



# EVERYTHING DiSC® MANAGEMENT

- Your DiSC® Management Style
- Directing & Delegating
- Motivation
- Developing Others
- Working with Your Manager



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This report is provided by:

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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):

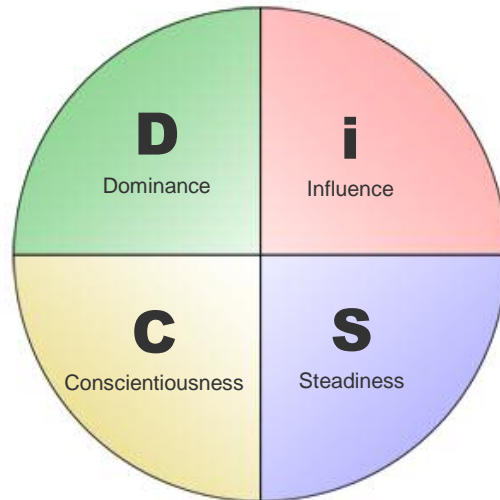
- Outgoing
- Enthusiastic
- Optimistic

#### 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

## Your DiSC® Management Style

### What Does Your Map Say about You, Casey?

In order to get the most out of your *Everything DiSC® Management Profile*, Casey, 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.

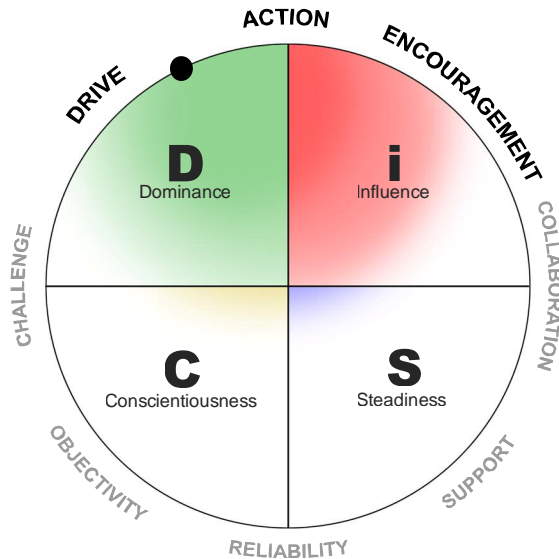
Casey, the picture to the right shows your **Everything DiSC Management Map**. The eight words around the map represent the **priorities** of the styles at work. When we talk about priorities, we mean the primary areas where people focus their energy.

### Your Style: Di

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 i regions, so i 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 Di style is for you. Because your dot is near the edge of the circle, you probably stick closely to your Di style and put a very high priority on Action, Encouragement, and Drive. Because the S and C priorities are farther away on the map from your dot, Reliability, Support, and Objectivity may be a lot less comfortable for you.

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 Di 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 Di style says 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 action, drive, and encouragement. This means that you're fast-paced, upbeat, and not afraid to be bold. Others might describe you as outspoken and daring. Most likely, you set impressive goals and encourage others to join you in working to achieve them. Below is a more in-depth discussion of the priorities associated with your style.

### Taking Action

Like other managers with your Di style, Casey, you like to take command of situations and hit the ground running. As a result, you probably don't spend a great deal of time analyzing options and reviewing details. In fact, you're more likely to keep moving forward while pushing your team members to keep up with your rapid pace. At times, you may overlook important specifics in your enthusiasm for immediate results, and you may become impatient with people who stand in the way of quick forward progress.

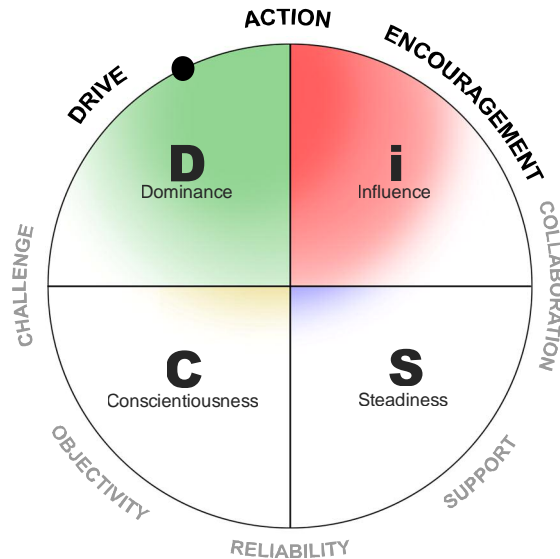
### Displaying Drive

You tend to set ambitious goals, and you may encourage your team to share this focus on achievement. Because you have strong internal drive, maintaining control and authority is probably important to you. Like other people with your Di style, you value innovative solutions and are willing to take some risks along the way. New ideas and adventurous options energize you, and you may favor strategies that yield the biggest payoff for your effort. While your push for concrete accomplishments may sometimes intimidate slower-paced team members, you're probably also quick to share your victories with others.

### Providing Encouragement

Managers with your Di style want members of the team to feel good about their contributions, so you often emphasize what they're doing right when discussing their work. At the same time, your focus on results means that you point out issues and problems as they relate to the bottom line. Still, you probably avoid appearing overly critical to ensure that people feel energized and optimistic about their work. Your dynamic and positive approach lets them know that you have confidence that they can contribute to the team effort.

## Your DiSC® Management Style



## Your Management Preferences

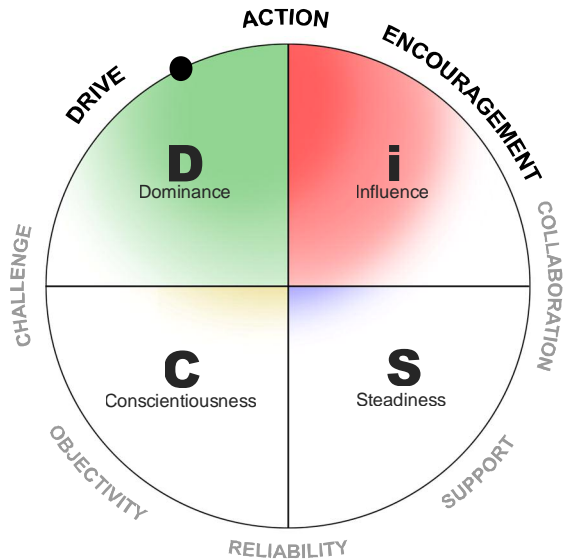
Everything DiSC<sup>®</sup> Management Profile

