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OF SCIENCES AND LITERATURE

**A STUDY ON THE EFFECTIVENESS OF
DISC PERSONALITY TEST**

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DECLARATION

The dissertation titled “A STUDY ON THE EFFECTIVENESS OF DISC PERSONALITY TEST” submitted for the Award ‘Doctor of Philosophy in Human Resources Management’ at Selinus University of Sciences and Literature, Faculty of Business and Media; is my original work.

“I do hereby attest that I am the sole author of this project/thesis and that its contents are only the result of the readings and research I have done.”

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ABSTRACT

This research is conducted to assess the effectiveness of DISC Personality Test. The DISC assessment determines where you fit in four DISC factors: dominance, influence, steadiness, and compliance. DISC is one of the most prevalent and authoritative career assessments out there, and many organizations encourage their employees to take it. Many websites and firms offer DISC personality tests, and few important sites/companies among them are '123 Test' 'Crystal', 'Interpersonal Skills Self-Assessment (<https://www.skillsyouneed.com>), 'TestQ.Com' and 'Sokanu', 'Extended DISC'. The objectives of this research were to know whether the DISC personality test reveal the correct personality profile of the users, to study the user-friendliness of the test instrument, to explore the usefulness of DISC assessment in recruitment, training and development, team building and employee motivation. The researcher used a combination of primary and secondary data evaluation and quantitative analysis in this study. From a population of 7000 persons 385 persons were selected for survey. The Researcher calculated the sample size by using Taro Yamane formula with 95% confidence level. The respondents were asked to undergo DISC personality test and were asked to answer the survey questions. All the 385 persons participated in the survey. In addition to the survey the researcher studied the published success stories, real case studies and critical articles written by behavioural scientists. The data collected were presented in tables and analysed using simple percentages and frequencies. Through this study the researcher proved that the DISC Personality test is very effective, and this tool can be used for recruitment, team building, training, and employee motivation.

CHAPTER 1

1.1 Introduction

Personality testing has become an enormous activity in the present organizations and has been observed to develop at a substantial percentage. Many organizations use personality testing as a means of evaluating the characteristics of both their present and future employees, with the outcomes being used for wide-ranging purposes. Personality assessments are designed to deliver organizations with information on a worker's behavioural style and in what way it is probable to affect their performance at work. The Employers can better know their employees' behaviours and roles within their organization by using personality tests. Personality tests can be extremely valuable to all employers across numerous organizations. Research confirms that well developed personality assessment can efficaciously forecast employee performance across the eclectic array of job types.

Personality is meaningful to management because employees' personalities may dictate how well they do their jobs. Personality may indicate how hard an individual will perform, how systematized they are, how well they will interact with others, and how talented they are. If the employers want an employee to contribute implicitly to their organization, it would be a blunder to overlook the importance of culture fit. A misalliance between the company's culture and an employee's personality can result in miscommunication, poor productivity, and disengagement. From an organizational stance, this error can lead to high attrition, which is expensive and problematic.

Many behavioural scientists have developed Psychological tests and noteworthy among them are Disc, True Colours, Myers-Briggs Type Indicator, 16 PF, Hexaco, NEO personality inventory, Eysenck Personality Inventory, Minnesota Multiphasic

Personality Inventory, The Birkman Method, Hogan Personality Inventory and Caliper Profile.

There are hundreds of personality tests available in net, free as well as paid. Some of these tests label you with a general personality type, while others delve into your best potential career paths. Some challenge you to look at ink blots, while others ask you detailed multiple choice questions. While many of these tests are undependable and don't offer any factual scientific validation, others can deliver potentially astute, psychologically based insight into your behaviours, ambitions, and temperament in times of conflict.

Some online personality tests are stimulating indicators into why you make decisions, who you work well with, and how to modify your attitude towards people whose personalities clash with yours. In both your work and personal life, this information can be invaluable.

Even though the internet is flooded with free as well as paid personality tests, no one has evaluated the effectiveness of these tests so far. Most of the organizations utilize paid tests for better results and to avoid any performance issues. The free tests are taken by individual users either for fun or to just experiment.

DiSC is a personal assessment tool used by more than one million people every year to help enhance teamwork, communication, and productivity in the workplace. DiSC assessments are used in thousands of organizations around the world, from extensive government institutions and Fortune 500 companies to NGOs and small businesses. The DiSC personality tests help organizations to build stronger, more effective working relationships. DiSC is an abbreviation that stands for the four main

personality profiles defined in the DiSC model: (D)ominance, (i)nfluence, (S)teadiness and (C)onscientiousness.

Many websites and firms offer DISC personality tests, and few important sites/companies among them are ‘123 Test’ ‘Crystal’, ‘Interpersonal Skills Self-Assessment (<https://www.skillsyouneed.com>)’, ‘TestQ.Com’ and ‘Sokanu’, ‘Extended DISC’.

1.2 Research Questions

The main aim of this research is to find out the effectiveness of DISC personality test and to what extent this tool helps the people. Precisely, the research will be able to deliver answers to the following research questions:

1. To what extent the DISC personality test effective in defining individual’s personality profile?
2. Does this test reveal the accurate personality profile of an individual?
3. Is this test simple to use or user-friendly?
4. What is the perception of users on effectiveness of this test?
5. Whether the DISC test can be used to get desired results in recruitment?
6. Whether the DISC test can be used for team building or employee motivational purpose?

1.3 Research Objectives

The main aim of this research is to explore the effectiveness of DISC personality test in delivering results to individuals as well as organizations. Through this study the below objectives will be achieved:

1. The opinion of DISC Personality test users in knowing their personality model and accuracy of the test.
2. To investigate the user-friendliness of this test.
3. To study the opinion of users regarding the effectiveness of this test in knowing their strengths and areas for development?
4. To know whether this test can be used for organizational needs like recruitment, team building and for formulating motivational programs.

1.4 Justification for the study

There are numerous personality tests available online/paper and these tests are used by students, job seekers, HR professionals, researchers, Universities etc for various purposes. The DISC personality test being one of the prominent tests, used widely across the world and believed to be very useful in revealing the individual's personality models. The DISC test is used by many organizations for their business purposes. There are reviews / criticisms both in favour and against this test. These reviews/criticisms are derived from the discussions happened between behavioural scientists and management professionals or through the analysis of customer reviews published by various websites/book publishers. Since majority of the experts and customer reviews are in favour of this test, the researcher attempted to do an in-depth study by analyzing the articles written by experts and customer reviews and by conducting a survey of test users.

1.5 Scope of the study

This study covers the effectiveness of the DISC personality Test in delivering results in recruitment, self-assessment, team building and employee motivation. The study

covered the direct test users from different countries, published customer reviews and articles written by behavioural experts.

The methodology section will provide detail discussion of the sample population and the study area and justification for their choice.

1.6 Methodology of the study

To address the main research objectives, this research used quantitative method and combination of primary and secondary sources. The respondents were administered DISC personality test and collected their feedback through a survey. Also, collected the data by analyzing the case studies conducted by individuals/organizations, reviews / comments written by test users and behavioural experts.

CHAPTER 2

LITERATURE REVIEW

2.1 Personality Test

Personality traits play a crucial role in leadership and team dynamics (Lykourantzou et al., 2016). Personality type and measurement are vital to organizations in creating effective leaders, individuals, and team performance (Colbert et al., 2014; Lykourantzou et al., 2016). Jeong et al. (2012) considered that knowing an individual's personality prior to team formation increased team productivity and minimized conflict. A personality test is a method of evaluating human personality constructs. Personality assessment is the evaluation and measurement of psychological traits, interests, values, worldviews, and identity with personal behavioural characteristics (Price, 2015). Personality testing and assessment refer to techniques designed to measure the distinguishing patterns of behaviours that people display across various circumstances. In other words, it is a systematic procedure for obtaining samples of behaviour, relevant to cognitive or affective functioning, and for scoring and evaluating those samples according to standards. Personality tests can be used to help clarify a clinical diagnosis, guide therapeutic interventions, and help predict how people may respond in different situations. Knowing personality types and traits includes personal habits, thought processes, and behaviours, enabling maximum effectiveness in a team (Freeman, 2009). Personality type is the entirety of a person's emotional and behavioural individualities, or characteristics that is an instrumental and consistent variable of interactive and complimentary dynamics (Abu-Raiya, 2014; Pradhan et al., 2015).

The first personality assessment actions were developed in the 1920s and were envisioned to ease the process of personnel selection, mainly in the armed forces. Since these initial efforts, an extensive variety of personality scales and questionnaires have been developed.

2.2 Disc Personality Test

DiSC is a personal assessment tool used to improve work productivity, teamwork, leadership, sales, and communication. DiSC measures personality and behavioural style. Freeman (2011) described the DISC as a behavioral model consisting of four dimensions, all equally important, with the majority of people scoring in a blend of personality styles of Direct/Driver (D), Influence/Inspire (I), Steady/Stable (S), and Correct/Compliant/Conscientious (C). It does not measure intelligence, aptitude, mental health, or values. According to Kevin Kruse “The DiSC assessment is the personality test that can unlock your potential as a leader, improve your communication at work and at home, and lead you to unlock the deeper insights of self-awareness”.

Many behavioural models focus on what is wrong with a person to identify "personality disorders." The DISC model is based on normal behaviour, not abnormal behaviour. DISC is a "wellness model" that is objective and descriptive rather than subjective and judgmental (Robert A. Rohm).

The DiSC model of behaviour was first outlined by psychologist William Mouton Marston in his 1928 book, "Emotions of Normal People." DiSC centers on four different personality traits which are currently Dominance (D), Inducement (I), Submission (S), and Compliance (C). This theory was then developed into a behavioral assessment tool by industrial psychologist Walter Vernon Clarke.

DISC profiles are one of the best (and most widely used) profiling vehicles to assess a person's behavioural tendencies. DISC based personality testing - characteristically categorized by a short-forced choice questionnaire format constructed around four fundamental dimensions - is a multi-million-pound industry. Completed by over 10 million people each year in recruitment, personal development, coaching and team building.

The DiSC assessment assists employees in identifying their growth areas and it gives you nearest to the accurate results. (Sharmila Sinha – 2020). More and more people are coming over to DiSC from Myers and Briggs primarily because it is very easy to use. Also Myers and Briggs evaluates 16 personality styles whereas DiSC evaluates 354 behavioural styles. Disc is much more robust, much more analytical and it is very easy to use (Greg Smith, 2016). According to Christina Bowser “DISC has no value judgement of good or bad, better or worse. All the styles have strengths and areas of development. Each of us have our own unique combination of styles that feels more comfortable and some that take more energy”.

2.3 History of DISC personality Assessment

Empodocles in 444 BC spoke about four external elements which affect the behaviour of people and those elements are, Fire, earth, air, and water. These external elements influence how people act. In 400 BC Hippocrates believed that the personality was impacted by internal fluids (Chloric, Sanguine, Phlegmatic and Melancholy). In 1921 Carl Jung narrated that the personality was tied to four thought process and those elements are thinking, feeling, sensing and intuition. There on, psychology moved at a fast pace, but it wasn't until 1921 that there was any development towards DiSC. In 1921, Carl Jung attributed the personality differences to the way in which we think and process information. He came up with four styles

– Thinking, feeling, sensation and intuition which are now employed in the Myers Briggs Personality Test (Strengthscape). The definitions of these types are rooted in Jung's lifelong work on the unconscious mind, and need not concern us here. They are important because they represent one of the first serious attempts to map the human personality by a modern psychologist (DISC: History and Development - Discuss).

Dr. William Moulton Marston, a psychologist with a Ph.D from Harvard, first proposed his theories that have progressed into the modern DiSC system in his book, "Emotions of Normal People" written in 1928.

Dr. Marston created this work as an attempt to describe how a person's emotions might lead to different group interactions, and how these might change over time. He wanted to help people understand how their own behaviour patterns affected their interactions within a group, and how to manage those behaviours. This was the original creation of the 4 primary components of personality named by Marson as Dominance, Inducement, Submission and Compliance.

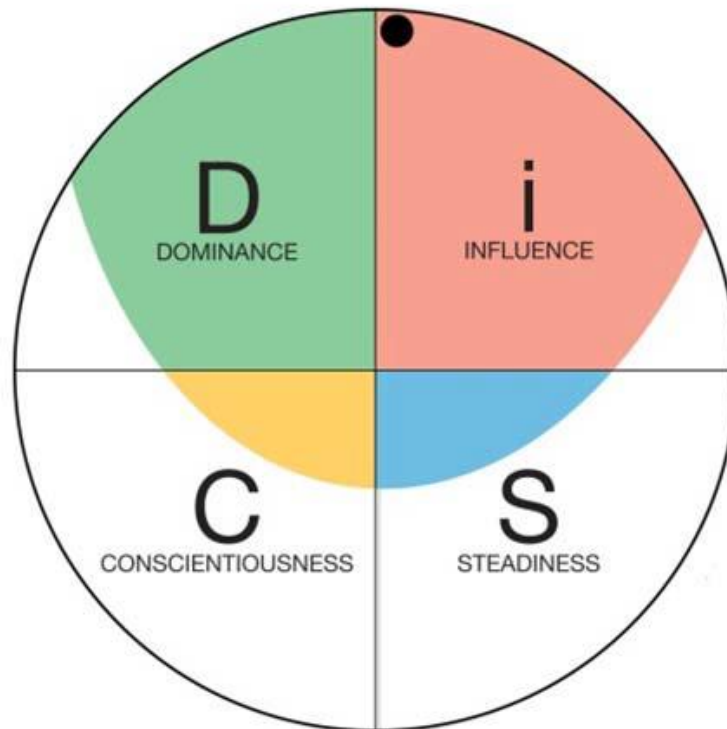
The DiSC system was first shaped into a personality assessment in the 1950's by Walter V. Clarke, an industrial psychologist. The assessment at first was somewhat primeval - first, a series of adjectives were chosen by applicants that best described themselves, then a series of yes-no questions were answered.

Currently, there are at least fifty establishments who use a descriptive behavioural device based on the Marston theory. DISC is public domain material, but individual companies have copyrighted the material that they have developed. Marston-based instruments like the Style Analysis have been used by over 30 million people worldwide. They have earned the respect of many professionals for accuracy and validity (GET SAVVII -Unlocking the power within) .

2.3.1 DiSC Circle – Four Dimensions of Behaviour

The initial representation of the DiSC model, as described by William Marston in his book, *The Emotions of Normal People*, was a circle. Marston identified what he called four —primary emotions and associated behavioural responses, which today we know as Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Even though some people incline equally toward all these dimensions, research indicates that most of us lean toward one or two.

