MANAGEMENT PROFILE

EVERYTHING DiSC MANAGEMENT

ASSESSMENT TO ACTION.

Casey Tyler

Thursday, May 02, 2013

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Welcome to Everything DiSC®

Everything DiSC® Management Profile

Your DiSC® Management Style

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. Recently, you had the opportunity to take an assessment that asked you to describe how frequently each adjective describes you. Based on your responses, your unique data is expressed visually on the Everything DiSC Management Map. On page 3, you'll discover where you fit on the map.

Cornerstone Principles of Everything DiSC Management

- 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.
- By carefully observing the behavior of other people, you can learn to **recognize** the DiSC styles of colleagues, friends, and clients.
- The ability to **adapt your behavior** to other DiSC styles can help you manage more effectively.
- You can **help colleagues** adapt their own behavior by explaining your needs and preferences more clearly.

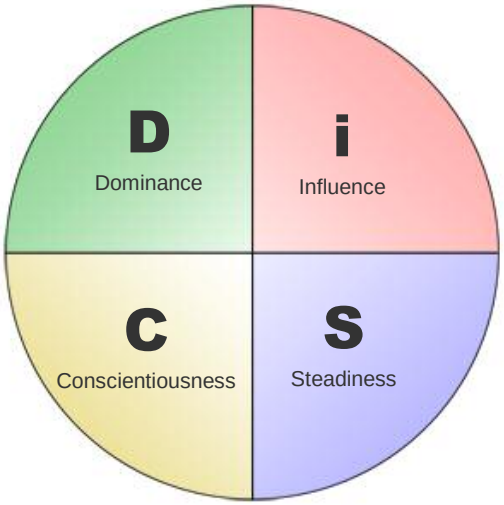
The Everything DiSC Management Map shows **four basic styles** that describe how people approach their work and relationships.

Dominance (D):
- Direct
- Results-oriented
- Firm

Influence (i):
- Outgoing
- Enthusiastic
- Optimistic

Conscientiousness (C):
- Analytical
- Reserved
- Precise

Steadiness (S):
- Even-tempered
- Accommodating
- Patient



Because there are more than four types of people in the world, the **circular DiSC model** shows the continuous relationships among styles. Everyone is **a blend** of all four styles, but most people tend most strongly toward one or two styles. For instance, people who select many responses linked to the D style will fall within that region, whereas those who select mostly S and C responses have a **combination style** that includes some aspects of both the S and C regions.

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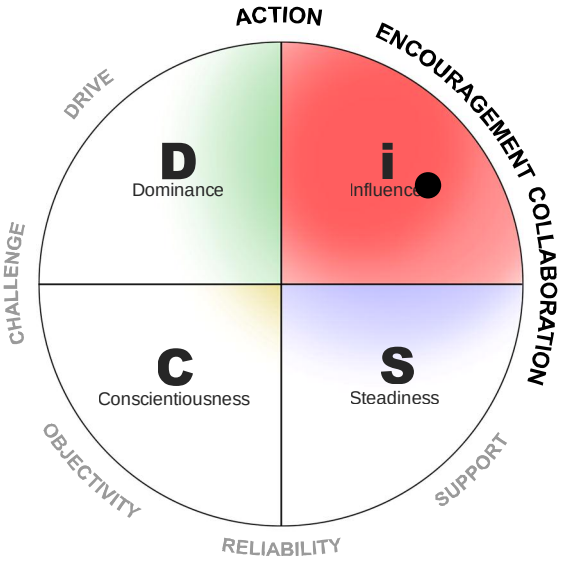
Introduction

Everything DiSC® Management Profile

What Does Your Map Say about You, Casey?

In order to get the most out of your *Everything DiSC® Management Profile,* Casey, you'll need to understand how to read your personal map. Because your map will appear throughout the profile, you can refer to it as you read your feedback.

Casey, the picture to the right shows your **Everything DiSC Management Map.** The eight words around the map represent the **priorities** of the styles at work. When we talk about priorities, we mean the primary areas where people focus their energy.



Your Style: i

Your dot **location** shows your Everything DiSC Management style. Because your dot is in the i region, this is your **primary style**. Note that the map **shading** also illustrates how likely you are to use each style.

Your dot's **distance from the edge** of the circle shows how natural the i style is for you. Because your dot is near the edge of the circle, you probably stick closely to your i style and put a very high priority on Encouragement, Action, and Collaboration. Because the C priorities are farthest away on the map from your dot, Objectivity, Reliability, and Challenge may be a lot less comfortable for you.

Now that you know where you fall on the Everything DiSC Management Map, you'll read about the management priorities and preferences associated with the i 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.

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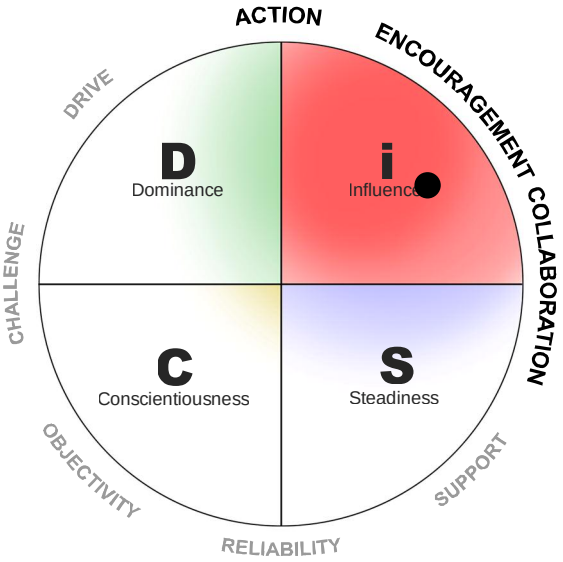
Your Management Priorities

Everything DiSC® Management Profile

Your DiSC® Management Style



Your i style can say a great deal about how you approach your position as a manager and what aspects of the job you see as most important. Overall, you probably put a priority on encouragement, collaboration, and action. This means that you tend to be upbeat and friendly. Others might describe you as lively and sociable. Most likely, you try to connect on a personal level with the people you manage. Below is a more in-depth discussion of the priorities associated with your style.

Providing Encouragement

Like other managers with your i style, Casey, people's emotional needs are probably important to you, and you want members of your team to feel good about their contributions. So you may let them know what they're doing right by emphasizing the positive when discussing their work. Similarly, you take time to celebrate group victories and give public recognition. At times, however, your tendency to encourage people may keep you from delivering bad news, and you may gloss over poor performances. Therefore, you're unlikely to take a critical approach, and you probably want to ensure that people feel energized and optimistic about their work.

Valuing Collaboration

You tend to value the importance of brainstorming and group effort, making collaboration a key component of how you work. You probably include others in important activities and decisions, and you may pride yourself on your ability to get everyone involved and build a team spirit. You may find it hard to understand people who are more reserved and prefer to work alone. Most likely, in your view, teamwork not only leads to better results, but makes the job much more fun.

Emphasizing Action

Managers with your i style usually show a great deal of passion. They want to keep moving forward and make progress toward innovative or groundbreaking solutions. Therefore, you may avoid traditional or safe ideas in favor of more exciting proposals that ignite your enthusiasm. When you've picked an option that appeals to you, you may become so eager to get going that you skip over key details. Your pace might be too fast for some of the people you manage, and rather than slow down to meet their needs, you may encourage them to catch up to you.

