

# DISCOVER YOUR PERSONALITY

## (DISC PERSONALITY INVENTORY)

The journey of formation is a journey of growing in self-knowledge. A person cannot offer himself fully to God, to community, and to mission without understanding the patterns through which he thinks, relates, makes decisions, and responds to life's challenges. Personality awareness is therefore an important aid in the human dimension of formation.

The DISC Personality Inventory is a simple and practical framework that helps identify habitual behavioural tendencies and relational styles. It does not explain the whole mystery of the person or define one's identity. Rather, it offers a helpful lens for understanding how one generally approaches relationships, communication, responsibility, work, and conflict.

The DISC model identifies four broad behavioural tendencies: Dominance (D), Influence (I), Steadiness (S), and Compliance/Conscientiousness (C). Most people display a combination of these traits, although one or two styles are usually more prominent. Each style brings particular strengths as well as predictable limitations that invite further growth.

Within formation, the value of DISC lies in fostering greater self-awareness. It encourages Formandi to reflect on questions such as: How do I respond under pressure? How do I relate to authority and community? What situations energize or challenge me? How do my natural strengths serve my vocation, and where do I need greater balance and maturity? Since missionary life is lived in community, intercultural settings, and demanding apostolic situations, this kind of self-understanding can support healthier relationships and more effective collaboration.

DISC can also help formators and communities appreciate different ways of communicating, leading, working, and responding to conflict. Awareness of these differences often reduces misunderstandings and promotes greater patience, mutual respect, and realistic expectations.

Like every formative instrument, DISC should be used within the broader context of spiritual accompaniment and ongoing human growth. It describes behavioural tendencies rather than measuring holiness, vocational suitability, or personal worth. The aim is not to place people into categories but to help them recognize both their gifts and the areas in which God continues to call them to growth.

When used with prayer, reflection, and wise accompaniment, DISC becomes a practical aid for personal integration and missionary formation. It invites Formandi to move from unconscious habits to conscious responsibility, enabling their natural dispositions to be gradually shaped by the Spirit and placed more fully at the service of Christ, community, and mission.

### DISC PERSONALITY INVENTORY DESCRIPTION

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>D</b> | <b>Dominant (Direct &amp; Decisive)</b> <ul style="list-style-type: none"> <li><b>Strengths:</b> Strong-willed, goal-oriented, risk-taker, problem solver, challenges the status quo, values time.</li> <li><b>Weaknesses:</b> Insensitive, dislikes routine, oversteps authority, argumentative, takes on too much.</li> <li><b>Ways to Improve:</b> Develop patience, listen to others' perspectives, practice humility, and delegate responsibilities.</li> </ul>       |
| <b>I</b> | <b>Influential (Inspiring &amp; Optimistic)</b> <ul style="list-style-type: none"> <li><b>Strengths:</b> Charismatic, enthusiastic, persuasive, great encourager, good sense of humour, connects with people.</li> <li><b>Weaknesses:</b> Seeks approval, easily distracted, inattentive to details, can be overly emotional.</li> <li><b>Ways to Improve:</b> Focus on follow-through, improve listening skills, develop discipline, and manage impulsiveness.</li> </ul> |
|          | <b>Steady (Supportive &amp; Loyal)</b> <ul style="list-style-type: none"> <li><b>Strengths:</b> Patient, dependable, good listener, team player, empathetic, excellent friend.</li> </ul>                                                                                                                                                                                                                                                                                  |