Figure 1. DiSC Circle



Dominance (D Style)

Dominance is one of the personality traits which is even seen in the forces of nature. According to Watson, dominant type of behaviour constitutes an inherent or

unlearned emotional response. The dominance is an emotional response which is evoked by an antagonistic motor stimulus of inferior intensity to the motor self of the subject (William Moulton Marston). The domination of weaker by the stronger is self-evident. Dominance seems to comprise the most fundamental and primitive type of emotional integration found in animals or human beings (William Moulton Marston). Dominance behaviour is a common phenomenon in animals that causes differential access among conspecifics to food and other limiting resources (Wilson, 1975).

Dominance may be said to constitute by far the largest and most vital part in the emotional influence upon the behaviour of all children for the first three to five years of life, and of a great majority of males from birth to death. Dominance is found to be the theme expressed in countless monuments, sculptures, musical compositions, and other works of art (William Moulton Marston).

Since our civilization is manmade, dominance is possibly the emotion most venerated by both genders. Dominance emotion is a mixture of pleasantness and unpleasantness throughout each dominant response. Dominance is found to be the theme expressed in uncountable monuments, sculptures, musical compositions, and other works.

Dominance emotion has been named "ego-emotion", "aggressiveness", "fury", "rage", "self-assertion", "initiative", "will", "determination", "high spirit", "self-seeking", "courage", "nerve", "boldness", "dare-deviltry", "purposiveness", "persistency", "unconquerable", "stick-to-itiveness", "go-getiveness", "force of character", "force", "power", "pioneer spirit", "strength of character", "strength", "stubbornness", "bulldog character", "doggedness", "fighting instinct", "instinct of

self-preservation", "superiority complex ", "ego-centricity ", and many other nom-deplumes (Alfred Adler).

The people with dominant personality like to take control of over situation. They enjoy bossing people around. They are extremely task oriented and focused on achieving goals. They don't have desire to hurt or control others' lives but simply being able to take charge and get the things done in case need arises. Dominant persons are extremely important to businesses. Submissive people in an organization or society enjoy being dominated by others and taken care. The dominant personalities are forceful and most assertive. They are direct, results oriented, competitive and strong willed. They move fast and get the things done immediately. They like challenges and multitasking. They want to create change and don't like routine life. The personality trait dominance involves the tendency to behave in assertive, forceful, and self-assured ways (Buss & Craik, 1980; Gough, 1987; Wiggins, 1979). They want to be in charge and want power and control over others. They always communicate in one direction. They would like to talk and others to listen. At times they express their own opinions as facts thus cutting discussions. They are impatient listeners and tend to interrupt. They want to make independent decisions and implement them quickly. Since Dominant style persons don't want more information and take decisions swiftly, they are more likely to make wrong decisions. However, they overcome their mistakes quickly and move on by keeping big picture in their mind. Under pressure they show lack of concern for others because they are focusing on the tasks, due to this, others perceive 'Dominant' personalities as too aggressive, blunt, and even rude. At times they can be impatient and overbearing. 'Dominant' personalities succeed by being decisive, taking risks and focusing on big picture, results, and goals.

The Type 'D' personalities are also called 'Captain'. In general, they are assertive, ambitious, and intense. 'D' personalities are usually pragmatic, result oriented executors who work quickly and make decisions with firmness and objectivity. As an abundance of research has shown, individuals higher in trait dominance tend to attain more influence in face-to-face groups than others—they speak more, gain more control over group processes, and hold disproportionate sway over group decisions (for a review, see Judge, Bono, Illies, & Gerhardt, 2002). They tend to be resourceful, strong-willed, and self-reliant in pursuing goals. They enjoy engaging others in competitive situations. The "D" type person seeks out challenges and competition, and dominant people are usually convinced that they can achieve their objectives by using logic and their arguments (Manion, 2012).

The Dominant personalities place high expectation on performance from themselves and others. They enjoy lively debates and resists influence from others. Dominant persons act in ways that make them seem both expert at the task and socially skilled, which leads groups to afford them encouragement and control. Dominant individuals achieve influence by exhibiting self-confidence and apparent competence. People with a high dominant trait tend to be direct, assertive, independent, and usually solve problems using a quick and active approach (Bradberry, 2007).

Dominance encompasses using power, coercion, and pressure in group situations. Dominance works as an instrument to attain power, if not respect, but normally douses a group's well-being. Dominant workers lean towards to exhibit arrogance, superiority, and conceit. They have higher-than-average levels of aggressive, disagreeable, manipulative personality traits. Dominant people also score highly in the traits known as the 'dark triad': Machiavellianism, narcissism, and psychopathy. In groups, dominant members tend to view others as either allies or foes, to evaluate people's usefulness in attaining goals, and to show a hunger for power.

Leaders high in dominance go to great lengths to protect their power, even at the cost of the group. They want to strongarm others through reward and punishment. They often view talented group members as threats. Groups seem to prefer dominant leaders in the face of conflict between their group and some outside group. The traits of a dominant leader (aggressiveness, power-hungriness) may be more attractive in these situations than a prestige leader with traits like altruism, which may be seen as weak. Moreover, in the face of such a conflict, dominant leaders curb their more destructive tendencies to their own group members.

The first step to deal with dominant personalities is to be blunt and direct. The second step is to confront them with facts and evidence because they don't like to argue with facts. Third step is to give them opportunity to withdraw gracefully and in safe phase.

Influence (I Style)

The Influence Personality Style in the DISC model by Dr. William Marston is not afraid to be the center of attention. Also known simply as 'I'. Influence is associated with a sunny, friendly and extrovert approach, warm and open to other people, enthusiastic, optimistic, talkative, persuasive, impulsive, emotional, sociable, and gregarious. This DISC type will trust others naturally, truly enjoys being around others, and function best when around people and working in teams. The Influence style (i) is fast-paced and accepting, most reported as 'lively and outgoing' (Nikki Milne, 2019).

Someone with an Influence (i) style aims to shape his or her environment by influencing or persuading others. This person values openness, friendship and building relationships (Nicole Fallon, 2015). This DISC type tends to act very persuasive and when in conflict, they will tend to attack not physically but verbally. This style thrives off of approval and they need to have approval (Mike Proctor 2019). They enjoy and get energized by collaborating with others and tend to be very

entertaining people. Their primary emotion is optimism (Process & People Consultancy, 2018). Their primary drive is interaction. They want to talk, they want to entertain and engage other people (Mike Proctor 2019).

At work the 'I' style personalities are strong team motivators. They bring optimism and enthusiasm to the groups (Process & People Consultancy, 2018). Their preferred task is people oriented and they are very comfortable in social, friendliness situations. The 'I' personalities expect freedom from control. They want to be the life of the party or they want to be the center of attraction (Mike Proctor 2019). They are natural born leaders and will inspire others to do better (Church consultants, 2013). Even though the 'I' personalities are optimistic, they exaggerate. They are personable but are manipulative. They are enthusiastic but can become impulsive and even little obnoxious. When experiencing extreme pressure, they may tend to focus more on people and overlook details and tasks.

Those with 'I' personality trait will approach problems with creativity and provide outside the box solutions. If conflict arises, they will step in to negotiate a solution. However, if the conflict involves them directly, they may avoid it to maintain harmony in the relationship (Process & People Consultancy, 2018). Since they are sociable and expect approval, a lot of times they will talk without thinking. They are usually disorganized and very non-traditional in their approach. They measure their self-worth through compliments, acknowledgements (Mike Proctor 2019). They will deal with change well and adapt quickly to the unforeseen situations. Even though they are creative, they may lack attention to detail. They tend to trust everyone they need but they overlook people's shortcomings (Process & People Consultancy, 2018). I styles tend to jump from subject to subject. They may over-promise because they are so optimistic and are eager to be popular.

The people with I profile focus on the positives and tend to avoid unpleasant subjects. They are good at providing positive, constructive feedback, but they may not be direct in their communication style. The persons who have ‘I’ style personality communicate their ideas and visions in an inspiring way. I personality style enjoy communicating with others. While it is a wonderful strength, it can also become a liability as they may tend to speak too much. They are motivated by flattery, praise, popularity, and acceptance. The “I” type of person acts toward the relationships surrounding him/her and enjoys public recognition (Manion, 2012).

People with ‘I’ style place an emphasis on shaping the environment or influencing or persuading others. They value coaching and counselling, freedom of expression and democratic relationships. These style personalities should not be overloaded with details and do not interrupt them during while communicating. These are the people who want to experience life, they want to touch it, smell it, see it, talk about it, and move on to next experience (Virtual Legal).

Steadiness (S style)

The S Personality Type in the DISC model, developed by Dr. William Marston, is known for being steady, stable, and predictable. They are even-tempered, friendly, sympathetic with others, and very generous with loved ones. (Crystal Knows, 2019). S styles are motivated by cooperation, opportunities to help, and sincere appreciation. They prioritize giving support, collaborating, and maintaining stability and are often described as calm, patient, predictable, deliberate, stable, and consistent (Everything DISC, 2019). Always they want to work with a plan and step by step process (Training Solutions, 2018). People with high steadiness do not like surprises, and usually, they are accommodating and consistent in their way of life (Bradberry, 2007). The “S” type person believes that collaboration and mutual

support are the keys to maintain stability and harmony. They also can be considered people-pleasers since they enjoy serving others' needs (Manion, 2012).

The S is understanding and listens well. They listen patiently to the needs and requests of others (Crystal Knows, 2019). Preferring close, personal relationships, the S is very opened with loved ones but can also be possessive at times and hold them close. The S style is reliant and dependable. They strive for consensus and will try hard to reconcile conflicts as they arise. They work considerately and cooperatively with others (Crystal Knows, 2019). They are compliant towards authority and a loyal team player. They are willing to sacrifice their own goals for the sake of team members and interested in coaching their team members in achieving their goals (Training Solutions, 2018). The S is also good at multi-tasking and seeing tasks through until completion.

They adjust best when given a long enough period to adapt to change and require an explanation of why the change is occurring. Because the S style is passive and avoids conflict, they may also hold grudges when they experience frustrations and resentments instead of facing the issue head-on. The S style personalities are uncomfortable with aggressive or hostile people (Crystal Knows, 2019). They strive for positive environments and relationships and can be especially sensitive when it comes to criticism. They want to please others and may have difficulty saying "No" or establishing priorities. The S style is process focused and approachable (Training Solutions, 2018). They will consult team members before amending any plan. They avoid overly competitive situations and take direction from a leader they trust (Crystal Knows, 2019).

The S Personality is motivated by safety and security (Jimmy Baker, 2020). They want to avoid conflict and exist in peaceful environments and around groups that are in harmony. They genuinely appreciate recognition for their loyalty and dependability (Jimmy Baker, 2020). They strive for positive environments and

relationships and can be especially sensitive when it comes to criticism. They want to please others and may have difficulty saying "No" or establishing priorities. Because the S Personality strives for stability and a feeling of peace and safety, they fear security loss through change. They like tasks that can be completed at one time or seen through from beginning to end and enjoy practical procedures and systems. By providing predictability and loyalty the S style personalities build trusting relationships (Crystal Knows, 2019). They are driven by stable environments, sincere appreciation, cooperation and opportunities to help (Everything DISC, 2019). When implementing any change, they consider the impact on stability of the group and in tough situations they provide calming and stabilizing presence (Crystal knows, 2019). Their challenges are oversensitive and slow to begin, and they dislike insensitivity and impatience (Jimmy Baker, 2020). They respond to questions with patience and understanding (Crystal knows, 2019). They minimize negative feedback, leaving others unclear about the problem and display discomfort when managing people who actively resist close supervision (Crystal knows, 2019).

Compliance/Conscientious (C style)

C Type Personality Styles, based on DISC Theory by Dr. Marston, are accurate, precise, detail-oriented, and conscientious. People with strong C personality styles are described as perfectionists, and place strong value on being accurate, correct, and seeing something through to the end. C style are the most analytical of the four DISC styles (Extended DISC, 2016). The C personality takes great pride in his or her work, and tends to think in a very logical, analytical and systematic way (People Keys 2021). Traditionally, High-C's (people showing a

high level of Compliance) were categorized simply as 'rule-oriented' (Discus Online).

People high in this domain are interested in accuracy, enjoying the detail, and focusing on the facts (Bradberry, 2007). The “C” type of person does not have an unmerciful need to socialize. They consider more importance as “clearly defined rules and structured rewards based on quality, accuracy, and individual contribution (Manion, 2012, p.82).

C styles are exact, logical and analytical. They require lots of process, structure and rules. C's make decisions using logic, rather than being swayed by emotions. Their ability to think deeply about issues helps to make type C personalities excellent problem-solvers. They are focused on tasks and ensure things get done correctly. C profiles tend to produce high-quality work (HR Profiling Solutions). C styles are Private, Precise, Logical, Careful, Formal and Exact. They focus on facts, information, and proofs (Extended DISC, 2016). They are rules-oriented people and expect others to follow the rules along with themselves (The Process & People Consultancy, 2018). The primary emotion of this style is fear (The Process & People Consultancy, 2018).

C styles are comfortable working alone and most reserved among the four styles (Extended DISC, 2016). They are fact finders with very high standards (The Process & People Consultancy, 2018). They do not want conflicts and would like to work with a set of rules and regulations (Mike Proctor, 2019). The C styles prefer working with existing circumstances to provide high quality and productive services (Extended DISC, 2016). Their biggest fear is criticism of their work ((Extended DISC, 2016). The C styles prefer written communication ((Extended DISC, 2016). They have overanalysing issues and under pressure they can be overly critical of others (Extended DISC, 2016).

C styles approach tasks and projects well prepared (Extended DISC, 2016). Frequently C personalities become very knowledgeable and skilled (Extended DISC, 2016). They need structures and strict guidelines to work (The Process & People Consultancy, 2018). They tend to avoid new solutions and would like to stick to proven ideas (The Process & People Consultancy, 2018).

‘C’ Style personalities over analyse tasks and things and they are overly critical when under pressure (Christina Bowser, 2018). They fear criticism or work because always they set high standards for their tasks. They work only with set rules and regulations (Mike Proctor, 2019). These people live in a black and white world, they don’t like to make compromises (Mike Proctor, 2019). Basically, they like to get the facts first and struggles with being too critical, over analyzing and isolation (Disc Bodhi, 2018). They want to work here and now or proven environments (Christina Bowser, 2018). They do not want freedom within the framework (Mike Proctor, 2019). The ‘C’ personalities sometimes tend to be their own enemies because they are overcritical of themselves (Paula Switzer, 2013).

