

FLL Residential Program - EVERYTHING DiSC Management Profile Report



ASSESSMENT TO ACTION.

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Friday, May 20, 2011

This report is provided by:

Telstra Corporation - FLL Residential Program

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Welcome to Everything DiSC®

Everything DiSC® Management Profile

Your DiSC® Management Style

Everything DiSC® is a simple tool that offers information to help you understand yourself and others better—and this can be of tremendous use as a manager. Recently, you had the opportunity to take an assessment that asked you to describe how frequently each adjective describes you. Based on your responses, your unique data is expressed visually on the Everything DiSC Management Map. On page 3, you'll discover where you fit on the map.

Cornerstone Principles of Everything DiSC Management

- All DiSC® styles are **equally valuable**, and people with all styles can be effective managers.
- Your management style is also influenced by **other factors** such as life experiences, education, and maturity.
- **Understanding yourself** better is the first step to becoming more effective with your employees and your manager.
- By carefully observing the behavior of other people, you can learn to **recognize** the DiSC styles of colleagues, friends, and clients.
- The ability to **adapt your behavior** to other DiSC styles can help you manage more effectively.
- You can **help colleagues** adapt their own behavior by explaining your needs and preferences more clearly.

The Everything DiSC Management Map shows **four basic styles** that describe how people approach their work and relationships.

Dominance (D):

- Direct
- Results-oriented
- Firm

Influence (i):

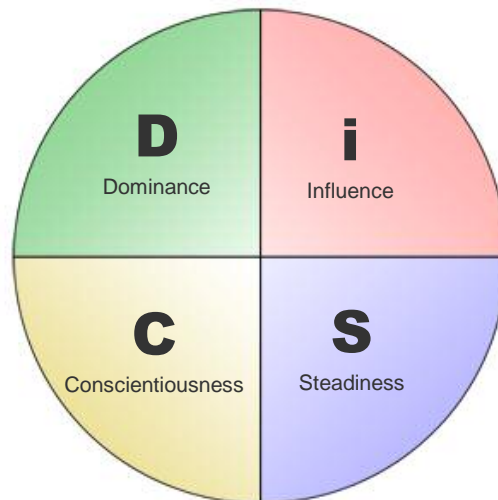
- Outgoing
- Enthusiastic
- Optimistic

Conscientiousness (C):

- Analytical
- Reserved
- Precise

Steadiness (S):

- Even-tempered
- Accommodating
- Patient



Because there are more than four types of people in the world, the **circular DiSC model** shows the continuous relationships among styles. Everyone is a **blend** of all four styles, but most people tend most strongly toward one or two styles. For instance, people who select many responses linked to the D style will fall within that region, whereas those who select mostly S and C responses have a **combination style** that includes some aspects of both the S and C regions.

Introduction

Everything DiSC® Management Profile

What Does Your Map Say about You, bernard?

In order to get the most out of your *Everything DiSC® Management Profile*, bernard, you'll need to understand how to read your personal map. Because your map will appear throughout the profile, you can refer to it as you read your feedback.

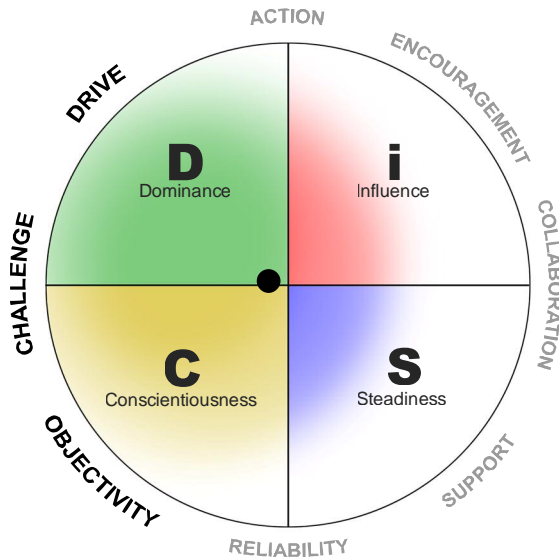
bernard, the picture to the right shows your **Everything DiSC Management Map**. The eight words around the map represent the **priorities** of the styles at work. When we talk about priorities, we mean the primary areas where people focus their energy.

Your Style: DC

Your dot **location** shows your Everything DiSC Management style. Because your dot is in the D region, this is your **primary style**. However, your dot is located near the line dividing the D and C regions, so C is your **secondary style**, and you also have many characteristics associated with this region. Note that the map **shading** also illustrates how likely you are to use each style.

Your dot's **distance from the edge** of the circle shows how natural the DC style is for you. Because your dot is near the center of the circle, you may be less likely to stick closely to your DC style. While you prioritize Challenge, Drive, and Objectivity, you may strike more of a balance between them and the other priorities around the circle. The D and C priorities are most natural for you, but since your dot is also close to the i and S regions, you probably use the priorities associated with these styles with relative ease.

Now that you know where you fall on the Everything DiSC Management Map, you'll read about the management priorities and preferences associated with the DC style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate, and develop others more successfully. Finally, you'll explore ways to work more effectively with your own manager.



Your Management Priorities

Everything DiSC® Management Profile

Your DC style can say a great deal about how you approach your position as a manager and what aspects of the job you see as most important. Overall, you probably put a priority on challenge, drive, and objectivity. This means that you show determination in the pursuit of your goals and are willing to push yourself and others to get things done. Others might describe you as independent and determined. Although you emphasize quality and logic, you may put an even greater emphasis on getting efficient results. Below is a more in-depth discussion of the priorities associated with your style.

Offering Challenge

Like other managers with your DC style, you probably show a good deal of determination. Once you set your goals, you're willing to push through obstacles and you expect the same from others. Furthermore, you probably don't settle for second-best, and you may measure ideas against strict standards and analyze them for flaws. In this process, you're not afraid to challenge others. In fact, you may be quite blunt in your assessment of people who don't perform to your high expectations. As a result, you could strike others as demanding.

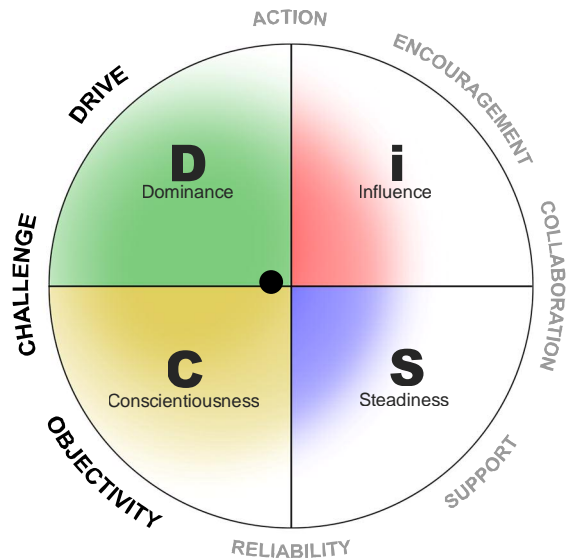
Displaying Drive

You tend to prioritize results and the bottom line over interpersonal relationships. You probably keep an eye on what has to be done next to achieve your goals, and you likely urge your team to share this focus on forward progress. As such, you may not be concerned with how people feel about their tasks as long as they perform well. Consequently, you may not always realize when people are stressed or on the verge of burnout. At the same time, you rarely accept excuses for failure, and your drive may help push your team to accomplish its goals.

