

Management Profile

Gary DeNardo

Wednesday, October 02, 2019

This report is provided by:

LEADx Inc.
www.leadx.org
support@leadx.org

LEADx[®]

WILEY

Introduction

WELCOME TO EVERYTHING DiSC®

Gary, 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 creating momentum and inspiring others.

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

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

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**.

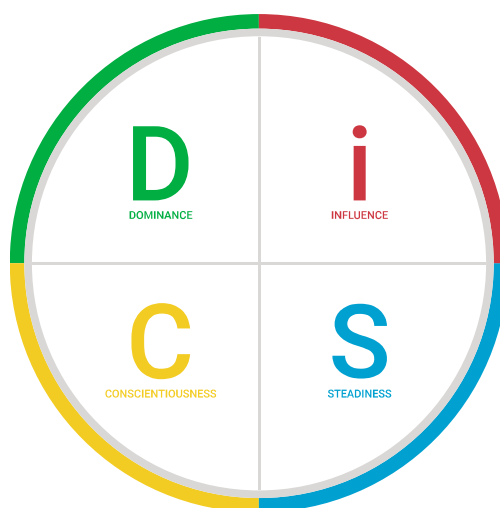
OVERVIEW OF THE DiSC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



influence

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

Steadiness

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

Your DiSC® Overview

YOUR DOT

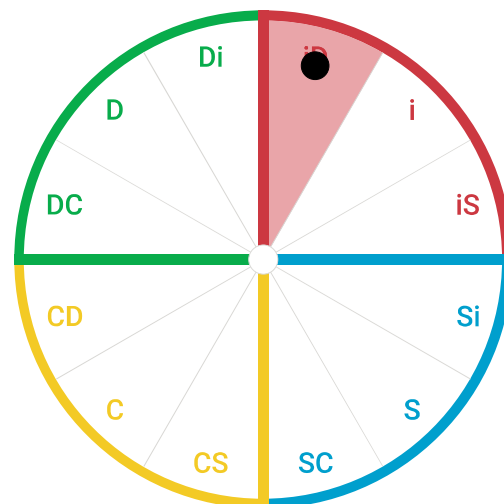
This report is personalized to you, Gary. In order to get the most out of your *Everything DiSC Management® Profile*, you'll need to understand your personal map.

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: iD

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

WHAT'S NEXT?

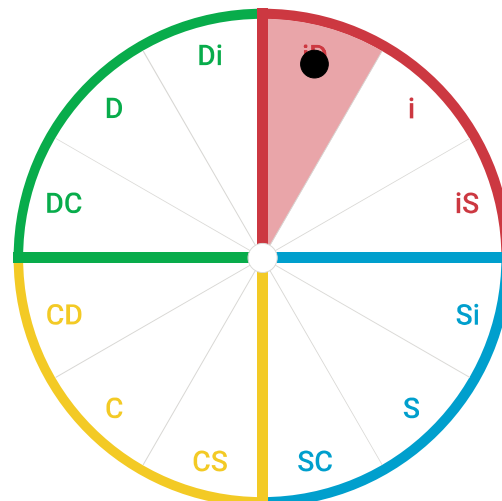
Now that you know more about the personalization of your Everything DiSC Management Map, you'll read about the management priorities and preferences associated with the iD style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate,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

Your iD Style

YOUR DOT TELLS A STORY

Because you have an iD style, Gary, you're probably a goal-oriented manager who seeks exciting breakthroughs. Most likely, you like having the freedom to set your own course. You may be fairly ambitious, and you're probably attracted to high-profile assignments that will allow you to maximize your talents.

You tend to be passionate and expressive, and your enthusiasm may be contagious. You probably use gestures and anecdotes to emphasize your points, and you tend to speak freely with little concern about filtering your thoughts. The people you manage are probably drawn to your self-assured attitude.



Most likely, you're able to persuade others to adopt your vision. More often than not, your persuasive powers allow you to work toward your goals by gaining the buy-in of the people you manage, which helps create forward momentum. However, people who are more analytical may challenge some aspects of your plans that you have left unaddressed.

In terms of time management, you like to keep an active pace, but you may set optimistic goals and deadlines that are unrealistic. Because you prefer variety, you like to have multiple projects on your plate, and you may dislike sitting still for long periods or being forced into monotonous routines. You enjoy the gratification of kicking off a new project, but after the excitement wears off, your interest may wane.

You're open to taking risks and making decisions based on your gut instinct. Because you're not afraid of the unexpected, you may enjoy the excitement of being spontaneous. In fact, you tend to seize new opportunities, even if it means changing directions. Still, you can be overly optimistic at times, and you may dismiss potential obstacles too quickly.

Because you enjoy having influence, you may strive to be among the inner circle in an organization. Most likely, you want to be heard, and you do your best to make a favorable impression. You appreciate being recognized for your contributions, and you're unlikely to be embarrassed by public recognition. And, because you value such compliments, you may be generous with your praise of others.

Most likely, you enjoy getting to know the people you manage and building on your large network of friends and associates. You're probably fairly open to sharing personal information, even with people you've just met. Because you enjoy making connections, you're happy to introduce people who may have common interests. Furthermore, you may embrace opportunities for friendly banter or brainstorming.

When conflict arises, you probably try to focus on the positive. In fact, you may even try to brush unpleasant issues under the rug for as long as possible. However, if things become heated, you're more likely to express your feelings than to shut down. While venting your emotions may seem cathartic to you, it may make others around you uncomfortable.

Gary, like others with the iD style, your most valuable contributions as a manager may include your ability to initiate change, your passion, and your drive toward results. In fact, these are probably some of the qualities that others admire most about you.

