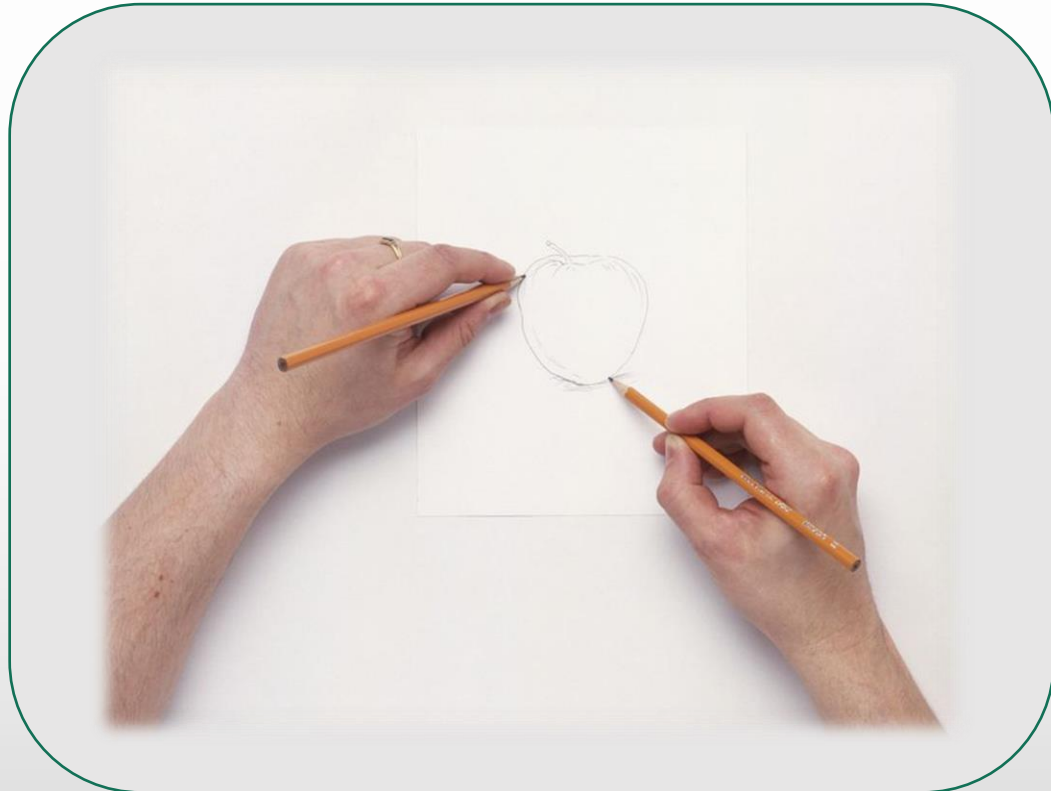


DISC Communication Strategies for Leaders



Before We Dive In...

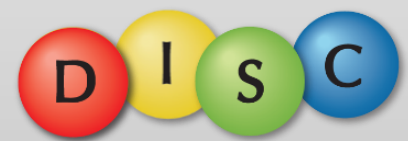


1 Write down your First Name

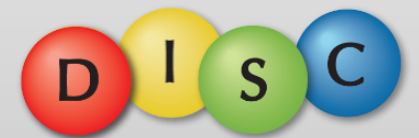
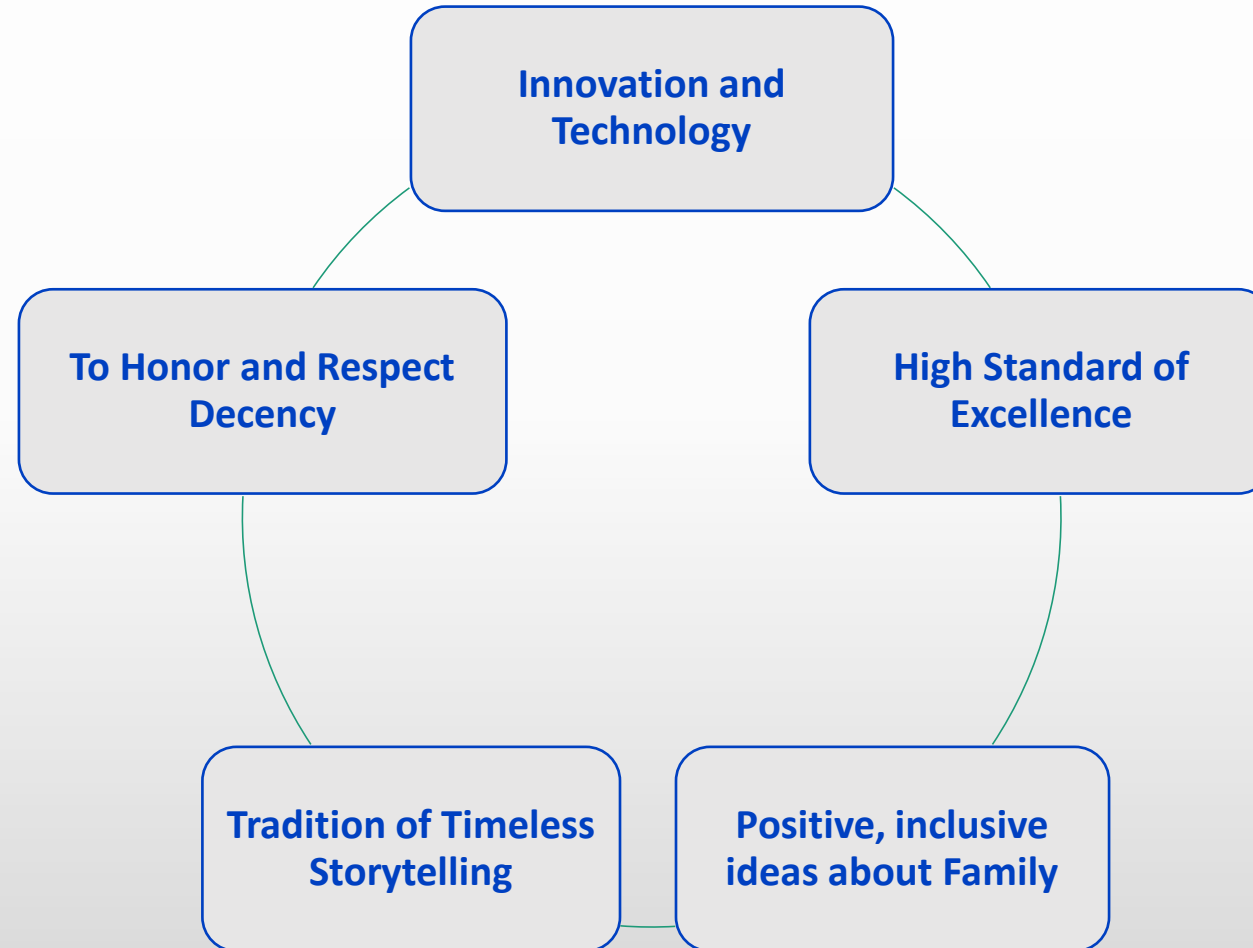
2 Write down your First Name
with your Non-Dominant hand

How did the transition feel?

Did you Succeed?



How DISC Supports Disney Values (Replace)



The Three P's



Payoff:

- Increase communication effectiveness with colleagues & customers

Process:

- Learn from DISC reports, one another, & learning activities

Purpose:

- Provide communication insights & Strategies



Road Map

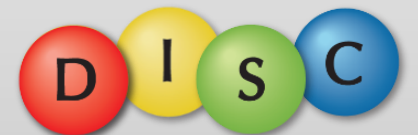


DISC Background

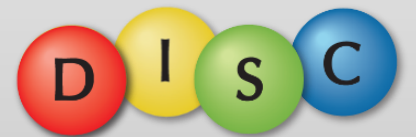
Natural Style

Adaptive Style

Applying DISC



DISC Background



What is DISC? ... Ride an elevator today?

D



Quickly pushes "Close Door"

I



"We'll wait for you!"

C



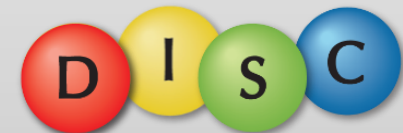
Permit expired... takes stairs

S



Lets others step out first

Measures Observable Behaviors



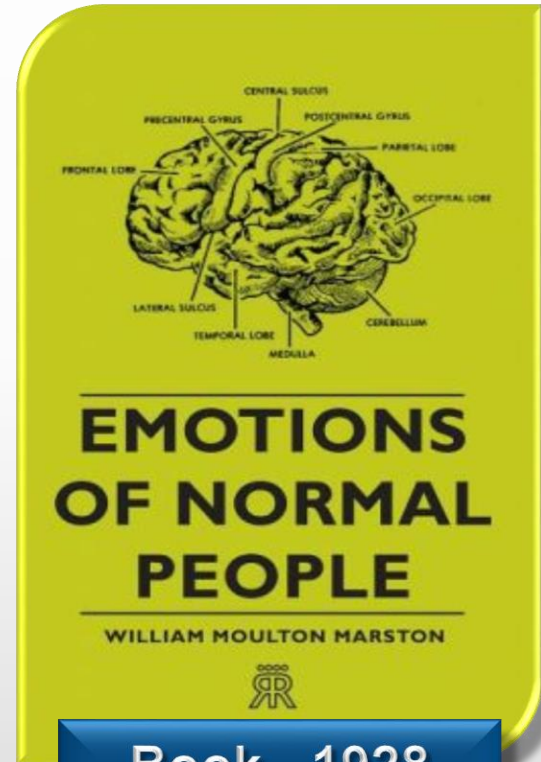
History



Dr. Marston



Lie Detectors

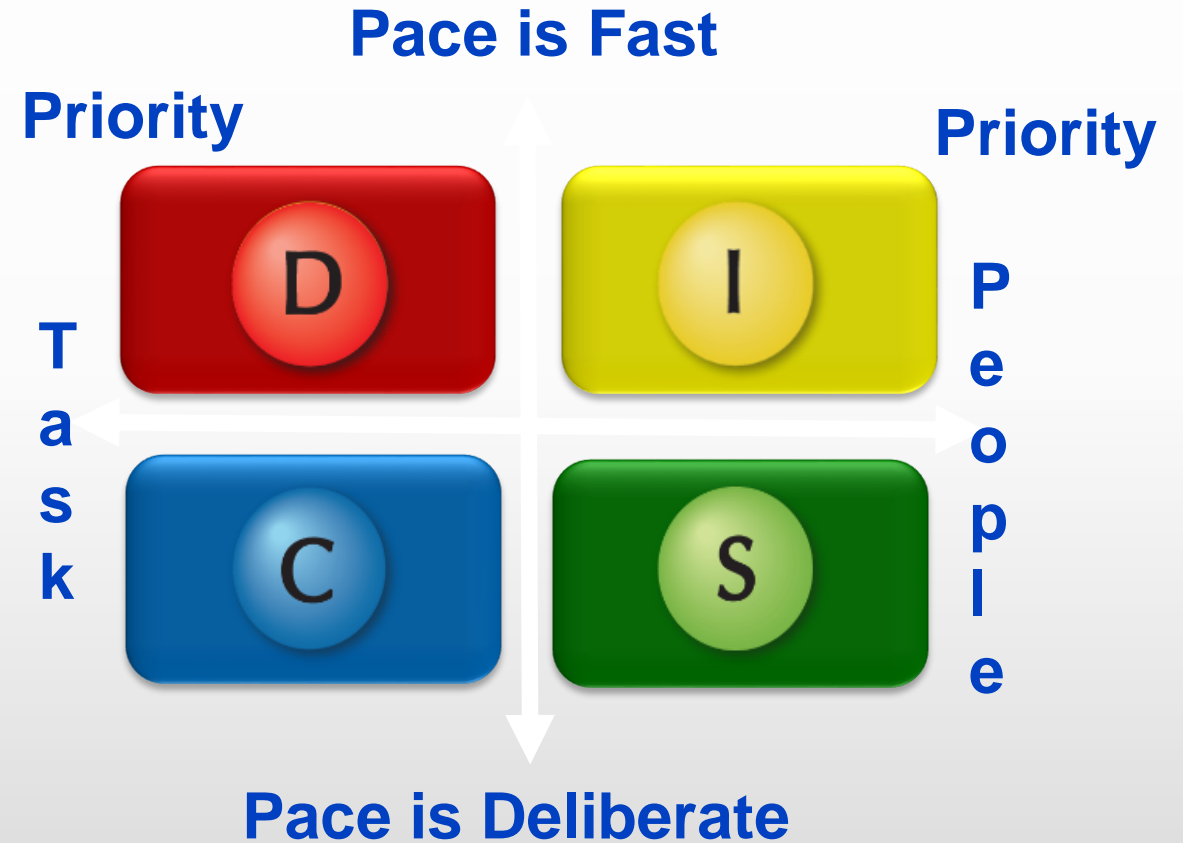


Book - 1928

DISC Model

Style = Pace + Priority

Dominant	Fast	+	Task
Influence	Fast	+	People
Steady	Deliberate	+	People
Conscientious	Deliberate	+	Task