Providing Objectivity

Managers with your DC style usually want to ensure quality results based on high standards. Accuracy is important to you. For this reason, you tend to look at things rationally, and you strive to separate emotions from facts. As a result, you probably distrust people who use enthusiasm or emotional appeals to get their way. Because you create objective standards of performance, you may regard yourself as tough but fair.

Your DiSC® Management Style



Your Management Preferences

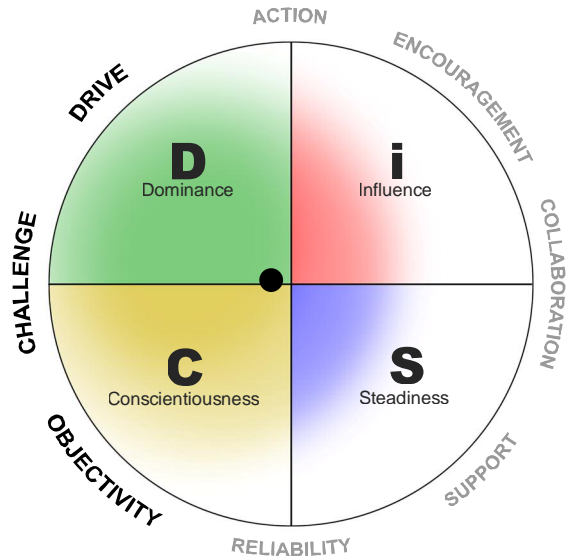
Everything DiSC® Management Profile

Your DiSC® Management Style

What do you enjoy about managing?

Different people find management rewarding for different reasons. Like other people with your DC style, you may enjoy that management allows you to take charge of situations and challenge others to perform their best. In addition, you may appreciate that a management role makes it possible for you to ensure high-quality results. You probably enjoy many of the following aspects of management:

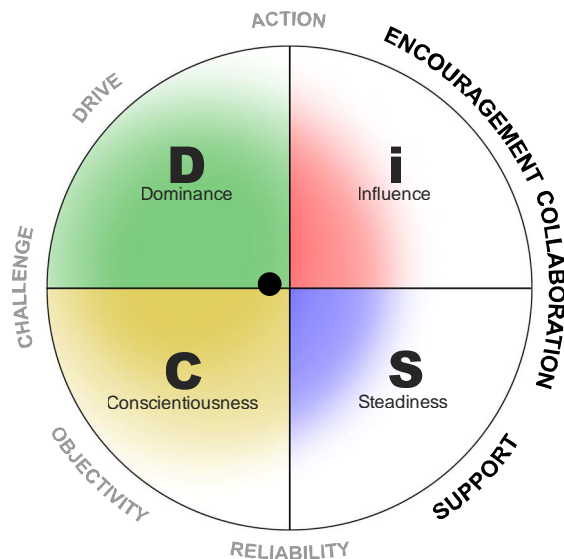
- Working toward challenging goals
- Making key decisions
- Analyzing problems
- Improving upon others' ideas
- Having authority
- Overcoming obstacles to achieve results
- Pushing people to fulfill their potential
- Creating a vision for your team
- Keeping people on track
- Developing rational proposals
- Catching errors or flaws in design
- Setting high standards



What drains your energy as a manager?

Then there are those management responsibilities that are stressful for you. Managers with the DC style have a drive for concrete results that can keep them from acknowledging the emotions or needs of others. You may also dislike dealing with interpersonal conflict, especially if it threatens the achievement of your goals. In addition, your high standards might keep you from delegating important tasks to people unless you are fully convinced they are competent. Many of the following aspects of management may be draining for you:

- Dealing with people who don't meet your standards
- Listening quietly and patiently
- Keeping your opinions to yourself
- Paying attention to the emotional needs of others
- Letting others have their say
- Recognizing your own limits
- Dealing with challenges to your authority
- Spending time recognizing the contributions of others
- Building warm relationships with team members
- Displaying empathy and emotional support
- Building a collaborative environment
- Valuing the opinions of others



Managing Your Day

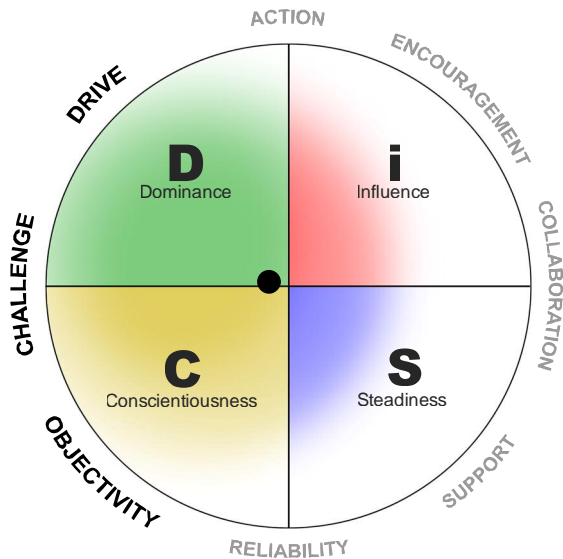
Everything DiSC® Management Profile

Your DiSC® Management Style

Time Management

It's easy to assume that everyone looks at time the same way. But the truth is we all have our own preferences and assumptions when it comes to managing time. As a manager, the way that you manage time has a significant impact on other people and the way that they can use their time. When it comes to your time management, you may

- Create a sense of urgency for the people you manage
- Get bored with predictable routines
- Prioritize and delegate tasks that will yield results
- Force others to meet your demands in terms of timeliness and quality
- Become restless during downtime
- Believe that people perform better with deadlines and goals
- Plan ahead to reach short- and long-term benchmarks
- Prefer the most efficient means of conveying information to the people you manage
- Lack patience with people who waste your time



Decision Making & Problem Solving

As a manager, there are usually many approaches to solving problems or making decisions. Because you have a DC style, you probably come at problems and decisions in ways that prioritize challenge, drive, and objectivity. In the areas of problem solving and decision making, you may

- Consider both short- and long-term ramifications of the options
- Gather quality information efficiently to allow a timely and informed decision
- Prefer to work independently to come up with solutions
- Prioritize objectivity over others' feelings when proposing solutions
- Want control over the decision-making process
- Overlook input or ideas from people who report to you
- Communicate decisions in an authoritarian, non-flexible manner
- Be willing to make unpopular decisions
- Challenge established ideas that don't make sense
- Dig your heels in when challenged by others
- Become annoyed when excluded from the decision-making process

Your Directing & Delegating Style

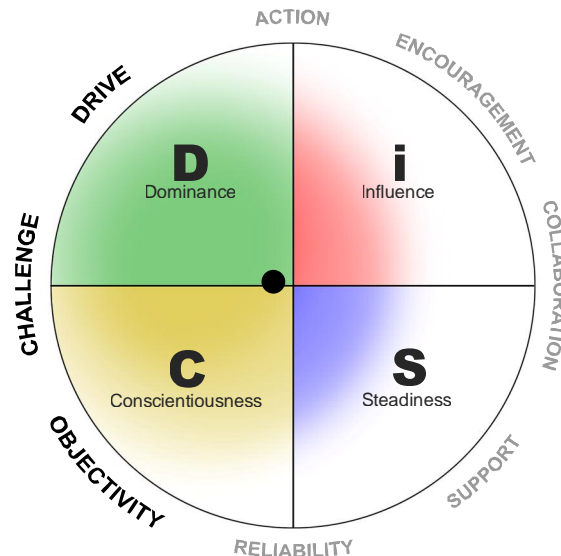
Everything DiSC® Management Profile

Directing & Delegating

As a manager, you may find that effectively directing and delegating to people is more complex than simply handing off an assignment with a “please” and “thank you.” Perhaps you’ve noticed that certain people respond positively to different types of instruction and feedback. Some employees want specific directions and welcome objective feedback, while others want just the opposite. Based on your DiSC® style, you have a natural approach to directing and delegating. However, to maximize satisfaction and productivity, it’s important to consider how effective your approach may be with people of different styles.

bernard, because you have a strong drive for results, you tend to push people toward ambitious goals. As such, you likely give people their tasks and expect them to be carried out. You may believe that once you’ve laid out your expectations in a rational and logical manner, there is little need to offer ongoing support. However, you probably monitor progress closely, especially if you have doubts about the person’s competence. Your preference for objectivity may cause you to be straightforward and matter-of-fact when directing others, and your feedback may seem blunt at times. You probably don’t spend a lot of time considering people’s emotional needs when you delegate tasks, because you likely are focused on the bottom line and achieving your goals.

