

Extended DISC® Comparison Overview

Introduction

The following document is based on written information sourced from the internet collected from January – June 2011. This document has been created to support trainers when comparing DiSC® Classic profiles to the Extended DISC® Personal Analysis assessment. Although it has been the overall goal to include all relevant information about the two models, we cannot guarantee that this has been accomplished. This document is to be treated confidentially.

You may share this document with your DiSC Certified Trainers and Associate Partners, but this document may not be distributed to others. You may use the information contained within this document as part of a discussion when asked about the differences between the DiSC Classic profiles and the Extended DISC Personal Analysis and Individual Assessments.

About Extended DISC®

Publisher: **Extended DISC** was founded in 1994 by the developer and owner, Jukka Sappinen. Miia Mattila is the current Director of Business Development. The company is headquartered in Espoo, Finland.

The company opened their first international franchise in the US in 1997. In 2009 Extended DISC announced their main markets as: North America, Australia and Europe, including 30 exclusive national franchises, and representative offices in another 20 countries.

Website: www.extendeddisc.com

About the Extended DiSC Personal Analysis

Questionnaire:	<p>The Extended DISC Personal Analysis questionnaire consists of 24 boxes, each with four sets of words. Each set of words consists of two items (a mix of adjectives and/or phrases) such as, “<i>relies on and trusts in other people</i>” or “<i>amusing, witty.</i>” The response method is a forced choice, with the respondent picking one “most” and one “least” option for each set of four items.</p> <p>The use of two words for each item is similar to using double-barreled phrases such as “<i>My boss is efficient and fair.</i>” It can be challenging to respond to this type of questionnaire, since it is difficult to know if the response is to one or both of the words. Therefore, the respondent may be confused as they perceive the double barreled phrase as two very different behaviors.</p>
Graph Representation:	<p>Extended DISC Personal Analysis contains two graphs and a diamond.</p> <ul style="list-style-type: none">- Graph I is the graphical representation of the respondents “most” responses. Extended DISC states that graph one shows the adjusted style or the conscious behavior.

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<p>Graph Representation:</p>	<ul style="list-style-type: none"> - Graph II is the graphical representation of the respondents “least” responses. Extended DISC states that graph two shows the natural style or the unconscious behavior. - The Diamond, is Extended DISC’s visual representation of the sum of the “most” and “least” responses. The personalized shading of the diamond shows which behavioral styles are most comfortable to the respondent and which styles require the most energy from the respondent. <p>While the use of various labels such as <i>unconscious</i> and <i>conscious</i> as descriptions of Graphs I and II are not uncommon among the various DISC tools in the marketplace, there is no known evidence that the graphs can show this. Therefore, this interpretation of the graphs is not supported in the field of psychology.</p>
<p>Certification:</p>	<p>Certification is recommended but not mandatory. Extended DISC offer several certification options:</p> <ul style="list-style-type: none"> • Virtual Certification (two 2 hour sessions, or four sessions on different days: USD1,295) • Public Certification • On-site Certification • Advanced Certification (for experienced Extended DISC practitioners) <p>Certification Fees:</p> <ul style="list-style-type: none"> - Denmark (2009) - Certification Personal Analysis BASIC: USD3,073 for 2+1 days - US (2009) 2-day certification: USD1,995 - Ireland (2011) 2-day certification: USD645 - Australia (2011) 2-day certification: USD4,012 (Early registration option USD3,530)
<p>Training Materials:</p>	<p>Extended DISC® Facilitator Guides (include PowerPoint® presentations and handouts.)</p> <p>Extended DISC® Success with People</p>
<p>Primary Use:</p>	<p>Organizational development, leadership development, team development, sales/team/management training, individual development, recruitment/internal transfers.</p>
<p>Languages:</p>	<p>Translated into 55 languages. Some languages seem to be available as questionnaire only and not as reports.</p>

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The Interpretation Process

The Extended DISC® Personal Analysis is based on a four Quadrant Model, with Thinking & Feeling on the Y-axis, and Sensing & Intuition on the X-axis.

The Extended DISC® Personal Analysis is graphically presented by two graphs and a diagram in the shape of a diamond to aid with the interpretation of the assessment. The report also includes continua which indicate if a behavior is “Natural to Your Style” or “Not Natural to Your Style.” A total of twenty nine behaviors are categorized into four main topics: *Job environment*, *Decision-making*, *Communication* and *Is motivated by*.

The assessment begins with general information about the four main styles, D, I S and C. It then ventures deeper by focusing on the respondent’s own Graph I and II, which distinguish between the respondent’s adjusted style or conscious behavior (Graph I) and his/her natural style or unconscious behavior (Graph II).

The respondent’s position on the Diamond is presented next. The respondent’s name appears on the Diamond, positioned in the place where their Graph II (natural style) lies. An arrow connects this to the respondent’s placement of their Graph I (adjusted style) on the Diamond.

The Diamond also contains shading which shows the respondent’s “Current Zone,” their “Natural Flexibility Zone,” their “Easiest Development Zone,” and their “Most Difficult Development Zone.”

