



# The NDTs of NDT • Part 3: Need DISC Theory

In the previous installment of the NDTs of NDT we looked into the training aspect and how to ensure that the people entering the field were receiving the proper training and mentoring to acquire the necessary skills and confidence. To use a sports analogy, we have just put our player on first base, but what we really need is to make them cross home plate, get the point, and be part of that New Dream Team. What can we do to improve those odds?

Wouldn't it be nice if there was a way that would help us put the right person in the right work environment and with the right colleagues? A nice resume and some good grades tell us that candidate has the particular skill and knowledge that we are looking for, but not much more. To maximize the chances that everyone is working to their natural talents and creating a win-win scenario for both the employer and employee, we Need DISC Theory.

## Need DISC Theory

DISC theory is a concept put forth by the psychologist William Moulton Marston in 1928, where he published his findings in the book entitled *Emotions of Normal People*. He concluded that every individual has a natural behavioral style composed of four fundamental traits: Dominance, Influence, Steadiness, and Compliance. Although William Moulton Marston contributed to the creation of the DISC Model, he did not create or intend to use it as an assessment tool. In 1956, Walter Clarke, an industrial psychologist, developed the DISC assessment using William Moulton Marston's theory of the DISC model. He accomplished this by creating a checklist of adjectives where he asked people to indicate descriptions that were accurate about themselves.

Later, this assessment tool was used for businesses needing assistance in choosing qualified employees. In 1984 Target Training International (today known as TTI Success Insights) became the first company to develop and market online personalized reports using this model.

There is no good or bad DISC profile – it is who we are. Today, it is not uncommon to see some companies use the DISC assessment as a way to screen potential employees with the thought that a certain personality type would be better or worse in certain jobs or positions. The best use of DISC is to learn more about yourself, others, and how to deal with other people in situations where interpersonal relationships are involved.

The assessment has been used to determine leadership potential as well. There are different leadership methods and styles that coincide with each personality type which could help leaders be more effective. DISC has also been used to help determine a course of action when dealing with problems as a leadership team – that is, taking the various aspects of each type into account when solving problems or assigning jobs.

So what are these four basic behavioral styles?

## DOMINANCE

The **D Personality Style** tends to be direct and decisive, often described as dominant. They prefer leading over following and tend towards leadership and management positions. They usually have high self-confidence and enjoy taking risks and solving problems. These traits enable others to look to them for decisions and direction. They tend to be self-starters.

**First Glance:** extroverted – task oriented

<b>D</b>	<b>Value to the Team</b> <ul style="list-style-type: none"> <li>• Bottom line organizer</li> <li>• Challenge oriented</li> <li>• Innovative</li> </ul>	<b>Ideal Environment</b> <ul style="list-style-type: none"> <li>• Freedom from controls and supervision</li> <li>• Challenges and opportunity</li> <li>• Non-routine work</li> </ul>
<b>Descriptors</b> <ul style="list-style-type: none"> <li>• Competitive</li> <li>• Direct</li> <li>• Problem solver</li> <li>• Result oriented</li> <li>• Self Starter</li> </ul>	<b>Tendency under Stress</b> <ul style="list-style-type: none"> <li>• Demanding</li> <li>• Aggressive</li> <li>• Can be Egotistical</li> </ul>	<b>Limitations</b> <ul style="list-style-type: none"> <li>• Overuse of position</li> <li>• Sets standards too high</li> <li>• Lacks tact and diplomacy</li> </ul>

### INFLUENTIAL

The **I Personality Style** loves being the center of attention. They are enthusiastic, optimistic, talkative, persuasive, impulsive and emotional. They trust others naturally, truly enjoy being around others, and function best when around people and working in teams.

**First Glance:** extroverted – people oriented

<b>I</b>	<b>Value to the Team</b> <ul style="list-style-type: none"> <li>• Optimism and enthusiasm</li> <li>• Team player</li> <li>• Motivator</li> <li>• Conflict negotiator</li> </ul>	<b>Ideal Environment</b> <ul style="list-style-type: none"> <li>• Freedom of movement</li> <li>• A lot of people contact</li> <li>• Able to express ideas</li> </ul>
<b>Descriptors</b> <ul style="list-style-type: none"> <li>• Charming</li> <li>• Direct</li> <li>• Enthusiastic</li> <li>• Optimistic</li> <li>• Social</li> </ul>	<b>Tendency under Stress</b> <ul style="list-style-type: none"> <li>• Self Promoting</li> <li>• Overly Optimistic</li> <li>• Unrealistic</li> <li>• Too talkative</li> </ul>	<b>Limitations</b> <ul style="list-style-type: none"> <li>• Inattention to details</li> <li>• Unrealistic in appraising people</li> <li>• Trusts others indiscriminately</li> </ul>

### STEADINESS

The **S Personality Style** type are known for being steady, stable, and predictable. They are even-tempered, friendly, sympathetic with others, and very generous with loved ones. They are understanding and good listeners. They prefer close, personal relationships, they are open with loved ones, but can guard their emotions very well with those not so close.

