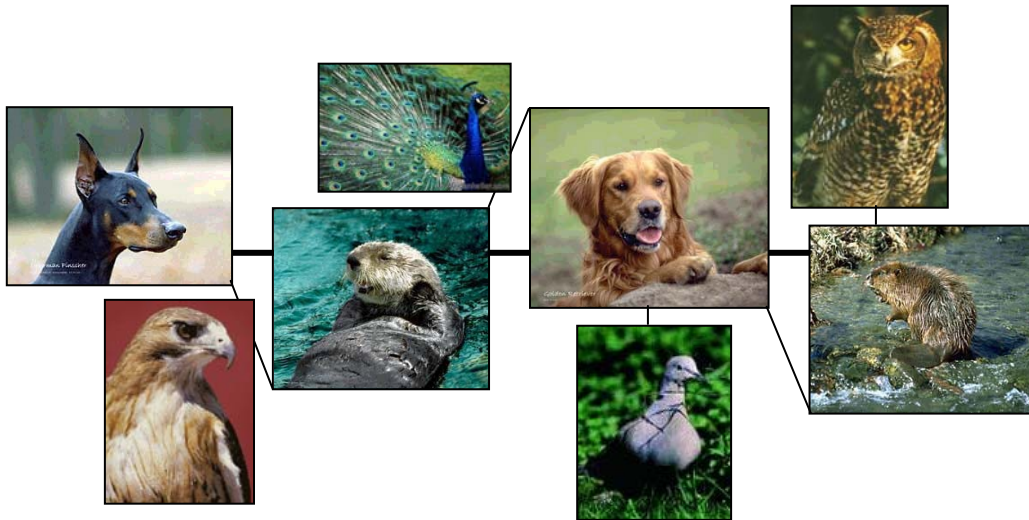


Value the Differences



DISC Overview Workshop

LEADERSHIP
DEVELOPMENT Inc.

Answers for the Workplace

www.LeadershipAnswers.com

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About Your Facilitator



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Dan Bobinski is a certified behavioral analyst who holds a Master's Degree in Human Resource Training and Development from Idaho State University and a Bachelor's Degree in Workforce Education and Development from Southern Illinois University, where he graduated summa cum laude. Currently, Dan is completing his doctoral work at the University of Idaho in Adult and Organizational Learning.

Dan is the author of *Strategic Screening and Hiring*, and co-author of *Living Toad Free: Overcoming Resistance to Motivation*. As president of Leadership Development, Inc., Dan conducts and oversees training for regional, national, and international clients.

Additionally, Dan writes an internationally published weekly column on workplace issues, titled *Answers for the Workplace*. He is a past-president of the American Society for Training and Development Eastern Idaho Chapter, and he appears in "*Who's Who*" in *American Executives and Professionals*.

Dan developed his love for teaching while serving in the US Navy in the early and mid- 1980's. He has been president of Leadership Development since 1989.

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Leadership Development, Inc. offers many HRD products and services, including:

- ◆ **Workshops:** *Excellent workshops on many workplace topics. Visit www.leadershipanswers.com for a complete list of workshops.*
- ◆ **Impact Coaching:** *One-on-one, private coaching allows people to develop skills necessary for them to perform at the top of their game. Because of our clients' record of success, we offer guaranteed results!*
- ◆ **Management Development / Leadership Development:** *Self, work, and people management skills bring managers into a tighter team with focus and direction, using the same language. Develop and/or hone skills in vital decision-making, problem analysis, and big-picture thinking to communicate for optimum solutions and results.*
- ◆ **Recruiting / Screening / Hiring:** *By identifying key attributes for success and scientifically matching applicants, guesswork is minimized and top performers are identified. Hire right and save big in turnover costs!*
- ◆ **Train the Trainer:** *Knowing how people learn and training employees accordingly makes a huge difference in employee productivity. Learn how to equip your employees (or your customers) with effective training techniques.*
- ◆ **Sales Training / Sales Person Selection:** *State of the art assessments pinpoint how, why, and if a person knows how to sell. Find out exactly where a sales rep needs to improve his/her skills for pinpoint sales training, or identify an applicant's sales knowledge before making the hire.*
- ◆ **Conflict Resolution:** *Getting both sides to communicate using safe, reasonable methods via a mediator brings opposing sides to a) see that they're on the same team, and b) begin working together for everyone's benefit.*

DISC Overview Workshop

Learning Objectives:

At the conclusion of this DISC Overview Workshop, you will be able to:

- ✓ Identify what aspects of behavior are measured by DISC
- ✓ Know how to interpret the scores of a DISC graph
- ✓ Identify at least three benefits of using your DISC knowledge
- ✓ State two ways to communicate effectively with each of the four pure styles



Valuing the Differences

Every day presents itself as a laboratory for observing people and how they behave. Understanding how and why people behave as they do increases your effectiveness in all your relationships.

