

A large photograph of three diverse professionals (two men and one woman) sitting around a table, smiling and looking at documents. The image is overlaid with a semi-transparent white box containing the title text.

NextGen Professionals Cohort



SESSION TWO

What is DiSC?

June 25, 2026



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What is DiSC?



DiSC® gives you language for how you're most likely to show up and how others are most likely to experience you. Leadership identity isn't static; leaders worth following understand their defaults and know how to choose differently when the stakes require it.

- Focuses on behavior style, the universal language of “how we act” our observable human behavior.
- Helps individuals develop greater self-awareness
- Helps teams know their strengths and weaknesses so that they can develop strategies to meet the demands of their environment
- Assesses four dimensions of behavior, providing insight into how individuals and the team:
 - D: Deals with problems and challenges
 - i: Influences others to see their point of view
 - S: Responds to the pace of the environment
 - C: Reacts to rules and procedures set by others

DiSC STYLE QUICK GUIDE



DRIVE

Need: Control
Focus: Direct, bottom-line message
Emphasize: Results, speed, clear expectations
Filter: Excess explanation, softeners, hedging
Avoid: Indecisiveness, apologizing, wordiness



INSPIRE

Need: Likability
Focus: Energy and big picture first
Emphasize: Relationships, collaboration, impact
Filter: Dense data, long technical explanations
Avoid: Coldness, rigidity, ignoring people



STABILIZE

Need: Safety
Focus: Respect, warmth, and stability
Emphasize: Trust, cooperation, reassurance
Filter: Abrupt demands, unexpected changes
Avoid: Rushing, public criticism, disregard for feelings



CLARIFY

Need: Accuracy
Focus: Direct, bottom-line message
Emphasize: Results, speed, clear expectations
Filter: Excess explanation, softeners, hedging
Avoid: Vague statements, inaccuracy, off-the-cuff remarks

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How Leader Identity Evolves by Style

This guide helps leaders see where identity can get stuck and how to evolve without losing strengths.

D Style (Drive / Results)

- Old Identity Trap: “My value comes from decisiveness and momentum.”
- Growth Identity Shift: “My value comes from setting direction and empowering execution.”
- Test Behavior: Pause before solving. Ask: “What do you recommend?”

i Style (Influence / Connection)

- Old Identity Trap: “My value comes from energy, optimism, and buy-in.”
- Growth Identity Shift: “My value comes from clarity, focus, and meaningful influence.”
- Test Behavior: Say no to one thing to protect priorities.

S Style (Stability / Support)

- Old Identity Trap: “My value comes from being dependable and keeping harmony.”
- Growth Identity Shift: “My value comes from enabling growth—even when it’s uncomfortable.”
- Test Behavior: Name a concern sooner rather than smoothing it over.

C Style (Conscientiousness / Quality)

- Old Identity Trap: “My value comes from accuracy and high standards.”
- Growth Identity Shift: “My value comes from discernment and trust.”
- Test Behavior: Let something be good enough and observe the outcome.

Brain Insight:

Each style’s identity trap is tied to how the brain learned to stay safe and valuable. Growth doesn’t mean abandoning style—it means updating the reward system.

