DISC Flow® Leader

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I Introduction

The DISC Flow® Leader report has been purposely designed to be simple to understand and easy to apply. We've taken the tried-and-tested DISC behavioural model and combined it with the power of emotional intelligence to help you tap into your strengths and become a better leader.

Sascha, this personalised report uses your assessment data to provide a wealth of information and insights that will help you develop your leadership potential. View this as an opportunity to better understand your natural leadership approach and develop techniques to become an even better version of who you already are. One that exploits your strengths, shows you where to focus your energy, and capitalises on areas where you are more engaged and effective.

When reading your report, **Sascha**, it is essential to remember that all of the approaches you will be introduced to are equally valuable and that there is no good, bad, or best leadership style. Everyone is a blend of all styles, but most leaders tend to lean towards one or maybe two of these approaches. By better understanding your leadership style and recognising how those behaviours impact relationships, you will be able to empower the people who follow you and unleash their potential.

Try to think of the DISC Flow® Leader Model as a compass for your brain. A compass doesn't tell you where to go—it just points you in the right direction, and if you read the signs along the way, you will reach your destination faster and with far fewer problems.

We don't claim that this report will give you all the answers, but we hope you find much to engage your interest and that you find some important insights and useful tips to help you become a more effective leader of people.

We recommend that this report be read in conjunction with your DISC FLOW® CORE report. Your Core report provides an in-depth explanation of your general behavioural and emotional characteristics, as well as a host of specific developmental tips to help influence better interactions with those around you.

COMMANDING
LEADER

High Expectations
Competitive
Decisive
Daring
Demanding
Conviction
Achiever
Risk-taker

DYNAMIC
LEADER

Risk-taker
Experimental
Initiates Change
Big Goals
Daring
Take Charge
Original
Adventurous

INSPIRING
LEADER

Appreciative
Optimist
Charming
Builds Network
Team Player
Motivational
Persuasive
Daring

ACCEPTING
LEADER

Approachable
Compassionate
Empathetic
Speaks with Conviction
Fair and Just
Down-to-Earth
Patient
Stable

di

D

I

cd

is

C

S

sc

PERFECTIONIST
LEADER

Efficient
Resolute
Independent
Competitive
Objective
Driven
Forceful
Committed

METHODICAL
LEADER

Systematic
Autonomous
Problem Solver
Objective Thinker
Private
Logical
Analytical
High Standards

MODEST
LEADER

Initiative
Ethical
Conscientious
Composed
Reliable
Practical
Organised
Structured

ACCOMMODATING
LEADER

People-oriented
Accepting
Dependable
Good listener
Patient
Diplomatic
Courteous
Loyal

This illustration describes some of the expected observable traits of the 8 Leadership styles, based on the DISC theory. It will help you gain a better understanding of your DISC leadership style and how to use this knowledge to bring out the potential of your people.

II Integration of DISC Leadership Styles and Emotional Intelligence

Sascha, in the DISC Flow® model, your level of emotional intelligence is assumed to be the factor which enables how well you control the behavioural tendencies typically associated with your Leadership style. One of the distinguishing features of the DISC Flow® model is the manner by which it is able to predict how different DISC leadership styles will combine with a leader's emotional intelligence to provide a deeper and more meaningful examination of how and why you approach your role as you do, as well as how this approach might affect your team members.

The following section provides an interpretation of your natural leadership style and how it is influenced by the level of your emotional intelligence.

Results at a Glance

YOUR LEADERSHIP DISC STYLE AND LEVEL OF EMOTIONAL INTELLIGENCE

DYNAMIC LEADER

DI-Style

POTENTIAL   DEVELOPING   DEVELOPED
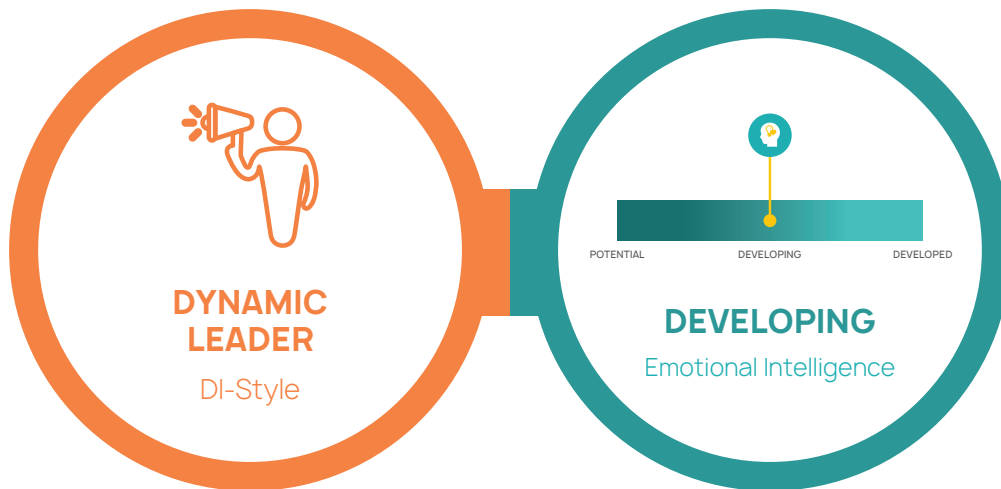
DEVELOPING

Emotional Intelligence

Sascha, you are considered to be a **Dynamic Leader** with a **Developing Emotional Intelligence**. As such, you are comfortable being assertive but do so in a reasonable manner by taking into consideration how others might react to your opinions and ideas. You naturally like to put yourself forward for new initiatives, and the excitement you get from doing this increases your curiosity of the unknown. You tend not to be overly influenced by others but are willing to hear what people have to say about a particular issue. You are reasonably good at convincing others to work towards your goals, and more often than not, make use of your charm and forceful presence to achieve this.