It can be assumed that people want to be as effective as they can be. If that's true, we need to take time to learn about communicating and interacting with others. The best way to start is to understand behavioral styles.

Behavioral styles are the best predictor for how people prefer to communicate.

D ♦ I ♦ S ♦ C

The DISC Model is a universal language of observable human behavior. People act with similar characteristics universally, and by learning these characteristics people can increase their understanding of each other.

By learning and applying the DISC Model in your communications, you are better able to:

- ✓ gain commitment
- ✓ build effective teams
- ✓ resolve and prevent conflict
- ✓ gain credibility and influence
- ✓ solve problems
- ✓ get effective results working with others

Some DISC Cautions:

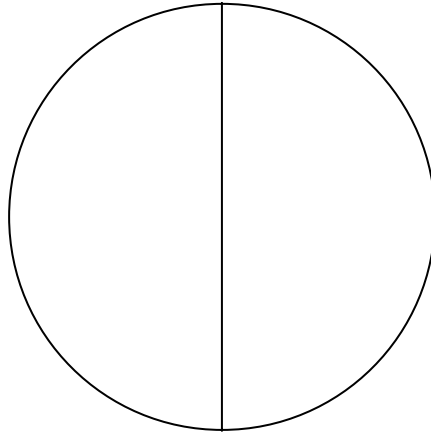
- *DISC is neutral. No good, bad, right, or wrong applies!*
- *DISC only measures behavior. It does not measure intelligence, values, skills, experience, education levels, or training.*



The DISC Philosophy:

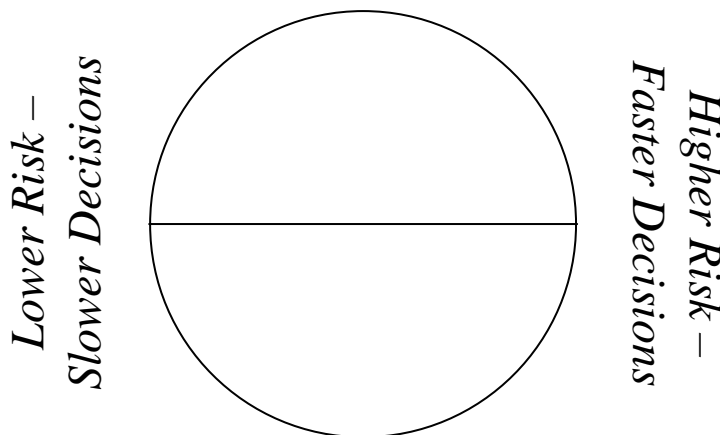
1. People can focus more on **“task”** or **“people”** ...
(usually some combination of both, but a preference usually exists)

Task Focused

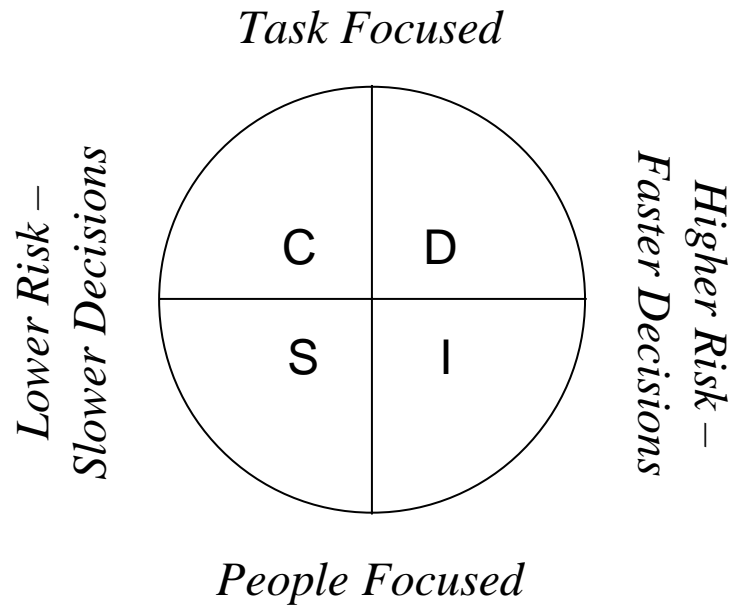


People Focused

2. People can be **“higher risk / faster decisions”** or **“lower risk / slower decisions”** ...
(usually some combination of both, but a preference usually exists)