The ‘C’ personalities are very comfortable in ordering planning and they would like to be the organizers (Mike Proctor, 2019). Sometimes they are so diplomatic that they pay attention to what they speak because they want to say the right thing at right time to the right person (Paula Switzer, 2013). They over-analyse everything, they are too detailed and impersonal (Mike Proctor, 2019). The people under this style are not so people oriented (Linda Manaena, 2019).

Benefits of DISC Personality Test

Very good tool for talent Acquisition

Now a days many business organizations are using DISC personality assessments for sourcing the talents who can deliver results to achieve organizational goals. The DiSC assessment is less about pinpointing the specific personality traits of a candidate, but instead provides greater insight into their patterns of behaviour and related tendencies (Andrej Kovačević, 2020).

Using the DISC approach to reinforce the subjective method can assist recruit much more precisely. The DISC profile helps by giving the employer a bigger picture than that which is displayed by a candidate in an interview setting.

Powerful Coaching Tool

The DISC Personality assessment is a very good tool for coaching especially executive coaching. When used across teams, DISC Test provides a common, safe language, and recognition that there are deeper drivers at play within ourselves and our work colleagues (Marian Gibbs, 2016). It is a universal behavioural assessment that unlocks human potential and illuminates predictable behavioural styles (Lindy Lamielle).

The DiSC framework crosses much of what we are likely to encounter as Coaches. And its framework keeps the ball squarely in the clients' court to apply what they learn, to help them reach their goals (and needs) in their life (Marian Gibbs, 2016). DISC is a tool anyone can utilize, especially coaches, regardless of professional background or industry (Lindy Lamielle).

Better Onboarding of employees

The Organizations can utilize the DISC test outcomes to ascertain how your new employee will work together with the existing team. The test results can decide how you deal with orientation and training to make sure your new team recruits are getting the most out of the process. The first 30 days of new employees are critical for an organization because 33% of them will decide either to stay or leave. The Managers can retain all new employees by assessing their personality profiles through DISC test and manage them accordingly (Christina Bowser, 2018).

According to Michael Dattilio “Onboarding can be for one person at a time or for 400 people over 6 weeks. In either case, there are key learnings from the four DISC personality styles that will strengthen your onboarding plan. You will have to adapt these suggestions to your specific situation in order to deliver the best new hire experience”.

Excellent Team Building tool

The DISC Test reveals the users how different styles interact with one another and the results of the test help to build teams who work well together, and, as important, prevent harmful personality conflicts that can affect performance. Keogh (2017) who has conducted a study with physicians and described the DISC instrument as a very good instrument that evaluates behaviour and personality to assist with work environment communication, productivity, and teamwork.

Powerful Motivational Tool

Once we know each of our employees’ dominant personality traits through DISC assessment, we can also customize your motivational processes to tap into their own specific strengths.

3.2.2 Study of published Case Studies in DISC Assessment

The researcher studied/analysed success stories of 17 leading Organizations which have implemented DISC assessment to develop their employees and Organization.

Spectrum Health

Spectrum Health is a not-for-profit health system dedicated to improving the health of the communities it serves throughout Michigan. It's made up of 21,400 employees, 11 hospitals, and more than 170 service sites, physician offices, and outpatient locations, making it the largest employer in west Michigan. Spectrum Health adopted the DiSC assessment through 'Everything DISC' nearly 12 years ago to improve communication between employees and patients and also to provide development opportunities to its vast community of employees and providers.

According to Roslyn Gkekas of Spectrum "the DISC Assessment has helped with personal development as well as team building, which some groups were struggling with at the time," she explains. "Two, it's short and simple. One could take it and understand it relatively easily; it's not threatening nor is it an IQ assessment. Finally, people could remember it. You don't have to remember a bunch of letter combinations or words that don't resonate with you."

Spectrum Health is still using DiSC assessments and this tool has influenced hundreds of employees and providers. The Management of Spectrum Health has observed that the DISC assessment is very useful in formulating and developing teams. According to Vicki Jensen, senior HR business partner. "The DiSC debrief process provides a safe environment for participants to interact with each other, but also allows the HR business partner to observe the team dynamics. This information is very important for the formulation of the ongoing development of the team."

‘The Everything DISC’ which had implemented the DISC Assessments in Spectrum Health claims that the assessments provided participants with an awareness of their personal behavioural style as well as a description about the ways that various styles interact with one another. It also provides a language to help users express their behavioural style. Denny Macha, who helped implement the assessment’s use at Spectrum Health, says that it’s “a powerful tool in the healthcare industry. There’s so much information to process both internally and from the perspective of patient care, where working as a functional team is crucial. I am thrilled with the continued progress [participants] have made.”

The DISC Assessments by the ‘Everything DISC’ has enhanced the core organizational values of excellence, integrity, compassion, teamwork, and respect in Spectrum Health. “Respect is clearly a cornerstone principle. We use DISC Assessments to better understand both behavioural differences and similarities,” says Pamela Haffenden, organizational development consultant. “This understanding leads to respect and ultimately more effective teamwork.”

Everything DISC claims that their assessments have helped Spectrum Health understand behaviours and communication styles of employees, providers, patients, and families.

American Honda Motor Company

Retaining and keeping customers coming back for more is a mark of any successful business. To help strengthen and deepen customer relationships, Honda overhauled its training with DISC Assessment tool provided by ‘Everything DISC’. The Management of American Honda Motor Company developed an innovative training program which was rolled out to more than 1000 dealers. The program is known as ‘Building Lifetime Customer Loyalty’ and the DISC Assessment was core component of this program.

According to Terry Coates, President, the DISC Assessment tool of ‘Everything DISC’ was a great instrument. He remarked “people love it, we’re getting glowing comments not only from the dealer network but from District Parts and Service Managers and Zone Management teams as well”.

The Honda conducted 151 workshops with an average of 22 participants in more than 50 US cities. The curriculum of this program uses DISC Profile to help participants understand their personal behavioural style. The DISC Assessment is a fitting curricular foundation for this training program says Marian Proffer, Assistant Manager of Honda. According to him “They’re learning about themselves and what makes them tick. They are also learning how their behavioural style affects others and how styles interact”.

The employees who have participated in this training program said they not only intended to use what they learned from the profile to improve their relationship at work, but also in their personal lives. According to Proffer “ The employees are engaged, they are talking and sharing ideas”.

National Collegiate Athletic Association (NCAA)

The National Collegiate Athletic Association (NCAA) is a non-profit organization that regulates student athletes from up to 1,268 North American institutions and conferences. It also organizes the athletic programs of colleges and universities in the United States and Canada and helps over 480,000 college student-athletes who compete annually in college sports. The organization is headquartered in Indianapolis, Indiana.

The NCAA introduced Self awareness and Communication in their training module for students and one of the components is understanding their own behavioural styles and utilizing the same to develop more effective and productive relationship. Lynne Kaplan, eminent Organizational development consultant who was hired by NCAA

for developing the potential of students introduced DISC Personality assessment and profiling through ‘Everything DISC’.

With the help of DISC Profiling the students learn their individual styles, how to understand them, how to read styles in others, and how best to work together based on this knowledge. According to Christina Wright, Assistant Director of Student-Athlete Affairs “95% of the students who have undergone DISC Personality Test have confirmed that their profile is accurate”.

Christina Wright stated, “It changed my life,” referring to her first DISC assessment, which she took as a student-athlete while attending an NCAA leadership conference. “I learned so much about myself and intercollegiate athletics that I decided to pursue an internship with the NCAA.” That internship—and the self-knowledge Wright gained from DISC—helped her land her current job and launch her career in sports administration. 90 to 98% of students who have rated their experience with DISC as “useful” to their future careers.

Carhartt, Inc.

Carhartt, Inc., is a U.S.-based apparel company founded in 1889. Carhartt is known for its work clothes, such as jackets, coats, overalls, coveralls, vests, shirts, jeans, dungarees, fire-resistant clothing and hunting clothing. It is still a family-owned company, owned by the descendants of founder Hamilton Carhartt, with its headquarters in Dearborn, Michigan.

As a 129-year-old company, Carhartt has truly stood the test of time. They’ve adapted as the world transformed through the era of steam and steel to today’s advancing technology. Leadership that was focused on their associates’ success steered Carhartt through cultural and organizational change, all while maintaining a family-oriented and pro-team culture.

Due to a change in the leadership in 2013 Carhartt experienced a cultural shift. The Management realized that although the business was thriving, the company lacked the alignment at the leadership level that would keep the company moving forward and uphold the Carhartt heritage.

As the organization grew, there was a momentum to nurture a legacy of effective leadership to shape the future of the company. The Management associated with an independent consulting firm for leadership coaching, pre-hire assessments, and other culture transformation projects for leaders within the company. To align the new leadership team with the organization's vision, Carhartt expanded one-on-one coaching to emphasize leadership. After exploring several leadership models, Carhartt implemented Everything DiSC Work of Leaders® into the organization.

The consulting company was also an Everything DiSC® Approved Affiliate and sole provider of this effective workplace solution. The consulting firm worked with Carhartt to make a custom leadership development program rooted in the Work of Leaders. This solution focused on enhancing leadership skills by delivering leaders with the framework of creating a Vision, building Alignment, and championing Execution to successfully lead a group toward desired results. Based on a four-year development endeavour with the help of 300 subject matter experts from more than 150 companies, the Work of Leaders program offers a strong foundation of leadership best practices for leaders of any level.

Carhartt's leadership program turned out to be one of the company's largest investments in employee development. With knowhow from the consulting company, Carhartt created a vigorous, cohort-based program that directly connected the model of Vision, Alignment, and Execution to strategic initiatives and real-work projects, rendering it easy for participants to actively apply their knowledge in real time.

Carhartt introduced DISC through ‘Everyday DISC’ and made it applicable even to new joiners. Carhartt leaders use the model to bring this program to life—to get acquaintances aligned, motivated, and committed to the company’s goals, values, and shared success. The DISC based program was very successful and the leadership team continues to see unique problem-solving abilities develop on a global scale. Leaders at all levels—from plant managers, supply chain leaders, merchandising directors, to corporate executives—have embraced the program.

Supervisors have requested training and are eager to take advantage of the opportunity to improve in their leadership skills.

Barry-Wehmiller

Barry-Wehmiller began in 1885 as a small midwestern-USA-based pasteurizer and bottle washer business. It has grown into a global supplier of manufacturing technology and services serving a diverse platform of industries: packaging, paper converting, sheeting, corrugating, engineering and IT consulting. In 1987 a robust acquisition strategy was launched that has brought more than 80 additional businesses into the fold. Barry-Wehmiller has become a thriving \$2.4 billion and growing global industry leader through a continued commitment to a shared vision, unrelenting dedication to outstanding products and services, and ardent attention to the people who make the business possible.

Barry-Wehmiller University started in 2007 with an emphasis not on traditional training classes, but rather personal growth experiences that educate associates in their inspirational leadership, culture, and sustainable business strategies. The DISC Assessment tool of ‘Extended DISC’ is a foundational component of the keystone course within the University.

The University created a new culture based on DISC Assessments. The members of the organization started adapted to the 'Extended DISC' culture very easily. The DISC Assessments of 'Extended DISC' was used as an entry document into mapping an associate's performance. 'Extended DISC' is a part of our culture and helps us to see our similarities and differences in a way that aids us to understand that "Everybody Matters".

Brundage Management Company, Inc.

Brundage Management Company, Inc. (BMC) is a privately owned Management Consulting Company headquartered in San Antonio, TX. BMC performs all management functions for Sun Loan Company and A-AAA Key Mini Storage, including: executive-level management and operations, human resources, employee recruitment and training, marketing and advertising, accounting, licensing and auditing functions, information technology, representation on state and national boards and governing bodies.

The Management of Brundage introduced DISC Assessments through 'Extended DISC' because it is simple, it is easy to use, and it is easy to understand. The management customised the reports to fit their needs.

The benefits of the DISC Assessment were exemplary. The interest shown by the employees in taking the assessment was tremendous. Almost all employees wanted to participate in the assessments. Another benefit noticed was the self-discovery by the participants.

Sumo Sushi and Bento

Sumo Sushi & Bento chain of restaurants have been serving the best sushi in Dubai and throughout the GCC for more than 20 years, providing a unique family friendly, authentically fun Japanese restaurant. Sumo Chefs serve up a wide variety to please any palate. From the popular bento boxes, noodle dishes and traditional sushi to the ever famous and custom created Sushi Sandwiches,

Poke Bowl and Salmon Lovers Bento. Their sushi menu offers a wide range of healthy options and quality food at affordable prices.

With such quick success, the owners of Sumo Sushi and Bento began to plan their next steps which ultimately led them to expand their business into a global franchise. They realized that in order to grow beyond Dubai, they needed to invest in the people who would lead the business. Their foresight on developing strong leaders provided a huge payoff for the company.

To meet the organizational requirements, the management devised Leadership development programs with the assistance of 'Everything DiSC'. The two unique programs were Everything DiSC Work of Leaders and Everything DiSC 363 for Leaders. The two programs combine leadership best practices with the DiSC personality model, which comprises four basic styles: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). The DiSC framework helps leaders build self-awareness and strengthen leadership presence.

According to Kim Kikuchi, Global HR and Compliance Manager at Sumo Sushi & Bento “ the programs helped them become aware of DiSC styles as well as strengthen relationships with their colleagues”. The employees explored their leadership styles through the eyes of their colleagues.

Understanding DISC Personality styles helped employees realize their impact in the workplace. Each employee created a professional development plan full of ways to grow as leaders. With DISC Profiling, the managers have learned to embrace personal strengths and challenges and see the value of their peers and direct reports. They now use the language of DiSC to communicate, collaborate, and support each other's goals. "DiSC has helped top managers understand the 'why'—why we need to build our teams and why we need to develop our people," says Kikuchi. Due to DISC Profiling, excitement and energy has spread throughout the company as it expands globally.

CertainTeed®

CertainTeed® is North America's leading brand of exterior and interior building products, including roofing, siding, fence, decking, railing, trim, insulation, gypsum and ceilings. A subsidiary of Saint-Gobain, one of the world's largest and oldest building products companies, CertainTeed and its affiliates have more than 6,300 employees and more than 60 manufacturing facilities throughout the United States and Canada.

One of the biggest challenges faced by CertainTeed as an organization was improving communications. Another challenge faced by CertainTeed was sustainability. Not to mention the customer service was woefully lacking. Hence the Management of CertainTeed decided to take the assistance of 'Extended DISC' for assessing the personality profiles of all employees through DISC tests and formulate training programs to overcome the challenges which was affecting the business.

The 'Extended DISC' conducted video tutorials and ppt presentations on DISC assessments to all employees of CertainTeed to familiarise them with 4 DISC

Personality styles. Through the DISC test the employees understood their personality styles as well as their peers. Training programs were organized to develop communication, sustainability, and customer relations.

