Knight Member

DISC Behavioural Model Mastery

The Essential 'What' and 'How To' for building great relationships



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What sort of Person are you?

Would you agree that understanding people makes life and relationships easier to navigate?

It's like having geographical information about a complex terrain: It makes your voyage easier because you can understand what you see, you know what to expect, and so you know how best to go forward to reach your destination. It is a Map.

The DISC Behavioural Model is one of the personality frameworks that helps us understand people.

What makes *this* system stand out is that it's the easiest one to understand and the simplest and most practical one to use in everyday life, It is a Manual.

Oversimplification, however, has its problems.

There is some essential information that you need to know if you are to understand human beings properly and we give you this leaning—according to your membership level—while most courses miss it completely. It is a Language.

The Hybrid Human: Mastering the Mosaic

This Dossier is your **personality handbook**. It provides principles that are beyond normal training theory and is meant to serve as a guide in your own personal and professional evolution.

Before we look at the mechanics of the DISC Behavioural Model, we must establish these

24-carat caveats regarding human character and personality.

- Personality [invisible] is reflected in people's behaviour [visible].
- It is one of the 'conditioning' factors of every human being.
  (The Layered Human concept.)
- Aside from other forms of conditioning that we inherit as part of being human and from our culture, Personality is partly genetic and partly a result of our environment— the latter part is sculpted by life experience.
- A person exhibits different behaviours during any one day, and these behaviours are categorized into personality clusters for better understanding.
- Therefore, it should be said that we each exhibit different personalities within different circumstances and roles.

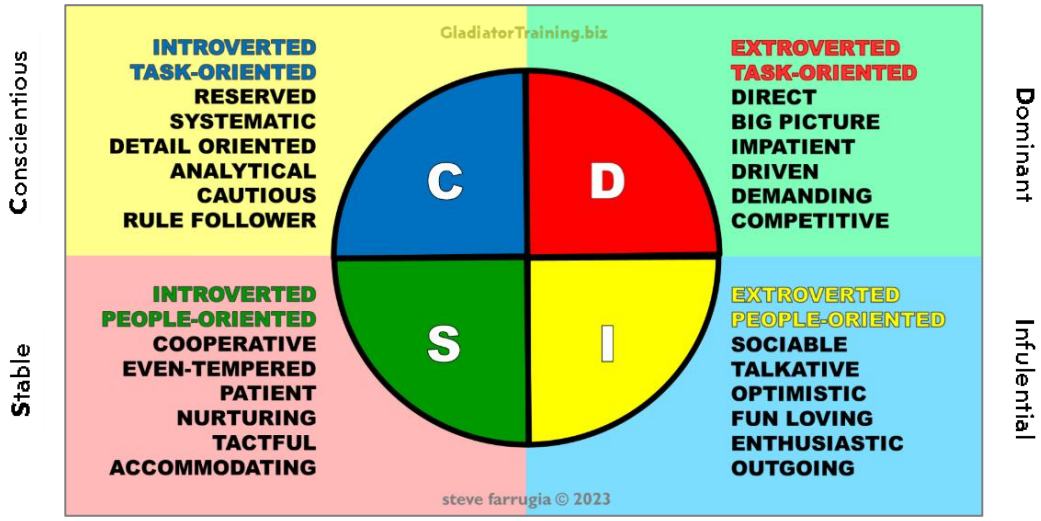
The Layers of Conditioning

Personality is not a fixed point; it is a 'conditioning'— a complex product resulting from genetic templates and life experience. We all carry layers of conditioning that dictate our *automatic* responses. Of these, childhood conditioning remains perhaps the most powerful sculptor of our adult self.

The 4 Quadrants of DISC

DISC is about 'behaviour' rather than about 'traits' – as we find in other frameworks.

For simplicity's sake, different behaviours are grouped into **4 main types** [**Quadrants**] although it should be safe to say that **no one is purely 'one' type**. We are all *blends*.



Interpret the above descriptions as 'behaviours'

Here is how it works: purely and simply.

We each have '**natural**' **preferences** so, for example, introverts tend to prefer working alone while extroverts seek frequent interaction with others; some people tend to think, speak and act more directly, while others may lean towards caution, reflection and a slower tempo (***pace***).

