

UDC 159.922.8

DOI <https://doi.org/10.32782/academ-ped.psyh-2024-2.02>

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## PSYCHOLOGICAL ASPECTS OF MANAGEMENT PROCESSES BASED ON THE DISC TYPOLOGY

**Abstract.** *The purpose of the study is to analyze the impact of the DISC typology on the effectiveness of management processes and identify ways to adapt management approaches depending on the personal characteristics of employees. This study is relevant in modern personnel management, since the use of psychological tools, such as DISC, allows you to increase the productivity and motivation of employees, as well as reduce the level of conflicts in the team. The article examines the DISC typology, which includes four main types of behavior: Dominant (D), Influential (I), Stable (S) and Conscientious (C). Each of the types has its own characteristics in the style of communication, methods of interaction, reaction to stressful situations and motivational needs, which directly affect the dynamics of teamwork and effectiveness.*

*The research methodology is based on a combination of general psychological principles (unity of psyche and activity, development, systematicity) with specific thematic approaches, in particular, on the principles of an individual psychological approach to personnel and adaptation of DISC models to the features of teamwork. To analyze the effectiveness of the typology implementation, empirical research methods were used, including interviewing and testing employees of different personality types (dominant, influential, stable and analytical). In the process of analysis, behavioral characteristics and reactions of employees based on the DISC typology were studied, which allows managers to better distribute tasks, create individual strategies for each type, maintain feedback and develop optimal conditions for team interaction.*

*The scientific novelty of the work lies in the generalization of methods for integrating DISC into management activities, as well as in providing recommendations for adapting management strategies taking into account the typological characteristics of employees. This contributes to increasing efficiency, strengthening corporate culture and reducing the number of conflicts, which is important for organizations focused on sustainable development.*

**Conclusions.** *The results of the study show that the implementation of the DISC typology helps managers better understand the characteristics of employee behavior; which allows personalizing approaches to motivation, communication and conflict management. This, in turn, has a positive effect on team productivity and the overall effectiveness of management processes. Prospects for further research include an in-depth study of the impact of DISC in various areas of activity and the development of integrated approaches to working with personnel based on the DISC typology.*

**Key words:** *DISC typology, management processes, psychological tools, management effectiveness, motivation, communication, conflictology.*

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## **ПСИХОЛОГІЧНІ АСПЕКТИ УПРАВЛІНСЬКИХ ПРОЦЕСІВ НА ОСНОВІ ТИПОЛОГІЇ DISC**

**Анотація.** *Мета* дослідження – проаналізувати вплив типології DISC на ефективність управлінських процесів і виявити шляхи адаптації управлінських підходів залежно від особистісних характеристик працівників. Це дослідження є актуальним у сучасному управлінні персоналом, оскільки застосування психологічних інструментів, таких як DISC, дозволяє підвищити продуктивність і мотивацію працівників, а також зменшити рівень конфліктів у колективі. У статті досліджено типологію DISC, яка включає чотири основні типи поведінки: Домінантний (D), Впливовий (I), Стабільний (S) та Сумлінний (C). Кожен з типів має власні особливості у стилі комунікації, способах взаємодії, реакції на стресові ситуації та мотиваційні потреби, що безпосередньо впливають на динаміку командної роботи та результативність.

**Методологія** дослідження базується на поєднанні загальнопсихологічних принципів (єдності психіки і діяльності, розвитку, системності) з конкретно-тематичними підходами, зокрема на принципах індивідуального психологічного підходу до персоналу та адаптації моделей DISC до особливостей командної роботи. Для аналізу ефективності впровадження типології використовувалися методи емпіричного дослідження, включаючи опитування та тестування співробітників різних типів особистості (домінантного, впливового, стабільного та аналітичного). У процесі аналізу вивчено поведінкові характеристики та реакції працівників на основі типології DISC, що дозволяє керівникам краще розподіляти завдання, створювати індивідуальні стратегії для кожного типу, підтримувати зворотний зв'язок і розробляти оптимальні умови для командної взаємодії.

