MANAGEMENT PROFILE

EVERYTHING DiSC
MANAGEMENT

ASSESSMENT TO ACTION.

Sarah Owen

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DiSCsimple

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EVERYTHING DiSC
MANAGEMENT

Welcome to Everything DiSC®

Sarah, 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 on ensuring accurate outcomes.
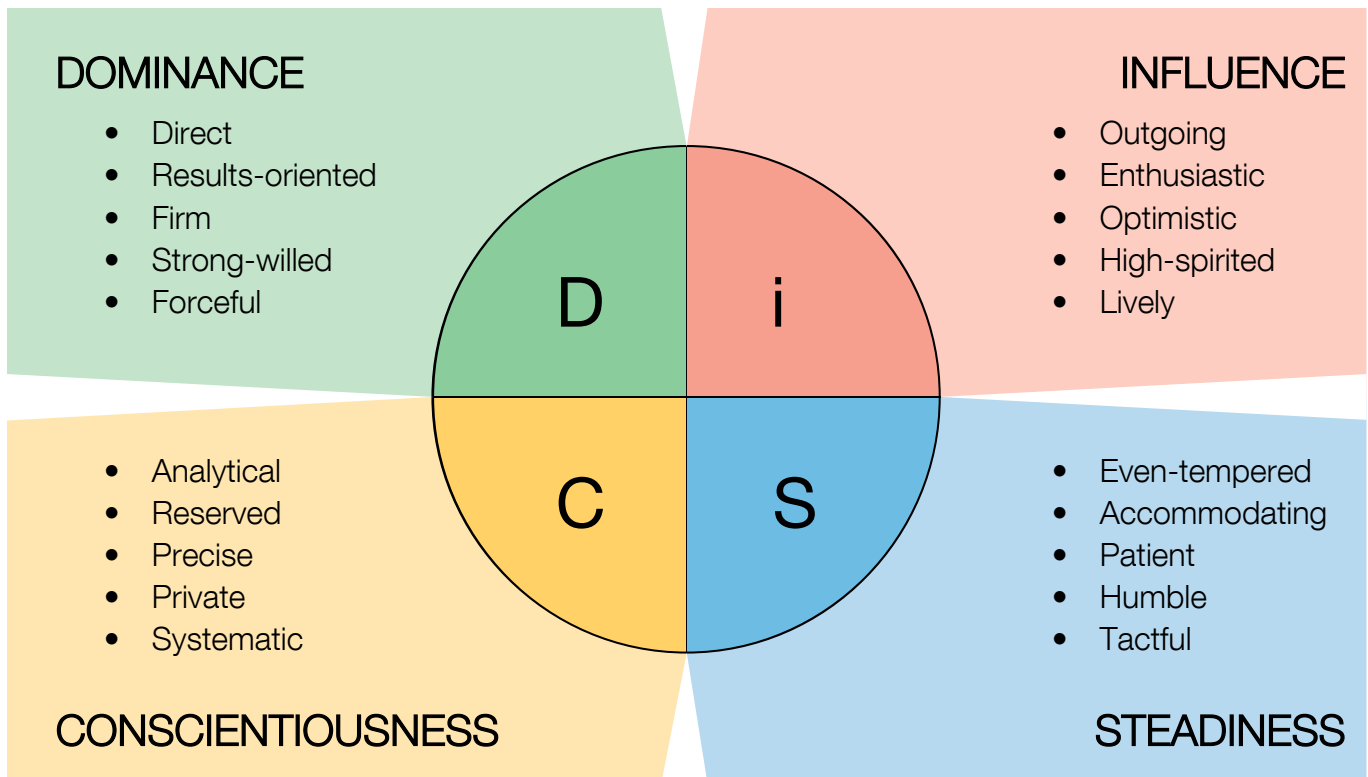
Or, maybe you're more comfortable working with those who take a skeptical, analytical approach than those who respond enthusiastically to new ideas.

Or, perhaps you relate best to people who are more reserved than expressive.

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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YOUR DiSC® OVERVIEW

How is this report personalized to you, Sarah?

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: C

Your dot location indicates your DiSC style. Because your dot is located in the middle of the C region, you have a C 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.
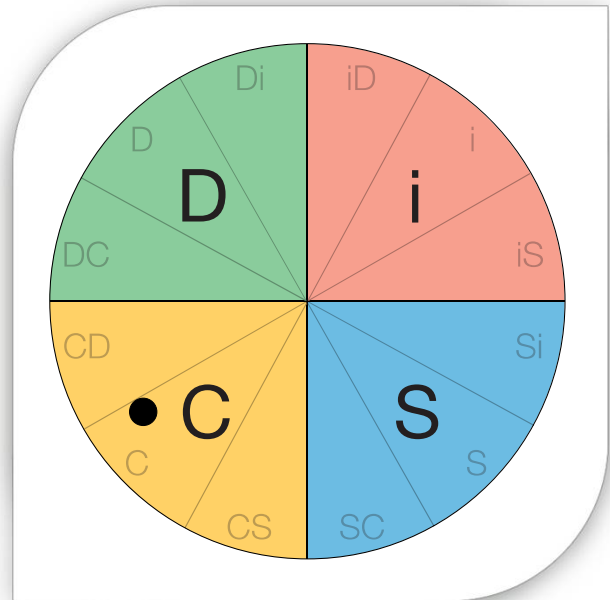
## Close to the Edge or Close to the Center?

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 C style.

Now that you know more about the personalization of your Everything DiSC Management Map, you'll read about the management priorities and preferences associated with the C style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate, and develop others more successfully. Finally, you'll explore ways to work more effectively with your own manager.

YOUR DiSC® STYLE & DOT

Your Dot Tells a Story

Your DiSC Style Is: C
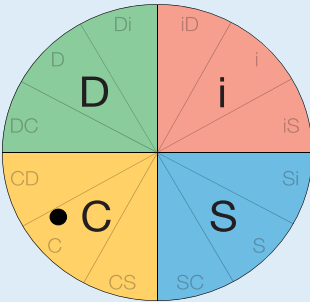
Because you have a C style, Sarah, you probably take a logical, objective approach to management. You tend to be quite systematic, and you may enjoy creating standards that help bring about efficient, high-quality outcomes. Because you like to maintain a sense of order, you may become annoyed when people don't adhere to the accepted rules and guidelines.

Compared to most managers, you may be particularly hard on yourself for being wrong. In fact, you may not realize just how much of your self-worth comes from your sense of competency. Although this may push you to be your best, it may also keep you from taking chances that could prove beneficial, and you may waste time beating yourself up when you make a mistake.

You probably have a strong questioning side. Because you place a high value on reasoning and analysis, you're unlikely to accept new ideas or plans at face value. As a result, you may question ideas even after other people feel ready to move ahead, and they may see you as a roadblock to progress.

