

The DISC Model

Reading behavior in colors — a shared language for working better together.

François Durnez — Inspiring Organizations



1

1 / Why DISC

A simple language for reading behavior.

2

2 / Flash questionnaire

Identify your 4 colors.

★ Exercise

3

3 / The 3 perspectives

Colors, beliefs, complementarity.

★ Exercise

4

4 / Interactions

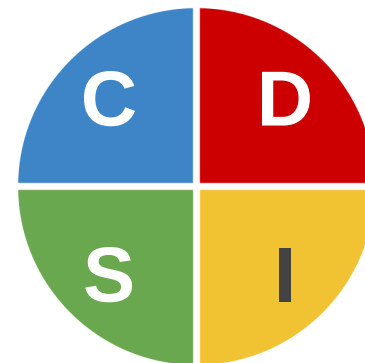
Where it flows... or gets stuck.

★ Exercise

5

5 / Key takeaways

Move beyond the caricature, apply it.



The 4 DISC colors

3 hands-on exercises — you work on YOUR profile.



DISC is a simple, neutral and accessible personality model:
a lens for reading our preferred behaviors.



Observable

It shows through verbal and non-verbal cues.



Universal

It works across every culture and environment.



Neutral

A high color says as much as a low one.

What is it for? **hard skills** are a prerequisite; **soft skills** are essential for working together.

DISC equips these soft skills: leadership · team cohesion · sales · negotiation · coaching · relationships · change management.



 **EXERCISE** — Fill in the [flash grid](#) (25 questions), then add up your colors.

How to do it

- 1 25 questions, choices set in a natural, work-related context.
- 2 Choose the option that best represents you.
- 3 Record your results across the 4 colors → your 4 DISC scores.

For this situation:

choose one **Spontaneous** answer and one **At work** answer. They can be the same.

SPONTANEOUS WORK

I like to persuade

☐ ☐

I like to decide quickly

☐ ☐

I like to analyse

☐ ☐

I like to help

☐ ☐

Your flash snapshot



NATURAL profile

Your spontaneous, instinctive way of operating.