DYNAMIC LEADER

You usually want issues to be resolved quickly, and on occasion, propose solutions that might discard the welfare of others.

Your enthusiasm is contagious and can sometimes encourage others to dream big and be goal-oriented like you. However, there are instances where your passion is misplaced, and you are unrealistic about your expectations. You prefer to be listened to and supported when it comes to your speculative ideas. Sometimes you will consider practicality, but most of the time will send out a message that says you want to deliver something big and bold. You have this unique talent of leading a conversation to where you want to take it by using your assertive and charming nature. Getting your message across is not a problem for you.

You are people-oriented, and as such, you tend to pay attention to the views of others and respond appropriately, whether you are in agreement or not. Your sincere interest in another person's thoughts and opinions tend to make you approachable. People in your environment generally find you as an accommodating individual. You tend to like working in groups; however, working with people who delay in decision-making can make you feel tense. You are open to constructive criticism, but too much negative feedback can cause you an element of stress. Too many differing opinions can also make you feel pressured because it creates a delay in arriving at a solution. You are usually open-minded and welcoming toward other's ideas. Your actions and decisions are generally appropriate for your social environment.

III General Characteristics

Sascha, the most challenging part of any manager's job is people management. Probably the most important task you face is that of bringing out the best in the people under your direction. You are required to lead, motivate, train, inspire and encourage; and their performance and attitude can result in the success or failure of any project. As such, this section shall focus on your leadership approach and will make you more aware of your strong points, as well as highlighting behaviours that you may need to adapt to unlock the potential of your people.

Potential Strengths

- You display relatively strong convictions, are willing to state your position and stand your ground.
- You are reasonably good at making quick decisions, even with very little information.
- You often gain the support and respect of others because of your optimistic and determined demeanour.
- You have an innate talent to inspire your team to stretch themselves and reach ambitious goals.

Potential Limitations

- You naturally move with a sense of urgency that may create a level of anxiety for certain members of the team.
- You can be unrealistically optimistic at times, instead of being practical.
- It would help if you learned to trust your team more and listen to their ideas, especially in situations that require the expert opinions of others.
- You may need to work on providing more detailed structure for people who require a more precise approach to work

Contribution to the Organisation

- Your ability to inspire the team to work towards an ambitious goal.
- Your enthusiastic and open approach to change.
- Your ability to come up with unique and original solutions to challenging problems.
- Your compelling way you lead the team to share your vision.

III General Characteristics

Communication Style

- You usually prefer spontaneous conversations.
- You appreciate to the point and short meetings.
- You prefer direct, actionable and focused feedback, without becoming too personal.
- You openly speak your mind, but with a degree of sensitivity towards others.

What Motivates You?

- Achieving success and receiving peer or public recognition.
- An environment that allows you to balance your personal and business life makes you feel contented.
- Challenges and setting ambitious goals make you operate at your best.
- New ideas and dealing with the unknown ignites your senses.
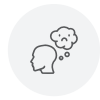
What Stresses You?

