

Management Profile

Bill Harshman

Tuesday, June 1, 2021

This report is provided by:

Training Location
info@TrainingLocation.com
(619) 995-8481
www.TrainingLocation.com



WILEY

Introduction

WELCOME TO EVERYTHING DiSC®

Bill, 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 are driven to get results.

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

Or, perhaps you relate best to people who are more direct than diplomatic.

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**.

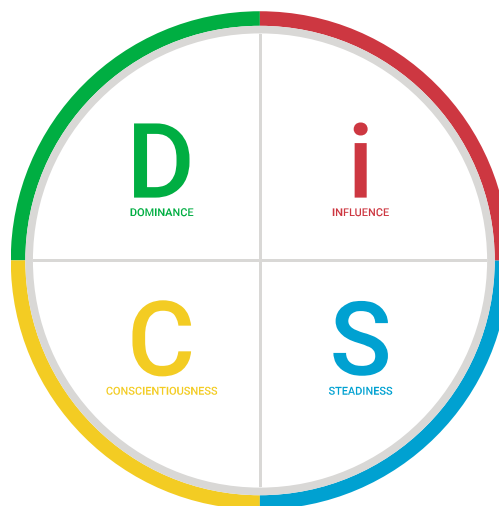
OVERVIEW OF THE DiSC® MODEL

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

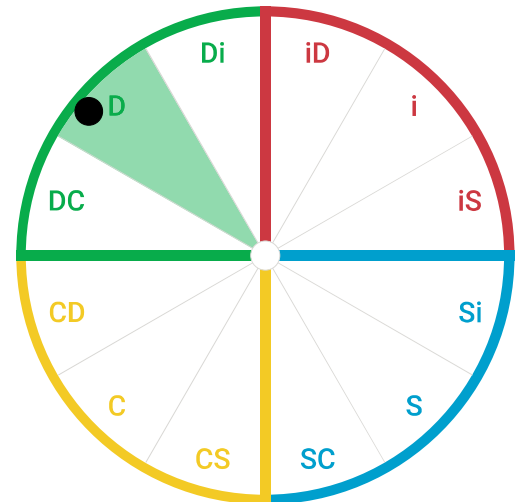
This report is personalized to you, Bill. In order to get the most out of your *Everything DiSC Management[®] Profile*, you'll need to understand your personal map.

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: D

Your dot location indicates your DiSC style. **Because your dot is located in the middle of the D region, you have a D 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 D 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 D 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 D Style

YOUR DOT TELLS A STORY

Bill, one of the words that best describes managers with your D style is driven. You probably prefer to have variety and forward momentum. Because of this, you may become bored or restless if forced to slow down for too long. When the team reaches its goals, you may not always take time to celebrate. Instead, your attention tends to quickly shift to the next goal.

You probably like to get things out the door quickly, and you may emphasize results over how you get there. Consequently, you're probably willing to question the rules when you think they don't make sense. And if you believe something is wrong, you may do whatever it takes to save the situation. At times, you may fail to realize that this forceful approach can be stressful for the people you manage.

Managers with the D style have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You probably dislike managing people whom you see as incompetent, and it may be hard for you to hide your annoyance at times. When you get really upset, you may let your irritation show in your body language and facial expressions.

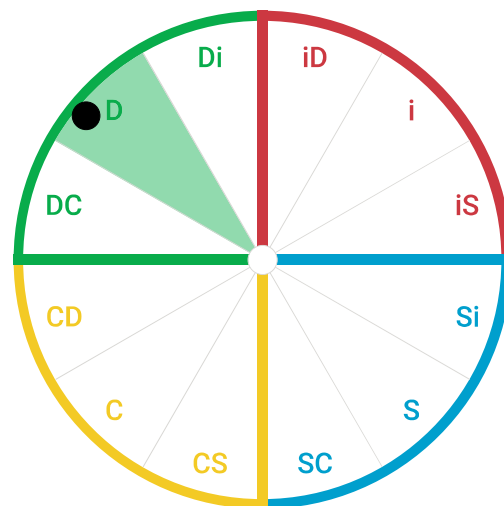
In terms of time management, you tend to create a sense of urgency for the people you manage. Most likely, you become energized under time pressure and believe other people do as well. Therefore, you may cram in as many activities as possible and become impatient with people who waste time.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Managers with the D style usually exude self-confidence. This can be infectious, allowing other people to feel good about your bold plans. Because you focus on short-term gains over long-term goals, you're willing to break the rules or change course rapidly. However, you may become frustrated if others challenge your judgment.

You have a fairly strong competitive side, and at times, you may be fueled by disagreements or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're unlikely to take kind words at face value, tending to look for the intentions behind them.

Most likely, you don't have trouble speaking up when you see a problem. You are also very straightforward when you feel that others are not competent to carry out your vision or don't see it as clearly as you do. While you may encourage input, you may disregard those opinions that conflict with your ideas. And although you may realize that others can be taken aback by your directness, you're probably unwilling to compromise what you see as honesty. Because you can be fairly intense, the people you manage may sometimes feel that you're irritated with them.

Bill, like others with the D style, your most valuable contributions as a manager may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.



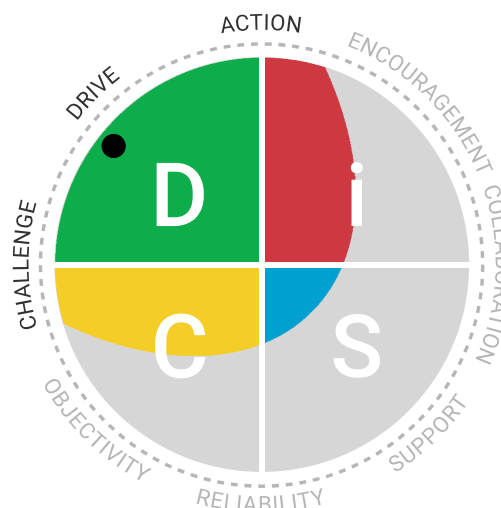
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Bill, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the D style have shading that touches **Drive**, **Action**, and **Challenge**.