## Your DiSC<sup>®</sup> Management Style

### What do you enjoy about managing?

Different people find management rewarding for different reasons. Like other people with your Di style, you may enjoy that management offers you an opportunity to lead others toward impressive results. You may like creating a high-energy environment, and being a manager of a team may appeal to your desire to make a positive impact on people. You probably enjoy many of the following aspects of management:

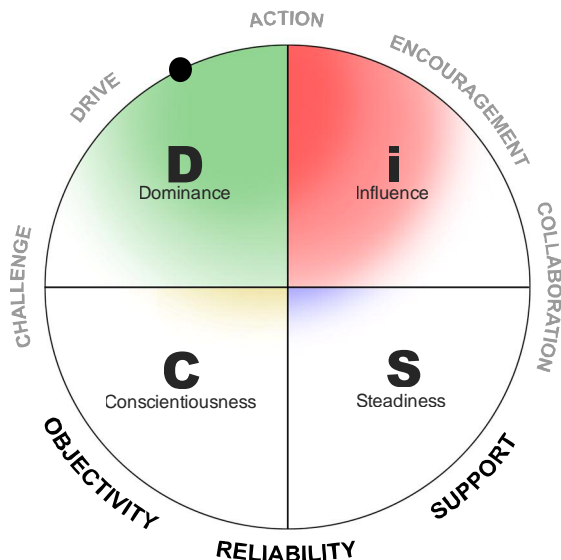
- Initiating change
- Creating a vision for your team
- Having authority
- Leading people
- Achieving results
- Keeping things moving
- Promoting innovation
- Helping people to work toward a challenging goal
- Inspiring others to do their best
- Getting people involved
- Increasing enthusiasm
- Creating a dynamic environment



### What drains your energy as a manager?

Then there are those management responsibilities that are stressful for you. For people with the Di style, it can be upsetting when ambitious projects run into obstacles or delays. You may find it frustrating if your innovative plans get bogged down in details or other people's hesitancy. In addition, you may feel confined when forced to use traditional or systematic methods that slow things down. Many of the following aspects of management may be draining for you:

- Following strict rules or protocols
- Adjusting your goals
- Slowing down your pace for others' benefit
- Performing routine tasks
- Accepting limitations
- Providing step-by-step training
- Calculating risks
- Undertaking detailed analyses
- Working steadily toward long-term goals
- Having your authority overruled
- Being forced to give up on bold ideas
- Listening patiently and quietly



## Managing Your Day

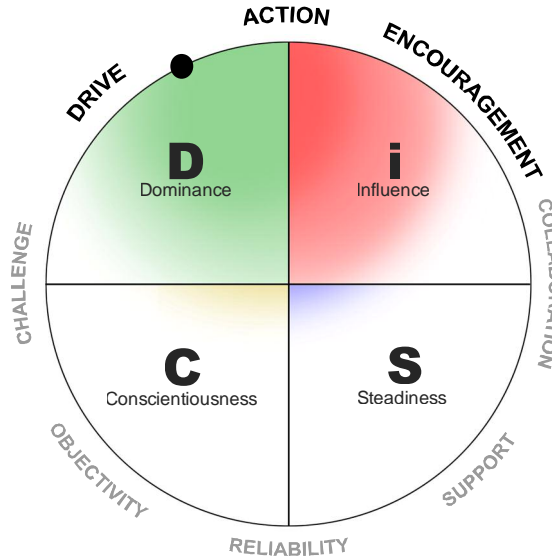
Everything DiSC® Management Profile

## 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

- Keep an active pace
- Make time to get to know the people you manage
- Get bored with predictable routines
- Grow weary of long-term projects or excessive paperwork
- Thrive under time pressure
- Prefer a flexible schedule that allows you to meet goals on your own terms
- Become restless with downtime
- Become impatient with people who waste time
- Grow frustrated if forced to adjust to well-defined procedures or structured schedules
- Lose interest in projects that get bogged down



### Decision Making & Problem Solving

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

- Take risks if the potential payoff is big
- Gather just enough information to allow a quick decision
- Be willing to change course rapidly
- Fail to consider facts and data that contradict the direction you prefer
- Overlook details of complex problems in favor of shortcuts
- Seek bold solutions in pursuit of results
- Act quickly when you sense a window of opportunity
- Present decisions in a confident manner to gain people's support
- Consider other opinions while ultimately controlling the decision-making power
- View obstacles as opportunities to showcase your ability to perform under pressure

## Your Directing & Delegating Style

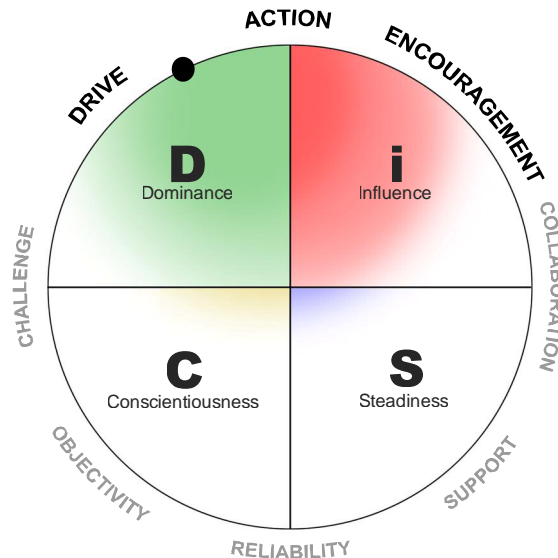
Everything DiSC® Management Profile

## 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.

Casey, because you prefer to move at a fast pace in your pursuit of bold solutions, you usually hit the ground running and encourage team members to follow your lead. Your strong preference for action means that you don’t want to spend a lot of time going over specifics or analyzing options. Instead, you tend to direct people by pointing them in the right direction and pushing them to come up with creative solutions. Furthermore, because you prioritize encouragement, you try to get people fired up about their tasks. You’re likely to be friendly, and the people you manage may appreciate your enthusiasm for their efforts.

On the other hand, your drive for results means that you still keep an eye on the bottom line, so you probably hold others accountable for their performance. At the same time, the people you manage may falter if your demanding pace prevents them from getting all of the information or resources they need. They may feel empowered to act, but without clear direction they may fail to accomplish the results you’re looking for.