- It can be draining for you to provide one-on-one coaching sessions.
- You might feel constrained by too much structure and daily agendas.
- You may feel drained by over-analysis and assessing risk, especially if it stops you from taking action.
- You may feel uneasy when a team member takes feedback personally.
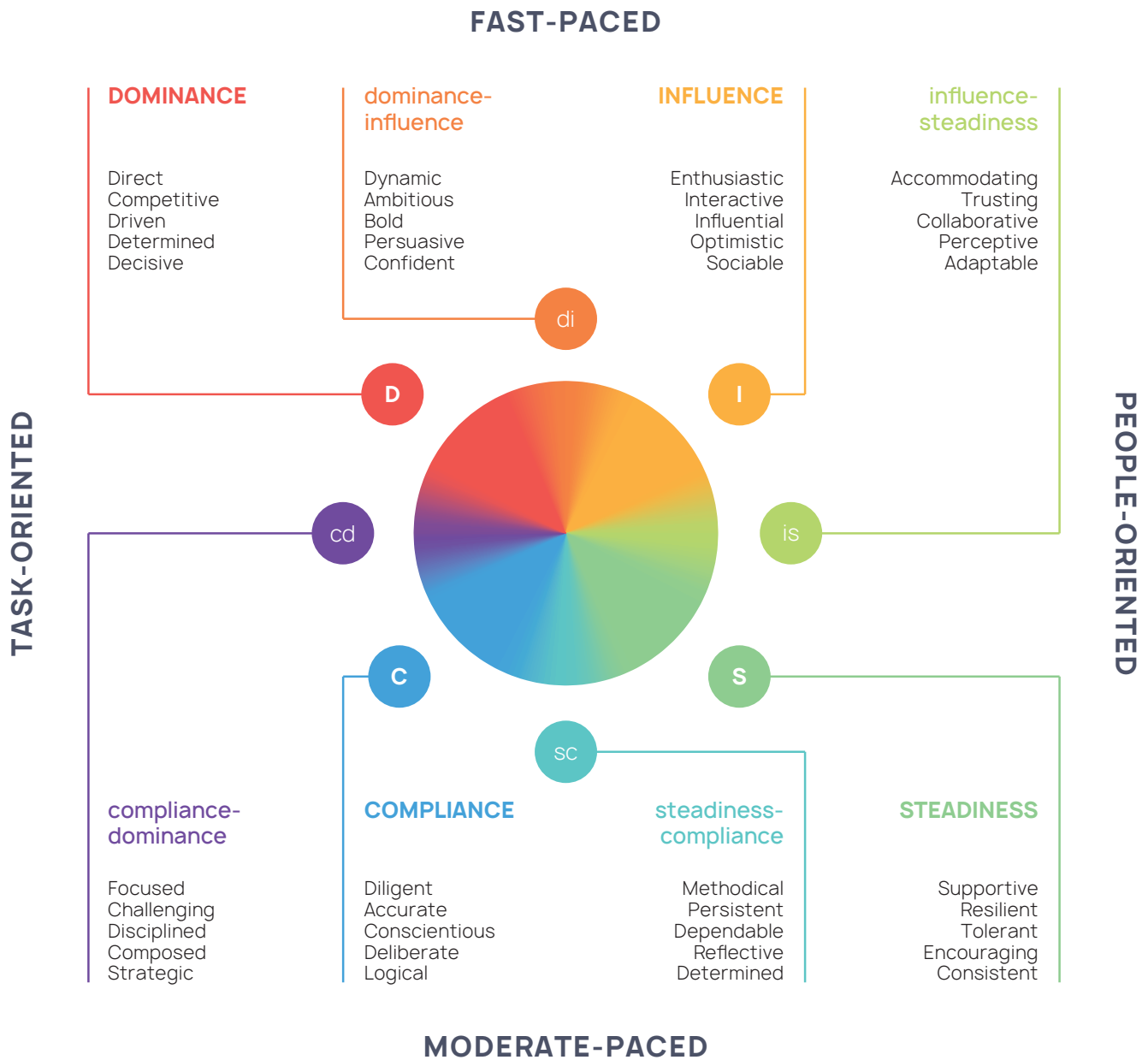
Crisis Management Style

- You are inclined to accept change and adapt to it as necessary.
- You create a vision and enthuse the team to execute the plan.
- You tend to address conflict openly and with a problem-solving mindset.
- You usually focus on the outcome, or what success will look like at a critical point.

IV Unlocking the Potential of your People

Sascha, you may find that effectively managing your team members is more challenging than merely issuing instructions or delegating a task. In the course of your leadership role, you will observe that some team members respond positively to instruction or feedback while others react with hesitation or doubt. Some prefer detailed instructions, while others are comfortable with a broad-brush approach. As such, this section shall focus on your approach toward developing your team members based on their personality, needs and potential.

TEAM MEMBERS BY STYLE

FAST-PACED

DOMINANCE

Direct
Competitive
Driven
Determined
Decisive

dominance-influence

Dynamic
Ambitious
Bold
Persuasive
Confident

INFLUENCE

Enthusiastic
Interactive
Influential
Optimistic
Sociable

influence-steadiness

Accommodating
Trusting
Collaborative
Perceptive
Adaptable

TASK-ORIENTED

PEOPLE-ORIENTED

di

D

I

cd

is

C

S

sc

compliance-dominance

Focused
Challenging
Disciplined
Composed
Strategic

COMPLIANCE

Diligent
Accurate
Conscientious
Deliberate
Logical

steadiness-compliance

Methodical
Persistent
Dependable
Reflective
Determined

STEADINESS

Supportive
Resilient
Tolerant
Encouraging
Consistent

MODERATE-PACED

The D Style Team Member

(Fast-paced and Task-oriented)

D

Competitive-Decisive-Challenging-Direct

How do they show up

Individuals who sit within the Dominance (D) style are commonly perceived as being direct, determined, decisive and self starters. Given their independent nature, these team members generally prefer to take charge rather than follow someone else's instructions. They are highly driven when carrying out a task and have a preference for dynamic and challenging activities. They usually thrive when set an ambitious goal, preferring action over analysis when they need to complete an assignment. Also, these team members are naturally competitive, which can be attributed to a desire for recognition and authority. They are also highly assertive, especially when pushing for their ideas. Usually, they have a clear picture of how they will achieve their goals; they know what they want, and how to get it. They may appear to other people as overly forceful and might not show consideration toward alternative opinions, especially those that are not in-line with their plans. They can also be impulsive when undertaking a task. Usually, when they state their opinion or ask a question, they mean business.

What you will notice

- They express themselves confidently and will be quick to end a conversation that they feel isn't going anywhere.
- They can be direct and opinionated, but you won't have any difficulty understanding where they stand on an issue.
- Their assertive nature often leads them to take charge of a situation.
- They are goal-oriented and focused when on-mission, and only listen to additional perspectives that they feel will expedite the achievement of a timely result.

Things to watch out for

- They may challenge your authority.
- They tend to question or be sceptical towards new ideas.
- Their self-assured façade could be mistaken as expertise.
- They may challenge your competency and how well you know your job.

Meeting their needs

- Offer them challenging projects with an ambitious deadline.
- Give them the space to be independent.
- When appropriate, allow them to take responsibility and ownership over large projects.
- Clearly define what is expected of them in terms of timescales and results.

