

ADDITIONAL INFORMATION ON THE  
**MENTAL GOLF WORKSHOP**<sup>TM</sup>

*Think Your Way To Lower Scores*



— CONTENTS —

- Explanation of Each Section of the Profile Report
- The DISC Behavioral Style Model
- How Mental Golf Workshop Uses the DISC Model
- Frequently Asked Questions

## THE DIFFERENT SECTIONS OF THE PROFILE REPORT

- The cover page has an introduction that urges players to work on “improving what they already have” instead of “constantly searching for what’s missing.”
- Page 2 has a brief description of the DISC behavioral style model.
- Pages 3 – 7 provide narratives describing the player’s mental tendencies for five different areas of the game. Space is provided for making notes.
- Pages 8 – 21 provide improvement ideas for the five key areas of the game. Space is provided for making notes. This is a very important step in getting the most impact from the profile reports.

**IMPORTANT NOTE:** Some of the *Improvement Ideas* are specific to the person’s DISC style while other important ideas are relevant for all DISC styles.

- Page 19 notes that our company provides DISC Profiles for purposes other than golf – ie: employee selection, sales and management coaching, career exploration, etc.
- Page 20 recommends certain books, videos, websites, etc. that are excellent resources for golfers serious about improving their mental game.
- Page 21 shows the ten DISC styles with graphs on the same page. These are the DISC styles used in the Mental Golf Workshop™ system.

**SPECIAL NOTE:** Thanks to Pia Nilsson, Lynn Marriott, Dr. Bob Rotella, Brad Faxon, and Jonathan Byrd for contributing and/or giving permission to use ideas that contribute to the overall strength of the *Improvement Ideas* section.

# THE DISC BEHAVIORAL STYLE MODEL

The DISC Behavioral Style Model is used for consulting, coaching, performance enhancement, teambuilding and employee selection throughout the world.

DISC measures human behavior with four core behavioral factors:

**D** – Dominance

**I** – Influence

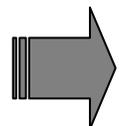
**S** – Steadiness

**C** – Caution

*DISC can predict certain aspects of behavior such as –*

- How assertive and outwardly competitive you are
- Your tolerance for risk
- The pace you prefer for activities
- How you persuade others and how you are best persuaded
- How analytical and logical you are versus how instinctive and spontaneous you are
- How you prepare to participate in activities
- How you learn most effectively and wish to be instructed
- How long or short your fuse might be
- How you organize information, time and your surroundings

The next four pages have information  
on the D, I, S & C behavioral styles.



## THE D (DOMINANCE) STYLE

<u>D (DOMINANCE)</u>		
- Aggressive	- Strong-willed	D I S C
- Sense of urgency	- Risk taker	I
- Goal-oriented	- Competitive	

### Some Potential Strengths of “High D” Golfers

- Competitive – strong desire to succeed – not apt to be intimidated
- Goal-oriented – will pay the price to reach goals
- Change-oriented – willing to make changes – to try something different – always looking for a competitive edge
- Sense of urgency – desire to improve quickly – doesn’t procrastinate when making changes

### Some Potential Liabilities of “High D” Golfers

- Competitive – might try too hard and create excessive tension that gets in the way of using athletic ability
- Strong-willed and aggressive – may have a short fuse
- Change-oriented – might be motivated to try so many things, doesn’t fully develop anything

# THE I (INFLUENCE) STYLE

<u>I (INFLUENCE)</u>		
- Enthusiastic	- Creative	D I S C
- Optimistic	- Spontaneous	I
- Sociable	- Instinctive	

## Some Potential Strengths of “High I” Golfers

- Enthusiastic – energized and alert – “can-do” and upbeat attitude
- Optimistic – tends to think “today is the day it’s all going to come together”
- Creative and spontaneous – good imagination – willing to try a variety of different shots
- Sociable – enjoys being with other players and is energized by the social aspects of golf

## Some Potential Liabilities of “High I” Golfers

- Enthusiastic and optimistic – can go overboard – highs can be “too high” leading to big letdowns when the tides shift
- Creative and spontaneous – may try too many risky shots just for the challenge and creativity of trying them
- Sociable – can be distracted by being overly engaged in the social aspects of the game

