

MANAGEMENT PROFILE



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Your Company
Human Resources
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WILEY

INTRODUCTION TO DiSC®

Welcome to Everything DiSC®

Scott, 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 accomplishing exciting goals.

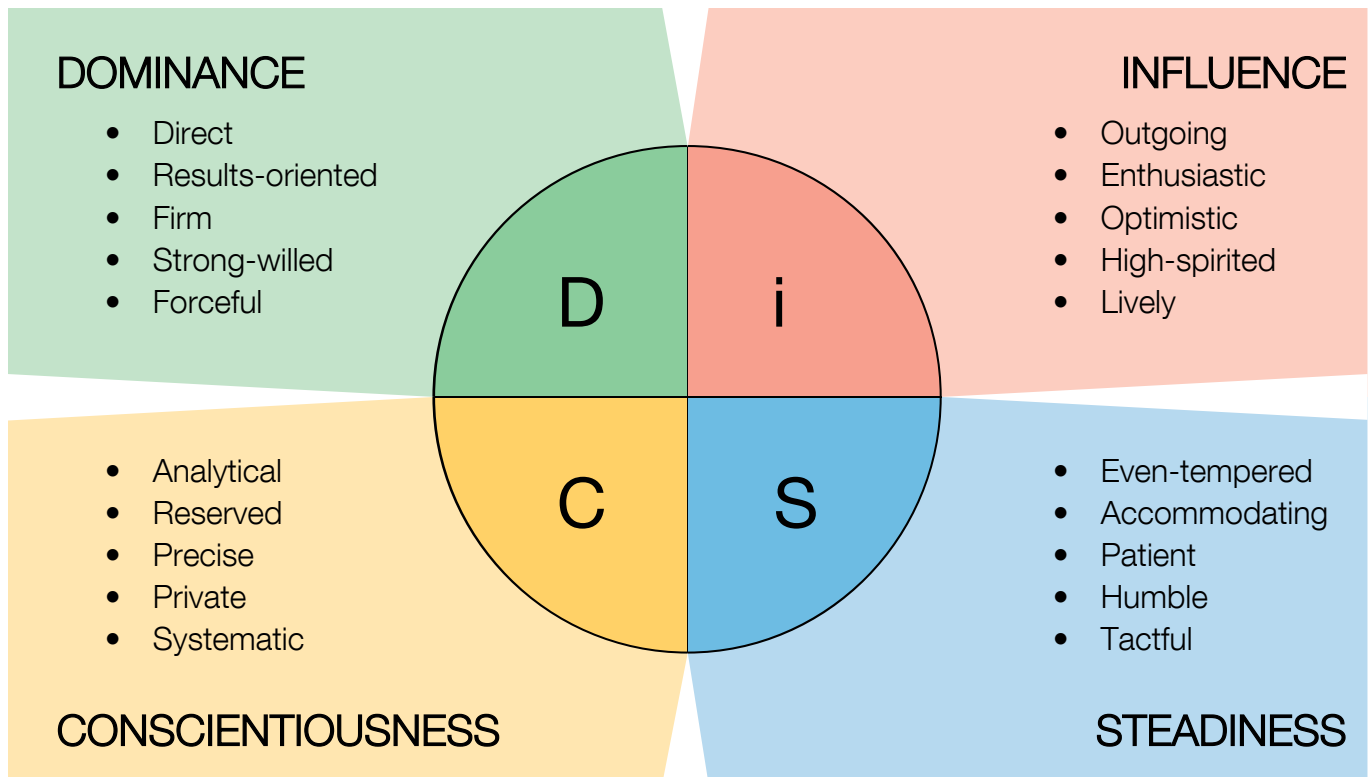
Or, maybe you're more comfortable working with those who take an energetic, bold approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more adventurous than cautious.

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**.



YOUR DiSC[®] OVERVIEW

How is this report personalized to you, Scott?

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

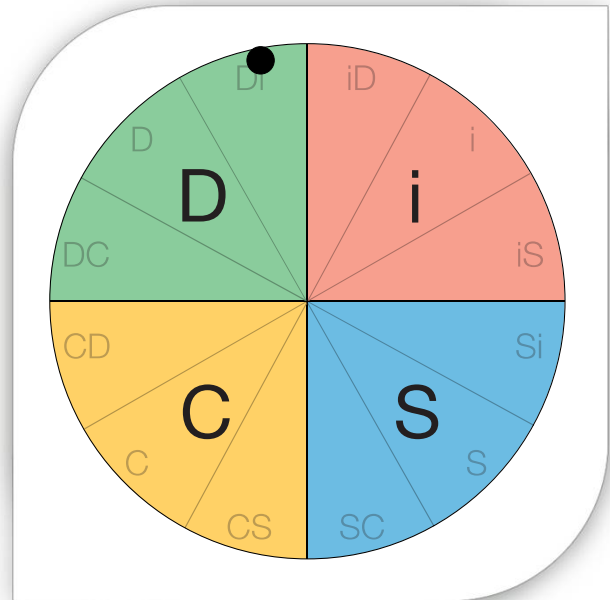
Your Dot

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: Di

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



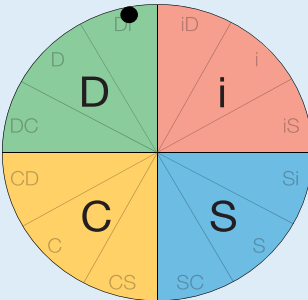
Close to the Edge or Close to the Center?

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 Di 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 Di 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 Dot Tells a Story

Your DiSC Style Is: Di



Because you have a Di style, Scott, you're probably an active manager who creates forward momentum in a group. You maintain a fast pace, and you may have little patience for things that stand in the way of progress. Most likely, you have a high need for variety, so you're often eager to seize new opportunities, even if it means changing directions quickly.

Since you're so ambitious, you're probably attracted to important assignments that will allow you to maximize your talents. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that get in the way of creativity and flexibility. You like being in charge and having the freedom to set your own course while delegating more in-depth responsibilities to others.

Like other managers with the Di style, you probably make the connections you need to get results. Most likely, you're candid and self-confident, and your persuasive powers may allow you to work toward your goals by gaining the buy-in of others. You may have discovered that tapping into other people's ideas brings a better chance of success, so you're likely to welcome brainstorming opportunities.

