Management Profile

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Introduction

WELCOME TO EVERYTHING DiSC®

Lior, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you have an easier time managing people who focus on providing accurate and reliable outcomes.

Or, maybe you're more comfortable working with those who take a steady, cautious approach than those who tend to be more adventurous.

Or, perhaps you relate best to people who are more self-controlled than outspoken.

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.**
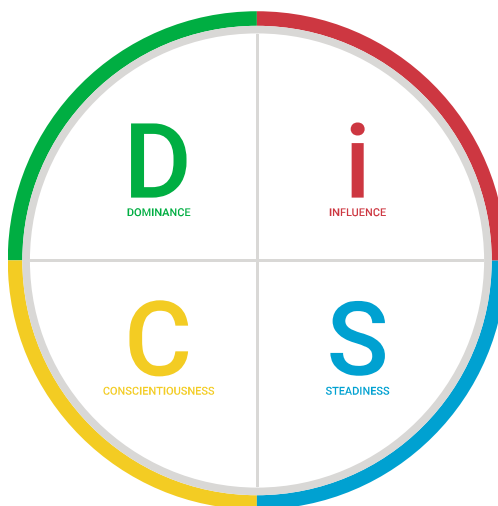
OVERVIEW OF THE DiSC® MODEL

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

EVERYTHING **DiSC**
MANAGEMENT

Your DiSC® Overview

YOUR DOT

This report is personalized to you, Lior. 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: CS

Your dot location indicates your DiSC style. **Because your dot is located in the C region, but is also near the line that borders the S region, you have a CS 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.
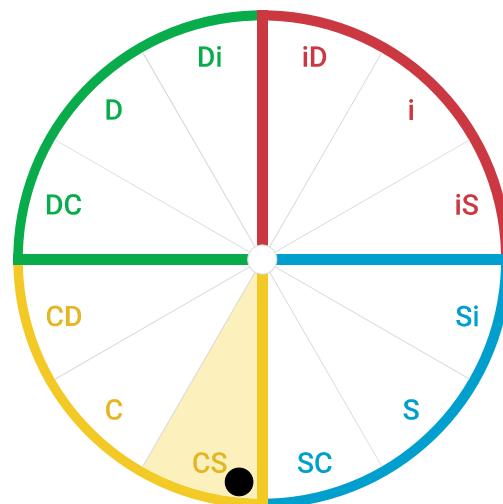
CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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 CS 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 CS style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate, and develop others more successfully. Finally, you'll explore ways to work more effectively with your own manager.

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Your CS Style

YOUR DOT TELLS A STORY

Because you have a CS style, Lior, you're probably a reliable manager who works conscientiously to perform in a steady and predictable manner. More than anything, you want a sense of security. You appreciate clearly defined expectations, and although you usually maintain a calm exterior, you may worry about unpredictable, uncontrollable events.

Usually, you avoid high-pressure situations. At the same time, you're happy to do your part to contribute to the team's success. Because you want to build a stable environment, you may make sure standard systems and procedures are in place. Furthermore, you're probably most comfortable managing people who share your systematic nature.

You have very specific expectations for yourself and a strong desire to do things correctly. Accuracy and precision tend to be important to you, and you may even strive for perfection to avoid any chance of being criticized. Most likely, you tend to double- or triple-check your work, and you may expect precision from the people you manage. However, while you tend to produce results of the highest quality, you may occasionally get bogged down in the specifics.

In terms of time management, you maintain a disciplined, task-oriented schedule. In fact, you probably become unnerved under extreme time pressure. Similarly, you prefer that the people you manage work within a predictable timeline, and you may become irritated with people who do things at the last minute. Overall, you want to make sure everyone has time to complete tasks thoroughly.

You tend to be cautious, so you usually take time to examine the facts carefully before making decisions. While your conclusions are often well thought out, more spontaneous colleagues may think that your measured pace can get in the way of forward progress. Furthermore, your commitment to proven, time-tested methods may sometimes cause you to resist new and innovative ideas.

Like others with your CS style, you tend to be quiet and prefer to maintain a degree of privacy, so others may see you as serious or detached. You're unlikely to express your feelings around those you don't know well. In fact, you're probably uncomfortable when others express their own emotions or share too much personal information.