## THE S (STEADINESS) STYLE

<u>S (STEADINESS)</u>		D	I	S	C
- Steady	- Patient			I	
- Relaxed	- Adaptable				
- Deliberate	- Persistent				

### Some Potential Strengths of “High S” Golfers

- Steady emotions – tends to not get emotionally “too high” or “too low”
- Patient and persistent learning style – tends to be patient with instructors – doesn’t expect overnight miracles – consistent focus
- Relaxed – usually able to maintain an effective level of body tension – doesn’t tense up and lose flexibility and rhythm

### Some Potential Liabilities of “High S” Golfers

- Steady emotions – might be lackadaisical some days – can be slow to get the competitive juices flowing
- Patient – might not have a sense of urgency to improve and to set ambitious improvement goals
- Relaxed – might get emotionally and/or physically “lazy”

## THE C (CAUTION) STYLE

<u>C (CAUTION)</u>		D	I	S	C
- Conscientious	- Logical				I
- Methodical	- Analytical				
- Fact-finder	- Exacting				

### Some Potential Strengths of “High C” Golfers

- Analytical – able to understand the nuts and bolts of the swing and the cause and effect of changes
- Exacting – wants to do things right – will pay attention to instructors
- Logical – tends to realistically weigh the risks and rewards with shot selection choices
- Conscientious – wants to be properly prepared to play

### Some Potential Liabilities of “High C” Golfers

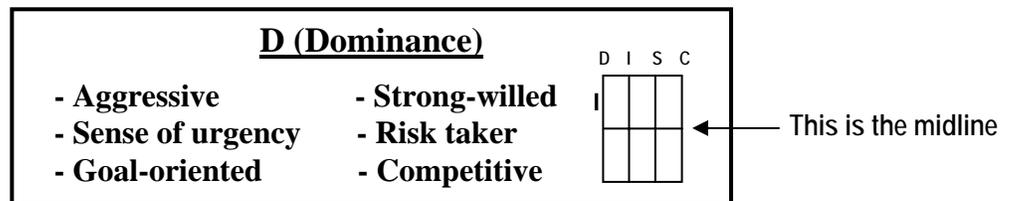
- Analytical – can go overboard and want to know “how to build the watch” when only needs to know “what time it is”
- Exacting – may be too perfectionist for own good
- Fact-finder – may try to learn too much about golf and get confused from information overload
- Conscientious – may worry too much about doing something “wrong” – can get in the way of improving actual results

## INFORMATION ON THE DISC GRAPHS

### *Single Style Graphs*

Responses to the questionnaire go through a series of computations to determine the appropriate DISC style for five different areas of the game.

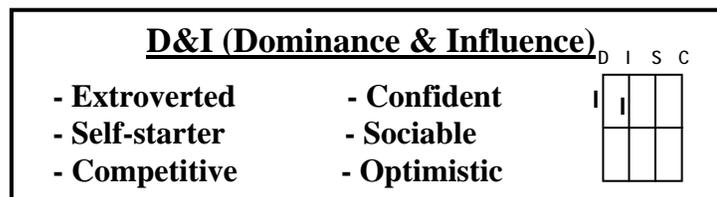
DISC styles are illustrated on graphs. When only one factor – **D**, **I**, **S** or **C** – scores above the midline, a single style graph is created. The graph below indicates the player’s primary style is **D** (Dominance).



Notice that the **D** factor is plotted above the midline of the graph. The other three factors (**I**, **S** & **C**) scored low and therefore are not plotted. This **D** style would be a typical *Course Management* DISC style for an aggressive player like Phil Mickelson.

### *Combination Style Graphs*

When a second core factor also scores high, the scoring system creates combination style graphs. These combination styles are a “blend” of two core factors. For example, the **D & I** combination style has “blended” traits from both the **D** & **I** factors.



This **D & I** style would be a typical *Golf Temperament* DISC style for a dynamic personality like Arnold Palmer.