Your tendency to challenge others means that you hold people accountable if they fail to deliver what you expect. You may view people who perform poorly as obstacles to fulfilling team goals. At times, you may be skeptical that team members can complete tasks to your standards, in which case you may decide to do the work yourself instead of delegating.



Directing & Delegating Strengths

- Ensuring that people understand the need for results
- Setting ambitious goals for people and pushing them to reach their potential
- Being clear about your expectations
- Explaining your ideas in logical terms
- Evaluating people based on their competency
- Holding people accountable for their actions
- Emphasizing the importance of accuracy in ensuring quality outcomes

Directing & Delegating Challenges

- Doing work yourself rather than delegating tasks
- Overruling other people’s ideas
- Neglecting to consider the needs of others
- Giving direction in a blunt, cold manner
- Failing to make yourself available for questions
- Becoming overly critical
- Neglecting to offer ongoing support

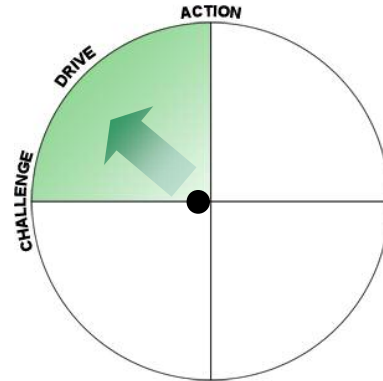
Directing & Delegating to the D Style

Everything DiSC® Management Profile

Directing & Delegating

How does the D style like to work?

Like you, people with the D style prioritize the bottom line and look for challenges. They are as independently minded as you are, and probably require very little hand-holding. These individuals may display initiative and accept as much responsibility as you are willing to give them. In addition, they want the freedom to make decisions without having to ask for input from others. In fact, they're likely to get defensive if they feel their judgment or authority is being questioned. They are somewhat less likely than you are to analyze options logically, and they want to get the gist of an assignment and dive right in.



Potential problems when working together

Like you, people with the D style may be blunt and assertive. They're unlikely to simply follow orders, and they may argue for their viewpoint and even challenge your authority if they disagree with your opinions. As such, you may get into power struggles with them, and they may want to make important decisions without consulting you. These people may assume they know how to do things better than anyone else, and they may decline to listen to your directions. Like you, they tend to insist on having their way, which can lead to tension or conflict because you will seldom just let people overrule or ignore you.

How to be effective with the D style

People with the D style want to work on challenging projects that will have a major impact on the bottom line. Therefore, show them the big-picture purpose of the task and how it can lead to impressive results. Be clear about your expectations for their performance, and place reasonable limits upon their authority. You may need to push yourself to relinquish some control, but they will likely respond well if you explain the goal and let them figure out how to accomplish it. In addition, if they have exhibited sound judgment in the past, show respect for their decision-making ability. If they are inexperienced, remember that they may try to make decisions that exceed their qualifications.

If they have less experience:

- Check their understanding of assignments, even if they appear confident
- Review their plans in detail
- Ensure you have agreement about the type of decisions that are left up to them
- Have them check with you before any risky decisions are made
- Let them know that they will be given more autonomy as they gain experience

If they have more experience:

- Make sure you see eye-to-eye on the bottom-line purpose and goal of the assignment
- Be direct about the results you expect
- Show respect for their judgment by allowing them to determine their own methods and tactics
- Make sure they understand the consequences of their shortcuts
- Specify the limits of their authority, but allow them autonomy within those limits

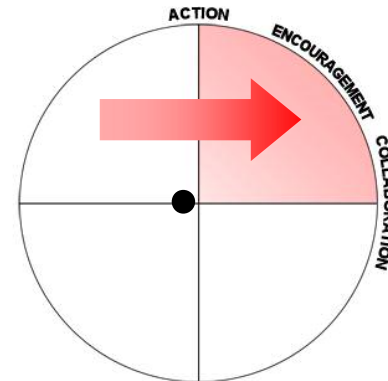
Directing & Delegating to the i Style

Everything DiSC® Management Profile

Directing & Delegating

How does the i style like to work?

People with the i style move quickly and are eager to tackle adventurous, colorful assignments. They may become restless if they're forced to work for long periods of time on a single project, and they dislike tasks that isolate them from others. They want to get the gist of an assignment and dive right in, and unlike you, they like to channel their energy into collaborative efforts. They may also look for more interaction than you naturally provide, and they probably emphasize staying connected to the team. Furthermore, these individuals may not share your tendency to focus on bottom-line results, and they rely less on logical objectives than you do.



Potential problems when working together

People with the i style want to work in a fun environment, so they may spend more time socializing and networking than you think is necessary. They value personal feelings and are probably more willing to accept people and ideas at face value than you are. Furthermore, they prefer to collaborate with others, so they may not understand your focus on individual achievement and autonomy. They may see your objective, no-nonsense approach as harsh or cold, while you may consider their focus on friendly team interaction as distracting or a waste of time.

How to be effective with the i style

People with the i style may be well-suited to any project that necessitates quick thinking or fresh approaches. Given your DC style, you may need to remind yourself to encourage their enthusiasm and give them opportunities to collaborate with others. In addition, let them know that their ideas are being heard. Reiterate the specifics and the impact on the bottom line, which may help to give these people the structure they need to perform their tasks. Play up the fun or exciting aspects of an assignment with those who have experience, and allow them to experiment with their methods as long as they produce results. For those with less experience, check in frequently to make sure they are on track and meeting deadlines.

If they have less experience:

- Let them collaborate when possible
- Hold them accountable for missed deadlines or skipped steps
- Help them to prioritize
- Give them plenty of encouragement
- Help them to keep their ideas grounded

If they have more experience:

- Allow them to take the lead in group settings
- Keep them on track and on schedule, but don't micromanage their work
- Let them try out new ways to look at problems
- Be open-minded to their more colorful or adventurous ideas
- Acknowledge their contributions publicly

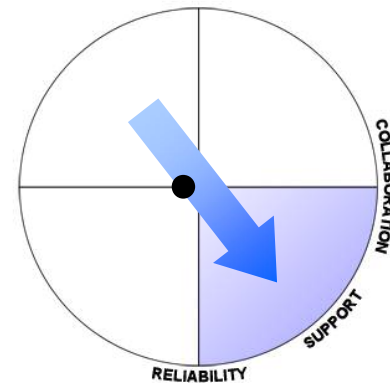
Directing & Delegating to the S Style

Everything DiSC® Management Profile

Directing & Delegating

How does the S style like to work?