In terms of time management, you like to create timelines with plenty of padding to deal with unforeseen problems. Because you tend to spend time analyzing and perfecting your work, you may become frustrated under extreme time pressure. Overall, you prefer that the people you manage work within a predictable timeline.

Managers with your C style tend to be fairly cautious. Because you want to avoid mistakes, you usually take time to think things through before making choices. Consequently, it may be stressful for you to make a decision when the outcome is unpredictable or you don't have enough information. You may overanalyze a situation in hopes of gaining an unrealistic level of certainty.

You're probably pretty private with personal information, unless you know someone really well. You may also be uncomfortable mingling with strangers at social events and find it difficult to enter casual situations where the rules are unclear. At times, you may unintentionally distance yourself from others by not following through on social invitations. You may not realize that people find this standoffish or cold, even though you just prefer to spend your time with a smaller group of people you know well.

Despite your mild appearance, you may get annoyed when you think logic and facts are being ignored. Given the choice between starting a fight or giving in, you may appear, at least on the surface, to give in. Like others with your C style, however, you may find more subtle ways to show your anger or get your way. For instance, you may withhold information or slow down progress by digging in your heels.

Although you pride yourself on the quality of your work, you may shy away from public recognition. And assuming that others share this preference, it may not occur to you that the people you manage may want more open praise or compliments from you.

Sarah, like others with the C style, your most valuable contributions as a manager may include your insistence on precision, your quiet diligence, and your ability to find practical solutions to complex problems. In fact, these are probably some of the qualities that others admire most about you.

YOUR DiSC® PRIORITIES & SHADING

Your Shading Expands the Story

Sarah, 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 C style have shading that touches **Objectivity**, **Reliability**, and **Challenge**.
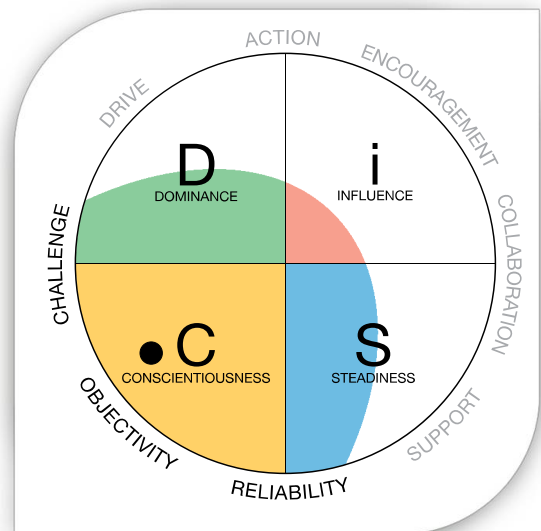
What Priorities Shape *Your* Management Experience?

▶ **Ensuring Objectivity**
Sarah, like other managers with the C style, you usually make sure your assessments are backed up by facts and logic. Because you want to ensure quality results, you tend to evaluate options rationally before pursuing any course of action, and you probably expect others to maintain similarly high standards. When making decisions, you tend to analyze your choices objectively, leaning heavily on facts.

▶ **Achieving Reliability**
You tend to seek a calm, professional setting where chaos and uncertainty don't threaten the quality of people's work. When managing a team, you usually do your best to provide certain standards that people can count on. Because achieving reliability is important to you, you probably urge your team members to produce outcomes that are dependable and accurate.

▶ **Offering Challenge**
Managers with the C style tend to be logical and methodical, analyzing options for the most streamlined or productive process. You probably have a skeptical approach, and you tend to openly question ideas or point out flaws that others may have missed. You're willing to challenge people to look at things more carefully in the interest of getting things done right.

EVERYTHING **DiSC**
MANAGEMENT

What Do You Enjoy About Managing?

Different people find different aspects of their work motivating. Like other people with the C style, you may enjoy that managing allows you to ensure high-quality results and logical solutions. In addition, you may appreciate that you can provide a reasoned, balanced perspective on various ideas and help pick the best course of action.

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

MOTIVATORS

- Creating efficient systems or procedures
- Catching errors or flaws in design
- Setting high standards
- Implementing rational ideas
- Ensuring quality
- Providing in-depth analysis
- Emphasizing accuracy and precision
- Developing solid proposals
- Creating a reliable setting for yourself and others
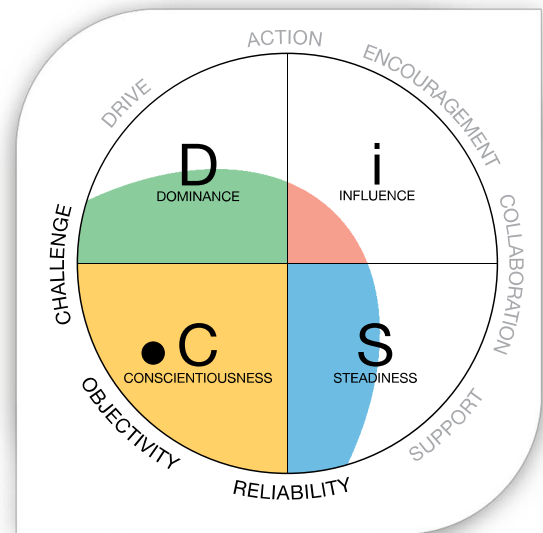
What do your priorities say about what motivates you and what you find stressful?

What Drains Your Energy as a Manager?

Then there are those management responsibilities that are stressful for you. Because you focus on tasks and logic, you may find it draining to deal with interpersonal issues or conflict among team members. Furthermore, because of your high standards, you may find it distressing when you're pressured to improvise or when people don't take the time to do a quality job.

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

STRESSORS

- Making decisions without time for analysis
- Managing a chaotic environment
- Meeting new people
- Dealing with conflict
- Being wrong or unprepared
- Working under time pressure
- Being forceful or insistent
- Giving enthusiastic praise or public recognition
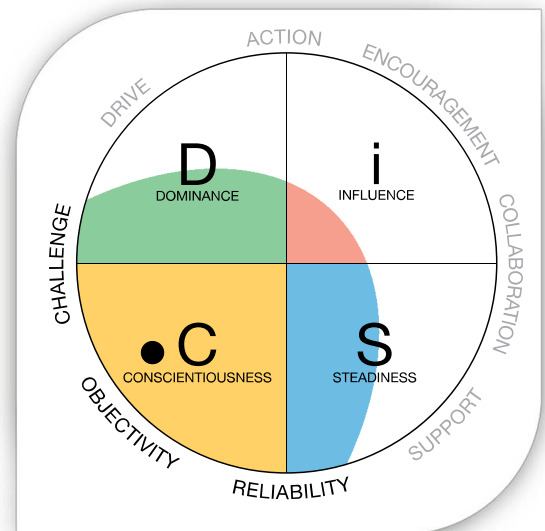- Building a collaborative environment

YOUR DIRECTING & DELEGATING STYLE

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.