Besides our *dominant* quadrant (see diagram), we generally have a *secondary* quadrant, and a *third preference* too, but it is actually likely that in different circumstances, we shift to quadrants of behaviour that are **not** natural to us.

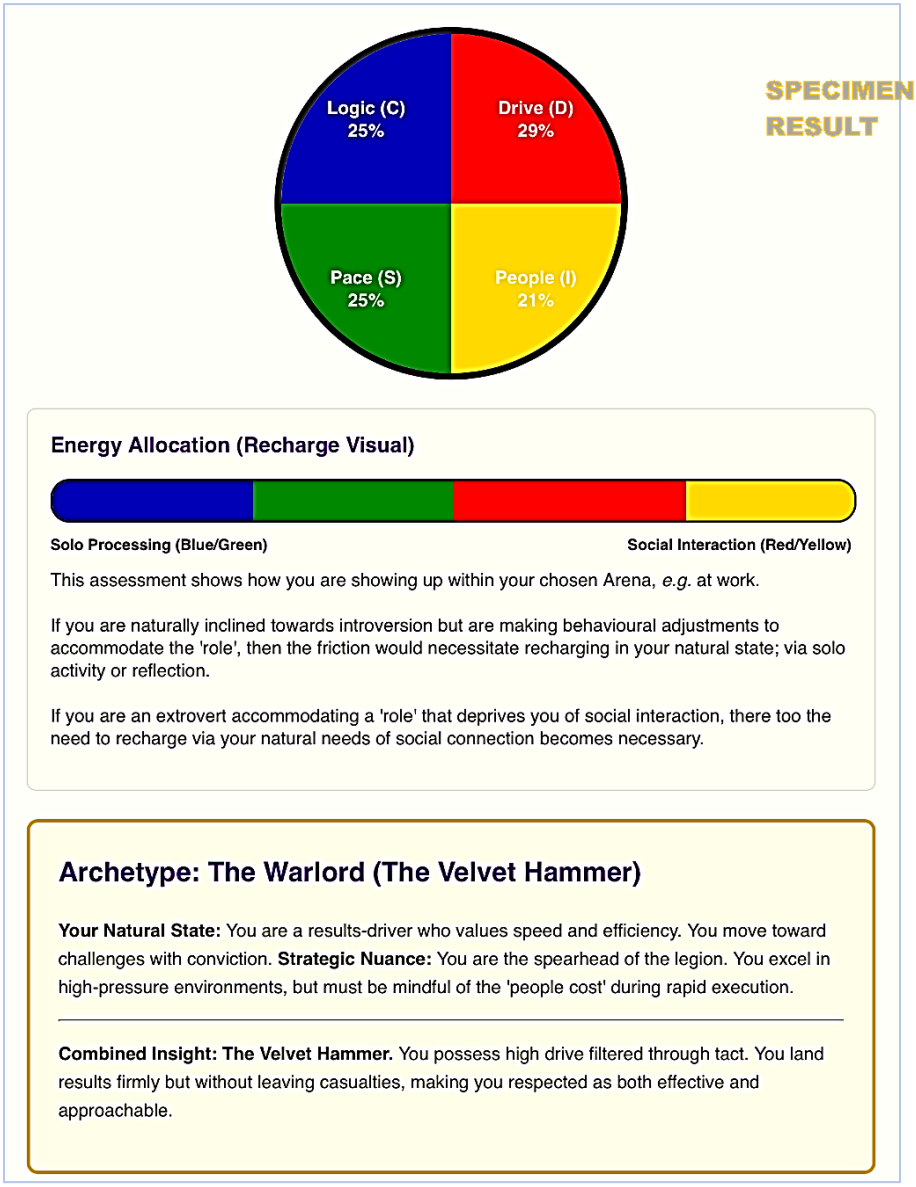
These **adaptations** are necessary for us to operate efficiently and effectively within particular roles in life and professionally, as well as particular circumstances. And so, we've introduced the Jungian '**persona**'.

The Power of the Persona

In the various arenas of life, we project ***'Personas'***. These are the specific aspects of our behavioural *mosaic* that we choose to let others experience. A *Persona* is not a fake mask; it is a functional tool of Behavioural Intelligence.

Mastery begins when you stop being a passenger to your conditioning and start becoming the Architect of your projections. This subject is further expanded below, as we cover the **5 Lessons**. Don't skip what's coming next.

