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The DISC personality profile is a system designed by the American Psychologist Dr. William Moulton Marsden. It places people into one of four different personality types; D – Dominant, I – Influential, S – Steady and C – Compliant. Here’s a fairly detailed description of these different personality types:

## General Theory

The DISC personality profile is an accurate personality analysis that can be used to predict the behaviour of individuals when they work on their own and with others. It can help you to place the right person in your business, working in an environment that suits both you and them.

However, this system is not infallible. Like anything, it has its limitations. Its shortfall is that people seldom have just one personality. They are rather a combination of the four, just in different ratios. Everyone is dominant in one personality type, but another may be closely following.

The DISC test highlights a person’s relative strengths in each of the four areas. The area that scores highest will be the person’s dominant trait.

The results aren’t always accurate, especially when the person being tested is aware of their personality eccentricities and has moved to improve these traits. The higher the strength shown from the test, the more the descriptions will fit. Don’t use this as a definitive method for labelling people’s traits. Use it as a guide to communicating with them.

Everyone has weaknesses, and this system is meant to guide to them. Remember, if you are happy as you are, that’s great.

When you read the characteristics of the various personality types, you will start to understand how other people see you when they associate with you. Again, this isn’t always true. With all knowledge should come wisdom. Knowing the best time and way to use this knowledge is what makes the difference.

## DISC Under Pressure

People can change their nature under pressure. A **High I** can become a **High S** under pressure. This means the person slows down and thinks more; they become more reserved.

A **High I** can become a **High D**, which means instead of being friendly to everyone, they start to bossing everyone around without much regard to their feelings. People around them would wonder what happened to that friendly person that got on with everyone so well.

A **High D** can become to a **High C** under pressure. They will now consider details more and think carefully before making a decision. A **High D** could go to a **High S**, meaning they will steady themselves and slow down. They will consider the people around them more.

A **High S** could even become a **High D** under pressure. They now have to act and think quickly when placed under lots of pressure. They might start to become loud and bark out orders when normally they are calm, reserved and friendly.

A **High C** could move to a **High D** under pressure. They will think and act quicker than previously, making decisions quickly and not considering all the details. You’ve heard people say they work best under pressure; this could mean they’ve become a **High D** under pressure to get more done.

Normally a **High C** wouldn’t change to a **High I** or **High S** under pressure, or a **High I** wouldn’t go to a **High C** under pressure, as these two personality types are so different.

Often a person stays the same under pressure. A **High D** can stay a **High D**. A **High S** can stay a **High S** and so on. Not everyone changes under pressure. You will know when someone does. It will be quite noticeable.

## High I Personalities

**High I’s** like to have fun and be popular. You can recognise them by their outgoing and very friendly manner. They want to be people’s friends. They will rarely tell anyone off. When they say something in anger, they don’t want you to remind them of it again because that was in the past and they really weren’t that serious when they said it in the first place.

**High I’s** don’t like to get into too much detail as they don’t find that fun. They like to work with others in a changing environment. **High I’s** can be recognised by their very friendly disposition. They look you in the eye and usually use a lot of tonal changes in their voice.

They talk a bit louder than other personality types, except the **High D** who can also talk confidently and loud. This is the mark of an extrovert. The difference between them is that **High I's** are loud and friendly. If you joke with either of them, a **High I** will respond but a **High D** may not.

A **High I** will respond quicker because they think you’re like them, so they’ll let you know by giving you a friendly response.

## High I Employees

They make good salespeople and get on well with people. However, they can be too friendly and this may annoy people as well. It especially annoys the **High D’s**. A **High I** prefers to work with others and have a bit of fun.

Don’t try to stop them from enjoying themselves though, or they won’t hang around long. Let them be a team leader (unless there is a **High D** in the group who will sabotage the **High I’s** authority).

**High I’s** are good motivators because people will usually want to do what they ask as they are well liked.

## High I Interaction

High I’s get on fairly well with most personality types. They can annoy the High C and High D because they’re task-orientated and just want to get the job done without being friendly while doing it. All the other personality types can see a High I as overly friendly. They might say, “Mellow out a bit. You come on too strong and annoy people. Don’t be so friendly.”

**High I’s** are good motivators and team leaders although they won’t like pulling a team member into line if they’ve done something they shouldn’t have.

## High I Business Owners

As a business owner they will probably want to do what is popular. They can put up with people for too long without really telling them to get into shape.

They like to do new things. However, this won’t appeal to them unless a few people tell them to do it and it seems popular. Their personality can cause them challenges in managerial positions because they won’t want to put people off or make changes that will make them unpopular with other team members.