Sarah, because you **prioritize objectivity**, you may take a somewhat formal approach to directing people. You tend to be precise about each person's responsibilities, and you usually back up your directions with facts and details rather than demands.

You also **emphasize the importance of reliable results**. Therefore, you probably discourage shortcuts that undermine quality or long-term solutions. To ensure dependable outcomes, you probably monitor progress closely.

Also, you **challenge people to meet your high expectations**, but at times, you may be skeptical of the return. If you have any doubts about a team member's ability to complete tasks to your standards, you may decide to just do the work yourself.



How Do You Approach Directing & Delegating?

STRENGTHS	CHALLENGES
• Explaining your ideas in logical terms • Evaluating people based on their competency • Ensuring quality outcomes • Supplying details and specifics when needed • Emphasizing the importance of accuracy • Giving direction in a clear and professional manner	• Instilling a sense of urgency • Encouraging people to experiment or be spontaneous • Offering ongoing encouragement • Sharing positive emotion, which could boost morale • Giving more structure to the people who need it • Delegating rather than doing everything yourself

DIRECTING & DELEGATING TO THE D STYLE

How Does the D Style Like to Work?

People with the D style prioritize the bottom line and are driven to get results. Like you, these individuals seek autonomy, and they also want the freedom to make decisions without having to ask for input from others. However, because you like to analyze options carefully and logically, you may think their ambition motivates them to make impulsive or even reckless decisions at times. However, they tend to display a great deal of initiative, and they're likely to accept as much responsibility as you're willing to give them.
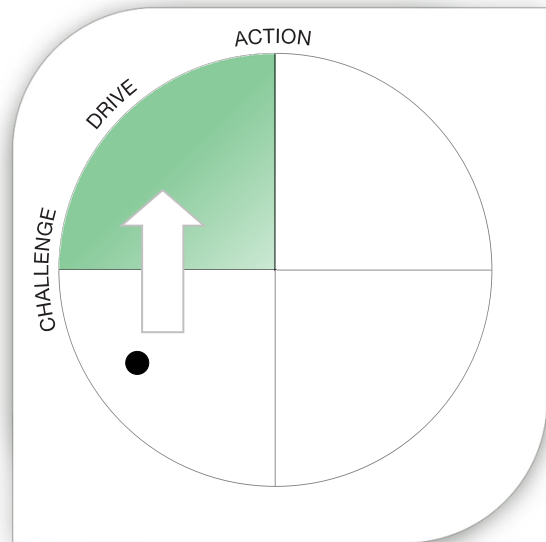
Potential Problems When Working Together

Like you, people with the D style tend to be questioning and skeptical. They share your willingness to confront problems, so they may challenge your authority if they disagree with your opinions. However, they tend to be very frank and can even become argumentative at times, while you tend to be uncomfortable with intense emotions and heated situations. Because you usually think carefully before you speak, their tendency to bluntly express opinions may strike you as pushy or aggressive.

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. They may become restless if your systematic consideration of potential problems impedes innovation or progress. Therefore, give them some autonomy and allow them to work on more adventurous tasks. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. If they are inexperienced, remember that they may try to make decisions that exceed their qualifications.

If they're less experienced:

- Check their understanding of assignments, but don't appear patronizing.
- Review their plans in detail.
- Establish agreement about the type of decisions that will be left to them.
- Let them know that they will be given more autonomy as they gain experience.
- Have them check with you before any risky decisions are made.

If they're more experienced:

- Make sure you see eye to eye on goal of the assignment.
- Provide a broad overview rather than detailed tasks.
- Set 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.

DIRECTING & DELEGATING TO THE i STYLE

How Does the i Style Like to Work?

People with the i style tend to be upbeat and cheerful. They may focus on the positive possibilities of a task rather than the potential downside, which is contrary to your natural sense of skepticism. Furthermore, because these individuals often rely on open expression and encouragement, they may desire more recognition than you are naturally inclined to give. To you, they may often seem overly optimistic, and because you tend to be more reserved, you may have trouble with their frequent attempts to make small talk.
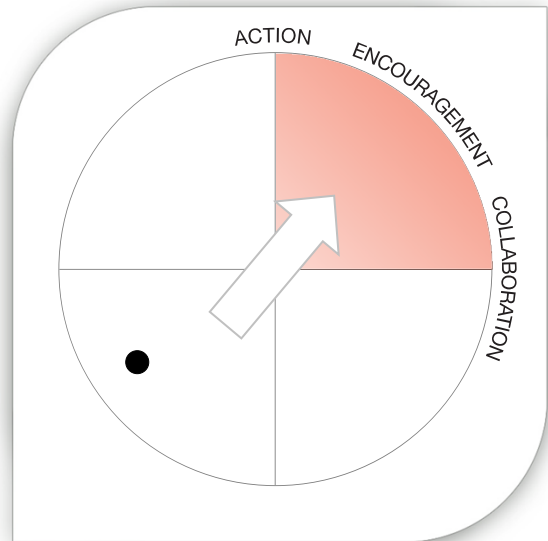
Potential Problems When Working Together

People with the i style want to work in a fun environment, so they may spend more time socializing and networking than you think is necessary. In turn, because they value personal feelings, your tendency to rely on logic and data to guide your choices may frustrate them. They prefer to collaborate whenever possible, so they may not understand your preference to work independently. If you assign projects that require them to spend large chunks of time alone, they may lose energy and deliver lackluster results.

How to Be Effective with the i Style

These individuals want the freedom to move at a rapid pace. In contrast to your more systematic and thorough approach, they want to get the gist of an assignment and dive right in. Because of their energy and enthusiasm, they may enjoy projects that require quick thinking or spontaneity. Those who lack experience may need your guidance when it comes to keeping track of important details. For those with more experience, encourage creativity and experimentation, but hold them accountable for agreed-on deadlines and results.

If they're less experienced:

- Let them collaborate when possible.
- Establish systems to help them keep track of details.
- Give them encouragement.
- Check their understanding since their enthusiasm might hide a lack of clarity.
- Hold them accountable for missed deadlines or skipped steps.

If they're more experienced:

- Allow them to take the lead in group settings.
- Make time to review the details with them.
- Encourage innovation as long as they keep the end goal in mind.
- Acknowledge their contributions publicly.
- Keep them on track and on schedule, but don't micromanage their work.

DIRECTING & DELEGATING TO THE S STYLE

How Does the S Style Like to Work?

People with the S style are accommodating and flexible. Because they're usually less skeptical of ideas and people than you tend to be, their laid-back approach may seem relatively easy to direct. Still, their hesitancy to speak up and assert themselves coupled with your own reserve could limit communication between the two of you. Consequently, it could be difficult for you to identify when they are ready for additional challenges, as they are unlikely to clamor for new responsibilities.