Take Our Quiz Choose a **Persona** and rate yourself accordingly.



The DISC Quadrant properties

"D" — **Dominant** behaviour **(Red)** that is often reflected in:

- **Direct** communication – others may feel this is 'blunt'
- **Determination**—a person who's action- and results-driven
- **Decisions** that are quick (maybe sometimes even hasty)
- **Competitiveness** – risk taker; demanding; expects to win
- **Assertive** body language (stance, gestures, voice)

"I" — **Influencing** behaviour **(Yellow)** that is often reflected in:

- **Inclusivity** – an organiser, loves groups; typically extroverted
- **Fun** – a people person, the soul of any activity
- **Talkativeness** – animated, expressive communicator
- **Optimism** – a motivator; looks for the silver lining
- **Flexibility** – typically less fussy about procedure

"S" — **Stable** behaviour **(Green)** that is often reflected in:

- **Sensitivity** – cares about how people feel; caretaker; helper
- **Cooperation** – avoids conflict as much as possible; the peacemaker
- **Steady pace** – careful and never hasty (typically slower paced)
- **Consistency** – prefers predictability (certainty) over surprises
- **Loyalty** – the calm within the storm; the team's go-to person

"C" — **Conscientious** behaviour **(Blue)** that is often reflected in:

- **Reservedness** – prefers to work alone, reflective; a typical introvert
- **Compliance** – a rule maker and follower; procedure is king!
- **Economic** – speaks and moves less than others; often serious
- **Precision** – data driven, cares about facts more than opinions
- **Rationality** – level headed logic and rationale over emotion

Summary

1. Understanding people makes life and relationships easier to navigate.

2. Personality [invisible] is reflected in people's behaviour [visible].

3. Human Beings are conditioned by various factors – The Layered Human concept.

4. Human Nature, Culture, Family, Education, and other experiences condition human behaviour.

5. A person exhibits different behaviours during any one day according to their "roles" and even to the "circumstances" (even within a role).

6. The different 'roles' reflect different *'personas'* – which are particular aspects of the total person that are 'projected' outwards according to how we want others to view us.

7. Personality is not a fixed point; it shifts between the 'natural' and the 'adapted' *persona*.

8. The word *'persona'* [Carl G. Jung] is derived from the Latin for 'theatre mask' which described the 'character' to an audience. It has nothing to do with fakes.

9. The DISC Model deals with "behaviours" rather than personality "traits," but to make things easier, you may consider the following descriptions.

10. **D** – Dominance; direct, determined
    I – Influence; inclusive, interdependent
    S – Stability; sensitive, slower paced
    C – Compliant; comprehensive, concentrated

11. There are no 'pure' types; every person is a 'blend' of the 4 quadrants.

12. Opposite quadrants tend to behave in opposite ways, yet a person can shift even into an opposite quadrant when circumstances demand it.

13. We each have a "natural" preference to a dominant quadrant, and generally there's a secondary quadrant, and a third level (quiet) quadrant of behaviours.

Summary continued

14. You may say that our "private" *persona* is your most natural state, while other *personas* are your adaptive states, where you are adjusting to the role.

15. Operating in an "adapted" *persona* might come naturally but it still drains your mental batteries. You can consider the adaptation as a Tool that uses energy.

16. For typical DISC behaviours, you may refer to the DISC Quadrant properties page.

The 7 Lessons

The previous material was the **DISC introduction** from the 'open access' section of the website, but what follows is exclusive to the Knight Members' access and higher.

Here, we expand even further on the **4 Modules** from the website. On the one hand, we are building on the DISC foundations that we already covered while weaving in deeper understanding in the form of a 5 Lesson module.

You may consider what follows as your advanced course notes and a future reference manual.

return to: 'Persona' ↑ continue to: Lesson 1 ↓

The 4 Modules covered in the website:

Module 1:	The 12 Archetypes of the Arena
Module 2:	Decoding the Weave
Module 3:	The Leadership Shadow
Module 4:	Tactical Adaptability

The 7 lessons covered in this dossier:

Lesson 1:	The Myth of the "Pure" Type—Exploring Blends
Lesson 2:	The Mechanics of the Switch—Persona as a Tool
Lesson 3:	The Energy Cost of the Switch—Recharging
Lesson 4:	Reading the Room—What to look for
Lesson 5:	The Behavioural Architect—Taking Charge to reduce the guesswork

The 5-Point Conclusion Briefing

Lesson 1: The Myth of the "Pure" Type

Deconstructing the Behavioural DNA

Recap: We've examined the 4 Quadrants and the 'behaviours' they represent. We have also seen that we are each a 'blend' of **behavioural types**. By now, you even know that a person operating in "**D**/C" mode is not the same as one using "**C**/D" behaviour. Here, we dive into this in more detail.