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DiSC Insight

	D	i	S	C
How to Communicate with a Person According to His/Her Style	• Offer opportunity • Give more responsibility • Challenge • Provide resources to allow for achievement • Give authority	• Chance to do things with others • Use humorous appeals • Let them know you are pleased • Provide opportunity to be in the spotlight	• Stress worthwhile • Idealistic appeals • Ask for their help • Appeal to excellence • Show concern • Emphasize self-development	• Present ideas as low risk • Give opportunity to be analytical • Exercise logic, use facts • Use familiarity, routine, and structure • Tie new things to old
Most Effective Environment for Each Style	• Competitive • Direct • Risk-Taking • Opportunistic • Need action now	• Social • Changing • Youthful • Optimistic • Smooth the waters	• Respecting • Supportive • Reassuring • Idealistic	• Unemotional • Factual • Scientific • Practical • More data
Least Effective Environment for Each Style	• No resources • Authority undermined • Responsibility diminished • No challenges • Can't control factors which affect results	• Critical authority • Unfriendly co-workers • Routines and details • Firms schedules and supervision	• Betrayal • Personal criticism • Ridicule • Failure • Lack of support	• Constantly changing rules and policies • Highly emotional • Premature decision-making • Failures to be taken seriously
How to be the Most Effective Manager for Each Style	• Be confident • Provide autonomy • Reward results • Firm boundaries, but appreciate initiative • Listen, but be decisive • Spar on an equal basis	• Be friendly • Informative • Helpful feedback • Understanding • Encouraging • Flexible • Sense of Humor	• Give recognition, trust, and appreciation • Mutual goal-setting • Be accessible • Try to share • Be dependable	• Be organized • Show purpose • Detail-oriented • Systematic • Objective • Fair • Consistent
How to be the Most Effective Employee to a Manager of Each Style	• Be responsive • Capable • Independent • Direct	• Be sociable • Sophisticated • Tactful • Influential	• Demonstrate worth • Show loyalty • Be sincere • Team-oriented	• Be respectful • Conforming • Logical • Pay attention

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DiSC Insight

	D	i	S	C
Appearance	• Business-like • Functional	• Fashionable • Stylish	• Casual • Conforming	• Formal • Conservative
Workspace	• Busy • Formal • Efficient • Structured	• Stimulating • Personal • Cluttered • Friendly	• Personal • Relaxed • Friendly • Informal	• Structured • Organized • Functional • Formal
Pace	Fast/Decisive	Fast/Spontaneous	Slow/Easy	Slow/Systematic
Priority	The Task (the results)	Relationships (interacting)	Maintaining (relationships)	The Task (the process)
Fears	Loss of control	Loss of prestige	Confrontation	Embarrassment
Under Tension	Dictate/Assert	Attack/Be sarcastic	Submit/Acquiesce	Withdraw/Avoid
Seeks	Productivity	Recognition	Attention	Accuracy
Needs to know benefits	• What it does • By when • What it costs	• How it enhances their status • Who else uses it	• How it will affect personal circumstances	• How they justify the purchase logically • How it works

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DiSC Insight

	Dominance	Influence	Steadiness	Conscientiousness
Team Role	Regulate (Directive Influence)	Produce (Strategic Influence)	Harmonize (Interaction)	Explore (Inquiry)
Conflict Role	Competition	Collaboration	Accommodation	Avoidance
Organizational Strength	• Organization • Advice • Confrontation • Tracking	• Sharing • Persuasion • Feedback • Empowerment	• Empathy • Attention • Respect • Rapport	• Listening • Questioning • Conceptualizing • Consultant
Situational Strengths	• Goal Setting • Planning • Deadlines	• Project Implementation • Promotion • Negotiation	• Relationship Building • Team Building • Reaching Consensus	• Information Gathering • Problem Definition • Brainstorming
Problem Solving Styles	• Decisive • Impulsive/ Reactive • Extinct by Instinct	• Spontaneous • Impulsive/ Anticipatory • Burning bridges ahead of you	• Considered • Reflective/ Anticipatory • Premature Panic	• Deliberate • Reflective/ Reactive • Paralysis by Analysis

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DiSC Insight

	D	i	S	C
Gains Security By	Control	Flexibility	Close relationships	Preparation
Wants to Maintain	Success	Status	Relationships	Credibility
Support Their	Goals	Ideas	Feelings	Thoughts
Achieves Acceptance By	• Leadership • Competition	• Playfulness • Stimulating environment	• Conformity • Loyalty	• Correctness • Thoroughness
Likes You to Be	To the point	Stimulating	Pleasant	Precise
Wants to Be	In charge	Liked	Included	Correct
Irritated By	Inefficiency Indecision	Boredom Routine	Insensitivity Impatience	Surprises Unpredictability
Measures Personal Worth By	• Results • Track Record • Measurable progress	• Acknowledgement • Recognition • Applause • Compliments	• Compatibility with others • Depth of relationships	• Precision • Accuracy • Activity
Decisions Are	Decisive	Spontaneous	Considered	Deliberate

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Behavior Segments

D - Conductor: People who tend to be direct, decisive, and seek results.

