MANAGEMENT PROFILE

EVERYTHING DiSC®

MANAGEMENT

ASSESSMENT TO ACTION.

Lucille Franzen

Friday, April 5, 2013

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Welcome to Everything DiSC®

Lucille, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you have an easier time managing people who focus more on building relationships and getting people involved.
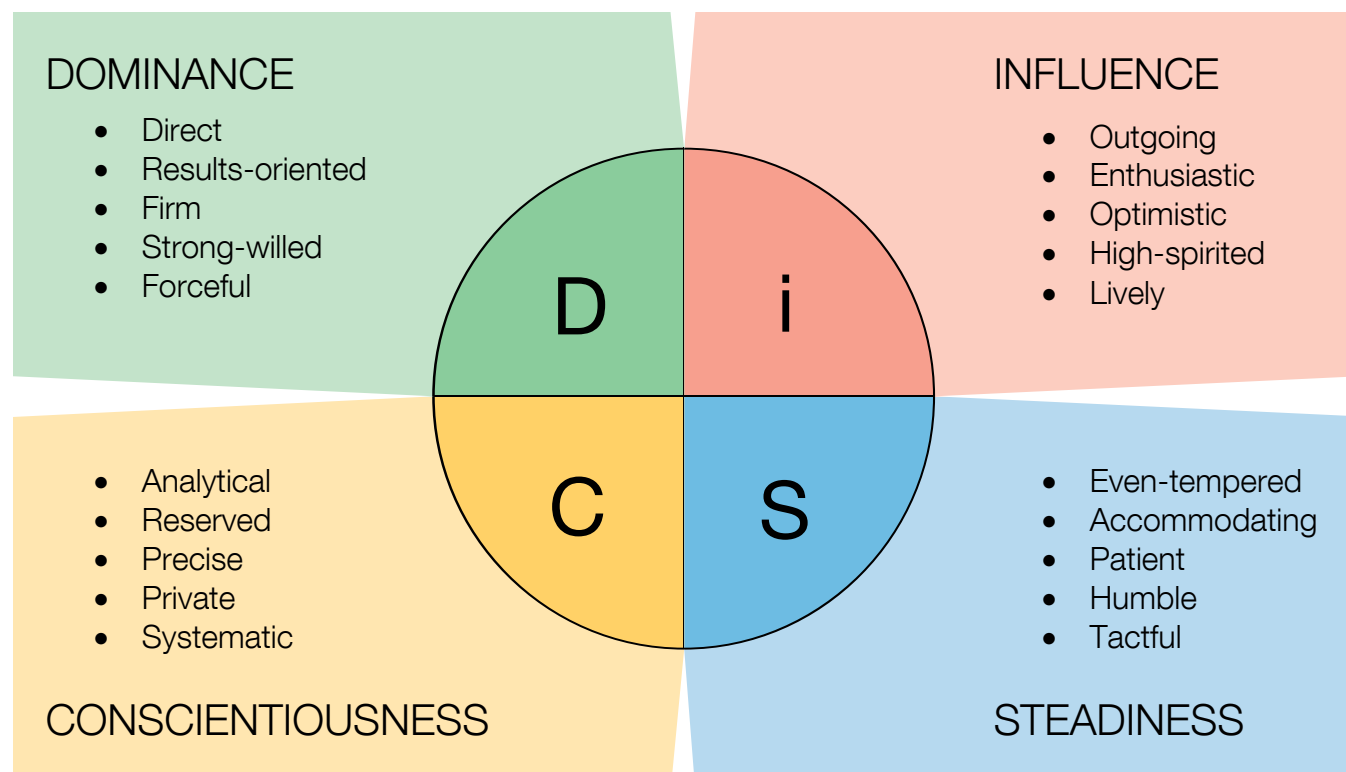
Or, maybe you're more comfortable working with those who take a light-hearted approach than those who want to analyze every step.

Or, perhaps you relate best to people who are more warm than skeptical.

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. This report uses your individual assessment data to provide a wealth of information about your management priorities and preferences. In addition, you'll learn how to connect better with people whose priorities and preferences differ from yours.

Cornerstone Principles

▶ 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.

▶ Learning about other people's DiSC styles can help you **understand their priorities** and how they may differ from your own.

▶ You can improve the quality of your management experience by using DiSC to build more **effective relationships.**

DOMINANCE
- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

INFLUENCE
- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

D   i

C   S

CONSCIENTIOUSNESS
- Analytical
- Reserved
- Precise
- Private
- Systematic

STEADINESS
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

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How Is This Report Personalized to You, Lucille?

In order to get the most out of your *Everything DiSC Management® Profile*, you'll need to understand your personal map.

Your Dot

As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: iS

Your dot location indicates your DiSC style. Because your dot is located in the i region but is also near the line that borders the S region, you have an iS style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.
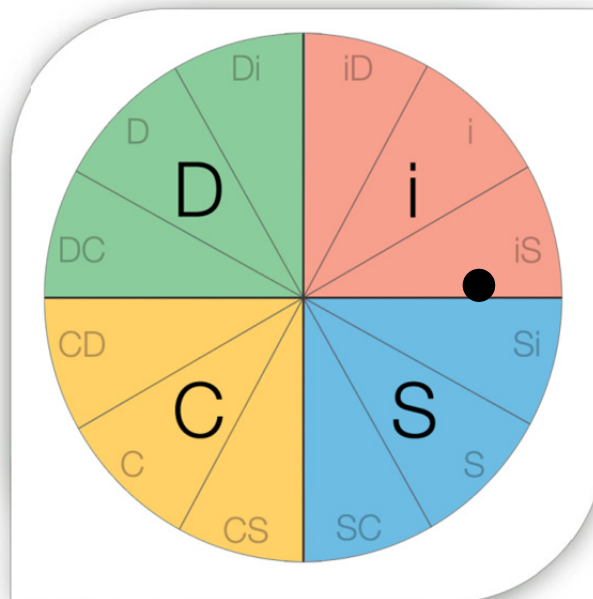
Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the iS style.

Now that you know more about the personalization of your Everything DiSC Management Map, you'll read about what your dot location says about you. Then you'll learn more about the management priorities and preferences associated with the iS 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.

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Your Dot Tells a Story
Your DiSC Style Is: iS
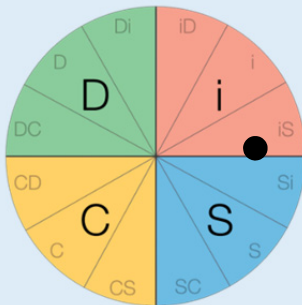
Because you have an iS style, Lucille, you're probably a very warm and sociable manager who reaches out to people in a friendly, sincere manner. Most likely, you make time for casual small talk and tend to have an open-door policy, so people probably think of you as an approachable manager.

When communicating, you tend to be fairly expressive. Most likely, you're genuinely interested in what people have to say, and you may be equally willing to spend time listening and speaking. Because you have a strong desire to connect, you make it clear to people that they are important to you. You may even file away important details about the people you manage, such as birthdays or tidbits about their families.