### Directing & Delegating Strengths

- Creating a sense of urgency
- Getting people moving
- Holding people accountable for their actions
- Pushing people to reach their potential
- Encouraging creativity in the execution of tasks
- Giving direction in a positive manner
- Making people feel that they are important contributors

### Directing & Delegating Challenges

- Neglecting to acknowledge others’ limits
- Failing to analyze the options before assigning a task
- Neglecting to emphasize the importance of routine tasks
- Failing to provide details or step-by-step instruction when needed
- Setting unrealistic deadlines
- Failing to check in on progress
- Causing others to become frustrated when you change course

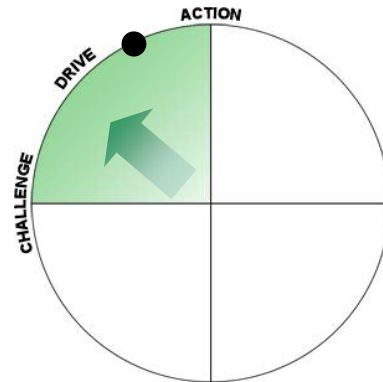
## Directing & Delegating to the D Style

Everything DiSC® Management Profile

### How does the D style like to work?

Like you, people with the D style are fast-paced. They are willing to take risks if it will get them the results they want, and they look for new or exciting projects. These individuals may display initiative, so they could be eager to be delegated creative tasks. Furthermore, they share your tendency to prioritize the bottom line, although they are probably less concerned than you are about alienating people in the quest for success. In fact, they are less enthusiastic than you, and they may not be interested in the encouragement you tend to offer.

## Directing & Delegating



### Potential problems when working together

Like you, people with the D style are bold and ambitious. As a result, the two of you may create overly risky plans that don't address important details or maintain high quality. If issues arise, both of you may be so set in your ways that neither of you agrees to compromise. In addition, these individuals may assume that they know best, and they may fail to follow your directions. They may even make decisions without consulting you, and you are unlikely to appreciate such a challenge to your authority. Furthermore, they may come across as insensitive to others' needs, which can lead to conflict within a team.

### How to be effective with the D style

People with the D style want to work on challenging projects that will have an 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 be willing to give them more autonomy. Given your Di style, you may need to push yourself to relinquish a little control. In any case, be sure to place reasonable limits upon their authority, even if they have experience, and show respect for their decision-making ability, if they have exhibited sound judgment in the past. If they are inexperienced, make sure that their ambition doesn't exceed their qualifications or skills.

#### If they have less experience:

- Don't confuse confidence with competence
- Review their plans before they move ahead
- 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
- Show them the simplest, quickest, and most practical way to be productive
- Give a deadline and let them figure out how to proceed
- Make sure they understand the consequences of their shortcuts
- Specify the limits of their authority, but allow them autonomy within those limits



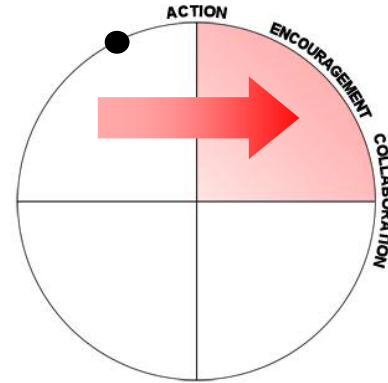
## Directing & Delegating to the i Style

Everything DiSC® Management Profile

## Directing & Delegating

### How does the i style like to work?

Like you, people with the i style tend to move quickly. They seek new or exciting projects, and they may become restless if they are forced to work for long periods of time on routine tasks. They like working with others and prefer to be in front of people. Despite their high energy, however, they may not share your interest in the bottom line, and they may be less driven to make a big impact. They prioritize collaboration more than you do, and they want the freedom to move at their own rapid pace while remaining connected to the team.



### Potential problems when working together

People with the i style want a fun and fast-paced work environment, and in their enthusiasm, they may not always pay as much attention to the details as they should. Because you also work at the big-picture level, you may hand off assignments to them without clarifying important details. As a result, the two of you may miss important warning signs until it's too late. Furthermore, because you both prefer bold action over careful plans, you may neglect to provide them with the structure they need to do their best work.

### How to be effective with the i style

People with the i style want to feel like they are essential members of a team. Give them opportunities to collaborate with others, and allow them to work on tasks that require group efforts. In addition, let them know that their ideas are being heard. Like you, they are prone to improvise and make spontaneous decisions. Given your Di style, you may need to focus on providing them with a firm structure and making expectations as clear and detailed as possible. Check in with those who lack experience to make sure they're on track and meeting deadlines. For those who are more experienced, encourage innovation and experimentation, but hold them accountable for timelines and results.

#### If they have less experience:

- Make sure they don't lose track of details
- Hold them accountable for missed deadlines or skipped steps
- Help them to prioritize
- Let them collaborate when possible
- Check their understanding of the task since their enthusiasm might hide a lack of clarity

#### If they have more experience:

- Allow them to take the lead in group settings
- Make time to go over their ideas with them
- Let them try out new ways to look at problems
- Check in often enough to keep them on track and on schedule
- Acknowledge their contributions publicly

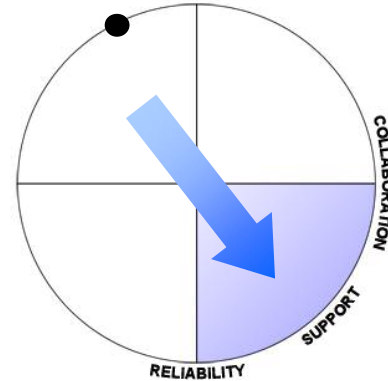
## Directing & Delegating to the S Style

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. For this reason, they may view the high-speed environment that you prefer as intimidating or stressful. They seek a calm and orderly culture where collaboration and group effort are valued. They are cautious when approaching projects, and they may need more hands-on support than you naturally provide. These individuals accept direction easily, and they will seldom push for more authority, because they are much more comfortable working behind the scenes.



### Potential problems when working together

People with the S style are often accommodating and flexible. However, abrupt changes in plans or direction can rattle them. At the same time, they may be so intent on avoiding confrontations that they keep their concerns to themselves. As a result, you may not know about their discomfort until it's too late. Their hesitation to speak up or assert themselves could also lead you to underestimate their abilities. Your tendency to present bold plans enthusiastically might overshadow their ideas. Furthermore, they may believe that while your goals and expectations are high, your instructions are not clear or specific enough.