Potential Problems When Working Together

Like you, these individuals appreciate a methodical pace and prefer to study their options carefully while making steady progress. They look for a calm setting where tension is low and they can adopt a reliable routine. When combined with your skepticism about risky ideas, their contentment with predictable goals could end up stifling good ideas or potential innovations. Furthermore, because you both tend to be cautious, you may not push them for results when a sense of urgency is necessary.
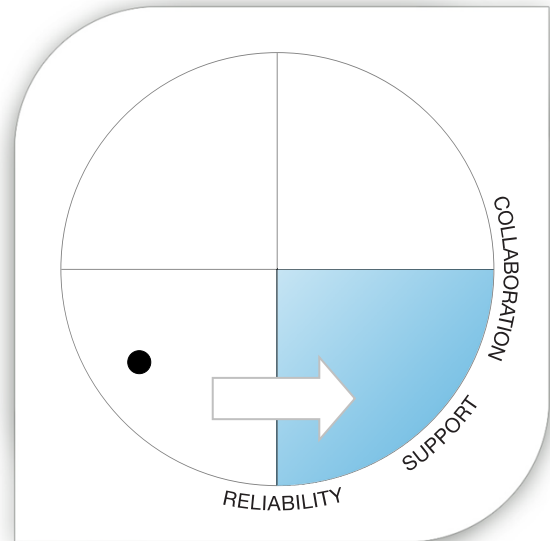
How to Be Effective with the S Style

People with the S style may be most comfortable in friendly, cooperative environments. Unlike you, they tend to enjoy collaborative settings and group efforts, so they'll appreciate opportunities to contribute within a unified team. Still, they'll likely respond positively to your tendency to supply important facts and specifics in your instructions. Maintain your usual methodical pace and explain tasks and projects carefully. Furthermore, make it clear that you're always available for clarification or to act as a sounding board.

If they're less experienced:

- Give clear directions.
- Ask questions to confirm their understanding.
- Check in with them frequently to increase their comfort.
- Provide reassurance that they're on track.
- Avoid overriding their decisions whenever possible.

If they're more experienced:

- Ask for their input rather than just telling them what to do.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to help structure the overall plan.
- Urge them to take initiative.
- Ask them to specify what kind of support they need.

DIRECTING & DELEGATING TO THE C STYLE

How Does the C Style Like to Work?

People who share your C style relate best to rational objectives and fact-based ideas. Like you, they tend to analyze their options, and because of their focus on accuracy, they prefer to work systematically toward their goals. They prioritize facts and data over emotional needs, so they probably require little reassurance or encouragement once a task has been delegated. These individuals share your preference to work independently, so they will appreciate having the time and space to complete their work on their own.

Potential Problems When Working Together

Like you, these individuals want to produce dependable outcomes, so they tend to thoroughly consider the consequences before choosing a plan. You share their hesitancy about risky, untested ideas, so you both may overlook opportunities to develop innovative solutions. Instead, the two of you may wind up getting bogged down in the specifics at the expense of forward progress. Furthermore, since you both prefer to move cautiously, you may fail to create the sense of urgency they need in order to meet goals.

How to Be Effective with the C Style

Like you, people with the C style are interested in creating quality work and prefer environments where they feel free to point out flaws and question inefficiencies. They're usually comfortable fulfilling their assignments without a lot of interaction or encouragement, but they like to know that their expertise is appreciated. They may spend too much time perfecting their work, so be sure to check in often enough to keep them on track. Allow those with more experience to examine solutions for possible flaws and listen to their suggestions for improvements.

If they're less experienced:

- Allow them to work independently whenever possible.
- Help them achieve quality without putting deadlines at risk.
- Point out the logical basis behind the task.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.

If they're more experienced:

- Check in with them enough to ensure clarity and forward progress.
- Ask them if they need more direction.
- Encourage them to point out defects in the overall plan.
- Allow them to work independently whenever possible.
- Give them opportunities to help solve complex issues.

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.

Sarah, your **strong focus on objectivity** means that you usually help create an environment where logic and rational thought are prized. Many people are motivated when they know they can contribute to high-quality outcomes, and your focus on analysis and accuracy encourages them to work toward these high standards.

Similarly, you tend to establish a **reliable, professional atmosphere** where people are not put under extreme pressure and can work methodically toward clearly defined goals. Because you usually try to avoid a hectic or chaotic environment, the people you manage probably have the time and space needed to stay on task and concentrate on their assignments.

Most likely, your **challenging nature** may encourage people to be more **analytical** when they approach new ideas and projects. They can feel comfortable questioning inefficient and redundant processes and, as a result, they may be empowered to create better solutions.
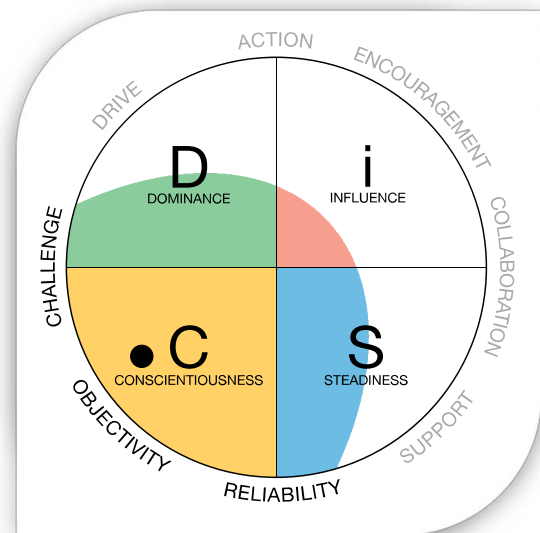
The Environment You Create

- Because you are objective, people strive to make rational decisions that are likely to win your approval.
- Your focus on accuracy leads people to continually check for errors to avoid a lot of rework.
- When you set clear goals, people understand what is expected of them.
- Because you provide an efficient and reliable structure, people feel that their efforts will be productive.
- When you provide people with the information they need, it helps eliminate confusion and frustration.
- Because you value quality, people know to work with precision rather than rush for quick results.

## 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 they get there. They're driven to achieve, probably more so than you, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they want to move quickly and make a big impact with innovative or daring ideas, a desire with which you may not identify. In fact, because they're so focused on individual career growth, they will probably feel empowered to meet the challenging expectations you tend to place on them.

