

On Target!

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The difference between DISC and VALUES

Are they the same? Why have two reports?

Straight talk about each: The HOW and WHY.

Target Consultants, Inc.

Some type of four dimensional model of behavior has been around since about 400 BC with Empodocles (air, earth, fire, & water), Hippocrates (sanguine, choleric, phlegmatic, and melancholic), Galen in about 170 AD, Carl Jung in about 1921 (thinking, feeling, sensing, and intuiting), and William Marston in 1928 (Dominance, Inducement, Steadiness, and Compliance). Currently there are over a dozen DISC-type models in the marketplace, and since the DISC concept is in the public domain, other iterations continue to emerge.

What each of the four dimensional models have in common is that they attempt to describe observable behavior, that is, HOW someone does what they do. If you are a sales person, how do you sell? Do you sell as a D, I, S, or C, or most likely, a combination of the four? If you are a manager, how do you manage? As a D, I, S, or C, or a combination?

The DISC model has been of enormous benefit in determining the HOW of our behavioral choices or style preferences. These uses include hiring, placement, management, team-building, and numerous other venues. The DISC model is not a personality test. It explores four traits within our personality, but the term 'personality' goes far beyond the amplification of four behavioral traits. As a result, relatives of this four dimensional model have been called: Type, Style, Preferences, and many other terms related to components of

continued on page 2

Six Leadership Values :

Theoretical: The drive for Knowledge

- **High:** Shows a high degree of curiosity; appetite for learning; technical credibility.
- **Low:** Wants to learn enough to be practical and get results; quick implementation of ideas.

Economic: The drive for Money...

- **High:** Competitive, bottom-line orientation; wants practical solutions; hears the 'revenue-clock.'
- **Low:** Enjoys helping others; puts others before self; service- or support-driven.

Individualistic: Drive for Uniqueness

- **High:** An active, independent agent; self-reliant; pace-setter; enjoys personal freedom.
- **Low:** Enjoys working with others in team situations; supportive of the goals and project.

Altruistic: The drive to help others

- **High:** Shows generosity in sharing their time & talent with others; a willing teacher and coach.
- **Low:** Won't be taken advantage of; maintains a 'business guard' on giving away talents.

Political: The drive for Influence

- **High:** Likes to take charge of projects; competitive; enjoys being a leader; will take the credit or blame.
- **Low:** Very good team player; supports the project or cause; no hidden-agendas.

Regulatory: The drive for Order...

- **High:** Well-disciplined, detailed problem-solver; high respect for rules, procedures, and protocol.
- **Low:** Very adaptable to new projects; sets new precedent; sees the big picture.

continued on page 3

personality. However, most of the models avoid the use of the word ‘personality.’

The **DISC** model itself is one of the most widely used non-clinical behavioral instruments in the marketplace, and it has gained wide acceptance in the US and Europe. Its success comes in large part from its ease of use and interpretation as well as the memorable and pronounceable name, DISC.

What DISC doesn’t tell us is ***WHY*** we do what we do, that is, it doesn’t identify our internal motivators.

ENTER: VALUES

Why do you sell, or manage, or consult, or service your customers and clients? What’s your ‘win?’ What’s your ‘rush?’ What gets you charged up in doing your job? What is your internal motivator that gets you out of bed early in the morning so that you can get to work? When something on the job happens in a very positive way that makes you respond, “Yes!! This is awesome!!” What is it that prompts that response? A happy customer? A big contract landed? A tough problem solved? Your own specific answers to those questions are based on your Values. Values tell us *why* we do what we do.

Values are sometimes called the ‘hidden motivators,’ because values lie beneath our behavioral style, and are usually not discovered until we’ve known someone for a long period of time. Values initiate and drive our behavioral style. Values are abstract concepts of what is right, worthwhile, or desirable. Values are principles or standards by which one acts. ***Values are beliefs held so strongly that they effect the behavior of an individual or organization.***

There are many different values categories. The **Values** model identifies six, as listed on the front page of this article. These six were selected because they are values that are shared by corporations, non-profit organizations, associations, education, and government agencies.

Values drive our behavioral style: Knowing that a person is a “High D” isn’t enough.

What *drives* the High D? Just because the typical High D wants to know the bottom-line, quickly and directly, doesn’t mean that the High D has a low appetite for knowledge. If that High D is also a High Theoretical, then they have a strong desire for knowledge... quickly. If we gloss over some important information, then we haven’t connected with that High D. If we don’t know what drives one’s behavioral style, then we can’t build a relationship based on three key ingredients: Trust, credibility, and rapport.

Values are expressed in observable behavior. Since values are abstract, guiding principles, that initiate our behavior, they can most easily be measured by a carefully constructed instrument that probes ones reasons for making decisions. That’s what the **Values** model does. The report expresses one’s Values in behavioral terms because that is how one’s Values are manifested: In *why* we do what we do.

Values are more difficult to immediately identify than DISC, because we need to know someone for a substantially longer period of time to understand their Values. Why? Because one’s values are demonstrated over a long period of time based on a pattern of evidence in one’s behavior. Multiple observations are necessary to observe the enduring, intrinsic drives to one’s behavioral style.

Values instruments identify six or seven values with a high degree of statistical reliability and validity. Knowing the Values drives of individuals, teams, and organizations can reduce conflicts, increase efficiency and productivity, and energize any group working together. One of the greatest impacts with companies is a remarkable increase in discretionary effort between team members. This results in enormous cost savings and increased satisfaction of internal and external stakeholders.

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