Potential Strengths	Potential Weaknesses
- Seeking problems to solve - Forward-looking and competitive - Energized by direct answers - Enjoys confrontation - Happy to work on challenging assignments	- Dislike routine work - Over delegate and under instruct - Lack tact and diplomacy - Overconfident in their abilities - Poor or selective listening
Words that Work	Words that DON'T work
- Quick - Advantage - Decisive	- Inconsistent - Follow directions - Patient
Value to the Organization - Self-starter - Challenges the status quo - Ability to change gears fast and often	

D/I - Persuader: People who tend to convince others by appealing to reason, understanding, or emotion.

Potential Strengths	Potential Weaknesses
- Use their intuition - Decisive and aggressive when presented with challenges - Optimistic about team goals - Independent and autonomous - Get results through team member	- Take on too many responsibilities at once - Let emotions get in the way of decision-making - Do not manage time of deadlines well - Do not follow up and follow through as needed - Be overly optimistic
Words that Work	Words that DON'T work
- Amazing - Unprecedented - Extraordinary	- Standardized - Structured - Uniform
Value to the Organization - Initiates activity - Sense of urgency - Ability to handle many activities	

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Behavior Segments

i - Promoter: People who tend to verbalize many thoughts to influence outcomes.

Potential Strengths	Potential Weaknesses
• See the "big picture" and communicate it • Communicate well with others • People-oriented • Promote the team throughout the organization • Enjoy convincing people	• Overly optimistic about team abilities • Overvalue the skills of others • Emphasize fun over efficiency • Listen selectively to team members • React based on emotions
Words that Work	Words that DON'T work
• Flexible • Exciting • Inspiring	• Ordinary • Quiet • Strict
Value to the Organization • Spontaneity • Good mixer • Optimistic and enthusiastic	

i/S - Relater: People who tend to take time, think positively, and are focused on interpersonal relationships.

Potential Strengths	Potential Weaknesses
• Offer understanding and friendship • Listen actively • Possess strong commitment to team • Show loyalty • Support other in achieving goals	• Agree with the opinion of others • Avoid confrontation • Act without urgency • Hold grudges • Be passive and indecisive
Words that Work	Words that DON'T work
• Easygoing • Simple • Responsive	• Complex • Abstract • Analytical
Value to the Organization • Positive sense of humor • Team player • Cooperative member of the team	

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Behavior Segments

S - Supporter: People who tend to be champions of sound ideas, working steadily and diligently to ensure a project is fully realized.

Potential Strengths	Potential Weaknesses
• Add stability to the team • Comfort others and show patience • Perform well in team environments • Conform to established procedures • Listen well to others	• Resist team-initiated changes • Act slowly • Hesitate to move forward • Get into too much detail • Do not forgive faults or mistakes
Words that Work	Words that DON'T work
• Consistent • Usual • Secure	• Unexpected • Urgent • Confrontation
Value to the Organization • Consistent and steady • Patient and empathetic • Negotiates conflicts	

S/C - Coordinator: People who tend to be fact-oriented and adhere to proven methods to complete projects and tasks.

Potential Strengths	Potential Weaknesses
• Implement and fine-tune the plan • Identify problems, rules, errors, and procedures • Make tough decisions without letting emotions interfere • Shows self-discipline • Work for a leader or a cause	• Downplay accomplishments • Suppress feelings • Hide true feelings • Resist change without reasoning • Lack confidence in self and team
Words that Work	Words that DON'T work
• Proven • Standard • Organized	• Unfamiliar • Hectic • Incomplete
Value to the Organization • Objective outlook • Conscientious and steady • Looks for logical solutions	

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Behavior Segments

C - Analyzer: People who tend to seek out accuracy in all activities and ensure the highest quality possible by gathering precise data.

Potential Strengths	Potential Weaknesses
- Accurate and precise - Use facts to support their opinion and cause - Think critically - Maintain high standards for self and subordinates - Operate in a self-disciplined manner	- Do the work themselves and do not delegate - Bound by organizational procedures and methods - Lean on team leader or supervisor - Hesitate to act without sufficient facts - Conceal new ideas
Words that Work	Words that DON'T work
- Factual - Precise - Verified	- Imagine - Educated guess - Experimental
Value to the Organization - Maintains standards - Accurate and intuitive - Comprehensive problem solving	

C/D - Implementor: People who tend to assess, leverage facts and figures, and advance toward a solution.