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| S   | <ul style="list-style-type: none"> <li>• <b>Weaknesses:</b> Resistant to change, too passive, struggles to prioritize, overly sensitive to criticism.</li> <li>• <b>Ways to Improve:</b> Be more assertive, embrace change, learn to say “no,” and step out of the comfort zone.</li> </ul>                                                                                                                                                                                                             |
| C   | <b>Compliant (Cautious &amp; Analytical)</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Detail-oriented, logical, values accuracy, problem solver, provides structure.</li> <li>• <b>Weaknesses:</b> Overly critical, perfectionist, struggles with verbalizing emotions, dislikes spontaneity.</li> <li>• <b>Ways to Improve:</b> Be more open to feedback, balance perfection with progress, and develop people skills.</li> </ul>                                                    |
| D/I | <b>Determined &amp; Inspirational</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Goal-oriented, persuasive, high-energy, ambitious, strong motivator.</li> <li>• <b>Weaknesses:</b> Easily distracted, takes on too much, impatient, struggles with details.</li> <li>• <b>Ways to Improve:</b> Prioritize tasks, slow down, focus on one goal at a time.</li> </ul> <b>Biblical Examples:</b> Joshua (Joshua 1), Noah (Genesis 6-9), Sarah (Genesis 16, 1 Peter 3:6)                   |
| I/D | <b>Persuasive &amp; Driven</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Outgoing, influential, energetic, thrives on challenges, strong communicator.</li> <li>• <b>Weaknesses:</b> Impulsive, can be impatient, struggles with focus and follow-through.</li> <li>• <b>Ways to Improve:</b> Think before acting, develop patience, work on consistency.</li> </ul> <b>Biblical Examples:</b> John the Baptist (Luke 3), Peter (Matthew 16 and 26, Acts 3), Rebekah (Genesis 24)      |
| S/D | <b>Quiet &amp; Determined</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Hardworking, reliable, enjoys challenges, strong in small groups.</li> <li>• <b>Weaknesses:</b> Avoids the spotlight, struggles with confidence, resists change.</li> <li>• <b>Ways to Improve:</b> Embrace leadership opportunities, step out of the comfort zone.</li> </ul> <b>Biblical Examples:</b> Martha (Luke 10:38-42), Job (Job 1:5, James 5:11)                                                     |
| C/D | <b>Cautious &amp; Determined</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Detail-oriented, strong problem solver, structured thinker, great planner.</li> <li>• <b>Weaknesses:</b> Can be rigid, struggles with emotional expression, prefers control.</li> <li>• <b>Ways to Improve:</b> Be more flexible, develop warmth in interactions, trust others.</li> </ul> <b>Biblical Examples:</b> Bezalel (Exodus 35:30-36, 8, 37:1-9), Jochebed (Exodus 1:22-2:4), Jethro (Exodus 2,18) |
| D/S | <b>Achiever &amp; Sensitive</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Goal-driven, steady, good under pressure, thoughtful leader.</li> <li>• <b>Weaknesses:</b> Can be too dominant, struggles with balance, overworks.</li> <li>• <b>Ways to Improve:</b> Take time for relationships, slow down decision-making.</li> </ul> <b>Biblical Examples:</b> Daniel (Daniel 1-6), Job (Job 1:5, James 5:11), Martha (Luke 10:38-42)                                                    |
| I/S | <b>Encouraging &amp; Supportive</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Great listener, empathetic, team player, highly relational.</li> <li>• <b>Weaknesses:</b> Lacks organization, avoids confrontation, struggles with assertiveness.</li> <li>• <b>Ways to Improve:</b> Set clear goals, develop structure, learn to say "no."</li> </ul> <b>Biblical Examples:</b> Barnabas (Acts 4, 9, 11-15), Elisha (1 Kings 19, 2 Kings 2-3), Nicodemus (John 3, 7, 19)                |
| S/I | <b>Warm &amp; Sociable</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Friendly, tolerant, dependable, excellent peacemaker.</li> <li>• <b>Weaknesses:</b> Overly accommodating, avoids conflict, can lack direction.</li> <li>• <b>Ways to Improve:</b> Be more decisive, practice constructive confrontation.</li> </ul> <b>Biblical Examples:</b> Mary Magdalene (Luke 7:36-47), Barnabas (Acts 4, 9, 11-15), Elisha (1 Kings 19, 2 Kings 2-13)                                       |