The developmental program was very successful, and the Management of CertainTeed praised 'Extended DISC' for the activities based on DISC Assessment. The employee related issues on communication and sustainability vanished within no time and the drastic improvement in customer relationship was proved through customer feedbacks and retention reports of customers.

Greyhound Lines, Inc.

Founded in 1914, Greyhound Lines, Inc. is the largest provider of intercity bus transportation, serving 2400 destinations across North America with a modern, environmentally friendly fleet. It has become an American icon, providing safe, enjoyable and affordable travel to nearly 16 million passengers each year in the United States and Canada. The Greyhound running dog is one of the most-recognized brands in the world.

While Greyhound is well known for its regularly scheduled passenger service, the company also provides a number of other services for its customers. Greyhound Package Express service offers value-priced same-day and early-next-day package delivery to thousands of destinations in North America. And the company also offers charter packages for businesses, conventions, schools and other groups at competitive rates.

To improve communications and build a more cohesive team. CIO of Greyhound conducted DISC assessment for 60 key employees through 'Extended DISC'. The assessment results were astonishing, and the Management decided to implement the

same across the organization. Today, the Organization is using the assessments more than ever. It is mostly driven by their leaders and managers down to the team levels. The assessment has also become a part of our Top Dog Program, which is a program to develop individuals identified as high-potential employees.

Most often, the assessments are examined 1-1 with a coach who is Extended DISC® Certified. It is essential to Greyhound that employees feel comfortable and safe which is why they have adopted a 1-1 debrief approach. The only time results are shared in a group setting, or even with a manager, is if they have been given approval. The Management of Greyhound respect the decision of the employees if they want to disclose or not. After the employee takes the assessment, they schedule time to probe the results. They send the results the day before the coaching session so the employees don't have time to stew over results, they might not fully understand yet. They ask the employee to fill out the Action Plan at the end of the assessment and send it back to concerned department. Then, they conduct a follow-up session with the employees to discuss successes, roadblocks, or other ways they can assist.

The Greyhound saw numerous benefits with DISC Assessment and few of them are: More interconnected units and teams, people who know each other better, a surge in productivity, a rise in employee engagement, higher levels of efficacy and execution, better relationships, individuals, and teams talking the language of DISC, time being saved, because the employees are adjusting to others and enhanced working relationships.

Yavapai Regional Medical Center (YRMC)

Yavapai Regional Medical Center is a state-of-the-art healthcare system with two acute care hospitals, a network of primary and specialty care clinics, outpatient health and wellness centers, cardiac diagnostic centers and outpatient medical imaging centers. Their service area covers the beautiful communities of Prescott and Prescott Valley, Arizona, as well as the surrounding region spanning 5,500 square miles. The workforce of nearly 2,000 employees is focused on their Vision of a Total Healing Environment.

The YRMC introduced DISC assessments through 'Extended DISC' in 2001 to improve communication, understanding and work relationships among their then employee base of about 600. As the organization has grown, the principles behind 'Extended DISC' and the personal growth that comes from understanding those principles have impacted to YRMC's achievement as an organization.

Initially, the assessments and 'Extended DISC' training was only provided to leaders in the organization. Once a leader attended a training session, he/she would unavoidably ask that staff be able to take the class. YRMC offered the training through a four-hour conventional class session. It is the most popular class they offer through the Education Department. In 2015, YRMC was able to enter into an indefinite license agreement with 'Extended DISC' and began the class to all employees. To date, more than 725 employees and leaders have attended the class. Due to DISC assessments and subsequent training by 'Extended DISC' a strong working relationship and friendship that evolved among the employees of YRMC.

Verizon Communications Inc.

Verizon Communications was created on June 30, 2000 by Bell Atlantic Corp. and GTE Corp., in one of the largest mergers in U.S. business history. GTE and Bell Atlantic evolved and grew through decades of mergers, acquisitions and divestitures. Today, Verizon is a global technology company delivering the promise of the digital world to millions of customers every day. Headquartered in New York City and with a presence around the world, Verizon generated revenues of \$128.3 billion in 2020. The company offers voice, data and video services and solutions on its award winning networks and platforms, delivering on customers' demand for mobility, reliable network connectivity, security and control.

The DISC assessments of 'Extended DISC' became the foundation to Verizon Communications' Experienced Leader curriculum. Participants would utilize their knowledge from DISC assessments and apply it to team dynamics, delegation, and coaching. The assessment provided them with self-awareness, knowledge of other styles, and ways to apply that awareness and knowledge to improve communications.

At the end of the DISC based training sessions, participants were asked to read a case study based on DISC Personality profiles and provide advice to the leader in the case study. 'Extended DISC' was the concept that was consistently applied in each and every case study. It really became the core of the program with the biggest impact on participants.

According to the management of Verizon Communications, DISC assessments provide data, a common language, and open doors to communication. It challenges the employees to pause and reflect on how they are being perceived and what they might do differently. Currently the DISC Assessments have simply become part of their culture.

The Sandler Selling System

Sandler is a full-service professional development and training organization serving large multi-national companies as well as small- to mid-sized businesses. They offer a full suite of results-driven training solutions designed to address a wide range of business issues in sales, management, and leadership.

The reason for introducing DISC assessments and trainings through 'Extended DISC' by Sandler was, in their business, they found that many people lack self-awareness. Of course, when they meet with clients, they cannot tell the clients that directly. The Sandler's job is to listen to their needs. They listen for keywords such as: internal drama, headbutting, connect, not taking ownership, and judgment. Through these keywords the Sandler knows that the DISC assessments and training by 'Extended DISC' can help. Oftentimes it is the subconscious behaviours that sabotage their business success because they just don't understand them. In sales, being able to build rapport, bond with others, and deal with difficult people are skills that, when done successfully, will set us apart from Sandler's competition.

To know the result of DISC assessments & training, the Sandler asks the new clients to measure the time they currently spend on emotional waste, drama, and problem solving. After the assessments and training provided by the 'Extended DISC', again the clients were asked to measure the emotional wastage. According to Sandler, most clients realize a 20% drop in stress and time management. What they find is that applying DISC assessment of 'Extended DISC' allows their employees to move out of an emotional perspective and into a strategic one. They take more ownership, which results in less conflict. Judgment is reduced and people begin to look at things differently. Managers spend less time refereeing and more time producing results.

Fairfax County

Fairfax County, officially the County of Fairfax, is located in the Commonwealth of Virginia in the United States. Part of Northern Virginia, Fairfax County borders both the City of Alexandria and Arlington County and forms part of the suburban ring of Washington, D.C. The county is thus predominantly suburban in character, with some urban and rural pockets.

The Organizational Development and Training Department of Fairfax County Government is responsible for delivering training to 15,000 internal customers across 42 agencies. Most of the training they deliver is in person. The Division Director, Robin Baker attended a training program on DISC assessment by 'Extended DISC' and understood that the DISC is a simple and effective tool.

Every month, the Organizational Development and Training Department offers each assessment, including DISC assessments, to the agencies they serve. Individuals are encouraged to take all the assessments the County offers because "knowing thyself" is important to the County. Each month there are 15 to 30 individuals who sign up for the 'Extended DISC' assessments.

The County has also started using the DISC Assessment by 'Extended DISC' for team building. Each month there are at least 4 to 5 offsite team-building sessions.

Some agencies in the County have also made the DISC assessment by 'Extended DISC' a standard for all their new employees to take. Agencies that deal with life-and-death situations have seen the power in the tool to help individuals know themselves, work better, and communicate better.

Evaluations have shown very positive feedback about the DISC assessments. People have noticed that, because of its simplicity, they truly use it! Also, the assessment does not tell the negative side of individuals which should be fixed; therefore, they appreciate the knowledge of learning who they truly are. They embrace who they

are and find it is not difficult to achieve and maintain successful application back at work or in the office.

The Girl Scouts

Girl Scouts is the preeminent leadership development organization for girls. We offer every girl a chance to practice a lifetime of leadership, adventure, and success. The organization is 2.5 million strong — more than 1.7 million girls and 750,000 adults. Girl Scouts was founded by Juliette Gordon Low on March 12, 1912 in Savannah, Georgia. It was founded during the Progressive Era before women were allowed to vote. The first Girl Scouts blazed trails and redefined what was possible for themselves and girls everywhere.

Being a partner, the Sandler Training introduced DISC Assessment to the Girl Scouts. Since the Girl Scouts thrive to help girls develop a strong sense of themselves, the staff should first develop that within themselves. The DISC assessment by 'Extended DISC' provided insights into their own self-awareness.

The leaders of Girl Scouts observed an enhancement in the sense of empowerment in the participants after undergoing the DISC assessment and subsequent trainings. The DISC Assessments have instigated many individuals within the organization to stop and rethink the importance they bring with their natural style. The assessments leave them with the sense that it is okay to be who you are.

According to the leaders of Girl Scouts, after attending the DISC assessments their coaches have become more influential and are able to have their message heard, whereas, in the past it may not have been. Also, the councils who fully implement the training are the most successful, the healthiest, and see continued growth in their membership.

NYU Winthrop Hospital (Currently known as NYU Langone Hospital)

NYU Langone Hospital—Long Island, formerly NYU Winthrop Hospital, is the a 591-bed, university-affiliated medical center which offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. NYU Winthrop is a major regional healthcare resource with a deep commitment to medical education and research, offering a full complement of inpatient and outpatient services. Located in Mineola, New York, NYU Winthrop was selected by Forbes magazine as of “America’s Best Employers” for 2017. Out of the nation’s 500 top employers, NYU Winthrop was ranked 18th overall. Whatever medical care you or your family may need, NYU Winthrop is committed to a profound guiding principle ... “Your Health Means Everything.”

From the results of the Employee Engagement Survey, it was clear to the Management of the hospital that various teams and managers needed assistance in terms of communication and teamwork. With a larger workforce and many departments, it can be a challenge to get the right message, to the right people, in the right way. The management understood that they needed to execute a comprehensive solution to support and improve their employee interaction to help improve overall workplace efficacy. The management introduced DISC assessments through ‘Extended DISC’ for understanding and also enlightening the employees to know their personality styles.

According to the management, the DISC assessments have been exceptionally useful in guiding teams and managers to better communication and teamwork. To date, 16 departments have participated and benefitted from DISC assessments with ‘Extended DISC’. “Having more employees aligned and having better overall employee engagement is great for everyone — the patients and our employees”.

The Westchester Medical Center Health Network

The Westchester Medical Center Health Network (WMCHHealth) is a 1,700-bed healthcare system headquartered in Valhalla, New York, with 10 hospitals on 8 campuses spanning 6,200 square miles of the Hudson Valley. WMCHHealth employs more than 12,000 people and has nearly 3,000 attending physicians. With state-of-the-art facilities — including Level 1, Level 2 and Pediatric Trauma Centers; the region's only acute-care children's hospital; an academic medical center; several community hospitals; dozens of specialized institutes and centers; skilled nursing and assisted-living facilities; homecare services, and one of the largest mental-health systems in New York State — WMCHHealth is the preeminent provider of integrated healthcare in the Hudson Valley.

The Westchester Medical Center administrated several personality test instruments including MBTI but found that the DISC assessment was more effective than other tools. Since the Westchester Medical centre is fast-paced and operate under a lot of stress and timelines. They looked to DISC assessment as a platform to reveal where their leadership team had strengths — and also uncover some hindrances. The DISC assessment was the best way to have that self-awareness without intimidation. The initiative began with leadership, but it was later extended to every department. Over a span of 4 years all departments were covered and 200 assessments each year was done. To date, more than 364 employees and leaders were assessed and trained since January 2015.

The management of WMC claimed that through DISC assessments and training team building was improved and adjusted some team dynamics. The level of self-awareness and self-reflection has increased tremendously in the organization.

U.S. Cellular

United States Cellular Corporation, doing business as UScellular, is an American mobile network operator. The company is headquartered in Chicago, Illinois. UScellular is the fourth-largest wireless carrier in the United States, with 4.9 million customers in 426 markets in 23 states as of the second quarter of 2020.

When US Cellular designed their leadership program, chose DISC assessment as a tool to help in identify, appreciate, and understand the similarities and differences each person has. Through DISC assessments the leaders were taught to help solve communication barriers and interpersonal conflicts. By undergoing DISC assessment, the leaders have understood how to identify personality styles and how to modify styles to improve communications and interactions.

There was lot of excitement and positive feedback from the leaders about the tool. The DISC provided the leaders an insight into modifying behaviours and the energy it might take.

Summary

The 17 case studies presented above clearly shows that the DISC assessment is a very effective tool in enhancing communication, team spirit and self-awareness. This tool is widely used by the corporations for leadership development program. All 17 Organizations have praised the effectiveness of DISC assessment and still using the same for organizational purpose.

Trish Pratt, a leading Leadership Coaching and Organizational development firm has published on their website that many Fortune 500 companies are either using or used DISC assessments. The known companies among them are: 3M Company, American Express, IDS, Anheuser-Busch, AT&T, BellSouth, Blue Cross/Blue

Shield, Boeing, Bureau of Land Management, Cargill, Inc., Carlson Travel Network, Champion International, Chevron USD, Coca-Cola Company, Colgate-Palmolive, Conrail, Cuna Mutual Insurance, DuPont, Eastman Kodak, Federal Aviation Administration, Fisher-Price, General Electric, Georgia Pacific, Hallmark Cards, IBM Corporation, John Hancock Insurance, Land O'Lakes, Martin Marietta, MCI, Metropolitan Life, Microsoft, Northwest Airlines, Pepsi-Cola Company, Prudential Insurance Company, Radisson Hotels, Rockwell International, Shell Oil, State Farm Insurance, St. Paul Companies, Transamerica, U.S. Army, U.S. West, The Upjohn Company, Westvaco.

3.2.3 DISC Personality Test - Analysis of Criticisms

Even though the psychological tests are very popular and accepted worldwide, not free from criticisms. Alison Green, creator of the popular blog "Ask a Manager," said she has received a number of letters from people whose careers were directly affected by their Psychological test results. She has heard from workers staffed on less desirable projects or denied leadership opportunities because of their personality types (Emma Goldberg, 2019). Dr. Darshana Narayanan, a well-known neuroscientist remarked "My impression of these kinds of tests is that they don't work. Human behaviour is multifaceted and complex and dependent on your environment and biological state, whether you're depressive, manic, caffeinated. I'm skeptical of what you can learn from answering ten questions or observing someone's behavior for just 30 minutes."

