

**DISC CASE STUDIES**

**Working More Successfully with Other People**

**Objective: To apply what you have learned about the DISC Model of Human   
 Behavior to hypothetical cases.**

**Case studies provide individuals the opportunity to further understand their knowledge of DISC. Practical application of modifying and adapting ones’ behavior to meet the needs of another person is the goal in learning and applying the language of DISC within an organization or family.**

**The following case studies identify four individuals with different behavioral styles. First, read the case study and determine the person’s primary behavioral style, and if appropriate, their secondary behavioral style. Then in pairs or small groups, discuss the questions that accompany the case studies.**

**Refer to your DISC Assessment Report on the page “Communication Tips” and any other pages in the assessment that will help in responding to the questions that accompany each case study.**

Permission granted to use and copy case studies when used in conjunction with LLJ’s DISC Assessments.

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**Case Study A: Carlos**

Carlos is the owner of a thriving coffee shop. He is patient and takes time to listen to his employee’s personal problems. Carlos normally builds warm relationships with his employees and is extremely uncomfortable with interpersonal conflict in his workplace. Carlos praises good performance enthusiastically and encourages his employees to come to his office with suggestions and problems, as well as to share personal news.

Recently Carlos began negotiations with a larger coffee franchise store that wants to buy his shop. He’s not sure what the outcome will be and is unsure if this is the right opportunity. His employees are naturally concerned about what this sale could mean to them. Morale is low. Employees have asked for an employee informational meeting. Carlos keeps putting the meeting off and is starting to avoid discussions with his employees.

1. a. What are Carlos’s behavioral tendencies?

Primary:\_\_\_\_\_\_\_ Secondary: \_\_\_\_\_\_\_

b. What clues allowed you to identify Carlos's primary behavioral tendency?

2. If you were interacting with Carlos, how would you communicate with him?

3. What would you avoid doing or saying when interacting with Carlos?

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**Case Study B: Megan**

Megan is a nursing supervisor at an Assisted Care Facility. She is very thorough, conscientious and orderly. She requires her staff to keep precise, detailed, accurate and current patient records. Because of the large number of residents in the facility, frequent interruptions and a shortage of staff, the reports are sometimes sloppy and incomplete. Often they are not finished on time.

Megan is normally a pleasant and patient supervisor. However, she has become openly and sharply critical of employees whose reports she considers to be beneath her expectations and standards.

1. a. What are Megan’s behavioral tendencies?

Primary:\_\_\_\_\_\_\_ Secondary:\_\_\_\_\_\_\_\_

b. What clues allowed you to identify Megan’s primary behavioral tendency?

2. If you were interacting with Megan, how would you communicate with her?

3. What would you avoid doing or saying when interacting with Megan?

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**Case Study C: Ben**

Ben is hard-driving, assertive and likes to be in charge. He has just been made manager of the research department of a minerals exploration consulting firm. His challenge (which he enjoys) is to make the firm more profitable. He is exploring developing a low-cost method of locating minerals that also minimizes environmental damage.

Ben sees the incredible market potential. Although the developers of the method say it needs more refining to achieve consistent accurate results, Ben wants to market the process immediately. He’s willing to risk the possibility of a few beginning failures despite the general industry’s demand for quality performance standards. The relationship between Ben and his staff members is disintegrating, because the more his staff recommends further testing and refining, the harder Ben tends to push forward.

1. a. What are Ben’s behavioral tendencies?

Primary:\_\_\_\_\_\_\_\_ Secondary: \_\_\_\_\_\_\_\_

b. What clues allowed you to identify Ben’s primary behavioral tendency?

2. If you were interacting with Ben, how would you communicate with him?

3. What would you avoid doing or saying when interacting with Ben?

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**Case Study D: Heather**

Heather is a salesperson for a marketing firm. She’s outgoing, enthusiastic and responsive to other people’s ideas. Her staff looks forward to brainstorming with her, developing innovative ways to approach prospects and solving their marketing needs.