|     |                                                                                                                                                                                                                                                                                                                                                                                                 |
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| C/I | <b>Detail-Oriented &amp; Personable</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Careful thinker, stabilizing force, good with structure and people.</li> <li>• <b>Weaknesses:</b> Sensitive to criticism, can be indecisive, overly concerned with approval.</li> <li>• <b>Ways to Improve:</b> Be more assertive, take risks, worry less about others' opinions.</li> </ul> |
|     | <b>Biblical Examples:</b> Miriam (Exodus 15-21, Numbers 12:1-15), Ezra (Ezra 7, 8)                                                                                                                                                                                                                                                                                                              |
| D/C | <b>Bold &amp; Analytical</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Strong-willed, strategic, results-driven, sees the big picture.</li> <li>• <b>Weaknesses:</b> Can be overly critical, lacks patience, prefers control.</li> <li>• <b>Ways to Improve:</b> Show appreciation for others, relax, develop teamwork skills.</li> </ul>                                      |
|     | <b>Biblical Examples:</b> Malachi (Malachi 4), Nathan (2 Samuel 12:1-13), Nahum (Nahum 1-3)                                                                                                                                                                                                                                                                                                     |
| I/C | <b>Enthusiastic &amp; Cautious</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Good communicator, detailed, excellent at improving processes.</li> <li>• <b>Weaknesses:</b> Impatient, overly persuasive, too focused on winning.</li> <li>• <b>Ways to Improve:</b> Try new things, let go of perfectionism, be open to compromise.</li> </ul>                                  |
|     | <b>Biblical Examples:</b> Miriam (Exodus 15-21), Ezra (Ezra 7-8), Shunammite Woman (2 Kings 4:8-37)                                                                                                                                                                                                                                                                                             |
| S/C | <b>Diplomatic &amp; Detail-Oriented</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Loyal, thoughtful, good at weighing options, logical thinker.</li> <li>• <b>Weaknesses:</b> Can be overly sensitive, dislikes change, struggles with decisiveness.</li> <li>• <b>Ways to Improve:</b> Work on confidence, make quicker decisions, accept feedback.</li> </ul>                |
|     | <b>Biblical Examples:</b> Moses (Exodus 3, 4, 20, 32), John (John 19:26-27), Eliezer (Genesis 24)                                                                                                                                                                                                                                                                                               |
| C/S | <b>Systematic &amp; Reliable</b> <ul style="list-style-type: none"> <li>• <b>Strengths:</b> Hardworking, structured, prefers accuracy, great behind-the-scenes worker.</li> <li>• <b>Weaknesses:</b> Fear of failure, struggles with spontaneity, dislikes risk.</li> <li>• <b>Ways to Improve:</b> Take calculated risks, trust others more, be open to change.</li> </ul>                     |
|     | <b>Biblical Examples:</b> Esther (Esther 4), Zechariah (Luke 1), Joseph (Matthew 1:1-23)                                                                                                                                                                                                                                                                                                        |

## GUIDELINES FOR ADMINISTERING DISC INFORMATION

DISC is most helpful when used within a climate of trust, accompaniment, and ongoing formation. The following guidelines can help formators use it effectively.

### 1. Explain its Purpose

Present DISC as a tool for increasing self-awareness and improving relationships. It helps candidates understand behavioural tendencies and identify areas for growth.

### 2. Create an Atmosphere of Honesty

Invite candidates to answer according to how they normally behave rather than how they think they should behave. Honest responses make the inventory more useful.

### 3. Reflect on the Results Together

The inventory should always be followed by guided reflection. Encourage candidates to ask:

- What describes me well?
- What surprises me?
- How does this influence my community life and mission?
- What practical changes is God inviting me to make?

#### 4. Connect the Results to Formation

Help each candidate identify one or two concrete growth goals rather than simply discussing personality styles.

#### 5. Use DISC to Improve Community Life

Different personality styles enrich the community. DISC can help members appreciate different ways of communicating, leading, working, and serving together.

#### 6. Integrate DISC with Other Means of Formation

DISC complements spiritual direction, observation, psychological insight when appropriate, and ongoing accompaniment. It is one helpful resource within the broader process of human and spiritual formation.

