



Welcome to ...

# Adapting Your Leadership Style

*For Managers & Supervisors*



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# 3 P's

- **Purpose** – Learn Common Sense Approach to Managing
- **Process** - Apply new knowledge to real use
- **Pay Off** – Action Plan – ***Making it Real!***



***Main GOAL for Today:***

***Situational Management  
Concept understood.....***

# Agenda

- Action Plan – First Step
- Situational Management - Definition & Success Essentials
- ??????
- Beliefs (& Impact)
- Communication Styles (& Impact)
- Action Plan – Next Steps

# Situational Management Action Plan

**Please list 3 Employees-** you think could be a lot more effective

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

(At end of Session, please jot down a specific insight you' ll share with them.)

# Situational Management Definition

- **Model** for developing people over time, so they can reach their highest level of performance.
- **Process** for helping people become self-motivated & self-directed.

## Success Essentials

1. **Written Performance Expectations**
2. **Discussed with Employee**

## Skills Needed by Manager

- **Diagnosis** –  
Assessing individual's need for direction & support.
- **Flexibility** –  
Using a variety of leadership styles comfortably.
- **Commitment** –  
Reaching for agreements with people about their development level & leadership style needed to help them achieve individual & organizational goals.

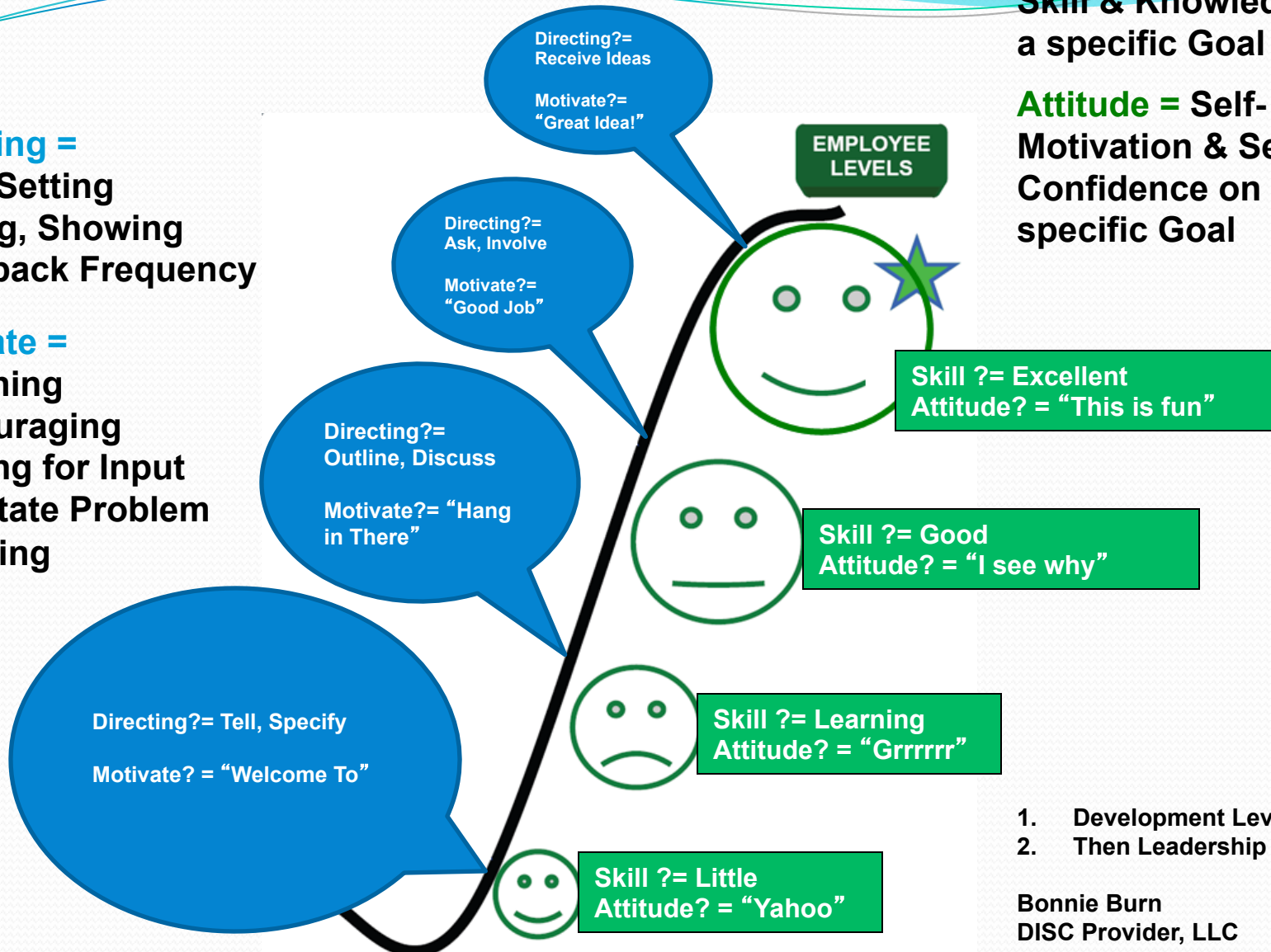
# Situational Management

## Directing =

- Goal Setting
- Telling, Showing
- Feedback Frequency

## Motivate =

- Listening
- Encouraging
- Asking for Input