**First Glance:** introverted – people oriented

<b>S</b>	<b>Value to the Team</b> <ul style="list-style-type: none"> <li>• Dependable</li> <li>• Works for a leader with a cause</li> <li>• Patient</li> <li>• Service oriented</li> </ul>	<b>Ideal Environment</b> <ul style="list-style-type: none"> <li>• Stable and predictable environment</li> <li>• Little conflict between people</li> <li>• Long term work relationships</li> </ul>
<b>Descriptors</b> <ul style="list-style-type: none"> <li>• Amiable</li> <li>• Good Listener</li> <li>• Patient</li> <li>• Stable</li> <li>• Steady</li> </ul>	<b>Tendency under Stress</b> <ul style="list-style-type: none"> <li>• Non demonstrative</li> <li>• Hesitant</li> <li>• Inflexible</li> </ul>	<b>Limitations</b> <ul style="list-style-type: none"> <li>• Agrees to avoid conflict</li> <li>• Difficulty in establishing priorities</li> <li>• Resistant to changes</li> </ul>

### COMPLIANCE

The **C DISC Styles** are accurate, precise, detail-oriented, and conscientious. They think very analytically and systematically and make decisions carefully with plenty of research and information to back it up. The C has very high standards for both themselves and others. They focus on the details and see what many other styles do not, so they tend to be good problem solvers.

**First Glance:** introverted – Task oriented

<b>C</b>	<b>Value to the Team</b> <ul style="list-style-type: none"> <li>• Maintains high standards</li> <li>• Conscientious</li> <li>• Objective</li> <li>• Comprehensive problem solver</li> </ul>	<b>Ideal Environment</b> <ul style="list-style-type: none"> <li>• Where critical thinking is needed</li> <li>• Technical/specialized work environment</li> <li>• Close relationship with small group</li> <li>• Familiar work environment</li> <li>• Private work area</li> </ul>
<b>Descriptors</b> <ul style="list-style-type: none"> <li>• Accurate</li> <li>• Analytical</li> <li>• Fact finder</li> <li>• High standards</li> <li>• Precise</li> </ul>	<b>Tendency under Stress</b> <ul style="list-style-type: none"> <li>• Pessimistic</li> <li>• Picky</li> <li>• Fussy</li> <li>• Overly critical</li> </ul>	<b>Limitations</b> <ul style="list-style-type: none"> <li>• Defensive when criticized</li> <li>• Can get consumed with details</li> <li>• Can be overly intense for the situation</li> </ul>

Looking at these descriptions of the DISC, I'm sure that we all see a bit of ourselves in each of the sections, to a more or lesser degree. These are the pure styles, but we are all made up of a combination of these with one or two usually being predominant. It is not uncommon to see people with high D and I scores and low S and C, and vice versa.

### Why Use DISC?

Now you are probably all wondering what all this psychobabble has to do with NDT. The answer is **nothing** if NDT only means Non Destructive Testing for you and **everything** if you apply this to your New Dream Team.

There are many different work environments: field work, lab work,



and research just to name a few. It goes to reason that although NDT is the basis of these environments, the personnel requirements can be extremely different. As managers, when we have a position to fill, we ask ourselves who the ideal candidate would be. *Do they need to be detail oriented? Pay good attention to detail? Be a self-starter?* There are many considerations. By using a DISC assessment during the hiring process, we know exactly who we are getting and where they can use their natural talents the best—requiring less effort and increasing the possibility that we made a good hire.

We can also apply this philosophy to the team that is already in place. If we knew the behavioral style of our employees, it would be easy to make the perfect team. **You could create a team that runs like clockwork.** *Wouldn't the customer be impressed? Could this be your New Dream Team?*

So far we discussed the current state of the industry and how we are suffering due to a lack of qualified skilled technicians. We presented a few ideas on how to ensure that those candidates entering our industry can be trained and mentored to be the best that they can be, and now described a process that we can apply to new and current technicians to help us provide an environment where they can work to their natural talents. We built our New Dream Team! Now we just have to keep it.

In part 4 of this series, we will provide some insight on retention and engagement to make sure that the team we built will Not Disappear Tomorrow.

**Bibliography:**

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*Fulvio Mini holds a Bachelor degree in Physics from McGill University, and holds CGSB Level 3 certification in PT, MT, ET and RT. He has over 20 years experience in NDT related to the aerospace industry: from manufacturing aircraft to the maintenance, repair and overhaul of airframe, engines and components of commercial and private jets. His latest project has been the development of an inspection facility with the aim to provide a real world inspection environment to those entering the field and seeking experience.*



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