highly social - Be optimistic - Get off track easily	- Allow some time for socializing as it helps to foster a team environment, resulting in stronger and more efficient results. - Take advantage of their optimism and use it to gain momentum in accomplishing goals. - Start a "parking lot" of ideas to come back to. Acknowledge their ideas and come back to them at a later time.
S	S's tend to: - Want stability - Be patient - Have high regard for relationships	- Make them feel safe by being consistent in your communication style. - Be aware that challenging their ideas may be taken personally and cause them to withdraw. - Take time to foster relationships and get to know them personally. - Be sincere.
C	C's tend to: -Be cautious -Be logical -Be detailed	- Understand that their detailed nature helps you achieve greater results. - Slow down to allow them to process information. - Give explain your reasoning with details and facts.

Others	Triggers	Tips for I's
D	D's tend to: - Be direct - Like challenge - Be goal focused - Strong willed	- Be aware that if you're likely to get off subject, a focused D may get annoyed; make a "parking lot" for yourself to share non-related ideas/thoughts at another time. - Both I and D tendencies are usually fast-paced; together, it may be overwhelming to people with S and C tendencies.
S	S's tend to: - Want stability - Be patient - Have high regard for relationships	- Make them feel safe by being consistent in your communication style. - Connect with them on a personal level to show you value them as a team member. - Know that they may be more reserved in showing their excitement.
C	C's tend to: -Be cautious -Be logical -Be detailed	- Understand that their detailed nature helps you achieve greater results. - Slow down to allow them to process information. - Give explain your reasoning with details and facts. - If you are overly social or optimistic, it may be draining for C tendencies, be aware of others' body language.



Others	Triggers	Tips for C's
D	D's tend to: - Be direct - Like challenge - Be goal focused - Strong willed	- Offer an overview of what you want to say, ask them how much detail they want. - Give them choices along with consequences. - Show how your detailed nature will impact the end-result.
I	I's tend to: - Be highly social - Be optimistic - Get off track easily	- Allow some time for socializing. - Start a "parking lot" of ideas to come back to. Acknowledge their ideas and come back to them at a later time. - Sharing your concerns/hesitations may dampen their optimism, share them delicately.
S	S's tend to: - Want stability - Be patient - Have high regard for relationships	- Connect with them on a personal level to show you value them as a team member. - Know that consistent questioning of their work may be taken personally.

Others	Triggers	Tips for S's
D	D's tend to: - Be direct - Like challenge - Be goal focused - Strong willed	- Try not to take blunt or abrupt comments offensively. - If a person with D tendencies challenges your work, it means they're interested in it, not necessarily that they don't like it. - D's usually separate work and relationships; they may not be social if there's work to be done.
I	I's tend to: - Be highly social - Be optimistic - Get off track easily	- Allow some time for socializing as it helps to foster a team environment, resulting in stronger and more efficient results. - Take advantage of their optimism and use it to gain momentum in accomplishing goals. - Start a "parking lot" of ideas to come back to. Acknowledge their ideas and come back to them at a later time.
C	C's tend to: -Be cautious -Be logical -Be detailed	- Understand that their detailed nature helps you achieve greater results. - Slow down to allow them to process information. - Give explain your reasoning with details and facts.

What styles are in your department?