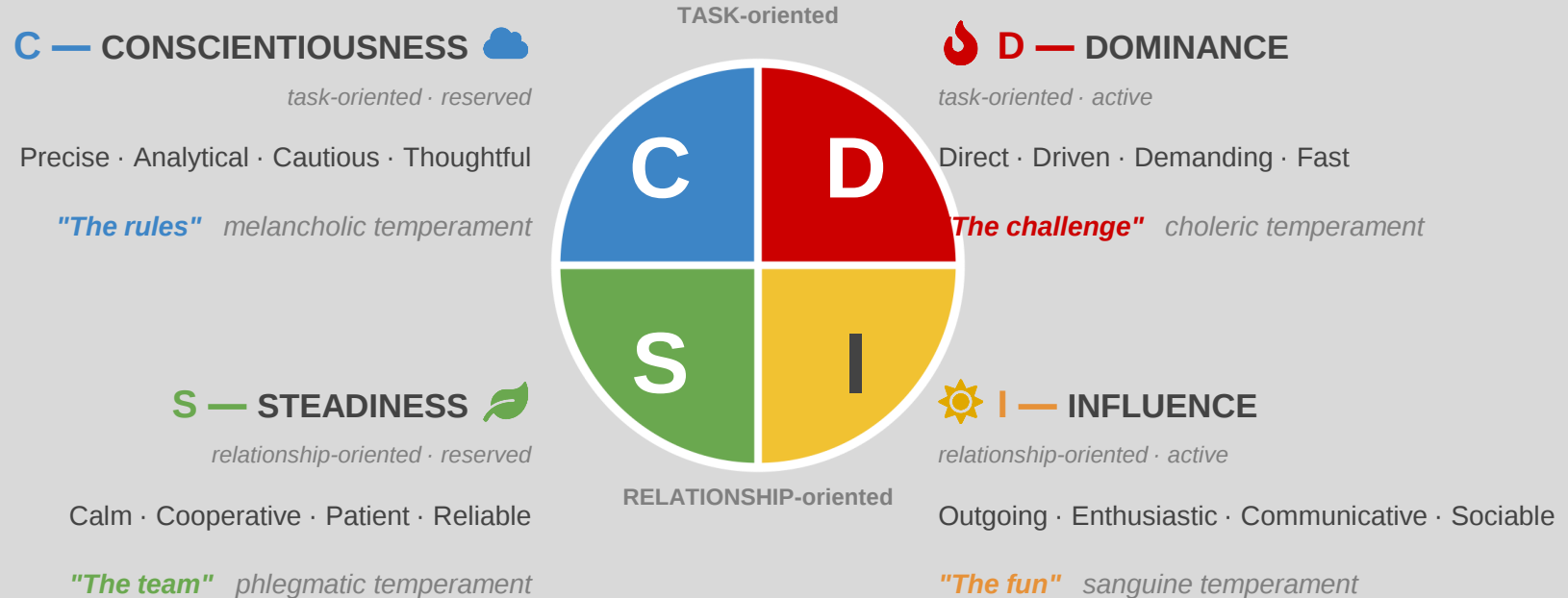
ADAPTED profile

What you adjust depending on the context.

For guidance only. The flash gives a direction; it is not scientific.



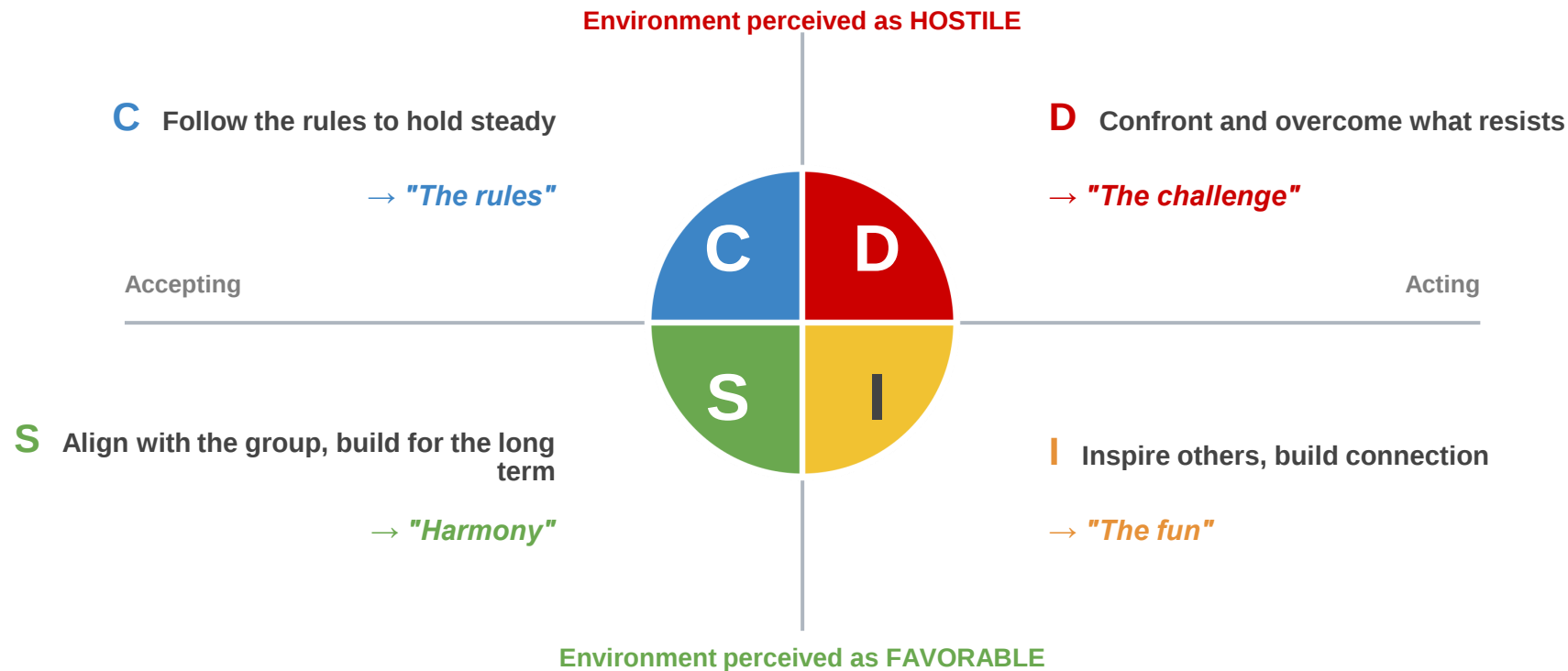
Perspective 1 — what each color stands for. Two axes: task vs. relationship focus, reserved vs. outgoing posture.