Because you care so much about other people's needs, you often encourage them to share their feelings. You probably know the right questions to ask, and your supportive nature allows you to both sympathize with people who are struggling and to celebrate with others during their finest moments. In fact, you're so supportive that you're often able to overlook personality quirks and weaknesses, and you tend to assume the best in everyone. At times, you might get yourself into trouble by trusting people who don't deserve it.

In terms of time management, you probably have a laid-back, go-with-the-flow approach, and because you tend to be pretty flexible, you can deal with delays or obstacles without becoming frustrated. You'd rather focus on the bright side by tuning in the positive and tuning out the negative. Therefore, you aren't likely to take a firm stance, and sticking to rigid deadlines or policies may be difficult for you. The high value you place on relationships may mean you become distracted easily, as you adapt your schedule to meet the needs of others and have trouble saying no to requests for your time.

Like other managers with your iS style, you may enjoy the opportunity to help people grow and succeed professionally. Giving immediate feedback when someone has done something well comes easily to you. However, because you want to be liked and respected, it may be more difficult for you to hand out constructive criticism. You may dwell on the situation and its consequences for the relationship. Likewise, your desire to be on friendly terms with everyone may limit your ability to evaluate people's performances.

You probably genuinely value collaboration, so you may look for opportunities to involve your team when making decisions and solving problems. In fact, you probably see group brainstorming sessions as leading to endless possibilities and do your best to make sure everyone has a chance to contribute and be recognized. You typically consider the impact a decision will have on people's feelings, and you relay unpopular decisions with empathy.

Above all, you want everyone to be happy, so when you see others at odds, you may be quick to step in and mend the situation. However, when the conflict involves you personally, you often take a more indirect approach. At times, you may refuse to deal with negative information even when it's important to do so. And while you're often able to maintain your composure, if your anger or frustration reaches a breaking point, you may say things you later regret.
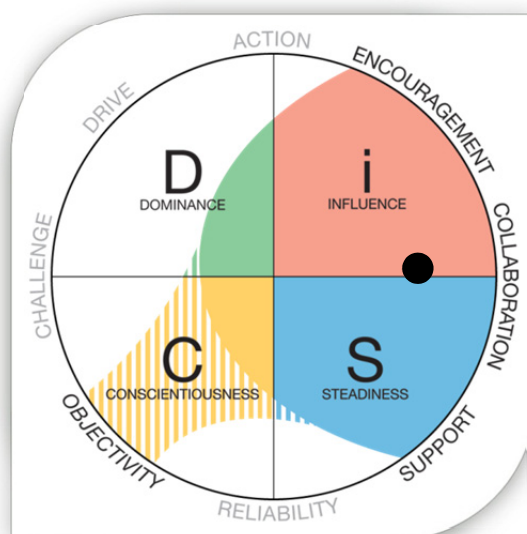
Lucille, like others with the iS style, your most valuable contributions as a manager may include your tendency to consider people's needs, offer a sense of optimism, see things from other perspectives, and make people feel like they belong. In fact, these are some of the qualities that your employees admire most about you.

Your Shading Expands the Story

Lucille, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the iS style have shading that touches **Encouragement, Collaboration,** and **Support.** Your shading stretches to include **Objectivity,** which isn't characteristic of the iS style.

What Priorities Shape *Your* Management Experience?

▶ Valuing Collaboration

Lucille, like other managers with the iS style, you usually emphasize the importance of cooperation and group effort. When managing a team, you probably include others in important activities and decisions, and you may pride yourself on your ability to get everyone involved. Most likely, you value a collaborative environment where people feel safe speaking up and contributing.

▶ Providing Encouragement

You probably want members of your team to feel energized and optimistic about their work. Therefore, you usually let them know what they're doing right by emphasizing the positive. In fact, you may be so focused on helping people feel good about their efforts that you gloss over bad news. Overall, you tend to provide encouragement by giving people recognition whenever you see an opportunity to do so.

▶ Giving Support

Managers with the iS style often take a sincere and compassionate approach to managing a team. You're probably approachable and friendly, and you make it clear that you're always available to listen patiently or lend a hand. It can be distressing for you when others are unhappy, and because a warm, sympathetic environment is important to you, you focus on giving support whenever it's needed.

▶ Ensuring Objectivity

You also tend to place a high value on quality results and objective facts, which is a bit unexpected for someone with the iS style. Because you often focus on accuracy, you may be uncomfortable with vague or ambiguous ideas. You tend to analyze options rationally before pursuing any course of action, and you probably expect your team members to be similarly precise.

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What Do You Enjoy About Managing?

Different people find different aspects of their work motivating. Like most people with the iS style, you may enjoy working with others toward a common goal and helping people succeed professionally. In addition, you likely appreciate the opportunity to create a collaborative environment where people feel comfortable expressing themselves. Furthermore, you may enjoy leading a team toward objective, well-reasoned results, which is less typical of the iS style.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Developing warm relationships
- Inspiring others to do their best
- Getting people involved
- Helping people work together
- Complimenting people on a job well done
- Listening sincerely to people's concerns and needs
- Making a positive difference in people's lives
- Emphasizing accuracy and precision
- Catching errors or flaws in design
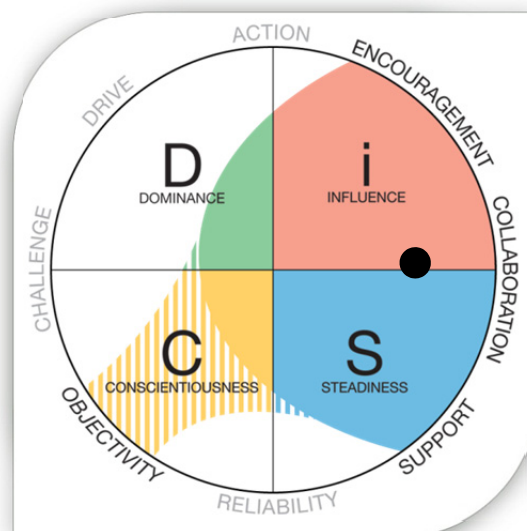
What do your priorities say about what motivates you and what you find stressful?

What Drains Your Energy as a Manager?

Then there are those management responsibilities that are stressful for you. Because you prioritize friendly relationships with people, you could be uncomfortable pushing people to accomplish their tasks, and you may have a difficult time creating a sense of urgency or confronting people who aren't performing. Furthermore, you may find it difficult to manage people who are aggressive or combative. At the same time, unlike others with the iS style, you may find it frustrating if people on your team fail to exercise precision.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Sticking to deadlines
- Managing challenging or skeptical people
- Giving people unpleasant feedback
- Being forceful or insistent with others
- Making tough decisions independently
- Being direct about your expectations
- Saying no
- Making decisions without time for analysis
- Being wrong or unprepared

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As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a "please" and "thank you." Perhaps you've noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. Based on your DiSC® style and priorities, 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 employees of different styles.

Lucille, because you place a **strong emphasis on collaboration**, you tend to direct people in a friendly, trusting manner. Having power over others probably isn't very important to you, so you likely promote the importance of teamwork and downplay competition.

You also **prefer encouragement** and usually give individuals the **benefit of the doubt** when delegating tasks. In fact, you may assign responsibilities to team members based on your optimistic outlook rather than their actual experience.

Because you're **supportive**, you usually make sure people know you're there to help when needed. This can take the form of offering advice or just listening to their concerns. However, you may be too lenient at times, and it may be difficult for you to hold people accountable for subpar performances.

