

HIRE BETTER, FASTER — SESSION 4

DISC Profiling: Hiring for Behavioural Fit

Profile the job first, then find the person who fits.

Name	Business	Position Being Profiled

In this session you are profiling the JOB, not yourself or the person you are thinking of hiring. Answer every question as if the job itself could speak. What does this role actually need to succeed?

1 The Four DISC Styles — A Quick Reference

	Style	This person tends to be...
D	Dominance — D	Direct, decisive, results-driven, competitive, bold. Drives for outcomes and takes charge quickly.
I	Influence — I	Enthusiastic, persuasive, sociable, optimistic, talkative. Motivates others and thrives on connection.
S	Steadiness — S	Patient, dependable, consistent, supportive, loyal. Prefers stability and builds trust over time.
C	Compliance — C	Analytical, accurate, detail-focused, systematic, quality-driven. Values getting it right over getting it done fast.

2 What the Reverse DISC Is — and What It Is Not

It IS	It is NOT
A profile of what the JOB needs behaviourally to succeed	A personality test for you or your candidate
A tool to define the behavioural demands of the role	A way to screen people in or out based on style alone
Based on ranking what the job requires, not what you prefer	A guarantee of who will be the best person for the role
A guide for writing interview questions in Session 7	A replacement for a structured interview and reference check

3 How to Complete the Questionnaire

The questionnaire is on the following pages. There are 14 groups. Each group has 4 statements. Rank them 1 to 4 based on what the JOB most requires: 1 = most important to the job, 4 = least important. Every number must be used once in each group. No ties.

4 Worked Example

Example:

					This job calls for:
Ex.				2	Analysis of data and facts before acting
		1			Tactful decisions
	3				Quick and forceful decisions
			4		Logical thinking before making decisions

This owner decided tactful decisions matter most for this role, followed by analysis, then quick decisions, then logical thinking last. Rank your own 14 groups the same way on the following pages.

5 Questionnaire — Groups 1 to 7

#	D	I	S	C	This job calls for:
1					Analysis of data and facts before acting
					Tactful decisions
					Quick and forceful decisions
					Logical thinking before making decisions
2					Few changes
					Some changes
					Many changes
					No change
3					Clean, tidy and organised work station
					Freedom to act independently
					Consistent performance
					Conveying confidence in others
4					Work to be completed accurately the first time
					Being flexible
					Planning ahead on a large scale
					Identification with the team
5					A systematic way to do things
					Contact with many people
					Making quick decisions
					Being diplomatic and cooperative
6					Avoiding trouble
					Solving problems
					Verbalising thoughts and ideas
					Working with things
7					Staying at one work station
					Expediting action
					Adhering to procedures
					Generating enthusiasm
					Sub-Total
	D	I	S	C	

6 Questionnaire — Groups 8 to 14

#	D	I	S	C	This job calls for:
8					Influencing others to a common goal
					Concentrating on details
					Challenging assignments
					Exhibiting patience
9					Contacting people
					Following instructions
					Getting results
					Performing to standards
10					Following procedures to perfection
					Solving people problems
					Bold, aggressive actions
					Routine work
11					High quality controls
					Creative and original thinking
					Optimistic outlook
					Working within the system
12					Complete authority to carry out responsibilities
					Analysis of data and facts
					Many people interactions
					Patience
13					Freedom from excessive detailed work
					Task-oriented concentration
					Balanced judgement
					Friendly work environment
14					More emphasis on quality than efficiency
					Freedom from conflict and confrontation
					Highly persuasive communications
					Accepting and initiating change
					Sub-Total 2
	D	I	S	C	