- Facilitate Problem Solving



**Skill = Demonstrated Skill & Knowledge on a specific Goal**

**Attitude = Self-Motivation & Self-Confidence on specific Goal**

1. Development Level?
2. Then Leadership Style

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***“Easy? Practical?  
Then what’s getting in the way?”***

**Beliefs –**

that don’t produce positive results.

**Communication Styles –**

relying on one’s natural communication style.

**Mis-Matching -**

# **1. Common Manager Beliefs** *that don't produce positive results.*

## ***In General...***

**I manage others like I'd like to be managed.**

**I manage others like I've been managed.**

**I manage others based on what comes natural to me.**

**In order to be fair I manage all employees the same.**

**Employees should adapt to my management style.**

**Not all employees can be high achievers.**



## **Common Manager Beliefs** *that don't produce positive results.*

### *Managing New Employees...*

**For some reason new managers rarely delegate.**

**I tell new employees just to come to me with questions.**

**A sharp new employee doesn't need written expectations.**

**I let new employees try it on their own & then give direction.**

**I tell new employees what I want & I expect them to do it.**

**I tell employees they just need to have more confidence in themselves.**



## **Common Manager Beliefs** *that don't produce positive results.*

### *Managing High Achievers...*

**High achievers really don't need to be managed.**

**High achievers can get lazy & regress.**

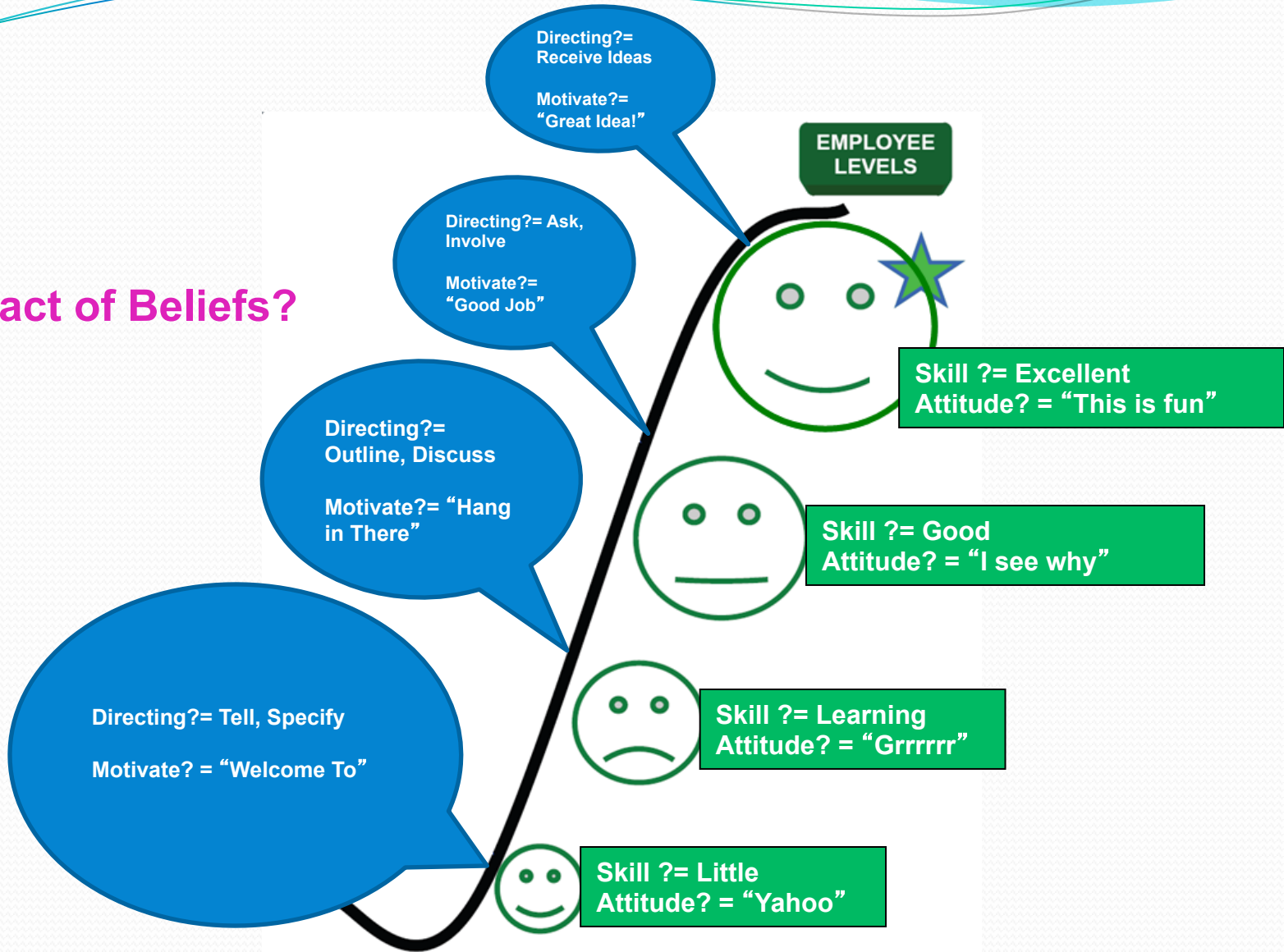
**High achievers don't need direction on brand new assignments.**