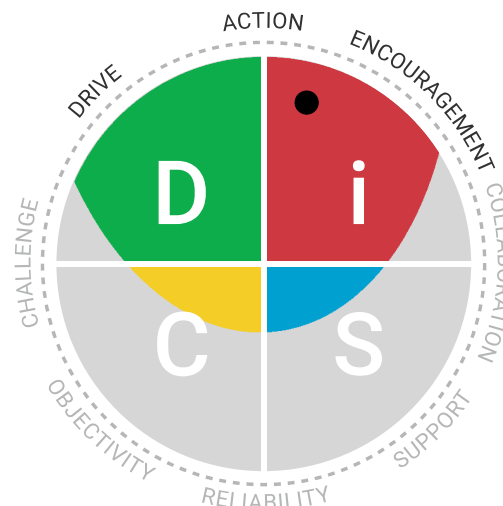
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Gary, 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, Encouragement, and Drive.**



WHAT PRIORITIES SHAPE YOUR MANAGEMENT EXPERIENCE?

Taking Action

Gary, like other managers with the iD style, you tend to strive for excitement and forward momentum. Hesitancy may frustrate you, and you may grow impatient with people who fail to keep up with your rapid pace. Because you emphasize action, you may do your best to inspire your team to seek out those ideas that can make the biggest immediate impact.

Providing Encouragement

Because you want members of your team to feel good about their contributions, you usually emphasize the positive when discussing their performances. Most likely, you have a knack for persuading people without coming across as pushy, and your passion may often be contagious. You tend to focus on providing encouragement to help ensure that people feel energized and optimistic about their work.

Displaying Drive

Managers with the iD style set ambitious goals and encourage their teams to share this focus on achievement. Most likely, you're willing to take short-cuts or risky leaps if they could yield bigger, more immediate payoffs. Furthermore, you often set the bar high for your team and won't settle for minor victories. You focus on getting results and having the drive it takes to succeed.

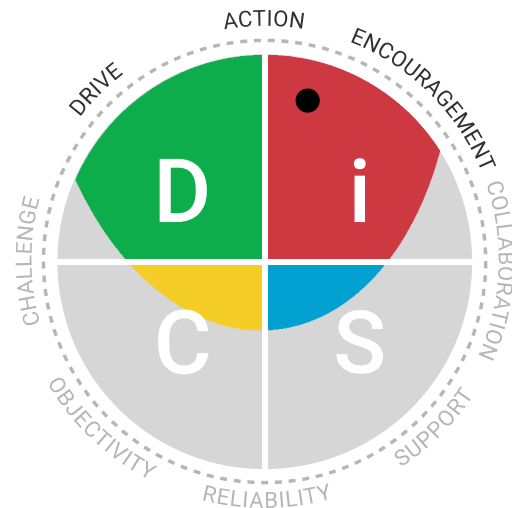
Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the iD style, you may enjoy helping others in their professional development while leading them toward common goals. In addition, you likely appreciate that, as a manager, you can help establish an energetic and collaborative environment where the team can achieve greater results together than members might have accomplished individually.

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

- Developing relationships with others
- Helping people work together
- Creating a dynamic environment
- Achieving immediate results
- Increasing enthusiasm and momentum
- Leading a team toward a challenging goal
- Inspiring others to do their best
- Recognizing the good works of others
- Setting lofty goals



WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you tend to keep such an energetic pace, you may become frustrated if projects become stalled or you perceive time is being wasted. Furthermore, you may dislike it if you have to rein in your pursuit of innovative results because the organization has different priorities.

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

- Sustaining interest in routine projects
- Moderating your pace for others' benefit
- Following strict rules or protocols
- Working steadily toward long-term goals
- Being forced to give up on bold ideas
- Providing step-by-step training
- Using a systematic approach
- Slowing down to assure accuracy and quality
- Analyzing options in-depth

Directing and Delegating

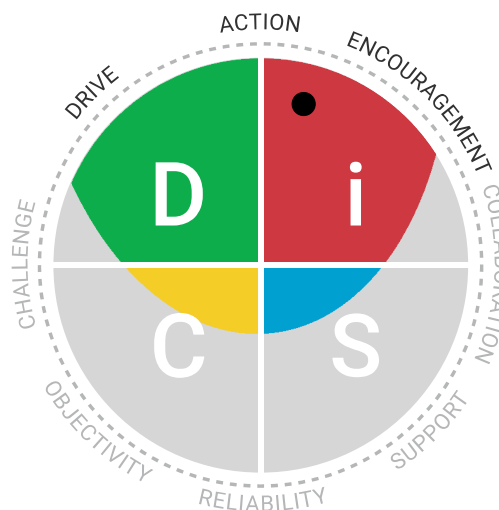
YOUR DIRECTING AND DELEGATING STYLE

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.

Gary, because you **emphasize action**, you tend to move quickly when directing others. You probably try to get the people you manage excited about their tasks and the potential for innovative solutions. However, your fast pace may cause important tasks to slip through the cracks.

You also have a **strong drive for results**. Therefore, you may push others to execute plans that will make the biggest impact on the bottom line. Still, people may be motivated, but in the rush may be left without the information and resources they need to do their best work.

Because you **focus on encouragement**, you’re probably willing to give team members new responsibilities, pushing them to reach higher levels of performance. However, in your eagerness to tap into their potential, you may overestimate their abilities.



HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Making people feel that they are important contributors
- Encouraging creativity in the execution of tasks
- Getting people and projects moving
- Pushing others to reach their potential
- Generating enthusiasm
- Ensuring that people understand the need for results

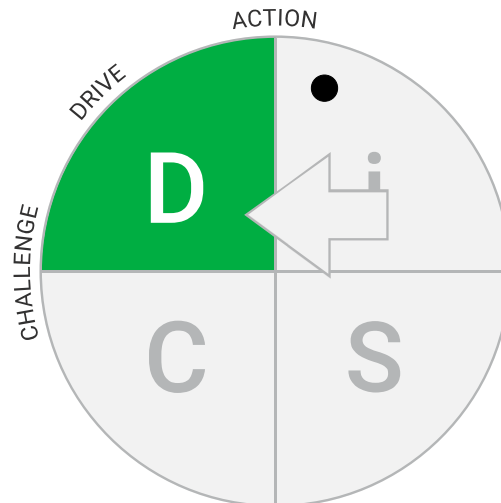
Challenges

- Highlighting the importance of routine tasks
- Creating a reliable setting
- Giving clear, detailed explanations
- Analyzing options before assigning a task
- Pushing people to complete their tasks
- Judging people’s abilities or competencies, without overestimating them