Furthermore, you focus on **objectivity**, which isn't typical for someone with the iS style. As such, you lay out your expectations in a logical manner to ensure accurate outcomes.
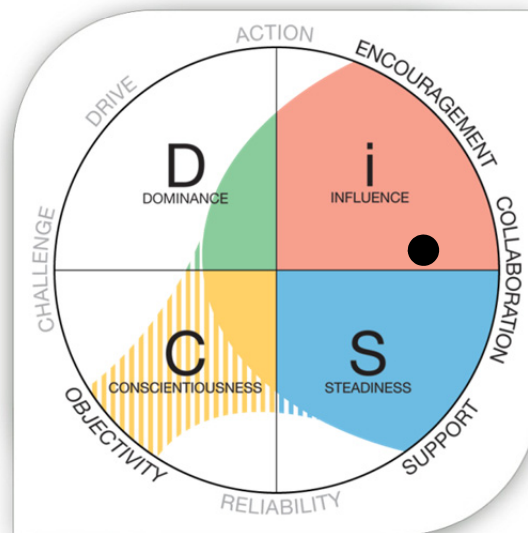
How Do You Approach Directing & Delegating?

| STRENGTHS	CHALLENGES
• Making people feel that they are important contributors • Listening to people's concerns about assignments • Understanding when extenuating circumstances affect performance • Making yourself available to help • Giving direction in a friendly and positive manner • Ensuring quality outcomes	• Assuming people will complete their tasks • Overestimating people's abilities or competencies • Failing to push people for results • Underestimating the need for ambitious outcomes • Allowing people to lack a sense of urgency • Limiting the ability of people to experiment or be spontaneous

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How Does the D Style Like to Work?

People with the D style prioritize the bottom line and are driven to get results. They are willing to be straightforward in the interest of getting things done, and unlike you, they prioritize success over interpersonal needs. They want the freedom to make decisions without input from others, and because they value independence, they may not share your preference to collaborate and work closely as a team. Also, their autonomy and eye-on-the-prize attitude make them less likely to be interested in the encouragement you frequently offer.
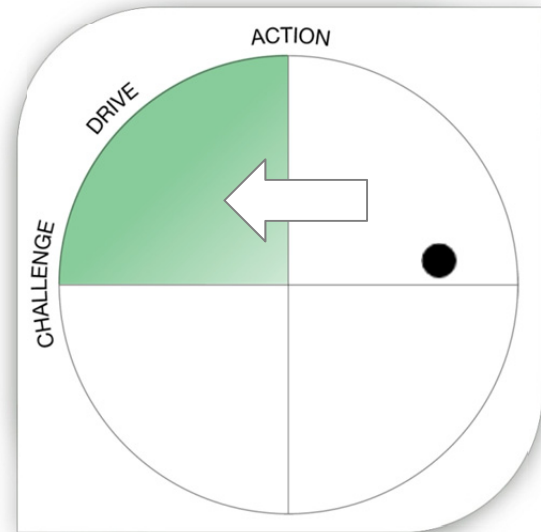
Potential Problems When Working Together

People with the D style are often challenging and skeptical, and they may openly question your command if they disagree with your decisions. They may be blunt when expressing their thoughts, which is in contrast to your tendency to be friendly and polite. Since you tend to be uncomfortable asserting yourself or confronting people, tension may arise if they challenge your authority. As such, the need to be firm or defend your decisions may drain your energy, and you may believe that these individuals are too strong-willed about their opinions.

How to Be Effective with the D Style

People with the D style are fast-paced and want to work on exciting projects that will make a big impact. Therefore, encourage them to tackle adventurous tasks, and be sure to show them how their efforts will lead to innovative results. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. Check in regularly with those who lack experience and ensure that their self-assurance doesn't compel them to make decisions beyond their qualifications.

If they're less experienced:

- Don't confuse confidence with competence.
- Review their plans before they move ahead.
- Check in often enough to make sure they're on track.
- Have them check with you before any risky decisions are made.
- Clearly outline the boundaries of their authority, giving them options within those boundaries.

If they're more experienced:

- Show them the most practical way to be productive.
- Make sure you see eye to eye on the goal of the assignment.
- 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 while still allowing for some autonomy.

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How Does the i Style Like to Work?

Like you, people with the i style are usually upbeat and optimistic. You both tend to be sociable and openly expressive, and they probably appreciate your tendency to provide them with encouragement. While you may value their high energy and receptivity to new ideas, you may have trouble matching their high-spirited approach. Furthermore, because they are a bit more extroverted than you tend to be, you may have trouble controlling the course of discussions with them at times.
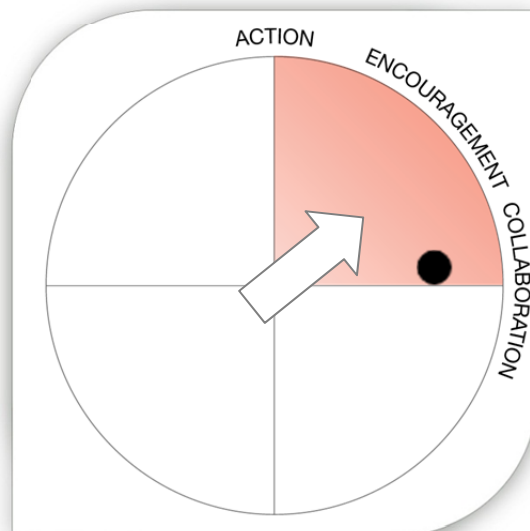
Potential Problems When Working Together

Like you, people with the i style want to work in a friendly environment where people are valued more than the bottom line. They like to channel their high energy into collaborative efforts and dislike assignments that may isolate them. Because you also tend to be sociable, the two of you may have trouble staying on task, forcing you to scramble at the last minute. And in the event that problems arise, these individuals may brush issues aside by unintentionally taking advantage of your tolerance.

How to Be Effective with the i Style

These individuals tend to move a bit faster than you, and they may be somewhat more interested in adventurous projects than you are. They want to experiment with traditional ways of doing things along with the freedom to move at their own rapid pace. You may have to work to keep them on task, so discuss potential issues before they arise. Let people with experience know that you'll consider their ideas, and check in frequently with those who lack experience to make sure they don't allow important details or tasks to slip past.

If they're less experienced:

- Make sure they don't lose track of details.
- Hold them accountable for missed deadlines or skipped steps.
- Help them prioritize.
- Ensure that they follow through on their tasks.
- Redirect their energy if socializing takes them off track.

If they're more experienced:

- Allow them to take the lead in group settings.
- Make time to go over the details with them.
- Acknowledge their contributions publicly.
- Keep them on track and on schedule.
- Be open-minded to their more adventurous ideas.

How Does the S Style Like to Work?