The DISC personality test is accepted worldwide, especially many business corporations for organizational development. Like any other assessment tool, DISC is also criticized by many behavioural scientists and management professionals either positively or negatively.

According to Zoë McLaughlin, a behavioural scientist, DISC assessment does not address cultural differences. According to him “This especially applies when considering comparisons: how a person coming from one culture views their interactions with others could be very different than a person from another culture”. Although there is research that finds that different personality types translate to on-the-job success in different jobs, DiSC do not have any formal job analysis to support which types will be more successful for a particular role (Sonya Beach, 2019). DISC assessment results can also be used to label and pigeonhole people. If leaders are not careful, they can turn a wonderful tool designed to build and restore relationships to actually damage and alienate others (Megan Pacheco). DISC assessments completely fail to assess specific skills or your ability to solve/think through problems. There’s no actual basis for using DISC assessments as a way to predict how a candidate will perform, or how multiple candidates will perform in similar scenarios (Ronny Cheng, 2016).

While the DISC assessment is beautifully useful in its own right, it has limits. Namely, DISC is limited to measuring a single dimension of human complexity: behaviour. (Theo Winter , 2018). By looking at someone’s DISC profile we can get a good indication of his or her natural behaviours, but we cannot use the results to evaluate someone’s skill level or their ability to do the job (Megan Pacheco). Learning everyone’s profile, even with comparison reports, will not in and of itself address conflicts or instances of miscommunication. To do this, you will still need to put in the work to have discussions about norms, expectations, and methods of communication (Zoë McLaughlin, 2019).

According to Brandon Pemberton “DISC assessment is not recommended as a pre-hire tool stems from the lack of a spectrum. Because there is no spectrum, anybody taking the test will not receive percentages for their personality traits. This can be greatly problematic”.

While the DISC assessment itself is valid (it accurately measures what it says it measures), DISC is not a valid tool for job success. If that was the case, every assertive, outgoing individual would be a successful salesperson and every steady, compliant person would turn out to be a very successful accountant (Ira Wolfe, 2011). DISC measures the things it sets out to measure. But what it doesn't do is measure everything. That sounds like a crushingly obvious statement but it's an important one to consider if DISC is being used for recruitment (Tim Newman). People make assumptions about performance based on behavioural style. But as the research about hiring success shows, the behavior you see might not be a predictor of the results you get (Ira Wolfe, 2011).

In the DISC questionnaire the respondents must select which of four adjectives suit their personality best. So, they will be presented with four words, if they choose the word that is weighted towards dominance, for instance, that means that they can't choose an adjective weighted for one of the other three adjectives weighted for influence, submission or compliance. So, it is impossible to score high on all traits, or low on all traits (Tim Newman).

The DISC method will only give you the external traits of a person, not an understanding of a person's soul. And if you have not gained an understanding of the internal workings of a person's non-organic (spiritual) self, you do not know the person the way you must know them (Rick Thomas). Those who have used DISC for any length of time will be aware that two individuals can share exactly the same DISC scores and yet somehow come across as completely different people when meeting them in person (Theo Winter, 2018).

DISC type questionnaires certainly can be discerning, they can also be correct and useful. Example, DISC results can be very convenient for deciding on which employees to put in which teams and the kind of challenges an individual might rise

to, but for something as important and sensitive as recruitment you might want to look elsewhere (Tim Newman).

DISC Personality assessments are not perfect, it is not valid for any clinical diagnosis but it is very useful to know ourselves, to become better leaders, better communicators, better parents, better employees, to solve conflicts etc (DISC Personality Testing, 2018). You don't get a detailed report after taking the free test from 123 Tests unless you pay and purchase it (Jordan Ring, 2020).

While the DISC assessment has its great many uses, it's a common error to use it as a means of determining someone's suitability for a position of employment. It can (and often does) go unrealized that the DISC assessment was not created as a pre-employment tool, therefore it does not serve as one. The creators of the product even stated this themselves to those who wish to use it as such (Prevue).

“We often read articles on how to use DISC as a selection or hiring tool, and while many DISC assessments can give you data you might want to use, none are a predictive tool. Even an Everything DiSC® assessment can't tell you if someone will make a great real estate agent or not. Even if you've had good results hiring accountants who are C-style, that doesn't mean the accounting department wouldn't benefit from having an i-style on staff” (Kristeen Bullwinkle, 2018).

DISC is not a good predictor of job skills, it is a powerful assessment for predicting HOW a candidate will interact with other people and approach a project(Ira Wolfe, 2018).

“Once we've learned about DiSC we have a tendency to try to guess the styles of others. This can be helpful when delivering customer service or closing a sale when we want to adapt our styles to another's needs, but for a sustained relationship such a hasty judgment can be wrong or even hurtful” (Kristeen Bullwinkle, 2018). The

DISC test attempts to measure certain behavioral traits of a person with respect to each other, but fails to compare the strengths and weaknesses of one person in relation to another, and does not identify the skills that a person needs to have for a given job (Deviante Consulting).

DISC merely assesses HOW energetically an individual will respond toward problems, people, pace, and procedures. It was not constructed to predict how proficient that same person might be at solving problems, interacting with people, working at a fast pace, or complying with rules and procedures (Ira Wolfe, 2018).

The devotees of the DiSC will talk about Marston and his research, as well as all the different variations of DiSC that newer assessment companies have built. And there is a little bit there but not enough to make career decisions or even run a team-building event on (David Burkus, 2020). DISC tests can be easily cheated or faked which makes them inherently flawed for determining a person's behaviour or assessing them for a job (Deviante Consulting).

According to the Equal Employment Opportunity Commission, "Employers should ensure that employment tests and other selection procedures are properly validated for the positions and purposes for which they are used. The test or selection procedure must be job-related and its results appropriate for the employer's purpose." In general DISC assessments lack this ability due to the lack of spectrum they measure and lack of norming to the population (Brandon Pemberton, 2019).

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

This chapter illustrates the method and processes that were used in collecting and analyzing data for the study. It is presented using the following sub-headings, Design of the study, Population of the study, Sampling Procedure, Sampling Size, Validation of instrument, Method of Data Collection and Method of Data Analysis.

A research method encompasses those methods and techniques used to conduct research while methodology is a process of comprehensively solving the research problems. Research method normally analyses the various steps used by a researcher in studying his research problem along with the result behind such step, steps, or techniques. It is a process through which the method adopted brings the desired outcome.

In this study the researcher has used quantitative method and combination of secondary data analysis. The researcher conducted a survey and also analysed previous case studies / success stories and articles criticizing the DISC to reach a conclusion.

3.2 Design of the study

The Researcher conducted a survey with quantitative research analysis. The secondary sources of data collected through a meticulous study of books, articles, previously published research papers and videos on the subject.

3.3 Population of the study

A research population is generally a large collection of individuals or objects that is the focus of a scientific query. It is for the benefit of the population that researches are conducted. Nevertheless, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This is the reason why researchers rely on sampling techniques.

The Researcher selected members of LinkedIn and Facebook, especially the members of professional groups from these sites. The size of the population was 7000 persons.

3.4 Sample and Sampling Technique

A sample is a group of people, objects, or items that are taken from a larger population for measurement. The sample should be representative of the population to ensure that we can generalise the findings from the research sample to the population as a whole. As the main purpose of this research is to investigate the effectiveness of DISC personality assessment, the people who are going to be surveyed should have undertaken the DISC personality test. Hence the researcher used simple random sampling technique to select the persons for both test and survey.

3.5 Sampling Size

The Researcher calculated the sample size by using Taro Yamane formula with 95% confidence level. The calculation formula of Taro Yamane is presented as follows.

$$n = \frac{N}{1 + N(e)^2}$$

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

Substitute numbers in formula:

$$n = \frac{7000}{1+7000(0.05)^2}$$

63

n = Rounded 385

3.6 Instrument for Data Collection

The instrument used by the Researcher for data collection was Likert five points scale of Agree 5, Strongly Agree 4, Partially Agree 3, Disagree 2 and Strongly Disagree 1. The questionnaire titled “A study on Effectiveness of DISC Personality Test”, was divided into two parts. Part 1 consist of items about the Characteristics and the biodata of the respondents and while Part 2 deals with objectives of the study.

3.7 Validation of the Instrument

To ensure validity of the instrument, the questionnaire was thoroughly screened, pretesting was carried out in order to ensure that they won't have any negative implication for the respondents. The researcher made the necessary corrections therein, and the face validity of the instrument was ascertained to answer the necessary questions.

3.8 Reliability of the Instrument

To determine the reliability of the instrument, it was subjected to a test method using a small number of respondents outside the sample and it came out with the same result. The instrument was administered within a time of three weeks to the respondents. The instrument is reliable because it focuses on overall effectiveness of the DISC personality test and other advantages of this assessment in Recruitment, Training & Development, and team building.

3.9 Administration of the Instrument

The DISC Personality test and questionnaires were administered online through emails, individual messages through FB/LinkedIn to the respondents. The survey was conducted online through Google Form. The test and survey links were sent to 2000 respondents.

3.10 Method of Data Analysis

To achieve the desired objective, the data collected were analysed using frequency and percentage tables.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

Endeavours will be made at this stage to present, analyse, and interpret the data collected during the online survey. This presentation will be based on the responses from the completed questionnaires. The outcome of this exercise will be summarized in tabular forms for easy references and analysis. It will also show responses to questions relating to the research questions for this research study. The researcher used simple percentage in the analysis.

4.2 Data Analysis

The data collected from the respondents were analysed in tabular form with simple percentage for effortless understanding. A total of 2000 (Two thousand) persons were invited to undertake the DISC personality test and answer the questionnaire but only 385 respondents attempted the test and answered the questionnaires.

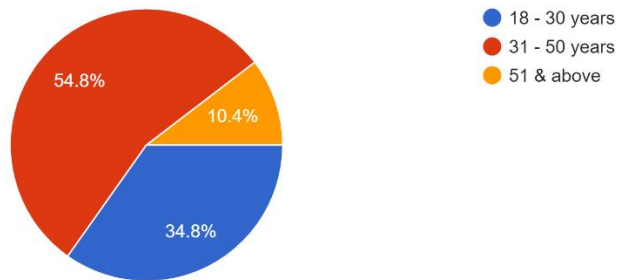
Question No. 1 – Age Group of the respondents

TABLE 1

Age Group	Frequency	Percentage
18 - 30	134	34.8%
31 - 50	211	54.8%
51 & above	40	10.4%
TOTAL	385	100%

Chart I

Age Group
385 responses



The Table 1 shows that 134 (34.8%) of the respondents were under the age group of 18 – 30 years, 211 (54.8%) were under 31 – 50 years group and 40 (10.4%) were 51 and above.

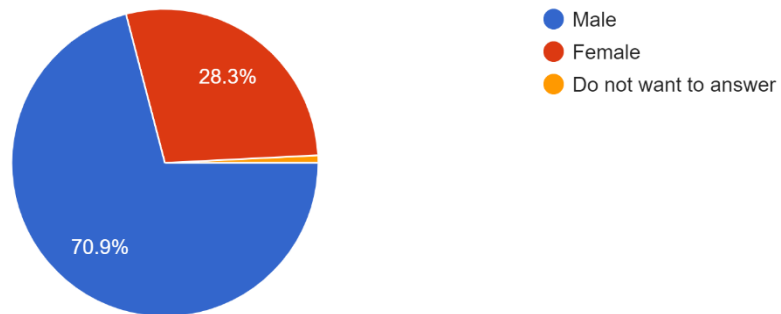
Question No. 2 - Gender of the Respondents

Table II

Gender	Frequency	Percentage
Male	273	70.9%
Female	109	28.3%
Do not want to answer	3	0.8%
TOTAL	385	100%

Chart II

Gender
385 responses



The above table shows that 273 (70.9%) of the respondents represent male, 109 (28.3%) represent female and 3 (0.8%) respondents didn't want to answer the question.

Question No.3 – Nationality of the Respondents

TABLE III

Nationality	Frequency	Percentage
Algeria	1	0.26%
Bangladesh	10	2.60%
British	1	0.26%
Canada	7	1.81%
Chad	1	0.26%
France	2	0.52%
Ghana	11	2.85%
Greece	1	0.26%
India	189	49.07%
Indonesia	1	0.26%
Iraq	1	0.26%
Italy	1	0.26%
Jordan	1	0.26%
Kenya	10	2.60%
Kosovo	1	0.26%
Lebanon	1	0.26%
Malaysia	2	0.52%
Maldives	1	0.26%
Not answered	1	0.26%
Morocco	1	0.26%
Mozambique	1	0.26%
Nepal	77	20.00%
Pakistan	5	1.29%
Philippines	36	9.35%
Qatar	2	0.52%
Romania	1	0.26%
Saudi Arabia	1	0.26%
Singapore	1	0.26%
South Africa	3	0.80%
Sri Lanka	8	2.07%
Sudan	1	0.26%
UAE	1	0.26%
Ukraine	1	0.26%
USA	3	0.80%
TOTAL	385	100%