Refresher: The DISC Quadrant Properties.

We've also seen how different types of people even communicate differently. Here are their **preferred communication styles** and media:

- "**D**" prefers short and direct (preferably a quick call);
- "**I**" prefers friendly and light (preferably a light chat);
- "**S**" prefers cooperative and cautious (personal connection); and
- "**C**" prefers detailed and accurate (preferably an efficient email or memo).

It is **our responsibility to adapt** if we want *to resonate* with others.

The Concept: You are a living mosaic; a complex mix of different colours. This lesson shifts your perspective from seeing people as "types" to seeing them as *behaving* in different "intensity blends."

You will discover how to recognize the subtle "**colour shifts**" in their behaviour—specifically the difference between their *drive* and their *tools*.

The Explanation: We are all blends of the four DISC energies.

The first letter of your personal blend is your Primary **Drive** (***what*** you want), and the second is your Primary **Tool** (***how*** you get it).

As explained in the recap, the **sequence**—your priority behaviour *versus* your secondary one—makes a difference in how the *persona* will operate; the outcome..

Consider these twelve combinations of primary and secondary quadrants representing your preferred drives and tools.

The 12 Primary Blends

The Pair	Behavioural Signature
D/I vs. **I**/D	D/I wins with enthusiasm; I/D influences while moving toward a goal.
D/S vs. **S**/D	D/S initiates change with consideration; S/D is steady but firm when pushed.
D/C vs. **C**/D	D/C wants it done *now*; C/D wants it done *right*.
I/S vs. **S**/I	I/S seeks the crowd - support; S/I seeks the individual - connection.
I/C vs. **C**/I	I/C persuades with facts; C/I validates with facts.
S/C vs. **C**/S	S/C is driven by duty; C/S is driven by accuracy.

Practical Exercises:

- **The Intensity Audit:**
  On a scale of 1-100%, how much "**D**" do you feel you use **at work**?

- **The Mirror Observation:**
  Pick one person in your life. Which blend fits their "**Natural Core**" best?

Conclusion:

No one is a caricature; a representation in exaggerated characteristics.

By understanding that a D/C isn't just "bossy" but is actually acting "bossy for the sake of quality, or efficiency," we move from judgment to understanding.

Understanding is the first step to getting results. It removes a lot of guesswork.

Lesson 2: The Mechanics of the Switch

The 'Persona' as a High-Performance Tool

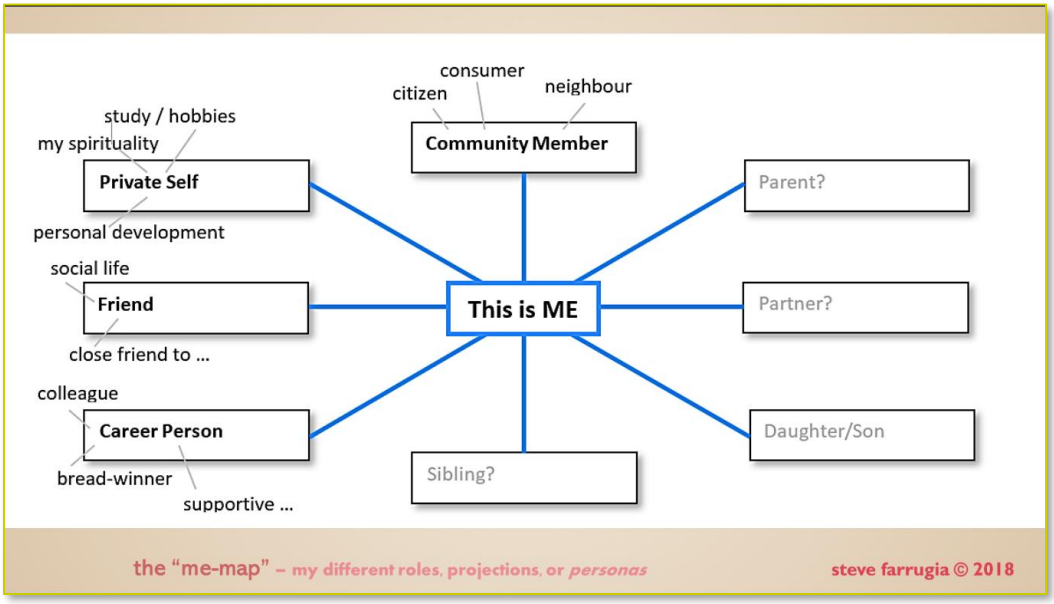
Recap: We've seen that the '***persona***' [*literally*: ***mask***, *in Latin*] is the image we *project* for the world to perceive us in a particular way. We've also discussed the importance of these 'masks' to help us navigate different roles, and we mentioned the benefits of being able to *glide in and out* of 'adaptive *personas*.'