**Наукова новизна** роботи полягає в узагальненні методів інтеграції DISC в управлінську діяльність, а також у наданні рекомендацій щодо адаптації управлінських стратегій з урахуванням типологічних особливостей працівників. Це сприяє підвищенню ефективності, зміцненню корпоративної культури та зменшенню кількості конфліктів, що є важливим для організації, які орієнтовані на сталий розвиток.

**Висновки.** Результати дослідження свідчать, що впровадження типології DISC допомагає керівникам краще зрозуміти особливості поведінки співробітників, що дозволяє персоналізувати підходи до мотивації, комунікації та управління конфліктами. Це, у свою чергу, позитивно впливає на продуктивність команди та загальну ефективність управлінських процесів. Перспективи подальших досліджень охоплюють поглиблене вивчення впливу DISC у різних сферах діяльності та розробку інтегрованих підходів до роботи з персоналом на основі типології DISC.

**Ключові слова:** типологія DISC, процеси управління, психологічний інструментарій, ефективність управління, мотивація, комунікація, конфліктологія.

**Problem statement.** The modern world of management requires high flexibility and a personalized approach to working with personnel, where

psychological knowledge is a decisive factor in the success of the organization. The DISC typology is one of the most common systems that allows

you to identify behavioral types of employees that affect their productivity, motivation, perception of instructions and reactions to stressful situations.

In modern organizations, not only technical skills, but also psychological aspects of personnel management are becoming increasingly important. The growing dynamics of business and the complexity of communications between employees require managers to use innovative approaches to increase the effectiveness of teamwork. In this context, the DISC typology is an important tool for optimizing management processes, since it is based on an understanding of the psychological characteristics and behavioral patterns of employees.

The application of the DISC typology in working with personnel allows you to effectively approach delegation, task setting, conflict management and maintaining working relationships, focusing on the individual psychological characteristics of employees. This becomes extremely important in the context of increasing competition and the need to optimize management processes to ensure productivity. DISC tools help managers develop emotional intelligence, strengthen corporate culture, and promote the development of competencies aimed at increasing adaptability, creativity and employee engagement.

Modern research confirms that organizations that pay attention to psychological factors in working with personnel achieve higher results in productivity, employee engagement and staff retention. Therefore, the use of the DISC model is a relevant tool that allows you to flexibly respond to changes in work processes and adapt management strategies in accordance with the individual characteristics of employees, which is especially important in the context of modern competition and rapid changes in the business environment.

The DISC typology offers a practical approach to understanding the behavioral and communicative styles of employees, but there is still a lack of research on how psychological tools based on this typology can be systematically integrated into management processes. The question arises: how to optimally use the DISC typology tools to increase the effectiveness of work with personnel and a personalized approach in management? Solving this problem is relevant for creating a flexible, adaptive and productive team focused on achieving organizational goals.

### **Analysis of recent research and publications.**

Problems of management psychology in Ukraine were studied by such scientists as G. Angelov, L. Melnyk, F. Khmil, V. Savelieva, A. Bandurka, S. Bocharova, E. Zemlyanska, O. Orban-Lembryk, L. Karamushka and others.

To study the psychological aspects of management through the DISC typology and the influence of psychotypes on the effectiveness of work with personnel, it is important to identify the scientific works of Ukrainian scientists who study managerial psychological aspects and socio-psychological management methods.

In particular, L. Karamushka specializes in management psychology and studies the psychological readiness of managers for management in educational and other organizations, which is directly related to managerial effectiveness and socio-psychological climate in teams. It is also worth paying attention to the research of O. Bondarchuk, who analyzes emotional intelligence in the field of management, which can be useful for a deeper understanding of the influence of psychotypes on the management process [5]. It is important to note that L.M. Karamushka, investigates how psychotypical characteristics of employees can affect the formation of a productive environment in the organization. The application of various psychological models, including DISC, to support decision-making in complex management situations is analyzed [5].