Chart III

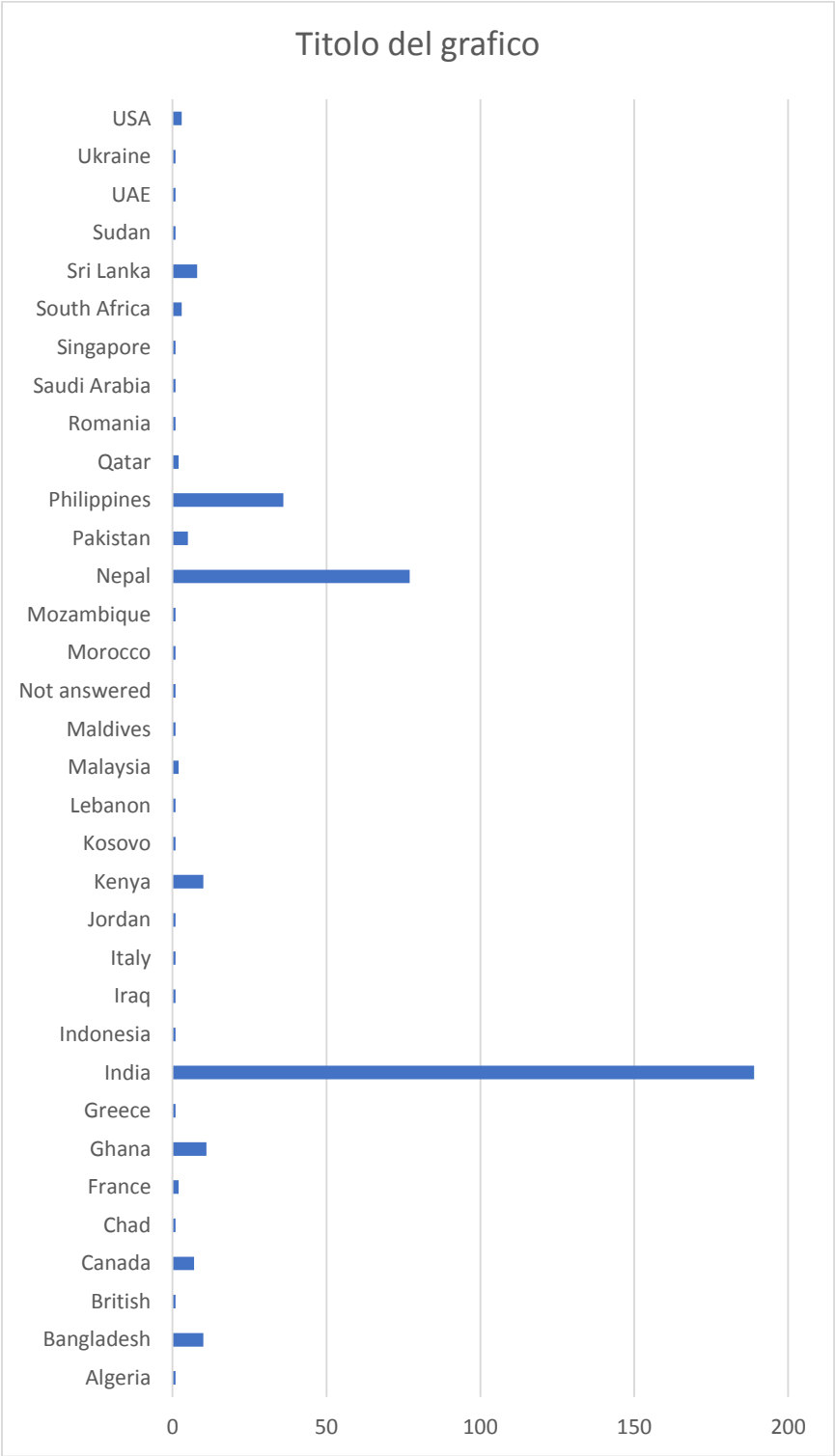


Table III shows that respondents from 33 countries participated in this survey. One respondent preferred not to mention his country's name. Out of 385 respondents, 189 (49.08%) from India, 77 (20%) from Nepal, 36 (9.35%) from Philippines, 11 (2.85%) from Ghana, 10 (2.60%) from Bangladesh, 10 (2.60%) from Kenya, 8 (2.07%) from Sri Lanka, 7 (1.81%) from Canada, 5 (1.29%) from Pakistan, 3 (0.80%) each from South Africa and USA, 2 (0.52%) each from Qatar and France and 1 (0.26%) from Algeria, Britain, Chad, Greece, Indonesia, Iraq, Italy, Jordan, Kosovo, Lebanon, Maldives, Morocco, Mozambique, Romania, Saudi Arabia, Singapore, Sudan, UAE & Ukraine. 1 (0.26%) didn't disclose nationality.

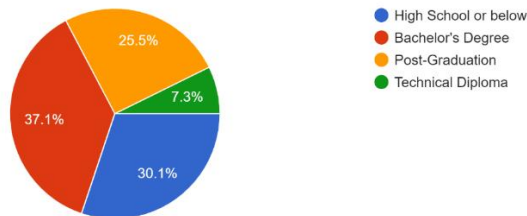
i) Question No.4 – **Qualification of the Respondents**

TABLE IV

Qualification	Frequency	Percentage
High School or below	116	30.1%
Bachelor's Degree	143	37.1%
Post-Graduation	98	25.5%
Technical Diploma	28	7.3%
TOTAL	385	100%

Chart IV

Qualification
385 responses



As per the above chart 143 (37.1%) respondents were holding Bachelors’ degree, 116 (30.1%) have completed only High School or below, 98 (25.5%) are Post-Graduates and 28 (7.3%) respondents are Technical Diploma holders.

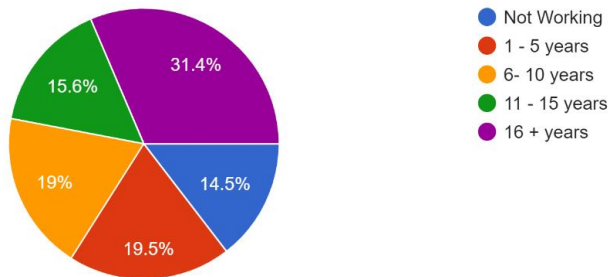
ii) Question No.5 – **Work Experience of the respondents**

TABLE V

Work Experience	Frequency	Percentage
Not working/Unemployed	56	14.5%
1 – 5 years	75	19.5%
6 – 10 years	73	19%
11 – 15 years	60	15.6%
16 years & above	121	31.4%
Total	385	100%

Chart V

Work Experience
385 responses



The above table shows that 56 (14.5%) of the respondents are not working now, 75 (19.5%) have 1 to 5 years of experience, 73 (19%) have 6 to 10 years, 60 (15.6%) have 11 to 15 years and 121 (31.4%) have 16 or more years of experience.

iii) Question No.6 – **Profession**

TABLE VI

Profession	Frequency	Percentage
Management Level	147	38.2%
Supervisory Level	128	33.2%
Below Supervisory Level	51	13.2%
Not working/Student	59	15.3%
Total	385	100%

Chart VI

Profession
385 responses

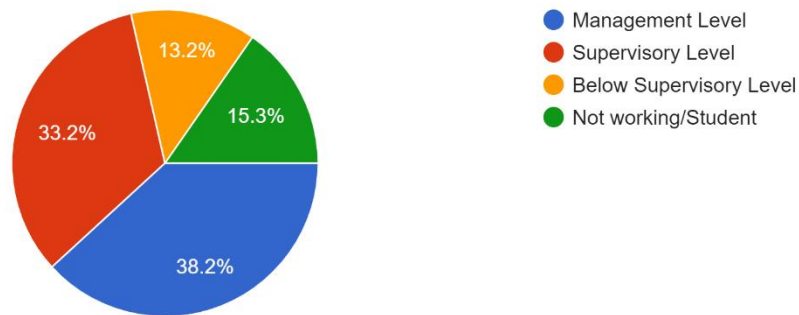


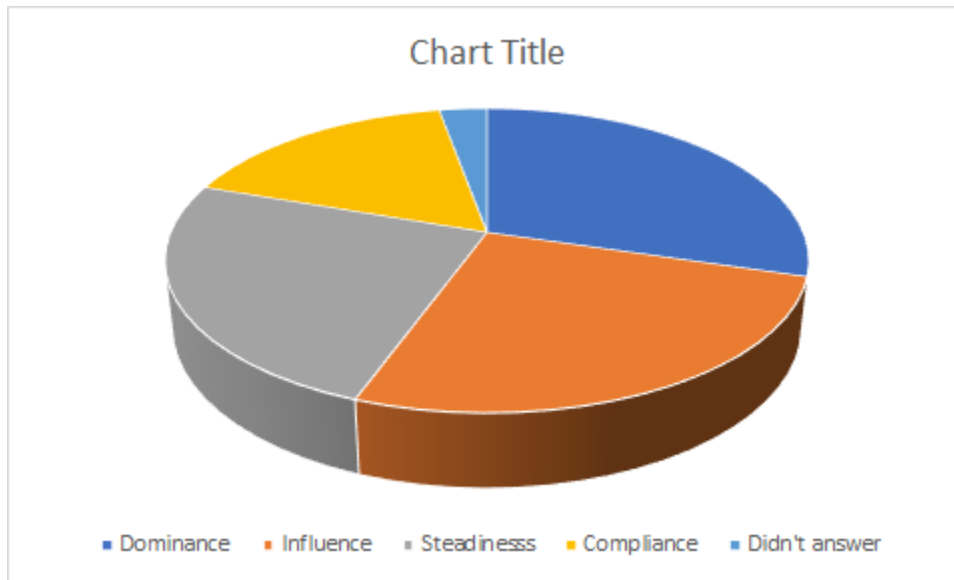
Table No.5 reveal that 147 (38.2%) respondents were working in Management level, 128 (33.2%) were working in supervisory level, 51 (13.2%) were working in below supervisory level and 59 (15.3%) were not working or students.

iv) Question No. 7 - **Personality Profile derived from the test:**

TABLE VII

Personality Profile	Frequency	Percentage
Dominance (D)	114	29.62%
Influence (I)	100	25.97%
Steadiness (S)	95	24.67%
Compliance (C)	65	16.88%
Did not answer	11	2.86%

Chart VII



Question No. 8 – **The above profile matches my personality.**

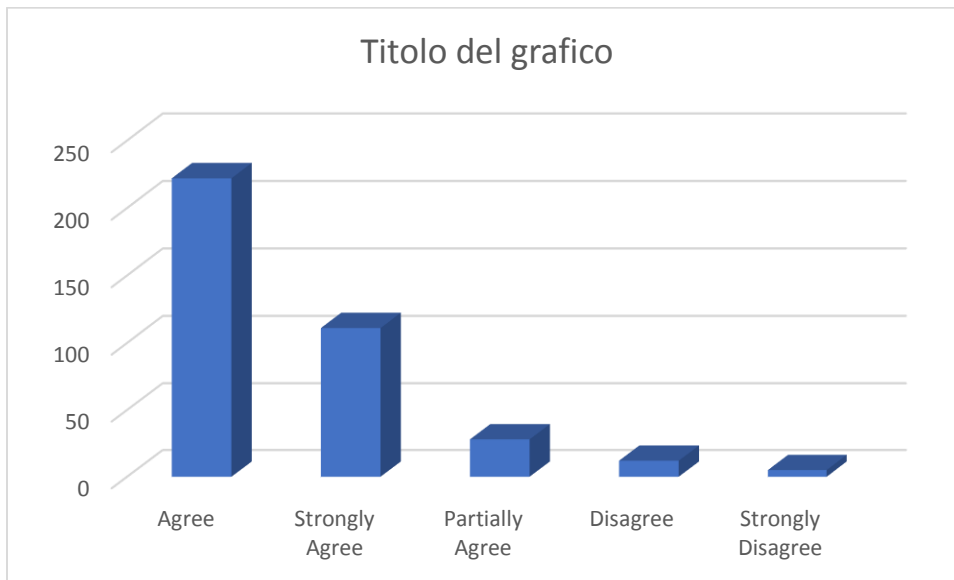
The aim of this question is to understand the opinion of respondents about the personality profile derived from the test. Whether they agree with the result or not?

Out of 385 respondents, only 381 have answered this question.

TABLE VIII

Response	Frequency	Percentage
Agree	206	54.1%
Strongly Agree	133	34.9%
Partially Agree	36	9.4%
Disagree	3	0.8%
Strongly Disagree	3	0.8%
Total	381	100%

Chart VIII



The Table VIII shows that 206 (54.1%) respondents agreed and 133 (34.9%) strongly agreed that the result derived from the DISC test matches their personality profile. 36 (9.4%) respondents only agreed partially about the test result. 3 (0.8%) each respondent has disagreed and strongly disagreed that the result matched their personality profile. Analysis of this data clearly shows that 339 (89%) respondents

confirmed the accuracy of the test and only 6 respondents (1.6%) disagreed with the test result.

v) Question No. 9 - **The test is not complicated and simple to use:**

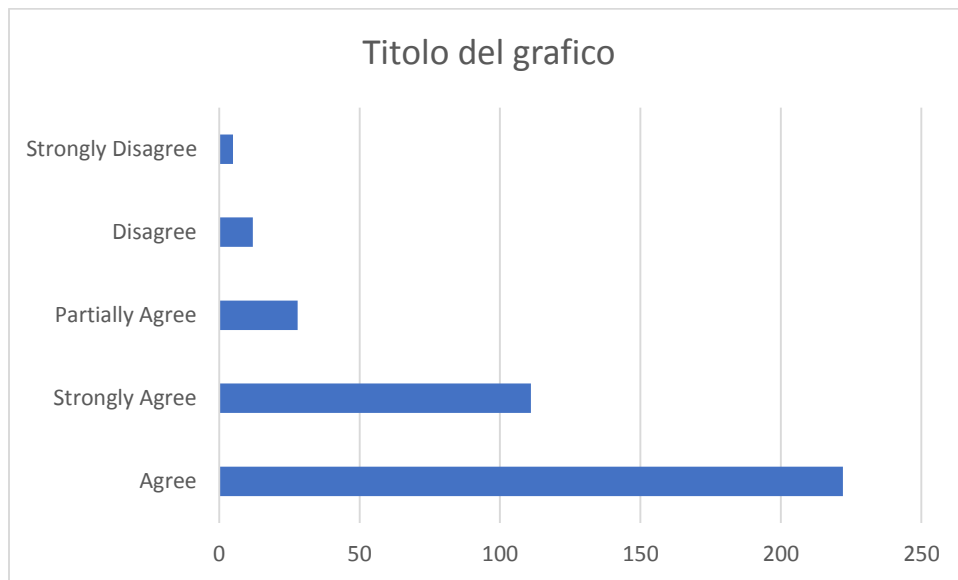
Through this question the researcher wanted to assess the user friendliness of the DISC Personality test. The Researcher wanted to know from the respondents whether the test is complicated or very simple to use.

Out of 385 respondents, only 378 have answered this question.

TABLE IX

Response	Frequency	Percentage
Agree	222	58.7%
Strongly Agree	111	29.4%
Partially Agree	28	7.4%
Disagree	12	3.2%
Strongly Disagree	5	1.3%
Total	378	100%

Chart IX



The Table IX shows that 222 (58.7%) respondents have agreed and 111 (29.4%) have strongly agreed that the test is simple to use and user friendly. 28 (7.4%) partially agreed that the test was simple and user friendly. 12 (3.2%) respondents have disagreed and 5 (1.3%) have strongly disagreed that the test was simple and user friendly.

Analysis of this data shows that 333 (88.1%) respondents have confirmed that the test was simple to use, and 17 (4.5%) respondents have answered that the test was not simple or complicated.