People with the S style appreciate a methodical pace, and they like to focus on their tasks without being interrupted by sudden changes or radical developments. They are cautious when approaching projects, and they like to know what is expected of them so they can minimize ambiguity or major surprises. They probably need more support and reassurance than you naturally provide. They may be most comfortable in stable settings with a spirit of collaboration. They tend to accept direction easily, and they're unlikely to challenge your authority because they're comfortable working behind the scenes.



Potential problems when working together

People with the S style may be hesitant to speak up or assert themselves. They may be too intimidated by your straightforward approach to ask you for clarification, and they may be reluctant to offer their own ideas or suggest improvements. Because these individuals look for reassurance, your tendency to focus on results and stick to the facts may make them worry that you're unhappy with their work. Their need for support may strike you as distracting, because you usually want people to get the job done without a lot of handholding.

How to be effective with the S style

People with the S style want to be given clear guidance, and they may not share your drive for individual achievement. As such, avoid pushing them to tackle bold ideas or daring projects. Listen to their concerns and refrain from displaying impatience with their often cautious approach. Given your DC style, you may need to stretch to be more reassuring and fight the urge to simply make decisions for them. For those who lack experience, be straightforward about your expectations for their performance and provide step-by-step guidance when possible. For those with more experience, give them as much responsibility as you can, but make it clear that you're available to advise them if they face tough decisions.

If they have less experience:

- Give step-by-step directions
- Ask questions to confirm their understanding of the plan
- Check in with them frequently to increase their comfort
- Refrain from giving them too much responsibility before they're comfortable
- Avoiding overriding their decisions whenever possible

If they have more experience:

- Give them more responsibility but avoid overburdening them
- Ask for their input rather than just telling them what to do
- Encourage them to take the initiative at times
- Ask them directly about what kind of support they need and expect
- Allow them to help structure the overall plan

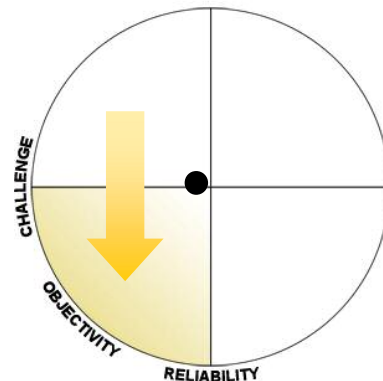
Directing & Delegating to the C Style

Everything DiSC® Management Profile

Directing & Delegating

How does the C style like to work?

People with the C style relate best to logical objectives and fact-based ideas, especially those that have high quality as the goal. They prefer to go over options and proposals carefully. Like you, they're less interested in the social and emotional aspects of the job. They don't look for reassurance or support, but they do want to know that their expertise and competence are valued. These individuals are comfortable working alone, and they may require minimal face time. They prefer to be given a task and allowed time and space to complete it.



Potential problems when working together

People with the C style take time to analyze concepts and examine solutions. Although you share their tendency to prioritize facts, they may dwell on the details more than you would like, and you may become impatient with their need to go over solutions repeatedly. In turn, they may become frustrated if you pressure them to rush their efforts. Furthermore, while you both value quality, they're not as driven as you usually are, and you may focus more on the bottom line. As such, the two of you may disagree about when ideas are fully developed and ready for implementation.

How to be effective with the C style

People with the C style want to receive clear directions that address goals, methods, and logistics. If they receive these basics, they're usually comfortable fulfilling their assignments without a lot of interaction or encouragement. Because they share your preference for independence, they may actively seek out environments where they can work alone. They require little hand-holding, but they may become frustrated if feedback is too vague or calls their competence into question. Those with less experience may spend too much time analyzing and perfecting their work, so keep them on track and moving forward. For those with more experience, allow more autonomy, but make sure you set deadlines that reinforce a sense of urgency.

If they have less experience:

- Allow them to work independently whenever possible
- Help them set standards that meet their desire for quality without putting deadlines at risk
- Make sure they have the resources they need
- Check in to make sure they aren't getting bogged down
- Point out the logical basis for the task

If they have more experience:

- Let them come to you when they want more direction
- Listen to their concerns about quality
- Encourage them to point out defects in the overall plan
- Allow them to work independently, but make sure to set clear deadlines
- Give them opportunities to help solve complex issues that require logic

Motivation and The Environment You Create

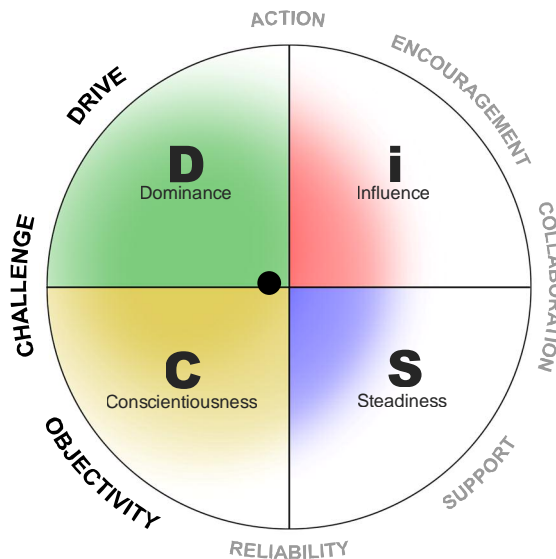
Everything DiSC® Management Profile

You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses people's basic needs and preferences so they can do their best work. Because of your DiSC® style, you may naturally create a certain type of environment for those around you. It's important to understand the nature of this environment because it has a major impact on the motivation of the people you manage.

bernard, you are willing to take charge, ask tough questions, and turn business practices upside down if it leads to better results. Consequently, the people you manage strive to use their time wisely and help create new best practices, knowing that you hold them accountable to the same quality standards that you model.

In addition, by driving toward results, you remind others that efficient processes lead to superior outcomes. The people you manage know that you respect persistence and drive, and they seek to impress you by meeting benchmarks and goals in a timely manner.

Similarly, your preference for objectivity means that you create an environment where logic and rational thought are prized. Many people are motivated when they are asked to create commonsense solutions, and your focus on analysis and accuracy encourages them to demonstrate their critical thinking skills.



The Environment You Create

- Because you provide an efficient and reliable structure, people feel that their efforts will be fruitful
- When you challenge people, they push themselves harder
- Because you emphasize on-time results, people feel a sense of urgency
- Because you provide direct feedback, people know they cannot get away with inferior work
- Your decisiveness can help people feel confident in moving forward
- Your focus on accuracy may help ensure that people catch mistakes early enough to correct them without a lot of rework
- Because you are objective, people strive to make rational decisions that are likely to win your approval

Motivation and the D Style

Everything DiSC® Management Profile

How do your motivational needs compare to those of the D style?

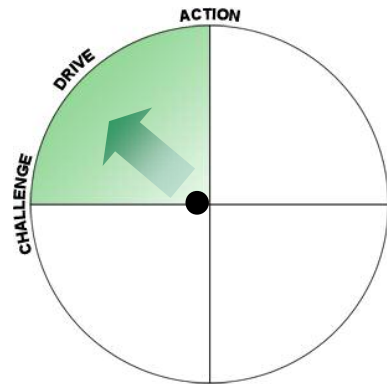
People with the D style are motivated to gain more power within the organization, so they focus on delivering bottom-line results. Because they want to reach their goals quickly, they share your fast-paced drive toward success and like to meet challenges head-on. When it comes to problem solving, they like to make an impact by finding creative solutions, and they're less likely than you are to rely heavily on facts and analysis. Like you, these individuals often favor independence and competition over teamwork, and since they also prioritize authority, opportunities for advancement tend to highly motivate them.