Directing and 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 give them ambitious or creative tasks, which you probably appreciate. However, while you both strive for success, they may be willing to disregard other people's feelings in the pursuit of accomplishment, a sacrifice you'd prefer not to make. In fact, they are less interested than you are in staying connected with the team and probably don't require the encouragement you tend to offer.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

People with the D style are often questioning and skeptical and may challenge your authority at times. They're unlikely to simply follow orders and may think that they know best, even making decisions without consulting you. While you both tend to be outspoken, you're more likely to focus on the positive when disagreements occur, which is a tendency they don't share. Furthermore, you may try to win an argument through persuasion while they're more inclined to become blunt and forceful.

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 the task and how it can lead to impressive outcomes. Show respect for their bold ideas and decision-making ability if they have exhibited sound judgment in the past, and if they are inexperienced, make sure that their ambition doesn't exceed their qualifications or skills. Either way, make sure to check in with them and see that they haven't bitten off more than they can chew.

If they're less experienced

- Don't confuse confidence with competence.
- Check their understanding of assignments 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.

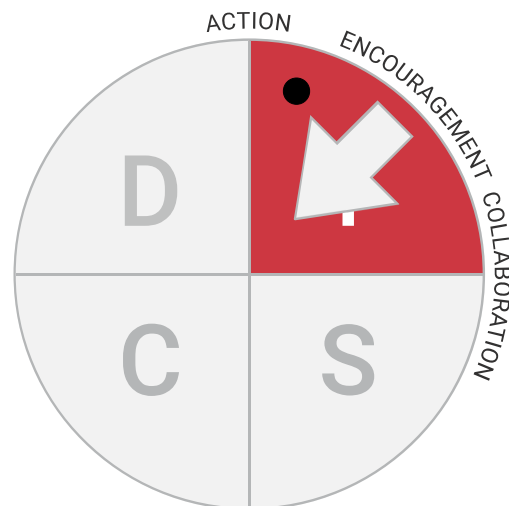
If they're more experienced

- Show them the most practical way to be productive.
- Be direct about the results you expect.
- 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 and 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. You're both usually sociable and openly expressive, and they probably appreciate your tendency to provide them with encouragement. They need little prompting to share their opinions, and while you may identify with their passion, you may be more interested than they are in getting down to business. Furthermore, despite their high energy, they're probably less driven to make a big impact than you tend to be.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

People with the i style want a fun, collaborative work environment, preferring to engage with others and make personal connections. They like being in front of people and tend to be passionate about building team spirit. While you may share their enthusiasm for adventurous ideas, you're probably more focused on the bottom line than they are, and you may find their constant need to socialize a bit distracting at times. Furthermore, your tendency to push for your own objectives may come across as insensitive to them.

HOW TO BE EFFECTIVE WITH THE i STYLE

Like you, these individuals want to move quickly. They share your tendency to improvise and make spontaneous decisions. Therefore, you may need to provide clear expectations and a firm structure that will prevent them from making things up as they go. Check in frequently with those who lack experience to make sure they're on track to meet deadlines. For those who are more experienced, encourage innovation and experimentation, 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.
- Ensure that they follow through on their tasks.
- Check their understanding since their enthusiasm might hide a lack of clarity.

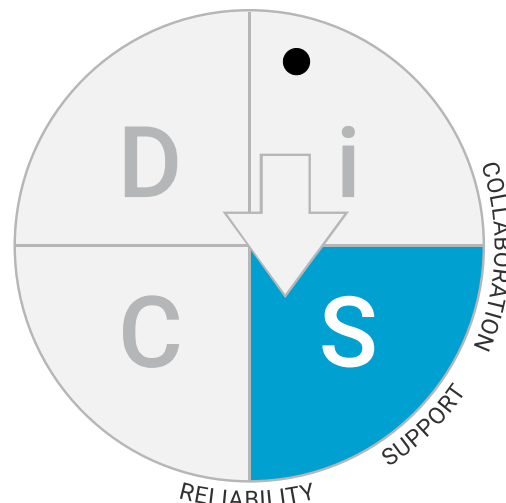
If they're more experienced

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

Directing and 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. In order to avoid confrontation, they may often keep their concerns to themselves. Consequently, their hesitation to speak up or assert themselves could mean that their ideas get lost or overwhelmed. As a result, you may not know about their discomfort until it's too late.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

These individuals appreciate a methodical pace and a calm, orderly environment. Therefore, they may view the fast-paced setting that you prefer as intimidating or stressful. Abrupt changes in plans can rattle them, so your tendency to make quick adjustments in the name of rapid progress may leave them disoriented. In addition, they seek well-established systems for accomplishing tasks, while you're usually willing to improvise. As a result, they may want more stability from you, while you may become frustrated with their cautiousness.

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 tend to place less emphasis than they do on group efforts, they may wish for a greater sense of team harmony. 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 too quickly.
- Ask questions to confirm their understanding.
- Avoid pushing them to move ahead before they are ready.

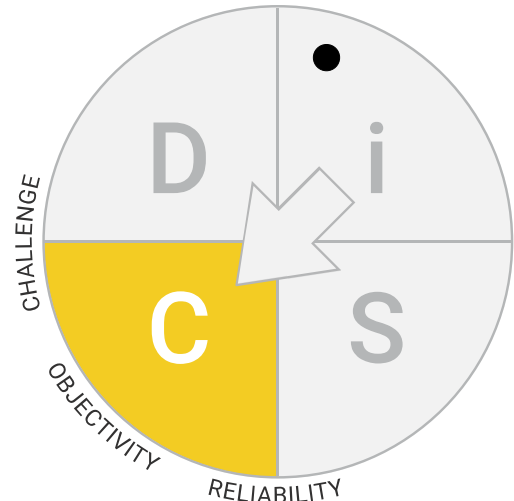
If they're more experienced

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

Directing and Delegating to the C Style

HOW DOES THE C STYLE LIKE TO WORK?

