

Accelerating Mutual Understanding



uniquelyHR
uniquelyHR uniquenessHR

Agenda

- Introductions
- DiSC Overview
- The styles on this team
- Tools for working with similar/different styles
- Styles under stress
- Application in a simulation
- Complementary styles
- Resolving conflict between different styles
- Traits of high performing teams
- Avoiding pitfalls with styles info
- Your action plan

The DiSC Model

DiSC is based on a four-quadrant model that reliably describes four styles of human behavior: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Some people fall into one style, others fall into two, and some may fall into three. Descriptions of the four styles follow:

<p>D Dominance</p> <p>Emphasis is on shaping the environment by overcoming opposition to accomplish results.</p> <p>This style's tendencies include:</p> <ul style="list-style-type: none"> • Getting immediate results • Causing action • Accepting challenges • Making quick decisions • Questioning the status quo • Taking authority • Managing trouble • Solving problems 	<p>I Influence</p> <p>Emphasis is on shaping the environment by influencing and persuading others.</p> <p>This style's tendencies include:</p> <ul style="list-style-type: none"> • Contacting people • Making a favorable impression • Being articulate • Creating a motivational environment • Generating enthusiasm • Entertaining people • Viewing people and situations with optimism • Participating in a group
<p>C Conscientiousness</p> <p>Emphasis is on working conscientiously within existing circumstances to ensure quality and accuracy.</p> <p>This style's tendencies include:</p> <ul style="list-style-type: none"> • Adhering to key directives and standards • Concentrating on key details • Thinking analytically, weighing pros and cons • Being diplomatic with people • Using subtle or indirect approaches to conflict • Checking for accuracy • Analyzing performance critically • Using a systematic approach to situations or activities 	<p>S Steadiness</p> <p>Emphasis is on cooperating with others within existing circumstances to carry out the task.</p> <p>This style's tendencies include:</p> <ul style="list-style-type: none"> • Performing in a consistent, predictable manner • Demonstrating patience • Developing specialized skills • Helping others • Showing loyalty • Being a good listener • Handling excited people • Creating a stable, harmonious work environment

Make Up of this Team

Prefers Dominance		Prefers Influence	
Catherine	D Style	Gary	I Style
Doris	D Style	Ryan	I Style
Kurtis	D Style	Chris	ID Style
Linda	D Style	Diane	ID Style
Robert	D Style	Jim	ID Style
Bill	DI Style	Lillian	IS Style
Conor	DI Style	Victoria	IS Style
Mike	DI Style		
Peter	DI Style		
Prefers Conscientiousness		Prefers Steadiness	
Anders	C Style	Don	S Style
Andy	C Style	Kim	SI Style
Paul	C Style		
Tadd	C Style		
Elizabeth	CS Style		
Keith	CS Style		
Randy	CD Style		
Tanisha	CD Style		

Working with the Dominance Style

People with the D style want to work on challenging projects that will have an impact on the bottom line.

Communicating with the D Style

- Focus on results
- Be brief and to the point
- Exhibit confidence
- Expect them to be blunt; don't overreact to it
- Don't ramble

Persuading the D Style

- Project confidence in your ideas
- Emphasize the concrete results they can expect
- Avoid coming across as overly enthusiastic or passionate

What demotivates the D Style?

- 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?

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

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

- Help them set results-oriented goals
- Let them work independently when possible
- Give them reasonable freedom to control their work environment
- Create opportunities for competition, but not at the expense of the team
- Avoid stepping in or overruling their decision unless absolutely necessary
- Make new projects more compelling by outlining the big-picture purpose

Now that you know more about the D Style, how might you work differently with colleagues who prefer Dominance?

Working with the Influence Style

People with the I style want to feel like they are essential members of a team.

Communicating with the I Style

- Expect them to be talkative and not keep to the topic, but don't let them take you off track
- Make them the center of attention
- Don't be curt or cold
- Don't talk down to them

Persuading the I Style

- Avoid conveying that your way is the only way ✓
- Project enthusiasm for your proposal
- Discuss the effect of your ideas on others

What demotivates the I Style?

- 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 I Style?

- Conflict may make them emotional or angry and affect their performance
- 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?

- Encourage their positive energy and give them opportunities to express themselves
- Let them collaborate with others
- Limit the predictability and routine of their tasks when possible
- Avoid dampening their enthusiasm by dismissing their ideas too quickly
- Take their feelings into account rather than relating everything to results
- Provide encouragement even when delivering difficult feedback ✓

Now that you know more about the I Style, how might you work differently with colleagues who prefer Influence?