What demotivates them?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations
- They may be energized by the competitive aspects of conflict



How can you help create a motivating environment for the D style?

- Generate enthusiasm about a project by emphasizing its effect on the bottom line
- Avoid micromanaging them and provide only necessary guidance
- Introduce new projects by outlining their big-picture purpose before giving any details
- Monitor their workload to ensure that they always have a challenging project on their plate
- Create regular opportunities for them to compete, succeed, and be recognized
- Give them creative license to experiment with methods

What's the best way to recognize and reward the D style?

- Reward them with more autonomy when they exceed your expectations for quality results
- Give them credit for their innovative ideas that lead to better results and processes
- Compliment them with direct, results-oriented praise
- Offer opportunities for advancement when their responsibilities no longer challenge them

Motivation and the i Style

Everything DiSC® Management Profile

How do your motivational needs compare to those of the i style?

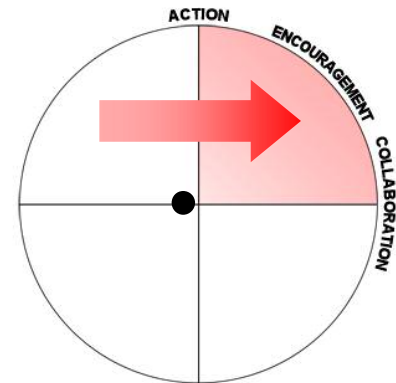
People with the i style like to maintain a fast pace, so they appreciate working in a lively, fun atmosphere. Because they want to influence others, they tend to prioritize relationships and teamwork, and they may not understand your results-oriented approach. Rather, they focus on people's needs, and they probably enjoy opportunities to collaborate or brainstorm with others. Since they want to be popular, these individuals often seek attention and public recognition. They may not share your focus on accuracy and efficiency, but they often have a passion for generating new ideas. Therefore, they're probably most motivated when given the freedom to try new things and take chances.

What demotivates them?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details

How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, affecting their performances
- They may take conflict personally, which may de-energize them
- They may dwell on the conflict rather than focus on their tasks
- They may feel an overwhelming need to express themselves when very upset



How can you help create a motivating environment for the i style

- Refrain from being blunt and provide encouragement even when delivering tough feedback
- Be open to their more adventurous ideas
- Let them collaborate with others, which may require you to emphasize teamwork more than is natural for you
- Limit the predictability and routine of their tasks when possible
- Avoid dampening their enthusiasm by dismissing their ideas too quickly
- Give them opportunities to express themselves

What's the best way to recognize and reward the i style?

- Acknowledge that their energy and people skills are invaluable to the team
- Reward solid results with opportunities to shine in front of key players in the organization
- Convey outward enthusiasm and give public praise when their work meets your high standards
- Recognize their growth by recommending them for awards and advancement opportunities

Motivation and the S Style

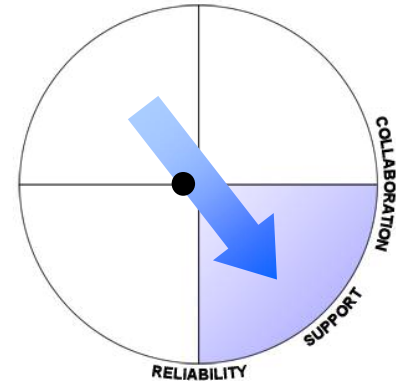
Everything DiSC® Management Profile

How do your motivational needs compare to those of the S style?

People with the S style are motivated to create harmony and consistency in their lives, so they want to work in a peaceful environment where they can contribute to team success. Because they strive to please others, they prefer collaborative efforts and providing behind-the-scenes support, as opposed to the autonomy and authority that you prefer. These individuals probably don't enjoy the excitement of new challenges like you do, but rather, they may prefer predictable routines and well-defined responsibilities. In addition, because they strive to maintain harmonious relationships, your direct, objective approach may seem foreign to them. Warm and sincere feedback is motivating to people with the S style, and this may be a stretch for you.

What demotivates them?

- Being in competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations
- Having to be confrontational



How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface
- They may waste energy worrying that people are mad at them
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances

How can you help create a motivating environment for the S style?

- Avoid rushing them for results
- Let them collaborate with others instead of focusing solely on individual tasks
- Take their feelings into account, rather than relating everything to the bottom line
- Offer them support by providing the resources and sense of security they need to do their best work
- Give them plenty of warning when changes are coming
- Ask for their ideas, which they might not share without encouragement

What's the best way to recognize and reward the S style?

- Make it a priority to give warm and sincere praise regularly, even if it's not something you require
- Reassure them often, and don't assume that they know you're pleased with their work
- Acknowledge how their steadiness and supportiveness contribute to your own success
- Challenge them to consider advancement opportunities when they've clearly mastered their current role

Motivation and the C Style

Everything DiSC® Management Profile

How do your motivational needs compare to those of the C style?

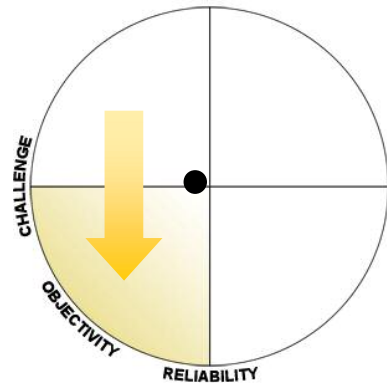
People with the C style want to be seen as experts in their field, so they prefer an environment where they'll have time to ask questions and ensure accurate work. You share their emphasis on quality outcomes, but they're usually less focused on the bottom line than you are. Because they are logical and analytical, they often prefer to work within established structures with clear guidelines. They share your preference for autonomy, and if given a challenging project, they may be comfortable buckling down to work independently for long periods of time. Don't expect people with the C style to focus on winning or gaining power, as they're more likely to fixate on perfecting the task at hand.

What demotivates them?

- Being forced to work collaboratively too much of the time
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Getting rushed to make decisions
- Being wrong

How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity
- They may withdraw from the situation to avoid dealing with emotional reactions
- Their unexpressive manner may hide a tendency to worry excessively



How can you help create a motivating environment for the C style?

- Avoid pressuring them for fast results
- Explain the purpose of tasks and assignments logically
- Allow them to help define quality standards
- Listen to their insights about projects or tasks before asserting your opinion
- Provide opportunities for independent work, but make sure they collaborate when needed
- Give them challenging projects they can sink their teeth into

What's the best way to recognize and reward the C style?