In terms of time management, you tend to thrive under time pressure. In fact, you may become restless with downtime and grow bored with long-term projects or predictable routines. Because you prefer free-flowing processes, you may sometimes struggle with situations that require you to be more methodical or systematic. You probably make time to get to know the people you manage, but you may become impatient with people if you think they are wasting time.

Most likely, you're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. At times, you may overlook details of complex problems in favor of shortcuts. You have a sense of adventure and tend to act quickly when you see a window of opportunity, and you often present your decisions in a confident manner that gains people's support. However, you're unlikely to consider facts and data that contradict the direction you prefer.

When conflict arises, you probably approach it proactively in an attempt to resolve it quickly. However, when put under a great deal of pressure, you may sometimes become combative. While unleashing your frustration may seem cathartic to you, it can make the people you manage very uncomfortable.

Because you want to be heard, you tend to push when you feel that your opinions are overlooked or marginalized. You may even run the risk of becoming too insistent if you feel your ideas aren't appreciated or accepted. While you expect some public acknowledgement of your accomplishments, you probably don't require a lot of gushing praise. And because you value recognition yourself, you may be generous with your compliments to the people you manage.

Scott, like others with the Di style, your most valuable contributions as a manager may include your high energy, your drive to get results, and your ability to inspire others. In fact, these are probably some of the qualities that others admire most about you.

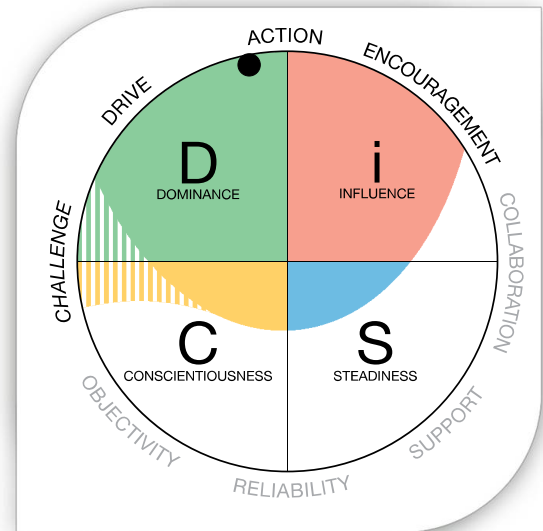
YOUR DiSC® PRIORITIES & SHADING

Your Shading Expands the Story

Scott, 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 your style have shading that touches **Action**, **Drive**, and **Encouragement**. Your shading stretches to include **Challenge**, which isn't characteristic of your style.



What Priorities Shape *Your* Management Experience?

► Taking Action

Scott, like other managers with the Di style, you like to take command of situations and hit the ground running. You tend to move forward while pushing your team members to keep up with your rapid pace. Most likely, you're willing to take action without much worry about the consequences, and you may become impatient with people who stand in the way of swift progress.

► Displaying Drive

You often set ambitious goals, and you may encourage your team to share this focus on achievement. New ideas and adventurous options tend to energize you, and you may favor strategies that yield the biggest payoff for your efforts. You usually set the bar high and are willing to take some risks along the way. Because being driven is important to you, you tend to do what it takes to get the results you're after.

► Providing Encouragement

Managers with the Di style want members of the team to feel good about their contributions and often emphasize what they're doing right when discussing their work. Because you want people to feel energized and optimistic, you probably avoid appearing overly critical. You focus on providing encouragement to give them the confidence needed to put their best foot forward.

► Offering Challenge

Although it's somewhat unusual for someone with the Di style, you're probably willing to ask questions and challenge assumptions if you're unconvinced. You place a high value on competency, and when you spot a flaw, you're likely to speak up about it. Ultimately, you aren't afraid to openly demonstrate your uncertainty in order to ensure sound results.

YOUR MANAGEMENT PREFERENCES

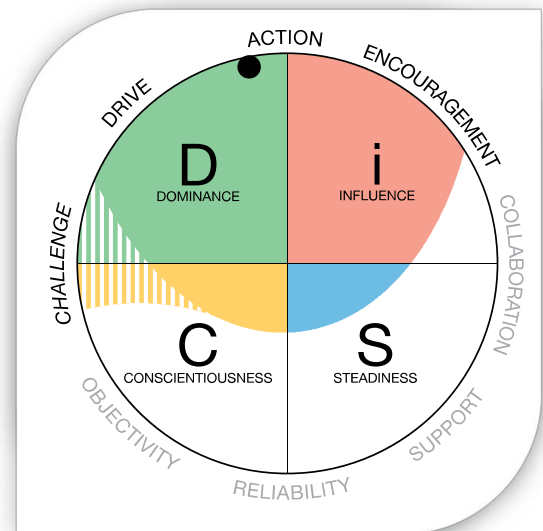
What Do You Enjoy About Managing?

Different people find different aspects of their work motivating. Like other people with the Di style, you may enjoy that management offers you an opportunity to lead others toward impressive results. You probably like creating a high-energy environment, and being the manager of a team may appeal to your desire to make a positive impact on people. Furthermore, you may also appreciate the ability to take charge of situations and challenge others to perform their best, and this is less typical of the Di style.

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

MOTIVATORS

- Initiating change
- Having authority
- Achieving immediate results
- Promoting innovation
- Creating a dynamic environment
- Increasing enthusiasm
- Keeping things moving
- Setting high standards
- Improving upon others' ideas



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 tend to be driven, you may find it upsetting when ambitious projects run into obstacles or delays. It may also frustrate you if your innovative plans get bogged down in details or by other people's hesitancy. Furthermore, you may also dislike an atmosphere that feels dull or pessimistic. At the same time, unlike others with the Di style, you may find it frustrating to manage people who don't meet your standards of competency.

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

STRESSORS

- Following strict rules or protocols
- Having to moderate your pace
- Having your authority overruled
- Accepting limitations
- Adjusting your goals
- Providing step-by-step training
- Working steadily toward long-term goals
- Dealing with people who don't meet your standards
- Keeping your opinions to yourself

YOUR DIRECTING & DELEGATING STYLE

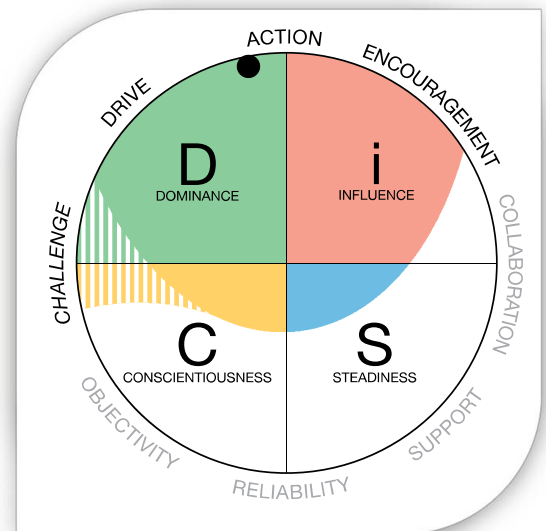
As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a “please” and “thank you.” Perhaps you’ve noticed that individual employees respond positively to different types of instruction and feedback. Some want specific 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.