### DISC ASSESSMENT

#### Instructions:

Step 1: Answer each question in sections 1-4 by selecting the number that best describes you. **1** being “strongly disagree” and **5** being “strongly agree”.

Section 1 = the “D” personality

Section 2 = the “I” personality

Section 3 = the “S” personality

Section 4 = the “C” personality

Step 2: Add up the total of circled numbers in each individual section and write the number on the “Total” line.

Step 3: Identify the section with the highest totalled number and the section with the second highest totalled number. This will specify your dominant personality traits.

\*Write your dominant personality traits sequence at the bottom of the page. (Example: DI, ID, SC, CD)

| 1.                                              | Never | Rarely | Sometimes | Often | Always |
|-------------------------------------------------|-------|--------|-----------|-------|--------|
| I am assertive, demanding, and decisive.        | 1     | 2      | 3         | 4     | 5      |
| I enjoy doing multiple tasks at once.           | 1     | 2      | 3         | 4     | 5      |
| I thrive in a challenge-based environment.      | 1     | 2      | 3         | 4     | 5      |
| I think about tasks above others or myself.     | 1     | 2      | 3         | 4     | 5      |
| I am motivated by accomplishment and authority. | 1     | 2      | 3         | 4     | 5      |
| <b>Total</b>                                    |       |        |           |       |        |

| 2.                                         | Never | Rarely | Sometimes | Often | Always |
|--------------------------------------------|-------|--------|-----------|-------|--------|
| I enjoy influencing and inspiring people.  | 1     | 2      | 3         | 4     | 5      |
| I am optimistic about others.              | 1     | 2      | 3         | 4     | 5      |
| I tend to be the life of the party.        | 1     | 2      | 3         | 4     | 5      |
| I think about motivating people.           | 1     | 2      | 3         | 4     | 5      |
| I am motivated by recognition and approval | 1     | 2      | 3         | 4     | 5      |
| <b>Total</b>                               |       |        |           |       |        |

| 3. | Never | Rarely | Sometimes | Often | Always |
|----|-------|--------|-----------|-------|--------|
|----|-------|--------|-----------|-------|--------|

|                                                          |   |   |   |   |   |
|----------------------------------------------------------|---|---|---|---|---|
| I thrive in consistent environments over changing ones.  | 1 | 2 | 3 | 4 | 5 |
| I prefer specifics over generalizations.                 | 1 | 2 | 3 | 4 | 5 |
| I enjoy small groups of people.                          | 1 | 2 | 3 | 4 | 5 |
| I prefer being a member of a team over leading the team. | 1 | 2 | 3 | 4 | 5 |
| I am motivated by stability and support.                 | 1 | 2 | 3 | 4 | 5 |
| <b>Total</b>                                             |   |   |   |   |   |

|                                            |              |               |                  |              |               |
|--------------------------------------------|--------------|---------------|------------------|--------------|---------------|
| <b>4.</b>                                  | <b>Never</b> | <b>Rarely</b> | <b>Sometimes</b> | <b>Often</b> | <b>Always</b> |
| I typically do not take big risks.         | 1            | 2             | 3                | 4            | 5             |
| I love tasks, order and details.           | 1            | 2             | 3                | 4            | 5             |
| I am right most of the time.               | 1            | 2             | 3                | 4            | 5             |
| I comply with clearly defined rules.       | 1            | 2             | 3                | 4            | 5             |
| I am motivated by quality and correctness. | 1            | 2             | 3                | 4            | 5             |
| <b>Total</b>                               |              |               |                  |              |               |

**My Personality / Leadership Style** \_\_\_\_\_

## **HOW FORMATORS SHOULD INTERPRET DISC RESULTS**

### **1. Begin with Observation**

Compare the DISC profile with what you already observe in community life, ministry, relationships, study, and times of stress.

### **2. Recognize Strengths and Growth Areas**

Every personality style has valuable gifts as well as predictable limitations. The task of formation is to strengthen the gifts while helping the candidate grow beyond habitual weaknesses.

