

Introduction to Coaching & Debriefing

This module will explore how to use DISC as part of the recruitment and selection process by using the Job Benchmarking methodology.



TTI SUCCESS INSIGHTS®
UNITED KINGDOM



Understanding the DISC Graph Page

Adapted Graph

- Perceived Requirement



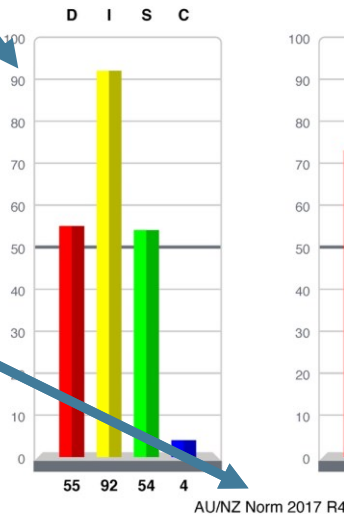
Natural Graph

- Preferred Approach

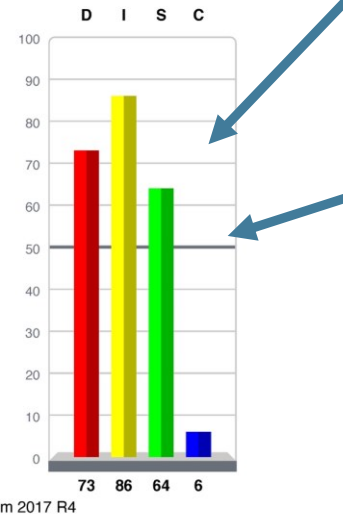
Norm

- Response Language
- Norm Year
- Response 4 (R4)

Adapted Style
Graph I



Natural Style
Graph II



Energy Line (50%)

- Intensity (Distance From)
- Natural (Comes Easy)
- Adapting (Energy/Focus)

T Score

- Time to Complete
- M Notation
- N/A Notation

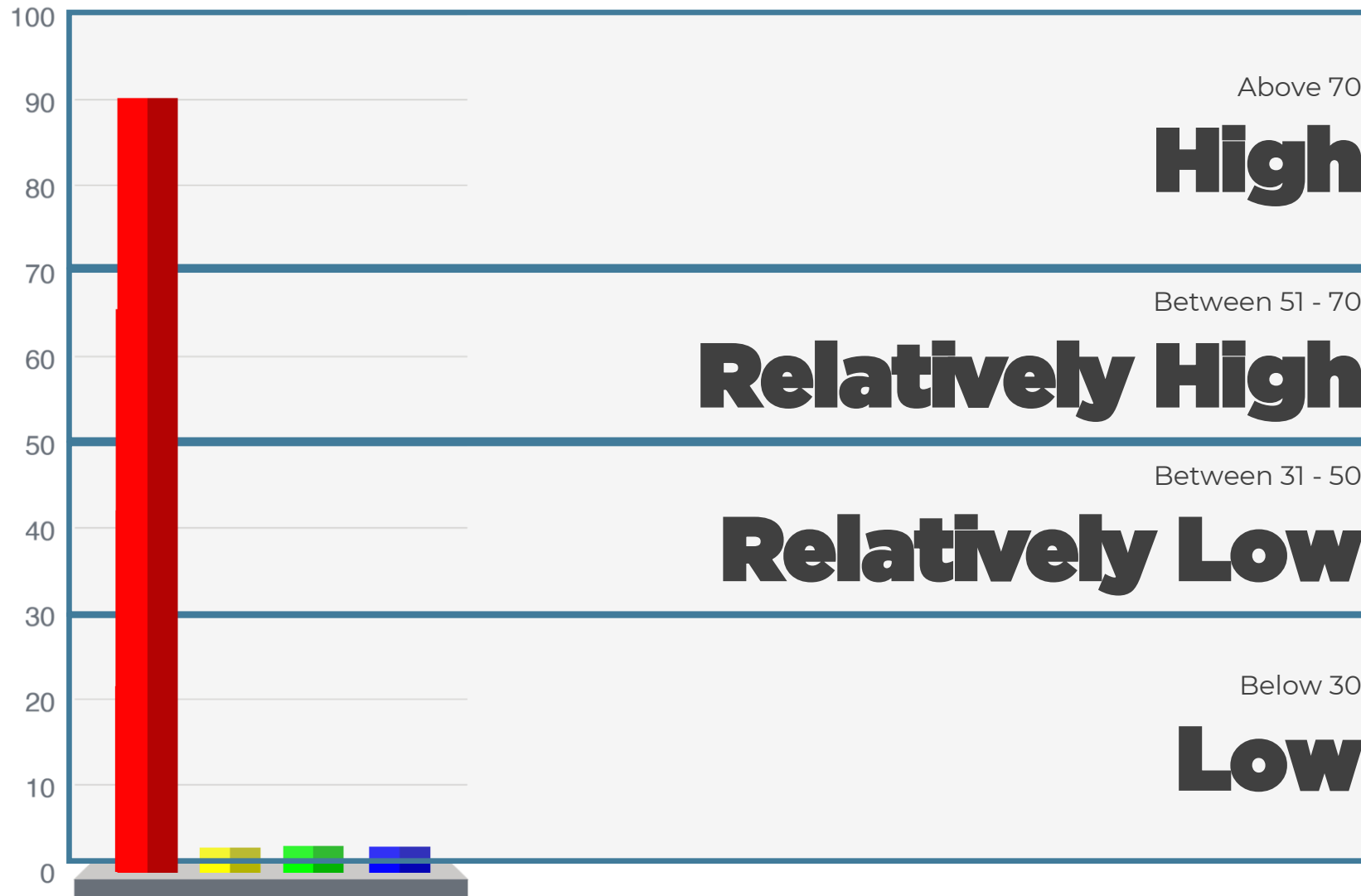
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TTI Success Insights Australia & New Zealand
info@ttisuccessinsights.com.au
www.ttisuccessinsights.com.au