Scott, because you prefer to **move at a fast pace in pursuit of bold solutions**, you usually hit the ground running and encourage people to follow your lead. You tend to point people in the right direction and push them to come up with creative solutions.

Your priority on **encouragement** motivates you to get people energized about their tasks. You’re probably friendly, and the people you manage may appreciate your enthusiasm for their efforts.

On the other hand, because you’re **driven to get results**, you keep an eye on the bottom line and hold people accountable for their performance. Yet, while the people you manage may feel empowered to act, they may falter if your demanding pace prevents them from getting all the information or resources they need.

Furthermore, you tend to **challenge people to meet your high standards**, which isn’t typical of someone with the Di style. At times, you may question people’s competence and remind them of their responsibilities.



How Do You Approach Directing & Delegating?

STRENGTHS

- Creating a sense of urgency
- Getting people moving
- Pushing people to reach their potential
- Giving direction in a positive manner
- Encouraging creativity in the execution of tasks
- Evaluating people based on their competency

CHALLENGES

- Highlighting the importance of routine tasks
- Creating a reliable setting
- Listening to people’s concerns about assignments
- Considering the needs of others
- Giving more structure to the people who need it
- Delegating rather than doing everything yourself

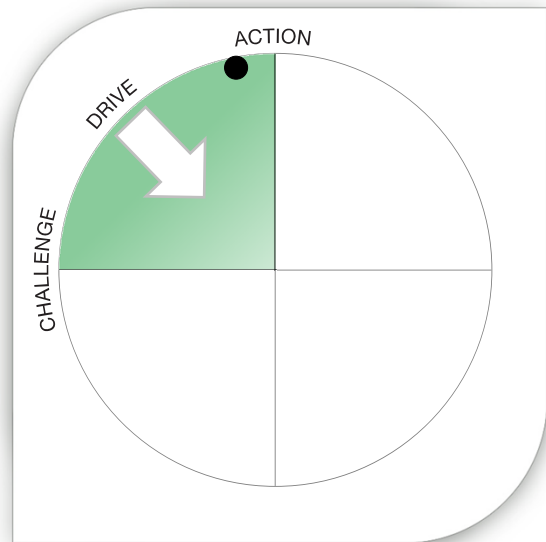
DIRECTING & DELEGATING TO THE D STYLE

How Does the D Style Like to Work?

Like you, people with the D style prioritize the bottom line and are driven to get results. Because they display a great deal of initiative, they may be eager for you to assign them ambitious or creative tasks, which you probably appreciate. They share your tendency to voice opinions freely, but they're probably less concerned than you are when it comes to alienating people as they strive for success. In fact, they seem to be internally motivated and probably don't require the encouragement you often offer.

Potential Problems When Working Together

People with the D style tend to be upfront with their uncertainties, and you share their challenging approach even though it isn't as typical for someone with the Di style. Because they often think that they know best, they may fail to follow your directions, even making decisions without consulting you. Furthermore, they're likely to get defensive if they feel their judgment has been called into question. Because they tend to be just as set in their ways as you are in yours, it may be difficult for you to bring about a resolution when disagreements between the two of you arise.



How to Be Effective with the D Style

Like you, people with the D style are fast-paced. They are willing to take risks if it will get them the results they want, and they often look for new or exciting projects. Therefore, show them the big-picture purpose of a task and how it can lead to impressive outcomes. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability, and if they are inexperienced, make sure that their ambition doesn't exceed their qualifications and skills. Given your Di style, you may need to push yourself to relinquish a little control and give them more autonomy.

If they're less experienced:

- Don't confuse confidence with competence.
- Review their plans before they move ahead.
- Establish agreement about the type of decisions that will be left to them.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

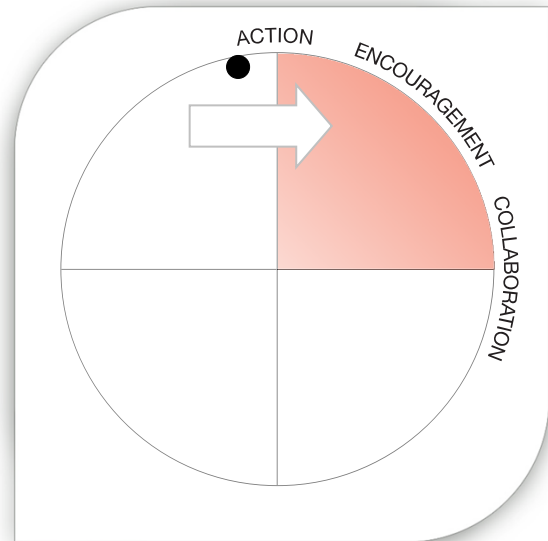
If they're more experienced:

- Make sure you see eye to eye on the goal of the assignment.
- Show them the most practical way to be productive.
- 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?

Like you, people with the i style are generally upbeat and optimistic. They share your sociable, expressive nature, and they probably appreciate your tendency to provide them with encouragement. However, in their eagerness to communicate, they may bring up subjects that are not even remotely related to the task at hand, which may clash with your preference to stick to business. Furthermore, despite their high energy level, they may not share your interest in the bottom line, and they're probably less driven to make a big impact.



Potential Problems When Working Together

People with the i style want a fun, collaborative work environment, preferring to work with others and to make personal connections. They're probably more interested than you are in socializing and being the center of attention. Therefore, they may become distressed if their assignments isolate them from others. And while you may share their enthusiasm for ideas, you probably focus more on the bottom line. At times, your frank manner may come across as insensitive to them.