### **3. Understand the Person as a Whole**

Interpret the profile within the person's family background, culture, developmental history, spiritual life, and present stage of formation. DISC offers one perspective, not the complete picture.

### **4. Translate Insight into Formation**

Help the candidate establish one or two practical goals. For example:

- grow in listening,
- improve consistency,
- become more assertive,
- accept feedback more peacefully,
- develop flexibility,
- strengthen collaboration.

### **5. Review Growth Periodically**

The DISC profile becomes most useful when revisited during accompaniment. Discuss together how the candidate has grown and what new areas deserve attention.

# REFLECTION QUESTIONS AND GROUP PROCESSING GUIDE FOR DISC

The DISC Personality Inventory becomes truly formative only when its results are reflected upon prayerfully, honestly, and in a spirit of growth. The goal is not simply to know one's profile, but to understand how one's behavioural tendencies influence daily life, relationships, community, authority, mission, and personal conversion.

For this reason, DISC should ideally be followed by a structured process of personal reflection and, where appropriate, guided group sharing. This allows the candidate to move from information to insight, and from insight to concrete growth.

## A. Personal Reflection Questions

These questions may be used for journaling, accompaniment, or personal prayer after receiving DISC results.

### 1. Initial Reaction

- What was my first reaction to my DISC result?
- What parts of the description felt accurate?
- What parts surprised me or did not seem to fit?
- Did I feel relieved, uncomfortable, affirmed, or resistant? Why?

### 2. Self-Knowledge

- In what ways do I see these tendencies in my daily life?
- How do I usually relate to people, tasks, and responsibilities?
- How do I normally react under stress, pressure, or criticism?
- What are some recurring behavioural patterns I notice in myself?

### 3. Strengths

- What natural strengths does this profile highlight in me?
- How do these strengths help me in community life, mission, study, or relationships?
- In what situations do these strengths become especially visible?
- How can I place these gifts more consciously at the service of others?

### 4. Limitations and Growth Areas

- What weaknesses or excesses in this profile do I recognize in myself?
- How might these patterns affect my relationships, prayer, obedience, or community life?
- In what situations do my strengths become unbalanced or unhelpful?
- What behaviours in me may need greater discipline, balance, or purification?

### 5. Community and Relationships

- How does my style affect the way I communicate with others?
- How do I respond to disagreement, correction, or misunderstanding?
- Do I tend to dominate, avoid, adapt too much, or over-control?
- What kind of people do I find easy to live with? Which kinds do I find difficult?
- How might my personality style influence the way I participate in community?

### 6. Authority, Responsibility, and Mission

- How do I respond to structure, authority, and expectations?
- Do I naturally take initiative, hesitate, seek approval, or over-analyse?
- How does my style affect the way I work, lead, or collaborate?
- What kind of missionary situations bring out my best qualities?
- What missionary situations challenge me most?

## 7. Formative Growth

- What do I sense God may be inviting me to grow in through this insight?
- What one or two patterns in me need attention at this stage of formation?
- What practical steps can I take toward greater maturity and balance?
- How can I allow this self-knowledge to support my growth in freedom and service?

## B. GROUP PROCESSING GUIDE

When DISC is used in a formation community or group setting, it should be processed in a way that promotes understanding, humility, and fraternity. The purpose is not comparison or exposure, but mutual awareness and growth in community life.

The group session should be guided by a formator or facilitator who can maintain a respectful and non-judgmental atmosphere.

## C. GUIDELINES FOR GROUP SHARING

Before beginning group sharing, the following attitudes should be clearly established:

- **Respect** – Each person's experience is valid and should be received without ridicule or dismissal.
- **Freedom** – No one should be forced to share more than he wishes.
- **Confidentiality** – Personal reflections shared in the group should not be used casually outside it.
- **Non-labelling** – DISC should not be used to reduce others to categories or fixed identities.
- **Growth Orientation** – The goal is mutual understanding and personal development, not self-defence or criticism.