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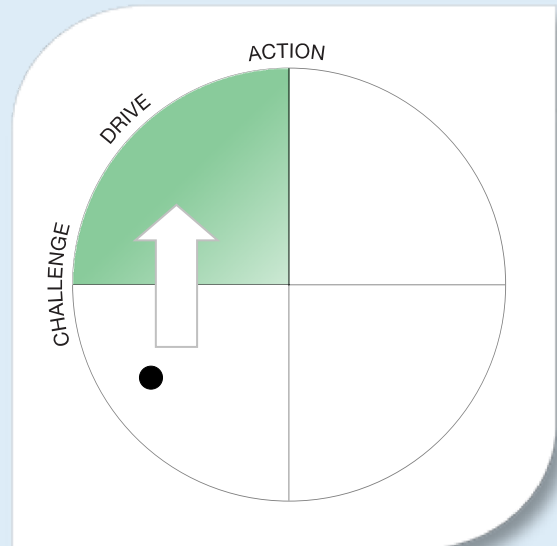
How can you help create a **motivating environment** for the D style?

- Use your systematic approach to help them set challenging, concrete goals.
- Emphasize the big-picture, results-oriented purpose of a project rather than focusing on the details.
- Let them work independently once you're on the same page.
- Allow them to control their work environment when practical.
- Make detail-oriented tasks more appealing by turning them into competitions.
- Create situations where they can move quickly and get fast results.

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

- Reward them with more autonomy when they exceed your expectations for quality.
- Praise them with direct compliments that describe the impact of their performance.
- Show your respect for their competence by letting them take on new challenges.
- Recommend them for advancement once they've mastered their current position.

# 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. Unlike you, they're eager to collaborate, so they may 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, an approach with which you may not identify. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging environment, probably more so than you.

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, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.
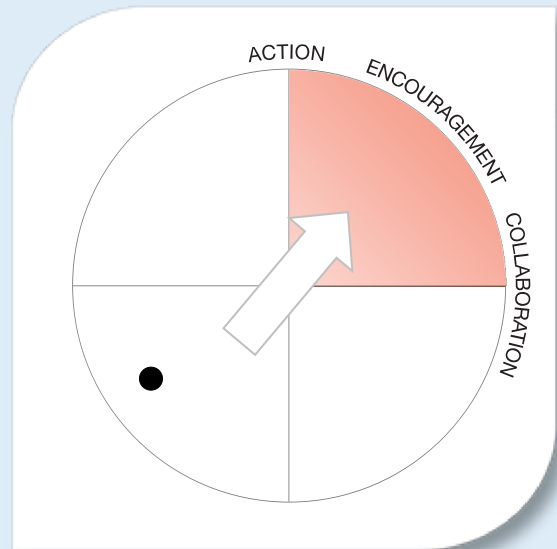
How can you help create a **motivating environment** for the i style?

- Let them collaborate with others.
- Be open to their adventurous ideas.
- Limit the predictability and routine of their tasks when possible.
- Take their feelings into account rather than emphasizing logic.
- Give them opportunities to be in the limelight.
- Acknowledge their need to maintain a fast pace.

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

- Reinforce accurate work by putting them in the spotlight, and show enthusiasm for their success.
- Acknowledge how their outgoing and animated approach complements your more analytical style.
- Thank them for the energy and people skills they bring to the team.
- Reward them with new opportunities to socialize and influence others.

EVERYTHING **DiSC**
MANAGEMENT

# What Are the Motivational Needs of the S Style?

People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. They want to be supportive of people, and may even withhold their own opinions to accommodate the needs of others, which is a tendency you may not identify with. In addition, they like to connect with colleagues on a personal level, and they may value working in a collaborative setting more than you do. Furthermore, because they share your desire to be seen as reliable, they want enough 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.
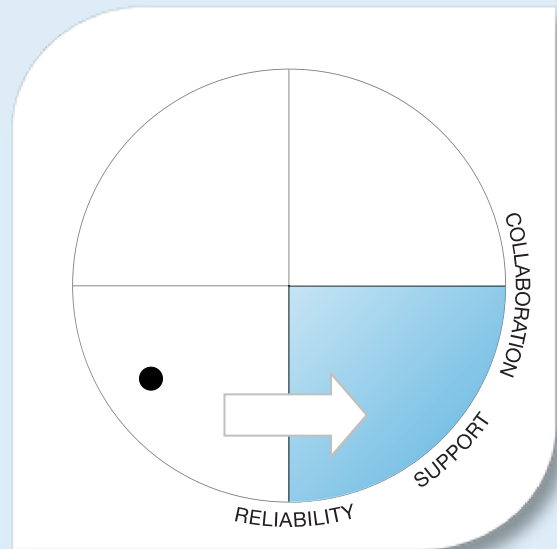
How can you help create a **motivating environment** for the S style?

- Let them collaborate with others.
- When communicating, take their feelings into account.
- Give them plenty of warning when changes are coming.
- Use your systematic nature to give them the structure they need to feel comfortable.
- Ask for their ideas, which they might not share without encouragement.
- Give them a sense of security in their position.

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

- Reward them with warm and sincere praise in a one-on-one setting
- Show that you approve of their performance by giving them more important responsibilities.
- Acknowledge the supportive role that they play, and make them feel like a critical member of the team.
- Suggest appropriate advancement opportunities when you feel they've mastered their current role.

## What Are the Motivational Needs of the C Style?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. Like you, they want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution. Because they share your objective outlook, they like to weigh the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so like you, they often question ideas and challenge assumptions to ensure accuracy.

What **demotivates** the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick 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 conceal a tendency to worry excessively.
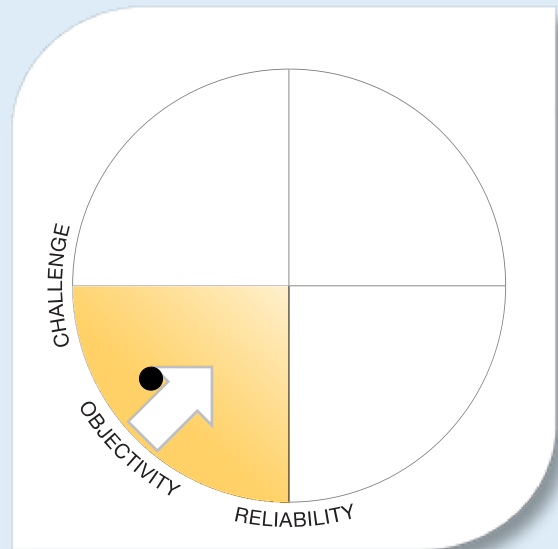
How can you help create a **motivating environment** for the C style?

- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Listen to their questions about projects or tasks, but keep them moving forward.
- Provide them with opportunities for independent work, but encourage them to collaborate when needed.
- Give them time to make decisions, but make sure they don't get bogged down.
- Give them challenging projects they can sink their teeth into.

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

- Praise them in private and point to objective, specific examples of excellence in their work.
- Reward accuracy by giving them increased responsibility for challenging projects.
- Recognize their ability to analyze and solve problems by providing new opportunities to hone their expertise.
- Show your respect for their competence by allowing increased autonomy.

