



EVERYTHING DiSC[®] APPLICATION LIBRARY
EVERYTHING DISC MANAGEMENT
PROFILE VALIDATION REPORT*

Everything DiSC[®] Management Profile Validation Report

* Addendum to the *Everything DiSC Application Library Assessment Research Report*

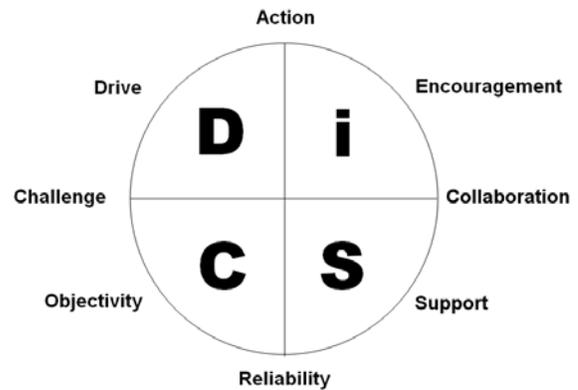
©2008 by Inscape Publishing, Inc. All rights reserved. Copyright secured in the US and foreign countries.

"DiSC," "Everything DiSC," "Inscape Publishing," and the Inscape logo are registered trademarks of Inscape Publishing, Inc.

Permission to reproduce only when used in conjunction with the *Everything DiSC[®] Management Profile*.

The *Everything DiSC*® Management Profile Validation

The *Everything DiSC*® Management Profile uses a management model, shown to the right, to help managers better understand how they approach their work. In this model, the eight words around the DiSC® circle indicate the top priorities of managers with different DiSC styles. For example, the priorities of “S” managers are Support, Reliability, and Collaboration. The development of this model was based on empirical data gathered from both managers and employees. This research is described below.



First, participants with management experience (N=427) were presented with a series of statements describing management tasks and asked the importance of each when working as a manager. For instance, participants were asked to rate the importance of “Setting high expectations” on a 5-point scale ranging from “Not Important” (1) to “Crucially Important” (5). Statements were grouped into eight categories that represent the eight priorities on the circle above. Each category contained four to five statements that were averaged for a scale. The alpha coefficients, a measure of internal reliability, for each category of statements is shown in Table 1. These coefficients range from .69 to .76 and suggest that there is fairly good cohesion within each category, particularly given the small number of items in each category. The 36 individual statements are shown in Table 2.

Table 1. Alpha coefficients for the eight priority categories from manager data

Priority Category	Alpha
DRIVE	.69
ACTION	.73
ENCOURAGEMENT	.76
COLLABORATION	.69
SUPPORT	.74
RELIABILITY	.72
OBJECTIVITY	.73
CHALLENGE	.72

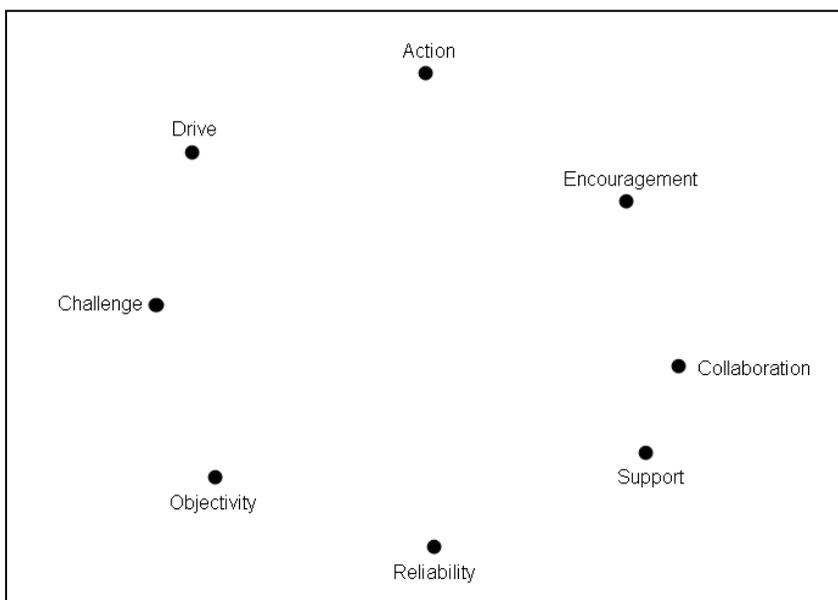
Table 2. Statements used to measure the priorities from the manager's perspective