People with the C style relate best to clear objectives and fact-based ideas. They strive for quality results, taking the time to analyze concepts and examine the possibilities. Because they are comfortable working alone, they may require only minimal face time. In fact, in their pursuit of logical solutions, they may isolate themselves and make decisions without consulting you or the team. But since you tend to skip the specifics, you may not notice the full impact of their decisions for some time.



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 emphasize immediate progress and momentum. They prefer a cautious approach, which is in contrast to your tendency to move quickly and boldly. Consequently, they may become annoyed if you pressure them to multi-task or rush their efforts. In turn, you may grow weary of their tendency to go over solutions repeatedly at the expense of making rapid progress.

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. You may believe that their objections stifle creativity, but they are more concerned with high quality. Remember that just because they're frequently skeptical of new ideas doesn't mean that they're resistant to your authority. They may spend too much time perfecting their work, so be sure to keep them moving forward. For those with more experience, allow increased autonomy, but set clear deadlines that reinforce a sense of urgency.

If they're less experienced

- Avoid forcing them to collaborate unless it's necessary.
- Help them achieve quality without putting deadlines at risk.
- Communicate with clarity rather than enthusiasm.
- 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 ask for more direction if they need it.
- Listen to their concerns about quality.
- Allow them to work independently when possible.
- Give them opportunities to help solve complex issues.

Motivation

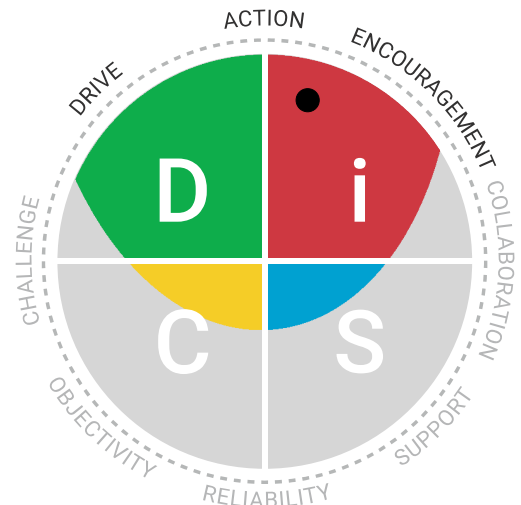
MOTIVATION AND THE ENVIRONMENT YOU CREATE

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.

Gary, 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.

Because you are **enthusiastic and encourage others**, you may create an environment where people feel recognized and accepted. You help them see that work can be fun, and as a result, they're more upbeat and optimistic about their tasks and contributions.

Most likely, by **driving toward success**, you 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.



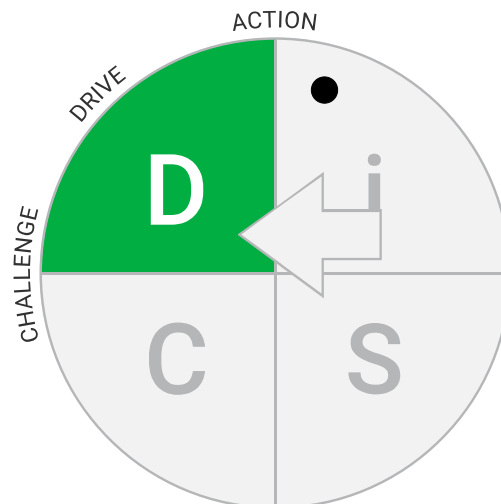
THE ENVIRONMENT YOU CREATE

- Your high energy keeps others on their toes.
- Your decisiveness can help people feel confident in moving forward.
- Because of your encouragement, people feel enthusiastic about their work.
- Because of your drive, people strive for solid results.
- When you celebrate victories, people feel more ownership in the outcomes of their work.
- When you share your vision, people understand how their goals fit into the big picture.

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, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.



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.
- Allow them to work independently when possible.
- Give them reasonable control over their work environment.
- Create opportunities for competition, but not at the expense of the team.
- Provide them with challenging problems to solve.
- Make new projects more compelling by outlining their big-picture importance.

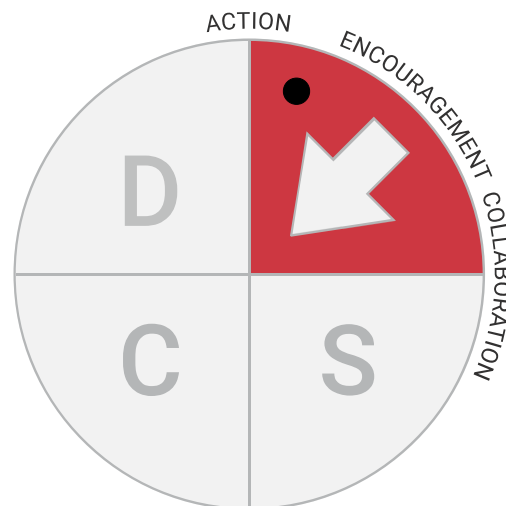
What's the best way for you to recognize and reward the D style?

- Reward their top performances with more responsibility and autonomy.
- Compliment them directly when their initiative and drive lead to success.
- Give them credit for their work and ideas that lead to team success.
- Give them opportunities for advancement when they need new 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?

- Provide encouragement even when delivering tough feedback.
- Encourage their positive energy, and give them opportunities to express themselves.
- Limit the predictability and routine of their tasks when possible.
- Reinforce their optimism with your natural enthusiasm and energy.
- Give them opportunities to be in the limelight.
- Provide some time to socialize without compromising results.