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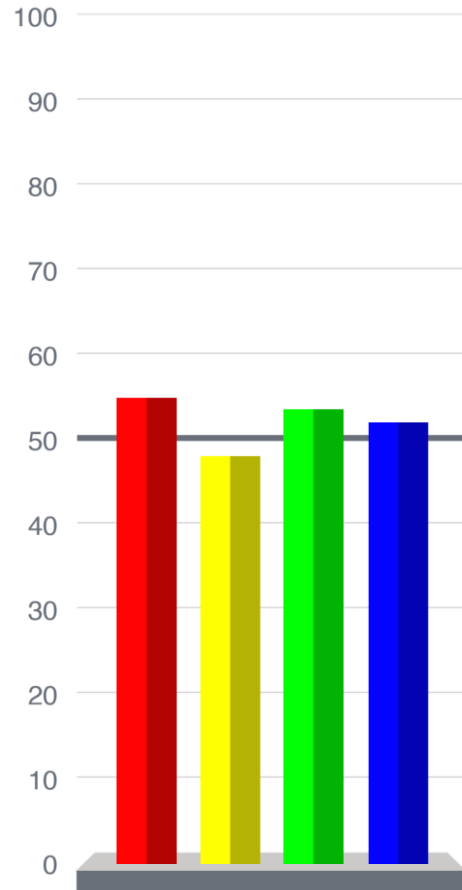
Some Key Principles

- Neutral
- Remember Not Skill/Ability
- High Not Good
- Low Not Bad
- Tendency/Pattern/Preference
- Disparity Not Good or Bad