# HOW MENTAL GOLF WORKSHOP™ USES THE DISC MODEL

The scoring system assigns a specific DISC style for each of these five areas of a player's game –

- Preparing for the Round
- Course Management Strategies
- Mental Tendencies when Playing Shots
- Golf Course Temperament
- Working with Instructors

Some players will have the same DISC style for all five areas of the game. For example, Brad Faxon's profile shows the **I** (Influence) DISC style for all five areas.

Brad Faxon's  
DISC Style for  
all five areas:

<u>I (INFLUENCE)</u>		D I S C
- Enthusiastic	- Creative	I
- Optimistic	- Spontaneous	
- Sociable	- Instinctive	

Other golfers will use different styles for different areas. For example, Jonathan Byrd profiles as a **D** (Dominance) DISC style for *Preparing for the Round*.

Jonathan Byrd's  
DISC Style for  
*Preparing for the Round*:

<u>D (DOMINANCE)</u>		D I S C
- Aggressive	- Strong-willed	I
- Sense of urgency	- Risk taker	
- Goal-oriented	- Competitive	

- *however* -

Jonathan shifts to a more analytical and exacting **D&C** (Dominance & Cautious) style with his *Mental Tendencies When Playing Shots*.

Jonathan Byrd's  
DISC Style for  
*Playing Shots*:

<u>D&amp;C (DOMINANCE AND CAUTION)</u>		D I S C
- Task Oriented	- Responsible	I       I
- Quality Oriented	- Factual	
- Focused	- Resilient	

Don't be alarmed if your profile shows a variety of DISC styles for the five areas – a lot of great players shift styles from one area to another. Pinpointing specific styles for each of the five areas greatly increases the accuracy of the profiles.

## SUMMARY OF THE DISC STYLES

These are the four core DISC styles:

<p style="text-align: center;"><b><u>D (DOMINANCE)</u></b></p> <ul style="list-style-type: none"> <li>- Aggressive</li> <li>- Sense of urgency</li> <li>- Goal-oriented</li> <li>- Strong-willed</li> <li>- Risk taker</li> <li>- Competitive</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C									<p style="text-align: center;"><b><u>S (STEADINESS)</u></b></p> <ul style="list-style-type: none"> <li>- Steady</li> <li>- Relaxed</li> <li>- Deliberate</li> <li>- Patient</li> <li>- Adaptable</li> <li>- Persistent</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C								
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<p style="text-align: center;"><b><u>I (INFLUENCE)</u></b></p> <ul style="list-style-type: none"> <li>- Enthusiastic</li> <li>- Confident</li> <li>- Optimistic</li> <li>- Creative</li> <li>- Sociable</li> <li>- Instinctive</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C									<p style="text-align: center;"><b><u>C (CAUTION)</u></b></p> <ul style="list-style-type: none"> <li>- Conscientious</li> <li>- Analytical</li> <li>- Exacting</li> <li>- Logical</li> <li>- Methodical</li> <li>- Fact-Finder</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C								
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Our proprietary scoring system can mix the four core factors (**D**, **I**, **S**, or **C**) to create combination DISC styles. The combination styles are a “blend” of two core factors.

These are the six basic combination DISC styles:

<p style="text-align: center;"><b><u>D&amp;I (DOMINANCE AND INFLUENCE)</u></b></p> <ul style="list-style-type: none"> <li>- Extroverted</li> <li>- Self-Starter</li> <li>- Competitive</li> <li>- Confident</li> <li>- Sociable</li> <li>- Optimistic</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C									<p style="text-align: center;"><b><u>D&amp;C (DOMINANCE AND CAUTION)</u></b></p> <ul style="list-style-type: none"> <li>- Task Oriented</li> <li>- Quality Oriented</li> <li>- Focused</li> <li>- Responsible</li> <li>- Factual</li> <li>- Resilient</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C								
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<p style="text-align: center;"><b><u>I&amp;S (INFLUENCE AND STEADINESS)</u></b></p> <ul style="list-style-type: none"> <li>- Optimistic</li> <li>- Consistent</li> <li>- Cooperative</li> <li>- Steady</li> <li>- Sociable</li> <li>- Adaptable</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C									<p style="text-align: center;"><b><u>D&amp;S (DOMINANCE AND STEADINESS)</u></b></p> <ul style="list-style-type: none"> <li>- Persistent</li> <li>- Objective</li> <li>- Persevering</li> <li>- Logical</li> <li>- Factual</li> <li>- Patient</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C								
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<p style="text-align: center;"><b><u>S&amp;C (STEADINESS AND CAUTION)</u></b></p> <ul style="list-style-type: none"> <li>- Logical</li> <li>- Conservative</li> <li>- Balanced Judgement</li> <li>- Calm</li> <li>- Steady</li> <li>- Analytical</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C									<p style="text-align: center;"><b><u>I&amp;C (INFLUENCE AND CAUTION)</u></b></p> <ul style="list-style-type: none"> <li>- Sociable</li> <li>- Balance Judgement</li> <li>- Optimistic</li> <li>- Assured</li> <li>- Poised</li> <li>- Creative</li> </ul> <div style="text-align: right; margin-top: 10px;"> <table border="1" style="border-collapse: collapse; width: 40px; height: 40px;"> <tr><td style="text-align: center;">D</td><td style="text-align: center;">I</td><td style="text-align: center;">S</td><td style="text-align: center;">C</td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> <tr><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td><td style="text-align: center;"> </td></tr> </table> </div>	D	I	S	C								
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**NOTE:** There are actually more than six combination styles. For instance, the **D&I** combination style can be scored **D** over **I** (**D** primary & **I** secondary) or **I** over **D** (**I** primary & **D** secondary). This is true with all of the combination styles.

Understanding the complexities of the scoring process is not necessary to effectively use the profiles. It is important to know that there are literally hundreds of different versions of the profiles and this flexibility greatly increases the accuracy of the profiles.

## FREQUENTLY ASKED QUESTIONS/POINTS REGARDING THE MENTAL GOLF WORKSHOP™ PROFILE:

**Question #1) “How can answering so few questions generate such an accurate profile?”**

– ANSWER –

The scoring system chooses from a wide range of DISC styles and selects the most appropriate style for each area of the game. By picking a specific DISC style for each area, the system can produce the profile in hundreds of different versions. This flexibility contributes greatly to the accuracy of the profiles.

While we doubt we’ve produced a profile for a golfer that is 100% word-for-word perfect – and this is not a realistic goal – the feedback from participants indicates a very high degree of accuracy with their profiles.

**Question #2) “How do I get the most out of my profile?”**

– ANSWER –

There are five important things you can do to get the most benefit from your profile:

- 1) Review your profile with a golf professional or knowledgeable person who can provide additional insights for improving your mental game. We strongly recommend sharing this profile with instructors you work with.
- 2) Acknowledge that improving your mental golf game will contribute to making you a better player – just as improving your physical game will.
- 3) Make notes in the spaces provided on each page of your profile report. These notes will reinforce the key points you choose to work on.
- 4) Make notes on the ongoing progress you make in the improvement ideas section.
- 5) Commit to reviewing your profile regularly. The more often you review your profile, the fresher the information will be in your mind.

**Question #3) “Why is a different DISC style assigned for each of the five areas of the game?”**

– ANSWER –

The ability to identify how some golfers shift mental styles from one area of the game to another is a unique strength with our profiling system. The most common shift in styles is players moving to a more analytical style when they are playing shots. Even creative types who tend to go with their “gut feel” in most activities often shift to an analytical, “go through the checklist” style when playing shots. For many players (but not all), this diminishes their ability to use their natural athletic ability.

Another common variance in styles occurs when people who have very competitive and risk-taking personalities shift to a more conservative style with their *Course Management Strategies*. By adapting to a more cautious style, these players will make higher-percentage shot selection choices than they would with their natural bold personality traits. Most Phil Mickelson fans probably wish *he* would shift to a more cautious DISC style with his course management strategies.

Just as many people shift styles in their work lives depending on the task at hand, golfers often do the same thing with their games.