## Selling To A High I

To sell to a High I you need to win them over and be their friend. If you don’t show you care about them or that you like them, they won’t want to buy from you.

You need to show you have a sense of humour, are a fun-loving person and you are having fun talking to them right now. You can work on being a little bit stern but not too serious.

**High I’s** want to do what seems popular. They don’t want to do anything that seems like detailed work that will take up lots of their time. If it seems boring to them, they won’t want it. The best thing you can say to them is it will be a lot of fun.

They will buy from people who seem to have the same nature as they do. So be happy and spontaneous. Talk about other things apart from what you are selling them. Get chatty at the start, during the middle and the end of the selling process. They will sometimes want to go off on a tangent.

Let them do most of the talking. They love to talk about anything, especially other people.

Be their friend and advise them on what you think and feel is best for them. Be sincere. Be like them and they will love you.

If you’re a **High D**, don’t talk too much. Let them decide they want it and that it seems like a popular idea and makes sense. **High D’s** need to be friendlier than they usually are when selling to them.

You can’t be too friendly with a **High I** – as long as you’re sincere. They are people’s people and have great people skills. They won’t like you if you are fake.

**High I’s** are prone to exaggerate. They like to tell stories and you can too when selling to them. But tell them if you are exaggerating.

## Areas To Work On

**High I’s** need to work on getting the job done and not being distracted by other people. They need to be more task-orientated. They need to get into the details more as this is what they don’t like doing.

They need to be less extroverted with people, especially **High C’s** and **High S’s**. When communicating with a **High C** they don’t need to be their friend, which is what they believe.

**High I’s** are a bit too friendly for the **High S**, although the **High S** can see that aspect of them and not let it bother them. **High I’s** need to recognise the other personality types are not like them. They also need to work on being more like the others when communicating with them.

## High D Personalities

**High D’s** like to be in control. They want to be at the top and give the orders. They have a hard time following orders as they feel their own way is always better. **High D’s** will usually end up in managing positions, self-employed or in charge of a section that has a bit of room to move unsupervised.

They like to be in control of their own lives and make their own decisions. **High D’s** can seem too powerful or strong for other people. They are confident, outspoken, and say what they feel. This can offend others, as they can be thought of as arrogant. They aren’t usually; it’s just the way they express themselves.

As **High D’s** have active minds that like to be stimulated, they like to be doing lots of things at once. When they do more than one thing at a time, the quality can start to drop. It can be difficult for them to follow something to its end. They feel a great need for lots of activity. When you want something done in a hurry, give it to a **High D**.

## High D Employees

High D employees like to be given responsibility and work best on their own. They like to have control. They aren’t keen on taking orders continually.

They prefer to be given an outline of how to be productive and what’s expected of them, then left alone to accomplish it. They won’t come back asking for the details on how to do something. When given a task to do with others they will assume the leader’s role. They feel they need to take on this role mainly because they feel more confidant in their own abilities than other people’s.

They always prefer to lead than to follow. They prefer to work on their own or to delegate tasks to others. They start a lot of things and usually don’t finish them. They can start without really knowing where they are headed because they aren’t great planners or thinkers. They just want to get in and do it.

They work well with High C’s because they are the ones to delegate to.

High D’s can sabotage authority because they don’t like being given orders; they much prefer to give them. They will always feel they should be in control, making the decisions.

High D’s are generally confident people because they have always been used to making their own quick decisions.

## High D Interaction

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

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.

Often a High D has a lot of High I in them; they just need to tap into it more to get on better with a High I.

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 personalities compliment each other very well. The High D gets on best with a High C. A High D likes to delegate, and the best one to delegate to is the High C.

However, because the High D is not detail-orientated and the High C is, a problem can occur. The High C will need lots of details on how to do something, and this is precisely something the High D doesn’t like to give.

Also a High C prefers to do the same thing over and over. They like doing what they know how to do. That’s often how they get their significance and feelings of importance; by doing something perfectly.

A High D gets along reasonable well with and a High S because the latter is steadying, reserved and tolerant of others. A High S doesn’t need to be given the details like a high C does. They can just be told what to do and they do it.

A High S knows the High D likes to control others and doesn’t let it worry them. A High D doesn’t consider their mode of interaction, like needing to relay instructions with details for the High C, or with friendliness to a High I, so the High S works best with a High D.

A High D may think the High S is inferior, because they mistake their natural reserve and steadiness with lacking in confidence. Often a High S has great self-confidence; they just don’t need to display it like a High D does. High D’s like confident people as they can relate better to them.

## High D Business Owners

They can often be found being busy. They 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 progress.