DISC Graph Reading: Labelling Scores

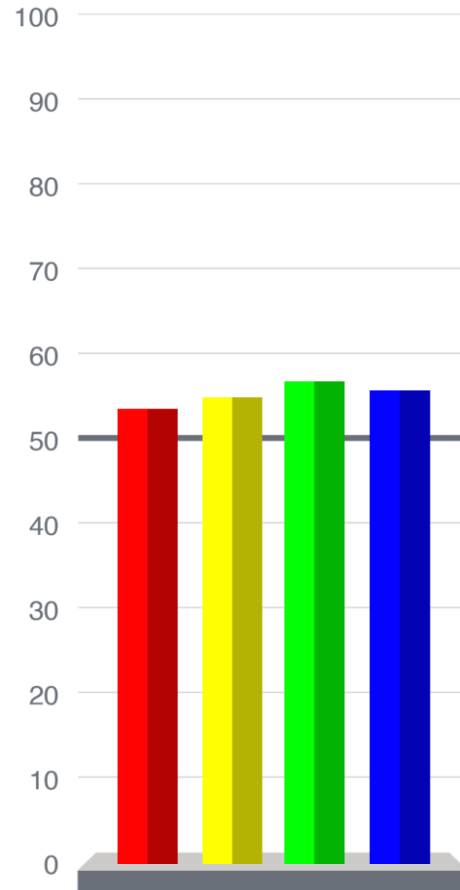


DISC Graph Reading: Unusual Graphs



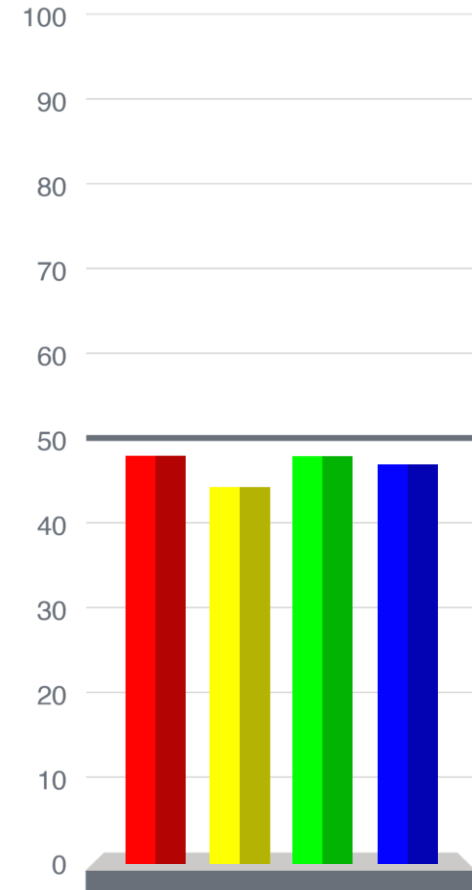
Tight

(All Factors Within 5 Points of the Energy Line)



Overshift

(All Factors Above the Energy Line)



Undershift

(All Factors Below the Energy Line)

Debrief Steps

- **3 Reports**
- **Overview of Behaviour and the four styles**
- **Overview of natural behaviour**
- **Overview of adapted behaviour**
- **Disparity and Questions**

DISC Graph Reading: Disparity Between Graphs

Question for Something Going Up

Is there anything in your work environment that is causing you to....

- Take on more...
- Do more...
- Focus more on...
- Pay more attention to...