### How to be effective with the S style

People with the S style want to be given clear guidance and time to perform their tasks, and they don't want to be rushed for quick answers. Therefore, provide them with the structure they require and slow down your pace to meet their needs. Because you usually assume that people can handle assignments without bothering you for details or reassurance, you may need to stretch to give them the support they need. 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, let them know that they have the skills and talent to perform well, but make it clear that you are available to advise them if they face tough decisions.

#### If they have less experience:

- Give clear, step-by-step directions
- Check in with them frequently
- Make sure they are comfortable with their role before pushing them to move ahead
- Avoid overriding their decisions whenever possible
- Ask questions to confirm their understanding of the plan

#### If they have more experience:

- Give them more responsibility but avoid overburdening them
- Ask enough questions to elicit their concerns before sending them off with a task
- Encourage them to take the initiative at times
- Ask them directly about what kind of support they need and expect
- Make yourself available as an advisor throughout the process

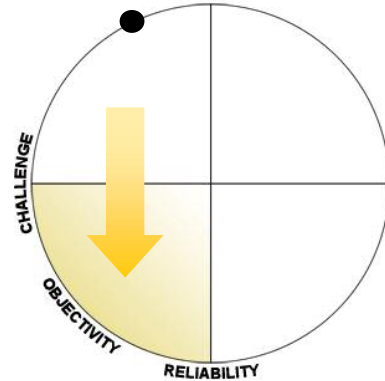
## Directing & Delegating to the C Style

Everything DiSC<sup>®</sup> 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. They are comfortable working alone, so they may require minimal face time. These individuals set high quality as the ultimate goal and appreciate dependable results. As such, they may not appreciate your tendency to make quick decisions and strive for breakthroughs. They prefer to go over options and proposals carefully, which is in contrast to your tendency to move quickly and avoid getting bogged down in details. They want to be given a task and allowed time and space to complete it.



### Potential problems when working together

People with the C style prefer to move cautiously and focus narrowly in their quest to produce the highest quality outcome. So they may become annoyed if you pressure them to multitask or rush their efforts. In turn, you may display impatience with their need to go over solutions repeatedly. Because they focus on logical solutions, they may isolate themselves and make decisions without consulting you or the team. Also, you may believe that they continually question your judgment, while they may think that you don't pay enough attention to potential problems. You may think their tendency to point out risks and make objections is a barrier to forward momentum and creativity.

### How to be effective with the C style

People with the C style want to receive clear directions that address goals, methods, and logistics. Given your Di style, you may need to challenge yourself to give the systematic direction they want. Because they prefer to work alone, they may be reluctant to ask for help or advice, so you might need to be proactive about offering guidance when you think it's warranted. Remember that just because they question new ideas doesn't mean that they're resistant to your authority. Those with less experience may spend too much time analyzing and perfecting their work, so be sure to check in often enough to keep them on track. For those with more experience, allow more autonomy, but set clear deadlines that keep them moving forward.

#### 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
- Explain the logic behind the task
- Make sure they have the resources they need
- Check in frequently to make sure they aren't getting bogged down

#### If they have more experience:

- Check in with them only when necessary to ensure forward progress
- Encourage them to study the overall plan for defects
- Listen to their concerns about quality
- 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<sup>®</sup> Management Profile

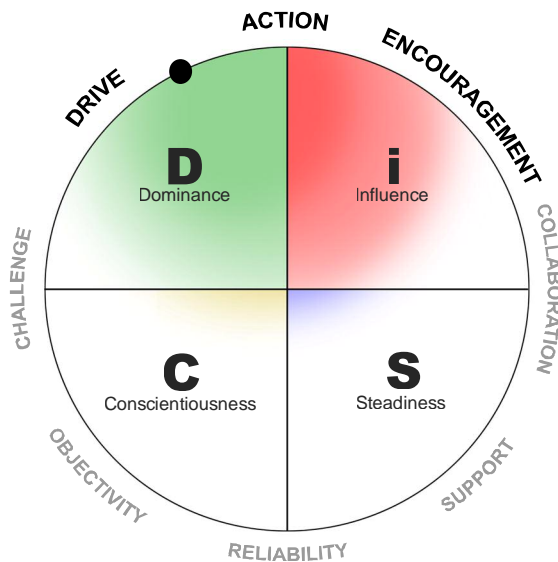
## Motivation

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<sup>®</sup> 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.

Casey, your preference for action helps create a sense of urgency that may be contagious. The people you manage may feel energized by your fast pace and quick decision making, and this can empower them to achieve forward momentum.

Similarly, by driving toward success, you can create a setting where people believe that anything is possible. As a result, you may encourage others to strive for more ambitious goals than they would otherwise have considered.

In addition, because you are enthusiastic and encourage others, you may create an environment where people feel recognized and valuable. You probably help them see that work can be adventurous, and as a result, they may be more upbeat and optimistic about their tasks and their contributions.



### The Environment You Create

- Your passion and high energy may inspire people to move quickly
- Because you emphasize results, people feel a sense of urgency
- When you share your vision, people understand how their goals fit into the big picture
- Your decisiveness can help people feel confident that the team will succeed
- When you put confidence in others, they may feel empowered to use creative solutions
- When you remember to celebrate victories, people feel more ownership in the outcomes of their work
- Your desire for innovation fosters a creative atmosphere
- Because you give direct feedback, people know that mediocrity isn't acceptable

## Motivation and the D Style

Everything DiSC® Management Profile

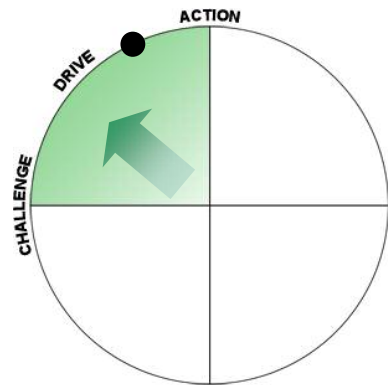
## Motivation

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

People with the D style are motivated to gain influence and respect, so they thrive on a fast pace that allows them to strive for success and make decisions quickly. Like you, they value results, and they may focus intently on the bottom line, sometimes at the expense of quality or people's feelings. Also, in their drive to achieve, they often focus on personal goals and prefer to work autonomously. Because they're so competitive, they may prefer to buckle down with their work rather than socialize or work collaboratively. Since they share your desire to be in charge, these individuals are motivated by opportunities to gain responsibility and authority.