Like you, people with the S style are accommodating and flexible. Because they look for reassurances that they are doing a good job, they'll appreciate that you tend to offer support and encouragement. You may find that they accept direction easily, although they may be hesitant to take initiative or point out problems. And because they want to know exactly what's required of them, they'll respond positively if you give directions in a friendly manner that paints a clear picture of the desired results.
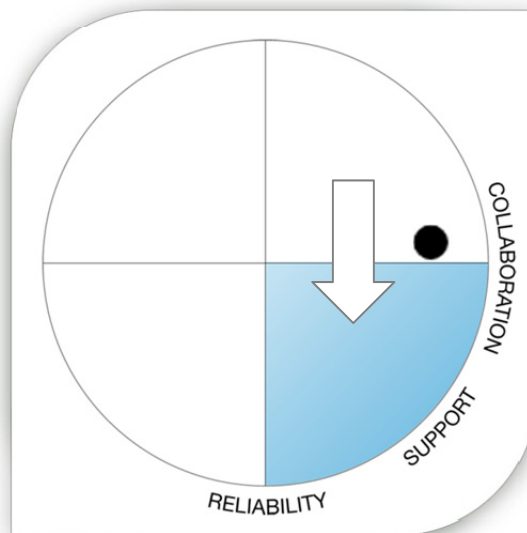
Potential Problems When Working Together

These individuals strive to make steady, careful progress toward predictable goals. Because they prefer traditional approaches, they may resist new or better ways of accomplishing tasks. They are unlikely to ask for challenges that could disrupt their routine, so you may need to be straightforward about your expectations when delegating responsibilities to them, and this may be less natural for you. While you might be frustrated with their hesitancy, you also may fail to give them tough feedback, since you want to avoid causing tension.

How to Be Effective with the S Style

Like you, people with the S style may be most comfortable in friendly, cooperative environments. They share your desire to collaborate and form personal relationships. For those who lack experience, give them step-by-step instructions and reassure them that they have the skills and talent to perform well. For those with more experience, encourage them to take chances and push for more autonomy, but make it clear that you're available to advise them when needed.

If they're less experienced:

- Give clear, step-by-step directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Refrain from giving them too much responsibility too quickly.
- Avoid pushing them to move ahead before they are ready.

If they're more experienced:

- Ask enough questions to elicit their concerns.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to take initiative.
- Make yourself available as an advisor.
- Ask them directly what kind of support they need.

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How Does the C Style Like to Work?

People with the C style share your objectivity, even though it's not typical for someone with an iS style, and you both relate well to logical objectives and fact-based ideas. Like you, they go over options and proposals carefully and appreciate having time to analyze their work. However, they don't share your collaborative spirit, but rather prefer to work independently. Furthermore, they probably don't identify with your emphasis on personal relationships and may resent attempts to get them to open up.

Potential Problems When Working Together

These individuals want to produce dependable outcomes, so they tend to thoroughly consider all the consequences before choosing a plan. Because they take great care to get things right, they pay close attention to the specifics and are unlikely to rush through their tasks. However, you tend to be more trusting and optimistic, so you may become frustrated if they second-guess your plans. At the same time, they may view your laidback, friendly approach as too unstructured for their needs.

How to Be Effective with the C Style

People with the C style are more skeptical than you tend to be, but keep in mind that their questioning nature is just their way of processing new information. Therefore, listen to their concerns over possible flaws, and allow them to question traditional methods. Those with less experience may spend too much time perfecting their work, so be sure to check in frequently enough to keep them on track. Those with more experience may seek autonomy, so allow them to work alone as much as possible, but refrain from letting them isolate themselves.

If they're less experienced:

- Avoid forcing them to collaborate unless it's necessary.
- Give them tasks that require logic.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.
- Help them obtain quality without putting deadlines at risk.

If they're more experienced:

- Check in with them only to ensure forward progress.
- Encourage them to ask for more direction if they need it.
- Allow them to work independently when possible.
- Listen to their concerns about quality.
- Give them opportunities to help solve complex issues.

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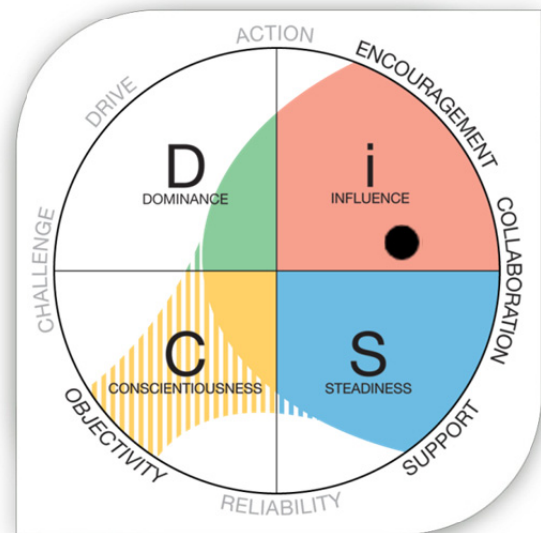
MOTIVATION AND THE ENVIRONMENT YOU CREATE

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 employees' basic needs and preferences so they can do their best work, and 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.

Lucille, your **focus on collaboration** motivates people by building trust among coworkers. For many people, being part of a cooperative, cheerful team boosts their enjoyment and energy at work. People who feel that group efforts are appreciated are more likely to seek opportunities to brainstorm together and make improvements, without concern for who receives the credit.

Because of your **enthusiasm and encouragement**, you help create an environment where people feel recognized and accepted. You probably help them see that work can be fun, and as a result, they may be more upbeat and optimistic about their tasks and contributions.

Most likely, your **supportive nature** allows you to create a trusting environment where people feel comfortable coming to work every day. Just knowing that someone cares about them on the job can be extremely motivating for many people. Further, you readily offer credit and compliments so that others feel a greater sense of ownership in team success.

Furthermore, unlike others with the iS style, you have an extra priority that may influence motivation and the environment you create. By concentrating on **objective analysis and accuracy**, people may work harder to produce quality results.

The Environment You Create

- Because of your encouragement, people feel good about their roles.
- When you celebrate victories, people feel more ownership in the outcomes of their work.
- Because you build teams, people feel a sense of camaraderie.
- Because you are understanding and patient, people waste less energy worrying about mistakes.
- Your optimism and enthusiasm can make work more fun.
- Because you are objective, people strive to make rational decisions.

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# What Are the Motivational Needs of the D Style?

Employees with the D style are motivated to win, so they probably care more about the bottom line than how to get there. Because they're driven to achieve, they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Since they like to call the shots, these employees work toward earning more autonomy and authority. In fact, they may be so focused on individual career growth that they disregard the needs of others.

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?

- 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.
- They may waste energy dwelling on who is at fault.
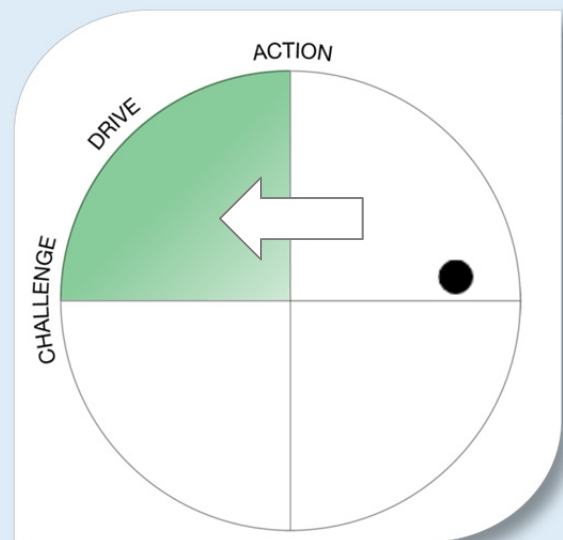
How can you help create a **motivating environment** for the D style?