**I never micro-manage.**

**High achiever in one area means they are in all areas.**

# Situational Management

## Impact of Beliefs?



## 2. Communication Styles (Impact)

### Purpose –

Country Analogy...don't be the ugly American!  
Used effectively we show Respect.

<b>Dominant</b>	– <b>Challenge</b>
<b>Interact</b>	– <b>Contact</b>
<b>Steady</b>	– <b>Constant</b>
<b>Compliant</b>	– <b>Cautious</b>

### Problem –

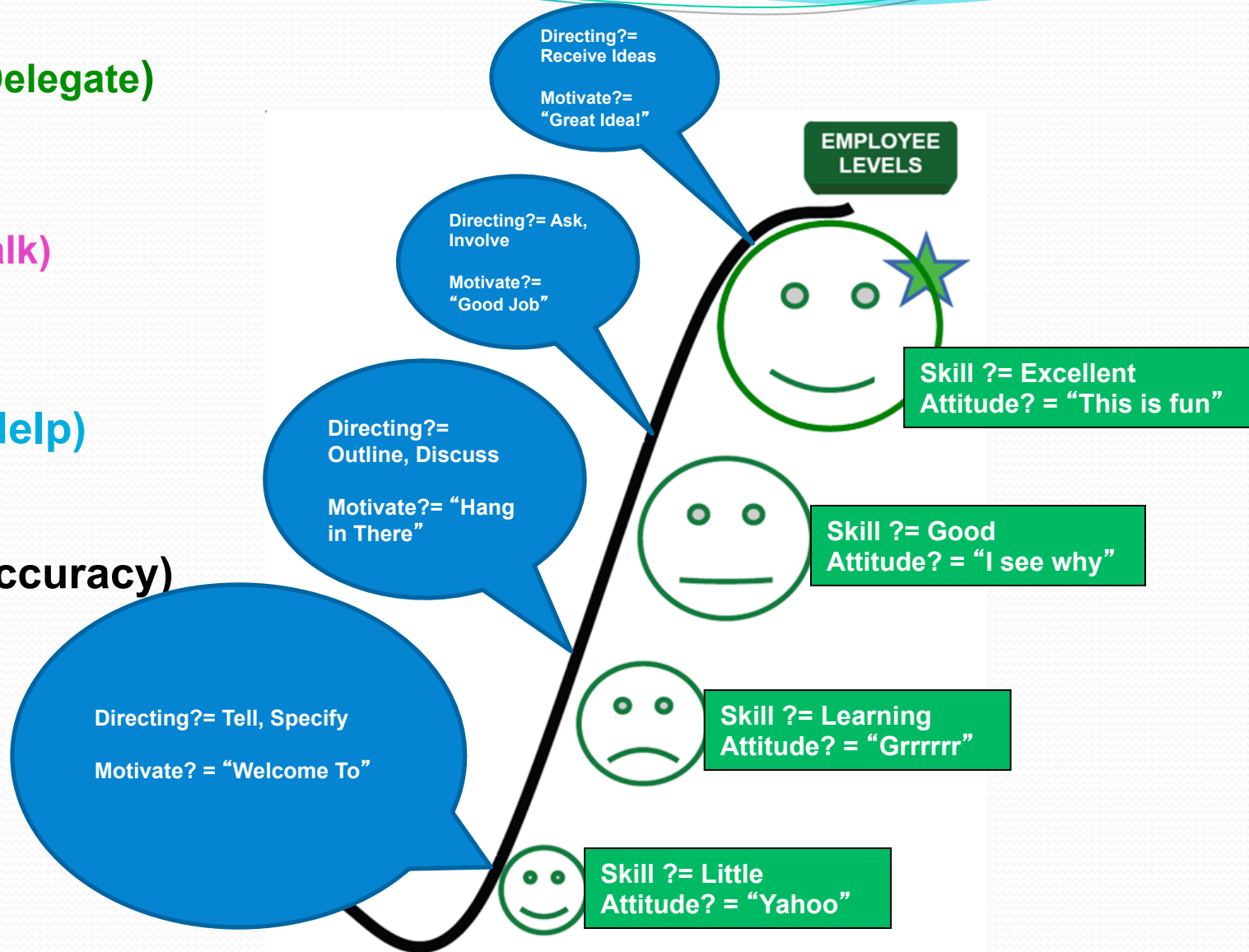
Relying only on one's natural communication style to manage.  
Can cause terrible Mismatching.  
Communication Style is a preference not a skill.  
**Diagnosis & Flexibility are the management skills.**