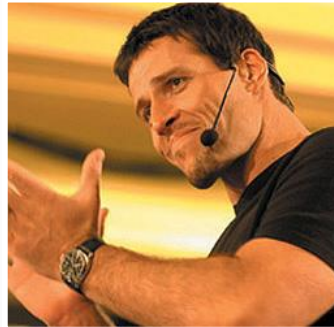
Motivator Match Up

Influence

Steady

Dominant

Conscientious



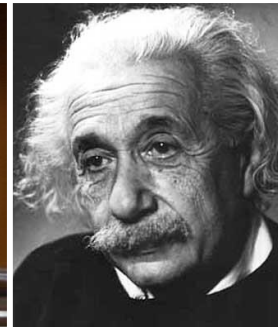
Tony Robbins



Nelson Mandela



Judge Judy



Albert Einstein

Dominant

Fast & Task

Solving Problems

Influence

Fast & People

Inspiring People

Steady

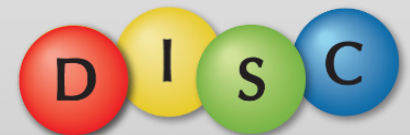
Deliberate & People

Offers Helpful Plans

Conscientious

Deliberate & Task

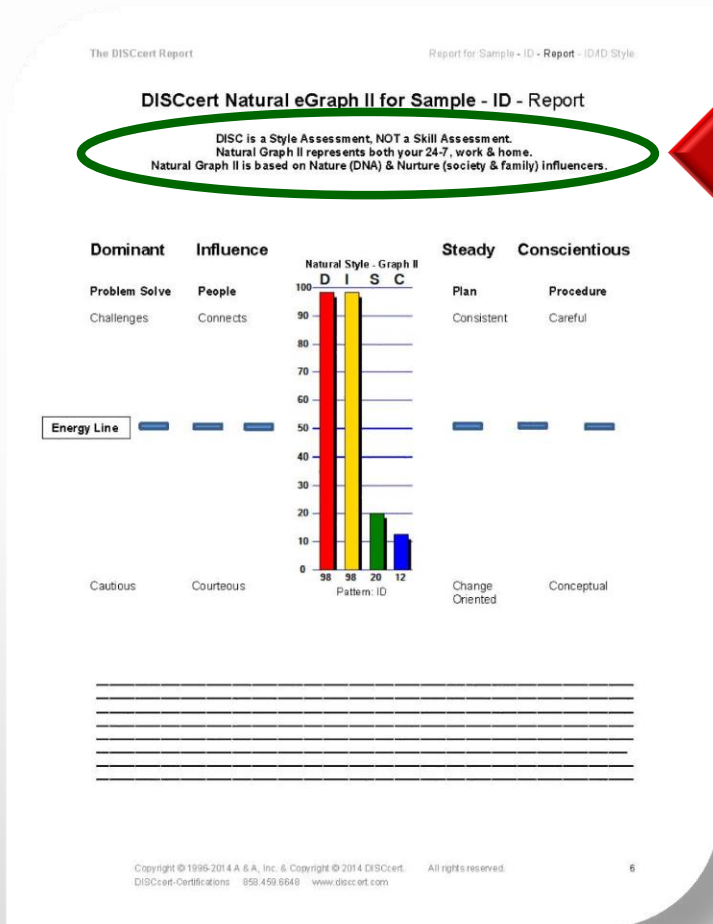
Complex Procedures



Part Two

Natural Styles

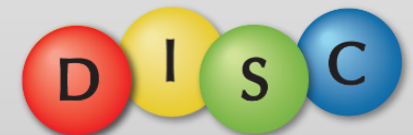


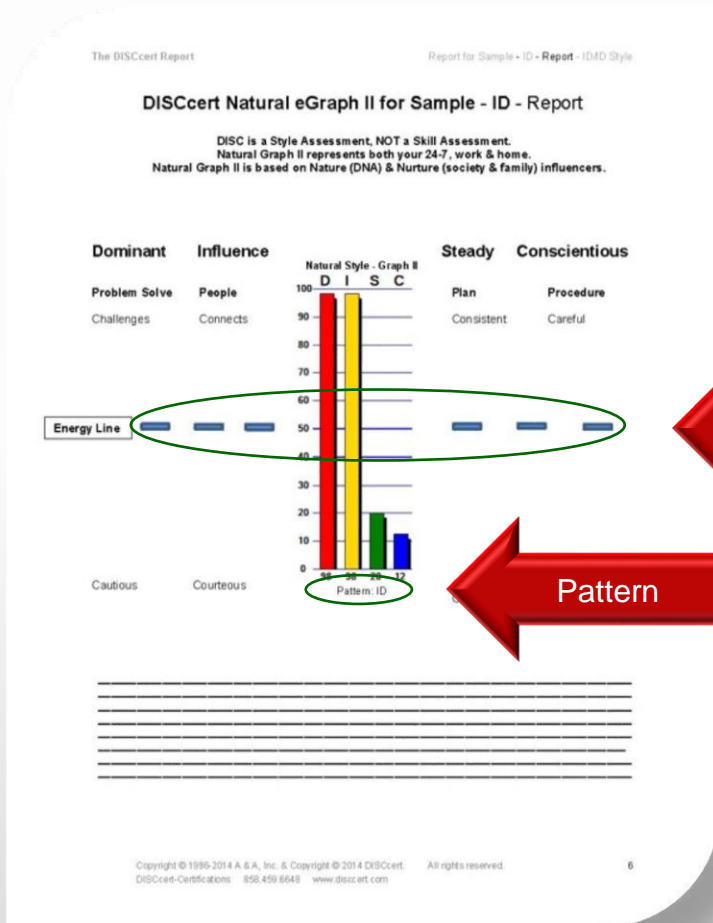


Underline

Key Points:

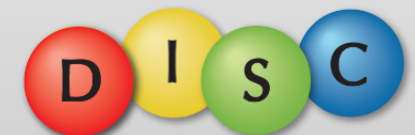
- Style NOT Skill
- Represents your 24-7
Both Work & Home
- Based on:
Nature (DNA)
Nurture (Society & Family Influences)

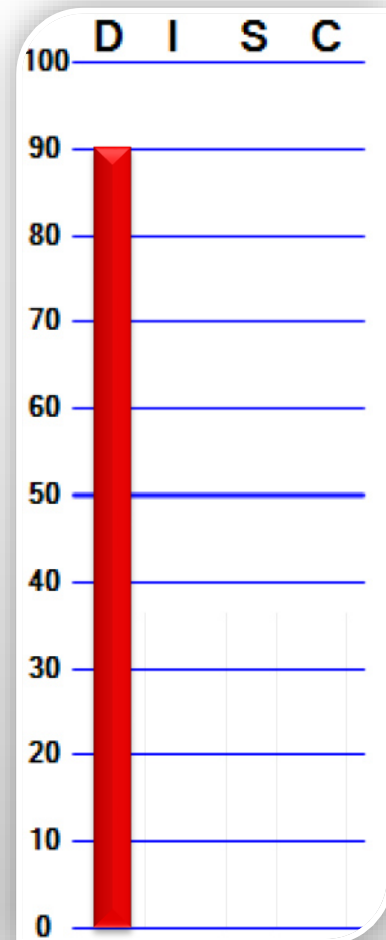




Key Points:

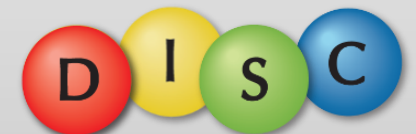
- Energy Line: indicates degree of preference for each style
- Natural Style: based on points *above* the Energy Line
 - Labeled as your “Pattern”
- We all have *some* D, I, S, and C in our styles

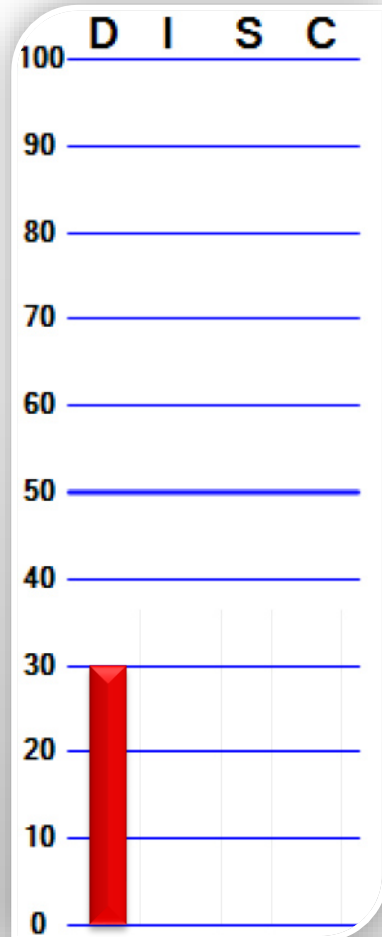




Above the Energy Line

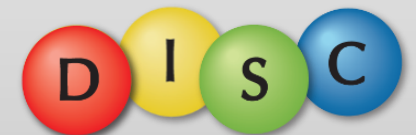
- Preference: Expediency
- Overuse: Demanding

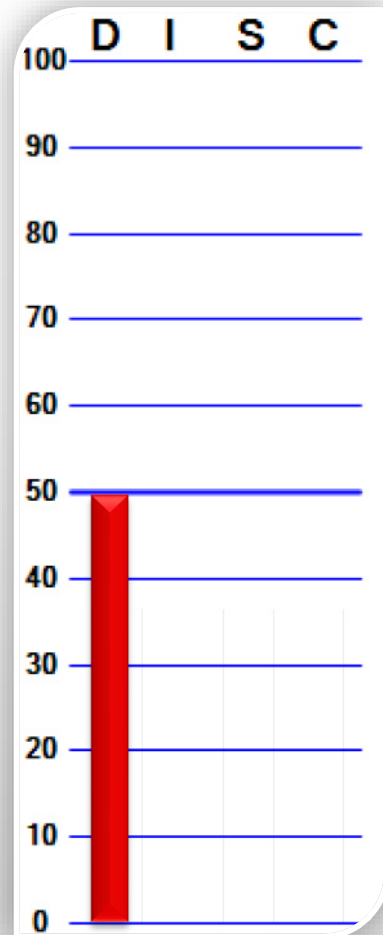




Below the Energy Line

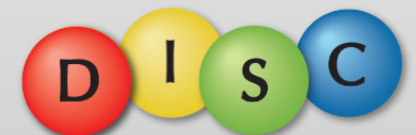
- Preference: Contemplative
- Can Develop Skill: Being Expedient

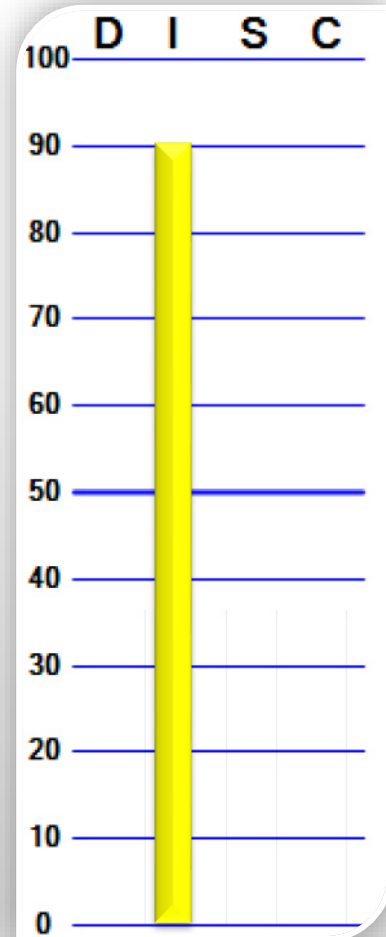




Near the Energy Line

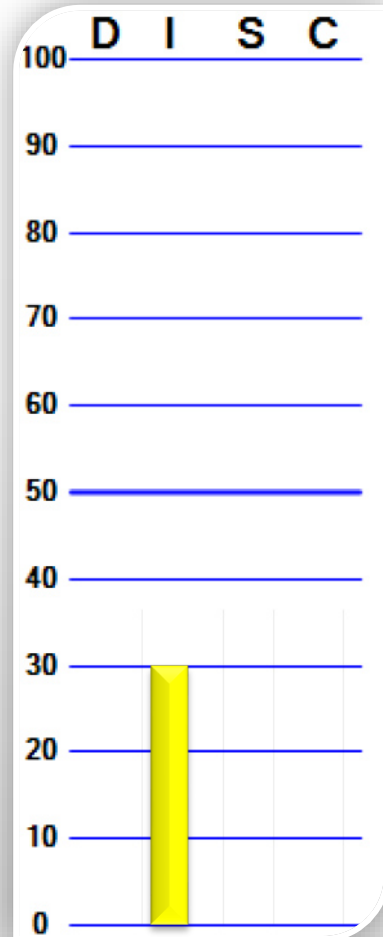
- Preference: Calculated Risks
- Moderate Effort to Stretch/Flex