- Provide concrete, practical goals to work toward.
- Let them work autonomously when teamwork isn't required.
- Validate their individuality by giving them reasonable freedom to create their own work environment.
- Channel their competitive spirit into areas that will help the team.
- Give them challenging projects that may allow them to garner more respect and influence.
- Outline the big-picture purpose of new projects to gain buy-in.

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

- Praise them by highlighting the unique contributions they make to team success.
- Recognize their growth by giving them more responsibility and autonomy.
- Point out how their ideas help the organization.
- Reward them with advancement opportunities when their performance shows they're ready for more challenges.

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# What Are the Motivational Needs of the i Style?

Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. They tend to be outgoing and are eager to collaborate, so they're likely to put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often work at a fast pace and indulge in a variety of tasks. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging atmosphere.

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
- Working with pessimistic or critical people

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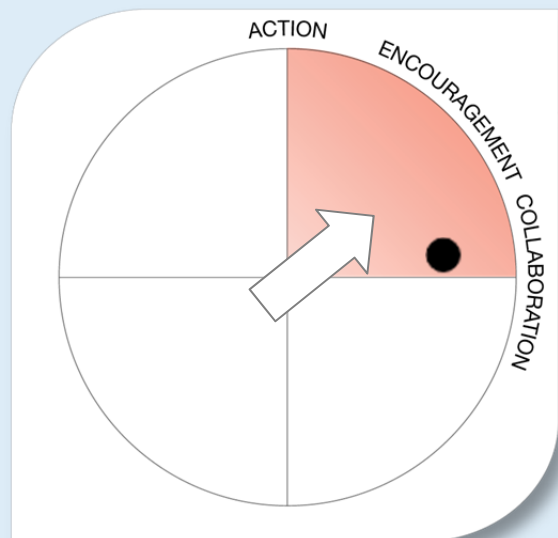
How can you help create a **motivating environment** for the i style?

- Let them collaborate with you and others.
- Encourage their positive energy and give them opportunities to express themselves.
- Limit the predictability and routine of their tasks when possible.
- Reinforce their optimism with your natural enthusiasm and energy.
- Give them opportunities to be in the limelight.
- Provide chances to socialize and network.

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

- Praise them enthusiastically in front of other colleagues, and thank them for their energy and passion.
- Make them feel like an indispensable member of your team.
- Reward their best work with new opportunities to shine.
- Recommend them for awards or advancement opportunities when they've proven themselves capable.

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# What Are the Motivational Needs of the S Style?

People with the S style are motivated to create and maintain stability, preferring a structured atmosphere where tension and conflict are rare. Because they want to make people happy, they tend to be diplomatic and respectful. In fact, they may be supportive of others to the point that they withhold their own opinions to meet the needs of others. In addition, they like to connect with colleagues on a personal level, so they value working in a friendly, collaborative setting. Furthermore, they value steady progress and want time to perform their duties without being rushed or stressed.

What **demotivates** the S style?

- 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

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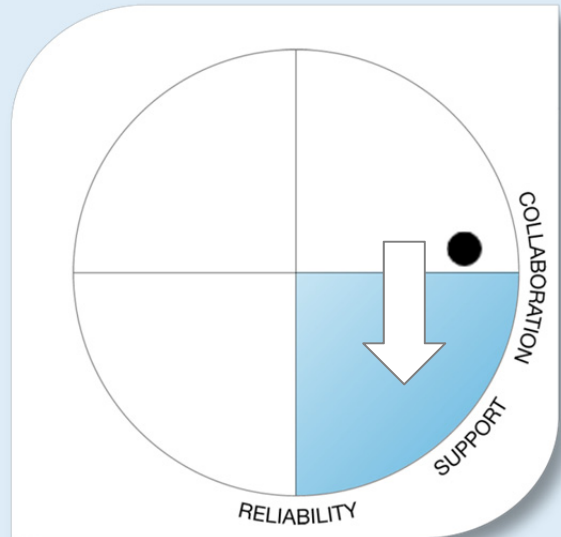
How can you help create a **motivating environment** for the S style?

- Provide ample time for them to produce results.
- Let them collaborate with others, but don't push them to be more social than they want to be.
- Be clear about their tasks and responsibilities and don't skip the details.
- Plan ahead to be able to give plenty of warning when changes are coming.
- Ask for their ideas, which they might not share without encouragement.
- Give them a sense of security and structure.

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

- Reward reliable and steady work by letting them know that you trust them with more important projects.
- Recognize their steadiness, support, and helpfulness by making them feel like a vital part of the team.
- Acknowledge their hard work by giving them warm and sincere praise in a one-on-one setting.
- Discuss potential advancement opportunities when you think they're ready for further challenges.

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# What Are the Motivational Needs of the C Style?

Employees with the C style are logical and rational, so they look for an environment where they will have time to analyze ideas and ensure flawless work. Like you, they enjoy working with clear procedures and systems, and they probably share your preference to move at a moderate pace rather than rush through tasks. These individuals have no problem working alone for long periods of time, and so they may find your interest in collaboration hard to understand. They are much more likely than you are to be skeptical of ideas and people, and they are motivated when they can analyze different options to achieve the highest quality outcome.

What **demotivates** the C style?

- Being forced to work collaboratively
- 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 having to deal with emotional reactions.
- Their unexpressive manner may hide a tendency to worry excessively.
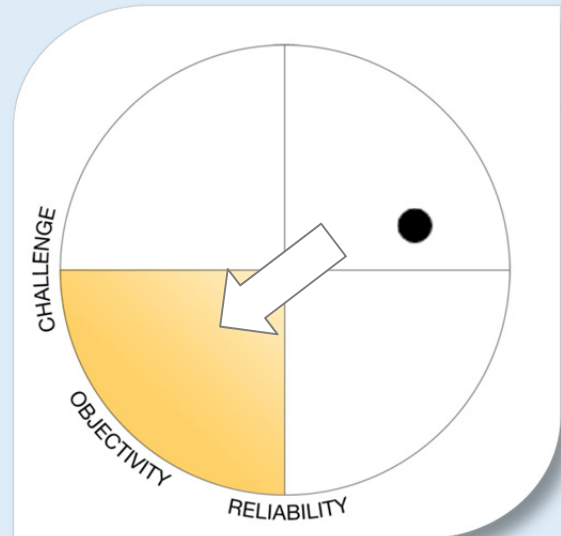
How can you help create a **motivating environment** for the C style?

- Explain the purpose of tasks logically rather than enthusiastically.
- Encourage them to help define quality standards.
- Listen to their insights about projects or tasks.
- Provide opportunities for independent work rather than focusing on collaboration.
- Convey your expectations clearly and specifically.
- Give them time and space to perform on their terms.

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

- Compliment them privately by focusing on specifics and avoiding sweeping praise.
- Acknowledge that their accuracy contributes greatly to team success.
- Recognize their gifts for analysis, logic, and problem solving, and help them build on these areas of expertise.
- Reward quality work by allowing increased autonomy on subsequent projects.