Priority	Statement
DRIVE	Constantly pushing yourself and others toward results
DRIVE	Creating a sense of urgency in the team
DRIVE	Getting results that are practical and concrete
DRIVE	Setting high expectations
ACTION	Maintaining forward momentum on your team
ACTION	Creating goals for the team that are inspiring
ACTION	Getting new projects moving quickly
ACTION	Encouraging the team to maintain an energetic pace
ACTION	Encouraging people to take risks
ENCOURAGEMENT	Celebrating group victories
ENCOURAGEMENT	Praising people for good work
ENCOURAGEMENT	Letting people know that you're optimistic about their progress
ENCOURAGEMENT	Creating enthusiasm in the team
COLLABORATION	Building a sense of collaboration
COLLABORATION	Encouraging teamwork
COLLABORATION	Providing feedback in a way that's warm and understanding
COLLABORATION	Making sure that everyone's getting along
SUPPORT	Letting people know that you are there to help them out whenever they need it
SUPPORT	Checking in with people to make sure they are doing ok
SUPPORT	Taking time to listen to people's concerns and fears
SUPPORT	Letting people know that you're patient with their mistakes
RELIABILITY	Creating a stable work environment
RELIABILITY	Being consistent in your management
RELIABILITY	Checking to make sure people have the resources they need
RELIABILITY	Giving people time to adjust to changes
RELIABILITY	Providing people with clear guidelines for doing their work
OBJECTIVITY	Maintaining objectivity in your management decisions
OBJECTIVITY	Ensuring that decisions are based on logical analysis
OBJECTIVITY	Emphasizing the need for quality work
OBJECTIVITY	Making accuracy a top priority
OBJECTIVITY	Separating out emotions from facts when making decisions
CHALLENGE	Challenging ideas that don't make sense to you
CHALLENGE	Questioning employee's actions when they don't seem logical to you
CHALLENGE	Letting people know when they aren't performing up to your standards
CHALLENGE	Questioning procedures or practices that aren't efficient
CHALLENGE	Providing people with new challenges

After participants rated each statement, the average response for statements within a priority category was calculated. Consequently, all participants had a category score for all eight priorities. These category scores were then ipsatized by subtracting a mean score across all statements. This process controlled for response bias and ensured that the category scores reflected the relative importance of the eight priorities for a particular participant.

The category scores were then submitted to a multidimensional scaling (MDS) analysis. This analysis allows researchers to look at the relationship among the eight categories and determine if the categories relate to each other in the manner predicted by the model. The results of the analysis are presented below. Categories that are closer together share more in common and categories that are further apart are more dissimilar.

Multidimensional Scaling Results for Managers



As expected, the eight priorities form a circular shape, with the priorities arranged as predicted by the management model. That is, the sequence around the circle above proceeds as follows: Drive, Action, Encouragement, Collaboration, Support, Reliability, Objectivity, and Challenge. Although the eight scales do not form a perfectly equidistant circle (as predicted by the model), this theoretical ideal is nearly impossible to obtain with actual data.

To capture management priorities from the perspective of employees, a second study was performed. In this study, 699 participants were asked to think of their previous experiences reporting to a manager. They were then presented with a series of management tasks and asked to rate how important each was for a manager to perform. For instance, participants rated how important “Taking time to listen to my concerns and fears” was on a 5-point scale ranging from “Not Important” (1) to “Crucially Important” (5).

As described in the previous study, statement ratings within a priority category were averaged and ipsatized to arrive at a category score. The alpha coefficients for each category of statements are

shown in Table 3. These coefficients range from .61 to .73 and suggest that there is a reasonable level of cohesion within each category, particularly given the small number of items in each category. The reliability of the employee-rated priorities was not as high as the reliability of the manager-rated priorities. This may suggest that employees have less clearly defined ideas about the importance of management tasks than managers do. The individual statements used in this study are shown in Table 4.