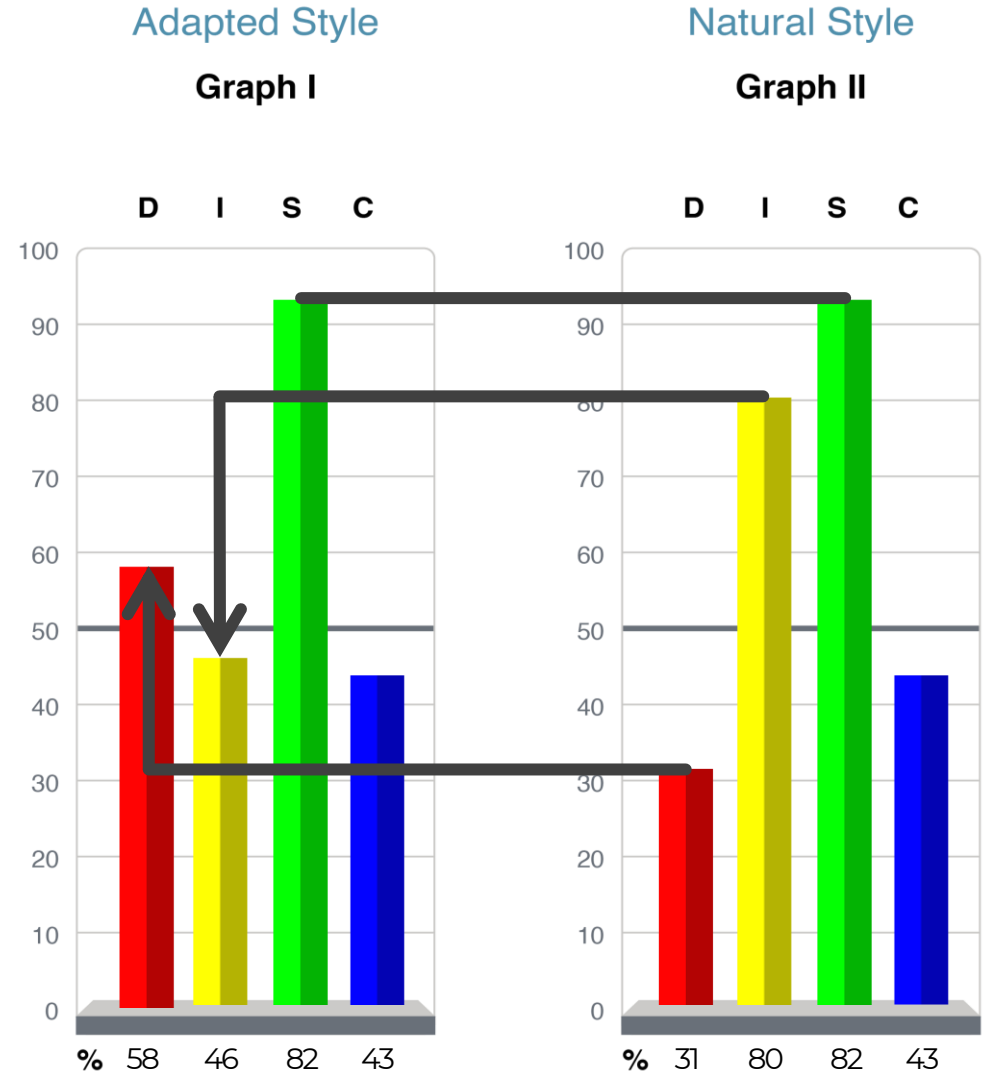
Question for Something Going Down

Is there anything in your work environment that is causing you to....

- Hold back from ...
- Pull back from...
- Focus less on...
- Pay less attention to...

Question for Something That Does Not Move

Do you find the natural way you approachis fairly close to what is required of you in your work? Why?



Effective Debrief Questions



70 Effective DISC Debrief Questions to be used when debriefing a TTI Success Insights DISC assessment

WHEN THERE IS NO SIGNIFICANT DISPARITY BETWEEN THE NATURAL AND ADAPTED BEHAVIOURAL STYLES (15 POINTS)

If the D behaviour is above the energy line

How do you react in situations where you are not challenged? Do you lose interest quickly?

If the D behaviour is below the energy line

How do you feel when you are communicating with somebody who is very straight to the point and direct and makes decisions quickly? Do you have any strategies to deal with this?

If the I behaviour is above the energy line

Do you have to give constructive feedback, or deliver bad news to people in your current role? How do you feel when you are asked to do this? What concerns you or makes you uncomfortable doing this?

If the I behaviour is below the energy line

How do you feel in situations where you are asked to present to a large group, or to network with people you have never met before? Do you have any strategies to help you deal with this?

If the S behaviour is above the energy line

How do you feel when you are working on a project where you have to prioritise quickly, and move away from your plan?

If the S behaviour is below the energy line

How do you feel when you are communicating with a person who talks or moves slowly and deliberately, or who likes to really talk through a point to ensure everybody has understood?

If the C behaviour is above the energy line

How do you feel when you are working on projects where there is very little detail or background information? Do you feel underprepared, or empowered that you can use your instinct or initiative?

If the C Behaviour is below the energy line

How do you feel when you are working in an environment where you are expected to follow established rules or traditions rigidly? Do you feel this inhibits your creativity and growth, or do you feel comfortable and reassured?



WHEN THERE IS DISPARITY BETWEEN THE NATURAL AND ADAPTED BEHAVIOURAL STYLES (MORE THAN 15 POINTS)

If the Adapted D is higher than the Natural D

Are you currently in a position whereby you are needing to make faster decisions about challenging situations? Are you in an environment in which you are being more authoritative? Are you trying to be more assertive? How does this make you feel? What is the impact that this has upon your energy levels, and do you have a strategy for managing this? How do you feel other people perceive this adaption from you?