Above the Energy Line

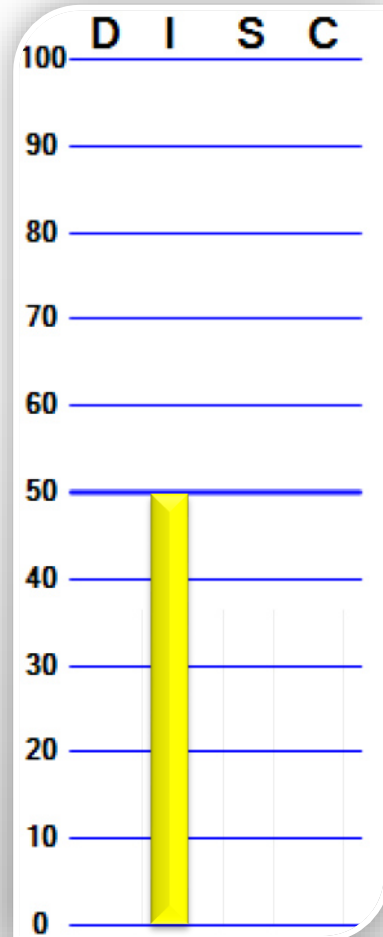
- Preference: Demonstrative
- Overuse: Over-Enthusiasm



Below the Energy Line

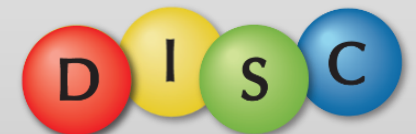
- Preference: Understated
- Can Develop Skill: Persuasion

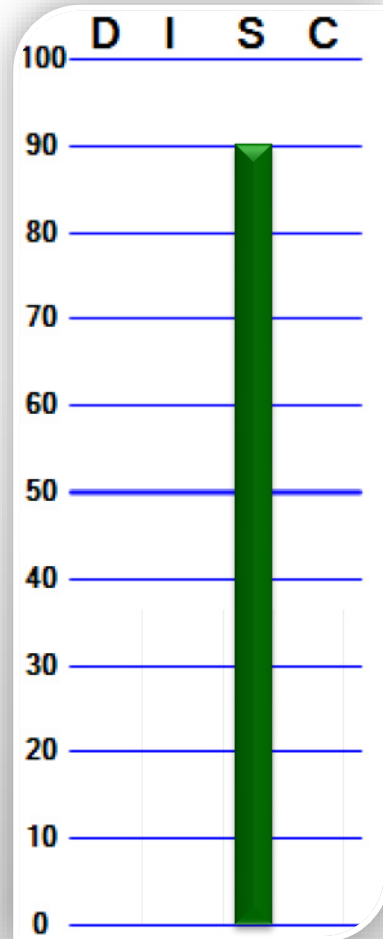




Near the Energy Line

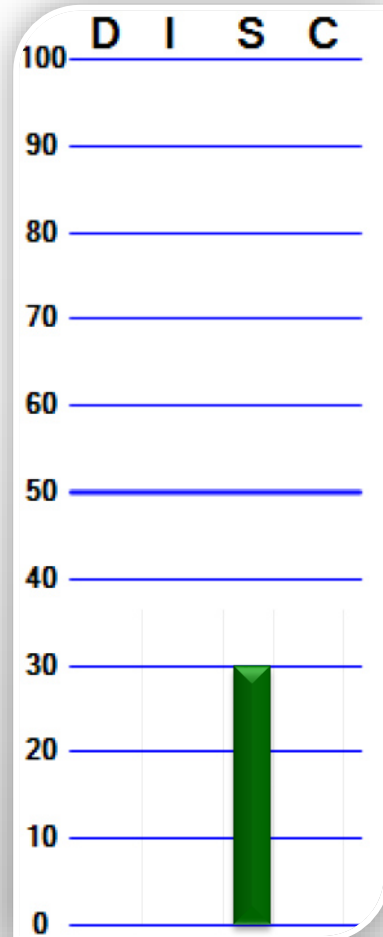
- Preference: Friendly & Reserved
- Moderate Effort to Stretch/Flex





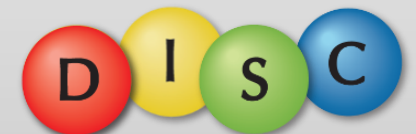
Above the Energy Line

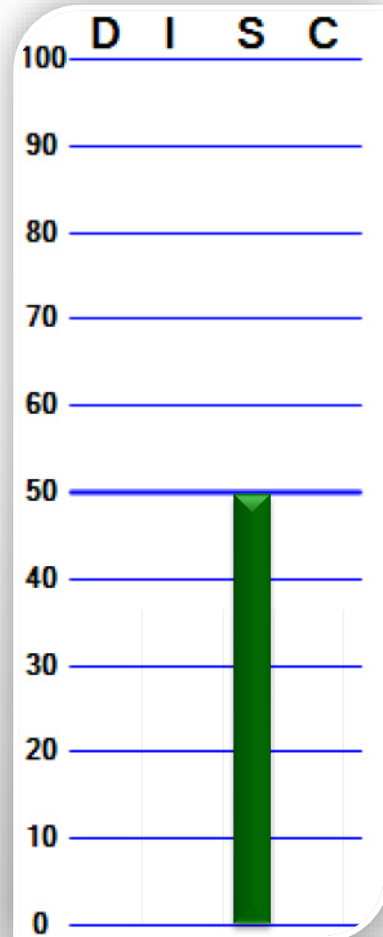
- Preference: Systematic
- Overuse: Keep Status Quo



Below the Energy Line

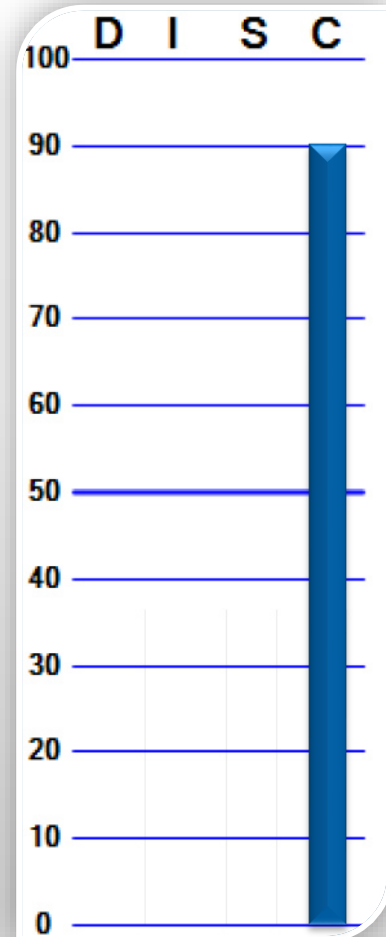
- Preference: Spontaneous
- Can Develop Skill: Organization





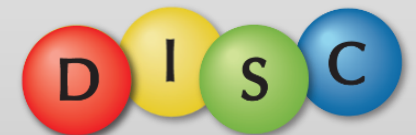
Near the Energy Line

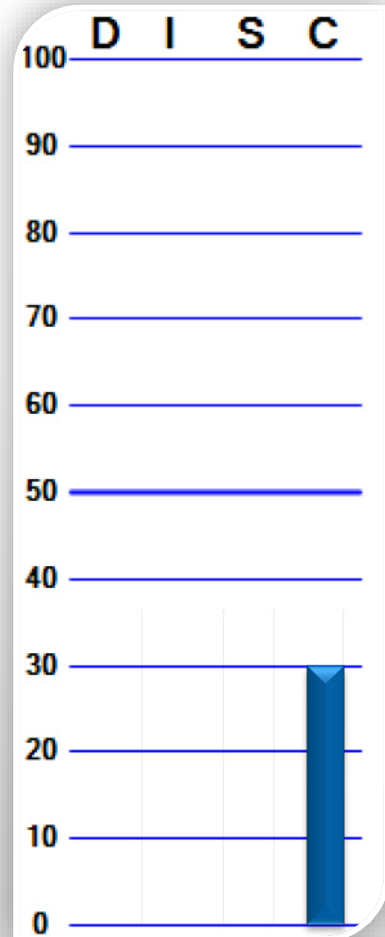
- Preference: Composed
- Moderate Effort to Stretch/Flex



Above the Energy Line

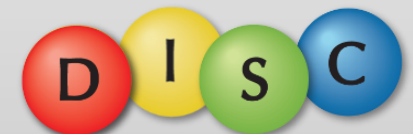
- Preference: Analyzation
- Overuse: Stuck in Details

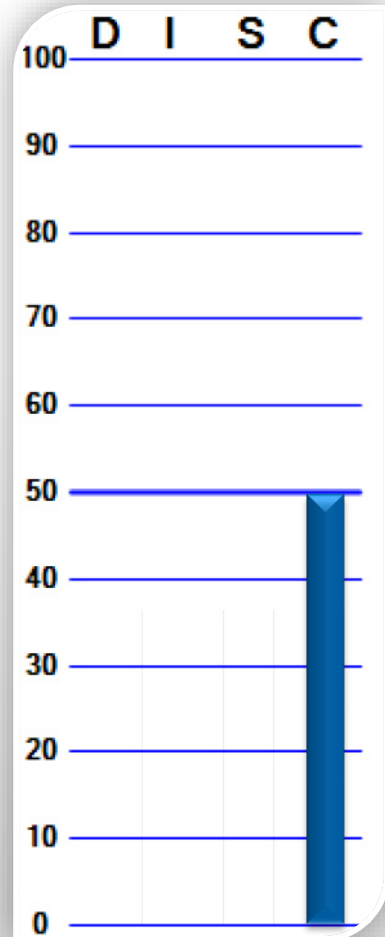




Below the Energy Line

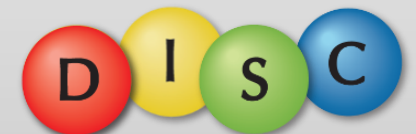
- Preference: Conceptual
- Can Develop Skill: Detail Focus





Near the Energy Line

- Preference: Pragmatic/Focused
- Moderate Effort to Stretch/Flex



The DISCcert Report Report for Sample DISCcert-Self - IDID Style

Your Word Sketch for Your Natural Graph II

Based on your assessment responses, your DISC report has identified characteristics that line-up with your Natural Graph II DISC Pattern. The highlighted words indicate your preference for solving problems, influencing people, developing plans and handling procedures. Note that all your points, whether above or below the Energy Line have positive descriptors. The actual location of each style represents the degree to which you more or less prefer in using when communicating with others.

DISC Focus →	D Problem Solve	I People	S Plan	C Procedures
	Competitive Assertive Daring Ambitious Directive Expedient	Demonstrative Enthusiastic Gregarious Intense Optimistic Persuasive	Systematic Stable Patient Peaceful Accommodating Team Player	Accurate Analytical Exacting Factual Precise Logical
	Decisive Risk-taker Goal oriented Pioneering	Expressive Charming Collaborative Sociable	Consistent Cooperative Loyal Supportive	Careful Data Driven Investigates High Standards
	Deliberate Determined Self-reliant Concise	Trusting Confident Friendly Generous	Relaxed Composed Calm Courteous	Focused Detail Oriented Pragmatic Conventional
	Calculated Risks Unassuming Rational Thoughtful	Poised Modest Reserved Subtle	Active Change Oriented Eager Spontaneous	Firm Challenges Self-assured Independent
	Reflective Contemplative Hesitant Seeks Information	Introspective Moderate Restrained Private	Energetic Carefree Vigorous Variety Oriented	Autonomous Open-minded Conceptual Adventurous
	Tentative Prudent Judicious Balanced	Understated Inconspicuous Sympathetic Discreet	Tenacious Energetic Animated Unstructured	Experiments Approximates Exploratory Progressive

7

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DISCcert-Certifications 858.459.8848 www.discert.com



Key Points:

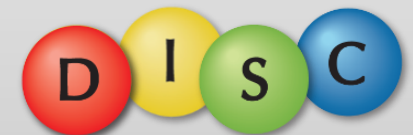
- Positive “Style” descriptors for your Natural Style
- Highlighted words indicate your preference for:

Problem Solving

Connecting with People

Developing a Plan

Working with Procedures



Identify the DISC Styles

Matt Damon

Rainmaker

Steady **S**



Gregory Peck

To Kill a Mockingbird

C Conscientious



Julianna Margulies

The Good Wife

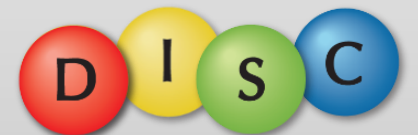
Dominant **D**



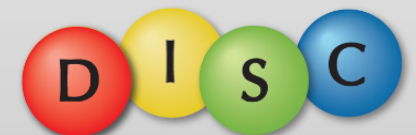
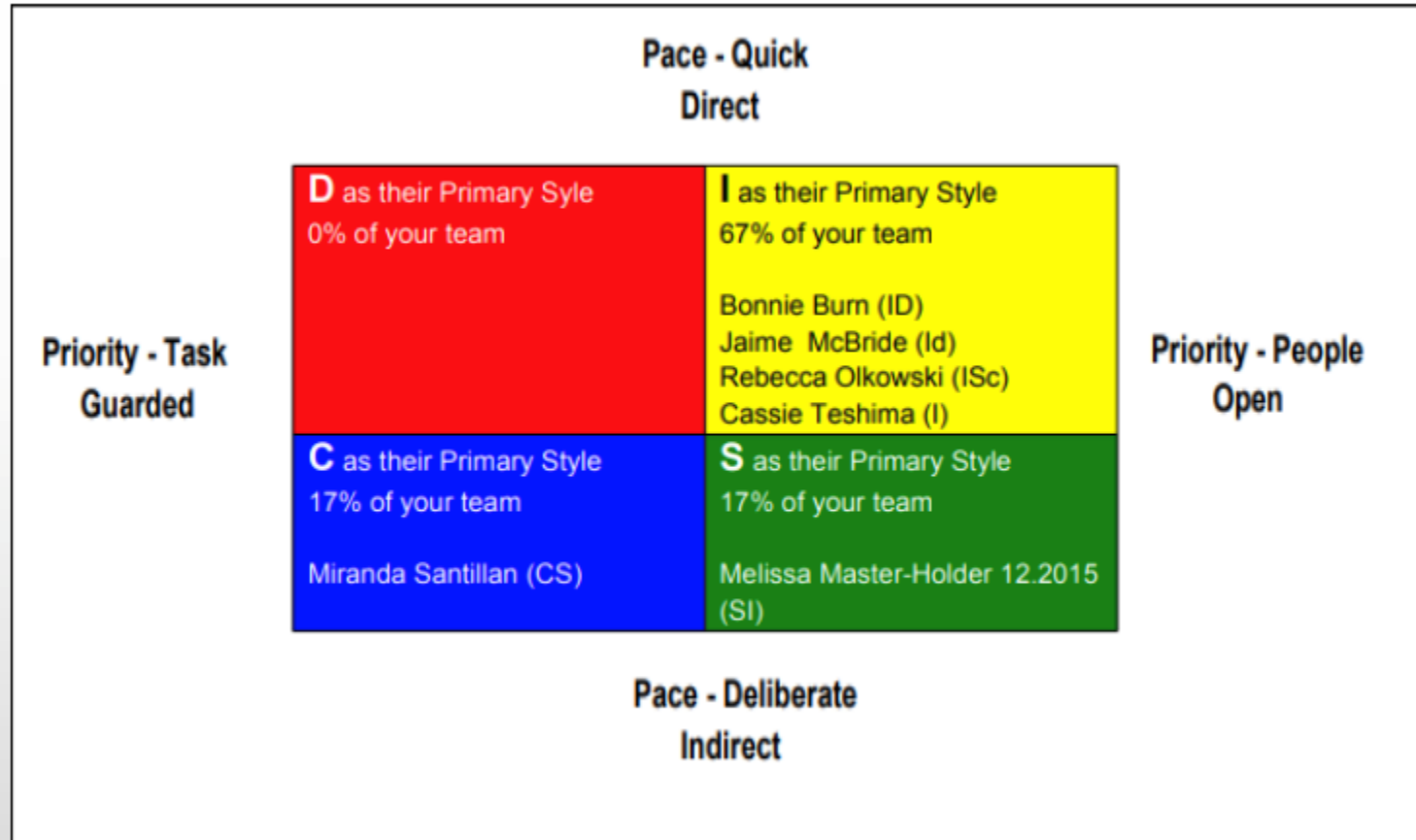
George Clooney

Intolerable Cruelty

I Influence



Your Groups DISC Styles



Strengths By Style

Dominant

- Asks **questions** to challenge tradition
- Works **quickly** to resolve issues



Influence

- Brings a sense of **enthusiasm**
- Easily **negotiates** conflicts between teams



Conscientious

- **Clarifies** complex issues
- Demonstrates technical **expertise**



Steady

- Excels at **calming** disagreements
- **Encourages** input from all members



Motivators by Style

Dominant

- **Authority** equal to responsibility
- Opportunities to express ideas & opinions



Influence

- **Recognition** for skills & insights
- Power to control own career path



Conscientious

- **Tasks** completed right the first time
- Projects highly specialized



Steady

- **Sincerity** from groups & peers
- Time to adjust to change



Dominant

- Offer solutions
- Anticipate questions



Influence

- Acknowledge ideas
- Have joint meetings



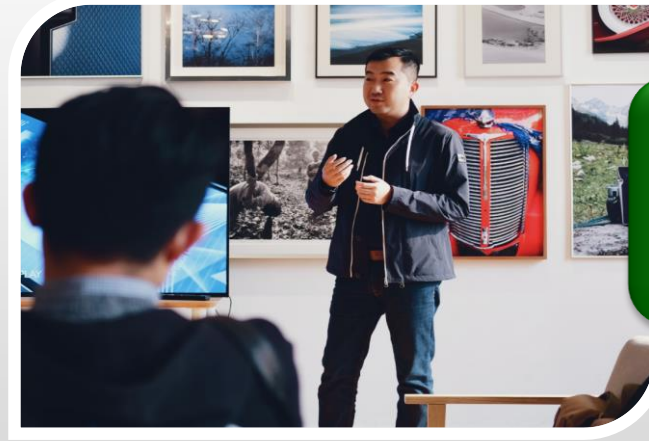
Conscientious

- Provide rationale
- Include documentation



Steady

- Provide a plan
- Offer assurances



Pair & Share – With a Different Style than Yours

Pg 11, 12, 14

Share

- Strengths – Page 11
- Motivators – Page 12
- Communication Tips – Page 14

Discuss

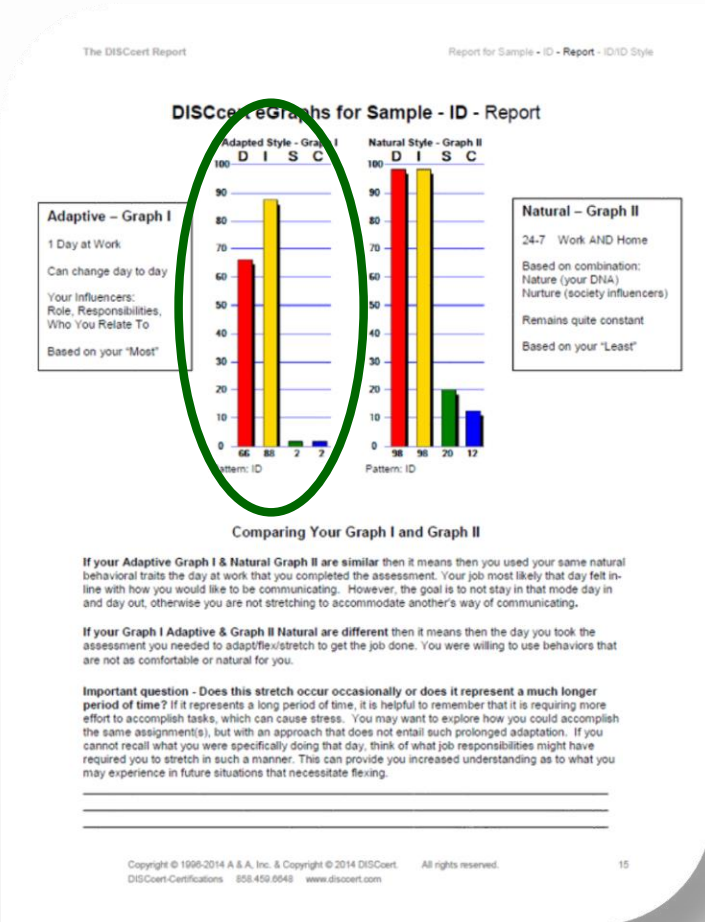
- Similarities?
- Differences?

Learn

- Communication with your partner



Adaptive Styles



Key Points:

- One day at work
- Can change day-to-day
- Influenced by the 3 R's:
 - Role
 - Relating
 - Responsibilities
- Based on your "Most"

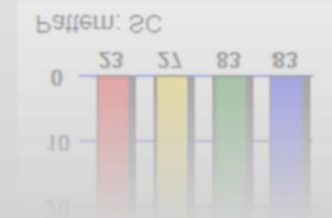
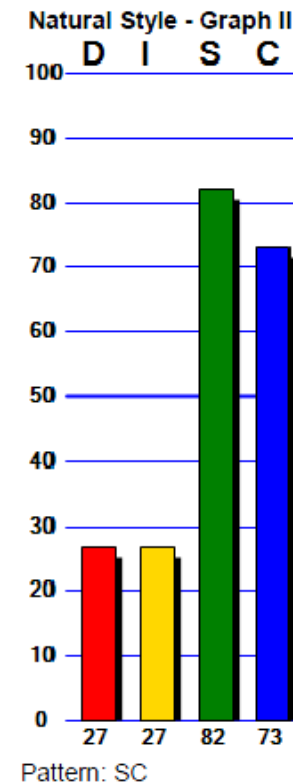
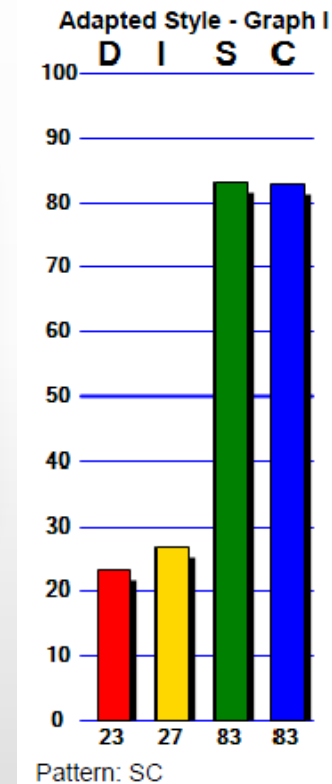


If Natural and Adaptive are Similar ?

On the day of the assessment, they were able to communicate using their Natural Style Preferences *

*Important:

Be open to stretching when required



If Natural and Adaptive are Different?

What if they are different?

Adapted

- Reflects how you needed to communicate the day of assessment

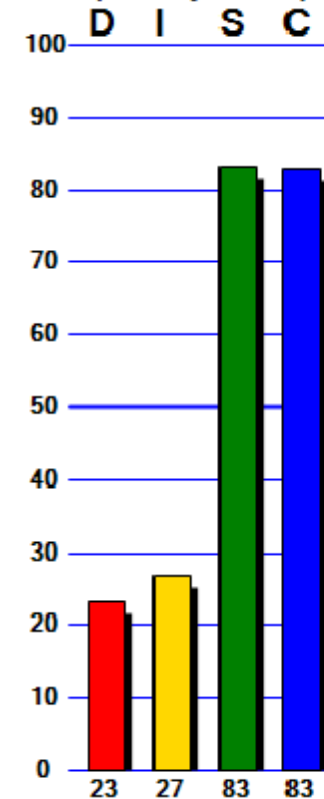
Do you Agree?

- One day at work is not always the same as the next

Role, Responsibilities, & Relating

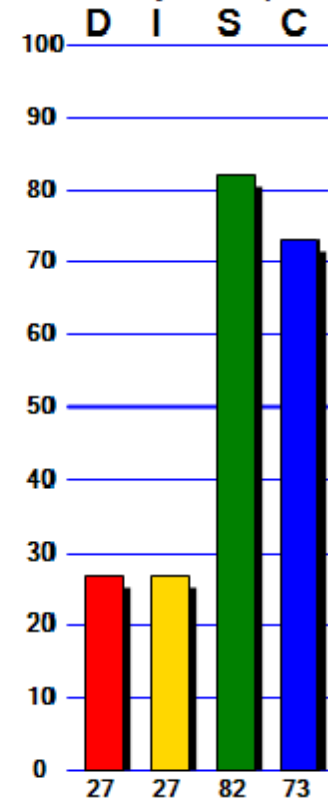
- May require stretching out of your comfort zone

Adapted Style - Graph I



Pattern: SC

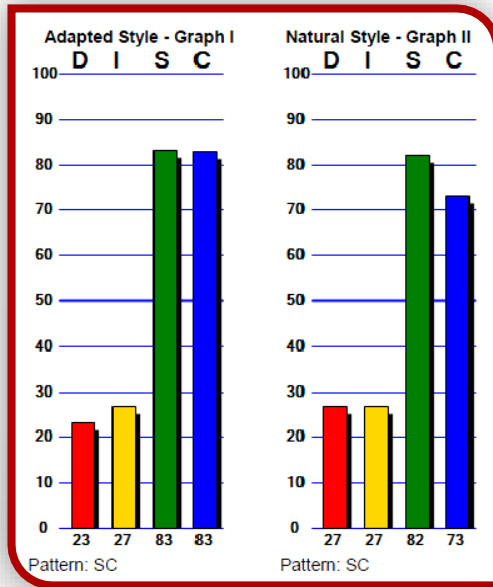
Natural Style - Graph II



Pattern: SC



Similar or Different – Better?