But we also know that by projecting *adapted personas* that's different from our *natural self* we incur an energy cost. There's more on this below in Lesson 3. For now, we should remember that we all shift from one persona to another a number of times a day. So, now it's time to elaborate on this very important subject.

The Concept: Every person will have different roles in life, each requiring a different set of behaviours. We refer to these roles as your '**adapted personas**'.

Shifting between the required "masks" is a sign of **Behavioural Intelligence**. It is not fake, nor a weakness, but a strength. Effortlessly sliding 'into character' (as actors do) helps us navigate our different roles more effectively. This becomes easier for some, although it still takes its toll on one's energy.

In Practice: Let us start with the "**ME-Map.**" The following diagram is meant to demonstrates different roles (and situations) where your behaviour shifts and often differs greatly between them.



Can you identify your own set of *personas*—or roles—aside from your 'natural' private self? Once you have identified them, here is something to think about.

In each *persona*, you have three main attributes (or qualities) that exist within you at varying levels:

1. Authority
2. Responsibility
3. Confidence.

Compare two or three of your roles. For example consider your 'work' *persona*, your 'parent' (or 'how you behave with children') *persona*, and the *persona* you project when you are casually out with 'friends.'

The first is perhaps quite formal, the second more personal and the third more relaxed. You are the same person but your behaviour varies, sometimes so much that you seem like a different person.

In each of these three roles, rate (on a scale of "0 to 5") your level of "authority," your level of "responsibility," and your level of "confidence."

Now, let's demonstrate the importance of our *adapted personas*. Pick 'one' of your roles where you feel most competent and **confident**. This could be one where you have high authority (perhaps as a parent, or in your career). Understand that this *persona* is '**you**' just as much as your other *personas* even if your behaviour might be quite the opposite. Your behaviour, and so your DISC type, shifts between each.



Case Study: A naturally shy and introverted person [**S/C**] enters his confident and extroverted persona [**I/D**] when leading his department at work. He feels competent and free of inhibitions in his professional role, although as a private individual he struggles to introduce himself to a stranger. His behaviour at work is what his "adapted persona" requires. He can meet with high status corporate leaders without feeling any less than them, although his natural "private persona" keeps him grounded.

While in private life, this person is actually shy, in his professional life he has to make presentations in front of strangers, sometimes before a full auditorium. What happens to his self-consciousness and shyness? They are *overridden* by what seems like an effortless 'gliding into character,' but let's not be fooled. This "amazing switch" consumes energy. In fact, after the event is over, our executive would feel depleted and **must** return to his solitary state to mentally recharge and gain the lost energy.

The Explanation: The "**Amazing Switch**" occurs when there is a significant gap between your **Natural Core** (*who you are at home*) and your **Adapted Persona** (*who you are at work*).

Practical Examples:

1. **Work:** A quiet Analyst (C/S) sliding into a charismatic Trainer (D/I) role.
2. **Social:** A "joker" (I/S) becoming a cold, logical Crisis Manager (D/C).
3. **Family:** A nurturing parent (S/I) adopting absolute authority (D) for safety boundaries.

Practical Exercises:

- **The Role Audit:**
  List three roles you play.
  Which letters do you "dial up" for each? *Consider your blended persona*.

- **The Transition Ritual:**
  What physical trigger do you use to "switch"?
  examples: a deep breath; a power pose; visualization; a sentence ...