When communicating with others, you tend to maintain a diplomatic approach. Most likely, you avoid topics that could spark controversy. Rather, you strive to think carefully before speaking, and you probably admire others who share this tendency. Because you're soft-spoken, you may feel overpowered at times by those who are more direct.

Because you're often uncomfortable with aggression and emotionally-charged situations, you probably dislike direct conflict. At times, you may feel that your need for safety and security is threatened when people don't get along. When things become heated, you may try to change the topic. If this doesn't work, sometimes you may simply shut down.

Lior, like others with the CS style, your most valuable contributions as a manager may include your consistency and reliability, your commitment to quality, and your steady contributions to the team's success. In fact, these are probably some of the qualities that others admire most about you.

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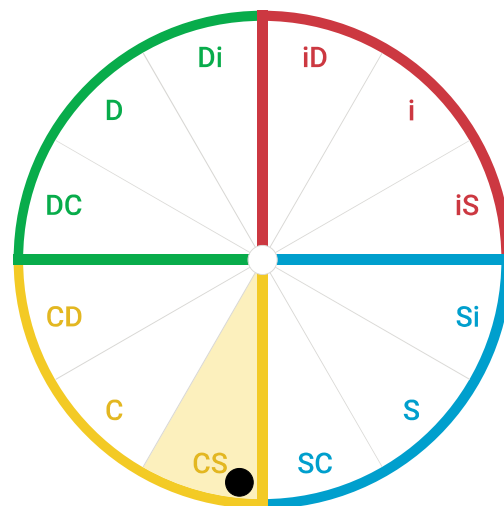
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

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

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

Typically, people with your style have shading that touches **Reliability**, **Objectivity**, and **Support**.
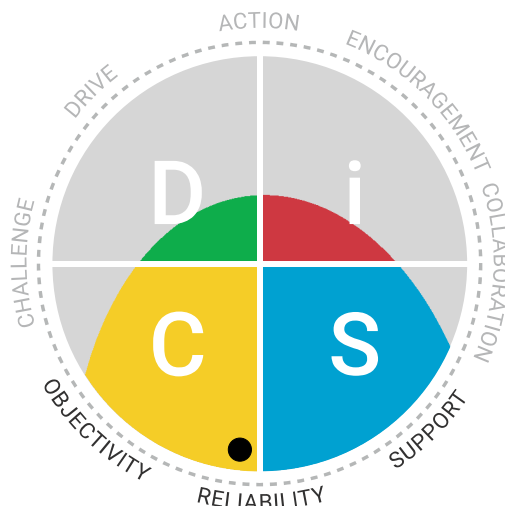
WHAT PRIORITIES SHAPE YOUR MANAGEMENT EXPERIENCE?

Achieving Reliability
Lior, like other managers with the CS style, you strive for a calm, professional setting where people can work steadily and consistently. Most likely, you approach tasks systematically with an eye toward establishing dependable methods for your team members to follow. Because achieving reliability is important to you, you try to anticipate upcoming changes as much as possible.

Ensuring Objectivity
You tend to make decisions that are backed up by logic and facts. Because you won't settle for sloppy, subpar work, you probably urge the people you manage to take time to ensure precision. Furthermore, you prefer to analyze options carefully and weigh the pros and cons before making up your mind. Overall, you focus on maintaining objectivity to ensure outcomes that are both fair and accurate.

Giving Support
Managers with the CS style tend to be polite and diplomatic. Most likely, you have a strong need for harmony in your relationships, so you tend to be considerate of the people you manage. You probably keep team members informed about major decisions and ensure that they have all the resources they need to perform well. In fact, you're often willing to put your own needs aside to give support to others.

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MANAGEMENT®

Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the CS style, you may enjoy that managing allows you to ensure high-quality results and logical solutions. In addition, you may appreciate that you can give people the support and resources they need to do their best work.