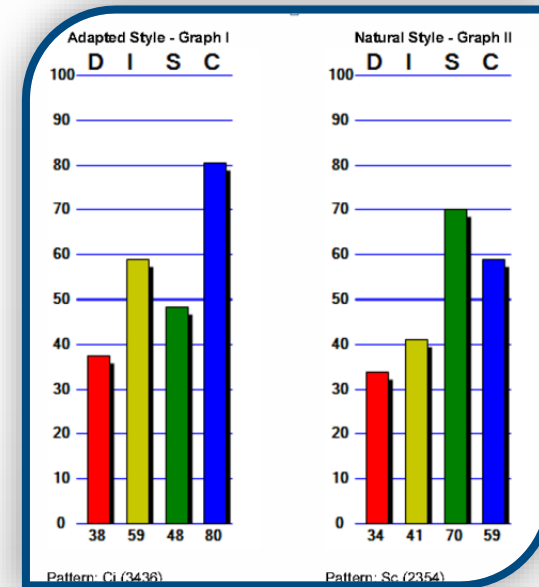


Similar

- Stretching **was not** needed the day of assessment

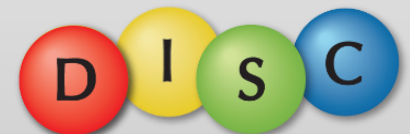
If different, ask:

- “Does this stretch occur occasionally or does it represent a longer period of time?”
- Longer period of time requires more effort



Different

- Stretching **was** needed the day of the assessment



The DISCcert Report Report for Sample DISCcert-Self - Id/ID Style

Your Word Sketch for Your Adaptive Graph I

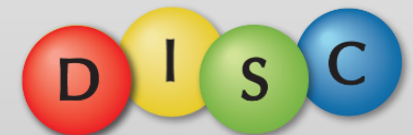
Based on your assessment "Most" responses, your DISC report has identified characteristics that line-up with your Adaptive Graph I DISC Pattern. The highlighted words indicate what communication behaviors you utilized the day you took the assessment to problem solve, influence people, develop plans and handle procedures. The behavioral traits you demonstrated are influenced by what role, responsibilities and to whom you were relating.

DISC Focus →	D Problem Solve	I People	S Plan	C Procedures
	Competitive Assertive Daring Ambitious Directive Expedient	Demonstrative Enthusiastic Gregarious Intense Optimistic Persuasive	Systematic Stable Patient Peaceful Accommodating Team Player	Accurate Analytical Exacting Factual Precise Logical
	Decisive Risk-taker Goal oriented Pioneering	Expressive Charismatic Friendly Generous	Consistent Cooperative Loyal Supportive	Careful Data Driven Investigates High Standards
	Deliberate Determined Self-reliant Concise	Trustworthy Collaborative Friendly Generous	Relaxed Composed Calm Courteous	Focused Detail Oriented Pragmatic Conventional
	Calculated Risks Unsure Reserved	Poised Modest Reserved Subtle	Active Change Oriented Eager Spontaneous	Firm Challenges Self-assured Independent
	Reflective Cautious Hesitant Seeks Information	Introspective Moderate Restrained Private	Energetic Carefree Vigorous Variety Oriented	Autonomous Open-minded Conceptual Adventurous
	Tentative Prudent Judicious Balanced	Understated Inconspicuous Sympathetic Discreet	Tenacious Energetic Animated Unstructured	Experiments Approximates Exploratory Progressive

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Key Points:

- Positive “Style” descriptors for your Adaptive Style:
 - One day at work
 - Influenced by 3 R’s (**Role, Relating, & Responsibility**)
 - Highlighted words indicate your choice in how you think it would be best for:
 - **Problem Solving**
 - **Connecting With People**
 - **Developing a Plan**
 - **Working with Procedures**



If needed ... Can you Stretch?

1 Fold your arms

2 Fold your arms
the opposite way

How did the Transition Feel?

Did you Succeed?



Applying DISC



Overview of Four Basic DISC Styles

	High Dominant Style	High Influence Style	High Steady Style	High Conscientious Style
Orientation				
Pace	Quick/Decisive	Quick/Spontaneous	Deliberate/Relaxed	Deliberate/Detailed
Priority	Task/Goal	People/Interact	People/Relationships	Task/Accuracy
Characteristics				
Strengths	Pioneering Leadership Administration	Motivating Persuading Entertaining	Teamwork Listening Follow-through	Structured Thoroughness High Standards
Workplace	Efficient	Busy	Functional	Formal
Outcomes				
Seeks	Productivity Control Results	Participation Recognition Playfulness	Acceptance Friendship Cooperation	Precision Facts Quality
Stressors				
Irritations	Indecision Incompetence	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Fears	Losing	Rejection	Sudden Changes	Work Criticized
Growth Areas	Poor Listener	Short Attention Span	Hesitant to Speak-up	Perfectionist
May Become	Authoritative	Sarcastic	Submissive	Withdrawn

Key Points:

- All DISC styles are *equal* importance
- Points above the Energy Line are not “better than” points below
- No one style nor combination of styles is better than another



DISC Behaviors: Non-Verbal Examples

Pg 18

D



- Handshake - Firm and not held long
- Gestures - Used to speed things up
- Eye Contact - If they are listening to you

I

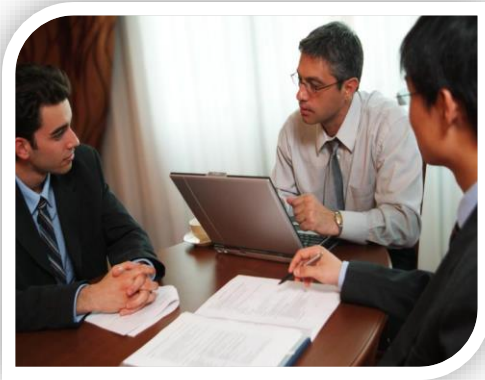


- Handshake - Says "Happy to see YOU!"
- Gestures - Animated
- Eye Contact - Looks to engage you

DISC Behaviors: Non-Verbal Examples

Pg 18

S



- Handshake - Solid, but friendly
- Gestures - Minimal
- Eye Contact - Direct without intensity

C



- Handshake - Formal
- Gestures - Deliberate
- Eye Contact - Sparse



“Name that Style”

Conversation: Opens with informal message.

“Hi Ruth, it’s Sarah – I’m thrilled with the decision!”

Pace: Spontaneous, speaks rapidly.

Tone: Enthusiastic, optimistic & inspirational.

“I’ve a great idea. Let’s chat over lunch!”

Focus: Builds alliances, generates ideas.

Power Cues: Awards on wall. Loves to talk on phone.

“I’m calling to say thank you again for ...”



“Name that Style”

Pg 19

Conversation: Opens with a formal, factual message.
“This is Mr. Hall, calling regarding the AR project.”

Pace: Cautious, procedure-driven, and analytical.
Tone: Controlled logical, listens & asks why.
“Please follow the timeline exactly as it is.”

Focus: Procedures, accuracy, quality.
Power Cues: Reference materials are sequenced.
“We will ship the materials when they are correct.”



“Name that Style”

Pg 19

Conversation: Opens with a personal greeting.
“Hello Susan, this is Peter. How are you today?”

Pace: Methodical, contemplative.

Tone: Friendly, compassionate, soft-spoken.

“I’d like to schedule 15 minutes with you to discuss...”

Focus: Relationships, natural listeners.

Power Cues: Family photos, serene pictures.

“Joe, if you need help on editing, just let me know.”



“Name that Style”

Pg 19

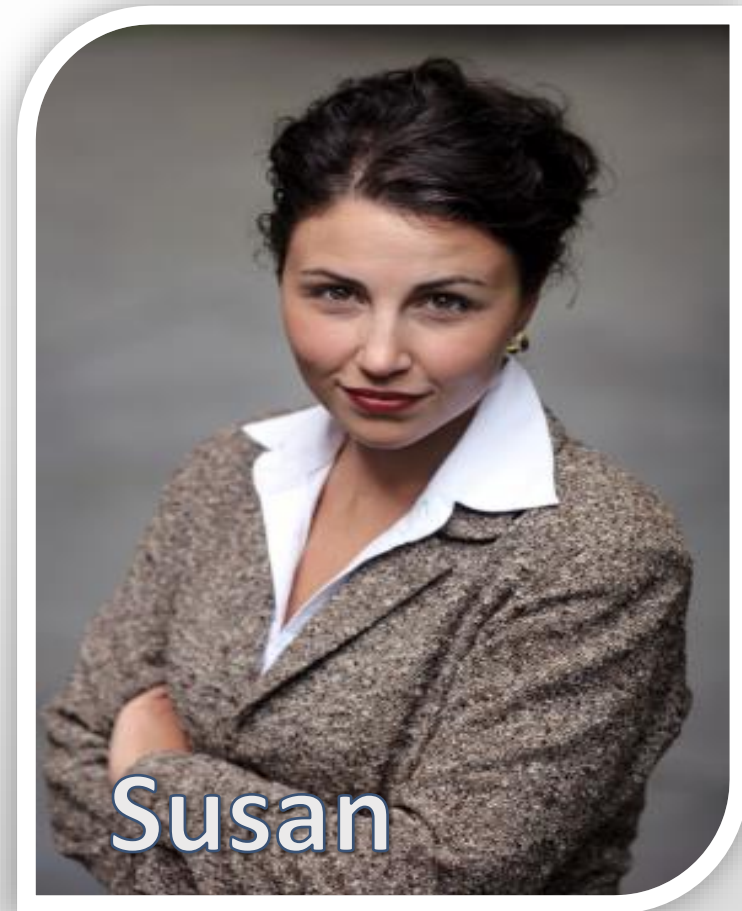
Conversation: Charges right into issue
“Market's going down – oh...how are you?”

Pace: Fast & abbreviated.

Tone: All business, confident, challenging
“Ryan? Susan. Bob there?”

Focus: Solve problems...quickly!

Power Cues: Determines time, place of meetings.
“I'll call you at 3:00 PM tomorrow.”



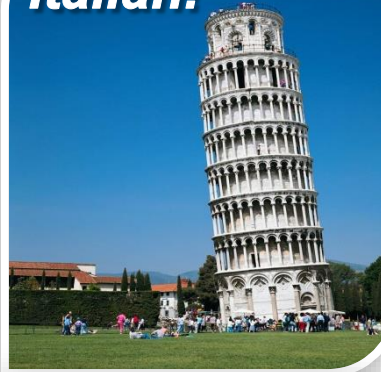
Visited Another Country? Did you Speak Their language?

Pg 20

Actions

Because we don't want to be viewed
... **Disrespectful**

Italian!



Maori!



Japanese!



Spanish!



Prep for the Trip?

Pg 20

Actions

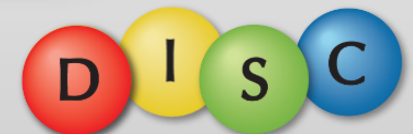
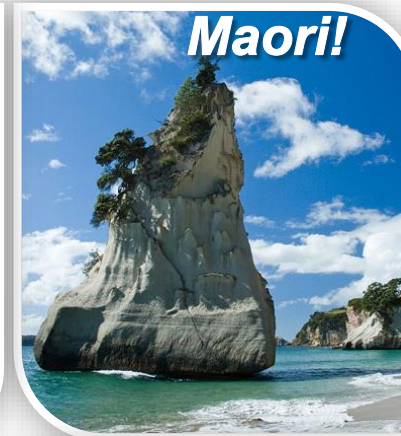
Stretch, Flex to Learn Additional Language

Benefits!

Keep Native Language!

