

Using the Myers-Briggs® Instrument with the DiSC® Instrument

After a practitioner or facilitator determines the goal of a project, session, or workshop, his or her next challenge is to identify which tools to use to glean the necessary information. The object is to find an instrument that, without overwhelming clients, provides meaningful data that can be shared with them in a practical and sustainable way.

Sometimes a single instrument can't provide all the information required, so a second assessment is brought in to address the unmet needs. For example, bringing in the MBTI® instrument when using the DiSC® instrument allows the practitioner to combine the value of psychological type knowledge with the DiSC's exploration of behavioral strengths to offer clients a comprehensive picture of their personality and behavioral style. This combination of results provides a greater return on investment in the training than does a typical "one-off" training, which may end up parked on a bookshelf and never fully utilized.

BLENDING THE THEORIES AND UNDERSTANDING DIFFERENCES

The DiSC assessment focuses solely on behavior at work, while the insights revealed by the MBTI instrument apply to overall behavioral style at home and at work. The highest DiSC dimension plays a role similar to that of the dominant function in type theory, in that it is the dimension that is used most often and most comfortably, and that is most accessible. Although the DiSC model does not involve an interactive process like that of type dynamics, there are ways in which the four dimensions work together to create personality patterns (to be discussed later). The Intensity Index of the DiSC tool corresponds in a sense to the MBTI tool's preference clarity index, except that with the MBTI instrument we are speaking not to amounts of a preference but to the tendency for one preference to be more or less present than its opposite.

Type dynamics are influenced by a multitude of elements. According to type theory, the function pairs are the drivers of our personality, and they influence the way we work on teams, lead others, manage conflict and change, and communicate with others. The DiSC instrument can also add a behavioral element to the actions we take based on the use of our preferences:

Dominance (D) and **Influence (I)** have an internal locus of control. This means that people with Dominance or Influence as their highest dimension believe they have control over what happens in their life and will work to make things happen. They tend to be more assertive than people with Conscientiousness or Steadiness as their highest dimension, due in part to their belief that

if they put their mind to something they can make it happen. They are active and fast paced in their decision-making processes.

Conscientiousness (C) and **Steadiness (S)** have an external locus of control. This means that people with Conscientiousness or Steadiness as their highest dimension believe they are somewhat controlled by things in their world that are out of their hands. This may keep them from taking risks and may influence their level of pessimism versus optimism. They are thoughtful and moderately paced in their decision-making processes.

If we examine the ways in which this idea of locus of control influences the dominant functions, we can make the hypotheses detailed in the following chart.

MBTI® Dominant Function	DiSC D and I Dimensions (Internal Locus of Control)	DiSC C and S Dimensions (External Locus of Control)
N _E	Share ideas freely	Generate discussion with others during brainstorming to affirm their ideas
	Demonstrate confidence in offering ideas to others	Use predictable and consistent ways to help others understand
	Take risks with unique opportunities	Share ideas in an accurate and precise manner
	Can establish buy-in for less conventional ideas	Show loyalty to others by promoting harmony
N _I	Are confident in the integrity of their ideas even without buy-in	Take time to establish competence before sharing learnings
	Can establish a plan with less external feedback	Rally for support behind the scenes
	Base ideas and hypotheses on intuitive logic	Look for more affirmation from others before sharing ideas
	Firmly believe that their idea will work	Are less verbally confrontational if or when ideas are challenged
S _E	Insist that facts be final and accurate	May seem insecure when facts are challenged
	Don't need others to confirm their findings	May become frustrated when standards are not upheld
	Will be tenacious about proving what is right and wrong	Will strive to provide absolute accuracy and quality
	May overwhelm others with information that holds less relevance	Create step-by-step analysis to prove quality and gain buy-in
S _I	May not always share the rationale of their ideas with others	Are cautious about jumping into arguments unless absolutely sure of facts
	May resist change for change's sake (in a stubborn way)	May have to push themselves to collaborate with others
	Provide service to others through the use of details	Become anxious when others disagree with their facts
	Are solid in their conviction about steps necessary for success	Are good at spotting flaws that interfere with implementation of a plan

MBTI® Dominant Function	DiSC D and I Dimensions (Internal Locus of Control)	DiSC C and S Dimensions (External Locus of Control)
T _E	Are persuasive and competitive in striving for the best	Pride themselves on their analytical thinking ability
	Seek power in influencing others with ideas	Become frustrated when performance standards are not clearly defined
	Provide fast-paced idea generation	Feel that consistency and competency are key to approval from others
	Are logical and democratic in an autonomous way	Need feedback about ideas and credit for accomplishments
T _I	Blossom in one-on-one discussions of strategy and vision	Take a more reserved and businesslike approach to team process
	Motivate others through commitment to objectivity	May not always share questions/challenges with others
	Want freedom from overprocessing details	Are patient in hearing and listening to other people's ideas
	Appeal to what makes sense to others through logic	Dislike being caught off guard
F _E	Connect with others by entertaining them	Seek to be recognized for cooperating with others
	Infect others with their enthusiasm	Take pride in accommodating others' needs
	Focus on helping others achieve their individual or group goals	Are loyal to others and good listeners
	May not need social recognition as much as Thinking types, but still receive it	Like clearly defined expectations so they will not disappoint others
F _I	Are solid in their values and convictions about right and wrong	May be reluctant to disagree with an idea if a conflict will follow
	Make decisions to benefit others	Strive to cooperate with others behind the scenes to make things happen
	Connect more comfortably one-on-one or in small groups	Dislike taking risks that involve hurting another person's feelings
	Motivate others by setting a good example	Systematically apply benefits of service to people to the bottom line

If we combine Dominance and Conscientiousness we see qualities similar to those associated with the Thinking preference: logical, questioning, challenging, and skeptical. Similarly, if we combine Influence and Steadiness we see qualities similar to those associated with the Feeling preference: friendly, supportive, accepting, people focused, receptive, and agreeable.