## D. SUGGESTED FLOW FOR GROUP PROCESSING

### 1. Quiet Personal Review

Begin with 10–15 minutes of silence in which each participant reviews his profile and reflects personally on what resonates most. Participants may be invited to note:

- one strength they recognize,
- one challenge they acknowledge,
- and one area in which they desire growth.

### 2. Small Group Sharing

Participants may then share in small groups of 3–5 persons. Suggested sharing prompts:

- What part of your profile felt most true to your experience?
- What part challenged or surprised you?
- How do you see this style affecting your way of relating in community?
- What is one growth area you recognize in yourself?

Participants should be encouraged to speak in the first person and avoid commenting critically on others.

### 3. Community-level Reflection

After small group sharing, the whole group may reflect together on broader questions such as:

- What did we learn about the diversity of personalities in our community?
- How can different styles enrich community life and mission?
- What kinds of misunderstandings often arise because of personality differences?
- How can we grow in patience and better communication with one another?

This stage is especially useful for helping the community appreciate diversity without idealizing or exaggerating it.

## **E. GROUP REFLECTION QUESTIONS FOR COMMUNITY LIFE**

These questions may be used in a community workshop or facilitated dialogue.

### **1. Understanding Difference**

- What did I learn about how differently people think, decide, communicate, or work?
- Have I sometimes judged others unfairly because they function differently from me?
- Which personality styles do I find easiest to appreciate? Which do I struggle with?

### **2. Communication and Relationships**

- How do personality differences affect communication in our community?
- What kinds of misunderstandings tend to arise among us?
- How can we become more patient and realistic in the way we relate?

### **3. Community Work and Responsibility**

- How do different styles influence leadership, teamwork, and shared tasks?
- How can we better value both initiative and stability, both warmth and structure?
- Are there personality patterns in the community that are often misunderstood or undervalued?

### **4. Growth in Fraternity**

- How can DISC help us grow in fraternity rather than stereotyping?
- What attitudes do we need in order to live well with different personalities?
- How can we help one another grow rather than remain fixed in our patterns?

## **F. ROLE OF THE FORMATOR IN GROUP PROCESSING**

The formator plays an important role in helping the group process DISC results fruitfully. He should:

- keep the atmosphere reflective and respectful,
- prevent mocking, stereotyping, or oversimplification,
- help participants move beyond superficial comments,
- connect the discussion to community life and formation,
- and guide the group toward practical and constructive insights.

The formator should also help the group remember that personality differences are not obstacles in themselves. They become fruitful or difficult depending on the degree of maturity, humility, and willingness to grow.

## **G. FROM REFLECTION TO FORMATION**

The reflection process should not end with discussion alone. Participants should be encouraged to identify one or two concrete points for growth based on what they have learned. These may include:

- listening more patiently,
- becoming more organized,
- expressing disagreement more respectfully,
- taking initiative where one tends to withdraw,
- becoming more flexible where one tends to be rigid,
- or growing in empathy and self-regulation.

In this way, DISC becomes not merely a self-awareness exercise, but a practical aid in the ongoing work of formation.

## **FINAL FORMATIVE NOTE**

DISC is valuable not because it places people into categories, but because it encourages deeper self-awareness, healthier relationships, and intentional personal growth. Used within prayer, accompaniment, and community life, it helps candidates become more integrated persons who are increasingly available for the mission of Christ.

## **Online Personality Assessment Resources**

The questionnaires included in this manual are intended primarily for formative reflection and accompaniment. Formandi who wish to explore these personality frameworks further may consult the following online resources.

### **1. Truity – DISC Personality Test**

<https://www.truity.com/test/disc-personality-test>

- One of the most widely used free DISC assessments.
- Provides a detailed report of behavioural style, strengths, communication patterns, and work preferences.
- Suitable for personal reflection and formation discussions.

### **2. DISC Personality Testing**

<https://discpersonalitytesting.com>

- Offers free DISC assessments and explanatory articles.
- Includes practical applications for leadership, teamwork, and communication.

## **Further Reading**

John T. Geier, *Personality: Understanding Behavior Using the DISC Model*. Performax Systems.