Plus Ability to Speak Another Language

Increase Communication Successes



Behavioral Styles

Communication Tips to Use with Each Style

Pg 21-22



Goal
Oriented

Offer
Solutions



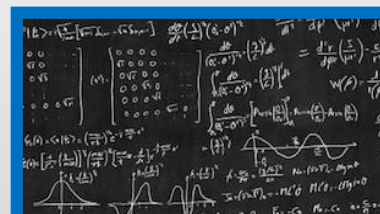
Builds
Positive Alliances

Provide
Positive Comments



Enjoys
Teamwork

Acknowledge
Their Support



Thinks
Logically

Give data to them
in writing



DISC Styles: Case Scenarios

1. Sam



2. Chris



3. Igor

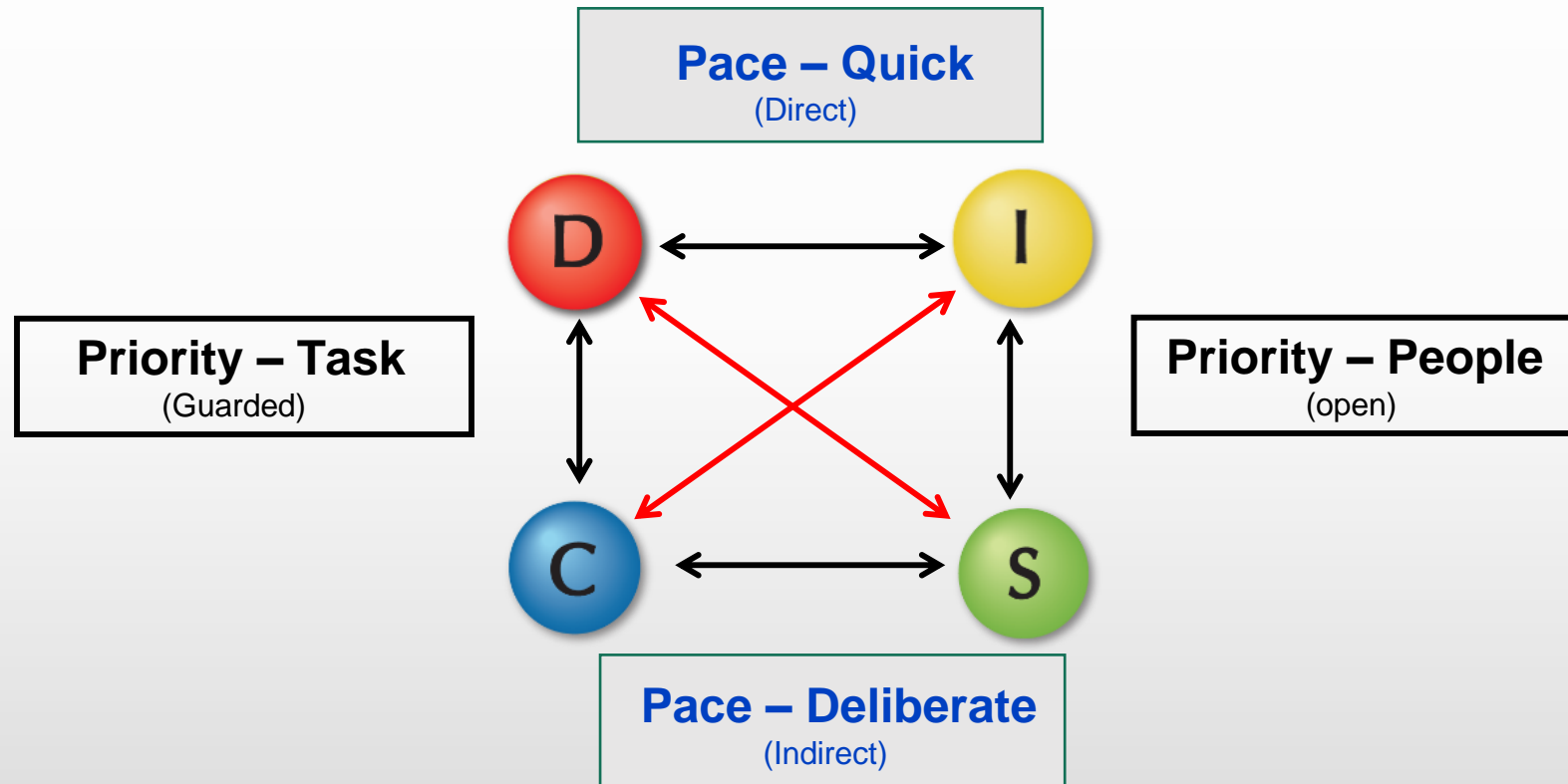


4. Doris

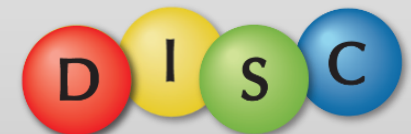


DISC Styles – 2 Key Questions – Pace? Priority?

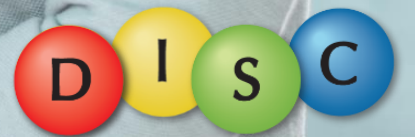
Pg 25



The Great Outdoors



A DISC Story



Moira



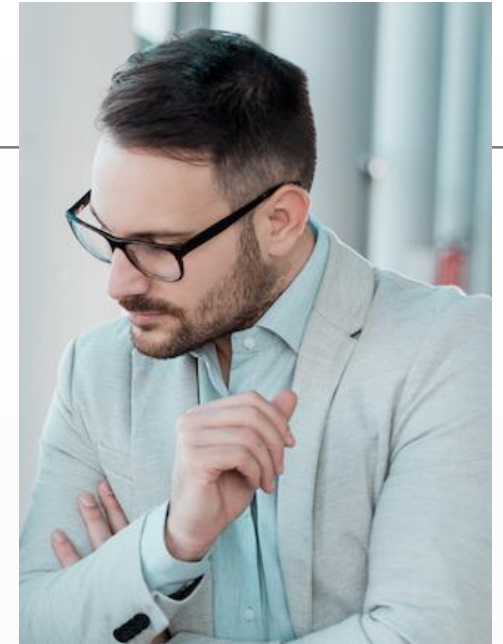
Situation:

She is a new Team Leader of 12 Employees as of 2 weeks ago.

Actions:

Speaks first. When interacting, conveys enthusiasm in voice and gestures.

Carlos



Situation:

He is Moira's Supervisor.

Actions:

Responds using a low voice and reserved mannerisms.



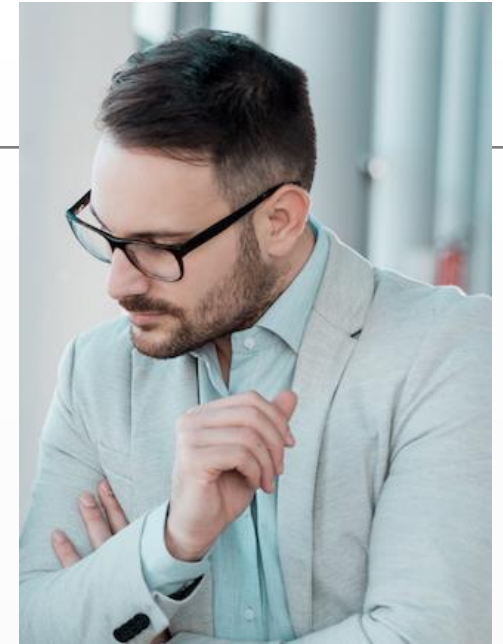
Moira



Hey Carlos, look!
I went ahead and scheduled our Team's first meeting off-site.

Thought we'd have a catered breakfast, do some Team building activities followed by lunch and then return to work all excited about being on the Team!

Carlos



Oh.... (Pauses) That's all well and good but first you need to generate an agenda that will help the team succeed.

Second, have you reviewed your Team's budget for this quarter yet?



Moira

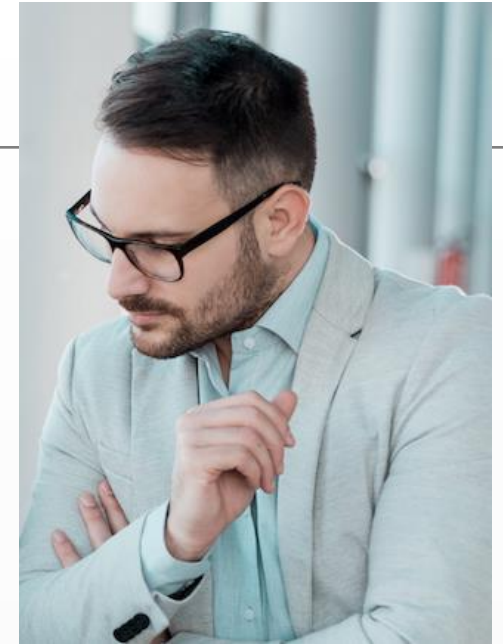


Yes, I glanced at the budget.

I just figured you'd know how important it is for a Team to have fun together in order to succeed.

Surely you can negotiate some funding for us... right?

Carlos



A budget is established so you work within its parameters.

Your focus needs to be
First, Determining your Team's Objectives
Second, Selecting your Team's Roles
Third, Generating your Team's Schedule.

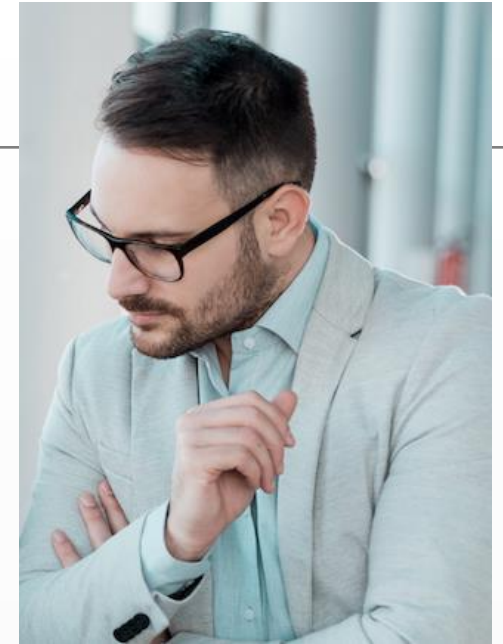


Moira



Yes, yes. I have that all handled.

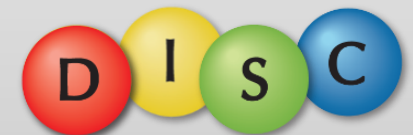
Carlos



That's good to hear you have it all handled.
Please send me your Team's plan and revised agenda
for the Team's first meeting.

It will need to be held in the conference room on the
4th floor.

I expect to receive these documents by 4pm today and
will review. We will meet in my office tomorrow from
9:00-9:30 a.m. to finalize.



Moira

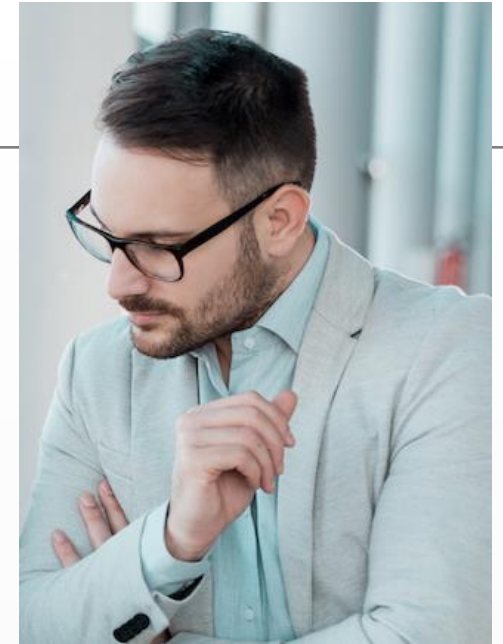


But what about my off-site meeting?

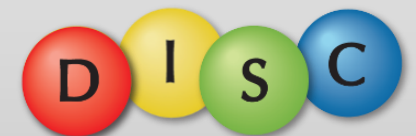
It's so important to make everybody feel so welcomed.

And It's too late to cancel the catering.

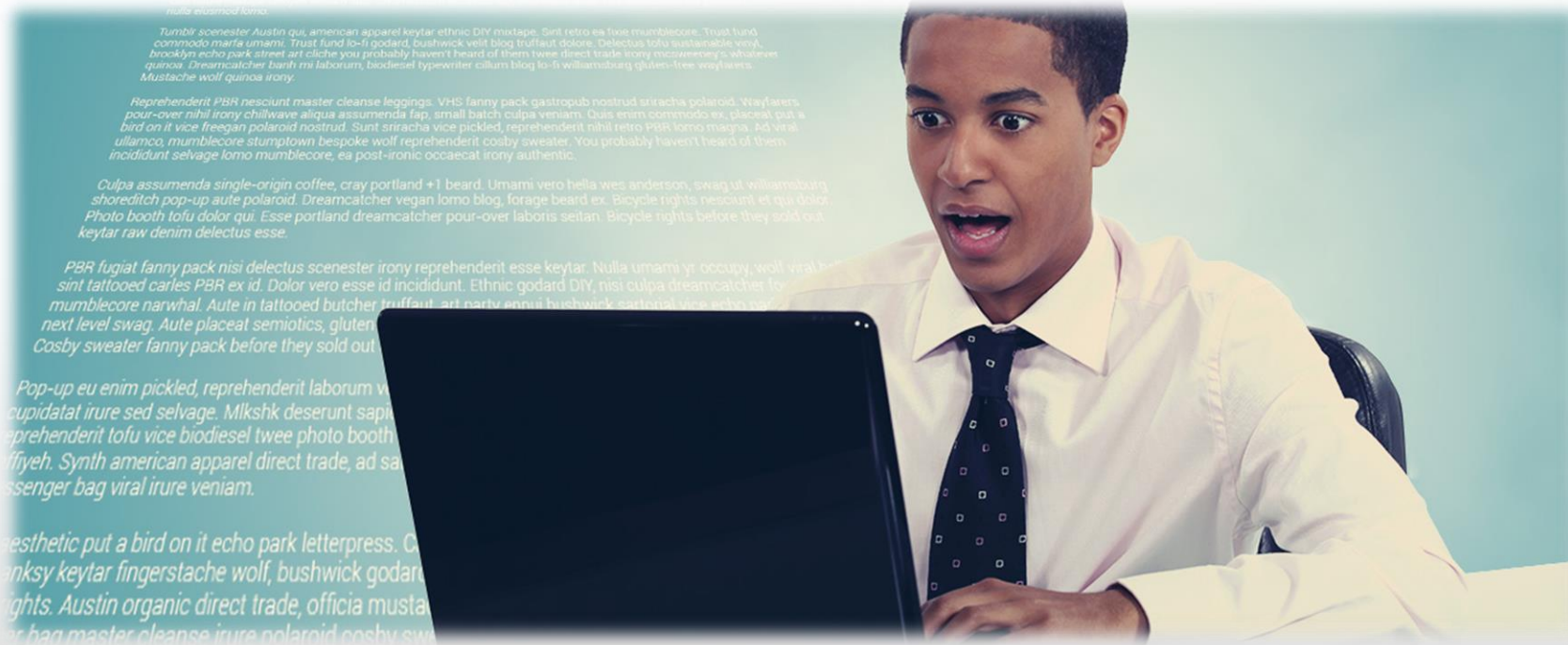
Carlos



You'll have clarity by the end of tomorrow's meeting.