### 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?

- 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 decisions unless absolutely necessary
- Make new projects more compelling by outlining their big-picture purpose

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

- Step back to give them more autonomy when they deliver the results you look for
- Praise them in a direct manner by providing examples of their achievement
- Acknowledge their ideas and give them credit for their work
- Offer advancement opportunities when they have proven they're ready for further challenges

## Motivation and the i Style

Everything DiSC<sup>®</sup> Management Profile

## Motivation

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

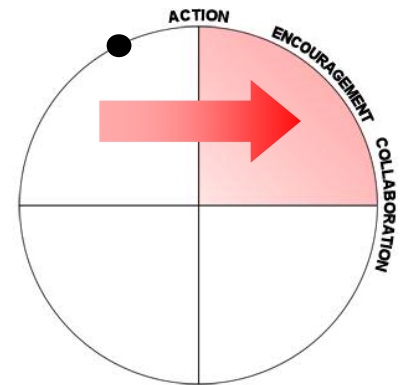
People with the i style like to generate enthusiasm and influence people, so they appreciate vibrant environments where exciting ideas are welcome. Because they like to come up with adventurous ideas and work collaboratively, they may find detailed, solitary work dull. They're likely to seek approval from others and enjoy public recognition, and they're probably less interested in results and authority than you are. These individuals share your preference to maintain a fast pace, and they're likely to put a lot of energy into socializing and maintaining relationships. Because they care about others' opinions of them, they're probably interested in maintaining a warm and friendly atmosphere.

### 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

- 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

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

- Reward their achievements by putting them in the spotlight
- Applaud their energy and people skills by creating more opportunities for them to use these talents
- Recognize their growth by providing opportunities to network with key players in the organization
- Show approval for their performance by recommending them for awards and advancement opportunities

## Motivation and the S Style

Everything DiSC<sup>®</sup> Management Profile

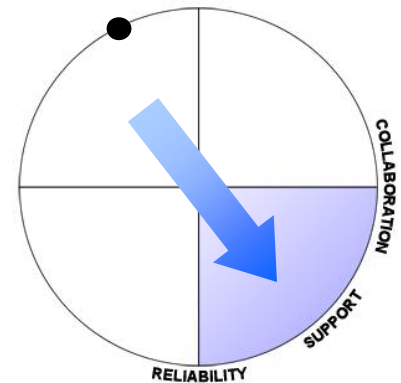
## Motivation

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

People with the S style enjoy stability and predictability, so they seek harmonious environments where they can work free of conflicts and surprises. Because they find steady progress satisfying, they don't share your fast-paced drive or competitiveness, and they tend to be more methodical and cooperative. These individuals want to connect with colleagues on a personal level, so they often enjoy working collaboratively. In addition, people with the S style want to be helpful, so they're rarely interested in authority, and they may be uncomfortable with attention. Also, because they want to maintain safety and security for themselves, they may not be interested in your more adventurous ideas.

### 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?

- Give them ample time to achieve results, which may require you to slow your pace at times
- Show them that you care about their feelings rather than relating everything to achievement
- Offer support by providing the information and resources they need to do their best work
- Plan ahead to be able to give plenty of warning when changes are coming
- Find ways to provide the structure and security they need to feel comfortable
- Ask for their ideas, which they might not share without encouragement

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

- Meet regularly to reassure them that they're meeting your expectations
- Recognize how their strengths, such as steadiness and supportiveness, contribute to team success
- Reward them with warm and sincere praise in a one-on-one setting
- Discuss advancement when you think they're ready, since they aren't usually self-promoters

## Motivation and the C Style

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## Motivation

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

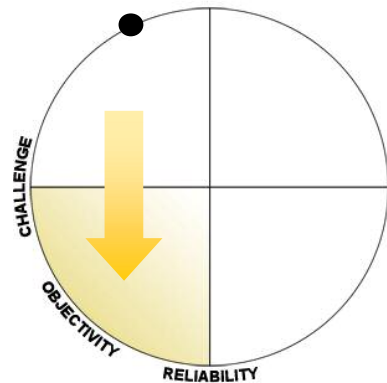
People with the C style may not share your outward enthusiasm, but they are passionate about mastering an area of expertise and getting absorbed in analytical projects. They bring a logical approach to their work, and they prefer an environment where they have the time and resources to ensure quality outcomes. While you move quickly, these individuals prefer to work methodically and to study details before acting, and since their primary goal is to produce accurate work, they probably don't care as much about bottom-line results. While you may be comfortable directing a team of people, keep in mind that people with the C style often prefer to work alone in a quiet setting.

### 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
- Make sure that your expectations are clear

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

- Compliment their performance and expertise, but remember that they prefer private praise
- Thank them for their high-quality standards that contribute to your own success
- Help them to further develop their strengths, including analysis, logic, and problem solving
- Reward them for quality work by taking a more hands-off approach and granting more autonomy



## Your Approach to Developing Others

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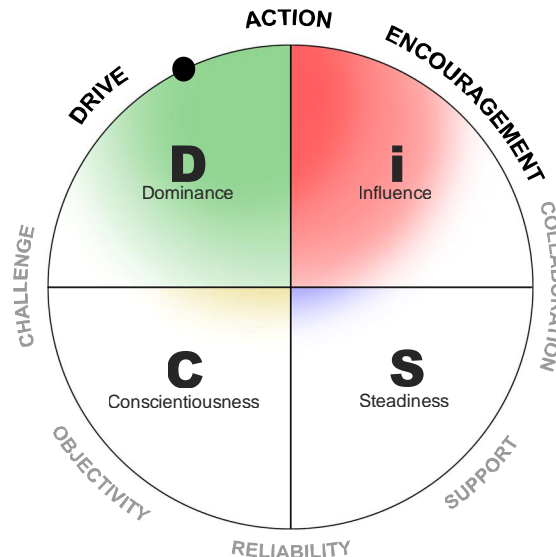
## Developing Others

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.

Casey, you encourage people to jump into action and pursue their goals with immediacy. When developing people, you help them set ambitious goals and hold them accountable through feedback and encouragement. You likely see the professional growth of the people you manage as another area in which you can be successful, and you take pride in the accomplishments and advancement of those you manage.