Lucille Franzen

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 employee'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 your employees 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.

Lucille, because you have a collaborative spirit, you probably enjoy mentoring others and helping them reach their full potential. Most likely, you establish working relationships in which the people you manage feel understood, making sure they know that their talents and contributions are appreciated. And because you want your team to succeed, you likely pass exciting and potentially rewarding opportunities to people who are ready for the challenge. Overall, your open-door policy and approachable personality allow people to bring their concerns, questions, and dreams to you without fear, and your team spirit inspires individual and collective productivity.

Furthermore, unlike others with the iS style, you also have an extra priority that might influence your approach to developing others. Since you take an objective look at people's abilities and struggles, you're able to match their tendencies with the organization's needs.
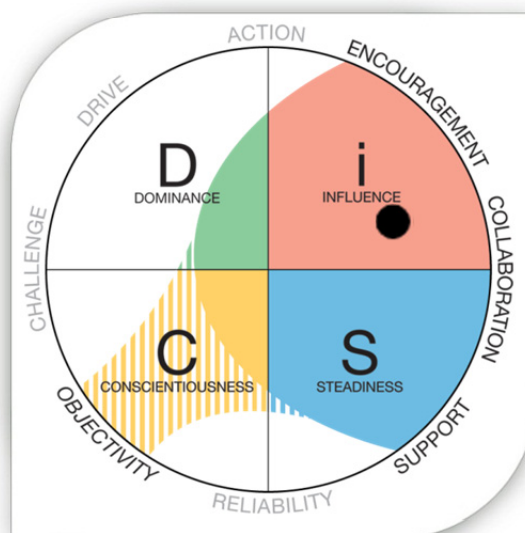
Your Development Approach

ADVANTAGES	DISADVANTAGES
• Making yourself available for mentoring • Helping people boost their self-confidence by your belief in their abilities • Providing regular, informal follow-up on people's development • Making people feel good about their progress • Taking the time to listen to the people you manage' real concerns • Helping people objectively identify their strengths and challenges	• Being too tolerant when people fail to meet your expectations • Failing to recognize less obvious opportunities that are available for others • Being so accepting that you don't let yourself see obstacles holding people back • Focusing exclusively on the positive behaviors of employees • Failing to consider whether development plans are well-suited to employee strengths • Coming across as more concerned with logical developments than other factors

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Areas Where They Have Strong Potential

Consider ways that these employees 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
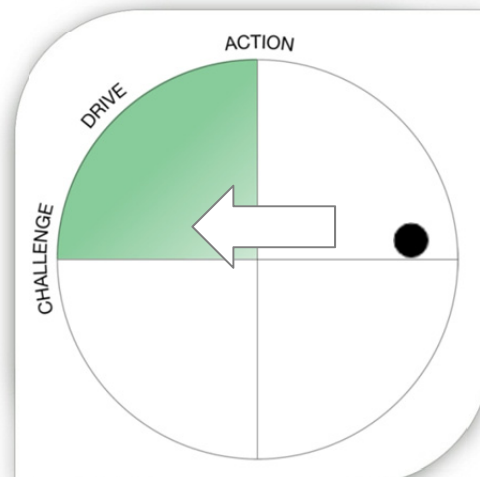
Obstacles and Strategies in the Development Process

Drive

People with the D style like to take an idea and run with it, but it may not always be the correct idea. Monitor their progress while allowing them the autonomy they crave. Without some independence, they are likely to become frustrated. Since these individuals are so focused on personal success, they may fail to see the importance of organizational goals and teamwork.

- Review all of the different opportunities that are available to them.
- When discussing an opportunity, show them how it will immediately benefit them.
- After reviewing the big picture, let them be in charge of coming up with goals.

Action

These individuals like to keep a fast pace and may look for quick advancement. They tend to focus on the task at hand and may fail to see the value of long-term planning. However, such a plan could capitalize on their energy for the mutual benefit of themselves and the team. If they resist methodical planning, point out the immediate benefits to them.

- Encourage them to identify new skills that will help their advancement.
- Help them slow down to think through their development path.
- Review the big picture and allow them to come up with appropriate long-term goals.

Challenge

People with the D style probably think that they can do it all. They may be skeptical about your positive and supportive approach to development. These individuals don't enjoy collaborative efforts like you do, so allow them plenty of autonomy, but be prepared to assert your authority if they question you.

- Let them work independently, but help them see the value of multiple perspectives.
- Challenge yourself to give them frank, results-oriented feedback when necessary.
- Give them opportunities to have authority.

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Areas Where They Have Strong Potential

Consider ways that these employees 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 different methods
- Tendency to give open praise and encouragement to others
- Ability to rally people around an idea
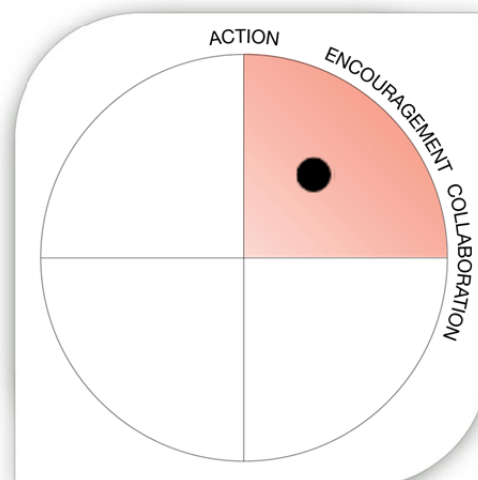
Obstacles and Strategies in the Development Process

Encouragement

Like you, people with the i style delight in positive feedback, and you're usually generous in delivering it. Sometimes, these individuals need to hear a realistic evaluation that identifies areas where they need to grow. This may be difficult for both the messenger and the recipient, but you can still be upbeat in your approach.

- Continue to be optimistic when assessing their development, but don't ignore problems.
- You may need to offer tougher feedback at times.
- Check to make sure they understand the gravity of your constructive criticism.

Action

These individuals like to keep moving and may avoid intense professional development work. They're easily distracted, and you may need to rein them in to get a plan down on paper. Since putting your foot down may be difficult for you, you may need to be disciplined about setting clear expectations in this area.

- Avoid creating development plans that are vague.
- Point out the consequences when they don't take time to exercise a deliberate effort.
- Encourage their spontaneity when appropriate.

Collaboration

Like you, these individuals love to work with others. Group projects showcase their charisma and strong people skills. However, when taken to an extreme, these same qualities enable them to avoid pulling their own weight. Challenge yourself to push these individuals to grow personally and hone their own skills.

- Encourage them to pursue opportunities that involve working with others.
- Allow them to lead small groups.
- Remind them that their growth will also depend on independent work.