WHAT PRIORITIES SHAPE YOUR MANAGEMENT EXPERIENCE?

Displaying Drive

Bill, like other managers with the D style, you tend to keep your goals at the forefront of your mind, and you may encourage your team to share this focus on achievement. Because you emphasize concrete accomplishments, you aren't likely to make excuses for failure, nor to accept any. You focus on getting results and displaying the drive it takes to succeed.

Taking Action

You tend to keep advancing and looking to the future rather than dwelling on the past. Therefore, you don't like to spend time second-guessing yourself, and you may have little patience for people's hesitancy or other obstacles that stand in the way of immediate progress. Once you choose a course, you want to take quick action and keep moving.

Offering Challenge

Managers with the D style are ambitious and determined, and they set high expectations for themselves and others. Consequently, you're likely willing to demand above-average results and push people to do their best, and if your standards aren't met, you're probably not shy about giving direct feedback. You value efficiency and candor, and you aren't afraid to challenge others with tough questions to get things done.

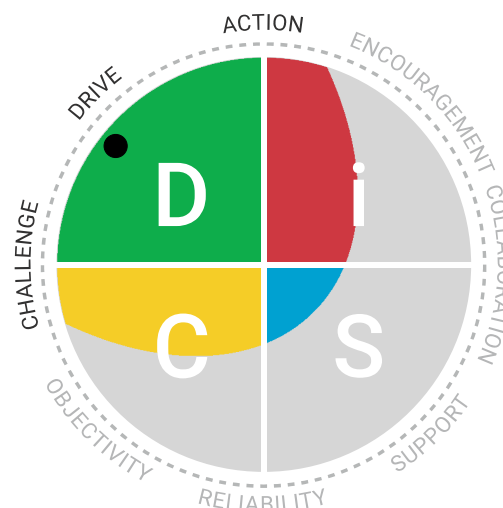
Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the D style, you may enjoy that management allows you to take charge of situations and lead people. Personal success is important to you, and you may find that being the manager of a team can help you achieve greater goals than you might accomplish on your own.

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

- Implementing your ideas
- Having authority
- Achieving results
- Overcoming obstacles
- Promoting innovation
- Making key decisions
- Getting things moving
- Working toward a challenging goal
- Pushing people to fulfill their potential



WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because getting results is so important to you, you may be hesitant to delegate a task unless you're confident that the person can accomplish it. You may also dislike reining in your creative ideas for the benefit of others or because the organization has different priorities. Furthermore, you probably become irritated if things are moving too slowly or if you perceive that time has been wasted.

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

- Following strict rules or protocols
- Dealing with challenges to your authority
- Keeping your opinions to yourself
- Providing step-by-step training
- Being faced with inefficiencies
- Slowing down your pace for the benefit of others
- Dealing with people who don't meet your standards
- Performing routine tasks
- Paying attention to the emotional needs of others

Directing and Delegating

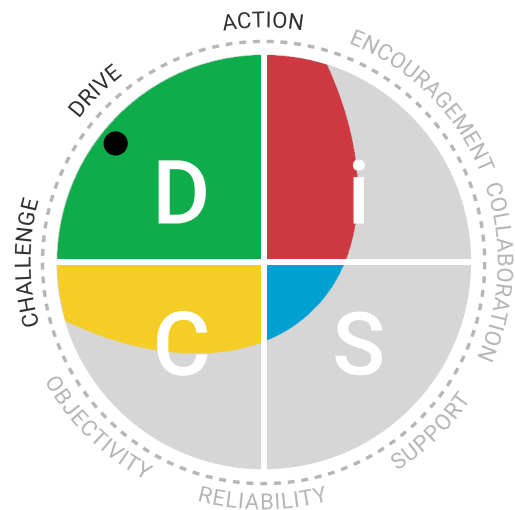
YOUR DIRECTING AND DELEGATING STYLE

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.

Bill, because you have a **strong drive for results**, you tend to push people toward ambitious goals. However, your forceful manner may sometimes prevent people from asking clarifying questions to get the information they need.

Your **preference for action** means that you want to get going quickly and may not spend a lot of time relaying the specifics. Instead, you usually direct people by instilling a sense of urgency and clearly stating your expectations for results.

Because you **strive for challenging goals**, you may be reluctant to delegate much of your authority to others, regardless of their competence. You’re more likely to perform important tasks yourself. And if individuals don’t meet your standards, you may tell them so bluntly.



HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Holding people accountable for their actions
- Getting people moving and keeping them on track
- Ensuring that people understand the need for results
- Setting ambitious goals for people and pushing them to reach their potential
- Being clear about your expectations
- Encouraging creativity in the execution of tasks

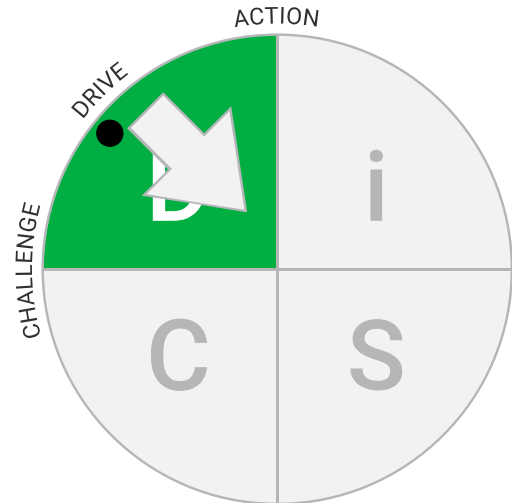
Challenges

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

Directing and Delegating to the D Style

HOW DOES THE D STYLE LIKE TO WORK?