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Your Management Preferences

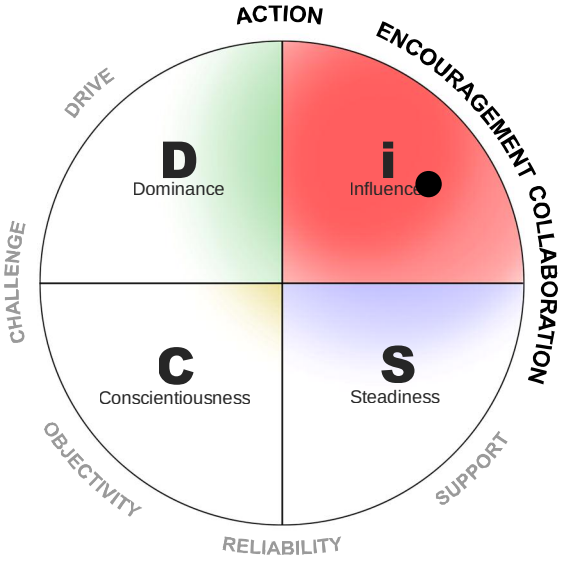
Everything DiSC® Management Profile

Your DiSC® Management Style

What do you enjoy about managing?

Different people find management rewarding for different reasons. Like other people with your i style, you may enjoy the opportunity to work with others toward a common goal, and you may strive to create a high-energy environment where people can express themselves. In addition, you likely appreciate that management allows you to help others in their professional development. You probably enjoy many of the following aspects of management:

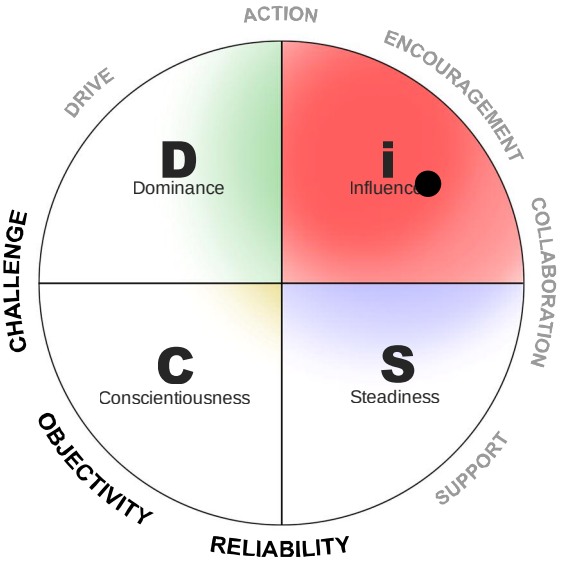
- Recognizing the good work of others
- Helping people work together
- Developing warm relationships with team members
- Keeping things moving
- Promoting creativity
- Inspiring others to do their best
- Getting people involved
- Increasing enthusiasm
- Building an optimistic mindset in others
- Helping a team progress toward a goal
- Creating a lively environment
- Meeting new people



What drains your energy as a manager?

Then there are those management responsibilities that are stressful for you. Managers with the i style often focus on maintaining friendly relationships with people so they will be well-liked. As such, you could have problems pushing people to get results, especially if doing so requires you to confront them. At the same time, you may keep up such an energetic pace that you fail to allow time for analysis and accuracy, which can lead to problems down the road. Many of the following aspects of management may be draining for you:

- Giving people unpleasant feedback
- Undertaking detailed analyses
- Performing routine or systematic tasks
- Being forceful or insistent with others
- Slowing down to ensure accuracy and quality
- Being objective when evaluating others
- Working steadily toward long-term goals
- Acknowledging and addressing performance issues
- Supporting your position with facts rather than enthusiasm
- Making tough decisions independently
- Managing challenging or skeptical people
- Calculating risks



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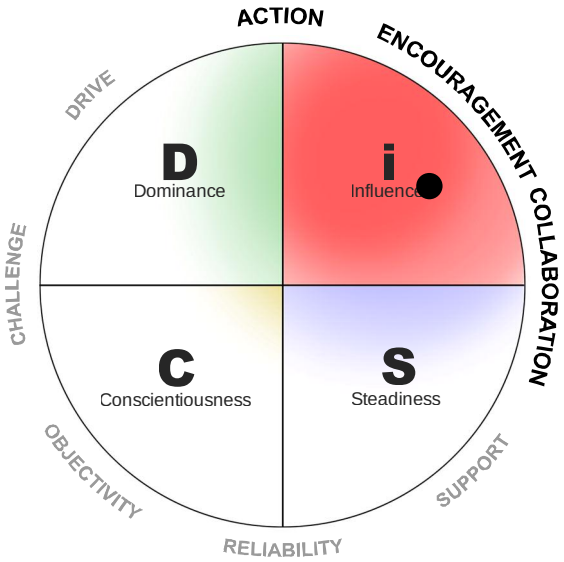
Managing Your Day

Everything DiSC® Management Profile

Time Management

It's easy to assume that everyone looks at time the same way. But the truth is we all have our own preferences and assumptions when it comes to managing time. As a manager, the way that you manage time has a significant impact on other people and the way that they can use their time. When it comes to your time management, you may



- Maintain enthusiasm even when under time pressure
- Make time to socialize with others
- Keep an active pace
- Be quite comfortable doing things spontaneously or at the last minute
- Waste time getting meetings started because of too much small talk or socializing
- Run late or miss deadlines
- Get bored with predictable routines or overly structured schedules
- Be overly optimistic when considering how much can be done in a short time
- Fail to push others to be better at managing their own time

Decision Making & Problem Solving

As a manager, there are usually many approaches to solving problems or making decisions. Because you have an i style, you probably come at problems and decisions in ways that prioritize encouragement, action, and collaboration. In the areas of problem solving and decision making, you may

- Look for exciting or new solutions
- Prefer to make decisions based on your intuition or gut instinct
- Fail to consider facts and data that contradict the direction you prefer
- Make decisions quickly even with little information
- Be overly optimistic about your chances of success
- Downplay risks and obstacles
- Be willing to change course rapidly
- Like to include others in the decision-making process
- Weigh the impact that a decision will have on people's feelings
- Put off presenting unpopular decisions
- Have such passion for your decisions that it comes across as rash

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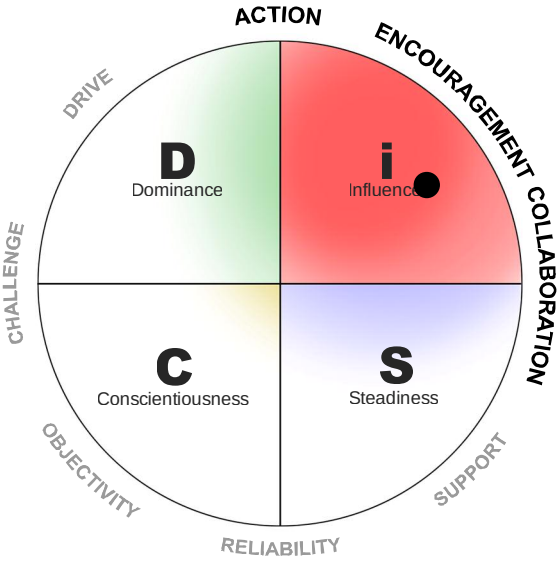
Your Directing & Delegating Style

Everything DiSC® Management Profile

As a manager, you may find that effectively directing and delegating to people is more complex than simply handing off an assignment with a "please" and "thank you." Perhaps you've noticed that certain people respond positively to different types of instruction and feedback. Some employees want specific directions and welcome objective feedback, while others want just the opposite. Based on your DiSC® style, 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 people of different styles.