Researchers such as V. E. Mykhailychenko and O. G. Romanovsky also focus on the issues of leadership and the psychological climate in the organization, which affects the effectiveness of personnel management. These topics intersect with the specifics of the application of DISC in management, since DISC helps to identify individual characteristics that can optimize management processes [8].

Studies show that the use of the DISC typology can improve interaction between employees, which, in turn, increases the overall effectiveness of the organization. In particular, DISC helps to understand how different personality types can work together, optimizing communication and cooperation.

Studies have confirmed that the implementation of the DISC model in management processes improves mutual understanding and communication, and also helps to reduce the level of conflicts and increase staff loyalty. This makes this topic

relevant not only for practical psychology, but also for management sciences, in particular for those areas where personalized approaches focused on team development and optimization of management processes are important.

Human resource management in a modern organization faces significant challenges, such as increasing diversity of personnel, rapid adaptation to change and maintaining productivity in a highly competitive environment. Traditional management methods often do not take into account the individual psychological characteristics of employees, which leads to a decrease in communication effectiveness, an increase in the level of conflict and unstable productivity.

**The goal** is to investigate the psychological aspects of management processes based on the DISC typology, identify their impact on the effectiveness of work with personnel and offer recommendations for optimizing management through adapted approaches to different psychotypes of employees.

**Research objectives:**

1. To analyze the DISC typology as a tool for optimizing management processes.
2. To describe the psychological characteristics of the DISC behavioral types (dominant, influential, stable, conscientious) and their impact on the professional environment.
3. To offer recommendations for managers on integrating DISC into work with personnel, including communication, delegation of tasks, conflict management and employee motivation.

**Presentation of the main material.** The DISC typology was developed by the American psychologist William Marston in 1928. He originally created this model to analyze the behavioral characteristics of people, studying how personality affects interaction and communication. Marston believed that each person can be attributed to one of four basic behavioral styles, and studied them in the context of various situations, especially in business and interpersonal relationships.

**Basic principles of DISC.** Four behavioral styles: D (Dominance): result-oriented, ready for challenges, often occupies leadership positions. I (Influence): sociable, emotional, seeks social connections. S (Steadiness): Steady, patient, values teamwork and harmony. C (Conscientiousness): Analytical, adheres to standards, pays attention to details.

**Main motives:** Each DISC style has its own motives that influence behavior: D: desire for control and achievement. I: need for social contacts and recognition. S: desire for stability and support. C: tendency to accuracy and competence.

**Interaction dynamics:** The DISC typology emphasizes how different styles interact with each other. Understanding these dynamics can help avoid conflicts and improve teamwork.

Given the rapid changes in management practices and the increasing role of interpersonal interaction, there is a need to use psychological tools to improve the effectiveness of work with personnel. The DISC model, which is based on personality typology, allows you to better understand the individual characteristics of employees and adapt management strategies to optimize teamwork and increase productivity.

According to the McKinsey study “The Future of Work: jobs lost 2017 jobs gained (2017)”, in terms of increasing demand in companies for employee skills, social emotional skills are in second place: empathy, interpersonal communication skills, learning. Studies show that this is now in demand in the market. DISC helps to develop interpersonal communication skills, because the tool is designed specifically for this.

DISC was created in the last century by American psychologist William M. Marston. He developed a theory about the characteristics of human behavior, invented the first practical model of a lie detector, and in 1928 published the book “Emotions of Normal People”, in which he described 4 behavioral styles: dominant, stable, influential and adaptive. The DISC test is used to analyze the personal characteristics of people and their behavior, which can be useful for companies in the process of recruiting personnel or developing a team. Using the DISC test allows you to identify potential problems in team work, and also helps you understand which personality types are more successful in different roles and circumstances [1].

Currently, a large number of companies in the world use this theory to create a DISC assessment. If we talk about the popularity of the assessment, we can rely on one of the assessment providers – Thomas International. They claim that this assessment is used in 60 countries around the world, it is translated into 52 languages, and this number is increasing [11].