People who share your D style prioritize the bottom line and are driven to get results. Because they are independent like you, they don't require hand-holding or coddling, which you probably appreciate. Most likely, they display initiative and accept as much responsibility as you're willing to give them. In addition, they tend to be straightforward with their opinions and want the freedom to make decisions without having to ask for input from others.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

Like you, these individuals are often questioning and skeptical. They're unlikely to simply follow orders, and they may challenge your authority if they disagree with your decisions. Furthermore, they're likely to get defensive if they feel their judgment is being questioned. Because you share this tendency to challenge, disagreements between the two of you may become heated, and you may fail to find the common ground needed to come to a resolution.

HOW TO BE EFFECTIVE WITH THE D STYLE

Like you, people who share your D style like to initiate big changes and make rapid progress. Therefore, show them the big-picture purpose of the task and how it can lead to innovative results. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. If they are inexperienced, remember that they may try to make decisions that exceed their qualifications. Given your D style, you might have to work at allowing them more autonomy and authority as they gain experience.

If they're less experienced

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

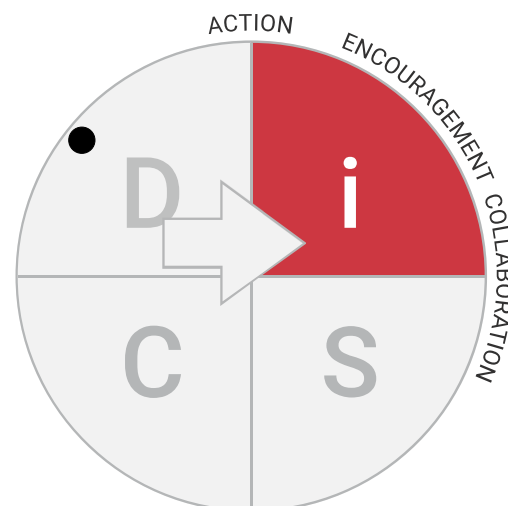
If they're more experienced

- Make sure you see eye to eye on the goal of the assignment.
- 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?

People with the i style tend to be upbeat and optimistic. They'll often focus on the positive possibilities of a task rather than the potential downside, which is contrary to your natural sense of skepticism. Furthermore, because these individuals tend to feed off of open expression and encouragement, they may desire more recognition than you are naturally inclined to give. Despite their high energy, they may not share your interest in the bottom line, and they're probably less driven to make a big impact.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

People with the i style want a fun, collaborative work environment, so they may not appreciate your preference to focus on the bottom line. They may see your straightforward, no-nonsense approach as harsh or cold, while you may consider their emphasis on the social aspects of work as distracting or a waste of time. Furthermore, they prefer to work with others, so they may not understand your focus on individual achievement and autonomy. In fact, they may become distressed if their assignments isolate them from others.

HOW TO BE EFFECTIVE WITH THE i STYLE

Like you, these individuals tend to move quickly, so they want to get the gist of an assignment and dive right in. They may be eager to tackle creative tasks and prefer the freedom to move at their own rapid pace. Because of their energy and enthusiasm, they may enjoy projects that require quick thinking or a fresh approach. Check in frequently with those who lack experience to make sure they're on track. For those who are more experienced, encourage creativity, but hold them accountable for timelines and results.

If they're less experienced

- Let them collaborate when possible.
- Make sure they don't lose track of details.
- Give them encouragement.
- Check their understanding since their enthusiasm might mask a lack of clarity.
- Stress the importance of thoroughness and deadlines.

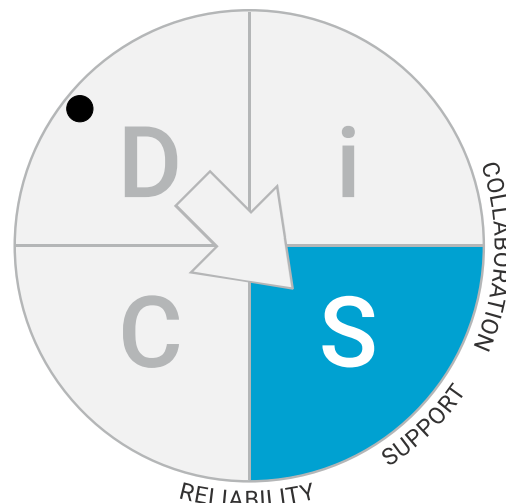
If they're more experienced

- Allow them to take the lead in group settings.
- Make time to go over their ideas with them.
- Acknowledge their contributions publicly.
- Let them try out new ways to look at problems.
- 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. Because they may be hesitant to speak up or assert themselves, it may be difficult for you to identify when they are ready for new responsibilities or challenges. Similarly, they may be so intent on avoiding confrontations that they keep their concerns to themselves, so you may not know about any dissatisfaction until it's too late.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

These individuals appreciate a methodical pace, and they like to focus on their tasks without being interrupted by sudden changes or radical developments. For this reason, they may view the high-speed environment that you prefer as intimidating or stressful. Contrary to your own preferences, they tend to be cautious when approaching projects, not wanting to be rushed for quick answers. As a result, they may come across as indecisive to you, while they may think your hard-charging approach overlooks others' input.

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. Given your D style, it may take more effort for you to make them feel valued and connected. For those who lack experience, be straightforward about your expectations, but assist them if needed. For those with more experience, give them responsibility but make it clear that you are available to advise them if they face tough decisions.

If they're less experienced

- Give clear, step-by-step directions.
- Confirm their understanding of the plan.
- Check in with them frequently.
- Refrain from giving them too much responsibility before they're ready.
- Avoid overriding their decisions whenever possible.