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Areas Where They Have Strong Potential

Consider ways that these employees 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
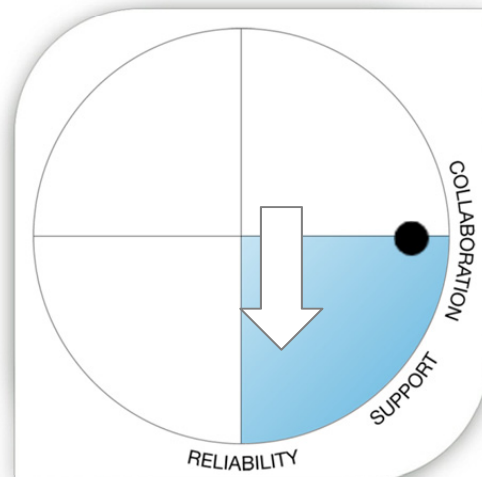
Obstacles and Strategies in the Development Process

Support

People with the S style want to know that they are meeting your expectations, and you may provide the support they are looking for. They are happy to be part of the team's success and may not seek opportunities for personal achievement. And since you tend to be so accommodating, you may enable them to stay in this comfort zone even if it doesn't promote their professional growth.

- Push them gently to grow and develop.
- Remind them that they have to focus on their own needs at times.
- Show patience and understanding for their fears and concerns.

Reliability

They struggle with rapid change, so they strive to maintain comfortable environments. And because they like dependability and stability, they probably seek some structure from you when laying out their professional development. However, you tend to be laidback and may not push them take reasonable chances in their professional growth.

- Encourage them to maintain their focus on reliable progress.
- Let them know that development often means moving in new directions.
- Respond to their need for structure by creating concrete development plans.

Collaboration

Like you, people with the S style like working with others, but their focus on collaboration may be at the expense of individual opportunities for growth. At the same time, you may not provide enough constructive criticism because you don't want to hurt their feelings, which could hinder them down the line.

- Encourage them to pursue opportunities that involve working with others.
- Show them that they have the strength to work autonomously.
- Offer constructive feedback when necessary.

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Areas Where They Have Strong Potential

Consider ways that these employees 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
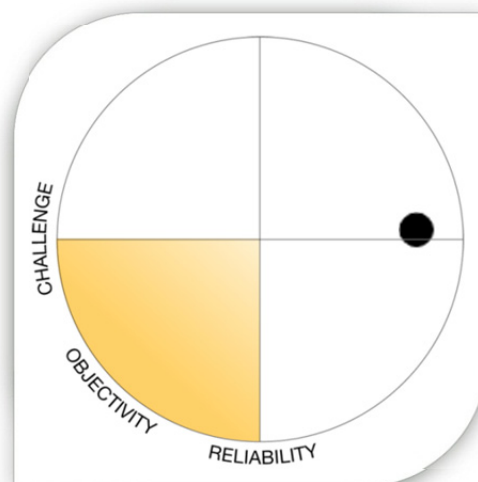
Obstacles and Strategies in the Development Process

Objectivity

People with the C style rely on logic, a tendency you share even though it's not typical of the iS style. As such, they may respond well to your tendency to emphasize rational thinking. However, unlike you, they may prefer to work independently when planning their development, discounting team unity and other people's feelings.

- Steer them toward analytical development opportunities.
- Respect their independence, but remind them that you can be an advocate for their development.
- Encourage them to continue looking at ideas logically.

Reliability

These individuals strive to produce accurate work, so they often adhere to the status quo. Since you are so easygoing, you may allow them to stay in their comfort zone, but always playing it safe isn't likely to lead to growth. Push them to stray from predictable development options, but be sure to provide clear plans.

- Propose clear, well-organized development opportunities.
- Recognize that they may struggle to admit their limitations or errors.
- Don't let them cling to safe development plans that won't further their growth.

Challenge

People with the C style probably don't accept ideas as readily as you do, so they may resist your suggestions for their development. Don't rely on enthusiasm to present ideas, as they will question any proposal that's not backed by data and facts. Since you're so laidback, you may struggle to stand up to them.

- Expect that you'll have to back up your ideas with evidence if you want buy-in.
- Field their questions, but rein them in if their questioning becomes unproductive.
- Give them constructive feedback if they seem to cling to an idea out of stubbornness.

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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. This page provides insight into how your manager might see you.

► Collaborative

Lucille, since you have an iS style, you probably come across as open and accepting. Your manager may appreciate your focus on building your team and making everyone part of the solution. On the other hand, your preference for working in groups could cause some managers to question whether you can make strong individual contributions, while others may think you spend too much time on social activities.

- Some managers are more likely to respect those who act independently.
- Your manager may want you to express a unique vision separate from the team.
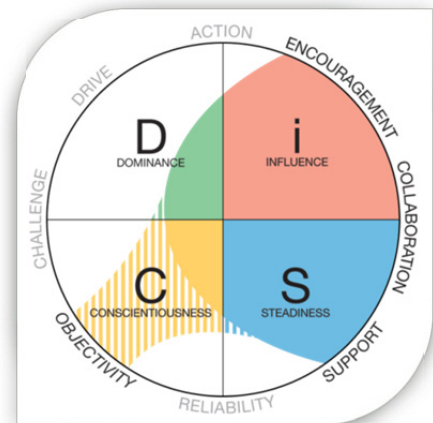
► Enthusiastic

Many managers will appreciate your enthusiasm and may see you as someone who can make anyone feel good about their contributions to the team. In fact, many managers may think your positivity can be infectious and uplifting. On the other hand, some managers may think that you sometimes overestimate people's abilities, while others may think you are unwilling to face unpleasant facts.

- Some managers may see you as unrealistically optimistic.
- Your manager may prioritize facts over passion.

► Supportive

Many managers will appreciate that you avoid becoming pushy or demanding when directing others. Furthermore, they may see your openness to people's ideas as valuable in creating a healthy team environment. However, some stricter managers may think you neglect to hold people accountable, even when their performances are subpar.

- Some managers are more likely to respect someone who will address tough issues directly and forcefully.
- Your manager may see you as overly lenient with people who are underperforming.

► Objective

Being objective may not come naturally to others with the iS style, but you tend to look at things logically, and many managers feel confident that you'll produce well-reasoned solutions. However, some managers may think that you sometimes get too bogged down in the details.

- Your manager may think that you rely too heavily on data.
- Some managers may see you as a details person rather than a big-picture thinker.

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 & Preferences

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Unlike you, their driven nature means that they will do whatever it takes to reach their goals.
- Unlike you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they probably challenge themselves and aren't afraid to challenge others.
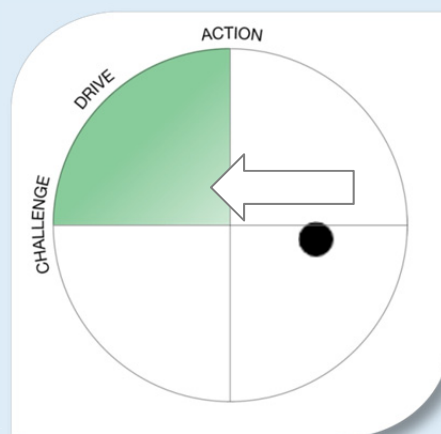
Advocating & Getting Buy-In

Managers with the D style tend to make firm decisions and can be very strong-willed. They respond best to people who have a no-nonsense, results-oriented style, and because you usually take a cheerful, easygoing approach, they may fail to take your ideas seriously. Therefore, be sure to express confidence in your decisions, and demonstrate that you can get things done without handholding. Furthermore, forward progress at a rapid pace is very important to them, so show them how your ideas can help them reach their goals quickly. Lay out the big picture simply and directly, and avoid the excessive enthusiasm that can make them suspicious. Because they want to feel in control, they may dismiss an idea if they believe that you ignored their advice. Therefore show respect for their leadership, and offer them an ownership stake in the solution.