Working with the Steadiness Style

People with the S style want time to perform their tasks, and they don't want to be rushed for quick answers.

Communicating with the S Style

- Give them time to think
- Listen attentively
- Expect them to be calm and methodical
- Don't interrupt them
- Don't misinterpret their willingness to go along as agreement

Persuading the S Style

- Avoid focusing solely on bottom line results
- Lay out your plan in a step-by-step manner
- Give them time to consider the implications of the changes you are proposing

What demotivates the S Style?

- 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 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

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

- Give them ample time to achieve results
- Show them that you care about their feelings rather than relating everything to achievement
- Plan ahead to be able to give them plenty of warning when changes are coming
- Ask for their ideas, which they may not share without encouragement

Now that you know more about the S Style, how might you work differently with colleagues who prefer Steadiness?

Working with the Conscientiousness Style

People with the C style want to receive clear directions that address goals, methods, and logistics.

Communicating with the C Style

- Expect them to want a lot of information and be prepared to give it
- Respond logically not emotionally
- Avoid being too personal or informal

Persuading the C Style

- Lay out your plan clearly rather than rushing them for a quick decision based on an overview
- Be ready to provide all the facts and data they need to reach a decision
- Avoid pushing them to move more quickly, since it's likely to antagonize them

What demotivates the C Style?

- 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 C Style?

- They may become resentful and unyielding, limiting their performance
- 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
- Draw out their insights
- Provide opportunities for independent work
- Make sure your expectations are clear

Now that you know more about the C Style, how might you work differently with colleagues who prefer Conscientiousness?

Styles Under Stress

	Normal	Under Stress	Under Extreme Stress
D	In charge, decisive	Demanding	Checks out, leaves
I	Enthusiastic, optimistic	Loses perspective	Becomes hopeless
S	Cooperative, supportive	Caves	Internalizes stress
C	Analytical, thoughtful	Becomes indecisive	Becomes hyper critical

Application in a Simulation

Take a moment to reflect on what you've learned about your DiSC style and the styles of your team members. In a moment, you're going to work as a group to accomplish a task. This is an opportunity for you to apply what you've learned. Choose something to focus on during this simulation.

Examples:

- I prefer the Dominance style. I recognize that when I'm frustrated, I check out. During the simulation, I'm going to stay engaged even if I get frustrated.
- I prefer the Influence style. I recognize that I don't always work well with the Conscientious style. I'm going to take the advice for working well with the C style: avoid pressuring them for fast results, draw out their insights.

What will you focus on? Minimizing a potential liability of your style? Working better with a particular style?

Who Can Help Bridge Your Blindspots

Find your preferred style in the table below, and check off your three biggest blindspots. For example, If my strongest preference is for the Dominance style, I might check off 1) weigh pros and cons, 2) use caution and 3) deliberate before deciding as the three areas where I'm not naturally strong. I can then see that those that prefer the Conscientious and Steadiness styles can help me develop those underused muscles.

<p>D Dominance</p> <p>This style needs others who:</p> <ul style="list-style-type: none"> • Weigh pros and cons (C) • Calculate risks (C & S) • Use caution (C & S) • Structure a predictable environment (C & S) • Research facts (C) • Deliberate before deciding (C & S) • Recognize the needs of others (S) 	<p>I Influence</p> <p>This style needs others who:</p> <ul style="list-style-type: none"> • Concentrate on the task (C & D) • Seek facts (C) • Speak directly (D) • Respect Sincerity (C & S) • Develop systematic approaches (C & S) • Prefer to deal with things instead of people (D & C) • Take a logical approach (C) • Demonstrate individual follow through (D & C)
<p>C Conscientiousness</p> <p>This style needs others who:</p> <ul style="list-style-type: none"> • Delegate important tasks (D & I) • Make quick decisions (D & I) • Use policies only as guidelines (D & I) • Compromise with the opposition (I & S) • State unpopular opinions (D) • Initiate and facilitate discussions (I) • Encourage teamwork (I & S) 	<p>S Steadiness</p> <p>This style needs others who:</p> <ul style="list-style-type: none"> • React quickly to unexpected change (D & I) • Stretch toward challenges of accepted tasks (D) • Become involved in more than one thing (D & I) • Are self-promoting (I) • Apply pressure on others (D) • Work comfortably in an unpredictable environment (D & I) • Help prioritize work (D) • Are flexible in work procedures (I & D)

The Five Dysfunctions of a Team
Lencioni

The Five Dysfunctions of a Team

Let's take a look at what Patrick Lencioni says are the five dysfunctions to be avoided to truly have a strong team:

- **Dysfunction #1: Absence of Trust**

Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another, without filters. This is essential because...