**D** (Delegate)

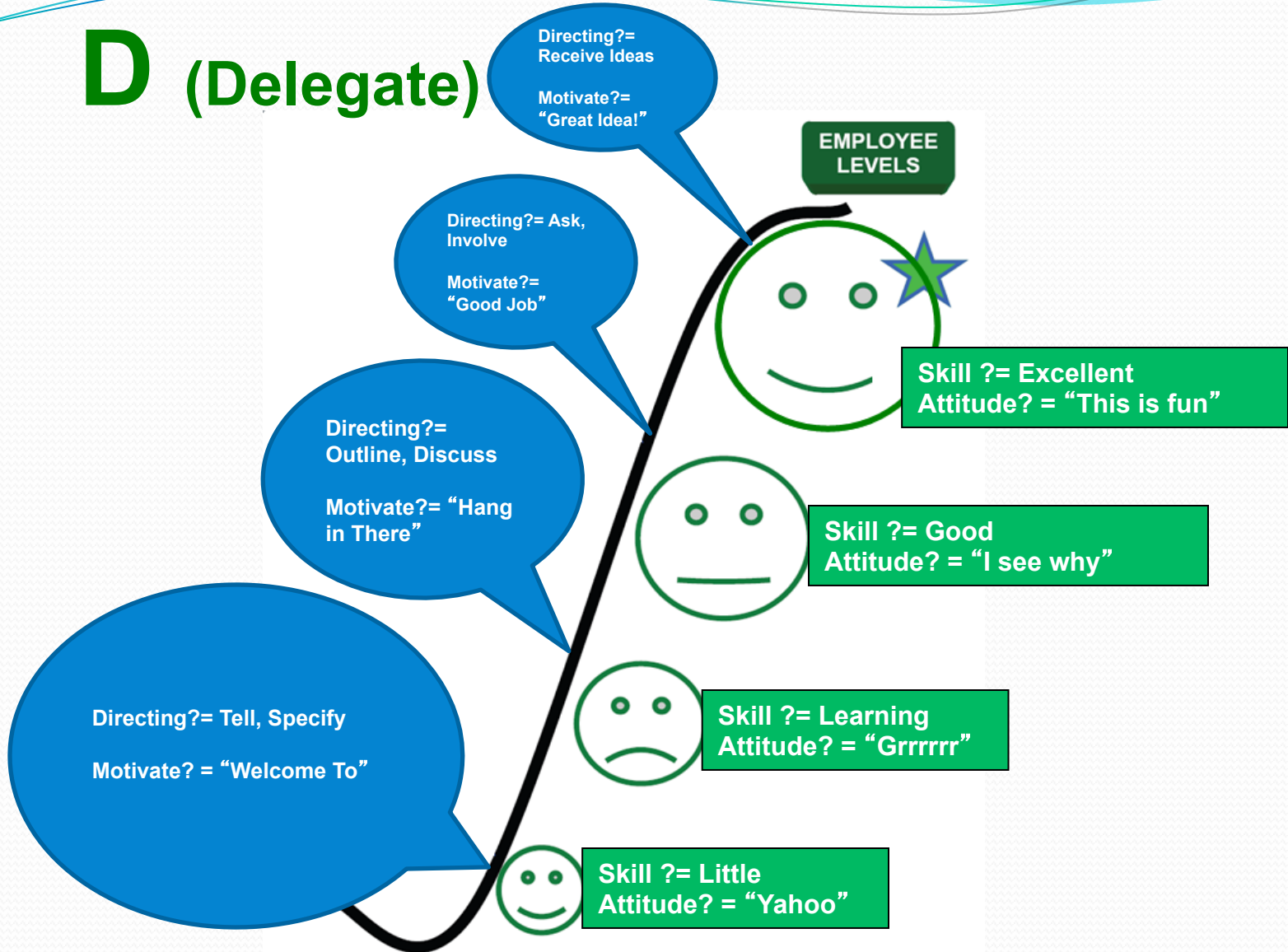
**I** (Talk)