There are 160 different areas represented within the Diamond (40 in each quadrant - though this is not evident by looking at the Diamond), each illustrating a specific combination of the four D, I, S, and C behavioral styles. The Diamond is used to both illustrate the **preferred** behavioral style as well as the **least preferred** behavioral style (often referred to the behaviors that require the most energy). Depending upon which parts of the Diamond are shaded, the individual can interpret whether they have one, two, or three main behavioral style(s). The structure of the Diamond gives the opportunity to include results with opposite styles (both high D and S, or both high I and C).

After focusing on the Diamond, there follows a description of how others typically see individuals with the same style as the respondent. This description highlights those behaviors which may need to be modified in particular situations, also known as *development areas*. A motivators page then follows, which highlights the respondent’s Motivators, Situations that Reduce Motivation, Strengths and Reactions to Pressure Situations. Lastly there are a series of 10 point scales ranging from “Not Natural to Your Style” to “Natural to Your Style.” Natural to Your Style are items that typically require less energy from individuals with a particular style. Not Natural to Your Style are items that typically do require more energy from individuals with a particular style.

Extended DISC® Personal Analysis

Dominance:
Facts, Hard values, Results

Influence:
People, Communication, Openness

Steadiness:
Friendliness, Considering others
Emotions

Conscientiousness:
Precise or Compliance, Logic,
Systems, Analysis

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Comparing the DiSC® Classic Profile and the Extended DISC® Personal Analysis

We consider the DiSC Classic profile and the Extended DISC Personal Analysis assessment to be competitive tools. Therefore, the two tools should not be used simultaneously. This is particularly important because although the two tools are different they may **appear** similar to the casual user and could cause confusion if used together.

Extended DISC attributes the development of their DISC model to both Carl G. Jung and William Moulton Marston. They claim that Jung's ideas helped define their two behavioral axes; **sensation - intuition** and **thinking - feeling**, together with the four main behavioral traits that they composed. Extended DISC also states that the work of Jung was further developed by William Moulton Marston who defined a four dimensional behavioral map. Whether the work of Marston is derived and further elaborated from the work of Jung is debatable.

The visual representation of the DISC model, from top left going clockwise is C, D, I, S. This is a 90 degree rotation clockwise of the DiSC® model in DiSC® Classic. When visually representing the model together with the sum of Graphs I and II, Extended DISC uses a "Diamond" which they state includes as many as 160 behaviors (40 in each quadrant). Extended DISC affirms that their model recognizes as many as 160 different behavioral styles. However, scientific support of this is lacking and it is therefore questionable as to whether 160 meaningful behavioral styles can be measured within the DISC framework. Furthermore, there is no evidence to suggest that a questionnaire based on 96 items can support an in-depth interpretation of 160 different behaviors.

Extended DISC does not use local norming for different countries, regions or language groups. Each individual is given a percentage score, based on the responses to D, I, S, or C items. However, it is interesting to note that their analysis of different groups (by either language and/or country) is published in research reports indicating that there are major differences in the distribution of the four styles between different languages and/or countries/regions.

Extended DISC asserts that it is difficult to cheat on their assessment and supports this claim by stating that tight overshift and mirror profiles will not generate reports. In 2008, this was the case for as many as 5.65% of completed assessments (source: Extended DISC Australasia February 2011 Factsheet). Extended DISC states that the number of invalid assessments is dependent upon numerous factors including the stability of the society. It is interesting to note that Extended DISC finds it important to consider whether a person could control the outcome when completing this type of assessment. Marston's own research suggests that no one behavioral style is better than another. In addition, it is widely accepted that any development tool's primary focus is the individual's own success in personal development through a deeper understanding of his/her own behavior and that of others.

When interpreting assessments (graphs) I and II, it is suggested that the "most" responses correspond to measuring an individual's conscious behavior, and the "least" responses correspond to measuring unconscious behavior. These strong claims are not mentioned anywhere outside the area of DISC nor have they been supported scientifically. The unconscious and conscious methodology was included in Inscape Publishing's **early assessments**, however, Inscape Publishing discontinued teaching this methodology because no substantive research existed to support this theory. Today, Extended DISC takes this claim further and states that they are able to measure emotions when the two graphs (unconscious and conscious) are compared.

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Extended DISC state that the responses to their questionnaire show the emotions of the individual at the time when the questionnaire was filled out. The emotions they claim to measure include the individual's "stress levels, uncertainty of his/her role, insecurity, frustration, and pressure to change." This is a strong claim which needs to be supported by scientific proof. In addition, Extended DISC writes that their tool is more stable than that of their competitors. This could lead one to question whether the "stability" of their tool leaves enough room for the individual to develop.

An Extended DISC case study from the Australian branch describes an instance where the business environment changed to such an extent that it was suggested to employees with S and C styles that their "natural style" or "natural comfort zone" would no longer fit with the role. This instance occurred because the Extended DISC analysis showed that their natural style would force them to feel stressed, pressured and frustrated. Instead of supporting the employees through this change, Extended DISC considered it a success if the employees themselves came to realize that they no longer "fit" their job due to their behavioral style. This case study suggests that Extended DISC supports the idea that their DISC tools can predict whether an individual would be successful in a particular job role within a particular business environment based on their behavioral style. This belief leaves little room for personal development and behavioral change.

Resources

Available Resources:

Extended DISC® Personal Analysis Profile sample report:
<http://www.onlinediscprofiles.com/extendeddiscsamples/Extended-DISC-Personal%20Analysis-4%20-%20Sample-report.pdf>