This isn’t true of every High D but many are like this at some level. In business they often don’t finish things. They like to be doing lots of things at once because their minds are active and they need to stay active. They can delegate but often don’t follow-up to see if standards are met.

They aren’t perfectionists unless they have a strong High C influence in their personality. They like to do a lot quickly, which sums them up fairly well.

They can make good managers, as they prefer to be told what results are expected of them and then left alone to get on with the job. If a High C is giving them orders, they will get irritated and bored, as the High C will want to monitor their progress and give them lots of instructions on how to do it.

A High D will often get started on a project before you finish telling them what it is. There are more multi-millionaires that are High D than any other personality type, mainly because they get in and have a go and just try something. And they keep on trying with great effect. They also don’t try to do everything on their own. They delegate.

## Selling To A High D

High D’s like to be leaders. They like to do what no one else is doing. They like to be innovative pioneers. The best way to sell to them is to tell them what they need to be more productive, profitable, successful and a leader of others.

Respect them and never make them feel inferior. They need to respect the sales person. Most importantly, they need to be confident you can deliver what you say you can. They need to be given the facts and reasons. Also, don’t try and be too friendly with them.

They want a summary of any features. They don’t need details; in fact going over details annoys them. Give a brief outline of different things showing the logic of it all. They want to be productive so tell them what you have will help that cause. Tell them they will be more successful using your service or item. That’s what they want to know.

Give them better solutions or ways of doing things. Be blunt if you have to; they don’t mind too much and they don’t care – but only if they have your respect.

## Areas They Need To Work On

The major area they need to work on is their people skills and communication with others. They also need to slow down to check if they are making progress. When talking to a High C, they need to give more specifics.

They need to be friendlier to others they work with. They need to have a checking system on their progress and of how well they are doing. Are the jobs they start being completed, and if so, how good is the quality? They need to stop, plan and think more before they start, and also as they progress.

## High S Personalities

High S’s are steady people. They don’t like to rush things. When everyone else is stressing out, they remain calm. They like to plod along, thinking things over before doing anything. They don’t like making quick decisions.

They are well liked by all personality types because they are friendly easy-going and harmless. People admire their cool disposition. They just get in and get the job done, although usually not at a great pace.

While the High D starts, going flat out without knowing if they are doing it right, the High I gets everyone together so they can all get involved and have fun.

The High C plans every detail meticulously before making a start, while the High S is thinks it over before making a slow start.

## High S As Employees

They are good team players. You can get them to do anything, and they are happy doing it. They prefer to work with others but don’t really care if they are on their own. They are the personality types you often can’t figure out.

They aren’t as forward as the High I, but they are definitely friendly. You’ll see that in their eyes. While the High C will hold eye contact, their gaze isn’t with the same interest and warmth as that of the High S.

They laugh easily and like to be with people. They make great sales people but usually only if they are already attracted to selling. They have a natural ability to build good rapport. High S isn’t critical of other people like the High C or High D can be, or if they are, they don’t tell everyone.

If you need a sales person, a High S can be very good, but only if they want to be a sales person. They have a real challenge with selling if they aren’t already in sales. They often feel like they are being unfriendly by asking people to buy or by using closing lines. It is very hard for them to change this attitude as they resist all changes in their lives. Change comes to them slowly and steadily and usually only when there is very good reason. A High D will change in a blink compared to a High S.

## High S Interaction

High S’s get on well with High D’s because they probably understand them and it doesn’t worry them when the High D gives orders. Because the High S is calm, they are a help to the High D.

A High S can plan things, which is a help to the High D. They slow the High D down, and this can be both a good thing and a bad. High D’s often end up marrying High S’s.

The High S gets along well with the High I. They are both people-orientated. 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 friendly.” While the High I will respond, “Get a bit more life in you.”

They both have fun in life, or try to. The High S has a high concern for others and tries to understand them. When a High I works with a High S, they can often get carried away with having fun, as they’re not as task-orientated as the High D and High C.

The two usually won’t get as much done as the other two personality types.

High S and High C are both introverted. They both like to take their time in making a decision. They work well together, although they won’t get a task done as quickly as the D's and I’s. They will think about it for a while first.

The High S will feel there’s no need to rush into it. The High C will agree because they will want to consider all the details before they start anyway. The High C will be planning it out perfectly before they start, and if it’s taking too long to start, the High S won’t say too much because they like to keep the peace.

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

The High D and High S get a job done well and complement each other nicely. The High S will bring the High D’s feet back down to earth and steady them. The High D will speed up the High S’s decision-making process, which is sometimes needed.