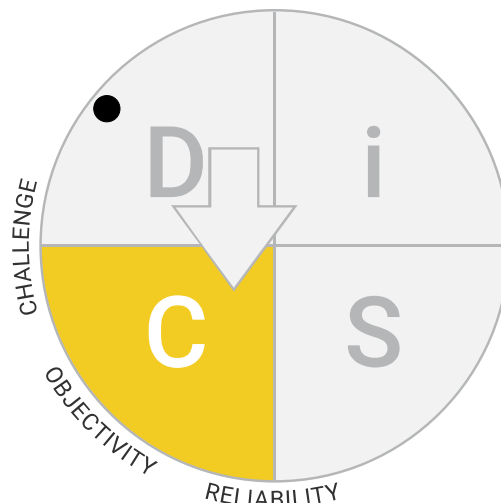
If they're more experienced

- Remember to ask for their input.
- Give them more responsibility but avoid overburdening them.
- Specify the result and allow them to structure a plan.
- Encourage them to take initiative.
- Ask them directly what kind of support they need.

Directing and Delegating to the C Style

HOW DOES THE C STYLE LIKE TO WORK?

People with the C style relate best to logical objectives and fact-based ideas. Because they strive for quality results, they take time to analyze concepts and examine solutions. They require little hand-holding and respond well if they're given tasks that require careful attention to detail. Like you, they may be less interested in the social and emotional aspects of the job, requiring little face time. Rather, they prefer to be given a task and allowed the time and space to complete it.



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. They're hesitant about ideas that seem risky, which is in contrast to your attraction to bold plans and tendency to make quick decisions. As a consequence, they may see you as reckless or sloppy, while you might see them as too perfectionistic. Because they prefer to move slowly and cautiously, they may become frustrated if you pressure them to multi-task or rush their efforts.

HOW TO BE EFFECTIVE WITH THE C STYLE

Like you, people with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. Remember that they are concerned with high quality, so just because they question an idea doesn't mean they're resistant to your authority. Those with less experience may spend too much time analyzing and perfecting their work, so be sure to keep them on track and moving forward. For those with more experience, allow more autonomy, but make sure you set deadlines that create a sense of urgency.

If they're less experienced

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

If they're more experienced

- Ask them if they need more direction.
- Listen to their concerns about quality.
- Encourage them to study the overall plan for defects.
- Allow them to work independently, but set clear deadlines.
- Give them opportunities to help solve complex issues.

Motivation

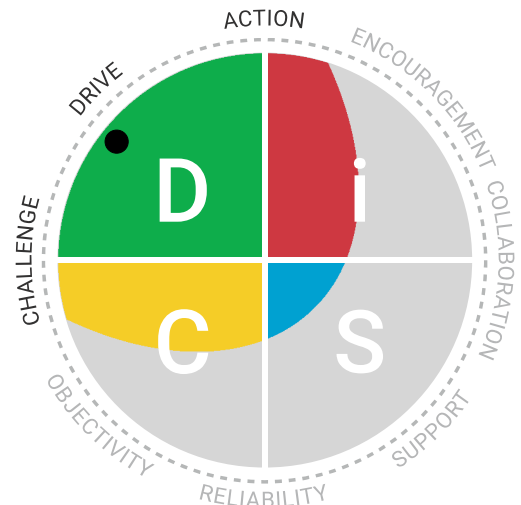
MOTIVATION AND THE ENVIRONMENT YOU CREATE

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.

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

Similarly, 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.

Most likely, your **willingness to challenge the status quo** supports a culture of creativity. Because you usually look for original solutions to vexing problems, others are likely to pick up on this behavior as they develop their own ideas and execute their tasks.



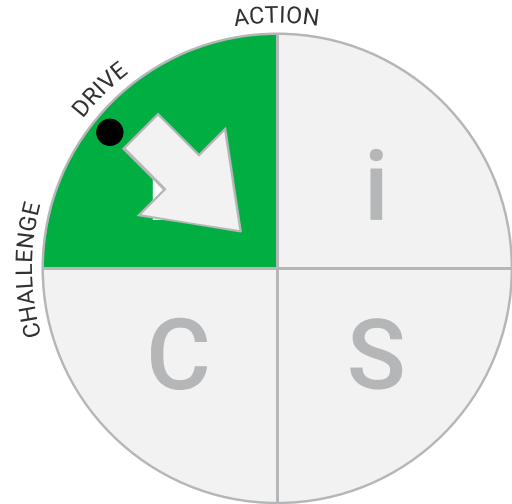
THE ENVIRONMENT YOU CREATE

- Because of your drive, people strive for tangible results.
- When you challenge people, they push themselves harder.
- Because you emphasize results, people feel a sense of urgency.
- Because you provide direct feedback, people know they cannot get away with inferior work.
- Your decisiveness can help people feel confident that the team will succeed.
- People understand how their goals fit into the vision when you give them 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, because they're so focused on individual career growth, they will probably feel empowered to meet the challenging expectations you tend to place on them.



What demotivates the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.

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

- Give them concrete goals to work toward.
- Provide opportunities for independent work.
- Increase their control over their work environment.
- Create competitions and chances to win, but don't allow them to overrun the rest of the team.
- Avoid stepping in or overruling their decisions unless absolutely necessary.
- Emphasize the big-picture, results-oriented purpose of a project.

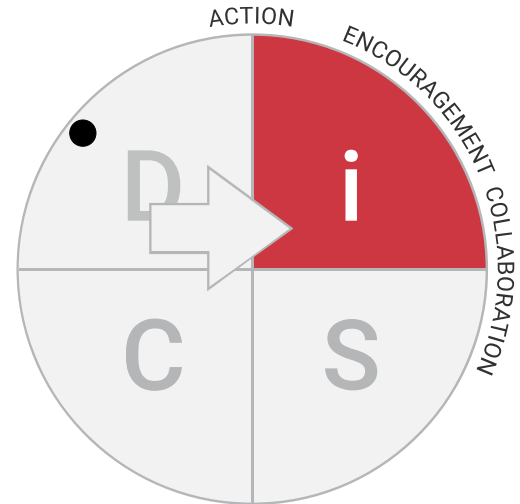
What's the best way for you to recognize and reward the D style?