**S** (Help)

**C** (Accuracy)

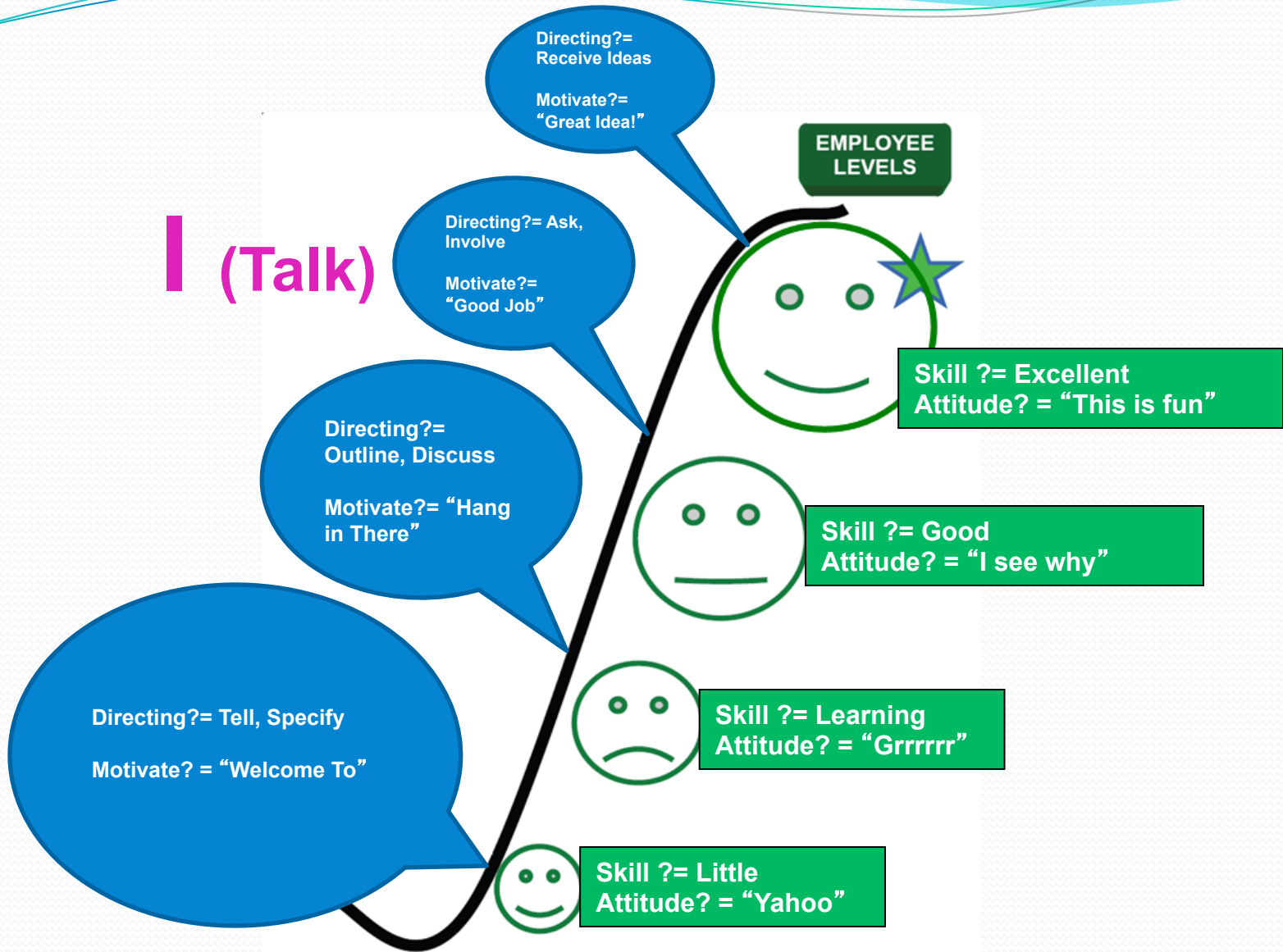