How to Be Effective with the i Style

Like you, these individuals tend to move quickly. They seek new or exciting projects and may become restless if they are forced to work for long periods of time on routine tasks. They share your tendency to improvise and make spontaneous decisions. Therefore, you may need to focus on providing them with a firm structure and clear, detailed expectations. Check in with those who lack experience to make sure they're on track. For those who are more experienced, encourage innovation, but hold them accountable for timelines and results.

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.
- Let them collaborate when possible.
- Check their understanding since their enthusiasm might hide a lack of clarity.

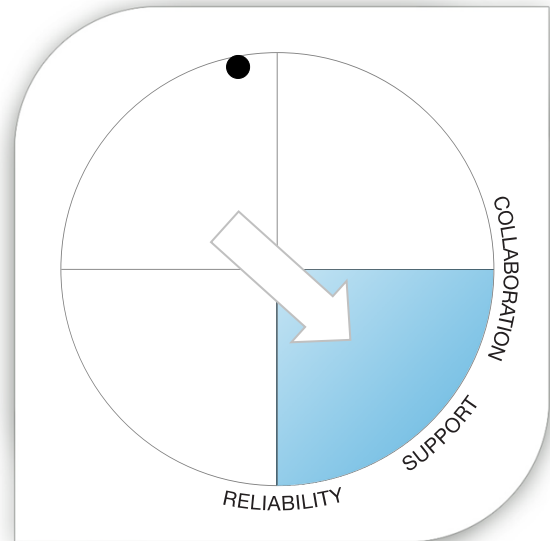
If they're more experienced:

- Allow them to take the lead in group settings.
- Make time to go over their ideas with them.
- Let them try out new ways to look at problems.
- Keep them on track and on schedule.
- Acknowledge their contributions publicly.

DIRECTING & DELEGATING TO THE S STYLE

How Does the S Style Like to Work?

People with the S style are often accommodating and flexible. They accept direction easily and will seldom push for more authority, but they may need more hands-on support than you naturally provide. At the same time, they may be so intent on avoiding confrontations that they keep their concerns to themselves. As a result, you may not know about their discomfort until it's too late. Because you usually assume that people can handle assignments without bothering you for reassurance, you may need to stretch to give them the support they need.



Potential Problems When Working Together

These individuals appreciate a methodical pace, and they like to focus on their tasks without being interrupted by sudden changes or radical developments. For this reason, they may view the high-speed environment that you prefer as intimidating or stressful. Unlike you, they want to be given clear guidance and time to perform their tasks without being rushed for quick answers. As a result, you may become annoyed if you have to slow your pace to meet their needs, while your willingness to change course quickly might make them nervous.

How to Be Effective with the S Style

People with the S style may be most comfortable in friendly, collaborative environments. They want to make sure that they're on the same page as other people and to be part of a cooperative team. Since you place less emphasis than they do on personal relationships, they may feel disconnected from you at times. Be straightforward about your expectations, but let them know you're available to help if needed. Make an effort to allow people to work together and to reward productive teamwork.

If they're less experienced:

- Give clear, step-by-step directions.
- Check in with them frequently.
- Refrain from giving them too much responsibility before they're ready.
- Avoid overriding their decisions whenever possible.
- Ask questions to confirm their understanding.

If they're more experienced:

- Give them more responsibility but avoid overburdening them.
- Ask enough questions to elicit their concerns.
- Encourage them to take the initiative.
- Ask them directly about what kind of support they need and expect.
- Make yourself available as an advisor throughout the process.

DIRECTING & DELEGATING TO THE C STYLE

How Does the C Style Like to Work?

People with the C style relate best to logical objectives and fact-based ideas. They strive for quality results, taking the time to analyze concepts and examine solutions. These individuals are comfortable working alone, so they may require only minimal face time. In fact, they may isolate themselves and make decisions without consulting you or the team. They'll respond well if given tasks that require careful attention to detail, especially if they are also given the time and space to produce their best work.



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. Therefore, they may not appreciate your tendency to make quick decisions and strive for breakthroughs. In fact, they may become annoyed if you pressure them to multi-task or rush their efforts. They are much less concerned with having an immediate impact, and you may become frustrated with their tendency to go over solutions repeatedly.

How to Be Effective with the C Style

People with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies, a preference you share even though it's not typical of the Di style. However, since you also tend to be challenging, they may withdraw or become passive-aggressive if they feel you are criticizing their work. They may spend too much time perfecting their work, so be sure to check in often enough to keep them on track. For those with more experience, allow more autonomy, but set clear deadlines that keep them moving forward.

If they're less experienced:

- Allow them to work independently whenever possible.
- Help them achieve quality without putting deadlines at risk.
- Explain the logic 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 when necessary to ensure forward progress.
- Encourage them to study the overall plan for defects.
- Listen to their concerns about quality.
- Allow them to work independently, but set clear deadlines.
- Give them opportunities to help solve complex issues.

MOTIVATION AND THE ENVIRONMENT YOU CREATE

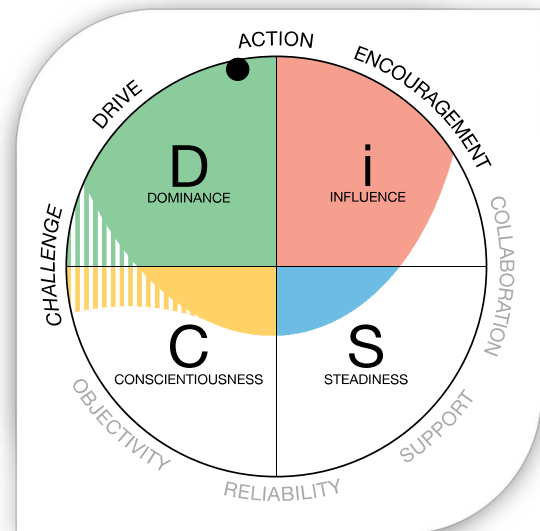
You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work, and 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.

Scott, your **preference for action** helps create a sense of urgency that may be contagious. The people you manage may feel energized by your fast pace and quick decision making, which could help them to maintain momentum.

Similarly, by **driving toward success**, you can create a setting where people believe that anything is possible. As a result, you may encourage others to strive for more ambitious goals than they would otherwise have considered.

Your **enthusiasm and encouragement** help create an environment where people feel recognized and valuable. You probably help them see that work can be adventurous, and as a result, they may be more upbeat and optimistic about their tasks and their contributions.