Potential Strengths	Potential Weaknesses
- Aware and sensitive to the cost of errors and mistakes - Make tough decisions using insight and facts - Share creative ideas - Finish tasks quickly - Understand all facts before starting a project	- Come across as insincere - Disregard the feelings of team members - Become demanding under stress - Make decisions inconsistently - Overuse facts and figures
Words that Work	Words that DON'T work
- Function - Action - Data	- Relax - Perception - Assume
Value to the Organization - Excellent troubleshooter - Objective and realistic - Strong-willed	

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DiSC and AI Prompts

1. The Core DiSC Adaptation Prompt (Most Versatile)

Use when: Preparing for any important conversation

Prompt:

I need to communicate about [briefly describe the situation]. The goal is [desired outcome]. The person I'm communicating with is a high [D/i/S/C]. Help me adapt my message by identifying:

- *What I should lead with*
- *What to emphasize*
- *What to deliberately leave out*
- *What would not work with this style*

2. “Say It Four Ways” Prompt (Powerful for Flexing)

Use when: You want to see contrast across styles

Prompt:

I need to communicate about [situation]. The outcome must stay the same. Show me how to say this effectively to a high D, i, S, and C — focusing on tone, emphasis, and structure rather than word-for-word scripting.

3. The Authority & Confidence Check

Use when: You're worried about sounding too soft or too harsh

Prompt:

I need to communicate about [situation] and want to sound confident, clear, and credible — not apologetic or abrasive. The person I'm speaking to is a high [DiSC style]. What language choices should I make or avoid?

4. The “Intent vs. Impact” Prompt

Use when: A message didn't land the way it was intended

Prompt:

I communicated about [situation], and it didn't land well. My intent was [intent]. The other person is likely a high [DiSC style]. Help me understand what may have triggered resistance and how to repair or reframe the message.

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DiSC and AI Prompts

5. The High-Stakes, Real-Time Prompt (Quick Prep)

Use when: You have 2 minutes before a conversation

Prompt:

I have a high-stakes conversation coming up about [situation]. The person is a high [DiSC style]. Give me a short checklist of what to lead with, what to emphasize, and one thing to avoid.

6. The Group or Meeting Prompt

Use when: Leading a mixed-style group

Prompt:

I'm leading a meeting about [topic] with a mix of D, i, S, and C styles. What should I include to engage all styles, and where do I need to be especially clear or intentional?

7. The Post-Conversation Reflection Prompt

Use when: Learning from experience

Prompt:

I had a conversation about [situation] with someone who is a high [DiSC style]. What reflection questions can help me assess whether I adapted effectively and what I might do differently next time?

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DiSC Action Plan

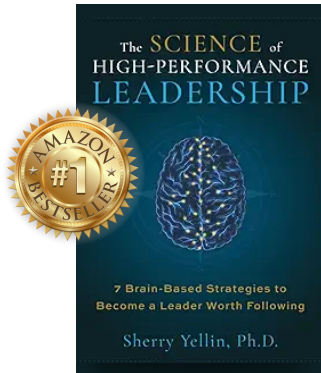
What behaviors contribute to your effectiveness as a leader?

What potential blindspots do you need to modify?

Who are the people you will ask to read your report and give you feedback?

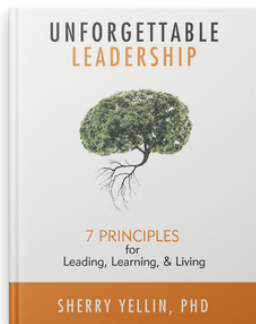
Who is someone with whom you need to improve connection. How will you leverage your knowledge of DiSC to speak their language?

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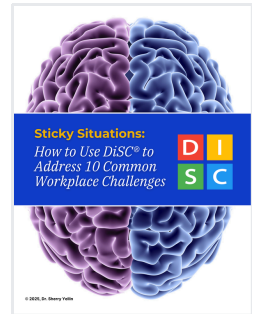
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