# D (Delegate)

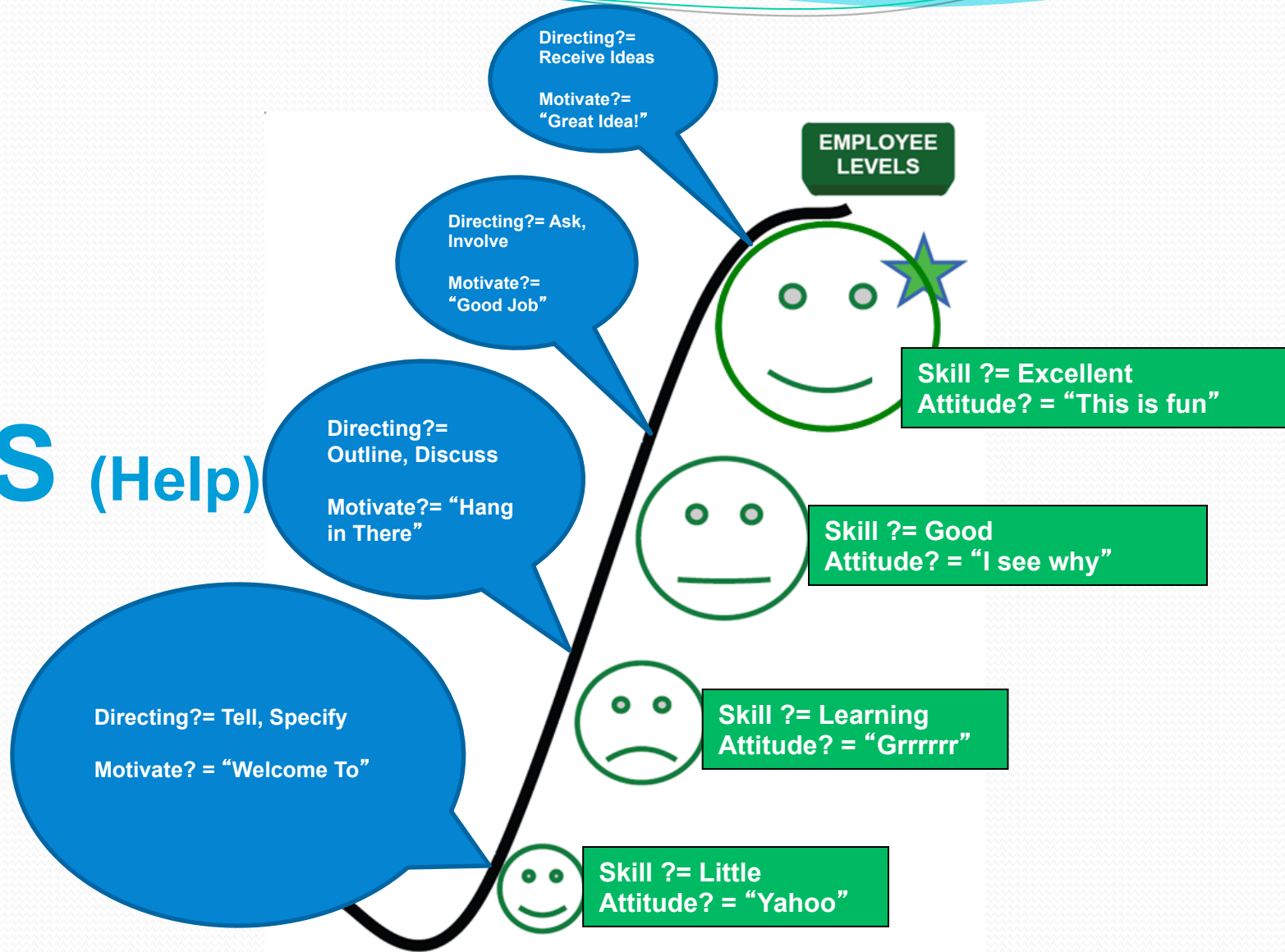