Furthermore, unlike others with the Di style, you have an extra priority that may influence motivation and the environment you create. Encouraging people to **challenge inefficient or redundant processes**, as you tend to do, may allow the team to consider more and better solutions.



The Environment You Create

- Your passion and high energy may inspire people to move quickly.
- Your decisiveness can help people feel confident that the team will succeed.
- When you put confidence in others, they may feel empowered to use creative approaches.
- Your desire for innovation fosters a creative atmosphere.
- Because you emphasize results, people feel a sense of urgency.
- Because you challenge people, they push themselves harder.

MOTIVATION AND THE D STYLE

What Are the Motivational Needs of the D Style?

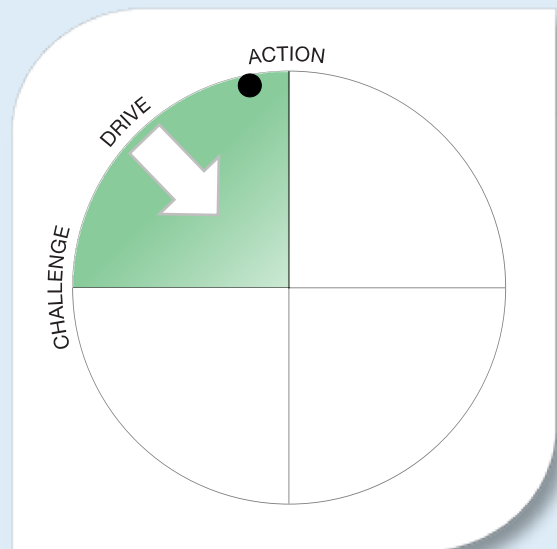
Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. Like you, they're driven to achieve, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. 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?

- Help them set results-oriented goals.
- Let them work independently when possible.
- Give them reasonable freedom to control their work environment.
- Create opportunities for competition, but not at the expense of the team.
- Avoid stepping in or overruling their decisions unless absolutely necessary.
- Make new projects more compelling by outlining their big-picture purpose.

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

- Step back to give them more autonomy when they deliver the results you look for.
- Praise them in a direct manner by providing examples of their achievement.
- Acknowledge their ideas and give them credit for their work.
- Offer advancement opportunities when they have proven they're ready for further challenges.

MOTIVATION AND THE i STYLE

What Are the Motivational Needs of the i Style?

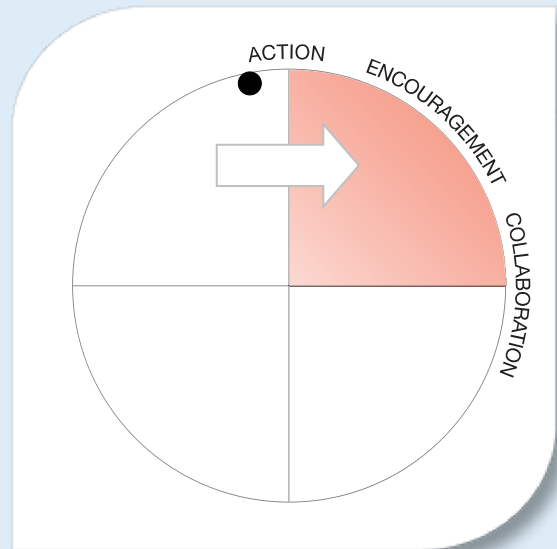
Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. Unlike you, they're eager to collaborate, so they may put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly and indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition, and like you, they appreciate a warm and encouraging environment.

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?

- Encourage their positive energy and give them opportunities to express themselves.
- Let them collaborate with others.
- Limit the predictability and routine of their tasks when possible.
- Avoid dampening their enthusiasm by dismissing their ideas too quickly.
- Take their feelings into account rather than relating everything to results.
- Provide encouragement even when delivering difficult feedback.

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

- Reward their achievements by putting them in the spotlight.
- Applaud their energy and people skills by creating more opportunities for them to use these talents.
- Recognize their growth by providing opportunities to network with key players in the organization.
- Show approval for their performance by recommending them for awards and advancement opportunities.

MOTIVATION AND THE S STYLE

What Are the Motivational Needs of the S Style?

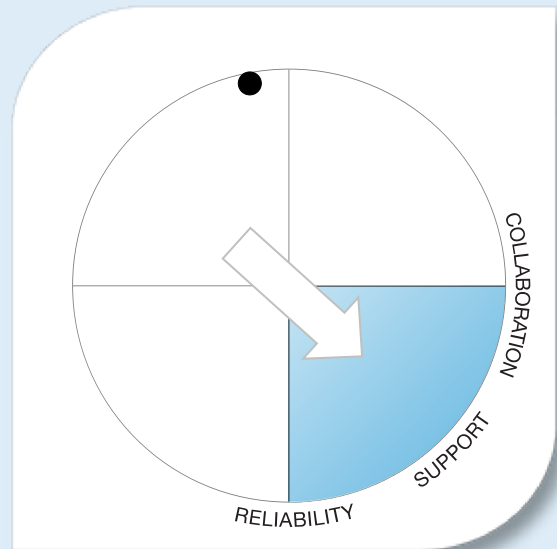
People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. They want to be supportive of people, and may even withhold their own opinions to accommodate the needs of others, which is a tendency you may not identify with. In addition, they like to connect with colleagues on a personal level, and they may value working in a collaborative setting more than you do. Furthermore, they want to be seen as reliable and to have enough time to perform their duties without being rushed or stressed, which probably isn't as important to you.

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?

- Give them ample time to achieve results, which may require you to slow your pace at times.
- Show them that you care about their feelings rather than focusing solely on achievement.
- Provide the information and resources they need to do their best work.
- Plan ahead to be able to give plenty of warning when changes are coming.
- Provide the structure and security they need to feel comfortable.
- Ask for their ideas, which they might not share without encouragement.

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

- Regularly reassure them that they're meeting your expectations.
- Recognize how their strengths, such as steadiness and supportiveness, contribute to team success.
- Reward them with warm and sincere praise in a one-on-one setting.
- Discuss advancement when you think they're ready, since they aren't usually self-promoters.

MOTIVATION AND THE C STYLE

What Are the Motivational Needs of the C Style?