Casey, because you place a strong emphasis on encouragement and collaboration, you tend to be optimistic about people and their abilities. For this reason, you usually give individuals the benefit of the doubt when delegating tasks, and you may assign responsibilities to team members without making sure they have the skills or experience to get the job done. You enjoy being friendly with people, and the people you manage may feel empowered by your trust in their abilities. However, when situations require a more direct, matter-of-fact approach, you may have trouble being tough and holding people accountable.



Your preference for action means that you tend to be fast-paced when directing people. You probably try to get others excited about their tasks, and you may cheer them on and make it clear that you have faith in their competency. However, you may not always be clear about your expectations for their performances, and your enthusiasm may overshadow the nuts and bolts of what is to be done. Along these lines, you may occasionally be vague about the specifics or skip the details in your zeal to get people moving.

Directing & Delegating Strengths

- Allowing people to take on more responsibilities
- Giving direction in a friendly and positive manner
- Making people feel that they are important contributors
- Encouraging creativity in the execution of tasks
- Listening to people's concerns about assignments
- Getting people moving
- Encouraging people to work through problems

Directing & Delegating Challenges

- Missing deadlines
- Assuming that people will complete their tasks
- Failing to ensure that people understand their responsibilities
- Overestimating the abilities or competencies of people
- Being vague about the details
- Neglecting to hold people accountable for their actions
- Failing to check in on progress

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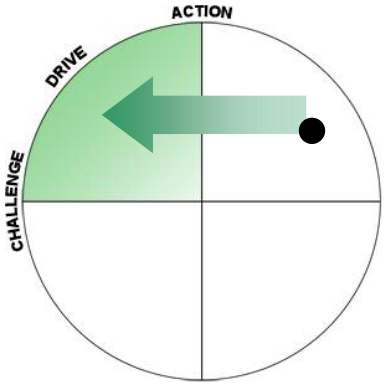
Directing & Delegating to the D Style

Everything DiSC® Management Profile

How does the D style like to work?

Like you, people with the D style are fast-paced. Furthermore, they are willing to take risks to achieve the bottom-line results they want, probably more so than you. They strive for ambitious goals, and they want the freedom to make their own decisions without having to ask for input from other people. Because they value their independence, they may not agree with your preference to collaborate with others and work closely as a team. Their autonomy also makes them less likely to appreciate the encouragement you frequently offer.



Potential problems when working together

People with the D style may challenge your authority if they disagree with your decisions. They tend not to share your focus on other people's feelings, so they may be blunt or assertive when expressing their opinions to you or other team members. They may see your push for collaborative effort as unnecessary or even counterproductive, while you might have trouble understanding their desire to work independently. At the same time, because you tend to assume the best about people, you may mistake their self-assured attitude as competence, even if they don't have the skills or experience. In these cases, you may be surprised when they fail to deliver what you expected.

How to be effective with the D style

People with the D style want to work on exciting projects that will have a big impact. Therefore, encourage them to tackle challenging tasks. Be clear about your expectations for their performance, and remember to place reasonable limits upon their authority. As part of this process, give them freedom to decide on methods and tactics, but make sure they don't try to make decisions that exceed their qualifications. If they have exhibited sound judgment in the past, show respect for their decision-making ability and avoid reining them in unless necessary. Given your i style, you may need to focus more closely on their skill level, and make sure to check in more frequently if they lack experience.

If they have less experience:

- Don't confuse confidence with competence
- Review their plans before they move ahead
- Check in often enough to make sure they're on track
- 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 have more experience:

- Show them the simplest, quickest, and most practical way to be productive
- Be direct about the results you expect
- Give 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, but allow them autonomy within those limits

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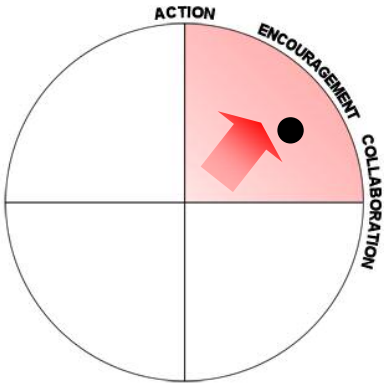
Directing & Delegating to the i Style

Everything DiSC® Management Profile

How does the i style like to work?

Like you, people with the i style move quickly and display enthusiasm for new or exciting projects. They enjoy spending time with other people, and they like to channel their high energy into collaborative efforts. For this reason, they may try to stay in frequent contact with you and look for as much interaction and encouragement as you're willing to provide. They may be eager to tackle creative projects, but they dislike assignments that isolate them or require them to perform routine tasks for long periods of time. They want the freedom to move at their own rapid pace while remaining connected to the team.



Potential problems when working together

People with the i style want to work in a fun environment, and you probably also enjoy the social aspects of the job. However, at times you and the "i" people you manage may allow social needs to take precedence over the bottom line, and you may neglect to push them for practical results. Also, because you value friendly relationships, you may find it difficult to deliver negative feedback. Furthermore, because you both like to move quickly, you may fail to approach projects systematically and objectively.

How to be effective with the i style

People with the i style want to know that they're essential members of a team. Give them opportunities to collaborate, but provide enough guidance to make sure that they don't spend too much time socializing. Because of their energy and enthusiasm, they may enjoy any project that necessitates quick thinking or fresh approaches. Check in frequently with those who lack experience to make sure they are on track and meeting deadlines. For those who are more experienced, encourage creativity and experimentation, but make sure vital details or tasks don't slip past. Given your i style, you may need to work at providing direct feedback and holding them accountable for results.

If they have less experience:

- Make sure they don't lose track of details
- Give them plenty of encouragement
- Limit their socializing
- Check their understanding of the task since their enthusiasm might hide a lack of clarity
- Hold them accountable for missed deadlines or skipped steps

If they have more experience:

- Allow them to take the lead in group settings
- Make time to go over the details with them
- Encourage them to keep moving forward
- Acknowledge their contributions publicly
- Check in often enough to keep them on track and on schedule

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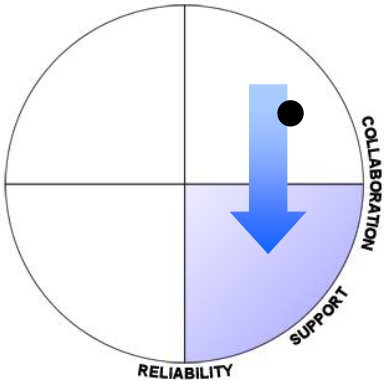
Directing & Delegating to the S Style

Everything DiSC® Management Profile

How does the S style like to work?