Conclusion:

Your personality is a **toolbox**, not a cage. Recognizing your ability to slide between versions of yourself is the first step toward mastering any situation.

Lesson 3: The Energy Cost of the Switch

Managing Your Behavioural Battery

Recap: Personal and professional life presents us with very different roles and circumstances in which we need to project a particular 'front' (also 'mask') as we hope to be seen by others while we are operating within the role.

This is, to some degree, a *'survival mechanism'* and a necessary tactic, but it does take its toll on our energy. We called this the "switch" or the "gap".

The Concept: Behavioural agility is a superpower, but it is not free. Every "slide" into an adapted persona draws energy from a finite psychological battery. Learn to calculate the "cost" of your switches to prevent burnout.

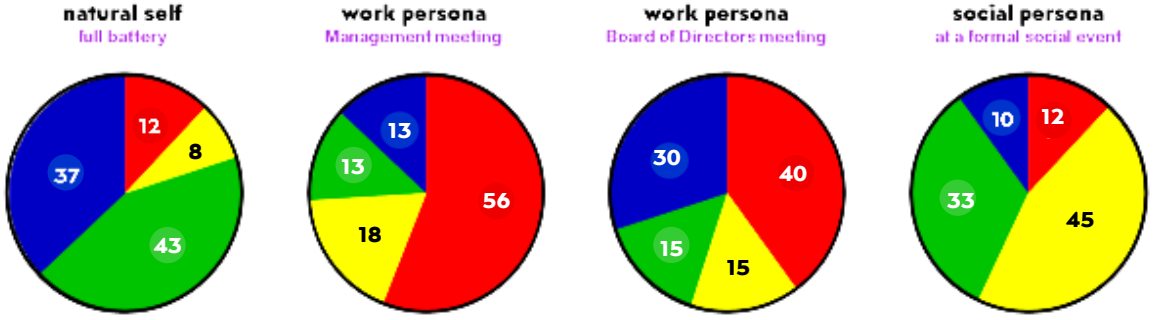
The Explanation: The **Elastic Band Theory** states that you can stretch to any quadrant, even 'opposite' ones, but the farther you move from your Natural Core, the more tension you feel.

How often do you Shift?

By now, you've probably identified anything between 5 and 8 different *personas* which you yourself glide into-and-out-of daily. But the truth is even more complex.

You may recall that even within the <u>same</u> *persona*, for example your "work *persona*," your behavioural blend is likely to shift, depending on your circumstances (as shown in the following diagram). In some *personas*, this happens more than in other.

We change behaviour multiple times a day.



The values in the quadrants represent percentages within a particular *persona* mix

Our behaviour changes [shifts] according to what the situation requires. That's natural.

The Hidden Cost: Your Behavioural Battery

That being said, every time you "stretch" your behaviour away from your 'natural core' to meet a role's demand, you are ***pulling on an Elastic Band***. This is a superpower, but it is also stressful as it draws energy from your limited psychological battery.

As we saw in the case study in the previous lesson, natural introverts performing as extroverts are a very typical example. As soon as the need is over, immediate replenishment of energy could become an urgent need because *'stretches'* consume energy and deplete your cognitive battery, requiring you to recharge … or burn out.

When you operate outside your natural weave for too long, it leads to **Adaptive Fatigue**.

You aren't "failing" at your job; you are simply running your vehicle in a gear it wasn't designed for. You would practically be using the 'opposite' behaviours to what feels natural to you. It might even feel good at the time, but it is a "stretch" nonetheless.

Practical Exercises:

- **The Battery Check:**
  Rate your energy at the end of the day (1-10). Is it consistently low?

- **Identify Your "Recharge":**
  What activity makes you feel most like "you" again?

Conclusion:

Adaptability is the key to influence, but authenticity is the key to longevity. Schedule "**Slack Time**" to let your elastic band return to centre.

Be aware of your need to recharge after overexposure in an adaptive *persona*.

Your Notes:

Lesson 4: The Three Thread Theory

The Mechanics of Adaptation

Recap: We have seen the *necessity* of operating as an "adapted *persona*" but also that this invariably carries a cost—the longer you live (and work) outside your "natural self," the bigger the **stress** that builds. Programming 'slack time' helps.