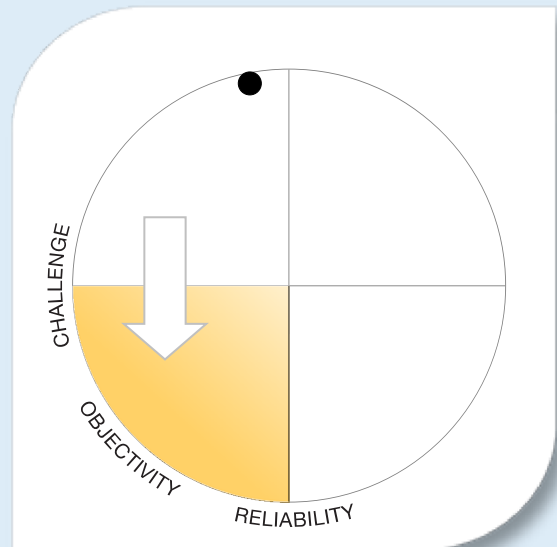
Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. They want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution, which isn't one of your top priorities. Because they tend to be even more objective than you are, they like to weigh all 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?

- Avoid pressuring them for fast results.
- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Listen to their insights about projects or tasks before asserting your opinion.
- Provide opportunities for independent work.
- Make sure that your expectations are clear.

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

- Compliment their performance and expertise, but remember that they prefer private praise.
- Thank them for their high-quality standards that contribute to the team's success.
- Help them further develop their strengths, including analysis, logic, and problem solving.
- Reward them for quality work by taking a more hands-off approach and granting more autonomy.

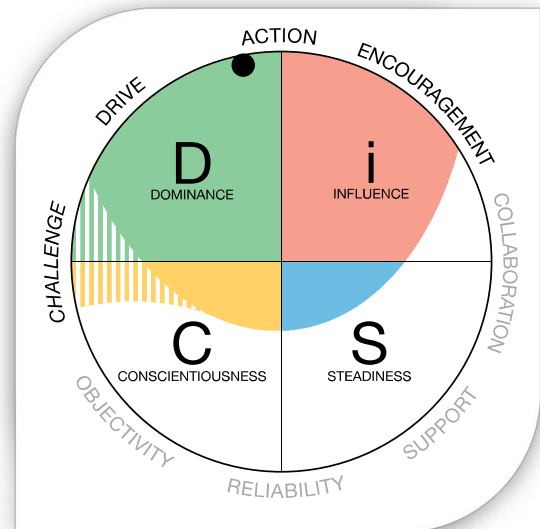
YOUR APPROACH TO DEVELOPING OTHERS

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.

Scott, you encourage people to pursue their goals with passion and energy. When developing people, you help them set ambitious goals and hold them accountable through feedback and encouragement. Most likely, you enjoy the responsibility of mentoring people and providing creative challenges that will help them grow. Your inspirational approach may motivate them to conquer difficulties and capitalize on their potential. And because you tend to maintain a fast pace, you probably encourage people to be adaptable to changing development plans if new opportunities arise. Overall, you take pride in the accomplishments of those you manage, feeling successful when they grow professionally.

Furthermore, unlike others with the Di style, you also have an extra priority that might influence your approach to developing others. Challenging people to meet your high standards may put pressure on them to sharpen their skills and abilities.



Your Development Approach

ADVANTAGES

- Suggesting bold or daring ideas for people's development
- Encouraging others to think big
- Motivating people to do what they set out to do
- Instilling a sense of confidence in others
- Pushing people to take chances and be flexible in their development
- Not settling for mediocre performances or growth

DISADVANTAGES

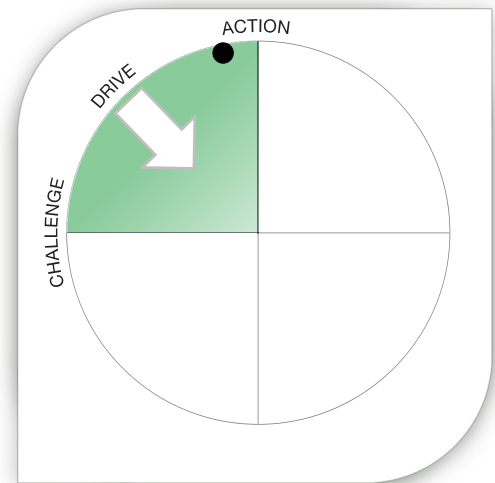
- Overwhelming people with responsibilities
- Forcing others to develop in ways that contribute to your own agenda
- Being unrealistically optimistic about some people's development options
- Failing to take a long-range view of people's development needs
- Pushing people at a pace that doesn't allow them time to develop necessary skills
- Focusing on flaws rather than strengths

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

Like you, people with the D style are driven to get results. Be aware of whether they are meeting the needs of the organization, and identify situations when they need redirection. Otherwise, they may set self-serving goals and work toward individual achievement. Respect their desire for autonomy while also asserting your authority when they need to be reined in.

- Help set development goals that are beneficial for both the employee and the organization.
- Be prepared to limit their authority if they are inexperienced.
- Encourage them to create ambitious development plans and believe in their potential.

Action

Like you, these individuals work quickly to gain immediate payoff, which may cause them to make decisions on the fly. Coach these individuals to embrace their natural momentum, but also help them step back and see how their career development fits within the big picture. Since you are also action-oriented, you may need to challenge yourself to help these individuals create step-by-step development plans.

- Help them slow down to look at other development opportunities.
- Review the big picture and have them come up with appropriate long-term goals.
- Make sure they understand how much work will be needed to achieve their bold goals.

Challenge

While it's more typical for the D style than the Di style, you both may take a challenging approach. As a result, they may be prone to defy your leadership, which could lead to conflict since you're unlikely to share your authority. And since they are usually skeptical, they may question your development suggestions and stubbornly defend their ideas.

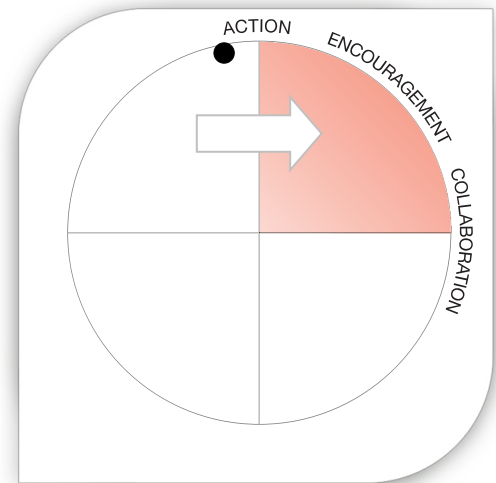
- Assert your authority while encouraging their creativity.
- Don't allow yourself to engage in a power struggle with them.
- Respond to any resistance by explaining how your ideas will directly benefit them.