The D Style Team Member

(Fast-paced and Task-oriented)

Managing the experienced D

- Be straightforward with the outcome that you expect.
- Acknowledge their need for independence, but ensure that you clearly define the boundaries and maintain your authority.
- Be pragmatic and practical when demonstrating an approach that will be more productive.
- Clearly set out your objectives, expectations and deadline, then let them decide how to carry out the task.

Managing the inexperienced D

- Be open, so they will not hesitate to ask questions.
- Be aware that they might try to mask any shortcomings by appearing overly confident.
- Let them know that you will provide more autonomy once they are familiar with the role.
- Monitor their work and let them know if they are doing a good job.

Challenges in developing the D style

- Ensuring that their energy is channelled in the right direction.
- Convincing them that they need to follow a more established and structured plan.
- Nurturing their ambitions while maintaining a focus on the organisation's goals.
- Providing them with a level of autonomy that does not undermine your authority as their leader.

Overcoming the obstacles

- Communicate in a way that there is no doubt as to whether you are suggesting or telling.
- Share the big picture and encourage them to come up with solutions.
- Offer them a certain degree of independence as long as the boundaries are clearly defined.
- Reiterate your authority when necessary.

Quick Tips

Conversations should be direct and straightforward, using a confident and assertive tone.

Meetings should be brief, to the point and only scheduled when necessary.

Emails should be brief, business-like and concise.

Feedback should be direct, actionable and focused on the most important points.

Conflicts should be addressed objectively and in a timely manner.

Notes:

The DI Style Team Member

(Fast-paced; and situational between Task-oriented and People-oriented)

DI

Bold-Proactive-Dynamic-Persuasive

How do they show up

Individuals who sit within the Dominance-Influence (DI) style display a blend of behavioural tendencies found in both the Dominance and Influence personality styles. Generally, they will appear agreeable, dynamic, adventurous and bold. These team members usually know what they want; they are determined and have a clear vision of how to achieve their goals in life. Although they are generally dependable, they have the occasional tendency to take uncalculated risks. This can mean they have too much optimism about their ability to accomplish something at the expense of practicality and following tried and tested methods.

DI's are willing to step out of their comfort zone to develop their potential and expand their areas of expertise. They are highly motivated by new adventures and appear high-spirited and full of life in their endeavours. Being so outgoing, they can find it challenging to settle. Also, these team members strive to maintain a balance between their personal and social life. Under pressure, they might come across as self-centred, impulsive, idealistic and unrealistically optimistic.

What you will notice

- They possess an active and fast-paced disposition.
- They seem effortlessly agreeable and able to influence and persuade others.
- Typically show up in situations as dynamic, adventurous and bold.
- Naturally optimistic and become excited by change and the unknown.

Things to watch out for

- They are liable to dominate or try to take control of a conversation or project.
- Tasks being carried out haphazardly because they are overflowing with ideas and have a tendency to shift from one topic to another.
- They can sometimes try to micromanage colleagues, and their sense of urgency may cause undue stress to others.
- Too much focus on the speed of result, possibly sacrificing the quality of work in the process.

Meeting their needs

- Allow them to present their ideas in a group setting.
- Give them tasks that offer more freedom to experiment and execute.
- Provide a friendly and healthy competition within the team.
- Give them challenging projects on a tight deadline.

The DI Style Team Member

(Fast-paced; and situational between Task-oriented and People-oriented)

DI

Managing the experienced DI

- Appreciate their willingness to take responsibility by regularly acknowledging their efforts.
- Be mindful of their need for independence and provide them with a certain level of autonomy.
- Give them more and more challenging tasks.
- Clearly set out your expectations and be specific about deadlines to ensure that projects are completed in full before they move to a new one.

Managing the inexperienced DI

- Establish an open rapport with them so they will not hesitate to seek help or guidance.
- Monitor their performance and quickly step-in, especially when you observe that they are losing focus.
- Let them know that you will provide more autonomy once they are familiar with the role.
- Provide constructive criticism, especially when they produce outputs that are of substandard quality.

Challenges in developing the DI style

- Ensuring that their energy and ideas are channelled in the right direction.
- Too much focus on the result can cause them to miss critical details.
- Managing their frustration when they feel they are not developing as quickly as they would like.
- Lessening their reliance on charm to persuade and convince others.

Overcoming the obstacles

- Ask them to come up with a realistic plan for every goal that they wish to achieve, including specific timelines.
- Encourage them to break down a project into smaller tasks or milestones before they commence the assignment, and regularly monitor progress.
- Encourage and inspire them to enjoy the phase of development that they are in, savour and learn from it.
- Be firm and let them know that you are serious about your expectations of them.

Quick Tips

Conversations should be direct, objective, optimistic and open.

Meetings can be spontaneous, but to the point, and with a flexible agenda.

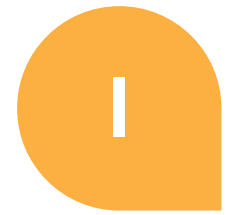**Emails** should be relatively concise and include only the most relevant information.

Feedback should be direct, specific and focused on the most important points.

Conflicts should be used to find better solutions.

