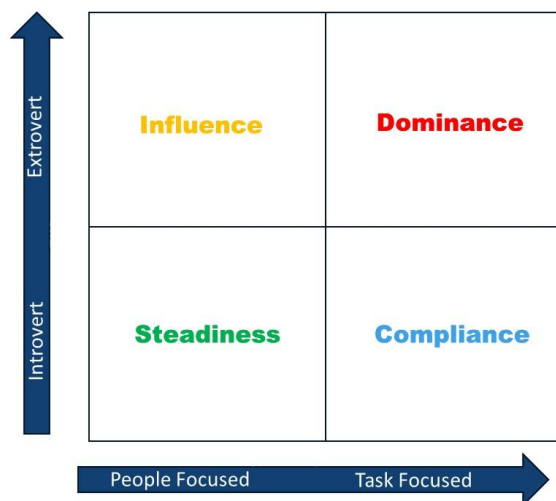


# Using DISC profiles to improve team performance

By Dr. Rachel Roberts

## Understanding DISC: How Different People Shape Team Dynamics

In any workplace, people see the world through different behavioural lenses. We all naturally think that our way of thinking and acting is the 'right' way, but in truth we cannot always be right and there is solid research evidence to indicate that diversity improves team performance. The DISC model provides a simple way to understand differences in behavioural styles so that leaders can communicate effectively, reduce friction, and create high-performing teams. Each style brings unique strengths—and predictable challenges—especially in small teams where every person makes a noticeable impact.



Disc profiling has been used since 1928 when it was presented by William Moulton Marston as framework to explain Human behaviour. It has since been used extensively in personality profiling and psychometric testing.

### D – Dominance (Red): The Driver

People with high Dominance are decisive, action-oriented, and focused on results. They thrive in fast-paced environments and are motivated by challenges and autonomy. In team settings, they push progress forward and keep standards high—but may unintentionally come across as blunt or impatient. D-styles are valuable during crises, complex decisions, and moments requiring confidence and speed. Balanced well, they inject momentum and ambition into the team.

### I – Influence (Yellow): The Energiser

High Influence individuals are enthusiastic, social, and naturally optimistic. They excel at building relationships, motivating others, and creating a positive team atmosphere. Their energy

is contagious, and they bring creativity and openness to new ideas. However, they may lose interest in routine tasks or struggle with detail. In team dynamics, they act as cultural glue—lifting morale, improving patient or customer experience, and encouraging collaboration.

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### **S – Steadiness (Green): The Stabiliser**

Steadiness profiles are calm, patient, and reliable. They value harmony, consistency, and supportive relationships. In teams, S-styles are the steadying force: they listen well, help colleagues feel included, and maintain a sense of stability even when the environment becomes pressured. They may resist sudden change or conflict, but they are essential for creating trust and continuity. Their consistency is often what keeps a team grounded.

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### **C – Compliance (Blue): The Technician**

Compliance styles are analytical, precise, and quality-driven. They take pride in accuracy, process, and doing things properly. In the workplace, they help reduce risk, ensure standards are met, and bring a thoughtful, evidence-based approach to decisions. In teams, C-styles can be relied upon for careful planning and thorough follow-through. They may ask challenging questions or seem cautious, but their rigour protects the team from mistakes and inefficiency.

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### **Why DISC Matters for Teams**

In small teams, dynamics shift quickly. One departure or one new hire can change communication patterns, energy levels, and the emotional climate. Understanding DISC helps leaders recognise these shifts early, balance the team's strengths, and adapt their own leadership style. No profile is “better” than another—each brings critical value. High-performing teams emerge when leaders appreciate these differences and use them deliberately.

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