- Compliment them in private and list specific ways they contribute to accurate results
- Show your respect for their competence by allowing increased autonomy
- Reward quality work by providing new opportunities to build on their expertise
- Recognize the vital role that they play because of their strong analytical skills

Your Approach to Developing Others

Everything DiSC® Management Profile

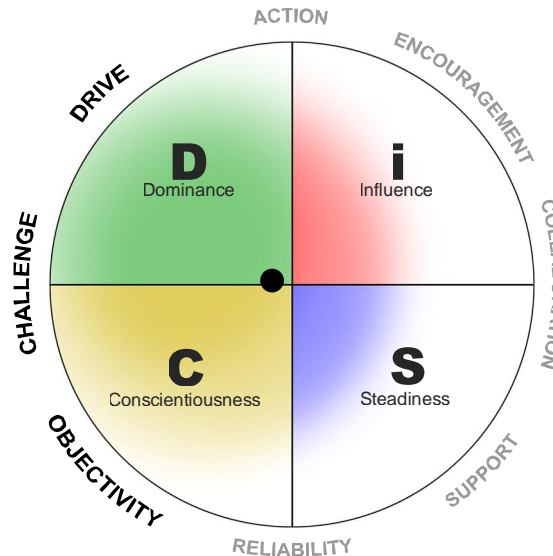
Developing Others

One of the most important but often overlooked areas of management is employee development. By development we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting people's long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your employees will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help the people you manage identify and build on their strengths, rather than trying to fix all of their weaknesses. Each manager has a natural approach to this developing task, and your approach is described below.

bernard, you set high expectations for yourself, the people you manage, and your organization. You may view employee development as synonymous with achieving goals, and your powerful drive for success may push people to think critically, sharpen their skills, and accept new challenges. You probably demand much of the people you manage, and you may believe that they develop most efficiently by facing appropriate challenges head-on. You may consider it your job to create those challenges, devising strategic exercises meant to strengthen the people on your team. When people don't meet your expectations, you aren't afraid to provide corrective feedback.

Most likely, you also rely on your analytical skills when assessing people's abilities. You probably take an objective look at what they do well and what they struggle with, and you may then try to match these tendencies with the organization's needs. When others suggest ideas for their own development, you are likely to ask questions.



Advantages of Your Developing Approach

- Encouraging people to do what they set out to do
- Toughening people up for further challenges in their careers
- Encouraging creative or daring ideas for people's development
- Creating detailed development plans
- Helping people to objectively identify their strengths and challenges
- Giving feedback in a clear, straightforward manner
- Not settling for mediocre performances or growth

Disadvantages of Your Developing Approach

- Pushing people at a pace that is too fast for them
- Overwhelming people with responsibilities
- Displaying impatience with people when they are still learning
- Focusing solely on logical development opportunities without considering people's feelings
- Failing to take the time to listen empathetically to people's fears, frustrations, and insecurities
- Focusing on flaws rather than strengths
- Giving the impression that productivity is more important than personal growth
- Failing to give enough positive reinforcement to help people think optimistically about their growth

Developing the D Style

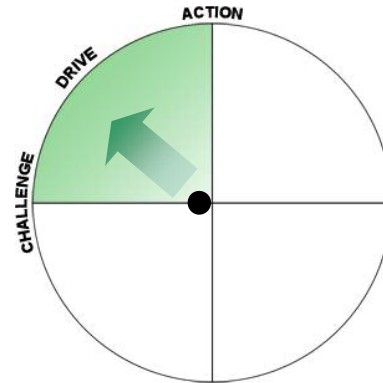
Everything DiSC® Management Profile

Developing Others

Areas where they have strong potential

Consider ways that these individuals and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



Obstacles and strategies in the development process

Drive

In their zeal for results, people with the D style may stray from the path from time to time. They may take on too many projects or claim too much authority, so be prepared to restrain them when necessary. You both have a tendency to focus on individual accomplishment, so it may help to review how meeting organizational goals could propel personal success.

- Explain how success for the team could lead to richer development opportunities for them
- Encourage their ambition and autonomy but be prepared to redirect their focus
- Rein them in when they take on more than they can handle

Action

These individuals thrive on a fast pace and probably make many decisions on the fly. While this could fuel their creativity and provide many benefits, they may fail to consider long-term consequences for their career. While encouraging their forward momentum, provide some structure and benchmarks to set them up for long-term growth.

- When making long-term development plans, make sure to lay out milestones and concrete benefits
- When discussing an opportunity, explain how it will immediately benefit them
- Consider their need to keep moving when devising development opportunities

Challenge

People with the D style often resist structures that feel controlling, and they may question your authority. Like you, they are very autonomous, so they may believe that they know what's best for their own development. When working on development plans with them, acknowledge their independence and find ways to channel their questioning nature toward mutually beneficial solutions.

- Let them work independently, but help them see the value of multiple perspectives
- Give straightforward feedback about what is working for them and what's not, but put it in terms of results
- Give them opportunities to have authority

Developing the i Style

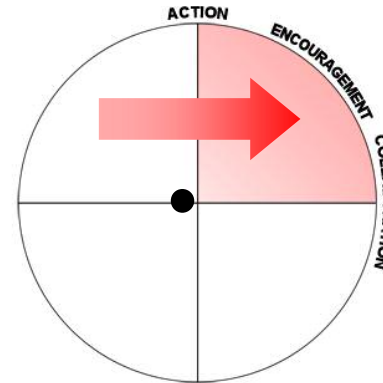
Everything DiSC® Management Profile

Developing Others

Areas where they have strong potential

Consider ways that these individuals and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with new methods
- Tendency to give open praise and encouragement to others
- Ability to rally people around an idea



Obstacles and strategies in the development process

Encouragement

People with the i style want to meet your expectations. Since they favor feedback that is more personal and upbeat than you may be comfortable giving, avoid being too standoffish or logical when discussing their development. If you fail to give positive feedback, or any feedback, they will probably waste energy worrying.

- Convey optimism about their development potential
- Strike a balance by delivering objective feedback while maintaining a friendly demeanor
- Help them to challenge themselves more and set higher development goals

Action

These individuals want to brainstorm and experiment, which may cause conflict since you like to be in control and focus on results. Giving them development opportunities that require a great deal of analysis won't be effective, but work with them to see the mutual benefits of a more strategic development plan.

- Be sure that they address the facts and look at the details
- Avoid squelching their creativity and spontaneity
- Help them select goals that require quick decisions and immediate action, when possible

Collaboration

People with the i style are team players who prefer development opportunities that allow them to collaborate. To meet their development needs, you may need to reassess your assumption that everyone wants as much independence as you do. Give them opportunities to team up, but hold them accountable to individual goals that you set together.

- Encourage them to pursue development opportunities that let them work with others
- Though you prefer to take control, allow them opportunities to lead
- Remind them that their growth will also depend on independent work that may seem tedious or dry

Developing the S Style

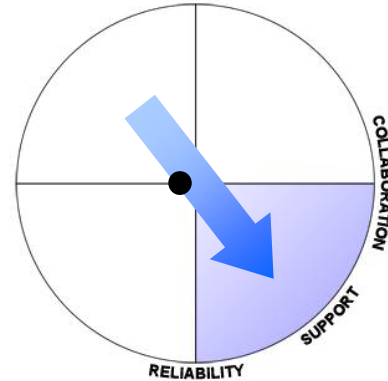
Everything DiSC® Management Profile

Developing Others

Areas where they have strong potential

Consider ways that these individuals and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



Obstacles and strategies in the development process

Support

People with the S style seek your approval and validation. You may not project the warmth that they would find reassuring, and this may leave them feeling like they disappoint you. Because you are driven and focused on results, they may be too intimidated to share their development concerns with you.

- Think beyond results, productivity, and success when structuring their development
- Ask directly but gently for their thoughts about their interests and skills
- Show patience and understanding for their fears and concerns

Reliability

These individuals want to be dependable. They're reliable and stable, and they'll do their best to live up to your high expectations if you provide clear direction. When you work with them on development plans, keep in mind that they don't share your drive and ability to change directions quickly.