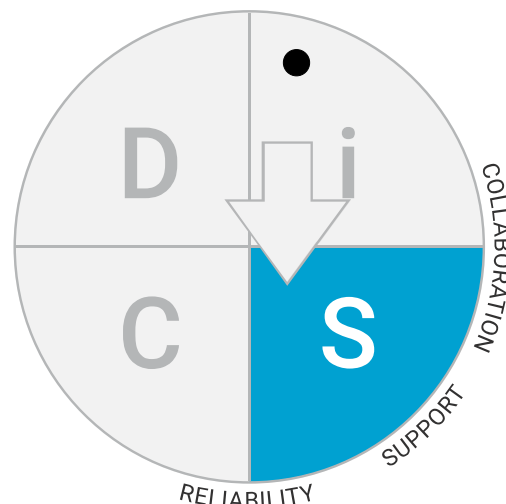
What's the best way for you to recognize and reward the i style?

- Reward them with enthusiastic public praise, and underscore your appreciation for their passion.
- Give them credit for their ideas that contribute to organizational success.
- Recognize their growth by providing opportunities to network with key players in the organization.
- Tell them how much others appreciate the energy and people skills they bring to the team.

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.
- Let them collaborate with others, but don't push them to be more social than they want to be.
- Provide clear instructions as well as 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.
- Give them the structure and security they need to feel comfortable.
- Ask for their ideas, which they might not share without encouragement.

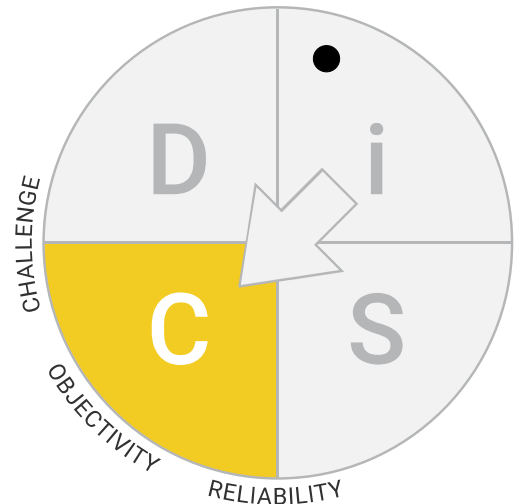
What's the best way for you to recognize and reward the S style?

- Let them know that they've earned your trust by giving them more important projects.
- Reassure them with sincere praise, but avoid putting them in the spotlight.
- Share the credit when their support helps you nail a critical project.
- Suggest opportunities for advancement when you suspect they're ready, since they aren't likely to ask.

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 they often challenge ideas to ensure accuracy, an approach you probably don't share.



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 to keep up with your fast pace.
- Explain the purpose of tasks logically rather than enthusiastically.
- Encourage them to help define quality standards.
- Allow them to ask questions and collect information before making decisions.
- Provide opportunities for independent work.
- Convey your expectations clearly and specifically.

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

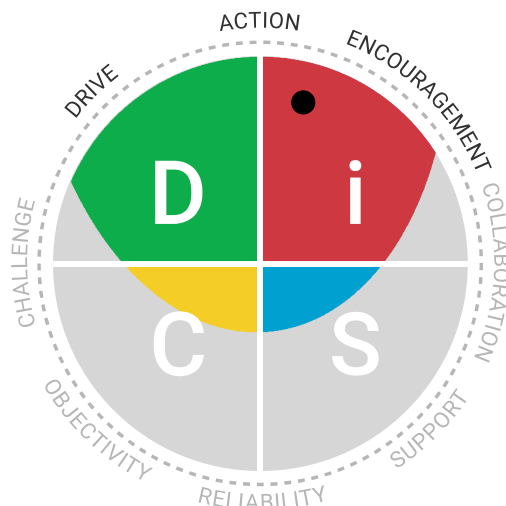
- Praise their performance and expertise in private, and be sure to include specific examples.
- Recognize their focus on accuracy as a vital piece of the team's success.
- Find new ways to utilize their talents, including analysis, logic, and problem solving.
- Reward them for quality outcomes by giving them more freedom to work independently.

Developing Others

YOUR EMPLOYEE DEVELOPMENT STYLE

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 employees' 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.



Gary, your action-oriented nature inspires people to pursue their goals with passion and energy. Most likely, the people you manage sense your genuine desire for them to thrive and feel comfortable coming to you for development advice. Because you tend to be optimistic, you may encourage them to overcome difficulties and set ambitious objectives. Your friendly approach to mentoring leads you to collaborate with them and create personalized development plans. In such plans, you're likely to encourage quick action and creativity as they find ways to use their strengths. Overall, you strive to help people feel challenged by their work and optimistic about their professional development.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Pushing people to move quickly in their development
- Encouraging creative or daring ideas for people's development
- Boosting others' self-confidence with your belief in their abilities
- Pushing people to hone their skills
- Inspiring people to think big
- Motivating others to do what they set out to do

Disadvantages

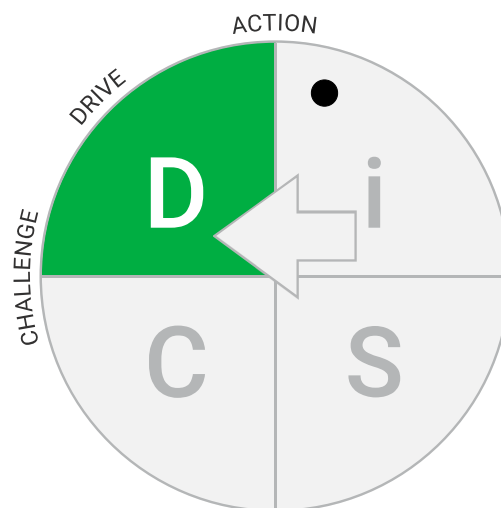
- Being unrealistically optimistic about some people's development options
- Failing to take a long-range view of people's development needs
- Pushing people at a pace that doesn't allow them time to develop necessary skills
- Forcing people to develop in ways that contribute to your own agenda
- Failing to consider whether development plans are well-suited to the person
- Neglecting to identify specifics about development plans

Developing D Style 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 dynamic go-getters, and like you, they are driven to get quick results. However, they are less concerned with people's feelings than you are and may struggle with teamwork. Encourage them to set personal goals that will benefit the organization and explain how this will contribute to their success. Lack of control may stifle their motivation, so encourage their autonomy while holding them accountable.