YOUR APPROACH TO DEVELOPING OTHERS

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting 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 development task, and your approach is described below.

Sarah, you tend to take an organized, well-planned approach to developing the people you manage. Most likely, you look objectively at what they do well and what they struggle with and then match these abilities with the organization's needs. In fact, you may challenge people to prove that their ideas for development build on their strengths. If things don't add up, you won't hesitate to question them or push them in a more rational direction. Overall, you lay out a systematic plan for developing people, making it easy for them to define progress. This kind of structure can help the people you manage see their development as a reliable, ongoing process.
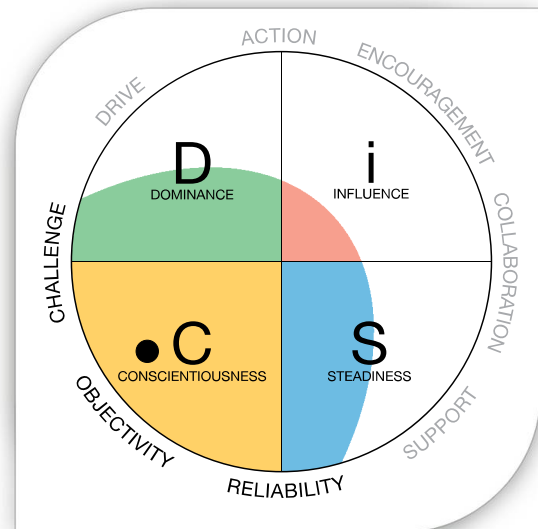
Your Development Approach

| ADVANTAGES	DISADVANTAGES
• Creating detailed development plans • Giving feedback in a professional manner • Being logical when assessing someone's potential • Helping people objectively identify their strengths and challenges • Keeping people from misreading their abilities • Using structured methods that are easy for another person to repeat	• Training people at a pace that may be too slow for them • Appearing to focus more on the organization than individuals • Causing people to worry that you are dissatisfied with their work • Wanting things be done the way they always have • Coming across as more concerned with the organization than with the individual • Neglecting to encourage new or innovative ways for people to develop

DEVELOPING YOUR "D" EMPLOYEES

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
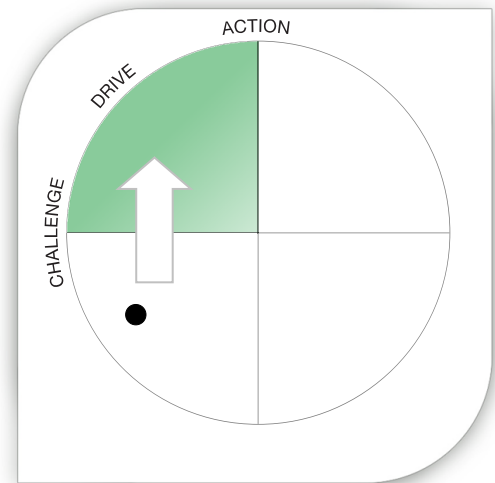
Obstacles and Strategies in the Development Process

Drive

People with the D style are usually quite driven, so it may be important to ensure that their energy is channeled in the right direction. Otherwise, they may strive for their own goals and give less attention to the organization's needs. Lay out the objective benefits of aligning their priorities with those of the organization, and be sure to make it clear that you respect their drive to achieve independently.

- Point out how organizational objectives are not necessarily at odds with their individual goals.
- Encourage their ambition and autonomy but be prepared to limit their authority.
- Let them know if they have taken on more than they can handle.

Action

People with the D style tend to move fast and may take shortcuts that make you uncomfortable. You may create detailed and precise goals for their development that may feel confining to them, even when necessary. Be prepared to show how striving for an immediate payoff may not be as beneficial in the long run as following an orderly development plan.

- Help them come up with appropriate long-term goals.
- Consider their need to keep moving when looking at development opportunities.
- Allow them to devise their own methods as long as they don't take ill-advised shortcuts.

Challenge

These individuals share your tendency to question ideas. However, they're more likely than you are to be direct and outspoken in their skepticism. They may be particularly resistant to structure that feels controlling to them. For this reason, they may push back on your authority, and you may need to take a stand to keep them from running with their own plans.

- Set up a system so they know when you are suggesting and when you are telling.
- Remember that heavy-handed tactics will turn disagreements into a power struggle.
- Work with them to develop new ideas rather than competing over solutions.

DEVELOPING YOUR "i" EMPLOYEES

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 praise and encouragement to others
- Ability to rally people around an idea
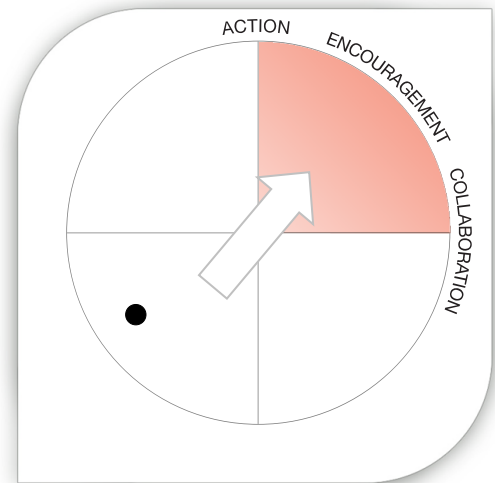
Obstacles and Strategies in the Development Process

Encouragement

People with the i style want to know that they are doing a good job and are on the right development path, so they may look for validation of their efforts. As a result, they may want more personal and upbeat feedback than you usually feel comfortable giving. They may not respond well if you simply stick to the facts and ignore their emotional needs.

- Refrain from being too cold or logical in your feedback.
- Be sure to point out any progress they have made.
- Show optimism about their options.

Action

These individuals are interested in fast-paced innovation, so they may display less enthusiasm for development opportunities that require a great deal of analysis or study. As a result, they may not appreciate the rational, objective measurements of development that you tend to rely on. Avoid dismissing their big ideas, but show them the value of a more systematic approach to professional growth.

- Be sure that they address the facts and look at the details.
- Avoid reining in their creativity and spontaneity.
- Line them up with opportunities that require quick decisions and immediate action.

Collaboration

These individuals tend to focus on people, and they often grow and improve their skills best in a team environment. For this reason, your preference to limit collaboration and focus on tasks may not meet their developmental needs, and you may need to reassess your assumption that everyone wants as much independence as you do.

