

Understanding your own and others personalities and behaviours

There are numerous personality profiling tools or psychometric assessments. But any psychometrics is only a snapshot of how you are presenting yourself right now. This does not fix you to being a specific way forever. It does however show what your 'default' behaviours are 'likely' to be at the time of completing the assessment. That said, our default behaviours do tend to be fairly consistent, depending on the level of self-awareness and behavioural self-management that we have.

The key tool used within the University of Leeds is PPA (Personality Profile Analysis) through Thomas International, based on DISC. DISC is derived through the work of Dr William Marston and offers insights into four 'main' behavioural traits. The chart below will help you remember the main DISC traits and styles, and help you enhance your communication within your teams and with others, especially as you navigate hybrid working.

Dominant – outgoing, task orientated

General Characteristics	Value to The Team	Possible Challenge areas – Can;
Dominant Driven Direct Decisive	Bottom line focus Drive for results Solve problems Competitive	Take on too much Be blunt Be controlling Be impatient
Greatest Fears	Failure	Being taken advantage of

Influencer – outgoing, people orientated

General Characteristics	Value to The Team	Possible Challenge areas – Can;
Inspiring Influential Interactive Impulsive	Positivity Persuasive Enthusiastic Encouraging	Be Over optimistic Be Easily distracted Get easily bored Lack attention to detail
Greatest Fears	Rejection	Loss of popularity

Steadiness – considered, people orientated

General Characteristics	Value to The Team	Possible Challenge areas – Can;
Steady Stable Supportive Sensitive	Team Player Great listener Loyal Task completion	Be too accepting of poor performance Be resistant to change Be reluctant to step up the pace
Greatest Fears	Loss of security	Change for changes sake

Conscientious – considered, task orientated

General Characteristics	Value to The Team	Possible Challenge areas – Can;
Compliant Correct Conscientious Creative/critical thinkers	Quality Accuracy Detailed Analytical	Be reluctant to delegate Have paralysis by analysis Be overly critical of self & others Be bound by rules
Greatest Fears	Conflict	Criticism without validation

While we all have a main characteristic, we are all a blend of each of these traits, but we do tend to be driven by one, supported by a second, with the other two less often tapped into.



The main blends are;

DI or ID (Dominant, Influencer blend) indicates someone who is likely to be fast paced, bold and optimistic. These styles are likely to have high levels of passion in what they do and will be able to inspire others to join them. However this blend can become aggressive or impulsive if they are not getting their way, or if they feel they may lose their power base.

IS or SI (Influencer, Steadiness blend) indicates someone who is friendly, positive and respectful of others contributions. Someone who is likely to have good empathy, listening, patience, with a focus on relationships. However this blend can be slow to address issues or underperformance due to an aversion to conflict.

CS or SC (Conscientious, Steadiness blend) indicates someone who is fair-minded, methodical and consistent (usually highly capable). Someone who is even tempered and can be diplomatic, and practical. However this blend can also get bogged down in the detail, making them rigid at times, and potentially indecisive or withdrawn..

DC or CD (Dominant, Conscientious blend) indicates someone who is determined, logical and results orientated. Someone who is fairly straight to the point and looking for high standards, looking out inefficiencies and highly competent. However this blend can get critical and demanding if in high anxiety situations through a fear of failure and losing control.

DS or SD (Dominant, Steadiness blend) indicates someone who is intense and hard working. Someone who is likely to be highly focused, and a completer with high expectations. However this blend can be overly linear, and can get impatient when others don't meet their demanding expectations or veer from the set path.

IC or CI (Influencer, Conscientious blend) indicates an unusual blend that can result in outgoing but also analytical traits. There is a friendliness, caring and adaptableness. However, there might be a cautiousness at times, and possibly an over-sensitivity. The trick for this blend is to enable the natural left/right brain dialogue (the analytical and the creative, intuitive). This blend can at times fall into 'should' thinking. But shifting from should to a healthy interplay gives the ability to be highly influential, if you can curb any hyper-sensitivity.

How does this relate to hybrid working?

From a hybrid perspective, this might have implications for the team, as different individuals can have different preferences. This might be less around an either/or preference for being remote, campus based, or hybrid, and more to do with 'how' the individual will respond or behave in relation to getting (or not) their preference, and the level of self-awareness they possess.

- Those with a Dominant trait may feel it is easier to connect and get work done face to face, but just as likely might find online gets the job done quicker. Or just as likely feel less in control remotely. They are likely to be more direct and assertive in their needs, for or against.
- Those with an Influencer trait may like the people-to-people interaction face to face offers, but can then get distracted, and may find they prefer the opportunity to be creative through online interactions. They are likely to be optimistic if their needs are being met, and withdrawn or cynical if not.

- Those with a Steadiness trait may prefer the feeling of team cohesion being on campus, but may just as likely appreciate the work/life balance working from home can offer. They are likely to be the great team player if things are going their way, and can be passively aggressive and stubborn if not.
- Those with a Conscientious trait may appreciate the distance and focus remote working offers, or may find it difficult to manage (and some might say micro-manage) at a distance. Whatever comes their way, they will want everyone to conform to, for good or bad. They are likely to keep their feeling to themselves, falling back on procedure.