- Help set development goals that are beneficial to both the employee and the organization.
- Reinforce their ambition and autonomy but be prepared to keep them on track.
- Encourage them to create ambitious development plans and believe in their potential.

Action

Like you, these individuals move quickly. As a result, you both may overlook the need for detailed, long-term development plans. While they hope for opportunities that lead to immediate growth, this may not be realistic. Discuss how their strengths fit into the big picture and think creatively to set strategic development goals.

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

Challenge

People with the D style may offer terrific solutions because of their tendency to question the status quo, but don't be surprised if they question you, too. These individuals may reveal their stubborn streak when you suggest development opportunities that differ from their own vision. Give them a chance to explain the benefits of their own plans, but don't forget to assert your authority by redirecting them when necessary.

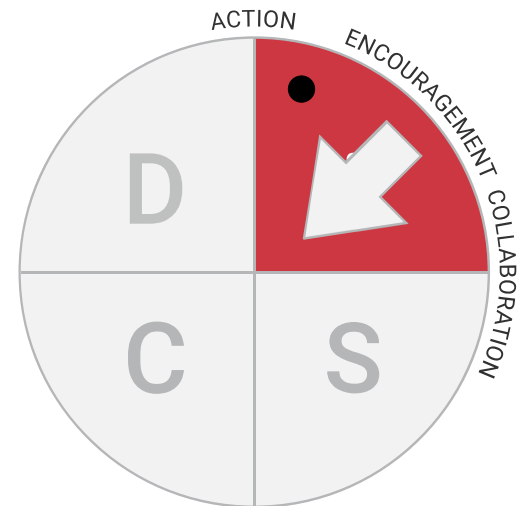
- Respond to any resistance by explaining how your ideas will benefit them.
- Don't allow yourself to engage in a power struggle.
- Encourage creativity without giving up your own authority.

Developing i Style 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 feel validated by recognition and positive feedback. Since you're usually very upbeat, this may come naturally to you. Poor performance on their part may be more difficult for you to confront, but you won't do them any favors by avoiding negative feedback when it's necessary.

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

Action

These individuals may become impatient with nitty-gritty details and projects that require comprehensive analysis. Like you, they are more interested in fast-paced innovation and generating ideas. Since you share this quality, it may be challenging for the two of you to slow down and give your attention to in-depth development plans.

- Avoid letting your mutual zeal obscure important details or potential issues.
- Point out the negative consequences of not taking the time to develop skills with deliberate effort.
- Encourage their spontaneity when appropriate.

Challenge

People with the i style love working with other people, and this can be a great source of strength in their development. In a group setting, however, they might sometimes rely on others to carry their weight. Consequently, this may enable them to avoid personal accountability and growth.

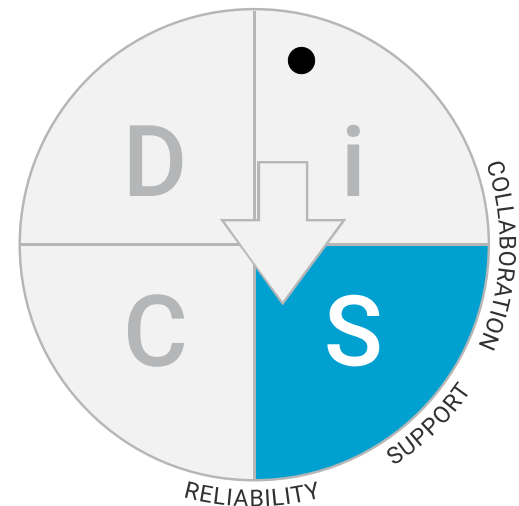
- Encourage them to pursue development opportunities that involve some collaboration.
- Allow them to lead small groups.
- Remind them that their growth will also depend on independent work.

Developing S Style 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 want to know that they're meeting your needs and expectations. However, your fast pace might keep you from slowing down to give them the reassurance and emotional support that they need. In addition, because you tend to emphasize the positive, you may not push them to overcome obstacles hindering their development.

- Push them gently to grow and develop.
- Look for situations where supporting others will boost their own development.
- Show patience and understanding for their fears and concerns.

Reliability

They like stability, and they may enjoy a more structured approach to their professional development. Keep in mind that bold or adventurous ideas may be unsettling to them. Engage them in a dialogue about their options since they may be uncomfortable speaking up about their concerns.

- Give them time to warm up to ideas that involve a lot of change.
- Work with them to create specific development plans.
- Help them create a development plan that includes a healthy mix of stability and growth.

Challenge

People with the S style find pleasure in working with others, so they may rely too heavily on development opportunities that allow for collaboration. Because you worry about how other people feel, you may avoid digging too deeply into this issue. Keep in mind that your constructive criticism could help them down the line.

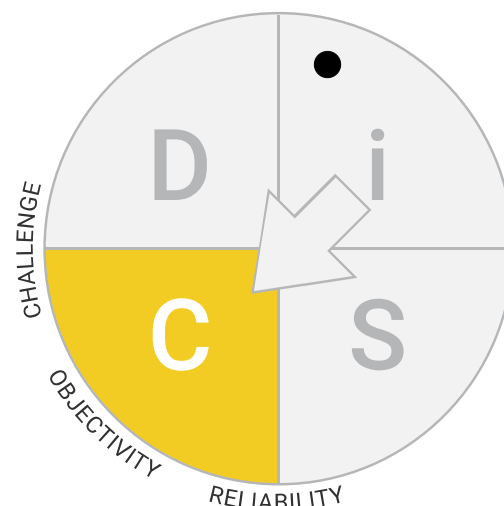
- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the skills to work autonomously.
- Remember that they don't value individual accomplishment as much as you do.