Sometimes, though, they find it difficult to follow through on the many promises that accompany each of Heather’s sales, which she “drops in their laps” as soon as they’re made. Frequently they don’t get enough information to do a competent job, and the deadlines she promises are almost always unrealistic. Occasionally they’ll find that Heather has promised the client work that was not stated in the contract and she has forgotten to mention it to them. Although everyone likes Heather and enjoys working with her, turnover in her department is high.

1. a. What are Heather’s behavioral tendencies?

Primary:\_\_\_\_\_\_\_\_\_ Secondary:\_\_\_\_\_\_\_\_

b. What clues allowed you to identify Heather’s primary behavioral tendency?

2. If you were interacting with Heather, how would you communicate with her?

3. What would you avoid doing or saying when interacting with Heather?

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# Additional DISC Case Studies

#### People Reading

Listed below are the characteristics of four different individuals. First, go through the lists and decide each person’s primary behavioral style. Then, discuss the following case studies using these tendencies as guidelines.

1. Directing 2. Supporting

Results-Oriented Agreeable

Decision Maker Good Listener

Self-Directing Predictable

Confident Helpful

Competitive Calm

Daring Team Player

Behavioral Style\_\_\_\_\_\_ Behavioral Style \_\_\_\_\_

3. Calculating 4. Interacting

Precise Communicative

Diplomatic Social

Controlled Magnetic

Perceptive Persuasive

Logical Spontaneous

Impartial People-Oriented

Behavioral Style\_\_\_\_\_ Behavioral Style \_\_\_\_\_

##### On the following pages, determine the primary behavioral style of each person and discuss the questions that follow.

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**DISC Case Study- Jackson**

Jackson is a patient, sincere and collaborative Training Director for a manufacturing company. He has been trained to lead a Team Building Seminar for his company. He is convinced this seminar would be a good investment for the intact teams in his organization. All he has to do is convince his boss, who has the authority to make the decision and use the training budget for this program.

1. What is Jackson’s primary behavioral style?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. What type of presentation would you recommend Jackson use to best influence a boss who has the characteristics of person number 1, person number 2, number 3 and 4?

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1. How would Jackson adapt his own behavioral style to talk to each of these individuals?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**DISC Case Study- Olivia**

Olivia is a Supervisor at a biotechnology company. She is cautious, exacting, and thorough. Many of her staff are required to keep detailed reports and document data, but they are sometimes inaccurate and incomplete. This bothers Olivia and she wants her staff members to do a better job with their reports. She is responsible for four people each of whom is different – possessing the tendencies of person number 1,2,3,4

1. What is Olivia’s primary behavioral style?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Which of these people would probably have the most difficulty with the reports and charts and why?

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1. What could Olivia do to best influence each of the four individuals to be more complete and detailed?

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# DISC Case Study -Austin

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Austin is the Senior Pastor at a large church. He is strong-willed, assertive and often makes decisions or changes things without conferring with other staff members. Austin encourages his staff to “look at the alternatives” and tells them they “need to think outside of the box”. This attitude affects the church staff differently, and some of them have even threatened to leave if he doesn’t “slow-down” and adapt a more collaborative style when working with them.

1. What is Austin’s primary behavioral style?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. What could Austin do to strengthen his relationship with his staff members if each of them had the behavioral style of persons 1,2,3,4?

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1. If you were person number 1, 2,3,or 4 how would you tend to react toward Austin? And how would you get Austin to adapt his style to work more effectively with you?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**DISC Case Study - Amber**

Amber is an outgoing, gregarious VP of sales for one of the top Advertising Agencies in the country. The sales incentives for her sales team include trophies, plaques, luxury gifts, and trips to tropical resorts. Amber feels her salespeople can become motivated to perform at their very best, but some of them don’t seem to get excited about her incentive plan. She is puzzled. Their advertising promotions and campaigns are the best available, the commission is generous and they like working for her.

1. What is Amber’s primary behavioral style?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Which of the above people – numbers 1,2,3,4 would tend to be motivated by these types of incentives? Which would not? Why or why not?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What different types of incentives would be best for those who are not motivated by the incentives that Amber offers to her team?

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