People with the S style appreciate a methodical pace, and they like to focus on tasks in a calm and orderly environment. They may find the more fast-paced setting that you prefer to be distracting or stressful. Because of their cautious nature, they may also need more hands-on support than you naturally provide. While they share your preference to collaborate with others, they will seldom push for more authority within the group because they are much more comfortable working behind the scenes.



Potential problems when working together

People with the S style tend to make steady progress toward predictable goals, while you're more likely to rely on the power of enthusiasm and big ideas. As a result, they may become uncomfortable if you delegate high-pressure tasks to them or urge them to take risks. They dislike dealing with abrupt changes, so your tendency to make quick adjustments in the name of rapid progress may leave them disoriented. In addition, they seek well-established systems and procedures for accomplishing tasks, while you're usually willing to improvise. These individuals may look for more stability from you. In turn, you may become frustrated by their apparent hesitancy to take chances.

How to be effective with the S style

People with the S style want to be given clear guidance, and they like to know exactly what is required to execute their tasks well. Given your i style, you may need to make an extra effort to supply the step-by-step instruction that they like. They appreciate frequent check-ins, and they'll respond positively if you give directions in a friendly manner that shows you're genuinely interested in their needs. For those who lack experience, slow down your pace to make sure they're comfortable with a task before setting them loose. For those with more experience, give them as much responsibility as you can, but avoid rushing them for quick answers, and make it clear that you're available to advise them when needed.

If they have less experience:

- Give clear, step-by-step directions
- Ask questions to confirm their understanding of the task
- Check in with them frequently
- Refrain from giving them too much responsibility too quickly
- Make sure they are comfortable with their role before pushing them to move ahead

If they have more experience:

- Ask enough questions to elicit their concerns before giving a task to them
- Give them additional responsibilities when they have mastered a task and seem ready for more challenges
- Encourage them to take the initiative at times
- Make yourself available as an advisor throughout the process
- Ask them directly about what kind of support they want from you

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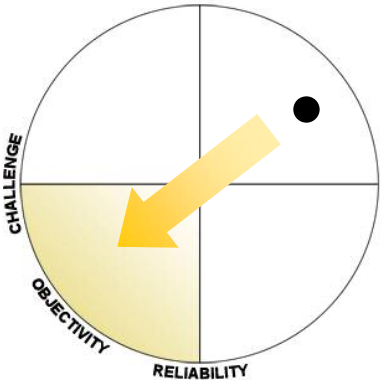
Directing & Delegating to the C Style

Everything DiSC® Management Profile

How does the C style like to work?

People with the C style relate best to logical objectives and fact-based ideas, especially those that have high quality as the ultimate goal. They prefer to go over options and proposals carefully, which is in contrast to your tendency to move quickly and avoid worrying about the details. Unlike you, they tend to prioritize facts and data over people's emotional needs. Furthermore, they're comfortable working alone, and they may even avoid the collaboration that you prefer. Therefore, they may require minimal face time. These individuals prefer to be given an assignment and then allowed time and space to complete it.



Potential problems when working together

People with the C style take time to analyze concepts and examine (or re-examine) solutions. They rely on logic and objectivity, so your tendency to make decisions based on gut instinct may frustrate them. They may also see your socializing as unnecessary or intrusive, while you might see them as cold or aloof. In addition, these individuals prefer to move cautiously and focus narrowly in their quest to produce the highest quality solutions, and they may become annoyed if you pressure them to multitask or rush their efforts. In turn, you may think their tendency to go over solutions repeatedly stands in the way of progress.

How to be effective with the C style

People with the C style want to receive clear directions that address goals, methods, and logistics. Given your i style, it may be challenging for you to give them the systematic direction they want. In addition, they respond well to tasks that require careful analysis, and they appreciate environments where they can work alone. Those with less experience may spend too much time analyzing and 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 have less experience:

- Avoid forcing them to collaborate unless it's required by the task
- Help them set standards that meet their desire for quality without putting deadlines at risk
- Focus on clarity rather than enthusiasm when handing off tasks
- Make sure they have the resources they need
- Check in frequently to make sure they aren't getting bogged down

If they have more experience:

- Check in with them only when necessary to ensure forward progress
- Encourage them to come to you when they want more direction
- Listen to their concerns about quality
- Allow them to work independently, but make sure they bring issues to the team when necessary
- Give them opportunities to help solve complex issues that require logic

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Motivation and The Environment You Create

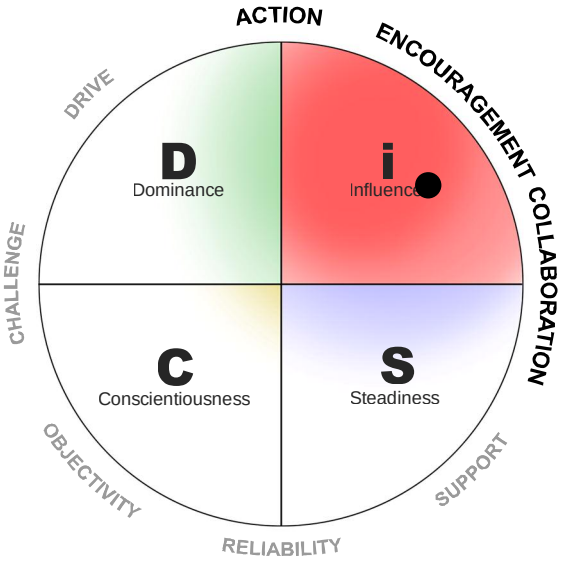
Everything DiSC® Management Profile

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 people's basic needs and preferences so they can do their best work. Because of your DiSC® style, 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.

Casey, because you are enthusiastic and encourage others, the environment that you help to create is one where people feel recognized and accepted. You probably help them see that work can be fun, and as a result, they may be more upbeat and optimistic about their tasks and their contributions.

In addition, your tendency to take action could help create a high-energy setting where people want to get going and keep moving. The people you manage may be inspired by your fast pace, and your emphasis on forward momentum can help instill confidence that they are going to be part of making things happen quickly.

Furthermore, your strong preference for collaboration may help strengthen the bond among team members that is often essential for reaching goals. People who feel that group efforts are appreciated are more likely to seek out opportunities to brainstorm together and improve ideas without getting caught up in who receives the most credit.



The Environment You Create

- Because of your encouragement, people feel enthusiastic about their roles
- When you put confidence in others, they may feel empowered to use creative approaches to accomplish their goals
- Your passion and high energy may inspire people to move quickly
- Your optimism and enthusiasm can make work more fun
- When you celebrate victories, people feel more ownership in the outcomes of their work
- Because you build teams, people feel a sense of camaraderie and help each other
- Because you deliver positive feedback, people feel good about their contributions

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Motivation and the D Style

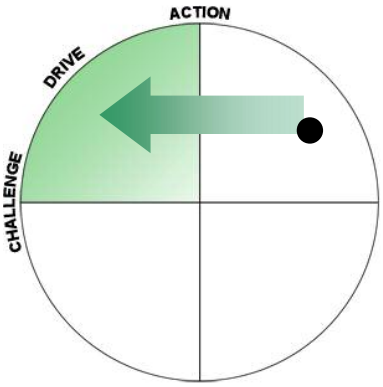
Everything DiSC® Management Profile

How do your motivational needs compare to those of the D style?