Table 3. Alpha coefficients for the eight priority categories from employee data

Priority Category	Alpha
DRIVE	.63
ACTION	.70
ENCOURAGEMENT	.69
COLLABORATION	.69
SUPPORT	.72
RELIABILITY	.73
OBJECTIVITY	.69
CHALLENGE	.61

Table 4. Statements used to measure the priorities from an employee's perspective

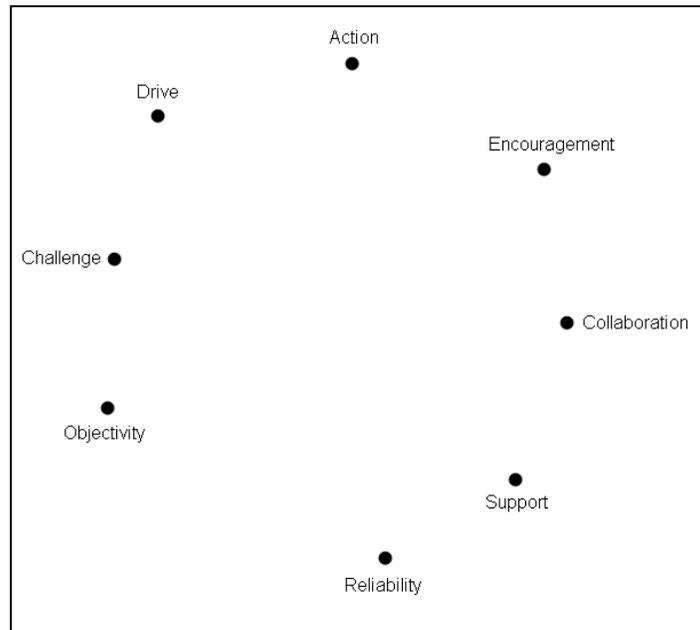
Priority	Statement
DRIVE	Setting high expectations
DRIVE	Creating a sense of urgency in the team
DRIVE	Getting quick results
DRIVE	Constantly pushing himself/herself and others toward results
ACTION	Maintaining forward momentum on our team
ACTION	Creating goals for the team that are inspiring
ACTION	Encouraging the team to maintain an energetic pace
ACTION	Encouraging me to take risks
ENCOURAGEMENT	Celebrating group victories
ENCOURAGEMENT	Letting me know that he/she is optimistic about my progress
ENCOURAGEMENT	Creating enthusiasm in the team
COLLABORATION	Providing feedback in a way that's warm and understanding
COLLABORATION	Building a sense of collaboration
COLLABORATION	Encouraging teamwork
COLLABORATION	Making sure that everyone's getting along
SUPPORT	Letting me know that he/she is there to help me out whenever I need it
SUPPORT	Checking in with me to make sure I'm doing ok
SUPPORT	Taking time to listen to my concerns and fears
SUPPORT	Letting me know that he/she is patient with my mistakes
RELIABILITY	Creating a stable work environment
RELIABILITY	Being consistent in his/her management
RELIABILITY	Checking to make sure I have the resources I need
RELIABILITY	Giving me time to adjust to changes
RELIABILITY	Providing me with clear guidelines for doing my work

Table continued on next page

Priority	Statement
OBJECTIVITY	Emphasizing the need for quality work
OBJECTIVITY	Ensuring that decisions are based on logical analysis
OBJECTIVITY	Maintaining objectivity in his/her management decisions
OBJECTIVITY	Making accuracy a top priority
OBJECTIVITY	Separating out emotions from facts when making decisions
CHALLENGE	Challenging ideas that don't make sense to him/her
CHALLENGE	Questioning employee's actions when they don't seem logical
CHALLENGE	Questioning procedures or practices that aren't efficient
CHALLENGE	Providing me with new challenges

The priority category scores were then submitted to a multidimensional scaling (MDS) analysis. The results of this analysis are shown below.

Multidimensional Scaling Results for Employees



As with the manager data, the priority categories are arranged in a circle. Further, the categories are plotted in the expected order: Drive, Action, Encouragement, Collaboration, Support, Reliability, Objectivity, and Challenge. The categories are not spaced in a perfectly even manner, but, again, this standard is almost impossible to meet with real data.

Overall, both of these studies provide strong support for the *Everything DiSC® Management* model. Two separate data sets addressing management priorities from the perspective of both managers and employees confirm that the eight priorities are arranged in a circular fashion in the predicted order. This type of empirical support should give managers confidence that the *Everything DiSC Management* model accurately reflects real-life management environments and is useful for understanding various approaches to management.