Developing C Style 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 usually rely on logic to guide their decisions, so they're unlikely to share your preference to take a more intuitive approach. When creating development plans together, you may need to consider that they are more concerned with progressing rationally, and this may be at the expense of team unity or people's feelings.

- Steer them toward analytical development opportunities.
- Respect their independence, but remind them that you can be an advocate for their development.
- Avoid forcing them to socialize, but stress the importance of teamwork.

Reliability

These individuals want to be seen as dependable, so they probably avoid exposing themselves to the possibility of failure. Therefore, they're probably less interested in the daring or innovative development ideas that you may propose. While they probably respond well to logical, low-risk development plans, you may need to push them to consider bolder options that provide greater opportunities for growth.

- Propose clear, well-organized development opportunities.
- Recognize that they may struggle to admit their limitations or errors.
- Ensure that they see the drawbacks of playing it safe.

Challenge

People with the C style may be inflexible about changing directions, so they may resist the new ideas that you propose for their development. They are more skeptical and cautious than you are, and this means they'll often want to verify facts and ask a lot of questions before proceeding.

- Give them time to think over your suggestions before making final decisions together.
- Expect that you'll have to back up your ideas with evidence if you want buy-in.
- Field their questions, but hold them accountable if they become disrespectful.

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

Gary, since you have an iD style, you probably come across as energetic and fast-paced. Your dynamic nature may give your manager confidence that you’ll boldly move ahead on projects and urge others to keep up. On the other hand, some managers may think that you’ll lose interest in an idea after the initial excitement has worn off.

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

Encouraging

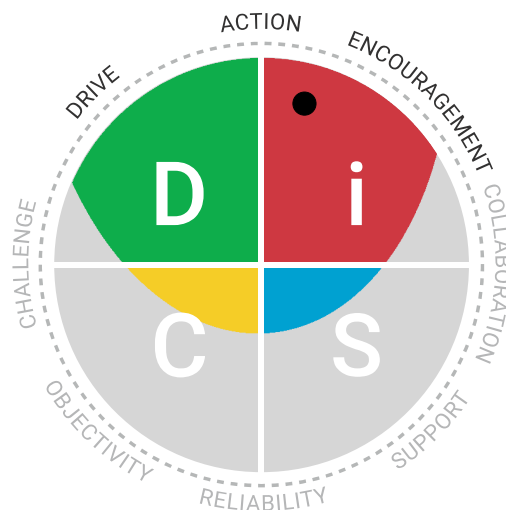
Many managers will appreciate that you tend to be upbeat and animated, feeling confident that you’ll build a positive environment for your team. In fact, your passion and enthusiasm may cause many managers to see you as an inspiring leader. On the other hand, some managers may believe that you get caught up in enthusiasm too easily, while others may think you’re too quick to dismiss negative information.

- Some managers prioritize facts over inspiration.
- Your manager may see your high energy as a barrier to realistic solutions.

Driven

Because you tend to set ambitious goals, many managers probably see you as someone who can move the team toward new accomplishments. And since you like to create a compelling vision and rally people around it, your manager is likely to view you as a bold leader. However, there may be some managers who consider you to be too forceful or outspoken in pushing for your agenda.

- 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.



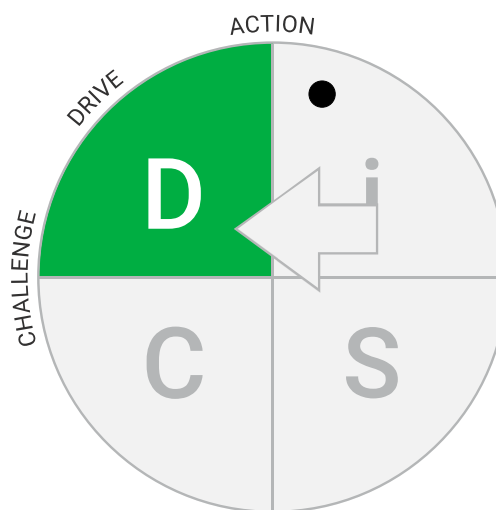
Working with D Style Managers

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 AND 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.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.



ADVOCATING AND GETTING BUY-IN

Managers with the D style are driven to get concrete results, 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 may respond negatively if they think you're trying to schmooze them, so avoid being overly enthusiastic when presenting your solutions. In addition, remember that they need to feel in control and will dismiss an idea if they believe you disregarded their advice or sidestepped their authority. Therefore, be sure to show respect for their leadership by asking for their guidance and keeping them in the loop.

- Keep the focus of your discussions on the bottom line.
- Emphasize the concrete, practical results that they want.
- 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 without room for compromise. They aren't inclined to avoid confrontation, and while you may share their tendency to address issues head-on, you probably prioritize positive relationships more than they do. They're less likely to express feelings than you are and may be more frank and challenging when faced with a disagreement. Avoid viewing their directness as a personal attack and resist the urge to reciprocate their aggression. Instead, share your needs and state your points objectively without getting defensive.

- Keep the discussion focused on the issue at hand.
- Let them know when you need to have your feelings acknowledged.
- Stick to the facts and avoid hot buttons.