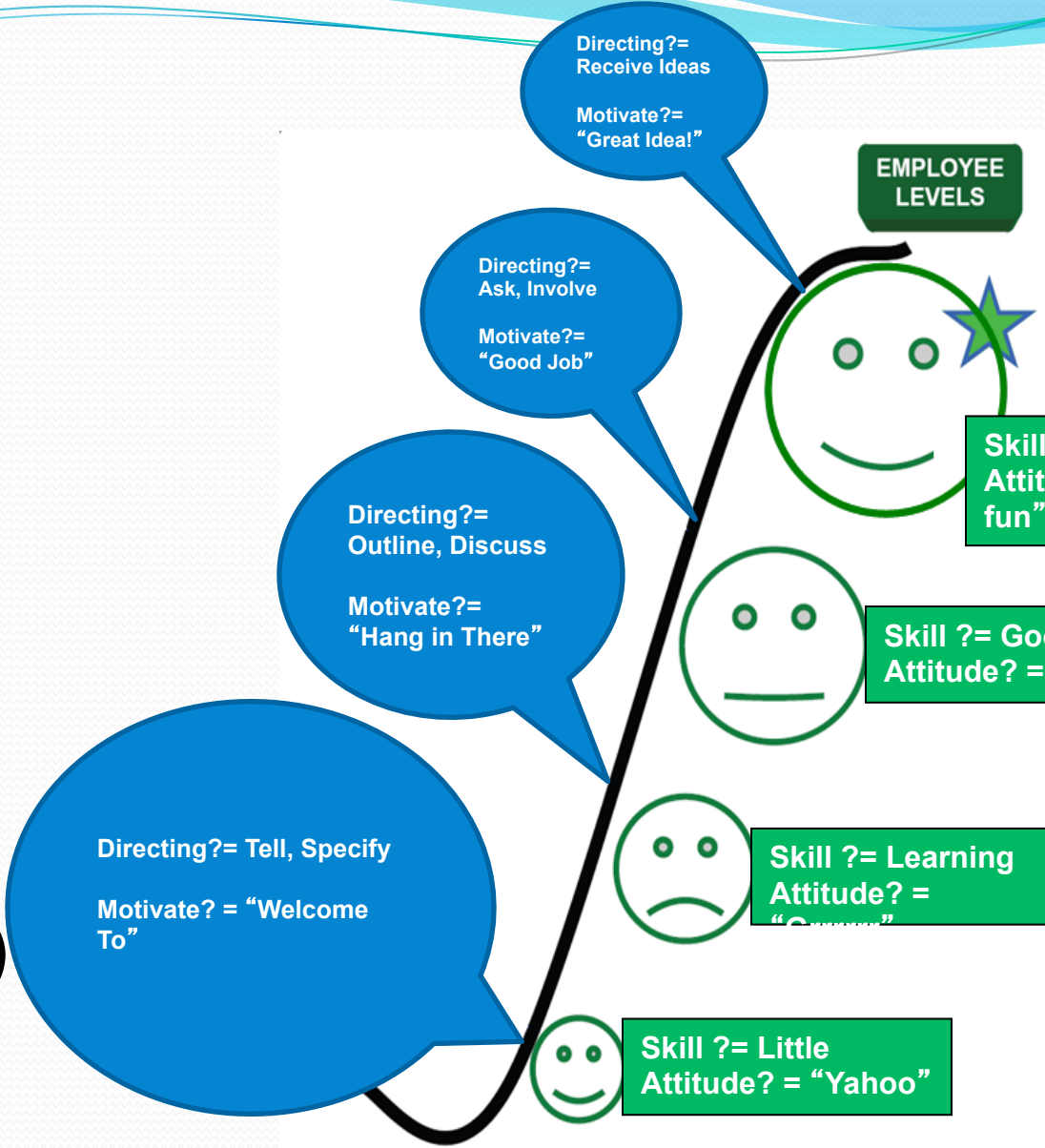
# I (Talk)