DISC: 3 / Perspectives: Beliefs (Marston)

Perspective 2 — **William Moulton Marston** (1893–1947), psychologist, defined 4 behaviors based on how we read our environment.





Perspective 3 — the one that ties it all together: we carry all four colors, to varying degrees. Each color has meaning — whether high OR low. None is better than another.

EXPRESSED — high color

HELD BACK — low color



Dominance

Decides fast, takes on challenges, drives to the goal.

Holds back, seeks consensus, more measured.



Influence

Rallies, communicates, creates momentum.

More reserved, gets to the point, listens.



Steadiness

Supports, stabilizes, sustains over time.

Enjoys pace, change, and initiative.

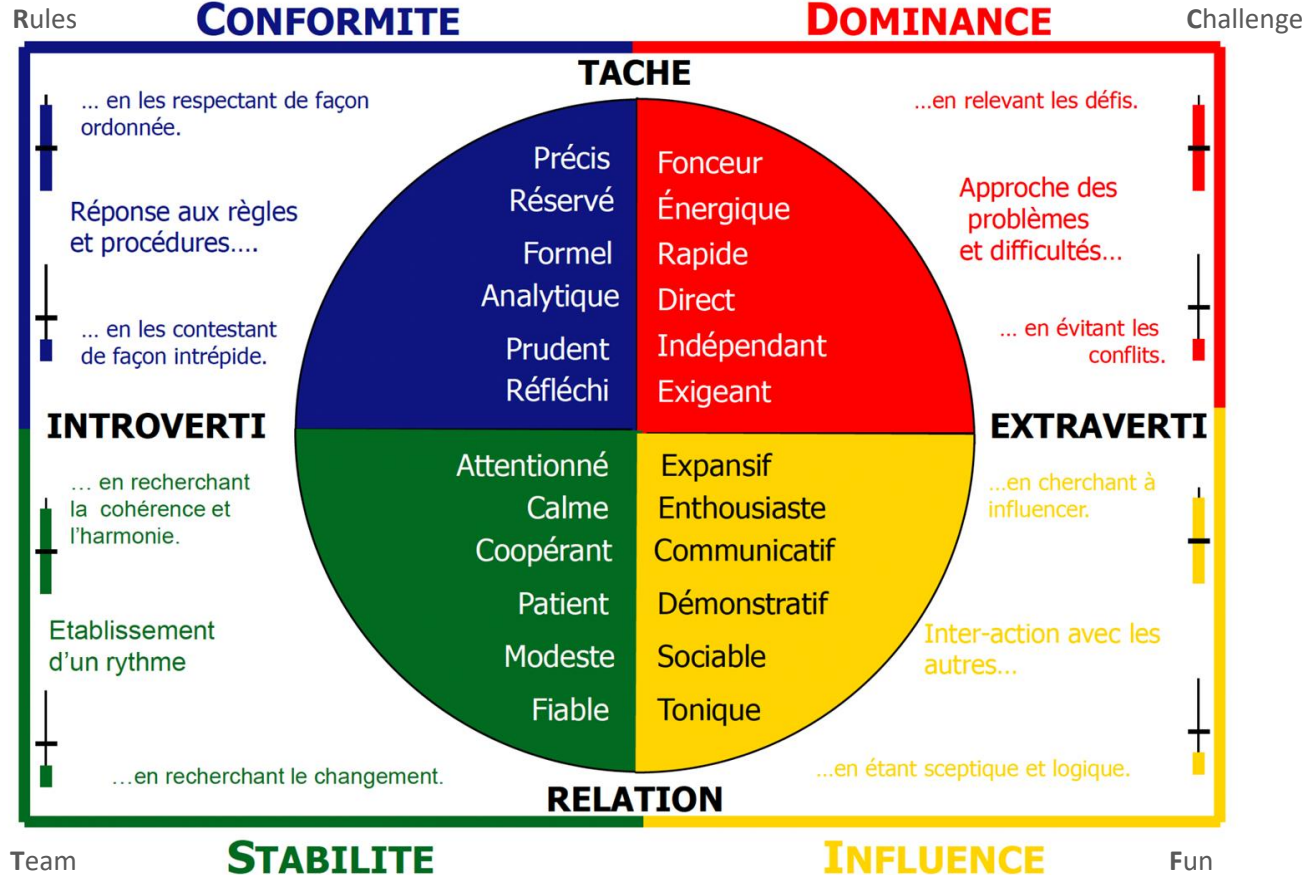


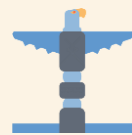
Conscientiousness

Rigor, method, precision.