- 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
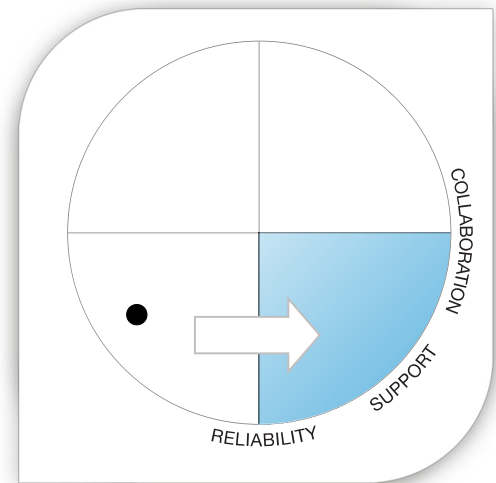
Obstacles and Strategies in the Development Process

Support

People with the S style want to have all the materials and knowledge they need to do a good job, and you usually make sure that people have the resources they require. However, they view support as more than just information. They also need to be reassured that they are doing a good job, while you may not feel comfortable offering this kind of emotional support.

- Show compassion when listening to their struggles and fears.
- Probe beneath the surface about their needs and concerns.
- Let them know that you care about their growth as a person, not just as an employee.

Reliability

These individuals are leery of development opportunities that require fast-paced innovation or an element of uncertainty. Instead, they share your tendency to prioritize sound, dependable solutions over risky choices. Therefore, you both might be overly cautious about development opportunities, and you may discourage them from stretching or taking chances in their professional growth.

- Encourage them to maintain their focus on reliable progress.
- Avoid overemphasizing safe development options.
- Remind them that development often means moving in new directions.

Collaboration

People with the S style may believe that groups come up with more effective answers than individuals do. They may look for development opportunities that allow them to collaborate with people, and they are often eager to help create collective visions. Therefore, your independent approach to development may not meet their needs.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Build on their ability to get along with diverse groups of people.
- Remind them that they have the skills to work independently when needed.

EVERYTHING **DiSC**
MANAGEMENT

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 who share your C style use logic to guide their actions, so they may respond well to your tendency to promote development opportunities that emphasize rational thinking. However, they prefer to work independently and minimize collaboration, so you may not be in sync with one another in regards to goals and opportunities.

- Encourage them to consider development opportunities logically.
- Steer them toward analytical development opportunities.
- Touch base often enough to make sure that you are on the same page.

Reliability

Like you, these individuals want to be seen as dependable and competent. However, you both may become inflexible once you've decided on a logical course of action. Furthermore, they have little interest in bold ideas, and you may unintentionally encourage them to stick to predictable development plans that don't hold much potential for growth.

- Avoid getting stuck in a rut of safe or traditional development plans.
- Be aware that they may have trouble admitting their limitations once they've started.
- Ensure that you both consider the drawbacks of being overly cautious.

Challenge

Like you, these individuals may probe ideas for flaws even after others have accepted them, which may be frustrating as you work with them to create a development path. In fact, you may run into issues over which of you is more "correct." Encourage them to give new ideas a fair hearing, and remind them that your goal is to help them develop professionally.

- Back up your ideas with evidence and logic to gain buy-in.
- Allow them to question ideas, but hold them accountable if they become unreasonable.
- Help them move beyond resistance toward constructive development plans.

HOW YOUR MANAGER SEES YOU

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.

▶ Objective

Sarah, since you have a C style, you probably come across as logical and systematic. You tend to be analytical, so your manager may appreciate your willingness to dissect thorny issues and calculate risks. However, some managers may worry that you often get bogged down in the specifics, while others might think your focus on the facts is shortsighted.

- 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.
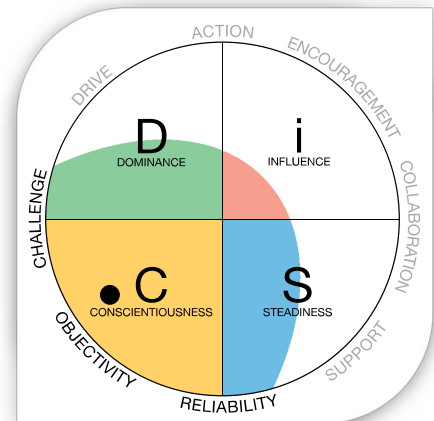
▶ Reliable

You likely avoid risky gambles, which may reassure your manager that projects are in safe hands with you. In addition, many managers may appreciate that you emphasize follow through and reliable progress. On the other hand, your cautious nature may cause some managers to question whether you're willing to take necessary chances to create compelling results.

- Some managers may believe you're unable to look beyond existing ideas to find exciting new solutions.
- Your manager may think you're too cautious when it's time to make big decisions.

▶ Challenging

Because you're unlikely to accept ideas without challenging assumptions, your manager probably feels confident that you'll uncover any problems that could compromise the end result. Furthermore, many managers will appreciate your high standards and critical thinking. However, some managers may view you as overly nit-picky if you seem to find something wrong with every solution.

- Some managers are more likely to trust people who are more accepting of new ideas.
- Your manager may think that you're never satisfied with a proposal.

WORKING WITH "D" MANAGERS

Most of us would like to understand our own manager a bit better. 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 drive for results may cause them to overlook people's feelings or make compromises to quality.
- Unlike you, they prioritize action and want to keep progressing at a rapid pace.
- Like you, they probably challenge themselves and aren't afraid to challenge others.
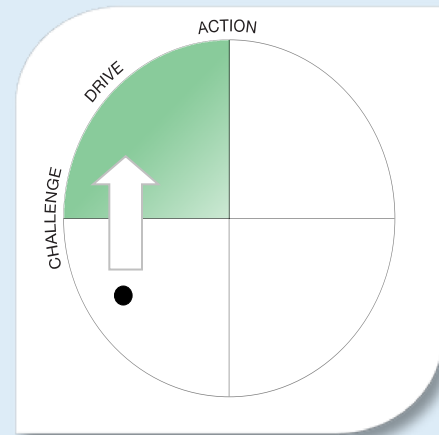
Advocating & Getting Buy-In

Because managers with the D style are driven to reach their goals, they want to know how your ideas can produce practical results. By explaining your proposals rationally and making the benefits clear, you may be able to gain their buy-in. And your tendency to emphasize logic and avoid emotional appeals may work in your favor. Furthermore, they push for forward progress at a rapid pace, so your inclination to dwell on the details may try their patience. Your slower, analytical approach may also indicate to these managers that your plan may not have an immediate impact. If you want their attention, lay out the big picture simply and directly, and remember that if it seems too complex, they're likely to dismiss it. They want to feel in control, so show respect for their leadership, and offer them an ownership stake in the solution.

- Keep the focus on the bottom line.
- Emphasize the concrete results that they can expect from your solutions.
- Avoid getting bogged down with specifics.

Dealing with Conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. They are direct and aren't inclined to avoid confrontation. Although you tend to be just as challenging, you may withdraw from conflict to avoid dealing with emotional displays. When working with these managers, however, you will need to address concerns in a straightforward manner. Avoid any passive-aggressive behavior and state your points objectively. Also, be sure not to challenge their authority or question their ability to lead.