People with the D style share your tendency to be fast-paced, but since they're motivated by achievement and career growth, their high energy is often channeled toward bottom-line results. Because they want to have power and influence, they're driven to succeed and gain the respect of others. As such, they often thrive in competitive environments and display a strong urge to win, and they show less concern for the personal connections that you value. Because they want to be in charge, they may prefer to work autonomously rather than collaboratively. These individuals want to achieve, and they often want to pursue victory on their own terms.

What demotivates them?

- 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

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

- Let them know the value they bring to the organization
- Don't overlook opportunities to allow them to work independently
- Let them control their work environment as much as possible
- Orchestrate healthy competitions that will contribute to team success
- Challenge them with concrete goals meant to stretch their abilities
- Explain the big-picture, bottom-line purpose of new projects

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

- Reward their top performances with more responsibility and autonomy
- Compliment them directly when their initiative and drive help the organization
- Give them credit for their work and ideas that lead to team success
- Offer them opportunities for advancement when they seek new challenges

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Motivation and the i Style

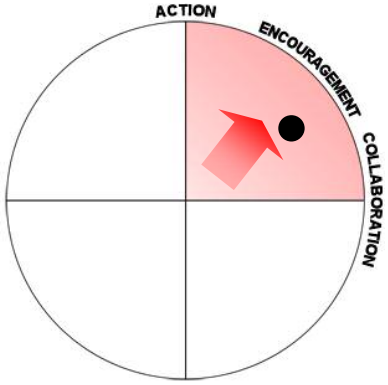
Everything DiSC® Management Profile

How do your motivational needs compare to those of the i style?

Like you, people with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. They move at a fast pace and want to collaborate with people in a fun and vibrant atmosphere. These individuals are relationship focused, and they want to stay on friendly terms with their colleagues, which is usually among your top priorities as well. They are also motivated by public recognition, and they probably appreciate the kind of warm and encouraging atmosphere you tend to create.

What demotivates them?

- 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



How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, affecting their performances
- They may take conflict personally, which may de-energize them
- They may dwell on the conflict rather than focus on their tasks
- They may feel an overwhelming need to express themselves when very upset

How can you help create a motivating environment for the i style

- Let them collaborate with you and others
- 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 chances to socialize without compromising results

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

- Praise them in public, and make sure the whole team knows when they've accomplished something great
- Let them know that others appreciate the energy and enthusiasm that they consistently bring to the table
- Reward them by giving them opportunities to shine in front of key players in the organization
- Recognize their contributions by recommending them for awards or advancement opportunities

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Motivation and the S Style

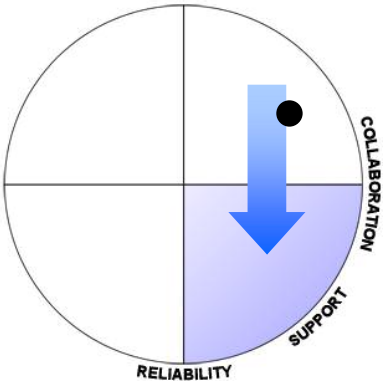
Everything DiSC® Management Profile

How do your motivational needs compare to those of the S style?

People with the S style are motivated to create and maintain stability, so they prefer a structured atmosphere where tension and conflict are rare. They value steady progress, so while you may find a fast-paced, high-energy environment invigorating, they may find this too unpredictable. Rather, they want time to perform their duties methodically without being rushed or stressed. Because they want to make others happy, they share your interest in collaboration, although they are more likely to do this by offering behind-the-scenes assistance or supporting others. In addition, because they value harmonious personal relationships, these individuals are often diplomatic and respectful, and they're usually most comfortable working in a friendly setting.

What demotivates them?

- Being in 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
- Having to be confrontational



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?

- Avoid rushing them for 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
- Be clear about their tasks and responsibilities, and don't skip the specifics
- Plan ahead to be able to give plenty of warning when changes are coming
- Find ways to 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 to recognize and reward the S style?

- Reward their steady contributions to team success by making them feel like a vital part of the team
- Give them more responsibility, and let them know that you trust them to deliver reliable results
- Offer sincere praise, but avoid putting them in the limelight
- Encourage them to consider advancement opportunities when you feel that they're ready, since they're unlikely to ask

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Motivation and the C Style

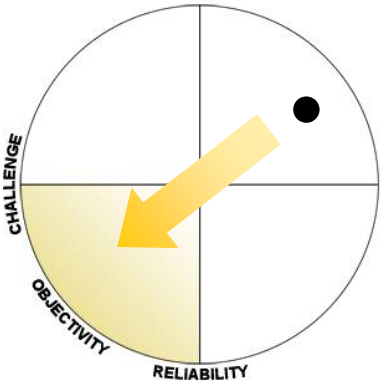
Everything DiSC® Management Profile

How do your motivational needs compare to those of the C style?

People with the C style base their decisions on logic and objective analysis, and the factors that motivate them may seem foreign to you. Keep in mind that though you favor a fast-paced, intuitive decision-making style, they may be more motivated by maintaining a moderate pace and carefully reviewing the specifics. In addition, they are comfortable working alone for long periods of time, and they appreciate having their own space in which to master their tasks. Since you tend to prioritize collaboration and group efforts, you may need to reconsider how to better motivate these individuals by providing an environment that enables them to get absorbed in analytical projects.

What demotivates them?

- Being forced to work collaboratively too much of the time
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Getting rushed to make 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 dealing with emotional reactions
- Their unexpressive manner may hide a tendency to worry excessively

How can you help create a motivating environment for the C style?

- Explain the purpose of tasks logically rather than enthusiastically
- Encourage them to help define quality standards
- Listen to their insights about projects or tasks, and avoid dominating conversations
- Provide opportunities for independent work rather than focusing on collaboration
- Convey your expectations clearly and specifically
- Give them plenty of time to process information
- Avoid springing last-minute demands on them

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

- Compliment them privately by highlighting specific aspects of their performance that stand out
- Thank them for the unique contributions they make by ensuring high-quality outcomes
- Reward them by providing new opportunities to complete challenging projects independently
- Acknowledge their growth by offering to help them build expertise in new areas of interest

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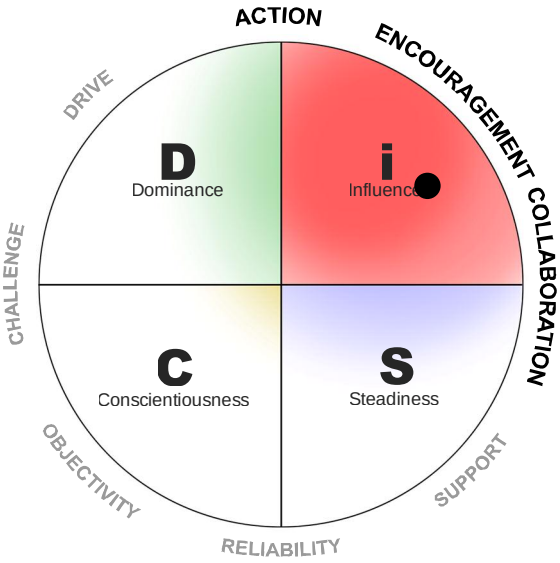
Your Approach to Developing Others

Everything DiSC® Management Profile

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 people'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 the people you manage identify and build on their strengths, rather than trying to fix all of their weaknesses. Each manager has a natural approach to this developing task, and your approach is described below.

