Differences, Not Deficiencies

Understanding Behavior Styles

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- President of Hight Performance Group
- Certified Wiley Workplace Solutions Partner
- National instructor for the U.S. Chamber Institute for Organization Management since 2004
- Career Highlights:
  - SVP of Growth Strategy & Investor Relations for the Austin Chamber
  - VP of Operations for the Chamber of Commerce of Hawaii
  - Regional Manager of Dole Foods and for Dean Foods
  - National Manager, FastTrac Entrepreneurship Program for the Kauffman Foundation
- Is a member of the:
  - Association of Chamber of Commerce Executives (ACCE)
  - American Society of Association Executives (ASAE)
Session Objectives

- Recognize your style, strengths and limitations
- Understand others' styles, strengths and preferences
- Explore strategies and how to flex your style to leverage the strengths of the team

Icebreaker

- Review the cards you received
- Trade cards with other participants until you have three cards that describe you
- Share with a partner how these characteristics help you be successful
People Are Different

Individual Activity: (5 min.)
Group Debrief: Please Share

My Work Preferences

3-4 characteristics of people I like to work with:

3-4 characteristics of people I would rather avoid at work:

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Recognizing Your DiSC Style

Overview of the DiSC Model

https://www.youtube.com/watch?v=vlcUEOr$7Vo
The DiSC Model

**Dominance (D)**

**Tendencies:**
- Getting immediate results
- Causing action
- Accepting challenges
- Making quick decisions
- Providing brief responses
- Questioning the status quo
- Taking authority
- Solving problems
- Seeing “black” and “white”

**Emphasis**

Shapes the environment by overcoming opposition to accomplish results.
Influence (i)

Tendencies:
- Motivating others
- Entertaining people
- Being optimistic
- Participating in a group
- Expressing opinions
- Selling ideas, concepts
- Contacting people
- Making a good impression
- Being articulate
- Seeing the big picture

Emphasis
Shapes the environment by influencing or persuading others.

Steadiness (S)

Tendencies:
- Demonstrating patience
- Developing specialized skills
- Willingness to help others
- Creating predictable outcomes
- Developing a harmonious environment
- Maintaining traditions
- Making decisions by consensus
- Showing loyalty
- Being a good listener

Emphasis
Cooperates with others within existing circumstances to carry out tasks.
Conscientiousness (C)

**Tendencies:**
- Leveraging data for decision making
- Practicing diplomacy
- Checking for accuracy
- Adhering to key directives and standards
- Following procedures
- Thinking analytically
- Using indirect approaches to conflict
- Using a systematic approach to situations

**Emphasis**
Works conscientiously within existing circumstances to ensure quality.

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**Preferred Work Environments**

<table>
<thead>
<tr>
<th>STYLE</th>
<th>PREFERENCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>• Getting results, winning, achieving goals • &quot;Get it done&quot; approaches • Being in charge, leading initiatives • New opportunities and challenges, learning new things • Prefers a wide scope of operations</td>
</tr>
<tr>
<td>i</td>
<td>• Being involved with other people • Having fun while getting things done • Being appreciated, respected and recognized • Big ideas without getting lost in the details • Variety, new opportunities, trying something new</td>
</tr>
<tr>
<td>S</td>
<td>• Reliable team members • Everyone is doing their share • Knowing what needs to be done and how to do it • Stable and predictable environment, &quot;heads-up&quot; on changes • Conflict-free environment</td>
</tr>
<tr>
<td>C</td>
<td>• Specific criteria for projects, information and preferences • Accuracy and doing things right the first time • Scheduling and meeting high standards • Opportunities to analyze and assess things • Following logical, systematic approaches to work</td>
</tr>
</tbody>
</table>
Marston’s Research

Genetic Traits

Core Personality

Responses

Surface Traits

Environment

Flexing Your Style
All Styles Have Strengths

- All styles are **equally valuable** – everyone is a blend of all four styles
- Your work style is influenced by **other factors** beyond DiSC®, such as life experiences, education, and maturity
- **Understanding yourself** better is the first step to becoming more effective with others
- Learning about **other people’s styles** can help you understand their priorities
- You can improve the quality of your workplace by using DiSC to build more **effective relationships**

**Strategies for Relating to the Styles**

**DOMINANCE**
- Be focused on the results
- Be quick to make decisions and respond
- Speak with a faster pace
- Be direct
- Talk about the bottom line

**INFLUENCE**
- Act in an energetic, enthusiastic way
- Be warm and friendly
- Speak with a faster pace
- Show optimism
- Recognition goes a long way

**CONSCIENTIOUSNESS**
- Be analytical and thoughtful
- Be focused on details
- Be methodical in your thought processes
- Speak with a slower pace
- Do things correctly

**STEADINESS**
- Be focused on procedures for doing things
- Be a good listener
- Ask questions for clarification
- Speak with a slower pace
- Be a dependable team player
Develop a Flex Plan

Flex Plan

Name of Person: ___________ DISC® Style ______

Use the pages about this person’s style in the Everything DISC Workplace Profile section (pp. 12-15) to improve how to work more effectively with this person.