- Refrain from becoming intimidated by their assertiveness.
- Avoid withdrawing and letting negative feelings build.
- Communicate your points directly and objectively.

WORKING WITH "i" MANAGERS

Most of us would like to understand our own manager a bit better. 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.

- Unlike you, they focus on encouragement and celebrating group victories.
- Unlike you, they prefer to work with others and prioritize teamwork.
- Unlike you, they focus on action and move quickly while striving for forward progress.
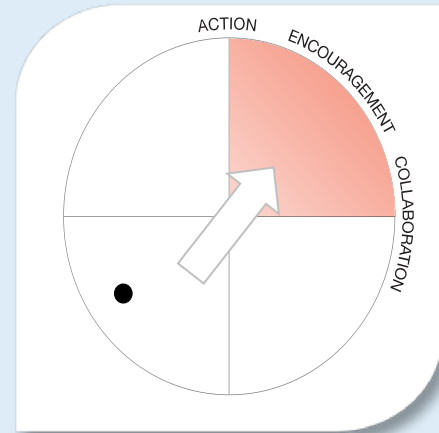
Advocating & Getting Buy-In

Managers with the i style look for cooperation and want to know how your plans will affect other people. They're interested in finding ways to interact, so your more reserved, independent style may not make an impression on them. If you want their buy-in, explain how team members can work together to reach your goals. Furthermore, they're interested in fast movement and groundbreaking solutions, so your emphasis on facts and in-depth analysis may feel slow and uninteresting to them. Instead of focusing solely on data, show them that your solution has the power to invigorate people. Lay out the big picture, and assure them that things can happen quickly.

- Emphasize how your idea can work quickly to energize people.
- Avoid dwelling on facts or non-essential details.
- Project enthusiasm for your plan.

Dealing with Conflict

Managers with the i style want to maintain friendly relationships. However, self-expression is very important to them, so in a conflict situation, they may demand to be heard. This may be difficult for you, since you tend to withdraw from emotional outbursts. For you, conflict is about solving problems, so you may try to overpower people with logic if confrontation is unavoidable. However, people with the i style may take feedback personally, even if it seems objective to you. Express concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that you want to maintain a good relationship.

- Let them know that your relationship is still strong despite your differences.
- Acknowledge the importance of their feelings.
- Don't take offense if they make personal comments.

WORKING WITH "S" MANAGERS

Most of us would like to understand our own manager a bit better. 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.

- Unlike you, they emphasize people's feelings and are more concerned with maintaining relationships than you tend to be.
- Unlike you, they would rather work collaboratively than independently.
- Like you, they want to avoid chaos and maintain a dependable setting.
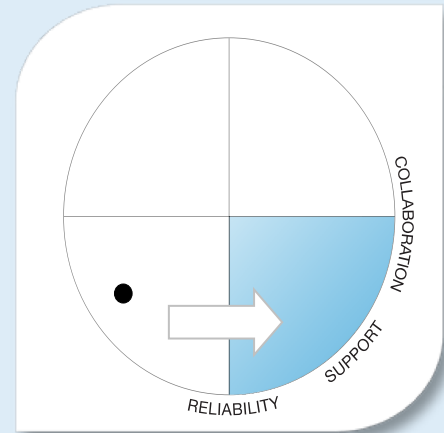
Advocating & Getting Buy-In

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results, factors that are also very important to you. They need time to prepare for any changes that you might suggest. And because they can often see both sides of an issue, be prepared with the evidence that validates your plan. Avoid coming across as a know-it-all by asking them for feedback, and make it clear that you value their opinion. Furthermore, they're interested in collaboration and team unity, so if the plan seems too impersonal or challenging, they aren't likely to provide the support you need to make it happen. Rather than focusing solely on facts and data, point out how aspects of your solution can bring the group together.

- Lay out your plan in a step-by-step manner.
- Emphasize how your idea will help people.
- Make sure to address any doubts they have about your idea.

Dealing with Conflict

Like you, managers with the S style dislike confrontations. They may tiptoe around conflict to maintain harmony, so don't assume their silence means the matter is resolved. Instead, they may be reluctant to discuss their true feelings. When working with them, address issues directly, but avoid an overly logical approach. Although they don't often show it outwardly, they can be sensitive, and feedback delivered in an objective, detached way can seem cold or hurtful to them. Express a desire to work through the conflict quickly but thoroughly. If you allow them to bury their feelings, resentment may build.

- Address the situation directly rather than avoiding it.
- Avoid dismissing the conflict unless you're sure it's resolved.
- Follow up to make sure the problem has been corrected.

WORKING WITH "C" MANAGERS

Most of us would like to understand our own manager a bit better. 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.
- Like you, they want to think through all of the consequences to deliver a reliable outcome.
- Like you, they tend to show skepticism for ideas that aren't backed up by facts.
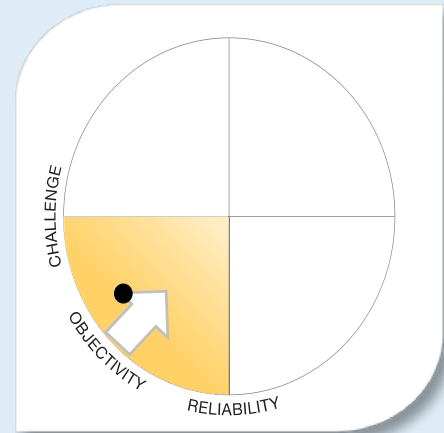
Advocating & Getting Buy-In

Managers who share your C style want to see how your ideas can lead to a high-quality solution. Like you, they want to catch flaws before complications can arise, so they're likely to be somewhat skeptical. For this reason, avoid becoming defensive if you want their buy-in. Prove your competence by utilizing facts and logic, and be sure to acknowledge their expertise rather than just trying to impress them with your thorough knowledge. Furthermore, you share their interest in reliability over speed, so your systematic approach may assure them that you've thought through all of the consequences of your plan. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Present information clearly and logically.
- Rely on facts and data for support.
- Show them that you respect their expertise.

Dealing with Conflict

Managers who share your C style often try to overpower opposing viewpoints with logic. If emotions begin to run high, however, they may withdraw. Because you also tend to take an objective, reserved approach in conflict, disagreements between the two of you may go unresolved, or you may engage in logic wars. When working with them, you may need to be more direct. State your position objectively and give them time to present their side. Try to focus less on proving them wrong and more on resolving the conflict.

- Use logic and facts to support your opinion.
- Make your case respectfully and thoroughly.
- Avoid withdrawing from the argument before it's clearly resolved.

APPENDIX: OVERVIEW OF THE DiSC® STYLES

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

CONSCIENTIOUSNESS

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

Thoughtful
Moderate-paced
Calm
Methodical
Careful

STEADINESS

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