Email Decoding Activity



Greeting – Format – Word Choice

D States Purpose - Brief - Notification

I Happy Tone - 😊, Colors - Party

S Friendly - Methodical - Productive

C Formal - Detailed - Serious

Tips

Get to the point ASAP

Include acknowledgements

Well-organized message

Include data, stay on task



Email Decoding Worksheet

Email #1

Subject: Planning Meeting Invitation

Hello Sam,
I would like to invite you to attend the planning meeting on Tuesday, October 15th on the second floor, the small conference room. I know you have a busy schedule, so I want to extend my appreciation for your time. The meeting starts @ 9:00 a.m. and ends @ 12:30 p.m. Please bring your reports, to help ensure this is highly productive meeting.

I look forward to seeing you on October 15th and working together to increase success for all of us. Please do not hesitate to call me @ ext 43.

Warm Regards,
Sarah Smith
Customer Care Department

Customer Care Department
Sarah Smith
Warm Regards

What is Sarah's DISC Style?
(The sender)

Pretend you are Recipient.
Write an email response to Sarah.



Email #2

Subject: Planning Meeting with Food! ;-)

Hi Everyone!

I am so excited that we will all be working together on the planning committee! I scheduled it on Tues, Oct 15 from 9-12:30 (yes, there will be plenty of coffee in the morning and a great lunch at the end ;-)
We'll be on the second floor – sm conference rm. This will be our first meeting and I know you'll all make it a huge success, with all the talent and experience you bring! I know several of you have some excellent materials to share – that's great. We'll have plenty of time to hear from everyone.

Thrilled you're a part of this new planning committee!
(We could come up with a special name for our committee too!)
See you on Oct 15! Thanks so much ☺
Isabel,
Customer Care Dept

What is Isabel's DISC Style?

(The sender)

Pretend you are the recipient of this email.
Write an email response to Isabel.



Email #3

Subject: Planning Meeting Announcement

Attention Planning Committee:

The Planning Committee will be meeting on Tuesday, October 15, 2013 on the second floor in the smaller of the two Conference rooms.

The meeting will begin at 9:00 A.M. PST and conclude at 12:30 P.M. PST.

The agenda for the meeting is as follows:

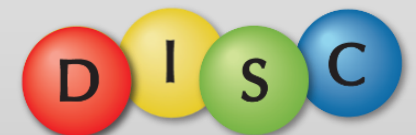
1. Current status of our customer care process
2. Proposal presentations. (Send your PowerPoint slides to me by October 1, 2013.)
3. Sub-committee assignments and timelines.

We will commence our meeting on time at 9:00 A.M. PST and conclude at 12:30 P.M. PST.

Regards,
Carlton Cornick
Customer Care Agent

What is Carlton Cornick's 's DISC Style?
(The sender)

Pretend you are recipient of this email.
Write an email response to Carlton Cornick.



Email #4

Subject: Planning Committee

Planning Committee

Mtg Oct 15 – 2nd floor – sm conference
9 – 12:30

We will start on time
D. Dacron

What is D. Dacron's DISC Style?
(The sender)

Pretend you are recipient of this email.
Write an email response to D. Dacron.



How to Modify Your Pace (Directness)

Pg 28

Your Pace may be deliberate & indirect (S & C), however, there may be times that you need to increase your Directness.

TO INCREASE Directness:

- Speak, move & make decisions at a faster pace
- Initiate conversation & decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge & tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

Your Pace may be quick & direct (D & I), however, there may be times that you need to decrease your Directness.

TO DECREASE Directness:

- Talk, walk & make decisions more slowly
- Seek & acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully



How to Modify Your Priority (openness)

Pg 28

Your Priority may be on a task &/or to be guarded (D & C), however, there may be times that you need to **increase your openness.**

TO INCREASE Openness:

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up & stand closer
- Be willing to digress from the agenda

Your Priority may be on people & being open (I & S), however, there may be times that you need to **decrease your openness.**

TO DECREASE Openness:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm & body movement
- Use businesslike language



**What is difference between
Position Power vs Personal Power?**

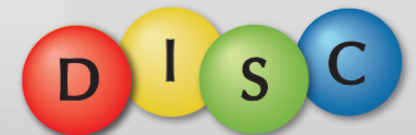
How does DISC build Personal Power?

Action Plan for All Styles - Select Direct Report Pg 29

Add checkmarks by
“Characteristics” that
match Direct Report

Dominant (Quick/Task)		Influence (Quick/People)	
Characteristics	Tips for Others	Characteristics	Tips for Others
<input checked="" type="checkbox"/> Competitive <input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Bottom-line <input checked="" type="checkbox"/> Goal oriented <input type="checkbox"/> Debates <input checked="" type="checkbox"/> Be in Control <input checked="" type="checkbox"/> Assertive	<input type="checkbox"/> Offer Solutions to Win <input type="checkbox"/> Display Reasoning <input type="checkbox"/> Provide Concise Data <input type="checkbox"/> Offer Projected Results <input type="checkbox"/> Be Prepared with Facts <input type="checkbox"/> Present Action Plan <input type="checkbox"/> Anticipate Questions	<input type="checkbox"/> Expressive <input type="checkbox"/> Optimistic <input type="checkbox"/> Builds Alliances <input type="checkbox"/> Be Involved <input type="checkbox"/> Likes Change <input type="checkbox"/> Appreciates Recognition <input type="checkbox"/> Spontaneous	<input type="checkbox"/> Acknowledge Ideas <input type="checkbox"/> Discuss Solutions <input type="checkbox"/> Schedule joint Mtgs <input type="checkbox"/> Include from Start <input type="checkbox"/> Offer New Ideas <input type="checkbox"/> Provide Compliments <input type="checkbox"/> Ask their Opinion
Conscientious (Cautious/Task)		Steady (Cautious/People)	
Characteristics	Tips for Others	Characteristics	Tips for Others
<input type="checkbox"/> Think Logically <input type="checkbox"/> Seek Facts <input type="checkbox"/> Focus on Accuracy <input type="checkbox"/> Values Creditability <input type="checkbox"/> Like to Contemplate <input type="checkbox"/> Analytical <input type="checkbox"/> Follows Protocol	<input type="checkbox"/> Provide Rationale <input type="checkbox"/> Give Written Data <input type="checkbox"/> Show Due Diligence <input type="checkbox"/> Be Prepared <input type="checkbox"/> Build in Extra Time <input type="checkbox"/> Offer Pros and Con <input type="checkbox"/> Provide Documentation	<input type="checkbox"/> Stability Focus <input type="checkbox"/> Dependable <input type="checkbox"/> Methodical <input type="checkbox"/> Enjoy Teamwork <input type="checkbox"/> Look for Calmness <input type="checkbox"/> Express after Assessing <input type="checkbox"/> Cooperative	<input type="checkbox"/> Provide Assurances <input type="checkbox"/> Offer Written <input type="checkbox"/> Provide a Plan <input type="checkbox"/> Be Sincere <input type="checkbox"/> Show Composure <input type="checkbox"/> Give Advance Notice <input type="checkbox"/> Be Courteous


<input type="checkbox"/> Follows Protocol <input type="checkbox"/> Analytical <input type="checkbox"/> Like to Contemplate <input type="checkbox"/> Values Creditability <input type="checkbox"/> Focus on Accuracy <input type="checkbox"/> Seek Facts <input type="checkbox"/> Think Logically	<input type="checkbox"/> Provide Rationale <input type="checkbox"/> Offer Pros and Con <input type="checkbox"/> Build in Extra Time <input type="checkbox"/> Be Prepared <input type="checkbox"/> Show Due Diligence <input type="checkbox"/> Give Written Data <input type="checkbox"/> Provide Rationale	<input type="checkbox"/> Cooperative <input type="checkbox"/> Express after Assessing <input type="checkbox"/> Look for Calmness <input type="checkbox"/> Enjoy Teamwork <input type="checkbox"/> Methodical <input type="checkbox"/> Dependable <input type="checkbox"/> Stability Focus	<input type="checkbox"/> Be Courteous <input type="checkbox"/> Give Advance Notice <input type="checkbox"/> Show Composure <input type="checkbox"/> Be Sincere <input type="checkbox"/> Provide a Plan <input type="checkbox"/> Offer Written <input type="checkbox"/> Provide Assurances
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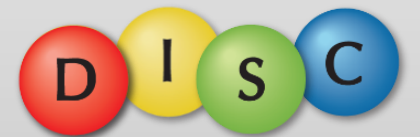


Not sure about Coworker's Style?

Pg 29



 **3 Tips**



1. Select coworker you have met in person.
2. Picture them at large group meeting.
3. Which scenario best describes their behavior?

D –
on a
mission to
solve
problems



I –
makes
friends &
interacts
broadly



C –
waits for
others to
approach



S –
engages
selectively
with a few





Manager Action Plan

DISC- Managers

Team Member Adaptability Planning

Manager's Style

Employee Name	Natural Style	Characteristics/ Behaviors			Notes
		<ul style="list-style-type: none">••••			
		<ul style="list-style-type: none">••••			

Adapt Your Communication Style

Communicating with D's

- Listen to their suggestions, their course of action and the results they are considering.
- Find and note areas where you already agree.
- Work backwards toward gaining agreement on the results you both want—and are willing to either mutually or independently allow the other to achieve.

Example: "Sarah, this format will give you the freedom to develop your branch your way and still allow Vern and Ellen to structure theirs another way without sacrificing time or morale."

Communicating with I's

- Listen to their personal feelings and experiences
- Their style requires open and responsive interaction with others, preferably in a manner of congenial and unhurried conversation (like that between long-time friends)

Example: "Just between you and me, Chris, I feel very uneasy about Jill and Howard handling this account by themselves."

Communicating with C's

- Be well organized, clear and specific in your communications.
- Keep in mind they search for logical conclusions
- Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances C's want.

Example: "Lenny, I'm not trying to pressure you, but are you not interested in the auditor's position, or in any other position?"

Communicating with S's

- Be ready to do more talking than listening; they often don't feel comfortable when the focus is on them.
- Clarify key agenda items with them.
- Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said.

Example: "Did you want me to stick around the office at a particular time each day in case you need to telephone me for emergency questions on this account, or do you want me to call you?"

Developing Your People

Developing D's

- Focus on the big picture
- Cover basic steps/ high points quickly
- Show them the simplest, fastest route to get them to their stated destination
- Tell them what is to be done by when
- Help them find reasonable shortcuts
- Connect concepts with their highest expertise and experiences.

Developing I's

- Breakdown information into parts or sections before releasing information
- Skip details and collateral or ancillary materials
- Get them involved kinesthetically, as they learn best by "experiencing"
- Let them show you what they are learning
- Be slow to criticize and quick to praise
- Let them teach concept(s) to others

Developing C's

- Point out the most important things to remember first
- Demonstrate in an efficient, logical manner, stressing the purpose of each step
- Proceed slowly, stopping at key places to verify understanding
- Ask for input, especially regarding potential refinements
- Build up to the big picture

Developing S's

- Provide one-on-one, hands-on instruction
- Start at the beginning & end at the end
- Let them observe others before trying
- Provide a step-by-step list of processes and procedures and or a working timetable/ schedule.
- Allow plenty of repetition for their newly learned behaviors to become second nature and routine.
- Use a pleasant and patient approach in small group settings

Delegating to Your People

Delegating to D's

- Give them the bottom line and then let them do their thing
- Give them parameters, guidelines, and deadlines.
- Example: "We need to get that mall built a month sooner or we'll lose our shirts. Fourteen tenants are threatening to bail out of their contracts if we don't open in time for the holidays. Don't spend more than another \$30,000, keep everything legal and out of the newspapers, and get back to me by Monday morning."