On the other hand, resorting to your "natural instincts" in a situation that requires a different behaviour will most likely lead to conflict, and even more **stress**.

We, therefore, need to find a way that satisfies both positively as much as possible.

The Weave: You also need to remember that you generally will have a higher preference towards *'one'* of the 4 quadrants. That is your dominant, or *natural* drive, Then, you'll have your secondary preference; the behaviour that determines how you attain results. But you'll also recognize some behaviours from a third quadrant; what we refer to as your 'Quiet' side.

The weave from these 3 colours makes up the '**Three Thread Theory**' and here lies the answer to defusing tension.

The Concept: To operate effectively, you need to adapt to your roles and circumstances while at the same time reducing friction, both externally with other people, and internally against your own natural tendencies.

To lead without burning out, you must understand the behavioural "threads" that pull beneath the surface.

The Explanation: Consider your behaviour as a fabric woven from differently coloured threads. Some threads are strong and easily noticeable. Others may be hidden, yet they hold the entire structure together.

- **The Primary Thread** is your dominant core driver. "What" are your priorities? Are you after quick results, accuracy, keeping people happy, or maintaining harmony? What feels very important for you?
- **The Supportive Thread** is the other kind of behaviour that also feels familiar, and which you use to reach your natural priorities. This relates to your secondary colour.

- **The Quiet Thread** is your lowest-energy behaviour. Although you recognize this as your 'sometimes' behaviour, it does not feel too much like the natural "you." This is your least scoring colour, yet ironically, this is often the tool to solve your dead-end situations.

Brick Walls:

We all end up in situations that feel impossible to overcome from time to time. When we follow the *"be yourself"* advice, we do more of what comes natural to us and, often, that leaves us frustrated, exhausted and possibly in a conflict.

We advocate the **Sovereign Shift**: Rather than digging your heels into your primary behaviour, or even your secondary, **activate your Quiet Thread**; that often *ignored* potential because it feels uncomfortable, but which serves like a partial reversing so you can get out of a dead-end, to get a situation unstuck.

Practical Exercises:

- **Observe Yourself:**
  Are you avoiding any interactions because they trigger discomfort in you? How would you rather (*naturally*) behave? Notice the thread colours involved.

- **The Alternative Stand:**
  If you are naturally too accommodating, can you find your assertive thread next time?
  If you are the direct, demanding sort, can you take a moment to see the situation from their perspective?
  If you are obsessed with detail, can you make time to connect emotionally before getting to the hard figures?
  If you easily get excited by plans and projects, can you tone down a notch when your 'fact' hungry colleague needs to get down to business?

Conclusion:

When it feels like you've hit a brick wall, more of the same—applying what comes natural to you—is going to give you more of the same resistance. This is the time to take a step back, take a moment and pull the thread that feels uncomfortable; take an alternative route towards the same goal. Recognizing your Quiet Thread—behaviour you often avoid—when you are stuck is often your best solution.

Lesson 5: Reading the Room

The Situational Scan

The Concept: Once you understand that everyone wears a "Mask," you can see through the surface. Use the **Situational Scan** to identify the behavioural "colours" of others and bridge communication gaps.

The Explanation: Look for three indicators: **Pace** (Fast vs. Slow), **Priority** (Task vs. People), and **Pressure Response** (Aggressive, Talkative, Quiet, or Critical).

Practical Exercises:

- **The 60-Second Scan:**
  Enter a room and just observe for one minute. Is the energy Fast or Slow?

- **The Mirror Challenge:**
  Try matching the pace of the next person you speak with.

Conclusion:

Reading the room is about empathy. When you speak another person's "behavioural language," you ensure everyone is heard and the goal is achieved.

Your Notes:

Lesson 6: The Behavioural Architect

Designing Your Life for Agility

The Concept: Stop leaving interactions to chance. Intentionally design your environment and responses to maximize influence and protect your energy using the 70/30 Blueprint.

The Explanation: The **70/30 Rule** suggests spending 70% of your time in your **Natural Core** and 30% in your **Adapted Projections** (the Growth Zone).

Practical Exercises:

- **The "Mask Check":**
  Set a random alarm. Ask: "Is this the right mask for this task?"

- **The Environmental Audit:**
  Does your workspace support your Natural Core?