Notes:

The I Style Team Member

(Fast-paced and People-oriented)

I

Inclusive-Creative-Outgoing-Persuasive

How do they show up

Individuals who sit within the Influence (I) style are generally considered outgoing, energetic, sociable and enthusiastic. Usually, they are overflowing with optimism. They are vivacious and love to have fun at work. They are good at engaging with others and are confident communicators who are capable of inspiring and persuading those around them. As they are generally expressive, they appreciate it very much when people pay attention and listen to them. They are usually encouraged by praise, social recognition and acceptance to the point that they may fear isolation and rejection. As a result, they can be more concerned with popularity than delivering concrete results. While their enthusiasm enables them to face difficult challenges head-on, being unrealistically optimistic can make them impulsive when dealing with complex situations. Under pressure, they can become disorganised and may lose focus on more critical tasks. When properly controlled, their social and optimistic nature can be their defining asset. They have a sincere interest in the feelings of others, and many of their strengths lie in their ability to connect with people.

What you will notice

- They are naturally confident, outgoing and have high energy levels.
- They are likely to react positively to whatever situation they find themselves in.
- They are naturally open, think out loud & may share their thoughts & feelings effortlessly.
- Usually, they display excellent communication skills, coupled with a warm approach, that enables them to make a positive impact on those around them.

Things to watch out for

- Possible misunderstandings, especially when they share their more subjective opinions.
- Sacrificing quality over quantity.
- A tendency to focus too much on interpersonal relations, rather than completing the task at hand.
- They might struggle to listen, but always want to be heard.

Meeting their needs

- Be interested, not just about the things that they do, but also be curious to know them as a person.
- Introduce variety and fun when possible, and encourage them to come up with creative solutions to the task at hand.
- Acknowledge them publicly for a job well done.
- Show them that you are open to their new ideas.

The I Style Team Member

(Fast-paced and People-oriented)

I

Managing the experienced I

- Provide them with the opportunity to express themselves in a group setting.
- Encourage them to keep moving forward.
- Recognise their contributions by being vocal about them, especially in front of others.
- Occasionally monitor progress to ensure they are keeping on the right track.

Managing the inexperienced I

- Regularly monitor progress to ensure that quality standards are being met and the project is on track.
- Allow some time for socialising as a reward once they have finished a difficult task.
- Make sure that they clearly understand what is required, as they may be hesitant to ask for help and use their enthusiasm to mask a lack of competency.
- Correct them in private and show empathy when offering help.

Challenges in developing the I style

- Too much focus on interpersonal relationships can make them overlook their responsibilities at work.
- Too much optimism can lead them to take uncalculated risks.
- Difficulty overcoming subjective feelings can make them irrational.
- Need to develop the capacity to focus and follow-through, especially when it comes to long-term projects.

Overcoming the obstacles

- Assign tasks that balance the need for them to work independently and collaboratively.
- Encourage them to express their reservations about a particular task honestly.
- Guide them to be more objective by reminding them when they appear overly emotional.
- Ask them to break down tasks into smaller parts and encourage them to reward themselves every time they accomplish a stage.

Quick Tips

Conversations should project a casual tone and be full of expressive language.

Meetings should be carried out in a relaxed atmosphere and with a flexible agenda.

Emails should be friendly, casual and personal.

Feedback should be focused on the big picture and delivered with encouragement.

Conflicts should be addressed in a balanced, intentional way to avoid unnecessary or unproductive arguing.

Notes:

The IS Style Team Member

(People-oriented; and situational between Fast-paced or Moderate-paced)

IS

Encouraging-Warm-Accommodating-Collaborative

How do they show up

People who sit within the Influence-Steadiness (IS) style value social interactions and relationships above all else. They will appear trusting, cheerful and have a strong inclination to maintain good relations with others. They are usually good at supporting and encouraging their co-workers and will help ensure the involvement of everyone in a project. Their preference for harmonious relationships may account for their highly perceptive nature towards the feelings and emotions of others. Having a cheerful and friendly disposition, they often bring positive energy and warmth to the people around them. They freely express their ideas and encourage others to open up and share what's on their mind. However, they can sometimes lose their objectivity by becoming too personally involved in a situation. Also, they may not be aware of other people's preferences when communicating and assume that everyone is as open to sharing as they are. They are likely to be most comfortable in a workplace that focuses on collaboration rather than competitiveness.

What you will notice

- They usually take life as it comes and with a light-hearted approach.
- They are, by nature, non-confrontational people.
- They are naturally calm individuals.
- They are likely to react positively to whatever situation they find themselves in.

Things to watch out for

- A tendency to take your comments and suggestions personally.
- Possible misunderstandings, especially when they share their more subjective opinions.
- A tendency to disguise their honest feelings and opinions to maintain a more harmonious work environment.
- A tendency to overlook the finer details of a task.

Meeting their needs

- Acknowledge their ability to foster cohesiveness within the team.
- Recognise their supportive efforts.
- Seek to maintain a harmonious work environment.
- Let them know that their presence is needed and appreciated.

The IS Style Team Member

(People-oriented; and situational between Fast-paced or Moderate-paced)

IS

Managing the experienced IS

- Appreciate them for their openness and flexibility in approaching situations.
- Encourage them to continuously support the team.
- Carefully provide them with constructive criticism, as they may need it to realistically assess their capabilities.
- Provide minimum supervision to ensure that they are keeping on the right track.

Managing the inexperienced IS

- Provide close supervision, especially when you sense they might be too shy to express that they don't understand something.
- Provide equal opportunities for them to carry out certain tasks independently and some in collaboration with others.
- Double-check for understanding to ensure that they know what the process entails.
- Provide them with both positive & negative feedback in a relaxed and non-threatening manner.