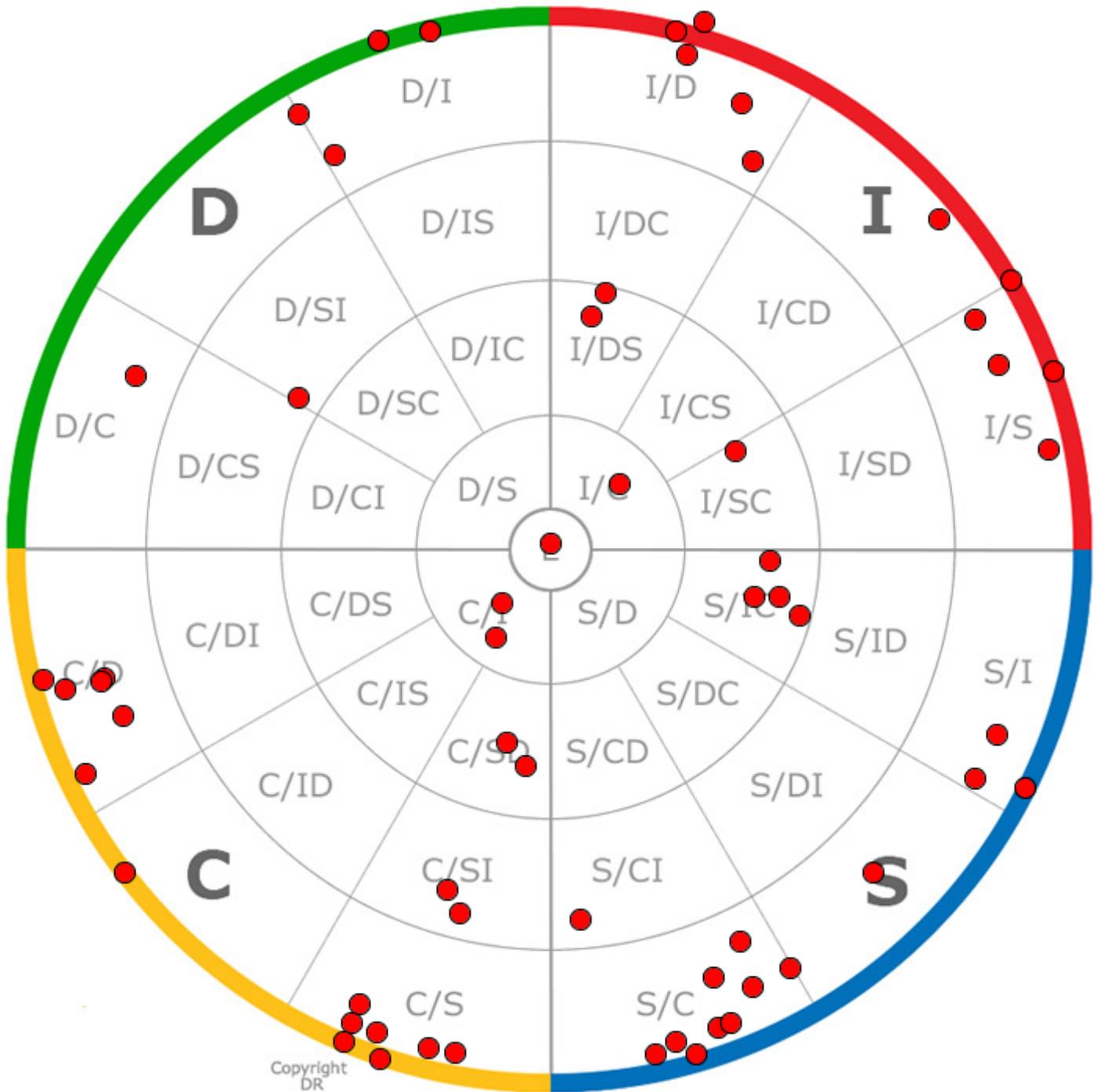


# Discovery Report Team Chart

Department of Obstetrics and Gynecology (August 2023)

**D** **Dominant**  
Outgoing and Task-Oriented

**I** **Inspiring**  
Outgoing and People-Oriented



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DR

**C** **Cautious**  
Reserved and Task-Oriented

**S** **Supportive**  
Reserved and People-Oriented

# Valuing All Styles



Rely on team members with a **Direct** style for:

- Overcoming obstacles
- Seeing the big picture
- Pushing the group ahead
- Accepting challenges without fear
- Handling several projects at the same time



Rely on team members with an **Inspiring** style for:

- Speaking persuasively
- Expressing ideas
- Creating enthusiasm
- Having a sense of humor
- Responding well to surprises

# Valuing All Styles



Rely on team members with a **Supportive** style for:

- Emphasizing loyalty
- Seeing an easier way to do things
- Providing dependability
- Making others feel accepted
- Building relationships



Rely on team members with a **Careful** style for:

- Working systematically
- Being conscientious
- Analyzing obstacles
- Organizing material
- Evaluating situations

## Reflection: What Have You Learned?

One thing I learned about **myself** is...