**Question #4) “Is it better to have the same style for all five areas or to shift styles from area to area?”**

– ANSWER –

After profiling many good players, including tour players, we think the best answer to this question is, “it depends.” Some players have a particular style that works well in all areas of their games. This is the case with Brad Faxon. Brad’s profile shows an **I** (Influence) style for all five areas. Brad is quite outgoing, enthusiastic and creative, and is more of a “feel” player than he is an analytical player. There is no “paralysis by analysis” with Brad and this certainly contributes to him being one of the great putters of our time.

Other players use a variety of styles as they shift from one area to another. For example, 2002 PGA Tour Rookie of the Year Jonathan Byrd profiles as a **D** (Dominance) style for *Preparing for the Round*, then shifts into a more analytical **C** over **D** (Cautious/Dominance) style for *Playing Shots* and for *Working With Instructors*. Jonathan works hard to understand the nuts and bolts and the intricacies of his swing and says he has to be careful not to become overly analytical on the course.

## Question #5) “Is there a best style?” or “How do I compare to the best style?”

– ANSWER –

There isn't any one best style. Many great champions have excelled with very different golfing personality styles. Here are just a few examples:

- Nick Faldo and Seve Ballesteros won multiple major championships with different mental styles. Faldo is quite analytical and precision-minded while Ballesteros is at the other end of the spectrum – a creative -“see the shot and hit it”- type of shot-maker. If either tried to use the other's style neither would have been nearly as great. In fact, some analysts feel Seve has become far more analytical than he was in his prime and that this has contributed to his game becoming a mere shadow of what it used to be.
- Ben Hogan and Byron Nelson caddied together as youngsters but developed very different golfing personalities. Hogan was very driven and task-oriented while Nelson was more outgoing and relaxed. Certainly Hogan's style was not better than Nelson's or vice versa – each excelled with the style he was comfortable with.
- Ben Crenshaw and Tom Kite grew up playing together as juniors and college teammates, but had different golfing personalities. Their coach, the legendary Harvey Penick, coached them according to their individual personalities rather than trying to make both conform to a “best” mental golfing style.

If you question how you compare to a “best” style, obvious questions might be “What is Annika's style?” or “What is Tiger's style.” One might think, “they're the best players in the world so they must have the ‘best’ mental golf style.” Annika and Tiger have incredible talent, mind-boggling work ethics, and each received great mental coaching in their early days from people who clearly knew their personalities – Annika from Pia Nilsson and Tiger from his Dad.

These facts have more to do with making these two the best in the world than either having the “best” mental golf style. They use and constantly refine the “best” mental style that works for them.

All one has to do is analyze the mental golf styles of just a partial list of the all-time greats – Bobby Jones, Walter Hagen, Ben Hogan, Byron Nelson, Sam Snead, Mickey Wright, Kathy Whitworth, Jack Nicklaus, Arnold Palmer, Gary Player, Nancy Lopez, Tiger Woods and Annika Sorenstam – to realize just how diverse mental styles can be for world-class players.

**Question #6) After reading the profile and the improvement ideas, how much should a player attempt to change his or her mental approach?"**

– ANSWER –

Each case is different so the best answer is “it depends.” The *Improvement Ideas* on pages 8-21 of the profile reports are written in the spirit of helping players to understand and improve their mental golf traits rather than expecting players to drastically change their golfing personalities.

There are times, however, when golfers need to make considerable shifts in their mental approach for certain areas of the game. For example, players with a very aggressive **D** (Dominance) *Course Management* style who suffer the consequences of playing too many risky shots, would obviously benefit by shifting to a more conservative course management style.

Also, golfers who aren't analytical by nature but who become very analytical when standing over the ball about to swing often suffer from trying to process a checklist of mental swing keys. These golfers would almost certainly benefit by shifting to a more instinctive and spontaneous, “see the shot and trust my swing” mental style for playing shots.

We highly recommend making notes in the *Improvement Ideas* section as a way to determine what changes you need to make. Just as people tend to think more clearly about their lives when they keep journals, changes you need to make in your game might become obvious to you as you make notes.