

DISC Tips

“D’s” During Change

What is a “D”? – Dominant

Quick Tip – They love change, if it BENEFITS them directly.

How a "D" often reacts to CHANGE:

- Quick to respond
- Will challenge and question you
- Pushes back
- Debates until satisfied with the answer
- Decisive



Script Example:

Speaker: "We are promoting Elsa to Senior Advisor; she will be joining you on working the Acme project."

D: "I don't think she can hit the ground running with this - I don't have time to hold her hand. Is this a done deal?"

Does the CHANGE motivate the "D" by:

1. Solving a critical problem?
2. Offering more efficiency and/or profits?
3. Ensuring better use of resources and improved results?
4. Focusing on the end goal?

Script Example:

Speaker: "You've been wanting quicker turnaround on the Acme estimates so we'll be starting next quarter with a vendor that guarantees 24-hour turnaround."

D: "Why WOULD you wait?"

Prep for CHANGE conversation with a "D":

1. Do thorough due-diligence.
2. Make a 15 minute appointment.
3. Bring well-organized support materials and present, if asked.
4. Be concise, logical and expect brief exchanges - not discussions.
5. Include choice points where relevant.
6. As "D" pushes for concessions, negotiate for an exchange, thus earning the "D's" respect.

Script Example:

Speaker: "Your business unit has outgrown it's space, so we're going to move you to the new building next month."

D: "That's fine, we'll TAKE the 6th floor."

Speaker: "Okay, but the site's resource center will remain on the 6th floor as well."



DISC Tips

“I’s During Change”

What is an “I”? – Interactive

Quick Tip...Will champion the change...if they believe in it.

How an "I" often reacts to CHANGE:

- Energized and excited -- if change sounds like "fun"
- Starts brainstorming more changes
- Asks few questions
- Wants "just enough info" and then quick to action
- Volunteers to lead others to change

Script Example:

Speaker: "We are promoting Elsa to Senior Advisor; she will be joining you on working the Acme project."

I: "Great! Elsa has the kind of enthusiasm that will help us totally win over Acme!"



Does the CHANGE motivate the "I" by:

1. Utilizing their creativity?
2. Giving opportunities to collaborate?
3. Capitalize on their ability to inspire others?
4. Publicly recognizing their contributions?

Script Example:

Speaker: "You've been wanting quicker turnaround, how about you and your team generate some vendor options?"

I: "Sure. I'll talk with my team tomorrow, during our working lunch. They know all the key players in town."

Prep for CHANGE conversation with a "I":

1. Plan for an informal/conversational discussion
2. Anticipate extra time to "just talk"
3. Bring the "I" into the process early
4. Include them in choosing options
5. Invite them to give their opinion about the change
6. Ask them for their input regarding people and their specific assignments

Script Example:

Speaker: "Congratulations! ...Looks like your business unit has grown so fast, you need more space! Any ideas?"

I: "Any ideas? You bet I do! It would be great to move my whole team to the new building, 5th floor...twice the space we have now...and the sooner the better!"



DISC Tips

“S’s” During Change

What is an “S”? – Steady

Quick Tip – Provide who, why, and when for the change.

How an "S" responds to CHANGE:

- Wants to know other's reaction first
- Cautious
- Prefers ample time to process
- Tentative



Script Example:

Speaker: "We are promoting Elsa to Senior Advisor; she will be joining you on working the Acme project."

S: "I know Elsa, but others do not. Probably best to schedule a meeting where others can meet Elsa and then you could collect their feedback as well."

"S" prefers the CHANGE to:

1. Include **documentation** to justify change.
2. Offer adequate **resources**.
3. Provide a comprehensive **time-line**.
4. Propose how the change will be implemented, **monitored** and measured.

Script Example:

Speaker: "Based on our last quarter's numbers, we're projecting a need for additional labor in order to fulfill the pending orders. Please submit a revised schedule by next Wednesday."

S: "I might need until Thursday. Currently 2 employees are on vacation til Wednesday. I would like to verify my entire group's overtime availability before I update the schedule"

Prep for CHANGE conversation with a "S":

1. Have plausible explanation for change.
2. Prepare a recommended timeline.
3. Schedule the meeting 24 hours or more in advance, including an agenda.
4. Open the meeting with a friendly exchange.
5. Allow time to answer questions.
6. Offer them time to process before asking for a commitment.

Script Example:

Speaker: "Your business unit has outgrown its space, so we're going to move you to the new building next month. Do you have a preference for a specific floor?"

S: "Sounds like a practical solution, but let me ask my team what floor they think would be most suitable."



DISC Tips

“C’s” During Change

What is a “C”? – Conscientious

Quick Tip...Due diligence required!

How a "C" responds to CHANGE:

- Skeptical
- Requires accurate facts
- Weighs change against established standards
- Prefers time to analyze and critique
- Seeks written procedures

Script Example:

Speaker: "We are promoting Elsa to Senior Advisor; she will be joining you on working the Acme project."

C: "What are her credentials? Do you know for a fact that she knows our procedures?"

Is the CHANGE substantiated by:

1. Providing analytics?
2. Calculating pros and cons?
3. Offering empirical data?
4. Including the "why" for the change?

Script Example:

Speaker: "Your research is comprehensive yet I suspect you didn't appreciate such a quick turnaround time; however that is now the new standard set by the Board."

C: "Correct, I typically do three verification tests before submitting my findings. I believe this change will compromise the integrity of the program."

Prep for CHANGE conversation with a "C":

- Gather and organize credible information
- Outline a clear change roadmap in advance
- Provide information prior to meeting for C's pre-meeting analysis
- Be prepared for critique of data
- Structure your communication in a logical and linear format
- Incorporate validated supporting studies

Script Example:

Speaker: "You've notified us regarding your department's space limitations as well as the need for private offices due to the nature of your work. One option we have researched is to have your group move to the new building. Would you like to tour the building first?"

C: "Yes, of course, but I will need to check my schedule to ascertain my availability over the next week."