The DISC typology is based on the concept of human behavior in social situations and serves as a tool for studying and analyzing interpersonal interaction. The main idea is that human behavior can be classified into four main types, each of which is characterized by specific personality traits, communication styles and motivation. This typology is widely used in psychology, management, business and other fields to improve interaction and communication.

The DISC typology was developed to understand and analyze the behavior of people in various social situations. The main components of the model are based on four main psychotypes:

**D (Dominance)** – a dominant type, which is characterized by leadership qualities, determination and focus on results. Characteristics: leadership qualities, determination, initiative, focus on results. Motivation: focus on achieving goals and solving problems. Interaction style: clarity in statements, desire to control the situation, open expression of one's thoughts.

**I (Influence)** – an influential type that shows emotionality, optimism and ability to communicate. Characteristics: emotionality, optimism, sociability, ability to communicate. Motivation: maintaining positive relationships, recognition and approval from others. Interaction style: energy, inspiration, desire for cooperation and teamwork.

**S (Steadiness)** – a stable type that is distinguished by dedication, patience and ability to cooperate. Characteristics: loyalty, patience, friendliness, ability to cooperate. Motivation: security, stability and harmony in the team. Interaction style: gradualness, willingness to listen, desire to support others.

**C (Conscientiousness)** – a conscientious type that demonstrates accuracy, analytical skills and a tendency to follow rules. Characteristics: accuracy, analytical skills, adherence to rules, attention to detail. Motivation: quality of work, achieving high standards. Interaction style: attention to detail, systematic approach to task performance, caution in decision-making.

Each of these types manifests itself in the work environment and how understanding these features can contribute to the development of communication and efficiency in management. Understanding these types helps managers adapt their management style to the individual characteristics of employees, which has a positive effect on team dynamics.

However, it is important to remember: DISC language does not assess: emotional intelligence (EQ); mental abilities, intelligence (IQ); knowledge and education; experience; personal skills (competences); worldview; insight and intelligence. DISC language assesses: behavioral style; communication style; how you do, what you do; the difference in people's approach to solving problems, communicating with people, speed of action and choosing its method [11].

DISC language is a path to more effective communications. There are no bad or good factors, there are neutral ones. After assessing DISC, we cannot say that these are bad or good results. Each factor is good, each factor has its own advantages and limitations that should be taken into account.

Management based on the DISC typology helps to adapt management processes according to the psychotype of employees: Individual approach to task delegation: each type requires a different approach to task setting. For example, for the dominant type, it is important to set clear tasks with an emphasis on results, while the influential type needs a creative approach and the ability to interact in a team.

*Feedback and motivation:* the stable type values support and stability, so it is important to provide them with feedback that emphasizes their achievements in teamwork. Dominant types should be given direct and specific feedback, while conscientious types need to be validated for their professionalism and attention to detail.

*Conflict Management:* Using the DISC typology, you can predict how employees will react to stressful situations or conflicts. For example, an influential type needs a gentle approach with an emphasis on maintaining mutual understanding, while a dominant type values a quick solution to the problem without unnecessary discussions.

**Team Communication:** Each type has a unique communication style that must be taken into account when working in a team. The dominant type often acts as a leader and makes decisions quickly, while the stable type provides support and cohesion in the team. Understanding these roles helps to avoid misunderstandings and increases team productivity.

**The benefits of implementing DISC** in management processes include increasing communication efficiency, reducing conflict, and improving staff productivity. However. It is also important to mention

the challenges that may arise when implementing this methodology, in particular the need to train managers, adapt the approach to the specifics of the organization, and obstacles associated with different levels of perception of new methods among employees.

Let's consider **practical recommendations** for implementing DISC tools in management practice:

- Conducting DISC diagnostics among employees to identify types and develop personalized approaches to communication.

- Training managers to use DISC tools to better understand the psychological characteristics and reactions of employees.