STEP 1: TASK/PROJECT
Think of a task or project you might work on with this person.

STEP 2: HOW THIS PERSON LIKES TO WORK
Read about how this person likes to work and write down things to keep in mind when working with him/her on a task or project and the best way to connect with him/her.

STEP 3: POTENTIAL PROBLEMS WHEN WORKING TOGETHER
Read about potential problems when working together and write down what you might find most challenging about adapting your style when working with this person.

STEP 4: HOW TO BE EFFECTIVE
Read about how you can be more effective when working with this person and their style. Write down specific actions you will take to effectively adapt your style when working with him or her.

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 Styles in Conflict
The Conflict Continuum

On each continuum, plot how easy or difficult each productive response is for you.

<table>
<thead>
<tr>
<th>Easy</th>
<th>Difficult</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apologizing</td>
<td>Finding compromises</td>
</tr>
<tr>
<td>Determining the root of the problem</td>
<td>Communicating openly and honestly</td>
</tr>
<tr>
<td>Stepping back to reflect</td>
<td>Separating emotions from facts</td>
</tr>
<tr>
<td>Taking ownership of your part in the situation</td>
<td>Showing flexibility</td>
</tr>
<tr>
<td>Giving people time and space</td>
<td>Revisiting unresolved issues</td>
</tr>
<tr>
<td>Acknowledging others' feelings</td>
<td>Communicating respectfully</td>
</tr>
<tr>
<td>Seeking active resolution</td>
<td>Introspecting/being aware of your feelings</td>
</tr>
<tr>
<td>Giving reassurance</td>
<td>Listening</td>
</tr>
</tbody>
</table>

Styles in Conflict

<table>
<thead>
<tr>
<th>Dominance</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destructive tendencies:</td>
<td>Destructive tendencies:</td>
</tr>
<tr>
<td>Impulsive, unanalyzable, reaction has zero logic, often self-centered, others passive-aggressive tactics, social manipulation, loudness</td>
<td></td>
</tr>
<tr>
<td>Productive tendencies:</td>
<td>Productive tendencies:</td>
</tr>
<tr>
<td>Agreement to think, listen, understand, open communication, logical, able to compromise, excellent at problem solving</td>
<td></td>
</tr>
<tr>
<td>Conscientiousness:</td>
<td>Steadiness:</td>
</tr>
<tr>
<td>Destructive tendencies:</td>
<td>Destructive tendencies:</td>
</tr>
<tr>
<td>Self-centered, lack of empathy, does not listen to others, not interested in what others think, tends to be judgmental, can be苛 damaged by criticism, explosive</td>
<td></td>
</tr>
<tr>
<td>Productive tendencies:</td>
<td>Productive tendencies:</td>
</tr>
<tr>
<td>Listening, goal-oriented, team player, openness to conflict, helps others see the big picture, interested in goals, open to constructive criticism</td>
<td></td>
</tr>
</tbody>
</table>

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Conflict Goals for Styles

- **D Style in conflict**
  - Goals: Victory, results, personal accomplishment
  - Overuses: The need to win, impatience, bluntness
  - Fears: Being taken advantage of, appearing weak

- **I Style in conflict**
  - Goals: Approval, understanding, openness
  - Overuses: Passion, impulsivity, outspokenness
  - Fears: Rejection, not being heard, disapproval

- **S Style in conflict**
  - Goals: Agreement, acceptance, peace
  - Overuses: Passive resistance, compromise
  - Fears: Letting people down, facing aggression

- **C Style in conflict**
  - Goals: Fairness, rational decisions, accuracy
  - Overuses: Restraint, analysis, rigidity
  - Fears: Being wrong, strong displays of emotion

Conflict is Normal

- Conflict is an **inevitable** part of workplace relationships, and it can also be **productive**.

- Your conflict interactions may be influenced by **other factors**: hierarchy, culture (organizational or social), business atmosphere, personal experiences, etc.

- Your response to conflict situations is in **your own control**. You cannot control how others respond to conflict.

- Learning about other people's DISC® styles can help you **understand their conflict behaviors** and how they may differ from your own.

- You can have **productive conflict** by using DISC to more effectively engage with others.
Differences, Not Deficiencies

Using DiSC to Improve Your Team

Everything DiSC Workplace Profile

Your DiSC® Style

What Does Your Map Say about You, Lisa?

In order to get the most out of your Everything DiSC® Workplace Profile, you need to understand how to read your personal map.

Lisa’s Style: A

Primary Style: A

Secondary Style: N/A

Lisa is driven by a need for clarity and control. She prefers to have everything in order and on track. She values structure and likes to plan ahead. She is not afraid to take charge and make decisions.

Everything DiSC Workplace Profile

Different Styles, Different Needs

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Comparison Reports

The Team View

- Team Views show all team members’ styles at a glance
- Great resource to help everyone understand the different styles at work