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

Like you, people with the i style thrive on encouraging feedback, so it's important to recognize their developmental progress. However, your collective positive energy may distract you from serious problems. You may fail to recognize their limitations, and they may not realize the seriousness of situations when their performance requires correction.

- Be sure to point out the progress they have made.
- Show that you are optimistic about their success, but don't ignore problems.
- Check to make sure they understand your feedback.

Action

These individuals share your desire to keep moving, which may mean that you don't slow down to work on employee development often enough. Since they crave opportunities that offer excitement, adventure, and spontaneity, they may avoid new responsibilities that seem too complex or mundane. Avoid suppressing their enthusiasm, but push them to stretch themselves professionally.

- Help them slow down to look at other development opportunities
- Point out the negative consequences of not taking the time to develop skills with concentrated effort.
- Encourage their spontaneity when appropriate.

Collaboration

People with the i style want to work with others. However, this can be limiting when they overemphasize charisma and social skills and fail to see the value of nose-to-the-grindstone work. Because you enjoy autonomy, you may not relate well to their preference to grow in a collaborative setting.

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

DEVELOPING YOUR “S” 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 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 seek reassurance from others, and you may not always take the time to provide the emotional support that they need. They may be intimidated by your drive and emphasis on progress, and this may cause them to withhold their concerns. Your focus on achievement may also leave them feeling inadequate.

- Think beyond results, productivity, and success when structuring their development.
- Ask for their thoughts about their interests and skills.
- Show patience and understanding for their fears and concerns.

Reliability

They don't need to be the center of attention. They'd rather be seen as a rock, always dependable and stable. Therefore, they may not appreciate it when you propose development opportunities that seem risky or bold to them. While they may feel threatened or nervous in such cases, they are unlikely to speak up.

- Help them see the opportunities in more adventurous development plans.
- Give them time to warm up to ideas that involve a lot of change.
- Make sure they are comfortable with all aspects of the plan before moving ahead.

Collaboration

People with the S style believe that groups of people can be more powerful than the sum of their individual strengths. They are likely to prefer development opportunities that allow them to collaborate. Thus, your focus on individual achievement in the professional development process may not meet their needs.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the strength to work autonomously.
- Offer constructive feedback when necessary.

DEVELOPING YOUR “C” EMPLOYEES

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 want to be experts in their field, so they are probably more interested in superior outcomes than rapid advancement or public recognition. Because they are so focused on precision, they may become isolated and fail to plan beyond the task at hand, so they may need your guidance to visualize future growth.

- Consider that they may prioritize expertise over achievement.
- Explain the rationale behind development opportunities that you propose.
- Push them to move forward rather than overanalyze the specifics.

Reliability

These individuals usually avoid situations where there is the possibility of failure or incompetence, and this may affect their approach to development. Because they are more methodical than you are, they probably appreciate development plans that are clear and well planned, and they are likely to choose safe options over the bold ideas that you may propose.

- Put development opportunities into a clear, well-organized framework.
- Be aware that they may have trouble admitting their limitations.
- Ensure that they see the drawbacks of playing it safe.

Challenge

Like you, these individuals are often skeptical, which is more typical of the C style than the Di style. As a result, they'll probably want to verify information and ask a lot of questions before proceeding. At times, their tendency to say “no” may seem resistant, but they may just need more time or facts.

- Expect that you'll have to back up your ideas with evidence if you want buy-in.
- Hold them accountable if they question your ideas in a combative or disrespectful way.
- Give them time to think over your suggestions before making final decisions together.

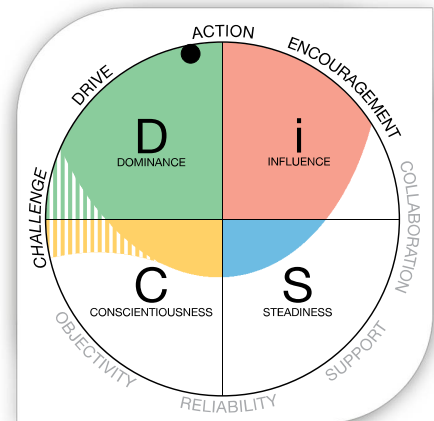
HOW YOUR MANAGER SEES YOU

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.

► Active

Scott, since you have a Di style, you probably come across as bold and energetic. Many managers may appreciate that you jump right into projects and that your take-charge attitude can help build momentum. On the other hand, your tendency toward quick action may cause some managers to see you as reckless, while others may believe that your rapid pace could lead you to overlook important steps.

- Your manager may see shortcuts as evidence of sloppy work.
- Some managers may find your more adventurous ideas to be impractical or unrealistic.



► Driven

Many managers will appreciate that you push for results that will have a significant impact on the bottom line. Because you like to create a compelling vision and rally people around it, your manager is likely to view you as a bold leader. On the other hand, your strong will may cause some managers to see you as overly pushy or insistent.

- Your manager may see you as overly insistent or demanding when you’re pushing toward your goals.
- Your manager may believe that you’re too focused on your own agenda.

► Encouraging

Because of your enthusiastic nature, your manager probably feels comfortable that you will maintain an energetic and optimistic working environment for people. In addition, your passion and energy may lead your manager to believe that you often inspire others to greater heights. However, some managers may think that you expect too much out of some people and make assignments without considering skill sets.

- Some managers may see your high energy as a barrier to realistic solutions.
- Your manager may want you to set more realistic goals for others.

► Challenging

Although it’s unusual for someone with the Di style, you tend to challenge assumptions, and many managers may appreciate that you’ll point out problems that could compromise success. However, some managers may feel their authority is threatened when you consistently question solutions.

- Your manager may think that you’re more eager to find problems than solutions.
- Some managers may think that you occasionally overstep your boundaries.

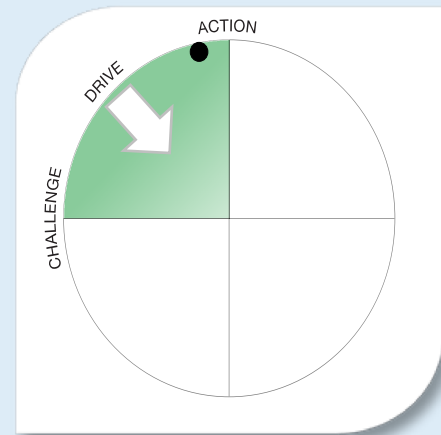
WORKING WITH “D” MANAGERS

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.