Challenges in developing the IS style

- They may have difficulty in expressing any negative feelings.
- They might have difficulty saying "no" and take on more work than they are capable of handling.
- Overly sensitive and may consider negative feedback as a destructive force rather than an opportunity to learn and develop.
- Making promises that they cannot keep.

Overcoming the obstacles

- Remind them that expressing negative emotions is part of being human.
- Let them know that saying "no" to unreasonable requests does not make them less competent.
- Encourage them to pay more attention to their limitations because addressing these is the best way to improve.
- Encourage them to be more realistic with their commitments, rather than giving others false hope.

Quick Tips

Conversations should be considerate of how they are feeling and should contain plenty of emotional expressions.

Meetings should be carried out in a relaxed atmosphere.

Emails should be friendly, casual and personal.

Feedback should be carefully and thoroughly explained and delivered with encouragement.

Conflicts should be approached with patience and thorough contemplation to prevent further disagreements.

Notes:

The S Style Team Member

(Moderate-paced and People-oriented)

S

Patient-Reassuring-Tolerant-Methodical

How do they show up

Individuals who sit within the Steadiness (S) category are known for being calm, tolerant and easy-going. They are naturally warm people who look for similarly supportive, consistent and loyal traits in their relationships. They place great value on stability and security. As such, they are generally content with what they know and can be reluctant to change. They are reliable, dependable and compliant towards authority. They show loyalty to others and are excellent team players. They are supportive of others' ideas, even if it differs from their own. Any abrupt or unexpected changes in the workplace can be uncomfortable for them. However, if change is inevitable, they will try their best to adapt, although it might be a gradual process. They may find it difficult to say no to others and tend to conform to avoid conflicts.

Much of their strength lies in their people skills, and they are known for being sympathetic to others' perspectives, as well as having strong, active listening abilities.

What you will notice?

- They are naturally calm individuals.
- They listen patiently to the needs and requests of others.
- They usually think things through before responding and are naturally patient with people.
- They are inclined to be optimistic and gentle in their approach to situations and other people.

Things to watch out for...

- Delaying decisions or a lack of action
- Not being direct when having to communicate negative information.
- They take constructive criticism too personally and dwell on it.
- Allowing small problems to grow before addressing them.

Meeting their needs...

- Let them know that they were given more responsibility because they are trustworthy and dependable.
- Recognise and acknowledge their supportive efforts.
- Seek to maintain order and provide a supportive environment at work.
- Acknowledge them for being a good team player.

The S Style Team Member
(Moderate-paced and People-oriented)

S

Managing the experienced S

- Appreciate them for being productive and dependable.
- Provide constructive criticism, but do so with the sole intention to help them improve performance.
- Let them know that their support and encouragement is needed by the team.
- Carefully introduce change and show them how much you trust them to cope with it.

Managing the inexperienced S

- Take time to clearly explain why change needs to be introduced, and give them ample time to prepare for it.
- Always speak with empathy, be it a piece of good or bad news, as these team members may conceal their sensitivity.
- Help them find ways to break down tasks and keep things in order as much as possible.
- Provide close supervision in a friendly and encouraging manner.

Challenges in developing the S style

- Being resistant to change, especially when it is announced at short notice.
- Go out of their way to please others, even if it is to their detriment.
- They can hold a grudge, which they will try to hide, even if the issue has been resolved.
- Have difficulty in saying no and establishing priorities.

Overcoming the obstacles

- Slowly introduce them to change and give them enough time to adjust.
- Remind them that saying "no" to unreasonable requests does not make them less of a team player and they should make sure to prioritise their own welfare.
- Encourage them to open up about their concerns and help them resolve any issues so that they can move forward.
- Encourage them to be more realistic with their commitments.

Quick Tips

Conversations should be considerate, calm and with a warm tone.

Meetings should be carried out in a relaxed manner, with a prepared agenda.

Emails should be warm, sincere and expressive.

Feedback should be thoughtfully explained and delivered with empathy.

Conflicts should be handled with care considering this style's vulnerability & tendency to take things personally.

Notes:

The SC Style Team Member

(Moderate-paced; and situational between People-oriented and Task-oriented)

SC

Stabilising-Reserved-Consistent-Cautious

How do they show up

Individuals who sit within the Steadiness-Compliance (SC) style are generally known for their calm disposition and exceptional adherence to accuracy and consistency. They usually display an abundance of self-control and patience, whether dealing with people or completing a complex task. They exhibit a cautious nature which may account for their tendency to be meticulous over detail, thoroughly weighing up the options and maximising the time allocated to making decisions. They maintain their composure when faced with challenging tasks but may find it challenging to provide prompt responses, especially when it comes to abrupt or unfamiliar changes in a situation. They prefer carrying out tasks in a systematic manner and also adhere to the standards they set for themselves and others. They are the kind of person who does not stop working until a task is completed. Also, they may prefer to work behind the scenes or let others take control. They tend to be humble and sensitive towards others by nature.

What you will notice

- Tend to be calm, patient and respectful in their interactions with others.
- Naturally inclined to be careful and methodical.
- They are usually patient and soft-spoken when expressing themselves.
- They demonstrate high levels of self-control and can be counted on to ignore distractions.