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

- Catching errors or flaws in design
- Maintaining high standards
- Developing orderly plans
- Supporting people so they can do their best work
- Implementing rational ideas
- Emphasizing accuracy and precision
- Providing in-depth analysis
- Helping a team progress steadily toward a goal
- Ensuring quality
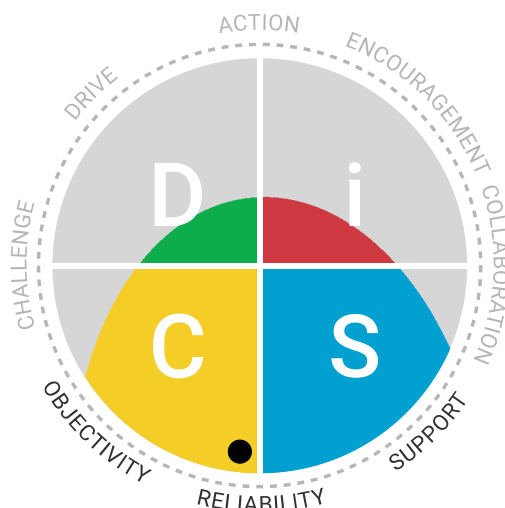
WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you tend to be cautious and reserved, you may find unpredictable settings, such as being called on to mediate a conflict, to be draining. Furthermore, because of your high quality standards, you may find it distressing when you're pressured to improvise or when people don't take the time to exercise precision.

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

- Making decisions quickly without time for analysis
- Dealing with angry or argumentative people
- Managing a chaotic, rapidly changing environment
- Being forceful or insistent with others
- Negotiating power struggles
- Moving away from established procedures
- Taking charge
- Initiating change and taking risks
- Pushing people to work more quickly

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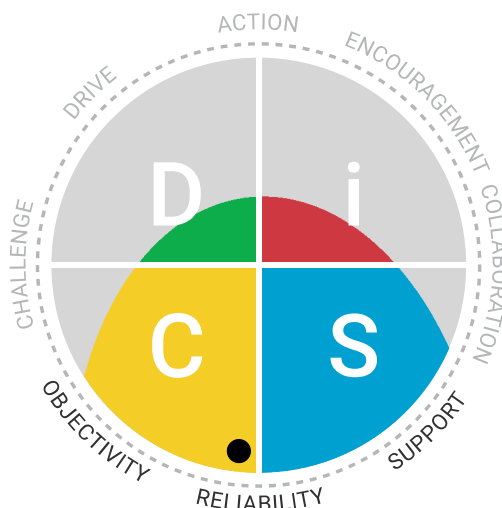
Directing and Delegating

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.

Lior, because you **prioritize reliability**, you tend to emphasize the importance of dependable results. Therefore, you probably discourage risky shortcuts that could undermine quality.

Your **focus on objectivity** means that you likely back up your decisions with facts and logic, and you give people direction in a calm, professional manner. You may be precise when delegating tasks, which can help you establish orderly, systematic procedures. However, if you lack confidence in people's abilities, you may just do the work yourself.

Because you are also **supportive**, you probably make sure the people you manage have the resources and information necessary to perform their assignments. And, they probably know you're available to help if needed.

HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Setting reasonable performance standards for others
- Emphasizing the importance of accuracy
- Giving direction in a clear and calm manner
- Following up on a regular basis
- Directing without getting into power struggles
- Supplying details and specifics when needed

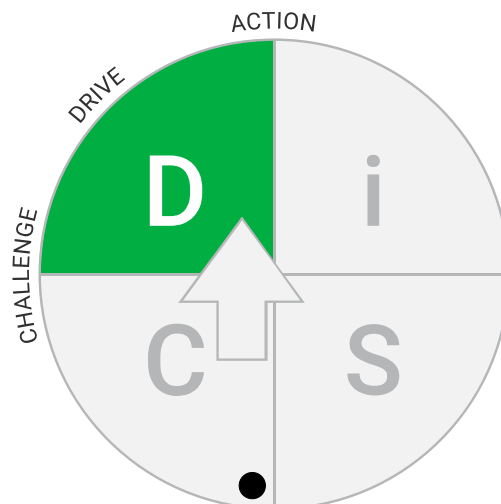**Challenges**

- Offering ongoing encouragement
- Sharing positive emotion, which could boost morale
- Instilling a sense of urgency
- Encouraging people to experiment or be spontaneous
- Pushing people for results
- Establishing ambitious outcomes

EVERYTHING **DiSC** MANAGEMENT

Directing and Delegating to the D Style

HOW DOES THE D STYLE LIKE TO WORK?

People with the D style prioritize the bottom line and are driven to get results. They want a high degree of autonomy and like making decisions without having to ask for input from others. They're willing to be blunt and even rock the boat in the interest of getting things done, while you tend to be diplomatic and want things to remain orderly and calm. And while you may accept their desire for independence, you may have some trouble with their forceful approach.