DISC PATTERNS

We can explore the fifteen different DiSC patterns as they relate to MBTI preferences to increase our understanding of the ways the instruments complement each other. The following chart details similarities between the DiSC patterns and corresponding MBTI preferences and describes how individuals present in three applications: team interaction, leadership, and conflict situations.

DiSC Profiler Pattern	Corresponding MBTI® Preferences	Focus	On a Team	As a Leader	In Conflict
Achiever	ST	Accountability for own work	Get it done	Accurate	Will be precise about facts
Agent	NF	Group acceptance	Get along	Appreciative	May avoid to preserve group
Appraiser	ST	Winning fairly and creatively with others	Get buy-in	Analyst	Will be fair and objective
Counselor	NF	Friendship and happiness	Make people happy	Approachable	Will want a win-win solution
Creative	NT	Unique accomplishments through change	Move the team forward	Progressive	Will engage if for progress
Developer	IT	Independent work focused on logic	Contribute behind the scenes	Innovative	Will be better at one-on-one conflict
Inspirational	NT	Creating the vision	Make it happen	Motivational	Will try to understand and influence
Investigator	SJ(I)	Power through authority	Prove the reason for movement	Determined	Will provide rationale
Objective Thinker	ST	Correctness and critical thinking	Do it right	Analytical	Will be aggressive
Perfectionist	SJ	Stability and competence	Show their knowledge	Competent	Will be persistent about details
Persuader	EP	Verbal acuity and flexibility	Be open to ideas	Poised	Will be open-minded
Practitioner	ST	Self-discipline for growth	Stay the course	Proficient	Will stay on track
Promoter	NF(P)	Approval, popularity	Enjoy them and their style	Optimistic	Will look at the bright side
Result oriented	NT(IJ)	Dominance and independence	Shut up and get it done	Dominant	Will push for closure
Specialist	SF(J)	Maintaining the status quo	Change only if necessary	Cautious	Will want to keep things the same

WHEN AND WHAT?

It is often a challenge to find instruments that are suitable for use from the top down or from the bottom up in organizations. Using the DiSC and MBTI instruments together enables training professionals to reach employees at a variety of experience and professional levels in a simple yet comprehensive way.

For example, let’s say a practitioner is working with a retail corporation that wants consistency in a training message from the top down and the bottom up. Using the DiSC and MBTI instruments together offers many alternatives. With C-suite executives, the practitioner can use the MBTI® Form Q (Step II™) assessment to look at the diversity within type, and use the facets of each preference for a more comprehensive look at leadership, change and conflict management, communication, and decision making. The DiSC instrument can then be added to examine the direction of these behaviors and some opportunities for behavioral change. As the practitioner moves into mid-

dle management or high potentials, he or she can use the DiSC tool to explore what competencies are currently lacking in individual contributors or managers. This can be combined with discussion of the function pairs of the MBTI instrument and what is driving motivation, communication, and conflict styles.

Moving on to the retail store managers and sales clerks, using the DiSC instrument will give people a shared language to use in discussing with others at any level of the organization their results and what they learned. The practitioner can integrate the use of the MBTI tool with this group by sharing more information about motivation and styles that influence the way they work, interact with one another, and serve as touchpoints to customers. When the store managers and sales clerks are able to understand how they use their preferences in connecting with others and providing quality service to their customers, they can challenge themselves to operate from the best parts of their type or flex across their preferences to use what is appropriate for the situation at hand.

Consider another example: A manufacturing company that is already fluent in using the MBTI tool would like to give its assembly line workers an opportunity to examine increasing their effectiveness on the floor and decreasing errors. Using the DiSC instrument in concert with the MBTI instrument in this situation will allow the line workers to look at behavioral opportunities they will be able to concretely address and change. Then the MBTI tool will assist them in understanding what contributes to their motivation styles and change management strategies. This dual assessment approach can be likened to having two cameras pointed at the same landscape—the picture produced is richer and more dynamic than it would be using either camera alone.

By integrating knowledge of type functions with an understanding of internal versus external locus of control, practitioners can help their clients examine both what is present and what may be missing in the way they are relating to others and to their work. Whether the clients are using their dominant function or their inferior function, they have opportunities for growth across the board, and the direction of their behaviors can be influenced by what they learn through the use of the DiSC assessment. Furthermore, the DiSC patterns offer them a unique perspective with which to understand individuals and a simple language to use when communicating about it. They can then pair these patterns with styles of leadership, team contribution, and conflict management to think about where they are starting in terms of their development and what might be missing.

Often, when given new information about themselves or their personality style, people immediately respond with, “Where do I start?” The practical patterns offered by the DiSC tool combined with an understanding of type dynamics can provide a number of options regarding where to begin further development work. Practitioners can work with their clients to help them create an action plan for three or even six months out and set a goal to address a new developmental opportunity each month that is referenced through information offered by the DiSC and MBTI instruments. Either way, practitioners can feel satisfied that they have provided a starting point at which people can begin examining where they are currently and a path they can follow to drive their own development in the future.

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