7

Scoring Summary

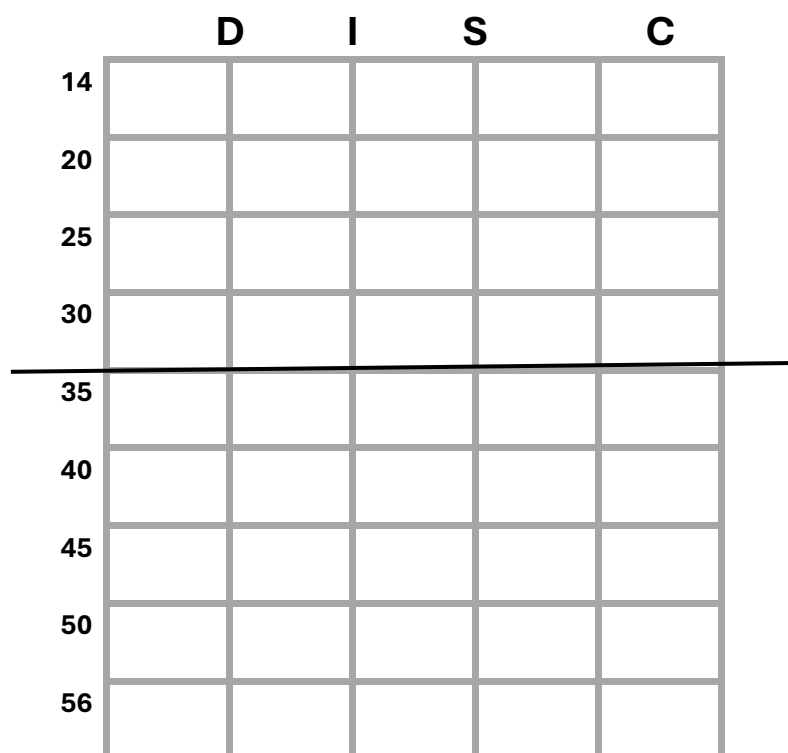
Add each column down Page 1, then Page 2, to get your Sub-Totals. Add both Sub-Totals together for your Grand Total in each column.

	D	I	S	C
Sub-total Page 1				
Sub-total Page 2				
Grand Total				

8

What Your Score Means

Plot each Grand Total against the bands below to see what the job calls for in each style.



	D	I	S	C
14	▶ Complete authority ▶ Demanding attitude ▶ Directive leadership ▶ Change agent	▶ Working with people ▶ High trust level ▶ Optimistic outlook ▶ Persuasive communication	▶ Limited activities ▶ Patience & persistence ▶ Task oriented concentration ▶ Working within the system	▶ Precise rules and procedures ▶ Very high-quality standards ▶ Accuracy ▶ Tidy work station
25				
25	▶ Flexibility ▶ Responsibility with authority ▶ Exploring new ideas ▶ Freedom from routine details	▶ Open to new ideas ▶ Friendly work environment ▶ Working with people ▶ Coaching & Counselling	▶ Friendly environment ▶ Team participation ▶ Steady pace ▶ Procedures to follow	▶ Calculating risk ▶ Quality over quantity ▶ Organised work station ▶ Balanced judgement
35				
35	▶ Adherence to rules ▶ Facts and data ▶ Lead by example ▶ Examples to follow	▶ Some detailed work ▶ Teams environment ▶ Earned trust ▶ Logical approach	▶ Mobile work environment ▶ Expediting action ▶ Contacting people ▶ Quick response to problems	▶ Independence to question procedures ▶ Some rules to follow ▶ Opportunity to test new ideas ▶ Risk taking
45				
45	▶ Predictable environment ▶ Traditional procedures ▶ Precision and accuracy ▶ Limited authority	▶ Trust based on performance ▶ Facts and data to analyse ▶ Working alone ▶ Low trust level	▶ Variety of work activities ▶ Changing work stations ▶ Sense of urgency ▶ Many activities	▶ Original thinking ▶ Power and authority ▶ Bottom line evaluation ▶ Few rules to follow
56				

Session 3 connection:

Add the DISC job profile result to Step 5, Type of Person, in your position description from Session 3. This gives you both the competence requirements (skills) and the character requirements (behavioural style) in one document.

Session 7 connection:

Your DISC profile and the interview questions you noted above feed directly into the structured interview process in Session 7, Group Interviews and Interview Questions.

Next Session: Pay Rates, Pay Scales and Bonuses. Bring your completed position description and your DISC job profile.