POTENTIAL PROBLEMS WHEN WORKING TOGETHER

People with the D style are often challenging and skeptical, and they may openly question your command if they disagree with your decisions. They tend to be very assertive and blunt and may refuse to follow your instructions, believing they know how to do things better than anyone else. To you, it may seem like these individuals are constantly testing you or challenging your authority, and you may feel worn out from the continued need to assert your leadership.

HOW TO BE EFFECTIVE WITH THE D STYLE

People with the D style are fast-paced and want to work on exciting projects that will make a big impact. They may become restless if you keep things moving at a steady, predictable pace without leaving room for them to spread their wings. Therefore, give them some autonomy and allow them to work on more innovative tasks. Show respect for the bold ideas and decision-making ability of those with experience. If they are inexperienced, remember that their self-assurance may compel them to make decisions they aren't qualified to make.

If they're less experienced

- Check in often enough to make sure they are on track.
- Review their plans in detail before allowing them to move ahead.
- Clearly outline the boundaries of their authority, giving them options within those boundaries.
- 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.
- Provide them with a broad overview rather than detailed tasks.
- Be direct about the results you expect.
- Make sure they understand the consequences of their shortcuts.
- Specify the limits of their authority while still allowing for some autonomy.

EVERYTHING **DiSC**
MANAGEMENT

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 seem to love meeting new people and engaging in friendly chitchat. You will probably notice their high energy and excitement for creative tasks; however, you probably don't relate to their liveliness and sense of enthusiasm. Because you tend to be more reserved, you may find their high-spirited approach to be a bit excessive, and you may think they spend too much time trying to make small talk.
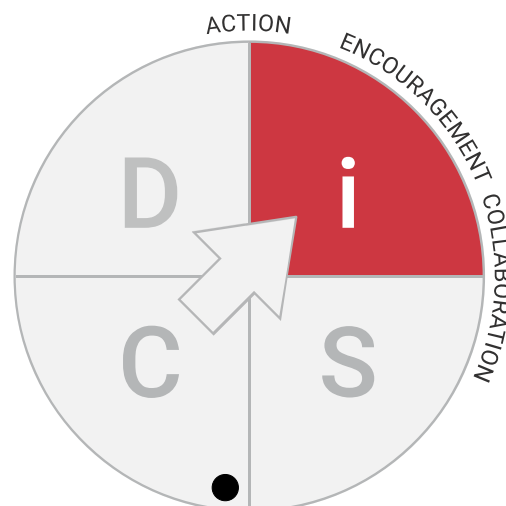
POTENTIAL PROBLEMS WHEN WORKING TOGETHER

People with the i style want to work in a friendly environment where people are more important than the bottom line. While you probably enjoy having autonomy, they like to channel their high energy into collaborative efforts and dislike assignments that will isolate them. Therefore, they may spend more time socializing and networking than you think is necessary. At the same time, they probably don't identify with your tendency to prioritize objectivity over building team spirit.

HOW TO BE EFFECTIVE WITH THE i STYLE

These individuals want the freedom to be spontaneous and move quickly. In contrast to your more deliberate and thorough approach, they want to get the gist of an assignment and dive right in. Use your systematic tendencies to set clear expectations and provide structure. Those who lack experience may need your guidance to remain productive and keep track of important details. For those with more experience, encourage creativity and experimentation, but hold them accountable for agreed-on deadlines.

If they're less experienced

- Let them collaborate when possible.
- Establish systems to help them keep track of details.
- Help them prioritize.
- Ensure that they follow through on their tasks.
- Check their understanding since their enthusiasm might hide a lack of clarity.

If they're more experienced

- Allow them to take the lead in group settings.
- Make time to review the details with them.
- Acknowledge their contributions publicly.
- Keep them on track and on schedule, but don't micromanage their work.
- Be open-minded to their more adventurous ideas.

EVERYTHING **DiSC** MANAGEMENT

Directing and Delegating
to the S Style

HOW DOES THE S STYLE LIKE TO WORK?