Things to watch out for

- Points of disagreements with others about the pace of approach toward completing a task or making a decision.
- A tendency to avoid engaging with colleagues they feel are too direct or confrontational.
- This team member can be misunderstood as being slow and lax when they are just trying to be deliberate.
- Being overly cautious and meticulous, resulting in a delay to work outputs.

Meeting their needs

- Appreciate and acknowledge them for their supportive and humble attitude.
- Offer them challenging tasks with a reasonable time-frame for completion.
- Seek to maintain order and provide a supportive environment at work.
- Acknowledge their thoroughness and accuracy when they complete a task.

The SC Style Team Member

(Moderate-paced; and situational between People-oriented and Task-oriented)

SC

Managing the experienced SC

- Give them tasks that require careful and thorough analysis, and set mutually agreeable timescales for completion.
- Let them know that you trust them when it comes to consistency and accuracy.
- Instructions and general coordination through email would be preferable than continually asking for face-to-face meetings.
- Appreciate their natural tendency to oppose change but always ask them to explain the reasons behind any reservations.

Managing the inexperienced SC

- Be sensitive when providing feedback, especially when it comes to addressing their performance.
- Introduce a process that they can follow and check for understanding of a task.
- Set realistic deadlines with them and monitor their progress to ensure they are productive.
- Recognise and acknowledge their patience and humility, especially when the task is complicated, and you need to maintain their motivation.

Challenges in developing the SC style

- They may be challenged to move beyond their comfort zone.
- More likely to deliberate on their options than to act on them.
- Can allow others to take control of a situation.
- They can be dismissive of people who do not comply with processes and standards.

Overcoming the obstacles

- Give them tasks that they are unfamiliar with, so they develop skills aside from the ones they already know.
- Provide them with the details of the task and make sure to set specific deadlines.
- Encourage them to be more assertive and acknowledge every time they speak their mind or offer an opinion.
- Encourage them to be more open and try to see the perspectives of others.

Quick Tips

Conversations should be deliberate, calm and with lots of questions to encourage them to open up.

Meetings should be officially scheduled with an organised agenda.
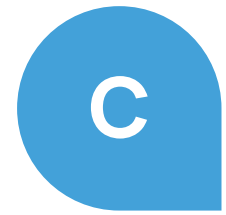
Emails should be factual and structured.

Feedback should be detailed and come with recommendations.

Conflicts should be handled with caution and must be used to solve pressing problems.

Notes:

The C Style Team Member

(Moderate-paced and Task-oriented)

C

Accurate-Analytical-Structured-Purposeful

How do they show up

Individuals who sit within the Compliance (C) category are considered to be the most analytical and reserved, in comparison to the other styles. They gravitate towards process, structure and rules. They are conscientious when dealing with tasks and are often perfectionists. Typically, they will spend a considerable amount of time analysing data before arriving at a decision. They are more task-oriented than people-oriented. Meticulous by nature, it's natural for them to strive for high-quality output in any task they undertake. They are logical and rely on facts; therefore, any opinion based on gut feel or emotions is questionable for them. They are likely to thrive in an environment that provides time to be alone and study. If they can avoid group work, they would likely do so, as this improves their productivity. They do have the propensity to set unrealistic expectations for themselves and other people and can be hard to please. They can also be overly critical, especially when under pressure. It would also help them hugely if they could improve their social skills.

What you will notice

- They are naturally reserved and autonomous.
- They prefer to pay attention to one task at a time and can maintain focus until it is accomplished.
- They are likely to ask a lot of questions and tend to be concerned with facts, figures, and accuracy
- They prefer solitary activities and are likely to guard their privacy.

Things to watch out for

- Taking too much time gathering information and overcomplicating solutions to simple problems.
- They are likely to be even more reserved in groups and may take a long time before they build enough trust to open up.
- Questioning decisions that they feel are based on insufficient information.
- Avoiding or resisting people who do not use a systematic approach to work.

Meeting their needs

- Acknowledge their concern for obtaining quality results.
- Offer a safe working environment where they are encouraged to point out any inefficiencies or flaws that they observe.
- Give them the time they need to work on complicated projects.
- Offer them clearly defined assignments that require a thorough analysis of data to solve problems.

The C Style Team Member
(Moderate-paced and Task-oriented)

C

Managing the experienced C

- Allow them more autonomy, but make sure to set clear objectives and deadlines.
- Check once in a while just to see if they need more guidance, and to ensure progress is being maintained.
- Let them know that you value their contribution by listening without interruption, especially when they are explaining the details of the work being carried out.
- Allow them to participate in solving complex problems.

Managing the inexperienced C

- Guide them to achieve high-quality results without compromising the deadlines that you have set.
- Communicate with clarity and in a concise manner.
- Closely supervise to ensure that their work is not impeded by insufficient resources or lack of data.
- Refrain from obliging them to collaborate with others, unless it is crucial to the project.

Challenges in developing the C style

- They can seek a perfect solution instead of a workable solution.
- Takes a lot of time in gathering information and assessing situations.
- Overcomplicating solutions to simple problems.
- A tendency to criticise themselves and others, especially when their standards are not met.

Overcoming the obstacles

- Encourage them to offer workable solutions that can be improved upon or are more realistic to the situation at hand.
- Specify the task and let them decide how to go about it, but make sure to give them deadlines.
- Remind them to be practical, especially when offering solutions.
- Encourage them to be more open and try to see the perspectives of others.

Quick Tips

Conversations should be carried out in a formal and business-like manner. Ask objective questions and provide rational answers.