If the Adapted D is lower than the Natural D

How do you feel about the amount of authority you currently have within the roles in your life? Are you able to make decisions about problems as quickly as you would like? How do you feel about the amount of risks you are currently taking? What is the impact of this upon your energy levels? Do you have a strategy for managing this? What do you think is the impact of this adaption on other people around you (if any)?

If the Adapted I is higher than the Natural I

Are you currently making a conscious effort to establish more contacts or make friends? Are you currently in a role that means you have to influence others, or be more optimistic about results and situations? What is the impact of this upon your energy levels? Do you have a strategy for managing this? What do you think is the impact of the adaption on other people around you?

If the Adapted I is lower than the Natural I

Are you needing to be more critical in your current role, in particular relating to people? Are you reviewing performance or delivering feedback? Are you needing to be less optimistic about people? Is there less opportunity to work with a large group of people, or to network? Are you working more closely with smaller groups? Are you making a conscious effort to be objective? Are you less able to work on creative projects where your ideas can be heard? How is this impacting you and the people around you? Do you have a strategy to manage this?

If the Adapted S is higher than the Natural S

Are you taking steps to slow the pace down in your current environment, or are you working in an environment that is slower paced than you would prefer? Are you working on one project and seeing it through to the end, before moving on to the next? Are you making a conscious effort to be more deliberate and consistent? Are you placing a large amount of importance upon customer service, and/or being more accommodating with colleagues and/or customers?

If the Adapted S is lower than the Natural S

Are you juggling lots of projects or tasks currently? Are you comfortable with the pace of your environment, or is it more hectic and reactive than you would choose? Are you choosing to increase the pace, or is the environment demanding the pace increase from you? Is there a large amount of change occurring currently for you, and how do you feel about this? How are you coping with the amount of energy it is taking to sustain this adaption? How is this impacting you and the people around you?

If the Adapted C is higher than the Natural C

How do you feel about your current requirement to follow rules? Are you having to stick to processes and procedures quite rigidly, or if you are new to the role are you having to spend a lot of time learning the processes and procedures of your organisation? Are you making an effort to “cover your back” for a possible audit or appraisal? Are you confirming conversations via email when you wouldn’t usually feel the need to do this? Are you currently looking for more information or detail to ensure that you do not make mistakes, which is unusual for you? Are you working in a team where people are more data and analysis orientated than you would choose to be? Do you ever feel stifled by the amount of bureaucracy in your organisation/team or environment? How are you managing this adaption? Do you recognise that it is taking more energy to sustain the adaption? Do you have any action plans to manage this?

If the Adapted C is lower than the Natural C

Are you taking steps consciously to break rules, or challenge the status quo more than you would usually feel comfortable doing? Is this championed in your current environment or team? Does your leader encourage you to think outside of the box more than you would prefer to? Are you happy to respect proven rules and regulations and feel that you are currently fixing something that isn’t broken? Are you undertaking particular projects or tasks that are revolutionary and require a little more creativity? Do you work in a forward thinking, futuristic environment? What is the impact of this on your energy levels, and how is this adaption impacting the people around you? Do you have an action plan to manage this?

Additional Generic Questions Where Disparity Is Present

- In which environments do you feel you most regulate/change your behaviour?
- Do you feel that you are choosing to adapt your behaviour to suit the environment, or is the adaption a product of your environment/leaders/colleagues?
- Do you feel tired after meetings with specific individuals? How would you describe their behaviour in comparison to yours?
- Do you feel tired after you have completed certain tasks and What kind of tasks are they?
- Do you feel a physical sensation when you have had a particularly difficult day?
- Can you identify people that you communicate well with?
- Can you identify people that you do not communicate well with?
- Have you identified people you should prioritise communication with *Note-you can use the Communication Matrix as a helpful resource here)

About The Author



SARAH TURNER

Sarah is Managing Director at TTI Success Insights UK. She spent a large portion of her career in the training department where she helped accredited practitioners develop effective strategies when using the TTI Success Insights assessments.