Because you are good at inspiring others, you probably enjoy the responsibility of mentoring people and helping them to develop. Your inspirational drive to succeed encourages the people you manage to reach for the stars. You may feel that providing creative challenges helps them to grow. Since you tend to maintain a fast pace, you probably encourage people to be adaptable and ready to revise their development plans as new opportunities present themselves.



### Advantages of Your Developing Approach

- Encouraging bold or daring ideas for people's development
- Encouraging others to think big
- Pushing people to take chances and be flexible in their development
- Encouraging people to do what they set out to do
- Instilling a sense of confidence in others
- Inspiring people toward ambitious development plans

### Disadvantages of Your Developing Approach

- Overwhelming people with responsibilities
- Forcing others to develop in ways that contribute to your own agenda rather than building on their strengths
- Failing to help people devise a step-by-step development plan
- Pushing people at a pace that doesn't allow them time to develop necessary skills
- Being unrealistically optimistic about some people's development options
- Failing to take a long-range view of people's development needs
- Failing to slow down to listen to people's real needs

## Developing the D Style

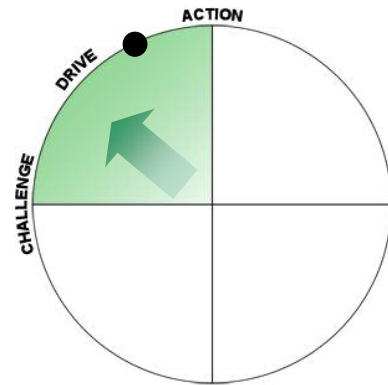
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## Developing Others

### 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

Like you, people with the D style are driven to get results. Be aware of whether they are meeting the needs of the organization and identify situations when they need redirection. Otherwise, they may set self-serving goals and work toward individual achievement. While respecting their desire for autonomy, be sure to assert your authority when they need to be reined in.

- Help set development goals that are beneficial for both the employee and the organization
- Be prepared to limit their authority if they are inexperienced
- Encourage them to set ambitious development plans and to believe in their potential

#### Action

Like you, these individuals work quickly to gain immediate benefits, which may cause them to make decisions on the fly. Coach these individuals to embrace their natural momentum, but also help them step back and see their career development in the big picture. Since you are also action-oriented, you may need to challenge yourself to help these individuals create step-by-step development plans.

- Help them slow down to look at other development opportunities
- Review the big picture and push them to come up with appropriate goals for the long term
- Make sure they understand how much work will be needed to achieve their bold goals

#### Challenge

People with the D style may zero in on a goal and overlook others in their mad dash toward the prize. They may be prone to challenge your leadership, which could lead to conflict since you're unlikely to want to share your authority. Since they are usually skeptical, these individuals may question your development suggestions and stubbornly defend their ideas.

- Assert your authority while encouraging their creativity
- Don't allow yourself to engage in a power struggle with them
- Respond to any resistance by explaining how your ideas will directly benefit them

## Developing the i Style

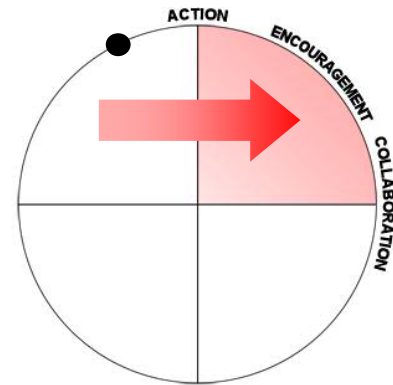
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## Developing Others

### 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 thrive on encouraging feedback, so it's important to recognize their development progress. However, the collective positive energy between the two of you may be a distraction from serious problems. You may fail to recognize their limitations, and they may not realize the seriousness of situations when their performance requires correction.

- Be sure to point out the progress they have made
- Show that you are optimistic about their success, but don't ignore problems
- Check to make sure they understand your feedback

#### Action

These individuals share your desire to keep moving, which may mean that you don't slow down to work on employee development often enough. Since they crave opportunities that offer excitement, adventure, and spontaneity, they may avoid new responsibilities that seem too complex or challenging. Avoid suppressing their enthusiasm, but push them to stretch themselves professionally.

- Help them to slow down, if necessary, to look at other development opportunities
- Point out the negative consequences when they do not take time to develop skills with concentrated effort
- Encourage their spontaneity when appropriate

#### Collaboration

People with the i style want to work with others. However, this can be limiting when they overemphasize charisma and social skills and fail to see the value of nose-to-the-grindstone work. Because you enjoy autonomy, you may not relate well to their preference to grow in a collaborative setting.

- Encourage them to pursue development opportunities that let them work with others
- Remind them that their growth will also depend on independent work that may seem tedious or dry
- Allow them to lead small groups

## Developing the S Style

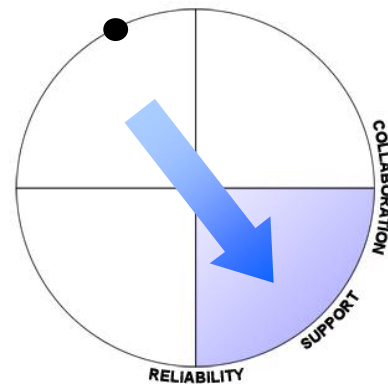
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## Developing Others

### 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 reassurance from others, and you may not always take the time to provide the emotional support that they need. They may be intimidated by your drive and emphasis on progress, and this may cause them to withhold their concerns. Your focus on achievement may also leave them feeling inadequate.

- Think beyond results, productivity, and success when structuring their development
- Let them know you care about their opinions by asking for their thoughts about their interests and skills
- Show patience and understanding for their fears and concerns

#### Reliability

They don't need to be the center of attention. They'd rather be seen as a rock, always dependable and stable. As such, they may not appreciate it when you propose development opportunities that seem risky or bold to them. Though they may feel threatened or nervous in such cases, they are unlikely to speak up.

- Help them see the opportunities in more adventurous development plans
- Give them time to warm up to ideas that involve a lot of change
- Make sure they are comfortable with all aspects of the plan before moving ahead

#### Collaboration

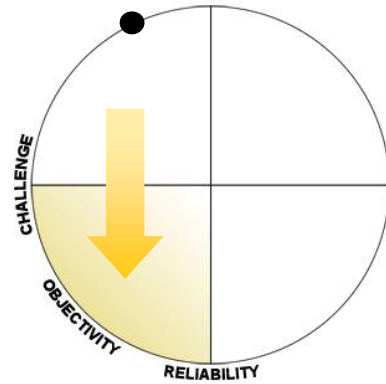
People with the S style believe that groups of people can be more powerful than the sum of their individual strengths. They are likely to prefer development opportunities that allow them to collaborate. Thus, your focus on individual achievement in the professional development process may not meet their needs.

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

**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 want to be experts in their field, so they are probably more interested in superior outcomes than rapid advancement or public recognition. Because they are so focused on precision, they may become isolated and fail to plan beyond the task at hand, so they may need your guidance to visualize future growth.

- Consider that they may prioritize expertise more than achievement when it comes to development
- Remind them that their development may benefit from trusting their gut instinct more often
- Push them to move forward rather than overanalyze the specifics

**Reliability**

These individuals usually avoid the possibility of failure or incompetence, and this may affect their approach to development. Because they are more methodical than you are, they probably appreciate development plans that are clear and well planned, and they are likely to choose safe options over bold ideas that you may propose.

- 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 rely so heavily on logic that they are often skeptical, and this means they are likely to be inflexible about changing course or listening to your ideas about their development. At times, their tendency to say, “no” may seem resistant, but they may just need more time or facts.

- Present your ideas for their development with sound rationales to back them up
- Listen to their questions, but hold them accountable if they become passive-aggressive
- Give them time to think over your development suggestions before making final decisions together

## How Your Manager Sees You

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## Working with Your Manager

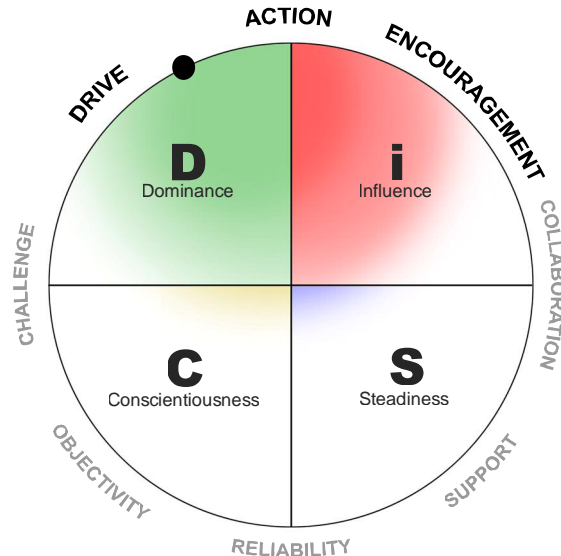
One of the most important but often overlooked aspects of management is sometimes called “managing up.” This refers to effectively working with and influencing your own manager. Understanding how your manager sees you is important, but sometimes difficult. Most of the time, our tendencies come so naturally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

### Active

Casey, because of your Di style, you probably come across as bold and energetic. Many managers may appreciate that you jump right into projects and that your take-charge attitude can help build momentum. On the other hand, your tendency toward quick action may cause more cautious managers to see you as reckless. Similarly, managers who are more systematic may believe that your rapid pace causes you to overlook important specifics.

Consider that

- Your manager may want you to take more time to analyze options before you act
- Some managers are more likely to trust people who prioritize reliable outcomes over risky payoffs



### Driven

Many managers will appreciate that you push for results that will have a significant impact on the bottom line. Because you like to create a compelling vision and rally people around it, your manager is likely to view you as a bold leader. On the other hand, your preference to bypass traditional methods may frustrate managers who prefer a more careful approach. Furthermore, your strong will may cause some managers to see you as overly pushy or aggressive.

Consider that

- Your manager may feel that some of your ideas are too risky
- Some managers may feel that you threaten their authority

### Encouraging

Because of your enthusiastic nature, your manager probably feels comfortable that you will maintain an energetic and optimistic working environment for people. In addition, because of your passion and energy, your manager may see you as effective at inspiring others to greater heights. However, some managers may think that you expect too much out of some people and make assignments without considering skill sets. Also, those managers who are more fact-based and objective may view your high energy as a barrier to logical or realistic solutions.

Consider that:

- Managers who emphasize rational solutions may fail to appreciate your more adventurous ideas
- Your manager may want you to set more realistic goals for others

## Working with “D” Managers

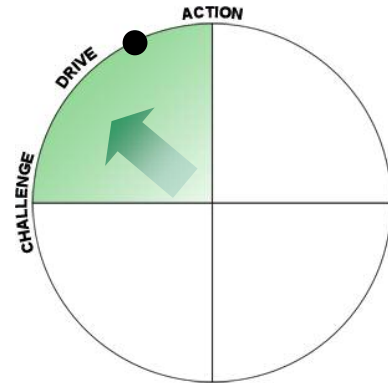
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Most of us would like to understand our own manager a bit better. And if your manager tends toward D, here are some insights for working more effectively together.

### Their Priorities and Preferences

Managers with the D style put a strong emphasis on drive and challenge, so they focus on bottom-line results. They tend to have a competitive nature and will do what it takes to win. Like you, they prioritize action, and they probably share your restlessness when things move at a slow, steady 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.

## Working with Your Manager



### Advocating and Getting Buy-In

Managers with the D style want concrete results as quickly as possible, so you may get buy-in by showing how your plan will quickly affect the bottom line. They respect confidence, so use your natural self-assurance to help your ideas get serious consideration. However, they are particularly sensitive to being manipulated, so they may respond negatively if they think that you’re trying to finesse them. Because they tend to distrust excessive enthusiasm, keep your passion in check when presenting your solutions. In addition, remember their need to feel in control. Managers with the D style are likely to dismiss an idea if they believe that you ignored their advice or sidestepped their authority. So ask for their guidance and keep them in the loop. Furthermore, be sure to show respect for their leadership, and offer them an ownership stake or author role in the solution.

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

### 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. They aren’t inclined to gloss over differences or avoid confrontation. You may share their tendency to face issues directly and become headstrong during confrontations. However, they may be less concerned about damaging the relationship, and, as a result, they might prioritize winning at any cost. Therefore, resist the urge to reciprocate their aggression, and focus on resolving the conflict rather than proving that you’re right. Avoid viewing their directness as a personal attack, and try to state your points objectively without getting defensive or lashing out.