Overlay these two preferences,
and four distinct behavioral styles emerge:



Letter:	Behavior measured:	Higher scores show these core tendencies:
D	Problems	More task-focused, higher risk, faster decisions
I	People	More people-focused, higher risk, faster decisions
S	Pace	More people-focused, lower risk, slower decisions
C	Procedures	More task-focused, lower risk, slower decisions



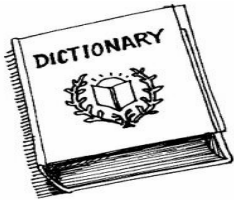
So what does the DISC acronym stand for, anyway?

D = Dominant. A “core D” person wants to be dominant when faced with problems or challenges.

I = Influencing. A core “I” person likes to influence others to his/her way of thinking.

S = Steadiness. A core “S” person prefers a steady approach to life – the less conflict and rapid change, the better.

C = Conscientious. A core “C” person is conscientious about rules and procedures – wanting things done accurately.



DEFINITIONS:

- Natural Style One’s most comfortable, or preferred, behavior.
- Adaptive Style How one believes s/he must change behavior to succeed (or survive!)
- Core Style The highest bar on the graph.
- Energy Line The mid-line at the 50% mark. The closer one scores here, the more “energy” available for adapting.
- High Score Any score higher than the energy line.
- Low Score Any score lower than the energy line.
- Pure Style If only one score is above the energy line, this person is called “pure” in that style.

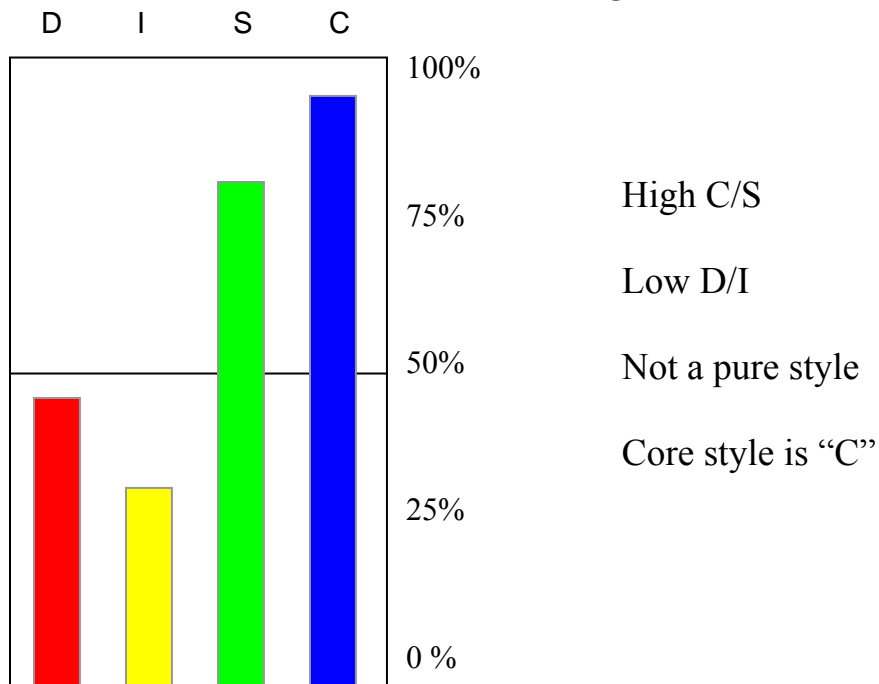
NICE TO KNOW:

Because people are so unique, thousands of DISC combinations can be made. In fact, on the DISC assessment you have in front of you, over 19,000 different graph combinations can be created!

To better manage that overwhelming number, we use only the top 384 different profiles.

Interestingly, **54% of the population falls into one of 16 basic profiles**, with the remaining 368 profiles used for the other 46% of the population.

Graph Reading Example:



How the Wheel Works . . .

The Success Insights Wheel is a “composite” display of how the four behavioral measurements can be combined.