The High S admires the High D’s leadership ability, while the High D admires the High S’s steadiness – although not always. Because the High S is reserved while the High D is outgoing, they learn from each other in different situations.

## High S Business Owners

High S Business Owners will often plod along, not making drastic changes, doing what they know. They prefer not to rush anything. They don’t make quick decisions. They feel there is rarely any need to rush things.

The High S will like to take time getting around to doing anything. They have their own steady pace. 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.

The High S likes to work with others and usually considers their view. They are a team player and like to have a good working atmosphere. They will often employ other High S’s, High C’s and High I’s. However, a High D can get on their nerves sometimes, because they like to make quick decisions and get some action happening. This is something the High S often isn’t keen on.

There can be a clash of interests with a High D as these two are opposites. It is extremely rare to find a High S-D personality due to their major differences. One is introverted and other isn’t. One is task-orientated and the other is people-orientated.

A High S can employ a High D to their benefit as a team leader when they need a person who can take control. In cases like this, they will be an asset. A High S likes to keep the peace and get on well with everyone. This can stop them from putting people off, keeping them on longer than is necessary, or being tolerable to others.

## Selling To A High S.

They are harder to sell to than the High D or I. They like to be steady in their decision-making. They don’t like to rush anything – they like to take their time in reaching a decision. They don’t like pressure or pushy people.

You need to be their friend and build genuine rapport with them. Be reserved like they are. Be casual. Outline what you want them to buy, then give details. Give them data to make a decision and tell them they need to make it soon.

Don’t expect quick decisions, though. Explain at the start if you can give them everything they want and expect today, and you both agree it’s the best thing, then you’ll outline the steps needed to get the process under way. Then ask if it’s OK to do that? Get them to commit to making a decision there and then if you can.

Sometimes a High S won’t make a decision at all on the day. If that’s the case, be aware it often happens. Give them some time and get back to them the next day. Be firm in wanting a decision soon (or today) but don’t be pushy.

Be reserved like they are. The High S doesn’t like change, so tell them your product won’t involve any major changes. Tell them it’s a nice slow process.

Give them plenty of eye contact. Build rapport and be their friend.

## Areas For A High S To Work On

The High S needs to work on changing their ways quicker. They change in time, however they are the most reluctant of all personality types to do so. A High D will change before you finish telling them why they need to. To a High I change is fun. They like change because they like variety in their life.

A High C won’t usually change much at all. This is because they have just finished learning how to do something the best way they can and now they just want to keep doing it. They love getting into a routine and staying that way. How can you achieve perfection in anything if you don’t stick to it for ages?

High S’s need to practice making quick decisions and not looking back once they’ve made the decision. They need to realise often a quick decision is better than no decision at all.

## High C Personalities

The High C is interesting in many ways. They have a tendency to collect data, facts and figures. They can often stutter their words when describing things, possibly due to tension and also because they are thinking what the perfect way to describe this is. High C’s often stutter more than other personality types.

High C’s like to do things very well, if not perfectly. However, they don’t reference their standards to others, which would be valuable to them because then they would learn that their standards are much higher than everyone else’s.

They often create stress in their lives by this ongoing striving to live up to their own perfect standards. They can miss out on seeing the big picture as they can get stuck on the details.

They want to work on their own because they feel they will do the job best. They think other people won’t do as good a job as they will. A High C is reserved and task-orientated, which means they aren’t that friendly in communication with other people, especially non-family and -friends.

They like to give lots of data when they communicate, as they feel this is what people want.

They can have high levels of stress due to rarely being able to live up to their own standards. They like to have many details before making a decision. They virtually never rush into anything, especially without considering all the facts, data and graphs. Then they like to think more on it.

They don’t like to be pushed into doing things, as they feel their way is nearly always the best. They like to plan things out before lifting a finger. Conditions usually have to be perfect before they proceed.

## High C Interaction

High C’s complement a High D because they are virtual opposites; one is introverted and the other is extroverted. The High C is reserved while the High D is outgoing. Both are task-orientated.

The High C gets self-satisfaction and pride from doing things for others. Although if they don’t know how to do what the High D is asking, there can be problems.

The High C needs to be shown in detail how to do something. The High D isn’t into details, so a communication problem can occur. For this paring to work, the High D needs to explain in more detail how to do the things they want done.

A High C and High I are an interesting combination. They can work well together, although they can often have troubles. When they struggle in relationships, it can be due to their opposite nature. A High I is extroverted, while a High C is introverted.

A High I person is people-orientated while a High C is task-orientated. These traits can cause a lot of conflict. The High I will say or think that the High C is spending too much time on unimportant things. The High C may think the High I is airy-fairy and doesn’t work on what is really important.