- Provide them with plenty of information and clear expectations about their development
- Give them time to warm up to ideas that involve a lot of change
- Refrain from assuming that they are on board with your most adventurous plans

Collaboration

People with the S style don't share your competitive spirit, so they are more likely to enjoy team efforts than to seek out individual accomplishments. As such, your preference to prioritize personal achievement may not line up with their needs. Respect your differences, but challenge them to focus on their own professional growth.

- Remember that they don't place as high a value on personal accomplishment as you do
- Encourage them to pursue opportunities that let them work with others while furthering their own development
- Show them that they have the skills to work autonomously or as a leader

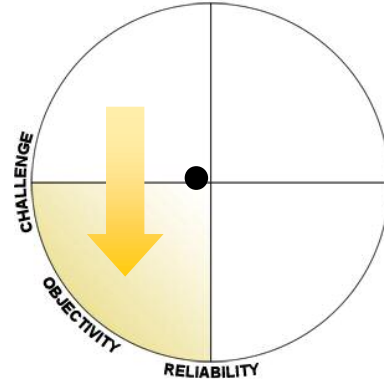
Developing the C Style

Everything DiSC® Management Profile

Areas where they have strong potential

Consider ways that these individuals and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



Obstacles and strategies in the development process

Objectivity

People with the C style are often more fact-oriented than people-oriented, so they may appreciate your rational approach to development. However, keep in mind that you may be more goal-oriented than they are. Since they want to be experts in their field, they may resist opportunities that are focused more on rapid advancement or public recognition.

- Consider that your idea of development may involve achievement, whereas theirs involves building expertise
- Remind them that their development may benefit from setting goals that push them to grow
- Help them to see how being more adventurous at times could help their development

Reliability

These individuals may be afraid of failure or appearing incompetent, which may cause them to avoid taking development risks that could lead to vulnerability. Thus, they may be inflexible about straying from familiar, methodical work patterns, and this may be frustrating to you since you tend to propose tougher, results-focused development plans.

- Put development opportunities into a clear, well-organized framework
- Be aware that they may have trouble admitting their limitations or acknowledging mistakes
- Ensure that they see the drawbacks of playing it safe

Challenge

People with the C style share your skepticism and may challenge your ideas about their development. Because you may be quite forthright with your suggestions, they may become resistant or passive-aggressive at times. Encourage them to give your ideas a chance, and remind them that your goal is to help them by providing opportunities for growth.

- Back up your ideas with objective evidence to increase the likelihood of buy-in
- Ask them to carefully consider the benefits of your ideas instead of rejecting them outright
- Field their questions, but hold them accountable if they act more combative than constructive

How Your Manager Sees You

Everything DiSC® Management Profile

Working with Your Manager

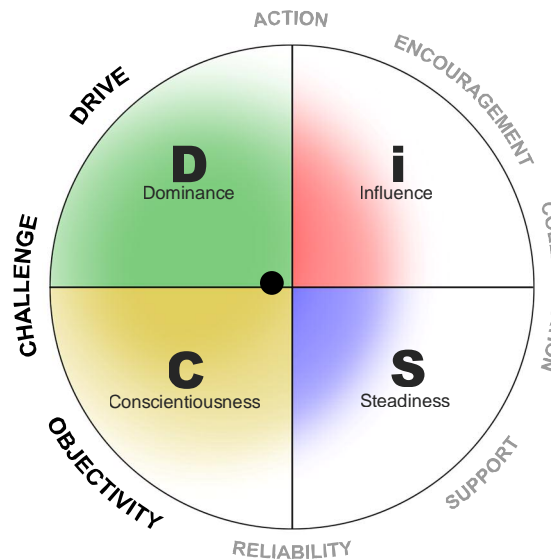
One of the most important but often overlooked aspects of management is sometimes called “managing up.” This refers to effectively working with and influencing your own manager. Understanding how your manager sees you is important, but sometimes difficult. Most of the time, our tendencies come so naturally to us that we don’t realize how we come across to others. This page provides insight into how your manager might see you.

Challenging

bernard, because of your DC style, you probably come across as straightforward and willing to tell it like it is. As a result, your manager may appreciate that you will point out any problems that could keep your team from succeeding. On the other hand, some managers may feel that you challenge their authority when you consistently question proposed solutions. Furthermore, you may be seen as demanding or blunt to those managers who prefer a more diplomatic approach.

Consider that

- Your manager may think that you’re more eager to find problems than solutions
- Some managers are more likely to trust people who are more accepting of new ideas



Driven

Many managers will appreciate that you set high standards and impressive goals. Because you tend to push people toward concrete results, your manager probably feels confident that you will give people the sense of urgency they need to succeed. On the other hand, managers who emphasize collaboration may see you as overly focused on individual accomplishments. Furthermore, because you may overlook people’s emotional needs in the drive for results, some managers may see you as cold or unconcerned about the feelings of others.

Consider that

- Your manager may feel that you’re too focused on your own agenda
- Some managers may view you as overly demanding or impatient

Objective

Because of your logical, analytical nature, your manager probably sees you as a competent problem solver. Many managers will appreciate your tendency to systematically consider each solution objectively. However, managers who take a more intuitive approach may see your focus on hard data as short-sighted. Furthermore, some managers may find your dispassionate approach to be overly detached or aloof.

Consider that:

- Your manager may think that you rely too heavily on data
- People-focused managers may see you as too cold or reserved to inspire others

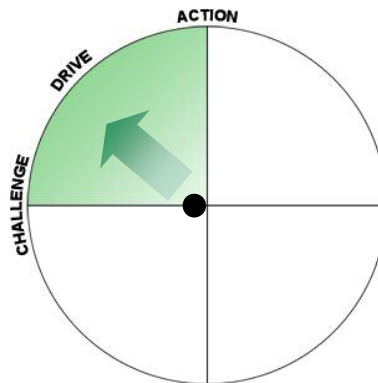
Working with “D” Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And if your manager tends toward D, here are some insights for working more effectively together.

Their Priorities and Preferences

Managers with the D style put a strong emphasis on drive and challenge, so they focus on bottom-line results. Like you, they tend to have a competitive nature and will do what it takes to win. In addition, they prioritize action, and they likely become frustrated when things move at a slow, measured pace. At the same time, they may fear being taken advantage of, so they will work hard to control their environment. Overall, they seek achievement, and they respond best to people who can quickly help them reach their goals.



Advocating and Getting Buy-In

Managers with the D style want to know how your ideas can produce concrete, immediate results. By emphasizing the big picture and showing how your ideas have a direct impact, you may gain their buy-in. Furthermore, they respect confidence, so your tendency to be straightforward and display your expertise may increase the odds that they will support you. Get right to the point, and avoid going into too much detail about your plan. In addition, keep in mind their need to feel in control. They are much more likely to accept an idea if you listen to their advice and keep them in the loop. Although it's important to assert yourself, accept their authority and be sure to show respect for their leadership. It may help to offer them an ownership stake or author role in the solution.

- Project confidence in your ideas
- Keep the focus of your discussions on the bottom line
- Ask for their advice and make them part of the solution

Dealing with Conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. Like you, they may be very direct and occasionally headstrong. As a result, you may view one another as stubborn, and you may both be willing to defend your position. For this reason, disagreements between you may become heated, and each of you may think that the other is looking for a fight. Therefore, be sure to resist the urge to escalate the conflict. Find ways to make your points objectively, and avoid trying to overwhelm them with logic. Focus on resolving arguments rather than on winning.