Meetings should be officially scheduled with an organised and managed agenda.

Emails should be factual, comprehensive and well-defined.

Feedback should be precise, thorough and presented in a logical manner.

Conflicts should be viewed objectively to bring essential maters to the surface.

Notes:

The CD Style Team Member

(Task-oriented; and situational between Fast-paced and Moderate-paced)

CD

Sceptical - Determined - Forceful - Analytical

How do they show up

Individuals whose personality blend sits within the Compliance-Dominance (CD) style are self-motivated, efficient, and accurate. They are often described as critical thinkers, and logic appeals more to them than relationships. As such, they may come across as unemotional and are unlikely to discuss personal matters in the workplace. They are focused on the task at hand and can analyse data quickly. They are highly dependable, can envision a clear goal, and have a critical mind when evaluating information. They have clear goals in mind and are dedicated to working towards the accomplishment of their objectives. They can be blunt and assertive, and will not hesitate to correct others for the sake of accuracy and precision. When communicating with others, they tend to be brief and with the emphasis on work-related matters. On occasion, they can be overly opinionated and sceptical, and they may be highly critical of people who do not meet their expectations.

What you will notice

- They are likely to have a commanding and self-confident approach when communicating with other people
- They are assertive and will not hesitate to raise questions or ask for clarification.
- They seek autonomy, authority and decision-making power.
- They are by nature, conscientious.

Things to watch out for

- They may find it challenging to collaborate with others on a project, especially if it is long-term.
- They may be overly critical of others ideas and too absorbed by their own perspectives.
- They may challenge your authority especially if you cannot provide factual and accurate data to support your position.
- They may feel discouraged if they perceive they are not being heard or taken seriously.

Meeting their needs

- Allow them to take the lead in the group from time to time, but ensure that the boundaries are clearly established.
- Offer an environment where they are encouraged to point out any inefficiencies or flaws that they observe.
- Give them tasks that will allow them to work independently.
- Praise them for their accuracy and precision when they complete an assignment.

(Task-oriented; and situational between Fast-paced and Moderate-paced)

CD

Managing the experienced CD

- Clearly set out your expectations and then let them decide how to carry out the task.
- Check once in a while to see if they need more guidance, and to ensure progress is being maintained.
- Do not take their comments personally and look at them as a way to improve the quality of the work being done.
- Encourage them to collaborate more by emphasising the relevance of their ideas to the group ideas.

Managing the inexperienced CD

- Guide them to achieve high-quality results by being clear about your expectations.
- Encourage them to collaborate with others on occasion to improve their knowledge and develop their social skills.
- Closely supervise to ensure that their work is not impeded by insufficient resources or lack of data.
- Assign tasks that are realistic to their skillset and set reasonable deadlines.

Challenges in developing the CD syle

- Appearing cold and detached when required to collaborate on group assignments.
- Deciding to make sudden changes and causing disruption to the work of others.
- A tendency to become frustrated with themselves if their standards are not met.
- A tendency to become overly critical when they feel the performance of others is substandard.

Overcoming the obstacles

- Encourage them to speak up more when collaborating with others, emphasising the benefits of sharing their knowledge and skills with the group.
- Encourage them to think through the potential consequences and impact on colleagues before taking unilateral action.
- Remind them to be patient and enjoy the process of developing new skills.
- Encourage them to be more helpful and non-judgmental whenever they see a co-worker experiencing problems or challenges.

Quick Tips

Conversations should be calm, straightforward and objective. Refrain from making unwarranted statements or claims.

Meetings should be carried out in moderation, officially scheduled and with an organised agenda.

Emails should be factual, comprehensive and business-like.

Feedback should be delivered objectively, logically and in a straightforward manner.

Conflicts should be handled in a reasonable, objective and polite manner.

Notes:

V Action Plan

Sascha, we are now at the concluding part of your report and it's time for you to make a plan of action towards becoming an even better leader of people. Leadership is without doubt a learned skill. Different problems call for different solutions and being aware of which leadership approach is best for the situation makes for a better and more effective leader. Emerging as a more effective leader now rests on your ability to develop a broader range of behaviours to unlock the potential of your people.

What follows are a number of suggestions to help you on your way. This is not an exhaustive agenda and we encourage you to add to the list of behaviours that you would like to improve. If you feel that you are ready to commit to this step, just put a check (/) mark within the box, under the column "action". However, if you feel that you need more time to consider and reflect, put a check (/) mark within the box, under the column "reflect".

ACTION	REFLECT	
☐	☐	1. Ensure that you are giving everyone in the team enough chance to participate & be recognised. If not, commit to acknowledging people's ideas and achievements publicly.
☐	☐	2. Check that you are not overloading your team with too many ideas, and commit to being more deliberate, especially when it comes to those who require a more structured environment.
☐	☐	3. Try to be more logical when presenting a new project, process or concept to your team.
☐	☐	4. Commit to following through on details, especially when it comes to working on long-term projects.
☐	☐	5. Be mindful of how your words and actions can impact others, and commit to being more aware of the needs of your team members.
☐	☐	6. _____
☐	☐	7. _____

V Leader Initiatives

Now that you have committed to some specific actions, take time to set out how you are going to execute your plan and document the improvements you expect in return for your efforts. Try to make your plan as specific as possible and use benchmarking and dates to measure your progress and help keep you on track.

My plan of action

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My expectations

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