DISC Is Not About Labeling Labeling People

This is important before you teach them to identify others.

DISC gives us clues about observable behavior and communication preferences. It does not tell us everything about a person.

Behavior is observable, situational, flexible, and dynamic.

“We aren't diagnosing the person across the table. We're looking for behavioral clues so we can communicate in a way they are more likely to hear.”



The DISC Model

Four Behavioral Styles. Different Priorities. Different Communication Preferences.

FAST-PACED / OUTGOING

More Assertive, Expressive, Decisive

CALM / RESERVED

More Patient, Cautious, Thoughtful

TASK-FOCUSED

Focused on Results and Getting Things Done

PEOPLE-FOCUSED

Focused on Relationships and Working with Others

D — DOMINANCE

Direct | Decisive | Results-Driven
Competitive | Independent

- Focuses on results and action
- Likes control and challenges
- Makes decisions quickly
- Values efficiency and straightforward communication

"What's the bottom line?"

I — INFLUENCE

Enthusiastic | Persuasive | Social
Optimistic | People-Oriented

- Focuses on people and possibilities
- Builds relationships easily
- Communicates with enthusiasm
- Values collaboration, recognition and a positive environment

"Who can we get involved?"

C — CONSCIENTIOUSNESS

Analytical | Accurate | Detailed
Systematic | Quality-Focused

- Focuses on facts, data and accuracy
- Likes structure and clear expectations
- Thinks things through carefully
- Values quality, logic and well-researched solutions

"Why? Show me the facts."

S — STEADINESS

Patient | Supportive | Dependable
Cooperative | Team-Oriented

- Focuses on stability and harmony
- Listens well and considers others' needs
- Prefers a steady pace and consistency
- Values teamwork, trust and a supportive environment

"How will this affect everyone?"

Dominance

Shapes the environment by overcoming opposition to accomplish results.

- Getting immediate results
- Causing action
- Accepting challenges
- Making quick decisions

Dominance

- Power and authority
- Prestige and challenge
- Direct answers
- A wide scope of operations
- Opportunities for individual accomplishment
- Opportunities for advancement
- Freedom from controls and supervision
- Many new and varied activities

Influence

Shapes the environment by influencing or persuading others.

- Contacting people
- Making a good impression
- Being articulate
- Creating a motivational environment
- Entertaining people
- Being optimistic
- Participating in a group

Influence

- Popularity, social recognition
- Public recognition of ability
- Freedom of expression
- Group activities outside of job
- Freedom from control and detail
- Coaching and counseling
- Favorable working conditions

Steadiness

Cooperates with others within existing circumstances to carry out tasks.

- Demonstrating patience
- Developing specialized skills
- Helping others
- Performing in a consistent manner
- Showing loyalty
- Being a good listener
- Creating a stable work environment

Steadiness

- Maintenance of status quo
- Predictable routines
- Credit for work accomplished
- Minimal work infringement on home life
- Sincere appreciation
- Identification with a group
- Minimal conflict

Compliance

Works conscientiously within existing circumstances to ensure quality.

- Concentrating on key details
- Being diplomatic
- Checking for accuracy
- Adhering to key directives and standards
- Thinking analytically
- Using indirect approaches to conflict
- Using a systematic approach to situations

Compliance

- Control of those factors that affect their performance
- Cleary defined performance expectations
- Values on quality and accuracy
- A reserved, business-like atmosphere
- Recognition for specific skills and accomplishments



High D

- Sees an unfavorable environment that they want to overcome
- Tries to change, fix, or control things



High i

- Sees a favorable environment in which they can influence others
- Tries to persuade, promote, or influence others

High S

- Sees a favorable environment that they want to maintain
- Tries to be cooperative, supportive, and agreeable while keeping things stable





High C

- Sees an unfavorable environment that they do not want to try to change
- Tries to work within established rules, guidelines, and procedures to ensure accuracy and quality

What Is Negotiation?

Negotiation is a conversation between two or more or more people who want different things and are and are working toward an agreement.

Good negotiation is not about winning. It is about problem solving.



Before You Negotiate: Know 4 Things

1

What do I want?

2

What do they probably want?

3

Where can I be flexible?

4

What will I do if we cannot agree? agree?

BATNA = Best Alternative to a Negotiated Agreement



Ask Before You Argue

- What is most important to you?
- What is your biggest concern?
- What would a good outcome look like?
- Where do you have flexibility?
- What would make this work for you?

The person asking good questions usually learns more than the person doing all the talking.



Put yourself in **THEIR** shoes













Listen for What Matters

Listen for:

- Needs
- Concerns
- Priorities
- Emotions
- Areas of flexibility
- What they are not saying directly

> Let me make sure I understand what is most most important to you…

Avoid These Negotiation Traps

- Talking too much
- Entering without preparation
- Making assumptions
- Negotiating positions instead of interests
- Being afraid to say no
- Taking disagreement personally
- Giving concessions too quickly
- Trying to imitate someone else's negotiation style
- Ignoring the other person's communication style



Usage of Metaphor

Don’t use jargon and clichés

Table thumping and aggression rarely work and are just embarrassing

“I think…”, “I feel…” are less forceful terms than “It’s clear
that…” or “The market shows us that….”