- Avoid becoming overly blunt or aggressive
- Focus on creating solutions rather than competing
- Stick to the facts and avoid hot buttons

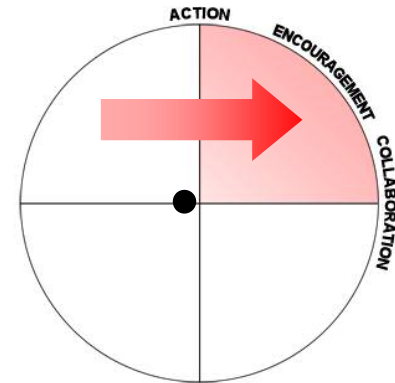
Working with “i” Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And if your manager tends toward i, here are some insights for working more effectively together.

Their Priorities and Preferences

Managers with the i style prioritize action, so they move quickly and strive for forward progress. Because of their focus on collaboration, they prefer to work with others more than you do, and they may find it difficult to understand your independent nature. Similarly, they tend to be accepting and encouraging, which is in contrast to your tendency to challenge ideas. They like a warm, enthusiastic environment, and because they care what people think of them, they may fear a loss of popularity or social standing. Overall, they want to lead a fast-paced but friendly team, and they respond best to people who share their optimistic team spirit.



Working with Your Manager

Advocating and Getting Buy-In

Managers with the i style are impressed by enthusiasm and passion. Because of this, your forceful and analytical presentation style might leave them feeling uninspired. Because they're most interested in how your plans will affect other people, they may not focus as much as you do on the bottom line. As such, avoid focusing only on results, and don't rely solely on logic to pitch your idea. If you want their buy-in, show passion and try to get them fired up about your plan's potential. Show them that your solution has the power to invigorate people, and explain how the team can work together to reach your goals. Lay out the big picture and assure them that things can happen quickly.

- Avoid conveying that your way is the only possible way
- Show how your plan will have a positive impact on people
- Avoid using facts as the only basis for your proposal

Dealing with Conflict

Managers with the i style want to maintain friendly relationships, so they may initially gloss over differences in conflict situations. However, self-expression is very important to them, so if they find themselves in a confrontation, they may insist on making their feelings clear. In these situations, they may become emotional and lash out at others. They may also lose focus and bring up other areas of discontent. Because you tend to address conflict head-on, you and an “i” manager may escalate the conflict. This may be especially true if you get defensive or try to overpower them with logical arguments. To diffuse the conflict, state your points objectively, and don't become stubborn or insistent. Express concern for their feelings and let them know that a disagreement now doesn't mean a poor relationship down the road.

- Let them know you respect their feelings
- Make it clear that your long-term relationship will not suffer because of disagreements
- Focus on resolving the conflict rather than winning the argument

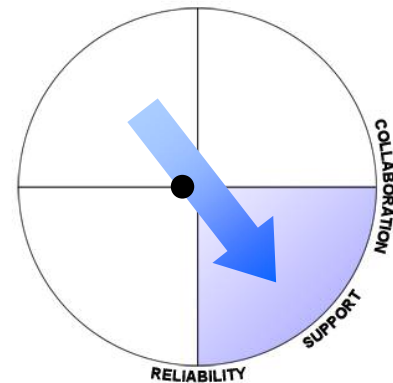
Working with “S” Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And if your manager tends toward S, here are some insights for working more effectively together.

Their Priorities and Preferences

Managers with the S style put a strong emphasis on reliability and support, and they want to create a stable and friendly culture where collaboration is valued. Because they prioritize teamwork and harmony, they may find it hard to understand your more independent approach. These managers also tend to accept people and ideas at face value, in contrast to your tendency to challenge. Because they want security and dependability, they avoid fast-paced and chaotic environments, and they may fear rapid change or high-pressure situations. Overall, they want to lead a team in a calm setting, and they respond best to people who are friendly team players.



Advocating and Getting Buy-In

Managers with the S style want to see how your ideas can contribute to team unity and reliable results. They don't share your drive to challenge the status quo, and they focus less on the bottom line. To gain their buy-in, point out how your solution can also have a positive impact on people. Keep in mind that they value security and stability, and they need to feel positive about an idea before acting. Therefore, present your ideas as clearly and methodically as you can, and be ready with details to prove your plan is solid. Avoid dominating the discussion or forcing them into a quick decision.

- Lay out your plan in a step-by-step manner
- Give them time to consider the effects of your idea on stability and team unity
- Reassure them by addressing their doubts

Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible, which is in contrast to your tendency to confront issues more directly. For this reason, they may gloss over your differences or even deny that there is a problem. However, refrain from assuming that their silence means that the matter is resolved. If they harbor resentment, they may avoid placing confidence in you in the future. In fact, they may minimize their contact with you out of fear that you'll stir up tension. When working with them, take a more diplomatic approach and work to uncover the true source of the conflict. Because they may pick up even slight expressions of irritation on your part, acknowledge their feelings, and don't express your opinions in a way that might feel cold or harsh to them.

- Be direct but diplomatic enough so they don't feel attacked
- Avoid forceful tactics that will leave them feeling anxious or resentful
- Follow up to make sure that the issue is resolved

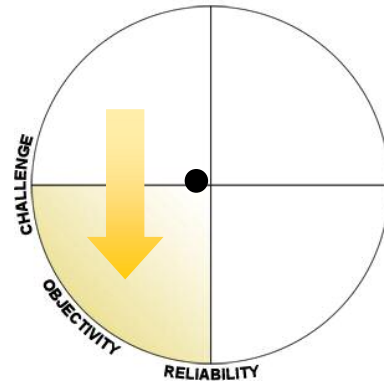
Working with “C” Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And if your manager tends toward C, here are some insights for working more effectively together.

Their Priorities and Preferences

Managers with the C style put a strong emphasis on objectivity and logic. They want to create a professional and businesslike culture, and they're less comfortable than you usually are in a high-pressure environment. They share your challenging nature, and they aren't afraid to show skepticism for ideas that aren't backed up by facts. They rely on data more than emotion, and they may distrust excessive enthusiasm. Because they're so focused on accuracy, they may spend a lot of time performing in-depth analysis. Overall, they want to lead by setting high standards, and they respond best to people who share their concern for high-quality outcomes.



Working with Your Manager

Advocating and Getting Buy-In

Managers with the C style want to see how your ideas can lead to high-quality solutions. They ask a lot of questions and look for enough facts and data to prove that your plan is sound. They don't like surprises or unnecessary risks. If you want their buy-in, present your ideas clearly and systematically. They're unlikely to respond well to heavy-handed tactics, so don't insist that your idea is the only correct answer. Instead, show that you respect their expertise and competence by seeking their input. By giving them the information that they want and the time to process it, you will be much more likely to get them on your side.

- Prove that your idea is worthwhile rather than pushing them to accept your solution
- Provide enough facts and data to make them comfortable
- Make their ideas and expertise part of the solution

Dealing with Conflict

In conflict, managers with the C style often try to overpower people with logic. If emotions begin to run high, however, they may dig in their heels and stubbornly refuse to discuss it any more. On the other hand, you tend to be quite blunt in a confrontation, and you may fail to listen to other people's opinions. As such, you may indulge in a power struggle over who is right. Therefore, tone down your aggressive approach so that they don't withdraw from the situation. Avoid pushing forcefully for your solution, or the conflict may drag on. State your position objectively and give them time to state their side.

- Stay away from forceful tactics that will leave them feeling defensive
- Support your position with logic and facts
- Listen respectfully to their side before asserting your own opinion