Question No.10 -The test result has helped me in understanding myself:

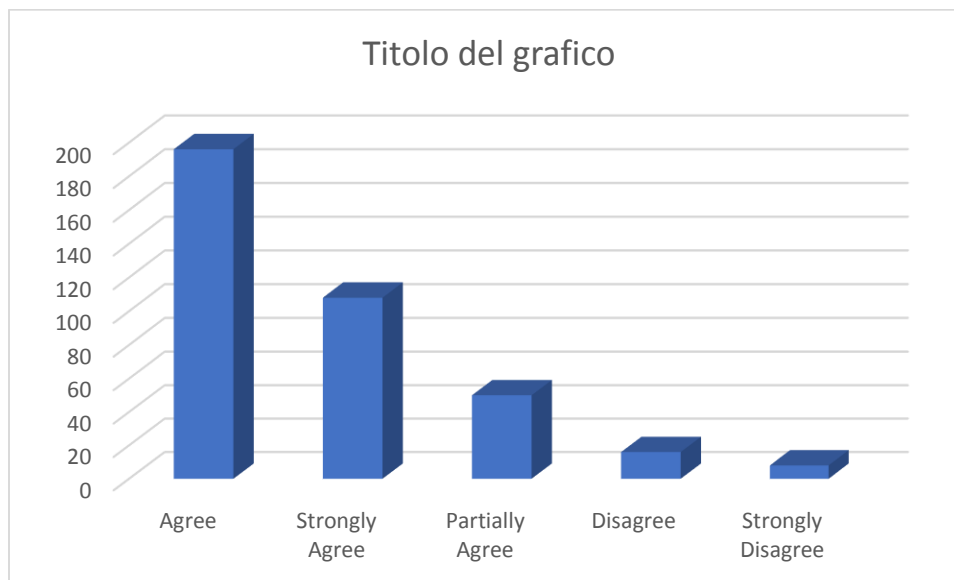
The researcher wants to know from this question whether the test result has helped them in understanding themselves. Whether the detailed explanation about their personality profile has helped them in realizing themselves.

Out of 385 respondents, only 380 have answered this question.

TABLE X

Response	Frequency	Percentage
Agree	200	52.6%
Strongly Agree	110	28.9%
Partially Agree	51	13.4%
Disagree	14	3.7%
Strongly Disagree	5	1.3%
Total	380	100%

Chart X



The Table X shows that 200 (52.6%) respondents have agreed and 110 (28.9%) have strongly agreed that the test result has helped them in understanding themselves. 51 (13.4%) respondents have only partially agreed that they have understood about themselves after evaluating the test result. 14 (3.7%) respondents disagreed and 5 (1.3%) strongly disagreed that the test result has helped them in realising themselves.

Through analysing of this data, the researcher has understood that 310 (81.5%) respondents have realized about themselves through the DISC test result. Only 19 (5%) respondents have revealed that the test result has not helped them in understanding themselves.

Question No.11 - Through this test I understood my core strengths:

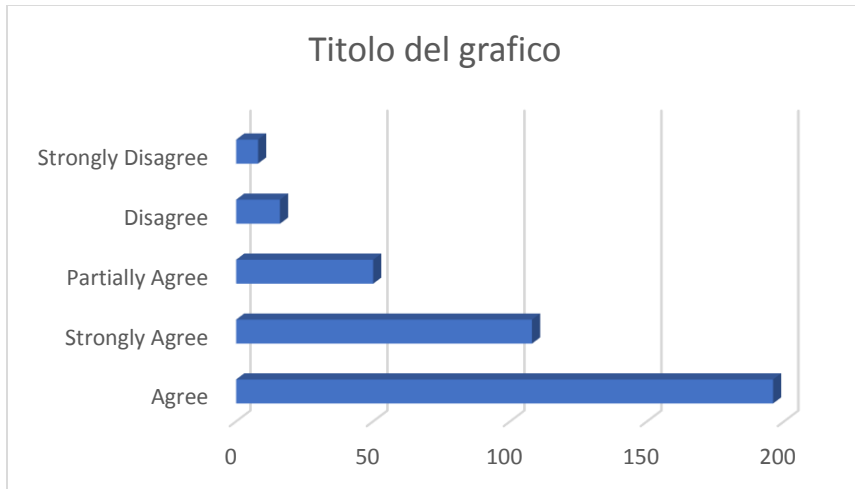
The researcher wants to assess whether the test users were able to know their core strengths from the DISC test result.

Out of 385 respondents, only 380 have answered this question.

TABLE NO. XI

Response	Frequency	Percentage
Agree	196	51.6%
Strongly Agree	105	27.6%
Partially Agree	58	15.3%
Disagree	19	5%
Strongly Disagree	2	0.5%
Total	380	100%

Chart XI



As per Table XI, 196 (51.6%) respondents have agreed and 105 (27.6%) have strongly agreed that through the test result they have understood their core strengths. 58 (15.3%) have partially agreed that the test result has enlightened them their core strengths. 19 (5%) respondents have disagreed and 2 (0.05%) have strongly disagreed that through the test result they have learned their core strengths.

Through the analysis of this data the researcher has understood that 301 (79.2%) respondents were able to understand their core strengths and 21 (6%) respondents were unable to learn their core strengths through the test result.

Question No. 12 - Through this test I have understood my area for development:

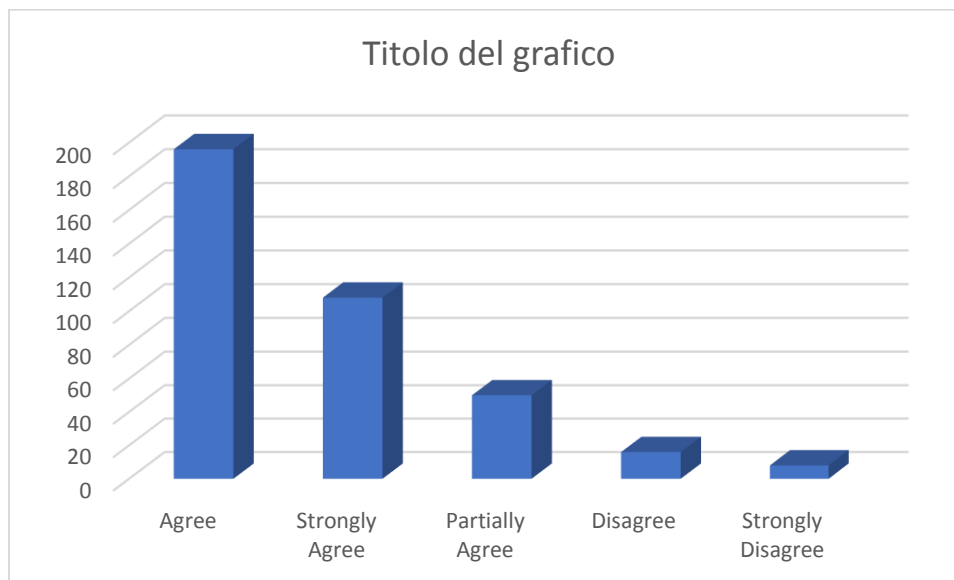
The researcher wants to examine whether the respondents were able to know their areas for development or in other words, their weaknesses.

Out of 385 respondents, only 378 have answered this question.

TABLE XII

Response	Frequency	Percentage
Agree	196	51.9%
Strongly Agree	108	28.6%
Partially Agree	50	13.2%
Disagree	16	4.2%
Strongly Disagree	8	2.1%
Total	378	100%

Chart XII



The Table XII shows that 196 (51.9%) respondents have agreed and 108 (28.6%) strongly agreed that they have understood their area for development through the test result. 50 (13.2%) have partially agreed that the test result has helped them in knowing their area for development. 16 (4.2%) respondents have disagreed and 8 (2.1%) have strongly disagreed that they have understood their area for development through the test result.

By analysing this data, the researcher has learned that 304 (80.5%) respondents have understood their area for development or their weaknesses through the test result. 24 (6.3%) respondents were unable to know their area for development or weaknesses through the test result.

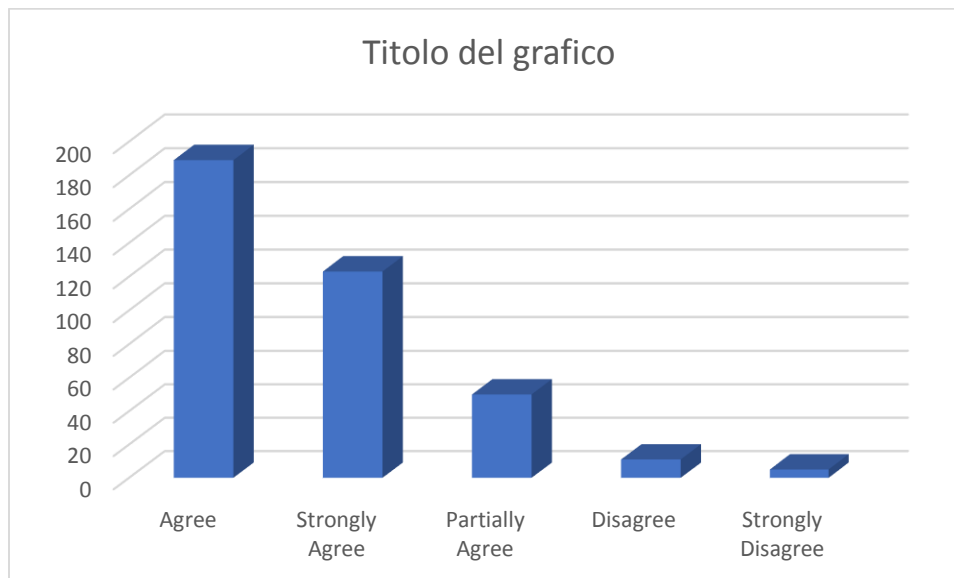
vi) Question No. 13 - **This test is a very good tool for Assessing individuals:**

Out of 385 respondents, only 379 have answered this question.

TABLE XIII

Response	Frequency	Percentage
Agree	190	50.1%
Strongly Agree	115	30.3%
Partially Agree	57	15%
Disagree	16	4.2%
Strongly Disagree	1	0.40%
Total	379	100%

Chart XIII



As per Table XIII, 190 (50.1%) respondents have agreed and 115 (30.3%) have strongly agreed that the DISC test is very good tool for assessing individuals. 57 (15%) have partially agreed that this test tool can be used for individual assessment. 16 (4.2%) have disagreed and 1 (0.40%) have strongly disagreed that the DISC test is useful for assessing individuals.

The researcher after analysing the data, has understood that 305 (80.4%) respondents believe that the DISC test is useful for assessing the individuals. Only 17 (4.6%) respondents do not recognize the DISC tool as an effective tool for assessing the individuals.

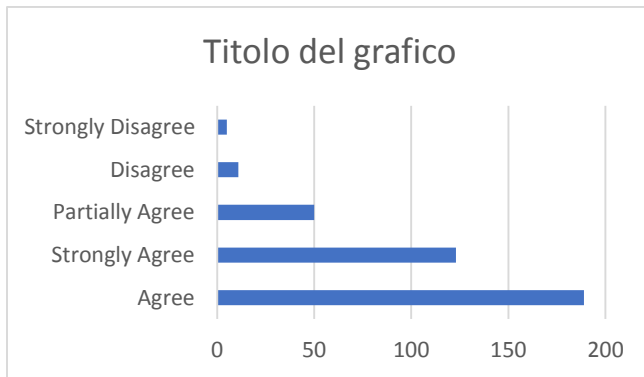
Question No. 14 - **This test is very useful for recruiting right candidates:**

Out of 385 respondents, only 378 have answered this question.

TABLE XIV

Response	Frequency	Percentage
Agree	182	48.1%
Strongly Agree	112	29.6%
Partially Agree	56	14.8%
Disagree	22	5.8%
Strongly Disagree	6	1.7%
Total	378	100%

Chart XIV



The Table XIV shows that 182 (48.1%) respondents have agreed and 112 (29.6%) have strongly agreed that the DISC test is a very useful tool for recruiting right candidates. 56 (14.8%) respondents have partially agreed that the DISC tool is a very useful tool for recruitment. 22 (5.8%) respondents have disagreed and 6 (1.7%) strongly disagreed that the DISC test is useful for recruitment.

By analyzing the above data, the researcher has understood that 294 (77.7%) respondents approve that the DISC test is a very useful tool for recruiting right

candidates. Only 28 (7.5%) respondents have rejected the usefulness of DISC test in recruitment.

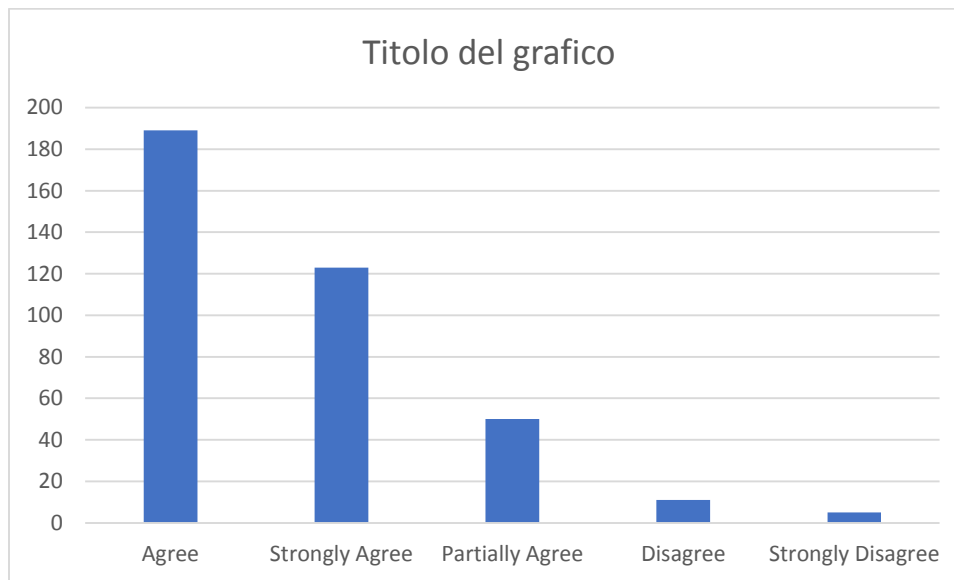
Question No. 15 - **This test can be used for Team Building purpose:**

Out of 385 respondents, only 379 have answered this question.

TABLE XV

Response	Frequency	Percentage
Agree	208	54.9%
Strongly Agree	106	28%
Partially Agree	45	11.9%
Disagree	18	4.7%
Strongly Disagree	2	0.5%
Total	379	100%

Chart XV



As per Table XV, 208 (54.9%) respondents have agreed and 106 (28%) strongly agreed that the DISC test can be used for team building purpose. 45 (11.9%) respondents partially agreed the usefulness of DISC test for team building. 18 (4.7%) respondents have disagreed and 2 (0.5%) have strongly disagreed that the DISC test can be used for team building.

The researcher has analysed the above data and understood that 314 (82.9%) respondents have confirmed that the DISC test is useful for team building purpose. Only 20 (5.2%) respondents have rejected the usefulness of DISC in team building.