- Like you, their driven nature means that they will do whatever it takes to reach their goals.
- Like 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

Managers with the D style want concrete results as quickly as possible, so you may get buy-in by showing how your plan will impact the bottom line. And because they respect confidence, your natural self-assurance might help your ideas get serious consideration. Like you, they want to keep things moving quickly and may become frustrated when something or someone slows progress. As a result, your energetic approach will probably appeal to them. Still, they tend to distrust excessive enthusiasm, so keep your passion in check when presenting your solutions. Furthermore, remember that they need to feel in control and are likely to dismiss an idea if they believe you ignored their advice or sidestepped their authority. Therefore, be sure to respect their leadership by asking for advice and keeping them in the loop.

- Project confidence in your ideas.
- Emphasize the concrete results that they can expect.
- Avoid coming across as overly enthusiastic or passionate.

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. While it isn't as typical of someone with the Di style, you share their tendency to challenge ideas, which makes it unlikely that either of you will gloss over differences. Rather, you both tend to face issues directly and become headstrong in confrontations. Therefore, resist the urge to reciprocate their aggression, and focus on resolving the conflict rather than proving that you're right. State your points objectively without getting defensive.

- Focus on resolving the conflict rather than winning the argument.
- Stick to the facts and avoid hot buttons.
- Avoid taking their blunt approach personally.

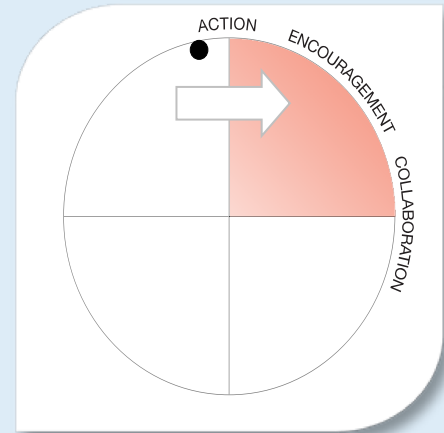
WORKING WITH “i” MANAGERS

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.

- Like you, they give people recognition and celebrate group victories.
- Unlike you, they prefer to work with others and prioritize teamwork.
- Like 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 show how your ideas can invigorate people and bring the group together. Remember that they aren't as focused on the bottom line as you are, so avoid excessive emphasis on results. Instead, show them how team members can work together to reach your goals. Furthermore, like you, they're interested in fast movement and groundbreaking solutions, so lay out the big picture for them and let them know that things will happen quickly once you have their buy-in. Also, be sure that your confidence doesn't cross over into arrogance and avoid making demands or appearing too pushy.

- Avoid being too inflexible when presenting your ideas.
- Emphasize how your ideas can quickly energize people.
- Discuss the effect of your ideas on others.

Dealing with Conflict

Managers with the i style want to maintain friendly relationships, so they may initially gloss over differences in conflict situations. However, self-expression is very important to them, so they may insist on making their feelings clear during confrontations. Because you don't often back down, you may allow the situation to escalate. However, be careful that you don't say something you might regret because they may have trouble letting things go. Express concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know you want to maintain a good relationship.

- Be straightforward, but avoid personal attacks.
- Let them know you respect their feelings.
- Make it clear that your relationship is still strong.

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.
- Unlike you, they often dodge change in order to maintain a dependable setting.



Advocating & Getting Buy-In

Managers with the S style want to see how your ideas can contribute to dependable results and steady progress. They need time to prepare for the major changes you’re prone to suggest and may react negatively if you push for quick decisions. While they’ll probably let you lead the discussion, they won’t appreciate it if you ignore their input. If you want their buy-in, introduce your ideas calmly and present the specifics as clearly as you can. Furthermore, they’re interested in collaboration and team unity. So rather than focusing solely on bottom-line results, point out how your solution can create opportunities to bring the group together. Be aware that they value cooperation, and avoid coming across as too forceful.

- Avoid focusing solely on bottom-line results.
- Lay out your plan in a step-by-step manner.
- Give them time to consider the implications of the changes you are proposing.

Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible and may remain polite and diplomatic even when they’re in a confrontation. Therefore, be careful not to challenge their authority or overstep your bounds. In such cases, they may withdraw or bottle up their feelings, and you may assume the argument is resolved when it’s not. Furthermore, if you allow them to bury their feelings, resentment may build. Take a calmer, more patient approach and work to uncover the true source of the conflict. Avoid assuming their silence means that the matter is settled.

- Be direct without being confrontational.
- Follow up to make sure the issue is resolved.
- Avoid forceful tactics that will cause them to withdraw.

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.

- Unlike you, they spend a lot of time on objective analysis to ensure accuracy.
- Unlike you, they tend to move cautiously in order 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 with the C style want to see how your ideas can lead to a high-quality solution, and unlike others with the Di style, you share their natural sense of skepticism. Because they want to anticipate potential problems, they're likely to ask a lot of questions. So, be sure to present your ideas clearly and systematically, and avoid coming across as too excitable or overly confident. Also, keep in mind that they're more interested in reliability than in speed, so avoid moving too fast or emphasizing timeliness over quality. Show them that you've thought through all of the consequences and that your plan makes sense. To gain their buy-in, back up your claims with evidence, and give them the information they need and the time to process it.

- Lay out your plan clearly rather than rushing them for a quick decision.
- Be ready to provide all the facts and data they need to reach a decision.
- Avoid pushing them to move more quickly since it's likely to antagonize them.

Dealing with Conflict

Because managers with the C style view conflict as a disagreement over who is correct, they may avoid direct aggression and remain objective instead. If emotions begin to run high, however, they may stand firm and stubbornly refuse to discuss the matter further. On the other hand, you may become competitive during a confrontation and display impatience if you feel you're being pushed. You may need to tone down your sometimes outspoken nature in favor of a calmer, more logical approach. If you push too forcefully, “C” managers may see you as an emotional decision maker. State your position factually and give them time to present their side.

- Stay away from forceful tactics that will make them defensive.
- Support your position with logic and facts.
- Give them space to process before confronting the issues.

APPENDIX: OVERVIEW OF THE DiSC® STYLES

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