Casey, you usually want the best for the people you manage, and this interest in their well-being often helps you to address their development needs. You likely are optimistic about people and encourage them to reach for their loftiest goals. You probably trust people's skills, and you tend to be upbeat and enthusiastic about their abilities even if they encounter difficulties or tough challenges.



In addition, you usually let people know that you are available to help them work toward achieving their goals, and the people you manage probably feel comfortable approaching you with their questions and concerns. Furthermore, you are likely to encourage people to take quick action and to be creative when looking at ways to use their strengths toward career growth. In essence, your tendency to collaborate with people in determining their development path can give them confidence to identify their own talents and find new opportunities to build on them.

Advantages of Your Developing Approach

- Encouraging creative or daring ideas for people's development
- Making yourself available for mentoring
- Encouraging people to think big
- Helping people boost their self-confidence by your belief in their abilities
- Pushing people to move quickly in their development

Disadvantages of Your Developing Approach

- Pushing people at a pace that doesn't allow them time to develop necessary skills
- Being unrealistically optimistic about some people's development options
- Failing to take a long-range view of people's development needs
- Neglecting to identify specifics about development plans
- Failing to question development plans that don't build on people's strengths

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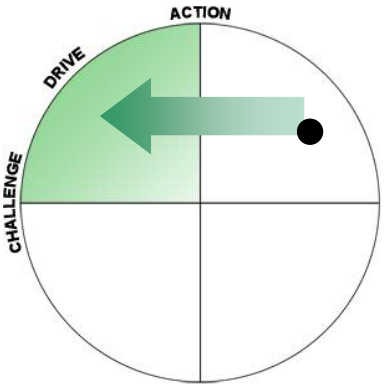
Developing the D Style

Everything DiSC® Management Profile

Areas where they have strong potential

Consider ways that these individuals and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



Obstacles and strategies in the development process

Drive

People with the D style are usually quite driven, so it may be important to ensure that their energy is channeled in the right direction. Otherwise, they may strive for their own goals and give less attention to the organization's needs. You may need to be more direct than is natural for you to rein them in and make sure their priorities align with the organization.

- Consider development opportunities that have the potential for impressive results
- Be sure that they know the difference between individual and organizational goals
- Encourage their ambition and autonomy but be prepared to redirect their focus

Action

Like you, people with the D style tend to move fast, so they may not believe they require any structure or long-term development plan. In your mutual zeal for rapid progress, the two of you may fail to plot out the details of their long-term growth. This is especially true if they are inexperienced or prone to make important decisions with very little information.

- Remember that they may insist on moving forward even without the necessary skill set
- Help them to slow down, if necessary, to think through their development path
- Review the big picture and encourage them to come up with appropriate goals for the long term

Challenge

These individuals are more independent than you, and they may be strong-willed in pursuing their goals. As such, they may challenge your authority, especially if you are focused on collaborative efforts. Give them as much autonomy as you can without undermining your own authority, but don't allow them to avoid their responsibilities to the group effort.

- Allow them to work independently to the degree that they don't damage team unity
- Reassert your authority if necessary
- Set up a system so that they know when you are suggesting and when you are telling

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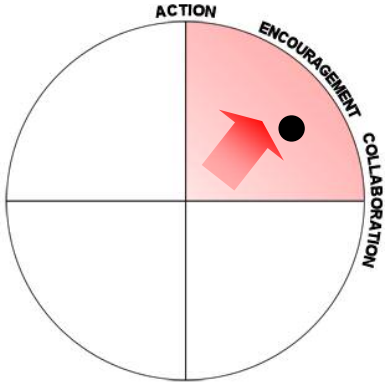
Developing the i Style

Everything DiSC® Management Profile

Areas where they have strong potential

Consider ways that these individuals 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 new methods
- Tendency to give open praise and encouragement to others
- Ability to rally people around an idea



Obstacles and strategies in the development process

Encouragement

People with the i style want to know that they are doing a good job and are on the right development path, so they may appreciate your preference to focus on the positive while offering feedback. However, because you both tend to be optimistic, you may gloss over negative issues and ignore potential problems. As such, you may need to offer tougher feedback at times and make sure that they understand which areas need improvement.

- Continue to be optimistic when giving feedback, but don't ignore problems
- Point out if their developmental progress is hindered or colored by personal feelings
- Check to make sure they understand your feedback

Action

These individuals are interested in fast-paced innovation, and they may avoid development opportunities that require in-depth analysis. Because you are equally likely to push for action, the two of you may come up with development plans that are vague or overly optimistic. It may be helpful, then, to look at promising opportunities that might require more tedious or self-controlled work.

- Encourage their spontaneity when appropriate
- Point out the negative consequences when they do not take time to develop skills with deliberate effort
- Avoid letting your mutual enthusiasm obscure important details or potential issues

Collaboration

People with the i style tend to focus on people, and this can be a great source of strength in their development. However, because you also value collaboration above individual accomplishment, the two of you may focus exclusively on collective efforts and you may fail to push these individuals to set personal goals outside the team context. Remember that sometimes independent efforts are as important as team work when it comes to personal growth.

- Encourage them to pursue development opportunities that let them work with others
- Allow them to lead small groups
- Remind them that their growth will also depend on independent work that may seem tedious or dry

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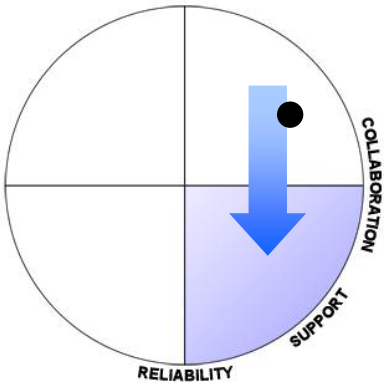
Developing the S Style

Everything DiSC® Management Profile

Areas where they have strong potential

Consider ways that these individuals 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 often want to be part of the team's success more than they want to achieve great personal accomplishments. Because you focus on people's emotional needs, you may allow them to stay in this comfort zone. As a result, you may enable them to avoid pushing themselves toward their own professional development.

- Help them see the depth of their skills and abilities
- Remind them that they have to focus on their own needs at times
- Push them gently to grow and develop

Reliability

They are dependable and stable. For this reason, they may feel that your development plans are too risky or adventurous. In addition, they may want more structure from you when it comes to laying out their professional future.

- Encourage them to look beyond the danger in bold development plans to see the opportunities
- Give them time to warm up to ideas that involve a lot of change
- Work with them to create specific development plans

Collaboration

People with the S style may believe that groups come up with more effective answers than individuals do, so they may rely too heavily on developmental opportunities that allow them to collaborate with people. Also, since you both want friendly, harmonious relationships, you may have trouble providing tough feedback. Trying to avoid hurting their feelings may deprive them of constructive criticism that could help them down the line.