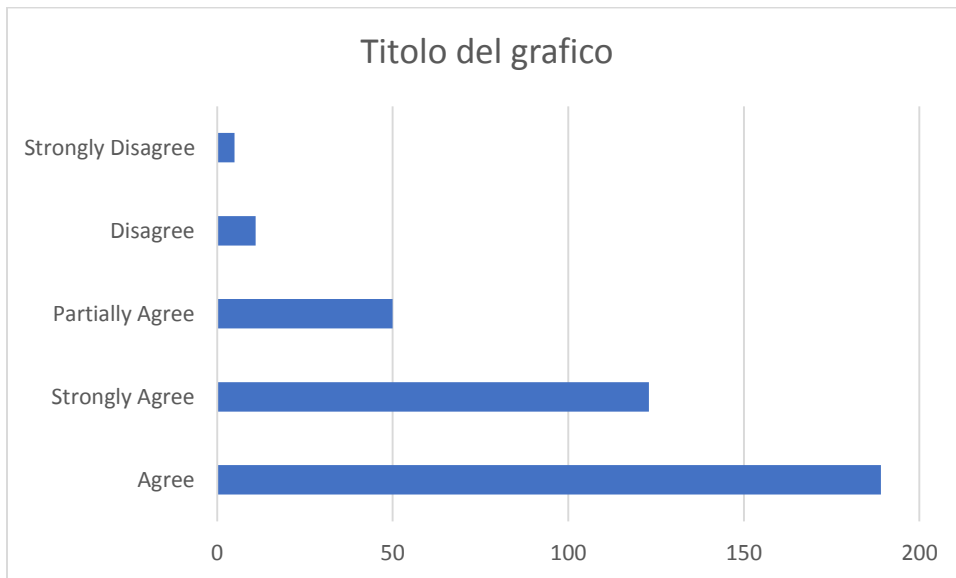
xvi) Question No. 16 - **This test is very useful for motivating employees:**

Out of 385 respondents, only 378 have answered this question.

TABLE XVI

Response	Frequency	Percentage
Agree	189	50%
Strongly Agree	123	32.5%
Partially Agree	50	13.2%
Disagree	11	2.9%
Strongly Disagree	5	1.3%
Total	378	100%

Chart XVI



The Table 16 shows that 189 (50%) respondents have agreed and 123 (32.5%) have strongly agreed that the DISC test is very useful for motivating the employees. 50 (13.2%) respondents have partially agreed that the test is useful for motivating the employees. 11 (2.9%) disagreed and 5 (1.3%) strongly disagreed that the DISC test can be used for motivating employees.

After analysing the above data, the researcher has learned that 312 (83%) respondents have confirmed that the DISC test can be used as a motivational tool. Only 16 (4.2%) respondents don't believe that the DISC test can be used for employee motivational purpose.

xii) Question No.17 - **How many STARS you will give to this DISC Test?**

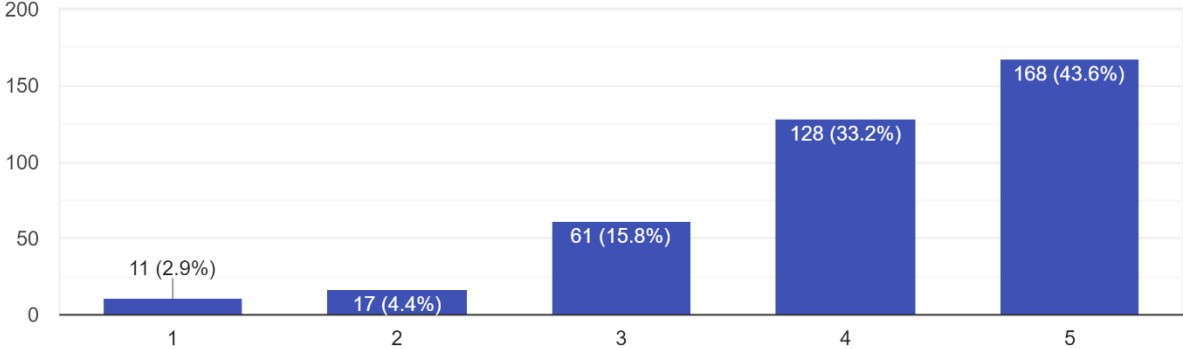
All 385 respondents have answered this question.

TABLE XVII

1	2	3	4	5
11 numbers	17 numbers	61 numbers	128 numbers	168 numbers
2.9%	4.4%	15.8%	33.2%	43.6%

Chart XVII

How many STARS you will give to this DISC Test?
385 responses



The 5-star rating system allows respondents to rank their feedback on a 5-point scale from 1 to 5. The more stars that are selected, the more positively your customer is responding to your question. The 5-star scale would be interpreted as:

- 5 - Very Satisfied
- 4 - Satisfied
- 3 - Fair
- 2 - Dissatisfied
- 1 - Very Dissatisfied

The Table No. VII shows that 168 (43.6%) respondents rated DISC test 5 stars (very satisfied), 128 (33.2%) have rated 4 stars (satisfied), 61 (15.8%) 3 stars (Fair), 17 (4.4%) 2 stars (Dissatisfied) and 11 (2.9%) have rated 1 star (Very Dissatisfied).

After analysing the data, the researcher has understood that 296 (76.8%) respondents were convinced with the effectiveness of DISC assessment. 61 (15.8%) respondents felt the assessment reasonable or fair. Only 28 (7.3%) respondents were disgruntled with the test.

CHAPTER 5

DISCUSSION OF RESULTS

5.1 INTRODUCTION

It is essential to confirm that the objective of this study was to determine the effectiveness of DISC Personality Test and to find out whether the test instrument is user friendly/simple to use, whether the test result is accurate, whether the DISC test can be used for assessing the individuals, for recruitment purpose, for team building and for motivating the employees. In the preceding chapter, the relevant data collected for this study were presented, critically analysed and appropriate explanation given. In this chapter, the researcher will interpret the results and will make few suggestions.

5.2 DISCUSSION ON FINDINGS

The researcher made an earnest attempt to study the effectiveness of the DISC Personality Test through both primary and secondary data. Even though the researcher was convinced after analysing the secondary data which was comprised of evaluation of books/articles/Videos, success stories of organizations, analysis of published case studies and evaluation of published critical reviews by behavioural scientists; he conducted a survey of 385 persons from 33 countries to confirm his conviction.

The Accuracy of the test result

The researcher understood from the literature review / during analysis of secondary data that the personality profile derived from the test is accurate. DISC Assessment is used by 75% of Fortune 500 companies due to the accuracy of the test result. The result of the survey which was conducted by the researcher has proved that 89% of the respondents have fully convinced and confirmed that the personality profile generated from the test matched their personality. 9.4% partially agreed on the test result. Only 1.6% respondents have rejected the precision of the test result.

User friendliness of the test instrument

The Researcher has understood from the survey that 88.1% respondents have confirmed that the DISC test is simple and not difficult to use. The case study on Fairfax County and Spectrum Health supports this result because the employees and management of these organizations have confirmed that the DISC assessment instrument is simple to use. Also 7.4% respondents have partially agreed the test instrument is simple to use. Only 4.5% respondents have found the instrument difficult to use. Since the instrument was in English, few respondents who were not from English speaking countries would have found this tool difficult to use.

Through DISC Personality Assessment the individuals can know about themselves.

Both the survey and case studies proved that the self-discovery is one of the gains from the DISC test. The researcher has learned from the survey result that 81.5% respondents were able to know themselves through DISC personality test. 13.4% respondents have to some extent understood about themselves. 5% respondents were unable to know themselves through DISC test.

DISC Test reveals the core strengths of individuals.

The analysis of case studies has clearly displayed that the DISC test has revealed the core strengths of individuals who have attempted this assessment. This is the reason

many organizations have made DISC test part of their potential appraisal process. The survey result has revealed that 79.2% respondents have understood their core strengths through DISC test. 15.3% have partially agreed that they were able to know their core strengths. Only 5.5% respondents have mentioned that they were not able to know their core strengths. Since the bulk of the surveyed individuals were able to know their core strengths, the 5.5% is not at all significant.

DISC Test uncovers the area of development or weaknesses of individuals.

The researcher has understood from the case studies that the DISC test result reveals the weaknesses of the individuals and this is the main reason many organizations have made DISC a part of their Training Need Identification process. Also, the survey result has shown that 80.5% of respondents have understood their area for development through the DISC test. 13.2% respondents have partially agreed that the DISC will reveal the weaknesses of individuals. Only 6.3% respondents were unable to understand their weaknesses through DISC test.

DISC Test is a very good tool for assessing individuals.

Through the survey the researcher established that the DISC test is a very good tool for assessing the individuals. 80.4% respondents have ratified that the DISC test is a very good tool for assessing individuals. 15% respondents partially agreed with this statement. Only 5.6% respondents did not recognize DISC as a very good assessment tool.

DISC Personality Test is a useful tool for recruitment.

The researcher has understood during the literature review and analysis of real case studies that the DISC Personality Test is widely used by the organizations for recruitment purpose. According to Behavioural Scientists, using the DISC approach to reinforce the subjective method can assist recruit much more precisely. The DISC

profile helps by giving the employer a bigger picture than that which is displayed by a candidate in an interview setting.

Since there are also lot of criticisms against using this tool for recruitment purpose, the researcher included this topic in the survey questionnaire. The researcher understood from the survey that 77.7% respondents have confirmed that the DISC Personality test is very useful tool for recruitment. 14.8% respondents have not rejected but partially agreed the usefulness of DISC test as a recruitment tool. Only 7.4% respondents opined against using DISC as a recruitment tool. As majority of the respondents have supported DISC as a recruitment tool and only 7.4% opposed, the researcher has understood that this is a very good tool for recruitment.

DISC test is a useful tool for Team Building purpose

Many organizations are using DISC Personality assessment for devising team building exercises. This was elucidated by the researcher during literature review. The Management of Spectrum Health has noticed that the DISC assessment is very useful in creating and developing teams. According to Vicki Jensen, senior HR business partner of Spectrum Health, The DISC assessment has assisted in developing team dynamics. The employees of Verizon Communications Inc. also used DISC assessment for growing team dynamics. The Management of Westchester Medical Center Health Network was able to improve team development and adjust team dynamics.

The researcher has learned from the survey that 82.9% respondents have advocated DISC Assessment as a useful tool for team building purpose. 11.9% respondents have partially approved DISC as a good tool for team building. Only 5.2% did not recognize DISC test a useful team building tool.

DISC Test is a very useful employee motivational tool.

The management of Greyhound Lines, Inc., has observed More interconnected units and teams, people who know each other better, a surge in productivity, a rise in employee engagement, higher levels of efficacy and execution, better relationships among employees, after implementing DISC assessment. NYU Langone Hospital also noticed a spike in employee engagement after the implementation of DISC.

The survey conducted by the researcher has proved that 82.5% respondents have highly recommended DISC test as a tool for employee motivation. 13.2% respondents have partially agreed that DISC is very useful tool for employee motivation. Only 4.2% respondents rejected the usefulness of DISC test in employee motivation.

Overall Rating of DISC Assessment tool

The researcher has understood from the survey that 43.6% respondents have rated DISC test '5 stars' (Very satisfied) and 33.2% have rated '4 stars' (satisfied). 15.8% respondents have rated DISC '3 stars' (Fair). Only 4.4% rated DISC test '2 stars' (dissatisfied) and 2.9% 1 star (very dissatisfied). The results show that 76.8% users have rated DISC test either very satisfied or satisfied. Having a score of 75% means that three out of every four respondents gave a positive score instead of a negative or neutral one.

5.3 CONSEQUENCE OF THE STUDY

After evaluating both literature and survey results, the researcher has learned the below:

- This research has proved that the DISC Personality test is very effective.

- The DISC Personality test generates accurate personality profiles of the users.
- The test can be used for recruitment purpose.
- The DISC Personality test is a good tool for self -Assessment.
- The DISC is a very useful tool for team building.
- The DISC Personality test is a very good tool for employee motivation.
- The DISC Test instrument is simple to use.
- The users can know their strengths and area for development through DISC Personality test.

5.4 CONCLUSION

This research has proved that the DISC Personality test is a very good tool to learn the behavioural profiles of individuals and the users can learn themselves through the test result. Many organizations, including Fortune 500 companies are using DISC Personality test for achieving their business objectives. The test users have confirmed that the instrument is very effective in defining their personality profile. Also, it is proved that the test is very useful instrument for recruitment, team building and for enhancing employee motivation. The users can understand their strengths and area for development through DISC personality test.

5.5 RECOMMENDATIONS FOR FURTHER STUDY

This research was focused on effectiveness of the DISC Personality test in revealing the personality profiles of users and its efficacy in other employee related

areas like recruitment, motivation and team building etc. The researcher recommends below points for further studies:

- The effectiveness of DISC Personality test in performance appraisal.
- The effectiveness of DISC Personality test in customer relations.
- Use of DISC Personality test for Sales and marketing activities.

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APPENDIX

STUDY ON EFFECTIVENESS OF ONLINE DISC PERSONALITY TEST

Please click below link to undertake DISC Personality Test and answer below questions.

<https://www.123test.com/disc-personality-test/>

(After your test, please tick or fill answers for below questions)

SECTION A

1. Age Group

18 - 30 years	
31 - 50 years	
51 & above	

2. Your Gender

Male	
Female	
Do not want to answer	

3. Your Nationality

Nepal	
India	
Philippines	
Sri Lanka	
Ghana	
Kenya	
Bangladesh	
Others - Specify	

4. Your Qualification

High School or below	
Bachelor's Degree	
Post-Graduation	
Technical Diploma	

5. Work Experience Profession

Not Working	
1 - 5 years	
6- 10 years	
11 - 15 years	
16 + years	

6.

Management Level	
Supervisory Level	
Below Supervisory Level	
Not working/Student	

SECTION B

6. Your personality Profile derived from the test:

Dominance (D)	
Influence (I)	
Steadiness (S)	
Compliance (C)	

7. The above profile matches my personality:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

8. The questionnaire is not complicated and simple to use:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

9. The test result has helped me in understanding myself:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

10. Through this test I understood my core strengths:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

11. Through this test I have understood my area for development:

Agree	
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Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

12. This test is a very good tool for Assessing individuals:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

13. This test is very useful for recruiting right candidates:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

14. This test can be used for Team Building purpose:

Agree	
Strongly Agree	
Partially Agree	
Disagree	
Strongly Disagree	

15. This test is very useful for motivating employees:

Agree	
Strongly Agree	
Partially Agree	
Disagree	

Strongly Disagree	
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16. How many STARS you will give to this DISC Test?

1	2	3	4	5
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Any other comments:
