

Custom Program Title

Leader's Guide

Module 1 Introduction to Work of Leaders

Module 2 Vision

Module 3 Alignment

Module 4 Execution

Module 5 Action Planning

MODULE OVERVIEW

Length: 60-70 minutes

Goals:

Activities:

- Individual
- Small Group
- Large Group

- Learn about the DiSC® model and how it informs the role of leader.
- Discover your leadership style and priorities on the Everything DiSC® Leadership Map.
- Learn about the Everything DiSC Work of Leaders™ process and how your DiSC style influences your behavior in each step of the process.

Materials:

- Handout 1.1
- *Everything DiSC Work of Leaders Profile*: pp. 2-7
- Work of Leaders Posters WOL-1 and WOL-2
- Post-it® Notes

Activity Description:

Participants share elements of leadership most important to them in an ice-breaker activity. Participants watch a video that introduces the Work of Leaders, after which they read the Cornerstone Principles and discuss key concepts. They watch a video that introduces DiSC and the eight priorities of the Everything DiSC Leadership Map, and then read about their DiSC leadership style. They learn about the Work of Leaders process and how their DiSC style influences their approach to Vision, Alignment, and Execution. The session concludes with a structural overview of the Work of Leaders process.

ICON KEY



Indicates when to click for an animation or move to next slide



Indicates slide number



Page 8

Indicates profile page number



HO 1.1

Indicates handout number



Indicates use of a flipchart



Individual activity



Partner activity



Small group activity



Large group activity

ACTIVITY PREP:

A poster is available to help introduce the Everything DiSC® Leadership Map. Poster WOL-1 shows the map with the eight leadership priorities, and can be used to visually support your discussion of the DiSC® model. It is also useful as a supporting activity for an intact team. Simply ask each person to put a sticker dot showing their dot location on the poster, and facilitate a short discussion about the results.

A separate poster is available to help introduce the Work of Leaders process. Poster WOL-2 is based on Page 7 of the profile and shows an overview of Vision, Alignment, and Execution, including the drivers and best practices for each step of the process. This poster is useful both when discussing Page 7 and as a visual reference throughout the rest of your session.

You can have these posters professionally printed yourself using the templates in the Support Materials folder. They are also included in the *Work of Leaders Poster Set*, which is available for purchase from your Inscape Publishing Authorized Distributor.

NOTE TO FACILITATOR:

References to the *Everything DiSC Work of Leaders™ Profile* page numbers in this facilitation are based on an unaltered profile. If you have customized the profile to remove or re-order pages, you will need to adjust page numbers in your facilitator script and on the facilitation slides.

PPT
1

WELCOME

STEP 1: DEFINE THE PROBLEM AND ACTIVATE PARTICIPANTS' PREVIOUS EXPERIENCE

10 minutes: Small-Group Activity

Participants share elements of leadership most important to them in an ice-breaker activity.

SAY:

- You're all here because you're in a leadership role, so let's start by exploring your ideas about leadership.



Make sure each table has a pad of Post-it® notes, flipchart paper, and markers.

PPT
2

INSTRUCT:

- [🗣️] You'll find Post-it notes at each table.
- First, work on your own to think about three elements of leadership that are most important to you as a leader and write each one on a separate Post-it note.
- In a couple of minutes, I'll have you share what you wrote with your table group and work together to group them into key leadership roles or themes.
- Go ahead and start by writing your three elements of leadership.

Post-It
Notes

Give participants 1-2 minutes to write.

INSTRUCT:

- Now, share what you wrote with your table group.
- Group them into key leadership roles or themes on your flipchart paper.



Give participants 2-3 minutes to group their Post-it notes.

ASK:

- What were some of the roles or themes you came up with?

Solicit 1-2 responses from each group.

SAY:

- As this activity shows, leadership is complex.
- Today, we're going to look at how it can be distilled down into something memorable and actionable called the Work of Leaders process.
- [🗣️] In this module, we will
 - Learn about the DiSC® model and how it informs the role of the leader.
 - Discover your leadership style and priorities on the Everything DiSC® Leadership Map.
 - Learn about the Everything DiSC Work of Leaders™ process and how your DiSC style influences your behavior in each step of the process.

PPT
3

STEP 2: DEMONSTRATE AND PRACTICE

45 minutes: Individual and Small-Group Activities, Large-Group Discussion, Video

Participants watch a video that introduces the Work of Leaders, after which they read the Cornerstone Principles and discuss key concepts. They watch a video that introduces DiSC and the eight priorities of the Everything DiSC Leadership Map, and then read about their DiSC leadership style. They learn about the Work of Leaders process and how their DiSC style influences their approach to Vision, Alignment, and Execution. The session concludes with a structural overview of the Work of Leaders process.

PPT
4



HO 1.1

PPT
5

INSTRUCT:

- [🗣️] Let's start by watching a video that introduces the Work of Leaders.
- Take notes about what you learn on the top of Handout 1.1.

[🗣️] *Video segment (2.5 minutes).*

PPT
6

ASK:

- [🗣️] What ideas stood out for you as you watched the video?

Take a variety of responses.



Distribute the Everything DiSC Work of Leaders Profiles.



SAY:

- [🗣️] Open your *Everything DiSC® Work of Leaders™ Profile* to Page 2.
- The introduction on the top left of the page reiterates some of the points from the video.



SAY:

- [🗣️] Now, let's look at the Cornerstone Principles in the shaded box on the top right of the page.
- These principles will guide us as we use the *Work of Leaders Profile*.

INSTRUCT:

- Take a moment to read the Cornerstone Principles.
- Underline the ideas that seem most important to you.

Give participants a minute to read and underline.

NOTE TO FACILITATOR:

If time permits, you may want to ask for volunteers to read the Cornerstone Principles aloud.

ASK:

- What stood out for you about the Cornerstone Principles?

Reinforce the principles.

SAY:

- [🗣️] Now, I'll have you look at the bottom of Page 2.
- After learning about DiSC®, we'll go deeper into the process of leadership that was introduced in the video.
- We will explore the most fundamental work of leaders: creating a **Vision**, building **Alignment** around that vision, and championing **Execution** of the vision.
- We'll also explore how your leadership style influences your approach to each of these steps in the process, and learn specific action steps to improve your leadership effectiveness.

NOTE TO FACILITATOR:

For a more in-depth exploration of fundamental DiSC® concepts, you may insert the Discovering DiSC Optional Activity here. The facilitation slides, leader's guide, and handout files for this activity can be found in the Facilitation Materials folder on the USB drive.

NOTE TO FACILITATOR:

The eight words shown around the Everything DiSC® Leadership Map represent priorities people use in their roles as leaders. If participants have completed a different Everything DiSC profile, these priorities will look slightly different, and you may want to explain that the basic motivations and preferences of the DiSC styles remain consistent. The research shows that these eight words are useful in describing how style preferences affect leadership behaviors.



INSTRUCT:

- [🔊] There are many different ways to lead, and DiSC can help you understand a lot about your leadership approach.
- Let's watch a video that introduces the DiSC model and leadership priorities.
- Use the bottom of Handout 1.1 to take notes as you watch.

[🔊] *Video segment (4.5 min).*

ASK:

- [🔊] How many of you recognized your own leadership behaviors in one or more of the leaders we just saw?

Take a show of hands.



SAY:

- [🔊] Now, let's take a look at your Everything DiSC Leadership Map on Page 3 of your profile.
- The picture shows your personal leadership map and provides information about how to interpret it.

INSTRUCT:

- Go ahead and read what this page says about your DiSC style.

Give participants 1-2 minutes to read.

PPT
13

SAY:

- [🗣️] Let's walk through the map for a minute. The **location** of the dot shows your style.
- Each of you has a **primary** style based on the region of the circle where your dot is located.

PPT
14

SAY:

- [🗣️] Some of you also have a **secondary** style, if your dot is located near the dividing line of two regions.
- People with a secondary style tend to exhibit some tendencies of this style, although their strongest tendencies are toward their primary style.

SAY:

- The **shading** provides a visual of how inclined you are toward each style. The more of the region that is shaded, the more likely you are to use that style.
- The words outside the circle that are closest to your dot are the top **leadership priorities** of your DiSC® style.
- These are the primary areas where you tend to focus your energy.

PPT
15

SAY:

- [🗣️] One more thing to point out: If your dot is positioned toward the edge of the circle, you are **strongly** inclined toward your style.
- [🗣️] If your dot is positioned about halfway between the edge and the center, you are **moderately** inclined toward your style.
- [🗣️] If your dot is positioned toward the center of the circle, you are only **slightly** inclined to use that style, and you may find that you relate to the priorities of other styles as well.
- The shaded box at the bottom of the page describes your inclination and how it influences your style.



SAY:

- [🗣️] Now turn to Page 4.
- This page provides an overview of the four basic DiSC® styles.
- You can use this as a quick reference whenever you need more information on different styles.
- Now that you've been introduced to DiSC and your leadership map, let's take a closer look at the priorities that drive your style.



INSTRUCT:

- [🗣️] Turn to Page 5 and read about your leadership priorities.
- Personalize the feedback by putting a checkmark next to things that are like you, an X by things that are not like you, and a question mark next to things that you aren't sure about.
- Then, go back and also underline three statements that you think best describe you.

Give participants 4-5 minutes to read and personalize.



INSTRUCT:

- [🗣️] Now, I'd like you to get into groups of three and tell each other your style, then share the three statements you chose and why you chose them.

Give participants 3-4 minutes to discuss.

ASK:

- What did you learn?

Listen for: we prioritize different things; we could see the value in each other's priorities; there are many ways to lead.

SAY:

- Now that you have a better understanding of what drives your leadership behaviors, let's consider how those behaviors affect your work as a leader.
- [🗣️] Page 6 introduces you to how your leadership style influences the way you approach the work you do as a leader.





Page 6



INSTRUCT:

- Take a few minutes to read about how you approach each step of the Work of Leaders process, namely Vision, Alignment, and Execution.
- Like before, personalize the feedback with checkmarks, X's, and question marks.
- Then, underline one or two statements from each step of the process that you find interesting and want to learn more about.

Give participants 5-6 minutes to read and personalize.



INSTRUCT:

- [✓] Now, get back into your groups of three and talk about the statements you chose and why.

Give participants 3-4 minutes to discuss. Display Poster WOL-2 for the next discussion if you desire.



Page 7

SAY:

- [✓] Now we're going to dive deeper into the work leaders do.
- Page 7 of your profile provides an outline of the Work of Leaders process and the **structure** that will help you navigate as we move deeper into Work of Leaders.
- Let's take a minute to walk through the structure.
- There are three steps to the Work of Leaders process—Vision, Alignment, and Execution.
- Each step has three drivers.



SAY:

- [✓] For example, the drivers of Vision are Exploration, Boldness, and Testing Assumptions.
- Each driver has two behavioral continua associated with it.
- [✓] The two continua for Exploration are Remaining Open and Prioritizing the Big Picture.
- Again, these behavioral continua measure research-based leadership best practices in the context of each step and driver.

PPT
23

SAY:

- [🗣️] And as you may recall from the video, the best practices always appear at the right end of each continuum.

PPT
24

INSTRUCT:

- [🗣️] Take a moment to review Page 7.

Give participants 1-2 minutes to read.

ASK:

- Can you find some of the elements of leadership you wrote on the Post-it notes reflected here? Which ones?

Facilitate discussion.

PPT
25

SAY:

- [🗣️] Breaking leadership down to basic elements is key to understanding how you can improve your effectiveness as a leader.
- You can refer back to this page as a guide as we continue to explore the Work of Leaders process.