The High C will want the High I to be less friendly and more task-orientated, while the High I will think the opposite.

As a working combination, the two are good for each other if they can put aside their differences. The High I will stop the High C from being introverted and get them to have more fun and work with others. The High C will bring the High I back down to earth and get them working on the details. As a combination in business, they can work well together.

## Selling To A High C

Selling to a High C can be challenging. A High C can be very sceptical of anyone who says they have something they’ll need, because they often feel what they already have is good.

They can often resist change because they have their own way of doing things. They won’t consider making a buying decision unless the facts are shown, are valid and there are lots of them.

Be prepared to spend a lot of time with them. They will ask a hundred questions and procrastinate, because they will be wondering whether they’ve covered every detail they need to know about.

They will be wary of sales people. This is mainly because they have found how to do things without anyone’s help, and a new system will mean they’ll need to re-learn. They’re much happier doing what they already know how to do.

They aren’t overly friendly like the High I and High S. You can’t just tell them they need your item like you can the High D. They only want one thing; data. So give them as much data as you can. And give it in graph form, table from, written form, or essay from.

You can’t give a High C too much data to consider. They like to justify their decisions by logic. They don’t care if you are their best friend. They always consider the facts first.

Don’t expect a High C to make a quick decision. They like time to think. So give it to them. Talk about facts backed by logic. Get back to them another day only if you tell them you’ve given them everything they need to make a decision.

They are confident in their own abilities and are used to making their own decisions. They will talk confidently because they have a lot of knowledge and are proud of it. If you tell them you have a way of helping them do things better and more efficiently, you will get their attention, and possibly the sale, eventually. Anything that improves their standards or efficiency they will love. Tell them you’ll be able to do even better with this.

## High C Business Owners

High C Business Owners can get themselves into stressful situations. They often want to do a lot of tasks in the business themselves because they have higher standards that they feel always need to be adhered to. They feel they do things best so they should do everything.

The High C likes to make a better mousetrap and works on building a better one instead of marketing the one they already have. To them, perfection is the only way to make money. They forget you can have the most valuable, efficient product in the world but without good selling and communication skills, they won’t make a dollar.

The High C can get caught up with working on the appearance of the store, perfecting the accounting system, or having the best and most efficient sales registers, yet none of these will really make them more money.

They can sometimes forget about finding out what the customer really wants because they are task-oriented. Most people in business do this, instead of finding out exactly what the customer wants, then selling that to them.

The High C can get caught up in doing the menial things in a business instead of working in it, dealing with customers and building a relationship. The High C needs to work more on relationships with their customers as well as their team.

The employee’s happiness plays a major part in a business’ success, and the High C can often forget to work on team building.

High C’s need to work more with people and enjoy themselves. They should get in High S’s and High I’s or even High D’s to improve things. A High I can help make them focus more on people and to have fun. A High D can help them be more productive and to get more things started each day.

## Areas For The High C To Work On

Their own standards can be too high compared to others. They can be stressed people due to their feeling that everything they do needs to be perfect. This is the standard they always strive for. It can come from the fact they don’t realise their standards are already far above anyone else’s.

They need to get someone else’s opinion when working on a task and accept their standards as being good enough. A High C needs to strive for excellence, not perfection!

Most High C’s think they can do a better job and often they can. But usually the standard a High C works to is the minority’s opinion because everyone else acknowledges excellence while a High C keeps on chasing perfection. High C’s need to stop at excellence.

They need to work more with others to get used to their level of excellence, and then to accept it as their own ‘new’ standard.

A High C needs to be more confident in their approach to decision-making and not fear arriving at a wrong decision. After all, High D’s make decisions a lot quicker than a High C ever will. And High D’s far, far, outweigh High C’s when it comes to successful people. So High C’s need to get into the habit of making quicker decisions so they can develop better, stronger emotional muscle.

A High C needs to do things that are new or different. They need to forget their schedule. Throw it away for a day. Do something spontaneous. Do something on the spur of the moment. Do something because it looks like fun. They need to tell themselves change is fun; that it is good. They need to be more spontaneous.

They also need to get more help from others. They need to ask themselves if what they are doing is the most important thing they could be doing. Will spending the time doing it perfectly, really benefit them or others, or should they say, “This is excellent, what can I do next?”

High C’s need to move on more. They need to get more involved with people. They need to open up and tell others what they are feeling. A very wise man once said, “Vulnerability is strength because you open yourself up to change and improvement.”

High C’s need to be spontaneous more often. They need to take on more like a High D does. They need to do more things at once so they don’t get stuck on the details which aren’t always important.