- Reward effective performances by stepping back and allowing increased autonomy.
- Compliment them with direct statements that focus on results.
- Let them know how their competitiveness and drive contribute to team success.
- Give them opportunities for advancement when they have proven they're ready for 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 appreciate a warm and encouraging environment, probably more so than you.



What demotivates the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.

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

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

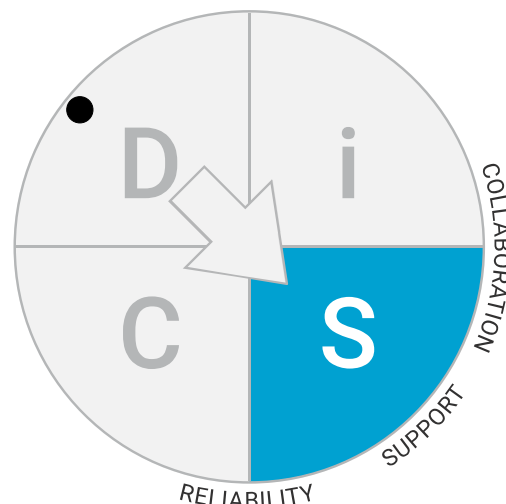
What's the best way for you to recognize and reward the i style?

- Reward them for outstanding results by praising them publicly and enthusiastically.
- Tell them how much others appreciate the energy and people skills they bring to the team.
- Give them opportunities to shine and recognize peak achievements.
- Show your approval by recommending them for awards and advancement opportunities.

Motivation and the S Style

WHAT ARE THE MOTIVATIONAL NEEDS OF THE S STYLE?

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



What demotivates the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.

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

- Avoid rushing them for results, which may require you to slow your pace at times.
- Let them collaborate with others.
- Show them that you care about their feelings rather than focusing solely the bottom line.
- Provide the information and resources they need to do their best work.
- Give plenty of warning when changes are coming.
- Ask for their ideas, which they might not share without encouragement.

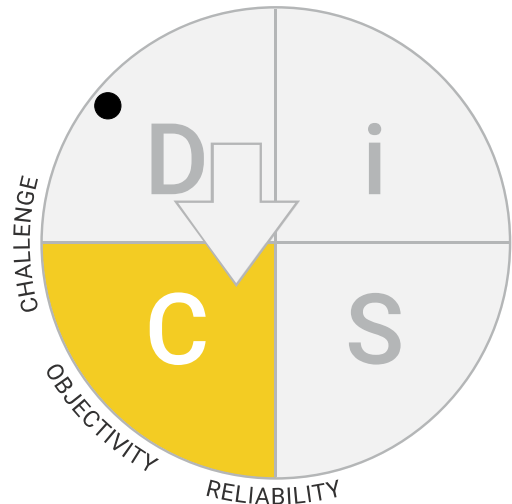
What's the best way for you to recognize and reward the S style?

- Recognize how their strengths, such as thoughtfulness and steadiness, contribute to team success.
- Acknowledge how the above-and-beyond support that they provide helps you get results.
- Reassure them regularly that they're appreciated and valued.
- Reward them by taking the time to give warm and sincere praise in a one-on-one setting.

Motivation and the C Style

WHAT ARE THE MOTIVATIONAL NEEDS OF THE C STYLE?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. They want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution, which isn't one of your top priorities. Because they tend to be even more objective than you are, they like to weigh all the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so like you, they often question ideas and challenge assumptions to ensure accuracy.



What demotivates the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.

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

- Avoid pressuring them for fast results.
- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Listen to their insights about projects or tasks before asserting your opinion.
- Provide opportunities for independent work.
- Give them challenging projects they can sink their teeth into.

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

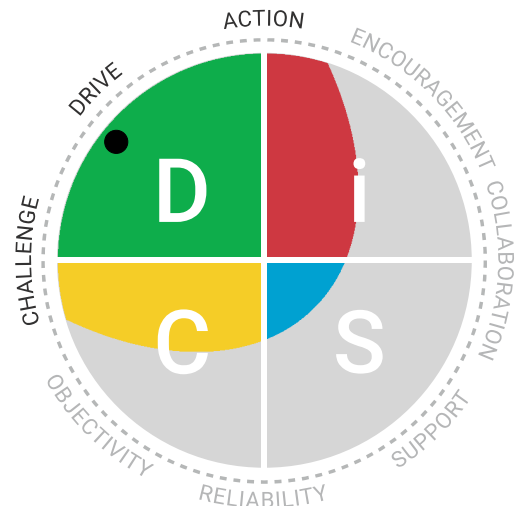
- Make time to privately praise their performance and expertise.
- Point out how their high-quality standards contribute to the organization's success.
- Recognize and utilize their strengths, including analysis, logic, and problem solving.
- Reward them for quality work by granting more autonomy and dictating their methods less often.

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.