# S (Help)



# C(Accuracy)



# Situational Management

## Summary

### Part One

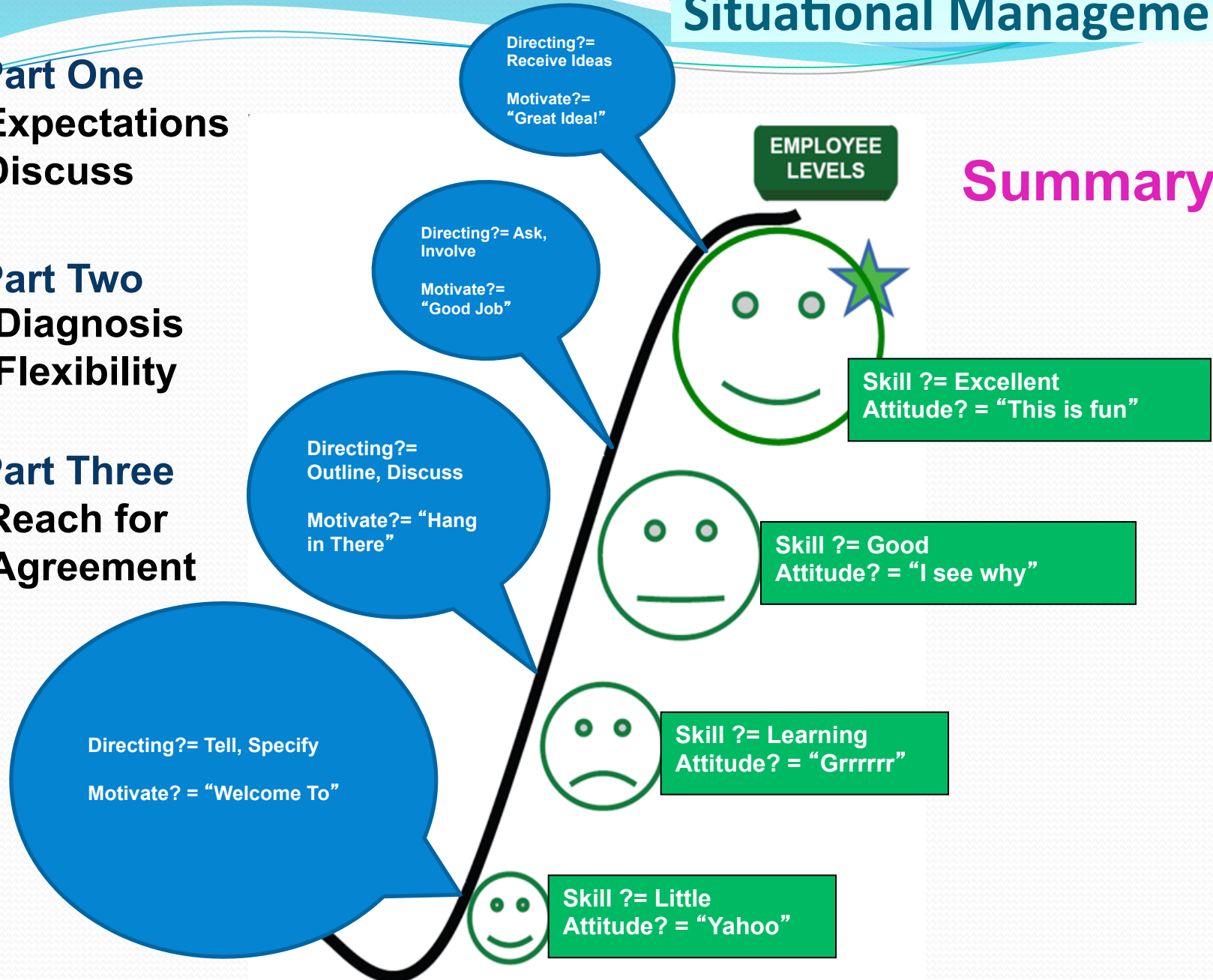
1. Expectations
2. Discuss

### Part Two

1. Diagnosis
2. Flexibility

### Part Three

1. Reach for Agreement



# Situational Management Action Plan

**Refer to your list of 3 Employees**  
you think could be a lot more effective

**Please jot down a specific insight**  
you'll share with each employee.

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_



***Main GOAL for Today:***

***Situational Management  
Concept understood.....***

***Your Answer is ?***

# Thank You!

*Please contact DISC Provider, LLC!*

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