- Encourage them to pursue opportunities that let them work with others while furthering their own development
- Show them that they has the strength to work independently and autonomously
- Offer constructive feedback when necessary

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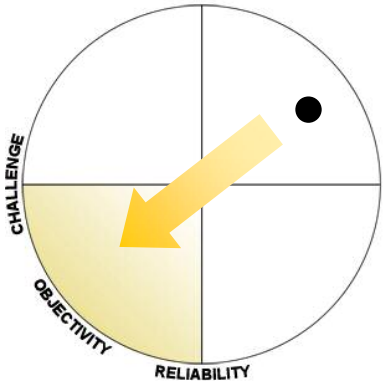
Developing the C Style

Everything DiSC® Management Profile

Areas where they have strong potential

Consider ways that these individuals 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

These individuals use logic to guide their actions, so they may believe that your more intuitive approach to development is misguided or sloppy. Because of their interest in progressing rationally, they may prefer to work in a "cave" when planning their development, and they may discount team unity and others' feelings.

- Steer them toward development opportunities that capitalize on their objective and analytical nature
- Respect their independence, but remind them of the need to fill you in on their progress
- Avoid forcing them to socialize, but reinforce the importance of teamwork

Reliability

People with the C style want development opportunities that are clear and well planned, and they may reject your tendency to keep moving forward and work out the specifics later. They may also become inflexible once they've decided on a logical course of action. Further, they may be less interested in your daring or innovative ideas for development, even though playing it safe isn't likely to lead to growth.

- As much as possible, put development opportunities into a clear, well-organized framework
- Encourage them to look beyond safe and predictable development plans
- Refrain from letting them get bogged down in the details

Challenge

These individuals are often skeptical, so they may probe ideas for flaws even after others have accepted them. Their tendency to question solutions may be frustrating as you work with them to create a development path. Their tendency to say, "no" may come across as dismissive or resistant.

- Back up your development ideas with objective rationales to increase the likelihood of buy-in
- Hold them accountable if they question your ideas in a combative or disrespectful way
- Remind them that the energy they spend resisting you could be better spent brainstorming mutually agreeable development ideas

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How Your Manager Sees You

Everything DiSC® Management Profile

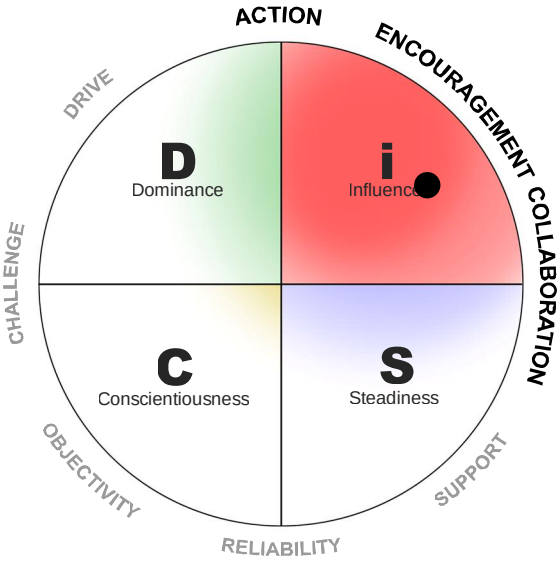
One of the most important but often overlooked aspects of management is sometimes called “managing up.” This refers to effectively working with and influencing your own manager. Understanding how your manager sees you is important, but sometimes difficult. Most of the time, our tendencies come so naturally to us that we don’t realize how we come across to others. This page provides insight into how your manager might see you.

Encouraging

Casey, because of your i style, you probably come across as enthusiastic and people-oriented. Your manager may appreciate your tendency to inspire people to keep a positive outlook. On the other hand, because you’re sometimes overly optimistic about others’ abilities, your manager may be concerned that you let your emotions cloud your judgment. In addition, some managers who focus on concrete results may be less impressed with your emphasis on a lively work environment.

Consider that

- Your manager may want you to direct more effort toward the bottom line
- Some managers are more concerned with objectivity than passion



Active

Many managers will appreciate that you get going quickly on tasks and projects. Furthermore, they may like how your energetic push toward new opportunities gives the organization momentum. On the other hand, managers who prefer a more systematic and careful approach may see your speed as sloppy or reckless. Your spontaneous style could make them believe that you’re more interested in excitement than quality.

Consider that

- Your manager may want you to take more time to analyze options
- Some managers may find your more adventurous ideas to be impractical or unrealistic

Collaborative

Because of your emphasis on teamwork, your manager probably feels comfortable that you’ll gather a lot of input to create stronger solutions. Many managers may also appreciate your openness to ideas even if they didn’t originate with you. However, your consistently collaborative approach may make some managers think that you’re more interested in the group process than in getting things done. Also, managers with more of a task focus might believe that you spend too much time socializing and considering tangential ideas.

Consider that:

- Your manager may think that you have trouble staying on task
- Managers who stress independent work may want you to act decisively without involving others

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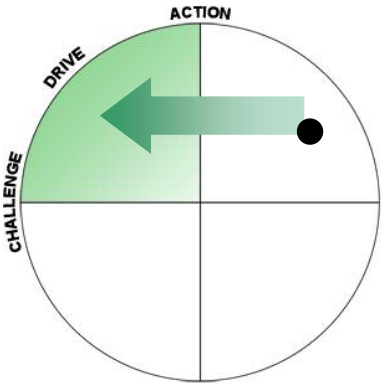
Working with "D" Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And 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 challenge, so they focus on bottom-line results. They tend to have a competitive nature and will do what it takes to win. Like you, they prioritize action, and they probably get restless when things move at a slow, steady pace. At the same time, they may fear being taken advantage of, so they will work hard to maintain control of their environment. Overall, they seek achievement, and they respond best to people who can quickly help them reach their goals.

Advocating and Getting Buy-In

Managers with the D style want to see concrete results as fast as possible, so you may get buy-in by showing how your plan will quickly affect the bottom line. They respect confidence, so use your natural self-assurance to help your ideas get serious consideration. However, they are particularly sensitive to being manipulated, so if you present your ideas enthusiastically without showing them the substance of your plan, these managers may dismiss it as frivolous. If you want their attention, lay out the big picture simply and directly. Avoid unnecessary details, but be ready with facts in case they challenge your assumptions. In addition, keep in mind their need to feel in control. Managers with the D style may dismiss an idea if they believe that you ignored their advice or sidestepped their authority. Therefore, be sure to show respect for their leadership, and offer them an ownership stake or author role in the solution.

- Keep the focus on the bottom line
- Project confidence in your ideas, but only when it's genuine
- 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. They aren't inclined to gloss over differences or avoid confrontation. This is probably quite a bit different than how you handle conflict, since you prioritize friendly relationships. When working with these managers, be careful not to brush past the issues. They're likely to be more blunt than is comfortable for you, but remember not to take it personally. Try to state your points objectively without getting defensive or lashing out.

