EVERYTHING **DiSC**
WORK OF LEADERS®

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**

by Inscape Publishing

MODULE OVERVIEW

Length: 60-70 minutes

Activities:

- Individual
- Small Group
- Large Group

Materials:

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

Goals:

- 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.

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. The session concludes with a structural overview of the Work of Leaders process.

ICON KEY

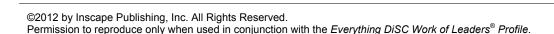|			
[⌃🖱]	Indicates when to click for an animation or move to next slide		Individual activity
PPT 2	Indicates slide number		Partner activity
⊕ Page 8	Indicates profile page number		Small group activity
HO 1.1	Indicates handout number		Large group activity
	Indicates use of a flipchart		

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 reorder 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 |

Post-It Notes

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 the elements into key leadership roles or themes.

- Go ahead and start by writing your three elements of leadership.

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.

PPT
3

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.

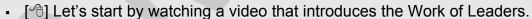 ○ Learn about the Everything DiSC Work of Leaders® process.

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. The session concludes with a structural overview of the Work of Leaders process.

PPT
4

HO 1.1

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.

PPT
5

[🖰] *Video segment (3 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*.*

<table>
<tr><td>

PPT
7

⊕
Page 2

</td><td>

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.

</td></tr>
<tr><td>

PPT
8

</td><td>

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*.

</td></tr>
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📖

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

</td></tr>
</table>

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.
- Then in later modules, we'll explore 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 and leader's guide 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.

**PPT
9**

HO 1.1

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.

**PPT
10**

[🖱] *Video segment (4.5 min).*

**PPT
11**

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.

**PPT
12**

Page 3

SAY:
- [🖱] Now, let's take a look at your personalized Everything DiSC Leadership map.
- Turn to Page 3 in your profile and look at the picture at the top of the page.
- It shows your dot location on the Everything DiSC Leadership map.

**PPT
13**

SAY:
- [🖱] There are four basic styles of the DiSC model: D, i, S, and C.

- Within each style there are three regions where a person's dot may be located, illustrating the twelve different regions of the Everything DiSC® model.

- Again, everyone is a blend of all four styles, although most people tend more strongly toward one or two styles.

- All styles are equal and valuable in their own ways.

ASK:
- Let me see a show of hands for those whose dot falls in the "D-Dominance" region of the map.

- "i-Influence"? "S-Steadiness"? "C-Conscientiousness"?

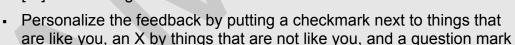*Take a show of hands for each style and comment on the diversity represented in the group.*

SAY:
- Now that you've been introduced to your Everything DiSC® Leadership map, it's time to take a deeper dive into your style.

- First, let's look at the story your dot location tells about you.

PPT
14

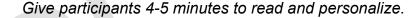Page 4

INSTRUCT:
- [🖱] Turn to Page 4 and take a few minutes to read it.

- 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 underline three statements that you think best describe you.

Give participants 4-5 minutes to read and personalize.

PPT
15

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

Give participants 3-4 minutes to discuss.

ASK:
- What did you learn?

Listen for: *examples that drive the idea that there are many ways to lead.*

8

PPT
16

Page 5

SAY:
- Now let's expand the story. On page 5, you'll again see the Everything Disc Leadership Map, but this time there is shading around your dot and words around the outside of the map.
- The eight words around the Everything DiSC Leadership map represent priorities, or the primary areas where people focus their energy.

SAY:
- The three words closest to your dot are your primary priorities, and your personalized shading indicates whether you stretch to include any additional priorities.
- You will notice that these unexpected priorities are marked by striped shading.
- Sometimes people have four or five priorities.
- Your priorities describe what is important to YOU, and all combinations of priorities are equally important and valuable.
- Having five priorities is no better than having three, and vice versa.

ASK:
- Let me see a show of hands for those who have three priorities; four priorities; five priorities.

Take a show of hands for each.

- By learning about your priorities, you can gain a clearer picture of your style.
- You will also start to understand how you might relate to other styles.

PPT
17

Page 5

INSTRUCT:
- [🖱] Let's take some time now to read about your priorities and shading.
- Like before, personalize the feedback with checkmarks, Xs, and question marks.

Give participants 2-3 minutes to read and personalize.

PPT 18

INSTRUCT:

- [🖱] Now, I'd like you to return to your groups of three and tell each other your priorities.

- Talk about how these priorities relate to the three statements that best describe you on Page 4.

Give participants 3-4 minutes to discuss.

ASK:

- What did you learn about your priorities?

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

PPT 19

Page 6

SAY:

- [🖱] Now turn to Page 6.

- 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.

Display Poster WOL-2 for the next discussion if you desire.

PPT 20

Page 7

SAY:

- [🖱] Now that we've explored your DiSC style and how it affects your leadership priorities, 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.

PPT 21

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 22

SAY:

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

PPT 23

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 24

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.