Bill, you tend to strive hard for results, and in the quest for accomplishment, you may bring the people you manage along for the ride. To you, development may be synonymous with achieving goals, so you might push people to learn more and move faster in your powerful drive for success. Therefore, you probably set high standards and aren't likely to accept excuses for subpar performances. And because you're willing to challenge assumptions, you may find ways to build on employee strengths that are far from obvious. Overall, your demanding approach may lead people to strive for meaningful accomplishments, rather than settle for modest goals.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Motivating people to do what they set out to do
- Toughening people up for further challenges in their careers
- Urging people to hone their skills
- Offering creative or daring ideas for people's development
- Giving feedback in a clear, straightforward manner
- Pushing people to take chances and be flexible in their development

Disadvantages

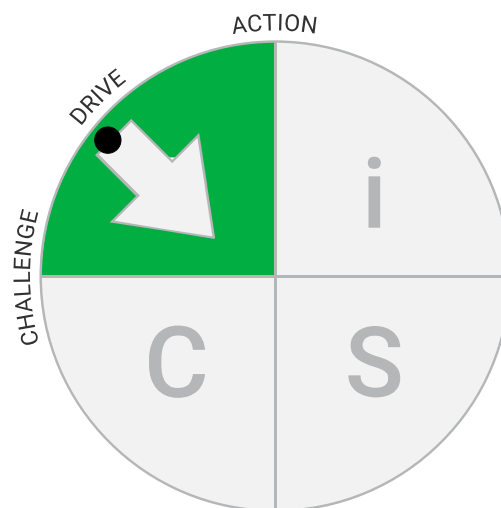
- Pushing people at a pace that is too fast for them
- Overwhelming others with responsibilities
- Forcing people to develop in ways that contribute to your own agenda
- Failing to take a long-range view of people's development needs
- Displaying impatience with people when they are still learning
- Failing to help people devise a step-by-step development plan

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 who share your D style are usually quite driven, so it may be important to ensure that their energy is channeled in the right direction. Because you tend to assert your authority, you probably don't have much trouble reining them in. Respect their drive to achieve independently while making sure that their priorities are in line with those of the broader organization.

- Be sure they know the difference between individual and organizational goals.
- Let them know if they have taken on more than they can handle.
- Encourage their ambition but be prepared to limit their authority.

Action

Like you, people with the D style tend to move fast and work toward an immediate payoff. However, because you both are intent on rapid results, you may neglect to create a step-by-step development plan. This may be necessary if they are inexperienced or prone to make big decisions with very little information.

- Slow down to look at other development opportunities.
- Review the big picture and have them come up with appropriate long-term goals.
- Make sure they have a clear and orderly development plan.

Challenge

Like you, these individuals can use their strong will to push through obstacles. Because they may often feel that their way is the only way, they may challenge your authority. At times, you may butt heads or get locked into power struggles.

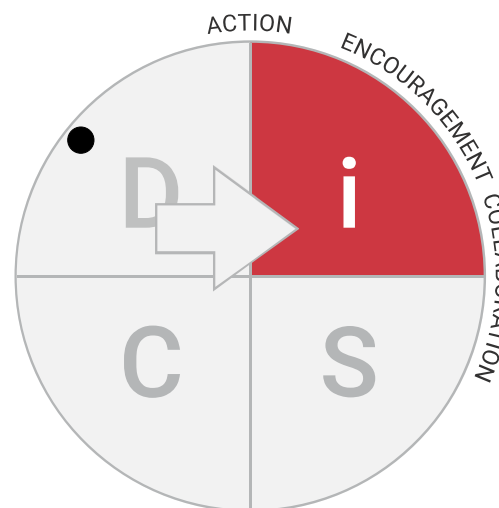
- Remember that heavy-handed tactics will turn disagreements into a power struggle.
- Set up a system so they know when you are suggesting and when you are telling.
- Be firm and assert your authority without coming across as domineering or controlling.

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

People with the i style often take feedback personally, so they may not respond well to your blunt assessments. Because they want to know that they are doing a good job and are on the right development path, they may want more upbeat encouragement than you naturally provide. Without positive reinforcement of their progress, they may worry that you're not satisfied.

- Refrain from being overly harsh or blunt in your feedback.
- Be sure to point out the progress they have made.
- Show that you are optimistic about their chances of success.

Action

Like you, these individuals are interested in fast-paced innovation, so they may display less enthusiasm for development opportunities that require a great deal of in-depth analysis or study. Your own desire for quick action may mean that you don't push them to slow down and embrace deliberation or careful examination. As a result, you may both overlook promising opportunities that take more time to study.

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

Collaboration

People with the i style prefer to grow and improve their skills in a team environment where collective effort is the answer to just about any problem. For this reason, your preference to limit collaboration and strive for individual goals may not meet their needs. You may need to reassess your assumption that everyone thrives with as much independence as you do.

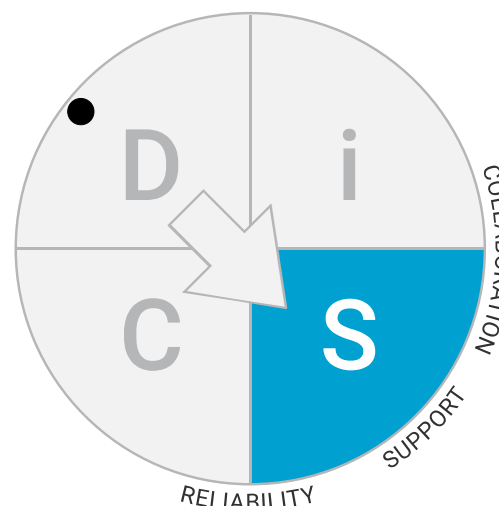
- Encourage them to pursue opportunities that involve working with others.
- Allow them to lead small groups.
- Remind them that they will have to work alone from time to time.

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

Although they'll rarely ask for it, people with the S style need to be reassured that they are doing a good job. Because you are unlikely to offer this type of emotional support, they may become intimidated by your fast pace and results focus and fail to share their real concerns and opinions with you.

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

Reliability

These individuals are dependable and stable. For this reason, they may not appreciate your tendency to promote development opportunities that require fast-paced innovation or an element of risk. They may feel threatened by these bold or daring plans, but they may be uncomfortable speaking up about it.

- Help them 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.
- Refrain from assuming that they are on board with your most adventurous plans.

Collaboration

People with the S style enjoy working with others, and they may believe that groups come up with more effective answers than individuals do. They may look for development opportunities that allow them to collaborate with people, and they are often eager to help develop collective visions. Therefore, your preference to prioritize individual achievement and drive may not meet their needs.