Conclusion:

By acting as an Architect, you ensure you are always the right person for the moment without ever losing sight of the person you are when the masks come off.

Your Notes:

The 5-Point Conclusion Briefing

A Summary of the Hybrid Human Masterclass

To ensure these insights stick, remember these five core pillars:

1. **You are a Blend:**

   Forget the single labels. You are a unique hybrid of four energies. Your **Primary Drive** and **Secondary Tool** create your specific "colour" in the world.

2. **The Mask is a Skill:**

   Sliding into a "Persona" is not fake; it is **Behavioural Agility**. It allows you to meet the world's demands while keeping your core values intact.

3. **Watch the Battery:**

   Every "switch" has an energy cost. Respect your "Elastic Band" and always return to your Natural Core to recharge before you hit burnout.

4. **Mirror for Rapport:**

   To influence others, stop speaking your language and start speaking theirs. Use the "Situational Scan" to identify their mask and meet them there.

5. **Be the Architect:**

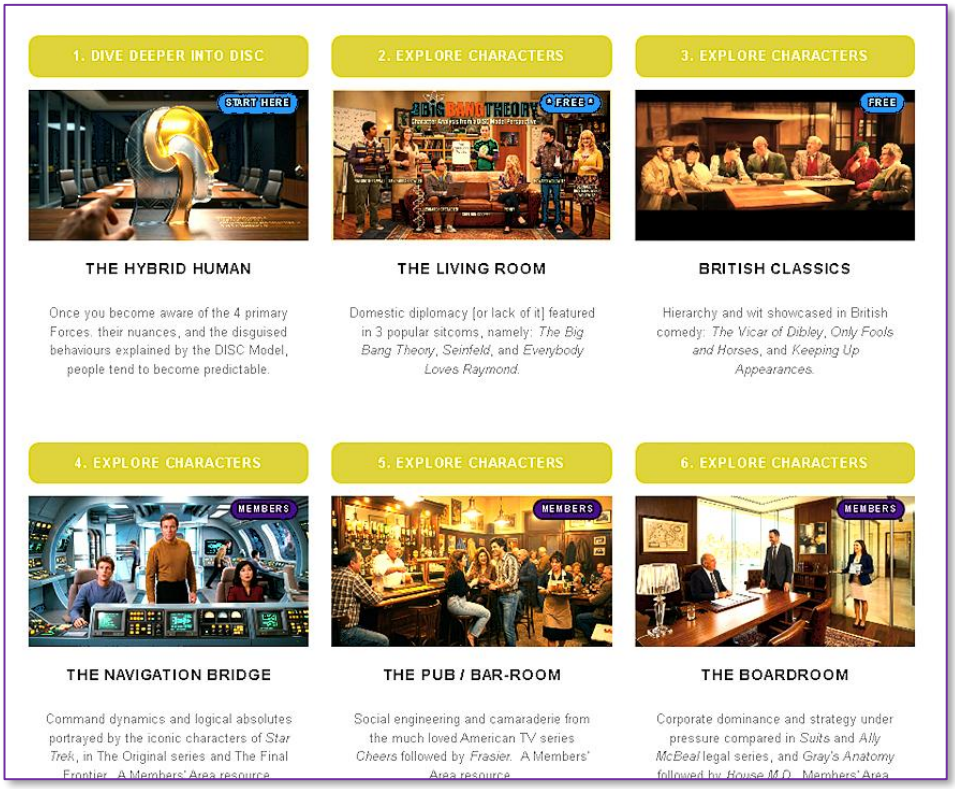
   Don't leave your behaviour to chance. Intentionally choose your projection for every major interaction, and design your life to support both your *Agility* and your *Authenticity*.

You have completed the DISC Hybrid Human Masterclass. You now hold the keys to understanding—and mastering—the amazing spectrum of human behaviour.

The next step

If you feel there is value in the material provided, that it is practical and actionable, you may be interested in exploring the Sovereign membership class.

Remember to avail yourself of the Arena, where you will find some of your favourite TV sitcoms, drama and British comedy series used to demonstrate the DISC Model in action, while entertaining our members.



Thank you for unfolding the practical wisdom of DISC.

For more resources, personalized assessments, and advanced material on important topics, please visit the **Members' Vault** at:

https://gladiatortraining.biz/1/library.html

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“The greatest gift you can give someone

is the gift of being understood.”

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