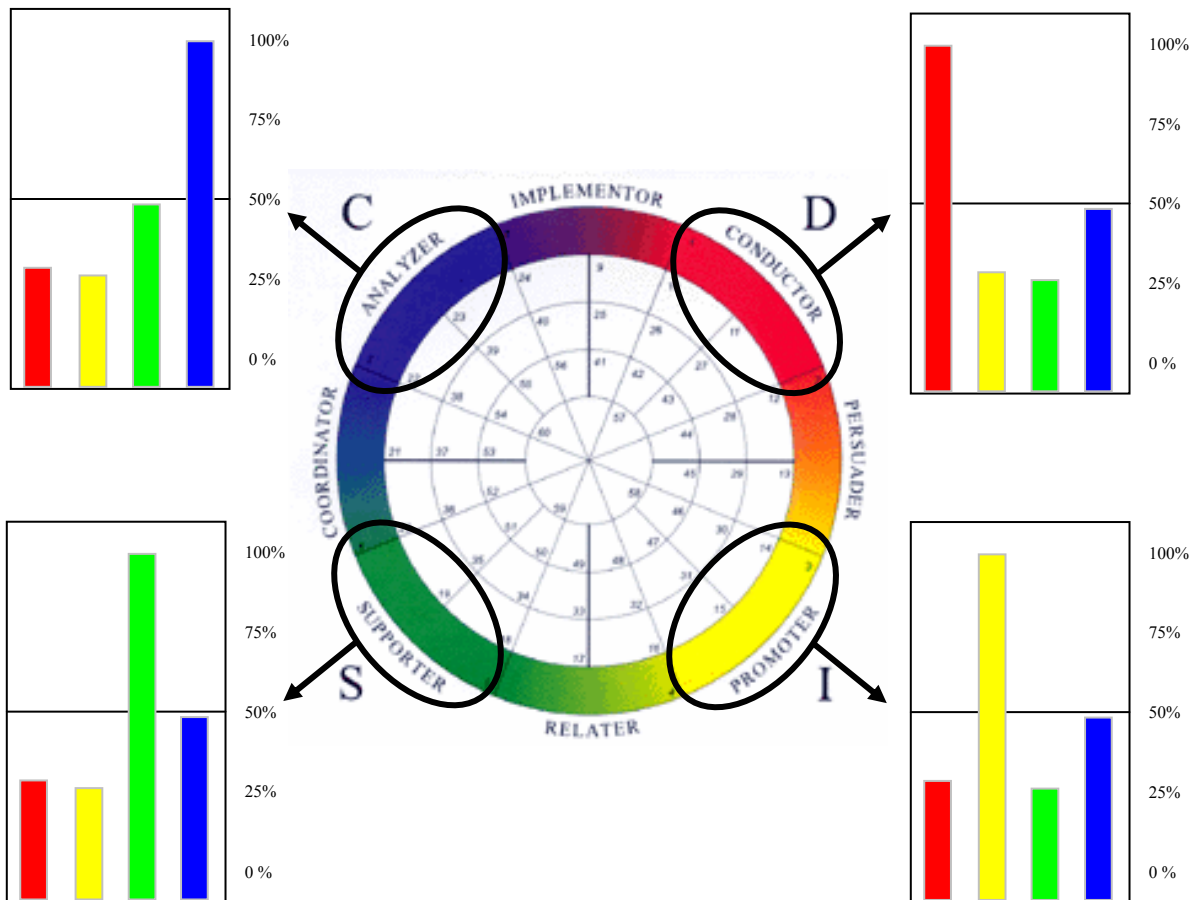
Each numbered ‘box’ indicates a different “blend” of the four measurements.

Examples:

Those in the “D” quadrant have D as their Core Style.
 All *Conductors*, some *Implementers*, and some *Persuaders* will score highest in the D.

Those in the “C” quadrant have C as their Core Style.
 All *Analyzers*, some *Implementers*, and some *Coordinators* will score highest in the C.

For this overview, we’re going to examine only the basics – the four “pure” styles.



Starting with the basics gives us a good foundation for understanding how to communicate better with those who have two (or even three) high scores.

Value the differences / Adapt to the differences

1. Most people want others to meet them on their own turf, BUT:
2. We get more done effectively and efficiently if we ADAPT to styles different from our own.
3. We say “difficult” people, but in reality it’s about “different” people. People are “difficult” only because we haven’t learned to adapt to work with the differences between us.

One more caution:

Due to the vast range and scope of methods for assessing behavioral style, we will examine only an overview of the four "pure" styles. It should be noted, therefore, that the following indicators and observable behaviors describe only the pure styles. Behaviors will always be influenced by the intensity of other factors besides the core style.