- **Dysfunction #2: Fear of Conflict**

...teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions. This is important because...

→ Curiosity

- **Dysfunction #3: Lack of Commitment**

...teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That's because they ensure that all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned. This is critical because...

- **Dysfunction #4: Avoidance of Accountability**

...teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What is more, they don't rely on the team leader as the primary source of accountability, they go directly to their peers. This matters because...

- **Dysfunction #5: Inattention to Results**

...teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team. They do not give in to temptation to place their departments, career aspirations, or ego-driven status ahead of the collective results that define team success.

Reproduced with permission from The Table Group and Patrick Lencioni, author of *The Five Dysfunctions of a Team*.

Assessing Others

We've seen how your DiSC results can give you insights into your own preferred style, accelerate your understanding of others and help you more intentionally rely on others who can help you compensate for blind spots. Now let's look at a way of assessing your colleagues even if they haven't completed the DiSC assessment.

Speaks easily in a large group, gets voice heard	Focused on tasks	Prefers Dominance
	Focused on relationships	Prefers Influence
More reserved in a large group; gets voice heard in smaller groups, but less likely to speak up in larger group		Prefers Steadiness
	Focused on tasks	Prefers Conscientiousness

Think of a colleague who is not on your team. Use the graph above to make an educated guess about their preferred style.

Name _____ Preferred style _____

Dominant Conflict Style

Strengths: Not afraid of conflict, in fact, may see it as an opportunity. Can be straightforward and direct, you always know where you stand.

Trouble spots: May be combative or competitive and want to be “right” or get their own way, may create unnecessary conflict, may get impatient or aggressive if conflict isn’t easily resolved.

Best approach: Be candid, acknowledge tough issues, make clear why you’re upset, be efficient, talk about action and results.

Avoid: Causing them to feel like you are taking advantage of them.

Influence Conflict Style

Strengths: Has empathy for others, will consider many options to resolve conflict.

Trouble spots: May become overly emotional.

Best approach: Be enthusiastic, talk about options, be willing to listen.

Avoid: Criticising or not giving recognition for their contributions.

Steadiness Conflict Style

Strengths: Looks for compromise, strives for harmony within the team, shows concern for people’s feelings.

Trouble spots: Avoids conflict, may tell others what they want to hear to avoid confrontation, but later may become resentful.

Best approach: Be friendly, seek compromise, allow time to digest potential changes.

Avoid: Directly challenging them or saying something they will interpret as personal rejection.

Conscientiousness Conflict Style

Strengths: Good problem solvers, good at determining the root of a problem, focuses on facts.

Trouble spots: May focus too much on facts and ignore feelings, may be critical and insensitive to others.

Best approach: Use logic, take a step-by-step approach, talk about facts..

Avoid: Generalities or vague or ambiguous statements..

Resolving Conflict Table

Their style → Your style ↓	D	I	S	C
D	Address conflict head on; however, let go of need to be "right" and be willing to compromise.	Allow others a chance to share their ideas and opinions, recognize contributions, avoid criticizing.	Be friendly and realize they may need more time than you to digest information and resolve the issue.	Focus on the root problem and use logic to address the issue, beware of making generalizations.
I	Try to see the positive aspect of resolving the conflict. Avoid talking on and on, or getting too emotional.	Don't hesitate to share your feelings; however, beware of talking too much and not focusing on a solution	Let them know you're comfortable talking about the issue, be open and friendly and encourage finding a compromise.	Focus on the facts of the problems, use logic, and restrain your emotion.
S	Be willing to address the conflict and not pretend it doesn't exist, be direct.	Show enthusiasm, beware of agreeing just for the sake of ending the conflict.	Put aside your need for harmony and be willing to address the issue.	Focus on logical problem solving, and put your feelings aside, don't take comments personally.
C	Be direct, don't get caught up in all the details.	Allow time to talk, don't immediately jump into problem solving.	Avoid saying anything that sounds like a personal attack and be willing to compromise.	Beware of "analysis paralysis" where you spend too much time analyzing the conflict and not enough time making a decision about what to do.

How to Use DiSC Data for Good (not Evil)

How can this team use these insights for the good of the team and avoid pigeon holing people or assuming the computer printout can replace ongoing dialogue?

Action Plan

The objectives of this training were to provide you insight into your own style and accelerate mutual understanding with the goals of taking inter- and intra-team dynamics to the next level in re: communication, trust and collaboration. With that in mind, what can you do to support those objectives?

As a result of today's training, I'd like to **start** doing....

As a result of today's training, I'd like to **continue** doing....

As a result of today's training, I'd like to **stop** doing....