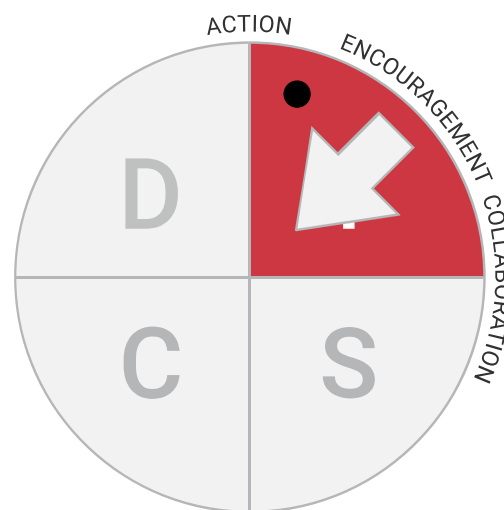
Working with i Style Managers

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 AND 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 AND GETTING BUY-IN

Managers with the i style look for cooperation and want to know how your plans will affect other people. Because they believe collaboration leads to better outcomes, they're interested in finding ways to interact. To gain their buy-in, show them how your solution can invigorate people, and explain how team members can work together to reach your goals. Keep in mind that they focus less on the bottom line than you usually do, so work to create an open dialogue that emphasizes both teamwork and results. Furthermore, like you, they're interested in fast movement and groundbreaking solutions, so lay out the big picture and assure them that things will happen quickly once you have their buy-in.

- Show passion for your ideas, but be receptive to their input
- Frame discussions in terms of the effect on people rather than just bottom-line results.
- Emphasize how your ideas can quickly energize people.

DEALING WITH CONFLICT

Managers with the i style want to maintain friendly relationships, so they may initially gloss over differences to avoid conflict. However, self-expression is very important to them, so they may insist on making their feelings clear when things get tense. Furthermore, you both may lose focus and stray into other areas of discontent, which could escalate the conflict. Be careful not to reciprocate personal attacks, and try to work through problems quickly but thoroughly. Show that you want to maintain a good relationship, and let them know that a disagreement now doesn't mean a poor relationship down the road.

- Avoid becoming defensive.
- Show empathy, but address issues directly.
- Let them know that disagreements won't jeopardize your relationship.

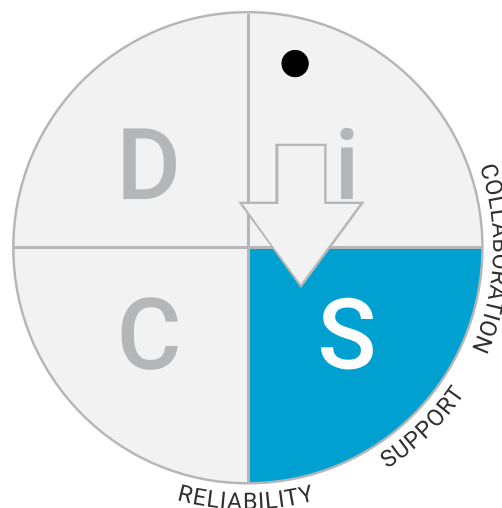
Working with S Style Managers

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 AND 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 AND GETTING BUY-IN

Managers with the S style want to see how your ideas can contribute to reliable results and steady progress. They're less spontaneous and energetic than you tend to be, so excessive enthusiasm is unlikely to help gain their buy-in. If you want their attention, present your ideas clearly and methodically. While the big picture and bottom line are important, be ready with details to address their concerns. Give them time to prepare for any major changes that you want to suggest, and avoid pressuring them for a quick decision. 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 prepared to discuss the practicality of your idea.

- Lay out your plan in a step-by-step manner.
- Give them time to consider the effects of your idea.
- Avoid overselling your idea by relying on an enthusiastic presentation.

DEALING WITH CONFLICT

Managers with the S style want to avoid conflict whenever possible, so they may gloss over differences or even deny there is a problem. If they believe they can maintain friendly relationships by giving in, they may withdraw from the situation. In such cases, don't assume their silence means the matter is resolved. If you allow them to bury their feelings, resentment may build. Therefore, work to uncover the true source of the problem, and express concern for their needs. Be diplomatic and patient, and let them know that you want to resolve the situation quickly but thoroughly.

- Address the situation directly but tactfully.
- Don't assume that their silence means they agree with you.
- Show them that you care about their feelings.

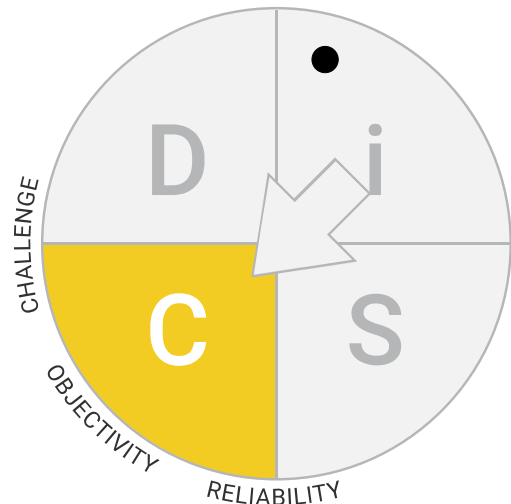
Working with C Style Managers

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 AND 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.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.



ADVOCATING AND GETTING BUY-IN

Managers with the C style want to see how your ideas can lead to a high-quality solution. They want to anticipate potential complications, so they're likely to ask a lot of skeptical questions. Because they may interpret excessive enthusiasm as manipulative or a potential cover-up for flaws, present your ideas clearly and systematically. Furthermore, they're more interested in reliability than speed, so you may need to slow down and show them that you've thought through all of the consequences of your plan. They'll be more open to your ideas if you minimize surprises and limit unnecessary risks. By giving them the information they want and the time to process it, you'll have a better chance to get them on your side.

- Lay out your plan clearly and systematically.
- Be prepared with enough facts and data to help them reach a decision.
- Avoid pushing them to move more quickly as they may distrust your motives.

DEALING WITH CONFLICT

Managers with the C style view conflict as a disagreement over who is correct, so they may try to overpower opposing viewpoints with logic. They want to remain objective, so they tend to dodge direct aggression and withdraw from emotionally charged situations. Therefore, avoid becoming impatient or emotional during confrontations, or they may end the discussion prematurely. Don't take things personally, and refrain from bringing up other issues that are bothering you. Instead, focus on the facts and listen to their side of the story. Also, remember that they may need time to process your point of view.

- Support your opinions with logic and facts
- Give them space to process before confronting the issues.
- Avoid pushing them to settle the matter immediately.

Overview of DiSC®

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