Like you, people with the S style are accommodating and flexible. They look for reassurances that they're doing a good job, and while they may appreciate your support, they may need more encouragement than you naturally provide. They are comfortable working behind the scenes and may be hesitant to assert themselves or take initiative, particularly if change or new approaches are involved. Rather, they prefer to maintain harmony and keep a low profile within the organization.
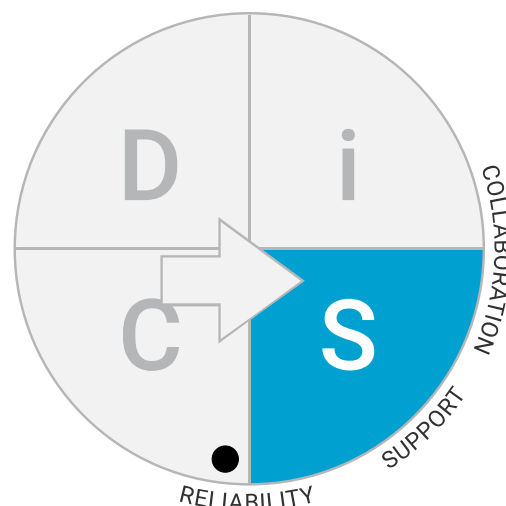
POTENTIAL PROBLEMS WHEN WORKING TOGETHER

Like you, these individuals appreciate a methodical pace and prefer to study their options carefully while making steady progress. They look for a calm setting where tension is low, as high-speed environments may be stressful or intimidating. They're often content working toward predictable goals, so your own tendency to avoid risks could cause the two of you to bypass innovation. And because you probably provide a firm structure, they may become overly dependent on your guidance.

HOW TO BE EFFECTIVE WITH THE S STYLE

People with the S style may be most comfortable in friendly, cooperative environments. They are more likely than you are to enjoy collaborative settings or group efforts, so they'll appreciate opportunities to contribute within a unified team. Furthermore, they like having step-by-step information, a clear picture of the desired result, and firm deadlines. Make yourself available to answer their questions, and reassure them that they have the skills and talent to perform well.

If they're less experienced

- Give clear directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Provide reassurance that they're on track.
- Refrain from giving them too much responsibility before they are ready.

If they're more experienced

- Ask for their input rather than just telling them what to do.
- Give them additional responsibilities when they seem ready for more challenges.
- Make yourself available as an advisor.
- Keep them from getting bogged down when deadlines are tight.
- Ask them to specify what kind of support they need.

EVERYTHING **DiSC**
MANAGEMENT

Directing and Delegating to the C Style

HOW DOES THE C STYLE LIKE TO WORK?

Like you, people with the C style relate best to rational objectives and fact-based ideas. They share your tendency to analyze concepts and go over options and proposals carefully. Because they primarily like to work alone, they prefer to be given a task and allowed the time and space to complete it. Furthermore, these individuals make decisions based on logic and objectivity, paying less attention to people's emotional needs. Since you also tend to be somewhat private, they probably appreciate that you don't push them for more openness.
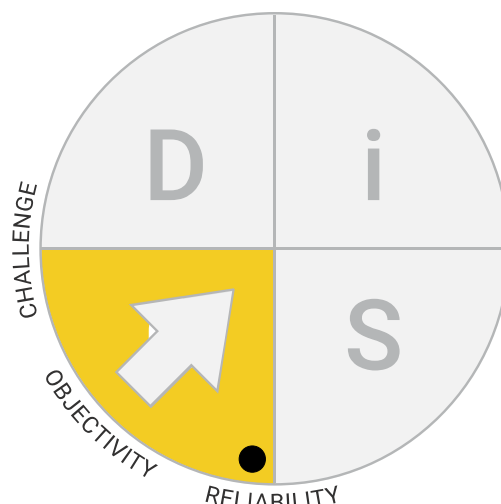
POTENTIAL PROBLEMS WHEN WORKING TOGETHER

Like you, these individuals want to produce dependable outcomes, so they tend to thoroughly consider the consequences before choosing a plan. However, since you share their sense of caution, the two of you may overlook opportunities to develop innovative solutions. And because you're comfortable moving at their moderate pace, you may fail to create the sense of urgency they need to meet goals. Furthermore, because you delay making important decisions, you could reinforce their tendency to stall until all the facts are in.

HOW TO BE EFFECTIVE WITH THE C STYLE

People with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. They don't look for reassurance or support, but they do want to know that their expertise and competence are valued. Those with less experience may spend too much time analyzing and perfecting their work, so be sure to check in frequently enough to keep them on track. Allow those with more experience to work more independently, but set clear deadlines that keep them moving forward.

