EVERYTHING DiSC® APPLICATION LIBRARY

The DiSC® Dimensions and
# *Everything DiSC Management*

inscape publishing

The DiSC® Dimensions and *Everything DiSC® Management*

The foundation of DiSC® was first described by William Moulton Marston in his 1928 book *Emotions of Normal People*. Marston identified what he called four "primary emotions" and associated behavioral responses, which today we know as Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Marston never used his theory to label individuals as a specific "type." But he did believe that each person projects a greater intensity and frequency of the behaviors of one or two of the styles. Marston thought that by understanding how our normal emotional responses adapt to the demands of people, situations, and societal expectations, we could evolve into healthier people who were better-equipped to realize true happiness in our personal and professional lives.

Today's DiSC model is built on two dimensions, as described below. Although these DiSC dimensions are not addressed in the *Everything DiSC Management Profile*, we provide this information as additional background on the DiSC model. You may, for instance, find this information useful if you have the opportunity for more in-depth discussion about DiSC.

The Two DiSC Dimensions

As you can see below, the DiSC model is based on two very basic dimensions of human nature. The vertical dimension is often described as the "active-reflective" dimension. People who tend toward the top of the circle (i.e., the D or i styles) are usually active and fast-paced. They're more bold or adventurous than the average person. They tend to be assertive and outspoken. At the bottom of the circle (i.e., the S or C styles) are people who tend to be more thoughtful and reflective. They have a moderate, calm pace and are more cautious by nature. Consequently, these people can come across as soft-spoken and self-controlled.
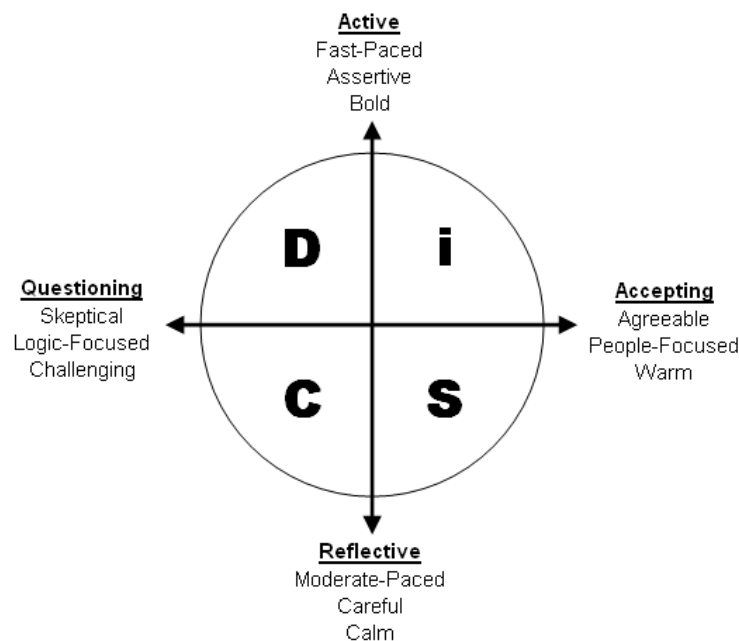
The horizontal dimension of DiSC® is often described as the "Questioning-Accepting" dimension. People who tend toward the left side of the circle (i.e., the D and C styles) are usually more questioning or challenging by nature. They can come across skeptical or cynical. They also tend to place an emphasis on using logic to make decisions. People who tend toward the right side of the circle (i.e., the i or S styles) are more accepting and agreeable by nature. They come across as warm, receptive, and trusting. They prioritize connecting with people.

By measuring where people fall on these two dimensions, we can discover their DiSC styles.

The D (Dominance) Style

People with the D style are direct and strong-willed. Because they combine an active pace with a questioning nature, they often come across as forceful and demanding.

The i (Influence) Style

People with the i style are lively and talkative. Because they combine an active pace with an accepting nature, they often come across as enthusiastic and sociable.

The S (Steadiness) Style

People with the S style are modest and accommodating. Because they combine a reflective pace with an accepting nature, they often come across as even-tempered and patient.

The C (Conscientiousness) Style

People with the C style are logical and reserved. Because they combine a reflective pace with a questioning nature, they often come across as analytical and reserved.

The DiSC® Dimensions and the Everything DiSC® Management Priorities

Each of the DiSC styles is associated with three management priorities in the *Everything DiSC® Management Profile*. The D style is associated with the priorities of Drive, Action, and Challenge. Managers with the D style prioritize Action because they are fast-paced. These same managers prioritize Challenge because they have a questioning nature. And when we combine an active pace with a questioning nature, we have people who push themselves and others toward difficult goals. Managers with the D style, then, put a high priority on Drive.

The i style is connected to the management priorities of Encouragement, Action, and Collaboration. Managers with the i style prioritize Action because they are fast-paced. They prioritize Collaboration because of their accepting, people-focused nature. So these managers

combine an active pace with an accepting nature to be very optimistic and enthusiastic. Consequently, they prioritize Encouragement.

The S style is identified with the management priorities of Support, Reliability, and Collaboration. Managers with the S style prioritize Reliability because of their reflective, cautious pace. They prioritize Collaboration because they are accepting and people-focused. So managers with the S style combine a reflective pace with an accepting nature to be very patient and understanding. These managers, then, prioritize Support.

The C style is associated with the management priorities of Objectivity, Reliability, and Challenge. Managers with the C style prioritize Reliability because they have a reflective, cautious pace. They prioritize Challenge because they have a questioning nature. Therefore, these managers combine a cautious pace with a questioning nature to be very analytical and precise. Consequently, they put a high priority on Objectivity.

Research on the Everything DiSC® management priorities is available in the *Everything DiSC Management Profile* Validation Report.