- Avoid viewing their directness as a personal attack
- Don't gloss over disagreements just to keep everyone friendly
- Keep the discussion focused on the issue at hand rather than veering off into other areas of discontent

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Working with "i" Managers

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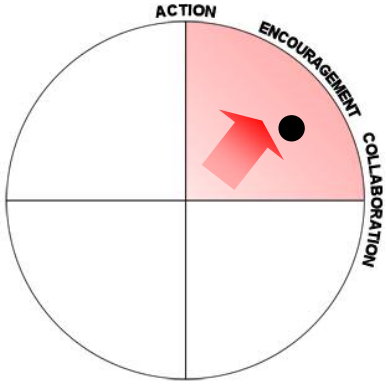

Their Priorities and Preferences

Managers with the i style share your strong emphasis on encouragement and collaboration. They probably prefer to work with others, and they may appreciate that you put a similar priority on teamwork and encouraging others to achieve their best. They like a warm and enthusiastic environment, and because of their focus on action, they may become bored or frustrated if things slow down too much. Also, because they care what people think of them, they may fear loss of popularity or social standing. Overall, they want to lead a fast-paced but friendly team, and they respond best to people who share their optimistic team spirit.

Advocating and Getting Buy-In

Managers with the i style look for enthusiasm, and they want to know how your plans will affect other people. They want to feel excited about new proposals, so they probably appreciate your passion for your ideas. To gain their buy-in, show them how the team can work together to reach your goals. Use your energetic approach to show them that your solution has the power to invigorate people. Because they are likely to catch your contagious enthusiasm, don't be afraid to show excitement about your plan's potential. At the same time, however, avoid exaggerated claims that might mask legitimate flaws. Lay out the big picture, and assure them that things can happen quickly.

- Let your enthusiasm and passion show
- Discuss the effect of your ideas on other people
- Refrain from getting so caught up in mutual optimism that both of you overestimate the idea's true potential

Dealing with Conflict

Managers with the i style want to maintain friendly relationships. However, self-expression is very important to them, so in a conflict situation, they may demand to be heard. As a result, when they are forced into a confrontation, they may become emotional and lash out at others. Because you are similar in your approach, you and an "i" manager may say harsh things to one another that are difficult to take back. This is unfortunate, because both of you may have trouble letting things go later. When working with them, be careful to avoid personal attacks. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that a disagreement now doesn't mean a poor relationship down the road.

- Avoid engaging in any personal attacks
- Acknowledge the importance of everyone's feelings
- Make it clear that your relationship is still strong even after tough confrontations

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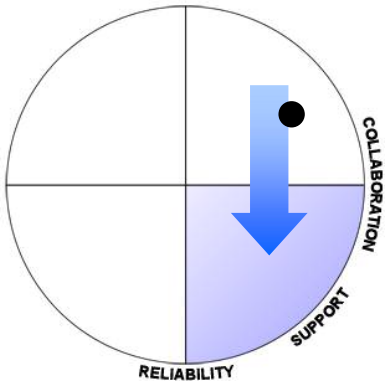
Working with "S" Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And if your manager tends toward S, here are some insights for working more effectively together.



Their Priorities and Preferences

Managers with the S style put a strong emphasis on reliability and support, and they want to create a stable and friendly culture. They may particularly avoid the fast-paced and sometimes energetic environments that you prefer, since this doesn't allow them to provide the security they value. Like you, they prioritize collaboration, and they want people to work together harmoniously. They like to work systematically, and they may fear rapid change or high-pressure situations. Overall, they want to lead a team in a calm setting where tension is rare, and they respond best to people who are friendly team players.

Advocating and Getting Buy-In

Managers with the S style want to see how your ideas can contribute to team unity and reliable results. They are less spontaneous than you tend to be, so they need time to prepare for any major changes that you want to suggest. While they may allow you to lead the discussion, remember that excessive enthusiasm is unlikely to help you get their buy-in. Because they often weigh both sides of a decision, they may want more time to consider your proposal. If you want their attention, present your ideas as clearly and methodically as you can, and be ready with details to answer their concerns. Ask them for feedback on your proposals, and let them know that you value their opinion. Point out how aspects of your solution can have a positive impact on people. If the plan feels too disorganized, they're not likely to provide the support you need to make it happen.

- Refrain from overwhelming them with your enthusiasm
- Lay out your plan in a step-by-step manner
- Emphasize how your idea helps people

Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible, so they may gloss over differences or even deny that there is a problem. Because you also tend to dislike addressing issues head-on, you may need to take a more direct approach to resolve disagreements. Don't assume that their silence means that the matter is resolved. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. If you allow them to bury their feelings, the resentment may build.

- Address the situation directly rather than masking your differences
- Be careful not to lash out in anger, since they will likely take it personally
- Follow up to make sure that the issue is resolved

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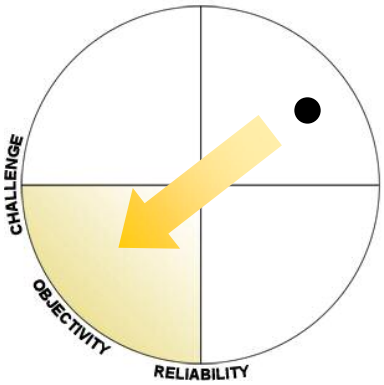
Working with "C" Managers

Everything DiSC® Management Profile

Most of us would like to understand our own manager a bit better. And 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 objectivity and reliability, and they want to create a logical and businesslike culture. They may particularly dislike the fast-paced, energetic environment that you prefer, since it may not allow them to provide the consistently high-quality results they value. Because of their challenging nature, they aren't afraid to show skepticism for excessive enthusiasm or ideas that aren't backed up by facts. Because they're so focused on accuracy, they may spend a lot of time performing in-depth analysis. 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.

Advocating and Getting Buy-In

Managers with the C style want to see how your ideas can lead to a high-quality solution. Because they want to anticipate potential issues or complications, they're likely to ask a lot of questions. For this reason, your big-picture may fail to get their buy-in. If you want them to act, provide the facts and data to prove that your plan is the best one. They're more interested in accuracy than speed, so you may need to slow down and show them that you've thought through all of the consequences. When you want their attention, present your ideas clearly and systematically, and be ready with the evidence that they need. They're unlikely to respond well to overly enthusiastic presentations, so don't rely on your excitement. If you come across as too passionate, in fact, they're more likely to view your efforts as sloppy or manipulative. By giving them the information that they want and the time to process it, you will be much more likely to get them on your side.

- Lay out your plan clearly and avoid glossing over the specifics
- Be ready to provide all the information they need to reach a decision
- Refrain from overwhelming them with your enthusiasm

Dealing with Conflict

Managers with the C style often try to overpower people with logic when in conflict. Because they view conflict as a disagreement over who is correct, they may avoid direct aggression and remain objective. If emotions begin to run high, however, they may begin to withdraw or refuse to discuss it any more. You may also gloss over differences, but when forced to confront the situation you may become emotional or lash out. In such cases, they may not understand your need to express yourself. Therefore, you may need to focus more on facts to make sure that you hear their side of the story. Don't insist on immediate resolution, since they may need time to process. State your position factually and objectively and give them time to state their side.

- Support your opinions with logic and facts
- Refrain from making emotional appeals that might cause them to withdraw
- Give them space to process before confronting the issues

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