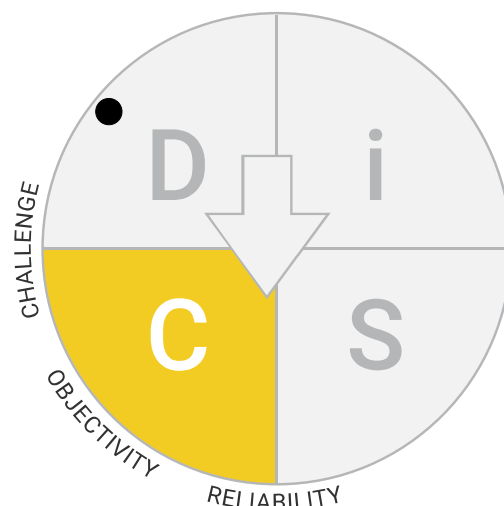
- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the skills to work autonomously or as a leader.
- Remember that they don't value individual accomplishment as much as you do.

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

These individuals strive for high-quality solutions, and they often insist on creating work that is as close to perfection as possible. This instinct may clash with your desire for immediate results. They will likely reject your efforts to rush them or force shortcuts, so they may seek development opportunities that reward quality rather than speed.

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

Reliability

People with the C style want development opportunities that are well planned and reliable. They may, however, become inflexible once they've decided on a logical course of action. Further, they may be less interested in your bold plans for development in favor of those that are safe and systematic.

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

Challenge

Like you, these individuals are often skeptical, so they may probe ideas for flaws even after others have accepted them. Their questioning nature 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, and could lead to power struggles if you respond by pushing them to accept your ideas.

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

How Your Manager Sees You

One of the most important but often overlooked aspects of management is sometimes called “managing up.” This refers to effectively working with and influencing your own manager. Understanding how your manager sees you is important, but sometimes difficult. This page provides insight into how your manager might see you.

Driven

Bill, since you have a D style, you probably come across as assertive and decisive. Your manager may appreciate that you can be counted on to strive for success and get fast results. On the other hand, you may sometimes bite off more than you can chew, which could frustrate your manager. Furthermore, your tendency to push people may seem too aggressive for managers who prefer a more diplomatic approach.

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

Active

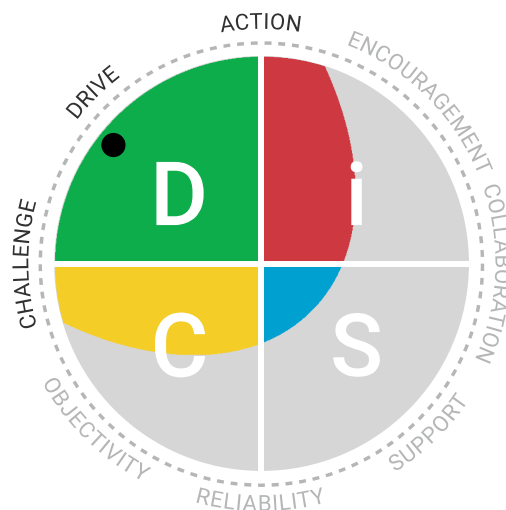
Many managers will appreciate that you tend to take charge of situations and keep projects under control. In addition, because you prefer a fast pace, your manager may trust that you’ll avoid falling behind schedule. However, your tendency to make decisions and act quickly may seem rash to some managers.

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

Challenging

Because of your direct manner, your manager may feel comfortable that you’ll give straight answers without beating around the bush. Furthermore, your tendency to suggest bold ideas may lead your manager to view you as an independent thinker and innovator. However, since you aren’t afraid to challenge the status quo, your manager may think that you occasionally overstep your boundaries.

- Your manager may see you as overly critical.
- Some managers may feel you threaten their authority.



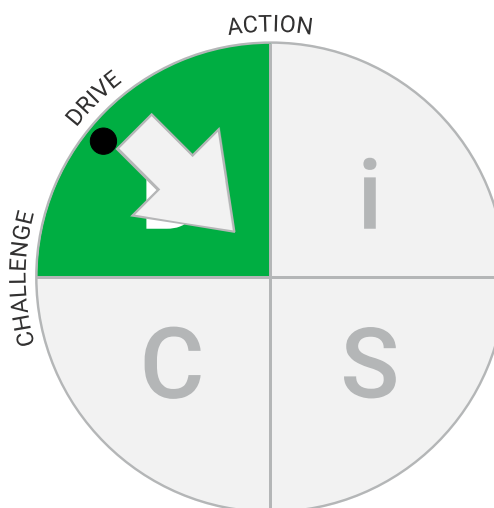
Working with D Style Managers

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.
- Like you, they probably challenge themselves and aren't afraid to challenge others.



ADVOCATING AND GETTING BUY-IN

Managers who share your D style want to know how your ideas will produce concrete, immediate results. By emphasizing the big picture and the direct impact of your proposals, you may be able to gain their buy-in. Furthermore, because they respect confidence, your tendency to be assertive may increase the odds that they will give you support. Like you, they want to keep things moving quickly and may become frustrated when something or someone slows progress. As a result, your tendency to get right to the point by avoiding detailed explanations is just what they're looking for. In addition, keep in mind their need to feel in control. They are likely to 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 in the solution.

- Project confidence in your ideas.
- Keep the focus of your discussions on the bottom line.
- Emphasize the concrete results that they can expect.

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. Like you, they may be very direct and aren't inclined to gloss over differences or avoid confrontation. For this reason, disagreements between the two of you may become heated. Be sure to resist the urge to escalate the conflict. Find ways to make your points objectively, but if you find yourself becoming argumentative, focus on resolving arguments rather than on winning.

- Avoid becoming overly blunt or aggressive.
- Focus on creating solutions rather than competing.
- Stick to the facts and avoid hot buttons.