Flexibility, intuition, speed.

No color is better: no good or bad profile — it's all in the balance, and it evolves.





 **EXERCISE** — Revisit your flash result through the lens of the 3 perspectives.

1



My high color(s)?

My spontaneous reflexes. In which situations do they help me?

2



My low color?

My stretch zone. What do I tend to avoid or underestimate?

3



What does it reveal?

My filters, my strengths... and my blind spots in relationships.

No good or bad color: just a better understanding of your reflexes.



Between two profiles, colors can reinforce one another... or clash.



Overlap

Opportunity

Shared colors → instant understanding and complementarity.



Gaps

Caution

Colors missing on both sides → misunderstandings and tension.

To manage the relationship, four successive levels — like juggling more and more balls:

1. Me

Which color am I experiencing right now?

2. Flexibility

Which colors should I develop / strengthen?

3. Others

Which colors are complementary?

4. Situation

What does the context activate / deactivate?

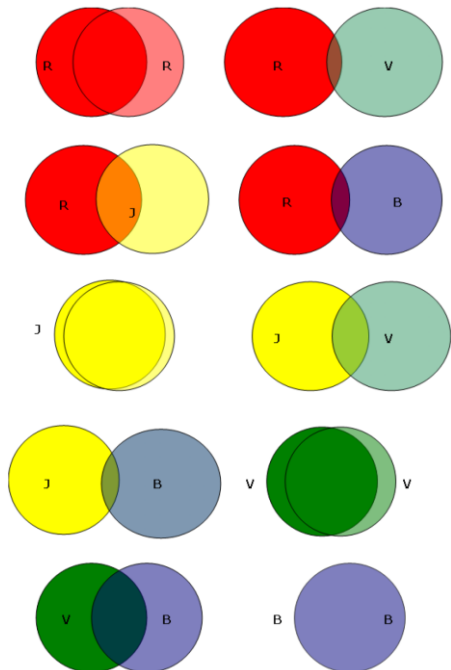


DISC: 4 / Interactions: Flow and tension

 **EXERCISE** — Spot the areas that flow (overlapping colors) and those that get stuck.

All color combinations

R red **Y** yellow **G** green **B** blue



The greater the overlap, the better the profiles understand each other.

Overlap → **complementarity** instant understanding, profiles that reinforce each other.

Little / no overlap → **tension** blind spots, possible misunderstandings.

How to read it

When facing tension, what do I focus on?

Me · Flexibility · Others · Situation.

Often, developing YOUR OWN flexibility is enough to smooth the relationship.

Tension is not a flaw in the other person: it's an uncovered color. It's information.



DISC is not a cast of characters or a caricature

These are not people but categories of behavior that we all share, to varying degrees. The caricature (and extreme emotions) are avoidable overreactions.



Applying it to yourself

What do I take from it? Knowing my reflexes and developing my flexibility.



Applying it as a team

Reading the team's colors and setting up rotating roles in meetings.

"No more 4 super-heroes": reality is more nuanced — and that's what makes it useful.



In team meetings, rotating roles bring DISC to life: shared leadership ownership — while authority stays with the manager.



Scribe

Structures and captures the discussion.



Timekeeper

Keeps time and drives decisions.



Coach

Gives feedback and brings harmony to the group.



Facilitator

Hands out the floor, gets everyone involved.

Roles that rotate at every meeting: each person develops a color, the team covers all four.

**1****A language, not a label.**

DISC reads behaviors — simple, observable, neutral.

2**We have all 4 colors.**

To varying degrees; none is better, they complement one another.

3**Flow comes from flexibility.**

Me → Others → Situation: adjusting your color to the context.

4**As a team, aim for all 4 colors.**

Shared colors and rotating roles drive performance.