- Focus on resolving the conflict rather than winning the argument
- Stick to the facts and avoid hot buttons
- Avoid taking their blunt approach personally

## Working with “i” Managers

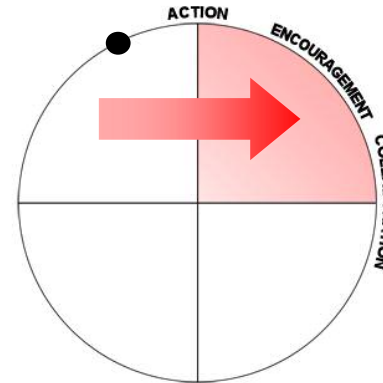
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Most of us would like to understand our own manager a bit better. And if your manager tends toward i, here are some insights for working more effectively together.

### Their Priorities and Preferences

Managers with the i style share your tendency to prioritize action, so they move quickly and strive for forward progress. Because of their focus on collaboration, they prefer to work with other people somewhat more than you do, and they may be surprised that you don't always share their interest in teamwork. They like a warm, enthusiastic environment, and spending time with people is very important to them. Because they value personal connections, they may fear a loss of popularity or social standing. Overall, they want to lead a fast-paced but friendly team, and they may look for you to share their optimistic team spirit.

## Working with Your Manager



### Advocating and Getting Buy-In

Managers with the i style look for enthusiasm and passion, and they want to know how your plans will affect other people. They want to feel excited about new proposals, and they believe that enthusiasm is contagious. So show how your ideas can invigorate people and bring a team together. Let them know that things will happen quickly once you have their buy-in, and lay out the big picture for them. Remember that they focus less on the bottom line than you probably do, so avoid emphasizing results too much. Instead, show them how the team can work together to reach your goals. In addition, be sure that your confidence doesn't cross over into arrogance, and avoid making demands or appearing too pushy.

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

### 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. Because you don't often back down from a conflict, you may allow the situation to escalate, and you may even challenge their authority. Be careful that you don't say something you might regret, however, because they may have trouble letting things go. Similarly, don't allow your directness to come across as a personal attack. Express concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that you want to ensure a good relationship down the road.

- Be straightforward, but balance your directness with warmth and empathy
- Let them know you respect their feelings
- Make it clear that your relationship is still strong





## Working with “S” Managers

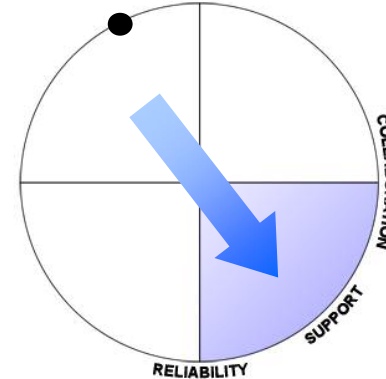
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Most of us would like to understand our own manager a bit better. And if your manager tends toward S, here are some insights for working more effectively together.

### Their Priorities and Preferences

Managers with the S style put a strong emphasis on reliability and support. Because they prefer a stable and friendly culture, they may dislike the fast-paced and energetic environments that you appreciate. They like to work methodically, and unlike you, they may fear rapid change or high-pressure situations that threaten their security. Collaboration is a high priority for them, and they like people to work together harmoniously. Overall, they want to lead employees toward reliable outcomes in a friendly setting, and they respond best to people who are team players.

## Working with Your Manager



### Advocating and Getting Buy-In

Managers with the S style want to see how your ideas can contribute to dependable results and steady progress. They need time to prepare for any major changes that you want to suggest, and they may react negatively if you push for quick decisions or drastic overhauls of current systems. While they may allow you to lead the discussion, they won't appreciate it if you ignore their input. If you want their buy-in, introduce your ideas calmly, and present the specifics as clearly as you can. Shift your focus from the bottom line to the impact of your plan on people. In addition, avoid coming across as too forceful or overly enthusiastic.

- 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

### Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible, and they may remain polite and diplomatic even when they're in a confrontation. Therefore, be careful not to challenge their authority or overstep your bounds. In such cases, they may withdraw or bottle up their feelings, which may cause you to assume that the argument is resolved. However, if you allow them to bury their feelings, the resentment may build. In addition, handling conflict in an aggressive or argumentative manner may cause them to hesitate before collaborating with you in the future. Take a calmer, more patient approach and work to uncover the true source of the conflict. Avoid assuming that their silence means that the matter is resolved.

- Be direct without being confrontational
- Follow up to make sure that the issue is resolved
- Avoid forceful tactics that will cause them to hide their true feelings

## Working with “C” Managers

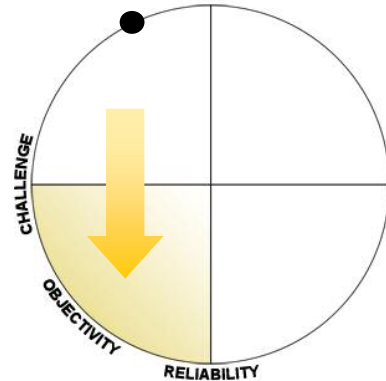
Everything DiSC® Management Profile

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 reliability, and they want to create a logical and businesslike culture. For this reason, they may not share your preference for a fast-paced, energetic environment. They focus on accuracy, and they aren't afraid to show skepticism for ideas that aren't backed up by facts. In fact, they may spend a lot of time performing in-depth analysis, which you may find overly cautious. 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 the facts and data that prove an idea is sound. They want to anticipate potential issues or complications, so they're likely to ask a lot of seemingly skeptical questions. To gain their buy-in, back up your claims with evidence, and give them the information they need and the time to process it. Keep in mind that they're more interested in accuracy than in quickness, so avoid moving too fast or emphasizing speed over quality. Show them that you've thought through all of the consequences and that your plan makes sense. Present your ideas clearly and systematically, and avoid coming across as too excitable or overly confident.

- 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

### Dealing with Conflict

In conflict, managers with the C style often try to overpower people with logic. Because they view conflict as a disagreement over who is correct, they may avoid direct aggression and remain objective. 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 may become aggressive or competitive during a confrontation, and you may display impatience or annoyance if you feel you are being pushed. When working with them, you may need to tone down your sometimes outspoken nature in favor of a calmer and more logical approach. If you push forcefully for your solution or make demands, they may see you as a reckless or emotional decision maker. Therefore, don't insist on an immediate resolution. State your position factually and objectively and give them time to state their side.

- Stay away from forceful tactics that will make them defensive
- Support your position with logic and facts
- Give them space to process before confronting the issues