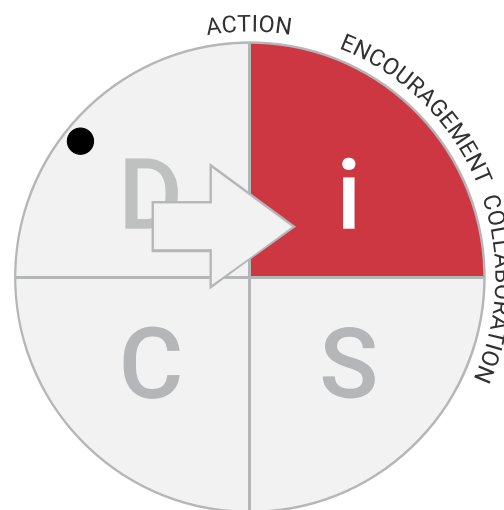
Working with i Style Managers

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.

- Unlike you, they focus on encouragement and celebrating 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. They're more interested in working as a team and may not be as focused on the bottom line as you tend to be. In addition, your strong will and determination may come across as too harsh or pushy to them. If you want their buy-in, show them how team members can work together to reach your goals, and rather than make demands, work to create an open dialogue between the two of you. Furthermore, like you, they're interested in fast movement and groundbreaking solutions, so lay out the big picture and assure them that things can happen quickly. Remember that delivering your ideas with passion is more likely to capture their attention and gain their continued support.

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

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. Because you tend to address conflict head-on, you and an "i" manager may escalate any disagreement. They may have trouble letting things go, so be careful that your directness doesn't come across as a personal attack. Express 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.

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

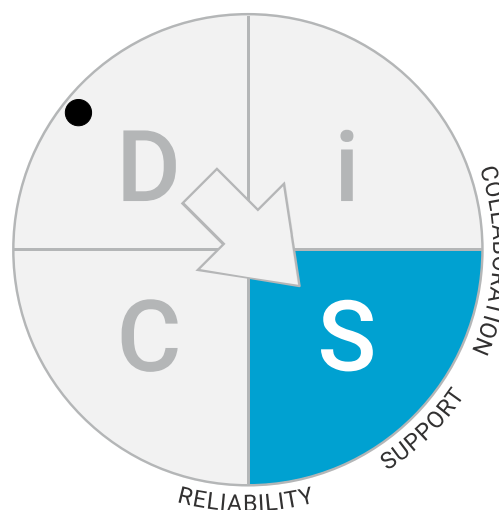
Working with S Style Managers

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 steady progress and reliable results. Therefore, they need time to prepare for any major changes that you might suggest. Because they can often see both sides of a decision, your strong-willed determination to move forward might be too forceful. Present your ideas clearly, and be ready with details to address their concerns. While they may allow you to lead the discussion, remember that heavy-handed tactics are unlikely to help you gain their buy-in. 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.

- Emphasize how your idea helps people.
- Lay out your plan in a step-by-step manner.
- Give them time to consider the implications of the changes you are proposing.

DEALING WITH CONFLICT

Managers with the S style want to avoid conflict whenever possible, which is in contrast to your tendency to confront issues directly. For this reason, they may gloss over your differences or even deny that there is a problem. You may win arguments by being forceful, but a confrontational approach could undermine their trust in you. Therefore, you may need to take a more diplomatic approach and work to uncover the true source of the conflict. Avoid assuming that their silence means the matter is resolved. If you allow them to bury their feelings, resentment may build and appear later.

- Be direct without being confrontational.
- Avoid forceful tactics that may leave them feeling anxious or resentful.
- Follow up to make sure the issue is resolved.

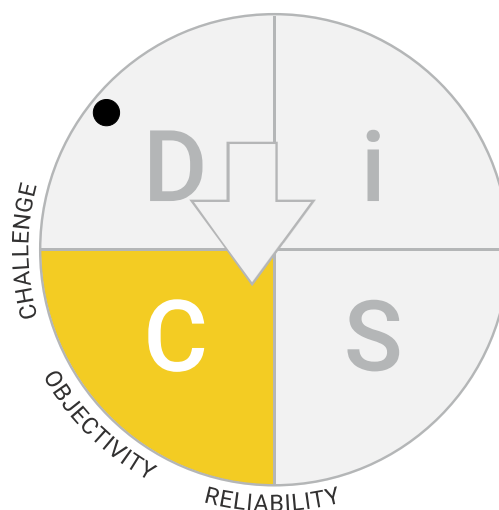
Working with C Style Managers

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.
- Like you, they tend to show 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. Like you, they want to foresee potential issues or complications, so they're likely to ask a lot of skeptical questions. Because they want detailed proof, a big-picture focus might be insufficient to get their buy-in. Furthermore, they're more interested in reliability than in speed, so you may need to slow down and show them that you've thought through all of the consequences of your plan. When you want their attention, present your ideas clearly and systematically. They're unlikely to respond well to heavy-handed tactics, so don't try to push them. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Explain the details of how your plan would work.
- Be ready to provide all the information they need to reach a decision.
- Avoid pushing them to move more quickly since it's likely to antagonize them.

DEALING WITH CONFLICT

Because managers with the C style view conflict as a disagreement over who is correct, they may avoid direct aggression and remain objective instead. If emotions begin to run high, however, they may dig in their heels and stubbornly refuse to discuss the matter any more. On the other hand, you tend to be quite blunt and outspoken in a confrontation. When working with them, you may need to tone down your aggressive approach. If you push too forcefully, they may see you as an arbitrary decision maker. Therefore, don't insist on immediate resolution. State your position factually, and give them time to present their side.

- Support your opinions with logic and facts.
- Avoid pushing them to settle the matter immediately.
- Stay away from forceful tactics that will make them defensive.

Overview of DiSC®

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