- Developing a motivation and task delegation strategy that takes into account behavioral types to achieve maximum involvement and efficiency.

- Regular monitoring and adaptation of approaches based on feedback in order to timely adjust methods of working with personnel.

*Modern use.* The DISC typology has undergone changes and adaptations over time, expanding to modern tools that include:

*DISC assessments:* various tests that allow people to determine their behavioral style. These assessments are often used in HR practices for recruiting, team development, and training.

*Corporate training:* Companies use DISC to improve communication, management practices, and leadership development.

*Coaching and psychotherapy:* The DISC model is used for personal development, allowing people to understand their strengths and weaknesses.

*The modern use of the DISC typology* is a popular tool in training, leadership development programs, coaching, and corporate training. It helps organizations: understand employee behavior and their individual needs. Optimize communication processes in teams, which reduces conflict. Improve productivity by adapting management style to the personal characteristics of employees.

The DISC typology remains an important tool in psychology and management, contributing to a deeper understanding of interpersonal relationships and communications in work processes. Its use helps organizations not only increase work efficiency, but also create a healthy and productive environment for cooperation.

**Introducing the DISC typology** into the HR management process allows us to:

- *Optimize communication:* knowledge of psychotypes helps adapt the communication style

to the needs of employees, which reduces the likelihood of misunderstandings and conflicts.

- *Improve motivation:* different psychotypes have different motivational factors. For example, dominant personalities may be motivated by achievements, while stable ones – by support and stability.

- *More effectively distribute roles:* understanding personality types allows managers to form teams with the optimal balance of skills and work styles, which contributes to increased productivity.

Studies of the psychological characteristics of HR management show that employees of different psychotypes have different ways of perceiving information and reacting to stress. For example, type C individuals may need detailed instructions, while I are more inclined to creative solutions. Understanding these features allows you to create a more productive working atmosphere.

Based on the research, the following recommendations for organizations can be offered: conducting DISC training for managers and employees, which allows them to understand and use the typology in daily practice; incorporating the DISC typology into hiring processes to better select candidates based on their psychotypes and team needs; regularly assessing the effectiveness of teams using the DISC model, which will help to identify problems in a timely manner and adjust management approaches.

*Research shows* that managers who take into account the psychotypes of their subordinates are able to: optimize communication, which allows for reducing misunderstandings and conflicts. Increase employee motivation by distributing tasks according to their strengths. Ensure a more effective distribution of roles in the team, which allows each team member to perform tasks according to their individual abilities.

Using the DISC model helps to understand: employees' predispositions to certain roles in the team, which allows for the development of their strengths; employees' vulnerabilities in management and training, which can be taken into account to improve their performance.

*Specific recommendations for organizations:* Implement training programs for managers to familiarize themselves with the DISC typology. Conduct regular staff assessments using the DISC model to monitor changes in teams. Integrate

DISC results into HR strategies and development planning.

**Conclusions.** *The DISC typology is based on concepts from behavioral psychology, which studies how individual characteristics influence human behavior in different situations. Key aspects of the theoretical framework include: Behavior as a result of the interaction of personality characteristics and the environment: the DISC model considers behavior as the result of the interaction between personality traits and external factors, such as culture, organizational structure and communication processes.*

Each of the DISC types has its own motivational factors that influence their decisions and behavior. Knowledge of these motivations allows you to better adapt management strategies to the needs of employees. The DISC typology also considers how different personality types interact with each other,

which helps to understand team dynamics and predict potential conflicts.

The DISC typology is an effective tool for improving the quality of management processes by taking into account the psychological characteristics of employees. Using DISC helps us to improve communication, to increase motivation and to reduce conflict in the team. A personalized approach based on DISC allows you to adapt management strategies to different psychotypes, which has a positive effect on productivity and team interaction.

Further research could focus on practical cases of implementing DISC typology in different industries and its long-term impact on management processes. An important direction is the integration of DISC with other psychological personality assessment tools to develop leadership qualities and support psychological health of personnel.

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