PURE D STYLE



Ambitious
Forceful
Decisive
Strong-Willed
Independent
Goal Oriented

Main Motivations

“Do it NOW”
“Win”



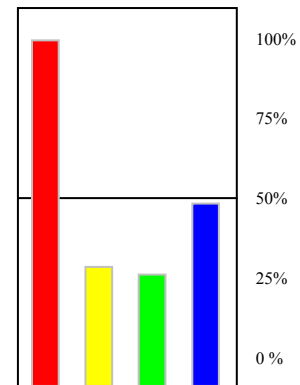
Associated Emotion

Anger.
Short fuse.
Quick to get angry,
but also quick to
cool down.

Effective Communicating:

- ✓ Stick to business
- ✓ Be brief and to the point – then be gone
- ✓ Be prepared with a well-organized “package”

Don’t ramble or give too many details. Focus on results.
Just give facts and options for action.



PURE I STYLE



Magnetic
Enthusiastic
Friendly
Demonstrative
Expressive
“Spark Plug”

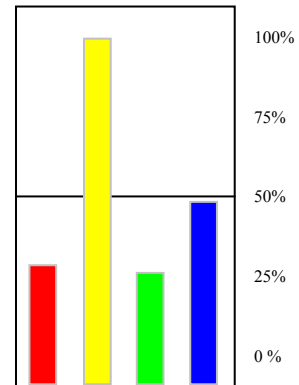
Main Motivations

“Have fun”
“Experience life”



Associated Emotion

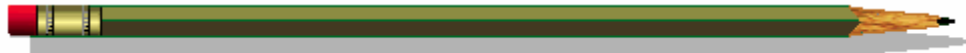
Optimism.
Enthusiasm.
Believes all will
work out if only
people will talk
everything out.



When Communicating:

- ✓ Allow time for personal chat – relationships reign
- ✓ Talk about the *people* involved in a project
- ✓ Ask for their opinion

Don't over-control the conversation. If you're going to ask a core "I" to do something, be sure to put the tasks IN WRITING!!



PURE S STYLE



Patient
Reliable
Steady
Relaxed
Predictable
Modest

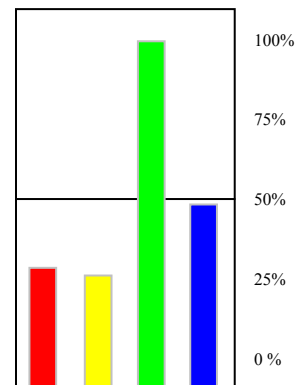
Main Motivations

“Peace & Loyalty”
“Service”



Associated Emotion

Non-emotion.
Reserved.
Pure S has emotion,
they're just hard to
“read.” (Still waters
run deep.)

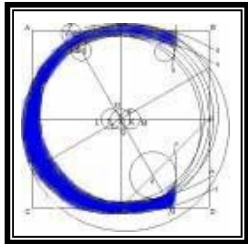


When Communicating:

- ✓ Begin with a personal comment (break the ice)
- ✓ Talk softly and non-threateningly (S's hate conflict)
- ✓ Give time to think

Don't demand fast decisions. Discussions flow well with low emotion levels, while weaving work and life together.

PURE C STYLE



Neat
Dependent
Conservative
Careful
Perfectionistic
Compliant

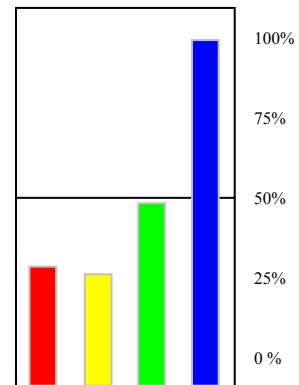
Main Motivations

“Do it Right”
“Accuracy”



Associated Emotion

Fear. Highly concerned about the consequences of making a bad decision.



When Communicating:

- ✓ Be prepared with facts – and stick to business
- ✓ Keep emotions to a minimum
- ✓ Be accurate and realistic – allow time for analysis

Don't demand fast decisions. Show integrity by looking at both sides of an issue.



Value the differences / Adapt to the differences

Many mistakenly believe “everyone else would be more effective if they were just more like me.” In reality, each style brings great strengths to the team, and a highly effective workplace can be reality if people:

- 1) Know and understand the four main styles
- 2) Appreciate (value) the strengths in each of these styles (instead of criticizing those differences)
- 3) Adapt to styles different from our own to maximize effectiveness (and efficiency!)