One thing I learned about **another person's style** is...

And I plan to be mindful of this because...

And I plan to use it to...





# **DISC for Teams:**

## **Styles and**

### **Respect for People Commitments /**

### **SMPH Guiding Principles and Behaviors**

*Source: Personality Insights, Inc., ©2003*

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# Respect for People Commitments

## Be accountable

- Keep my commitments and follow through
- Share concerns and appropriate information
- Own my attitude

## Engage and own it

- Find better ways to do things by actively engaging in change, improvement, and innovation
- Give constructive feedback in a respectful manner

## Embrace diversity, equity and inclusion (DEI)

- Dismantle racism in ourselves, our system, and our community
- Embed DEI into work to create an inclusive workplace culture for all staff and patients
- Foster learning and education in DEI

## Connect with others

- Practice humility and show compassion
- Communicate clearly and respectfully
- Seek common ground and withhold judgment

## Listen to understand

- Seek to understand by remaining present while listening to others
- Strive to see things from another person's view

## Appreciate and encourage

- Prioritize growth and learning for myself and others
- Express gratitude
- Choose positivity
- Value others' strengths



# SMPH Guiding Principles

## **Be Accountable: Act with Honesty, Integrity and Fairness**

- Be individually and collectively responsible for our work.
- Protect health, safety and the environment.
- Uphold information confidentiality, privacy and security.
- Do the right things at the right time and place.
- Disclose and manage outside activities.
- Protect and steward resources.
- Follow University and state policies on political activity.
- Share public information appropriately.
- Cooperate with requests for information.

# SMPH Guiding Principles

## Commit to Respect, Kindness, Compassion, and Altruism

- Treat everyone with respect.
- Engage, listen and communicate.

## Demonstrate Innovation and Excellence

- Embody the Wisconsin Idea.
- Deliver education programs for our statewide campus.
- Conduct research on critical health needs and disseminate statewide.
- Improve the quality of care for individuals and populations.
- Promote the health of our communities.
- Cultivate health and well-being in our healthcare providers, learners.

researchers,

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# SMPH Guiding Principles

## Embrace Diversity, Equity, and Inclusion

- Ensure an environment free of discrimination.
- Support the advancement of all.
- Advocate for social justice.

Which commitment(s) and principle(s) best align with this style?

Which commitment(s) and principle(s) may be challenging for this style?

How can this style adapt to develop behaviors that align with this commitment(s) and principle(s)?

## Respect for People Commitments

- Be Accountable
- Engage and Own It
- Embrace Diversity, Equity and Inclusion
- Connect with Others
- Listen to Understand
- Appreciate and Encourage

## SMPH Guiding Principle(s)

- Be Accountable: Act with Honesty, Integrity and Fairness
- Commit to Respect, Kindness, Compassion, and Altruism
- Demonstrate Innovation and Excellence
- Embrace Diversity, Equity and Inclusion



**Decisive**  
**Direct**

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- Be Accountable: Act with Honesty, Integrity and Fairness
- Commit to Respect, Kindness, Compassion, and Altruism
- Demonstrate Innovation and Excellence
- Embrace Diversity, Equity and Inclusion



**Interactive**  
**Impressive**

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**Supportive**  
**Steady**

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Careful

Conscientious

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## Reflection: What Have You Learned?

One thing I learned about how **communication styles** relate to respectful behaviors is...

One thing I learned about an **area for my own personal growth** is...

And I plan to be mindful of this because...

And what I will do with that is...



# What Was Most Useful for You?

1. Styles in an Elevator
2. Styles in Traffic
3. Strengths
4. Perceptions
5. Respect for People Commitments
6. Breakout Rooms
7. Other...





# Continued Learning

During your next **Rounding, Huddle, or Meeting** with your team/department, be prepared to share an example of a **positive experience** and **challenging experience** you had working and communicating with someone.

1. What DISC style was the other person demonstrating in each situation?
2. What did they need most?
3. What DISC style were you demonstrating in each situation?
4. What did you need most?

