

SESSION 4

DISC Profiling and Hiring for Fit

Profile the role before you profile the person

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Hiring the right skills for the wrong environment costs just as much as hiring the wrong skills. The Reverse DISC tool tells you what the job needs before you meet the candidates.

— Business Maximiser Coaching

BLOCK 1

What DISC Is and Why It Matters in Hiring

The Four DISC Styles — What They Look Like at Work



Dominance

Results-driven, direct, decisive, competitive. Thrives on challenges and authority. Gets frustrated by slow pace or indecision.



Influence

People-focused, enthusiastic, optimistic, talkative. Thrives on collaboration and recognition. Gets frustrated by isolation or detail-heavy work.



Conscientiousness

Accurate, analytical, systematic, careful. Thrives on quality standards and clear procedures. Gets frustrated by vagueness or shortcuts.



Steadiness

Patient, reliable, team-oriented, consistent. Thrives on routine and security. Gets frustrated by sudden change or conflict.

BLOCK 2

Reverse DISC — Profiling the Job

Flipping DISC — From Personal Profile to Job Profile

- Standard DISC profiles the person — what is their natural behavioural style?
- **Reverse DISC profiles the job — what behaviours does this role demand?**
- The questionnaire has 14 categories, each with 4 statements ranked 1 to 4
- You are ranking the statements as if the JOB itself is answering — not you
- The output is a DISC pattern that tells you the behavioural demands of the role
- **Why this matters:**
- You are not looking for someone who is high D — you are looking for the profile the job actually needs
- A high-C role filled by a high-I person will cause friction no matter how skilled they are

What the Job Graph Tells You

The grand total score for each DISC dimension places the role on the Job Graph.

Higher scores = more of that dimension needed. Use this to brief candidates and build interview questions.

Score Range	D — Dominance	I — Influence	S — Steadiness	C — Conscientiousness
14–25	Directive leadership	High trust, optimism	Task orientation	Precise procedures
25–35	Responsibility + authority	Friendly team environment	Patience + procedures	Quality over quantity
35–45	Adherence to rules	Earned trust	Expediting action	Some rules to follow
45–56	Facts + data only	Variety + changing tasks	Sense of urgency	Few rules, risk-taking

BLOCK 3

Matching Candidates to the Role Profile

Using the Job Profile in Screening and Interviews

Screening with the Profile

- Share the key behavioural requirements in the job ad
- Ask the candidate to self-assess against the role demands
- Use the job profile to write targeted behavioural questions
- Look for evidence of the behaviours the job requires, not just technical skill

When to Make an Exception

- Skills gaps can be trained — behavioural mismatches rarely can
- A partial profile match with high self-awareness is worth considering
- Document your reasons when hiring outside the profile
- Use the 30-60-90 day plan to test the fit early

BLOCK 4

Know Your Own Style as a Leader

Your DISC Profile Affects Who You Hire — Know Your Blind Spots

- **High D owners:**
 - Tend to hire people who are fast and results-focused — and can miss the need for steadiness in the team
- **High I owners:**
 - Tend to hire people they like — can overlook skill gaps or undervalue precision and process
- **High S owners:**
 - Tend to avoid conflict in interviews — can hire to relieve their own discomfort rather than fill the real gap
- **High C owners:**
 - Tend to over-screen for qualifications and undervalue the cultural and behavioural fit
- **The question to ask yourself:**
 - Am I hiring the person the role needs, or the person I personally find easiest to manage?

Complete the Reverse DISC Questionnaire

Working through the Reverse DISC questionnaire for your target role:

1. Complete all 14 categories — rank each statement as if the JOB is answering
2. Total your sub-scores for each DISC dimension
3. Plot your grand totals on the Job Graph
4. Note the behavioural profile on your position description from Session 3
5. Identify two interview questions that probe for the top two dimensions

20 minutes

KEY TAKEAWAY

The Reverse DISC profile does not tell you who to hire. It tells you what to look for. Used alongside the position description, it removes a significant amount of gut-feel from the interview process.

NEXT SESSION

Session 5 — Pay Rates, Pay Scales and Bonuses