- Don't let your accommodating nature keep you from being a strong advocate.
- Project confidence in the results you are promising.
- Ask for their advice and keep them in the loop.

Dealing with Conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios without room for compromise. They may be very direct and aren't inclined to avoid confrontation. This differs quite a bit from your tendency to prioritize positive relationships over winning an argument. Because they respect people who stand up for themselves and their ideas, don't put on a happy face or gloss over differences just to keep the peace. Be firm in laying out your position. Avoid taking their straightforward feedback personally and state your points objectively without becoming emotional.

- Don't give in just to keep things friendly.
- Be aware that hiding your feelings could be more harmful than speaking candidly.
- Avoid viewing their perspective as a personal attack.

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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 & Preferences

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Like you, they give people recognition and celebrate group victories.
- Like you, they prefer to work with others and prioritize teamwork.
- Unlike you, they focus on action and move quickly while striving for forward progress.

ACTION
ENCOURAGEMENT
COLLABORATION
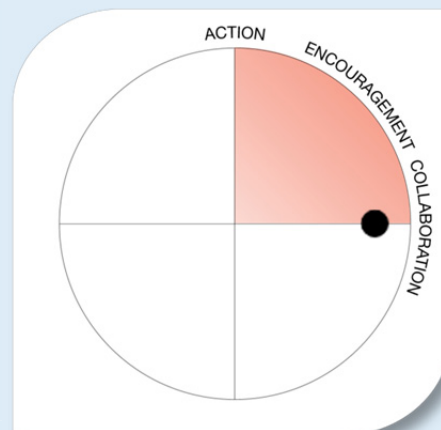
Advocating & Getting Buy-In

Managers with the i style look for cooperation and want to know how your solutions will affect other people. Like you, they're interested in finding ways to interact, and they may become so caught up in a plan's potential that they dominate the conversation. To gain their buy-in, let them know that your solution has the power to invigorate people. Create an open dialogue, and emphasize how the team can work together to achieve your goals. Furthermore, they're interested in fast movement and groundbreaking solutions, so lay out the big picture and assure them that things can happen quickly once you gain their buy-in.

- Emphasize how your ideas can quickly energize people.
- Let them know how your plans will affect other people.
- Assert yourself to make sure they hear your ideas.

Dealing with Conflict

Managers with the i style want to maintain friendly relationships, so they may initially gloss over differences to avoid conflict. However, self-expression is very important to them, and they may insist on making their feelings clear when things get tense. In contrast, you usually take a somewhat more diplomatic approach and may give in to their demands to avoid negative feelings. Even though you would rather not deal with conflict, trying to sidestep it may lead to resentment. Express your concern for their feelings and a desire to work through the problem quickly but thoroughly. Let them know that you want to uphold a good relationship.

- Address the conflict directly, but let them know you care about their feelings.
- Make clear that your relationship is still strong.
- Try not to take any anger personally.

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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 & Preferences

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Like you, they emphasize supporting others and have empathy for people's needs.
- Like you, they prioritize collaboration and want people to work together harmoniously.
- Unlike you, they want to avoid chaos and maintain a dependable setting.

Advocating & Getting Buy-In

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. They are less interested in bold or daring plans, so they may hesitate when faced with a solution that carries potential risk. Because you avoid coming across as overly confident, you may seem unsure at times. If you appear too tentative, they aren't likely to feel secure in your plan either and may fail to provide the support you need to make it happen. Therefore, be more assertive and display confidence in your proposal. Furthermore, like you, they're interested in collaboration and team unity, so specify how your solution can bring the group together. Present your ideas clearly and methodically, and point out the positive impact your plan could have on people.

- Lay out your plan in a step-by-step manner.
- Emphasize how your idea helps people.
- Don't rely on enthusiasm to sway their opinion.

Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible, so they may give in quickly or even deny there is a problem. You also tend to dislike confrontations, so the two of you probably have trouble addressing problems head-on. This mutual disdain for conflict can lead to unresolved issues, so take a more direct approach to prevent bad feelings from intensifying. Refrain from taking things personally, and work through the conflict quickly but thoroughly. Don't assume their silence means the matter is resolved. You may need to ask them more than once to uncover their true concerns.

- Address the situation directly rather than masking your differences.
- Follow up to make sure the issue is resolved.
- Acknowledge the importance of everyone's feelings.

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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 & Preferences

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Like you, they spend a lot of time on objective analysis to ensure accuracy.
- Unlike you, they want to think through all of the consequences to deliver a reliable outcome.
- Unlike you, they tend to show skepticism for ideas that aren't backed up by facts.
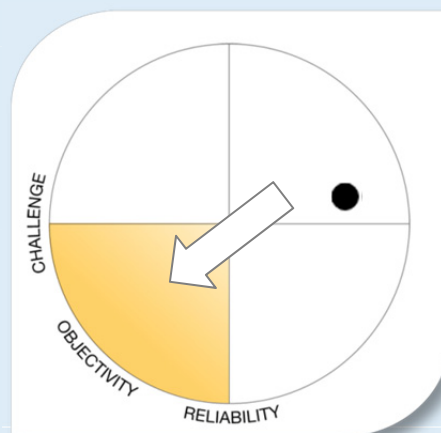
Advocating & Getting Buy-In

Managers with the C style want to see how your ideas can lead to a high-quality solution. They want to anticipate potential complications, so they're likely to ask a lot of skeptical questions. Therefore, you'll need to provide enough data to prove your competence. Don't become frustrated or take it personally if they continue pressing you for details, as they simply want to eliminate flaws and ensure the best outcome. Furthermore, they're more interested in reliability than speed, so you may need to show them that you've thought through all of the consequences. As such, stick to the facts and avoid relying on enthusiasm. To gain their buy-in, present your ideas clearly and rationally, and give them the time they need to process all the information.

- Lay out your plan clearly and avoid skipping the specifics.
- Be ready to provide all the facts and data they need to reach a decision.
- Remember that their questions are aimed at testing the idea and not at attacking you.

Dealing with Conflict

Managers with the C style view conflict as a disagreement over who is correct, so they often try to overpower opposing viewpoints with logic. Unlike others with the iS style, you share their priority on objectivity, so you may engage in logic wars with them. However, if emotions run high, they may withdraw completely. And because you tend to gloss over differences, the two of you may fail to reach any meaningful conclusions. Keep in mind that discussing feelings may make them uncomfortable. To be most effective, state your position factually and give them time to defend their side.

- Support your opinions with logic and facts.
- Refrain from making emotional appeals.
- Assert your own position instead of just giving in.

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The graphic below provides a snapshot of the four basic DiSC® styles.

DOMINANCE

Priorities: displaying drive, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

INFLUENCE

Priorities: providing encouragement, taking action, fostering collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Active
Fast-paced
Assertive
Dynamic
Bold

Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

D   i

C   S

Priorities: ensuring objectivity, achieving reliability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Priorities: giving support, achieving reliability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

Thoughtful
Moderate-paced
Calm
Methodical
Careful

CONSCIENTIOUSNESS

STEADINESS

Lucille Franzen