Delegating to I's

- Receive clear agreements; set up check points/times to avoid long stretches with no progress reports.
- I's are often concept people who come up with plenty of ideas, but not necessarily the means of carrying them out, so steer them toward identifying ways of assuring the implementation of those ideas.
- Example "Olivia, this proposal for the King Company looks good so far, but how about including more direct benefits for each employee. Marian has surveys filled out by each employee. Get together with her, bounce some ideas around, and then include more essential information about the eight people in your proposal. Add some extra plus points on the others. In this manner, you should do the job very well. And, Olivia, thanks for making the extra effort on this project."

Delegating to C's

- Take time to answer their most critical questions about structure and/or guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly.
- Establish deadlines.
- Example: "Angela, the court date on the Mortimer case has been moved up to Monday, we now have to speed things up. Our presentation will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to assist you who will work under your direction and submit their work for you to review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential?"

Delegating to S's

- S's may be reluctant to ask others to do their own share of the work, so make a personal appeal to their loyalty and sense of amiable teamwork.
- Give them the task, state the deadlines that need to be met, and explain the "why" of the required process.
- Example: "Al, I need your help. I've got a quick turnaround project. I know you've developed a lot of loyalty amongst your staff. Here is how I think we could get this project done. Give everyone in your department 10 of the names to call. Then that goal could be reached by noon tomorrow. Then I'll need 500 copies of the summaries typed and collated by 5 pm tomorrow. This will all get turned into Mr. Jeffries when he arrives back on Wed".

Helping People Reach Decisions

Helping D's Decide

- D's tend to make autonomous, no-nonsense decisions.
- If the decision will help them meet their goals, they go for it; if not, they say no.
- One of the few times they put off reaching a conclusion is when it takes too much time/effort doing the homework to determine the best alternative.
- Prevent their possible procrastination by simply providing a brief analysis for each option.

Helping I's Decide

- They want to avoid discussions of complex, negative-sounding, tedious problems
 - Frame suggestions in a positive light
 - They are open to your suggestions—as long as they allow them to look and feel good—and not require a lot of difficult, follow-up, detail work or long-term commitments.
- Example: "You know just about everybody, George. Since we need to get \$350 in pledges by the end of February, why not go ahead and wrap up all your calls by Friday? Then you can relax a lot more next week."

Helping C's Decide

- Confirm they are open to discussing the problem or decision
 - If they aren't ready, either schedule specific time that's better for both of you or explore their concern in even pursuing this subject.
 - Give them time and space to think clearly and privately
 - When the situation is being explored, verbally review your understanding of the process.
- Example: "My understanding is you'd like to think it over and figure out what time commitment you'd be able to make to the group. When may I call you about your decision?"

Helping S's Decide

- Deal with only one subject or situation at a time, one step at a time
 - Before moving on to other items, make sure they are ready, willing, and able to do so.
 - Remain calm and relaxed as you work with them
 - Encourage them to share their understanding of how the outcome(s) of decision(s) are likely to add even more stability to the current conditions.
- Example: "Would you mind writing down a schedule of your office's activities so I can write my proposal without missing anything?"

Motivating Your People

Motivating D's

- Lead with the big picture/bottom line
- Provide them with options and clearly describe the probabilities of success in achieving goals
- Allow them the opportunity to make choices
- Set boundaries, but let them take charge

Motivating I's

- Provide "special" incentives to inspire them to go the whole nine yards.
- Show them how they can look good in the eyes of others.
- Create short-term contests that don't require long-term commitment
- Reward them in front of others.
- Let them speak about their achievements.

Motivating C's

- Appeal to their need for accuracy and logic
- Keep your approach clear, clean and procedural
- Provide illustration and documentation
- Avoid exaggeration and vagueness
- Show them how "this is the best available current option"

Motivating S's

- Show how their work benefits others
- Show how the outcome will provide security for their family
- Connect their individual work to the benefit of the whole team
- Get them to see how their follow-through links to a greater good
- Show how their individual work can strengthen their relationships with others

Providing Positive Feedback

<p><u>Positive Feedback for D's</u></p> <ul style="list-style-type: none">• Where appropriate, reward &/or reinforce behavior by noting stellar accomplishments.• Omit personal comments and focus on their track record.	<p><u>Positive Feedback for I's</u></p> <ul style="list-style-type: none">• Provide sincere compliments when successful performance is achieved.• Acknowledge them for encouraging collaboration amongst team members.• They willingly accept "general praise"
<p><u>Positive Feedback for C's</u></p> <ul style="list-style-type: none">• Cite their efficiency, thought processes, organization, persistence and accuracy• Don't mix personal and professional comments.• Demonstrate appreciation for their work product.	<p><u>Positive Feedback for S's</u></p> <ul style="list-style-type: none">• Acknowledge and appreciate their sincere willingness to seek mutually beneficial outcomes.• Note their systematic, low-key, empathetic manner when seeking to accomplish objectives.• Compliment must be specific and genuine.

Coaching Your People

Coaching D's

- Stick to the facts.
- Draw them out by talking about the desired results; then discuss their concerns.
- Focus on tasks vs feelings.
- Ask them how they would solve problems.
- Concisely communicate required results.

Coaching I's

- Give them ample opportunity to talk about whatever may be bothering them
- While noting facts, acknowledge their feelings.
- Involve them by asking how they could solve a challenge or problem
- Talking allows them to get something off their chests and can even become an end in itself, since their energy is largely influenced by the quality of their relationships

Coaching C's

- Draw them out by asking, "How would you...?" questions about problems
- They express thoughts indirectly, so persist in your attempts to get them to talk.
- They need to plan for change .
- When possible, allow them to investigate possible repercussions, especially at the beginning stages. That way they'll become more comfortable with possible changes.

Coaching S's

- When mentoring, to reduce apprehension, patiently allow them to first share their concerns and suggestions.
- They are disrupted by change and the unknown.
- Reassure them by stating your availability to support them.
- Reduce their fears by showing how specific changes will benefit them and others.

Pg 41

Constructive Feedback

Constructive Feedback to D's

- Describe what results are desired.
- Show the gap between actual and desired results.
- Describe the required improvement and establish a date by which results need to be achieved.

Constructive Feedback to I's

- Be aware they avoid facing problems and if pressure persists, may walk away from the problem or demonstrate their stress in animated manner.
Example: "I can't talk right now."
- Specifically describe the challenge/issue and define the behaviors required to solve the matter.
- Confirm the mutually agreeable action plan (in writing) to prevent future issues.
- Use positive, optimistic language.
Example: "How'd you like to increase your sales to your normal range and beyond?"

Constructive Feedback to C's

- Show them how to get a job done and the desired results; they'll then master and modify the how tos to suit their own work process
- Specify the exact behavior that is being indicated for change and how you would like to see it changed.
- Negotiate and mutually agree on checkpoints and timeframes.
- Allow them to save face, as they often may fear being wrong.
Example: "Nelson, your work here is typically done neatly and on time. Now that we're switching to computers, you'll be able to turn out the same quality of work faster. I'd like you to take this computer class..."

Constructive Feedback to S's

- They tend to take things personally, so remove the "something is wrong with you barrier" as quickly as possible
- Reassure them that you only want to correct a specific behavior, not them personally
- Point out in a non-threatening way what they're already doing right while also emphasizing what needs changing:
"Norma, I admire your persistence, but we have to add more details to the proposal before we send it out. For example..."

Adapting Your Leadership Style When You Are ...

When You are the D

- Allow others to do things without excessive or untimely interference
- Participate in the group without expecting always to be in command
- Modify your tendency to give orders
- Enlist others' input and support through participative, collaborative actions
- Praise and give credit for jobs well done
- Let colleagues and employees know that you realize it's only natural that you and others will make mistakes
- When delegating, give some authority along with the responsibility

When You are the I

- Attend to key details, when appropriate
- Improve your follow-through efforts
- Monitor socializing to keep it in balance with other aspects of business and life
- Write things down and work from a list, so you'll know what to do and when to do it
- Prioritize activities and focus on tasks in their order of importance
- Get the less appealing tasks of the day over with early in the day
- Pay attention to your time management
- Check to make sure you're on course with known tasks or goals

When You are the C

- Modify criticism (whether spoken or unspoken) of others' work
- Check less often, or only check the critical things (as opposed to everything), allowing the flow of the process to continue
- Ease up on controlling emotions; engage in more water cooler interaction
- Accept the fact that you can have high standards without expecting perfection
- Occasionally confront a colleague (or boss) with whom you disagree, instead of avoiding or ignoring them (and doing what you want to do, anyway)
- Tone down the tendency to OVER-prepare

When You are the S

- Stretch by taking on a bit more (or different) duties beyond your comfort level
- Increase verbalization of your thoughts and feelings
- Speed up your actions by getting into some projects more quickly
- Desensitize yourselves somewhat, so that you aren't negatively affected by your colleagues' feelings to the point of affecting your own performance
- Learn to adapt more quickly to either changes or refinements of existing practices
- Bolster your assertiveness techniques

Adapting Your Leadership Style When They Are...

When They are D's, Help Them...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions and coming to conclusions
- Follow pertinent rules, regulations and expectations
- Recognize and solicit others' contributions, both as individuals and within a group
- Tell others the reasons for decisions
- Cultivate more attention and responsiveness to emotions

When They are I's, Help Them...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice (which can result in lack of focus on tasks)
- Write things down
- Do the unpleasant, as well as the fun things
- Focus on what's important now
- Avoid procrastination and/or hoping others will do things for them
- Practice and perfect, when appropriate

When They are C's, Help Them...

- Share their knowledge and expertise
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not necessarily everything

When They are S's, Help Them...



- Utilize shortcuts; discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Focus on the goal without attending to other thoughts or feelings
- Realize tasks have more than one approach
- Become more open to risks and changes
- Feel sincerely appreciated
- Speak up; voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

Manager Action Plan

DISC- Managers

Team Member Adaptability Planning

Manager's Style

Employee Name	Natural Style	Characteristics/ Behaviors			Notes
		<ul style="list-style-type: none">••••			
		<ul style="list-style-type: none">••••			

What if this is your first encounter?

“What do YOU DO?”



Bonus Tip

1. Start as if person is Steady – calm & organized
2. Then observe & adapt/stretch if needed

“Get to the Point” =
DOMINANT



“I Went fishing and
caught a fish this big! =
INFLUENCE



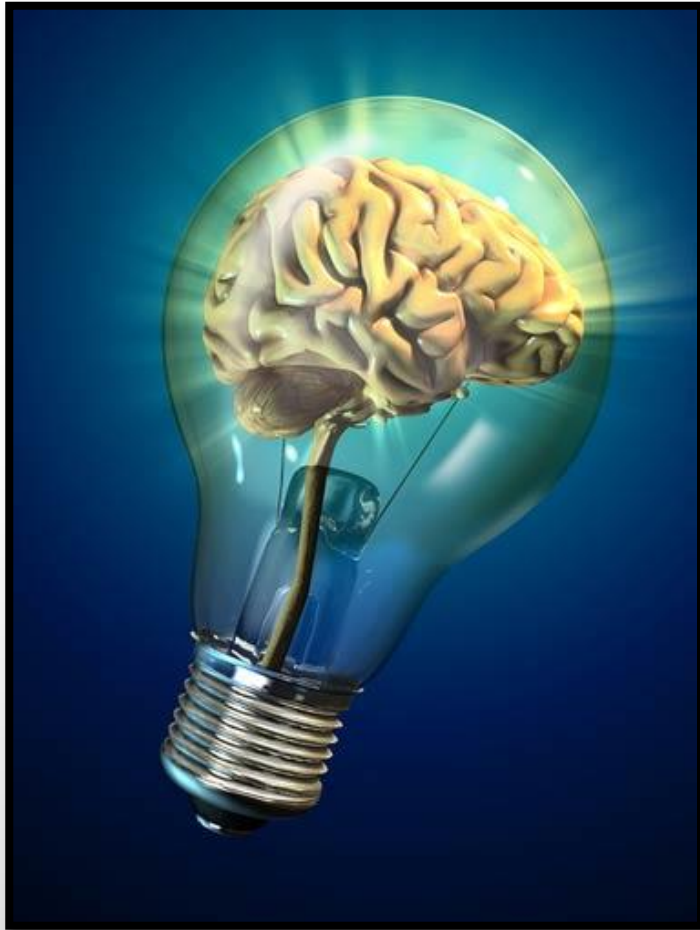
“Why do that? Where is
the analysis?” =
CONSCIENTIOUS



“This makes sense.
Please explain the next
steps.” = STEADY

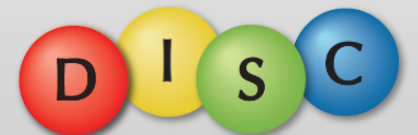


What was your Key Insight Today?



1. Pick a key insight, takeaway, or learning
2. Determine how to put that insight into action
3. Share your insight and action commitment with one other person

Patch Adams





Waimea Beach...

Jumping Rock on the left..

Your turn to jump off and dive into using DISC.