Your Message Is More Than Your Words

People respond to:

WHAT you say — Words
Words and content

HOW you say it — pace and volume

HOW you appear while while saying it — Facial
Facial expression, posture and gestures

When verbal and nonverbal messages conflict, people often pay close attention to the nonverbal cues.



Don't Divide the Pie — Grow It

Instead of arguing over one solution, create several several options.

Ask:

- What else could work?
- What can we trade?
- What matters more to them than it does to us?
- What matters more to us than it does to them?
- Is there a solution neither side has considered?





Take Personality Out of of the Decision

Use objective standards such as:

- Market value
- Cost
- Policy
- Industry standards
- Precedent
- Performance data
- Comparable examples

> Instead of arguing about what is fair, agree on how fairness will be measured.



Trust Before Tactics

Build trust by:

- Listening without immediately responding.
- Following through on commitments.
- Being transparent about what you can and cannot do.
- Asking rather than assuming.
- Respecting differences in communication style.
- Giving people information in the way they prefer to receive it.
- Acknowledging the other person's interests.
- Being consistent.
- Saying “I don't know” when you don't know.
- Looking for mutually beneficial outcomes.

“What destroys trust in a negotiation?”

Communication Can Change Change the Outcome



Effective communication helps us:

- Understand what the other person actually needs.
- Separate positions from interests.
- Reduce defensiveness.
- Establish credibility.
- Build trust.
- Clarify misunderstandings.
- Discover options we didn't initially see.
- Know when to push, pause, ask or listen.
- Create a solution the other person can say yes to.

“The goal isn't to win the conversation. The goal is to understand enough to influence the outcome.”

Position vs. Interest

Position: “I need Fridays off.”

What might the underlying interest be?

- Childcare
- Burnout
- Commute
- School
- Medical appointments
- Work-life balance
- Productivity

“If I negotiate only against the position, I have one problem. If I uncover the interest, I may have ten possible solutions.”

Adapt — Don't Imitate

Don't change who you are. Change how you deliver your message.

I am naturally an I talking to a C. I don't stop being an I. But I might:

- talk less,
- bring more data,
- organize my points,
- avoid exaggerating,
- provide written information,
- give them time to think.



When Emotion Enters the the Negotiation



Don't:

- React immediately
- Match anger with anger
- Assume intent
- Rush to fill silence

“I can tell this is important to you. Help me understand your biggest concern.”

Do:

- Pause
- Ask a question
- Acknowledge concern
- Return to interests
- Summarize what you heard
- Slow the conversation down

Question Bank for Negotiators

Discovery questions

- “What is most important to you?”
- “Help me understand what is driving that.”
- “What concerns you most about this option?”
- “What would a successful outcome look like for you?”

Clarifying questions

- “When you say ___, what does that mean to you?”
- “Am I understanding correctly that ___?”

Problem-solving questions

- “What if we…?”
- “What would need to happen for this to work?”
- “Where do we have flexibility?”

Closing questions

- “What would keep us from moving forward?”
- “Does this address your primary concern?”
- “What are our next steps?”

Know Your Walk-Away

- Accept an agreement that is better than your best alternative.
- Reject an agreement that leaves you worse off than your alternative.

> A strong negotiator does not need every deal.



Know Your Three Numbers

01

Ideal outcome — What What would I love to to achieve?

02

Target — What outcome would I consider successful?

03

Walk-away/BATNA — What will I do if we can't reach an acceptable agreement?

“What do I want, what do they want, where can I move, and when do I walk?”

7 Steps to Better Negotiation

1

Prepare: Know what what you want.

2

Read: Identify communication

3

Ask: Discover their interests.

4

Listen: what really matters.

5

Adapt: Communicate in a way they can hear.

6

Solve: Create options that work for both sides.

7

Close: Agree on next steps—or know when to walk away.

How to Negotiate With Each DISC Style

Style	They may value	Your approach	Try saying
D – Dominance	Results, speed, control	Get to the point, offer choices, focus on outcomes	“ Here are the two options and the results of each.”
I – Influence	Relationships, enthusiasm, recognition	Be conversational, energetic, collaborative	“ Here's what we could accomplish together.”
S – Steadiness	Stability, trust, cooperation	Slow down, listen, explain change, reduce pressure	“ Let's talk through how this would affect everyone.”
C – Conscientiousness	Accuracy, logic, quality	Bring facts, details, evidence and time to evaluate	“ Let me show you the data behind the recommendation.”

Adapt Your Approach With DISC

Same goal. Different delivery.

D: Be direct and outcome-focused.

I: Build rapport and emphasize

S: Slow down, listen, and create reassurance.

C: Bring facts, details, and logic.

How Can I Recognize Their Their Style?

- **D :** Fast pace · direct · asks “what?” · decisive · focuses on results
- **I:** Expressive · conversational · animated · tells stories · focuses on people
- **S:** Calm · patient · asks “ how?” · good cautious about
- **C:** Reserved · detailed · asks “why?” · analytical · analytical · wants evidence





What NOT to Do With Each Each Style

- **D:** Don't ramble, over-explain or avoid the point.

- **I:** Don't make the conversation completely or bury them in detail.

- **S:** Don't rush them into a decision or create unnecessary confrontation.

- **C:** Don't exaggerate, pressure them or present unsupported claims.

“Which style would be hardest for you to negotiate with?”