If they're less experienced

- Allow them to work independently whenever possible.
- Help them achieve quality without putting deadlines at risk.
- Point out the logical basis 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

- Check in with them enough to ensure clarity and forward progress.
- Ask them if they need more direction.
- Encourage them to point out defects in the overall plan.
- Allow them to work independently whenever possible.
- Give them opportunities to help solve complex issues.

EVERYTHING **DiSC** MANAGEMENT

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.

Lior, you tend to establish a **reliable, professional atmosphere** where people are not put under extreme pressure and can work methodically toward clearly defined goals. Because you usually try to avoid a hectic or chaotic environment, the people you manage have the time and space to concentrate on their assignments.

Similarly, your **strong focus on objectivity** means that you usually help create an environment where logic and rational thought are prized. Many people are motivated when they know that they can contribute to high-quality outcomes, and your focus on analysis and accuracy encourages them to work toward these high standards.

By **offering support**, you create a **trusting environment** where people feel comfortable coming to work every day. Just knowing that someone cares about them on the job can be extremely motivating for many people. Further, you readily offer credit and compliments so that others feel a greater sense of ownership in team success.
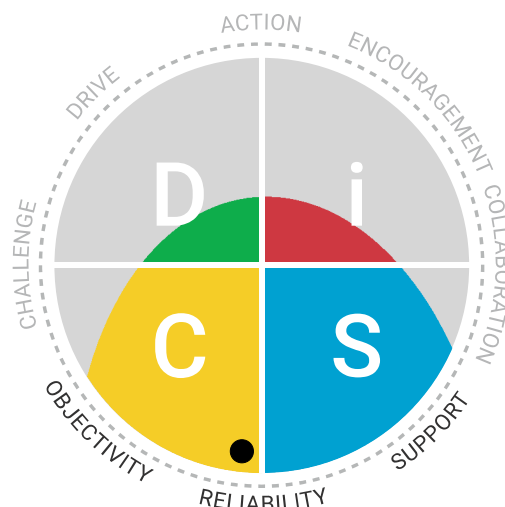
THE ENVIRONMENT YOU CREATE

- Because you value quality, people can work steadily toward long-term goals without feeling rushed.
- Because of your objectivity, people are more likely to make decisions in a calm and rational manner.
- When you set clear guidelines, people understand what is expected of them.
- Because you provide stability, people don't need to worry about unwanted surprises.
- When you provide people with the information they need, it helps eliminate confusion and frustration.
- Your focus on accuracy leads people to continually check for errors so as to avoid rework.

EVERYTHING DiSC
MANAGEMENT

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. They're driven to achieve, probably more so than you, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they want to move quickly and make a big impact with innovative or daring ideas, a desire with which you may not identify. In fact, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.
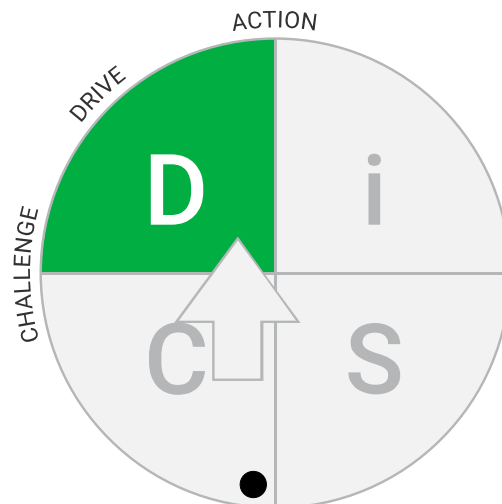
What demotivates the D style?

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

How does conflict affect the motivation of the D style?

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

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

- Be more open to their innovative methods, rather than insisting on the status quo.
- Make detail-oriented tasks more appealing to them by turning them into competitions.
- Create situations where they can move quickly and get fast results.
- Allow them to work independently toward both individual and team goals.
- Give them reasonable freedom to control their work environment.
- Clearly explain the big-picture purpose of new projects to get them on board.

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

- Reward consistently strong performances with more autonomy and freedom to innovate.
- Compliment them directly by focusing on their performance and impact.
- Acknowledge their ability to get results and give them credit for their work.
- Consider them for advancement when they are no longer challenged by their position.

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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 work at a fast pace and indulge in a variety of tasks, an approach with which you may not identify. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging environment, probably more so than you.
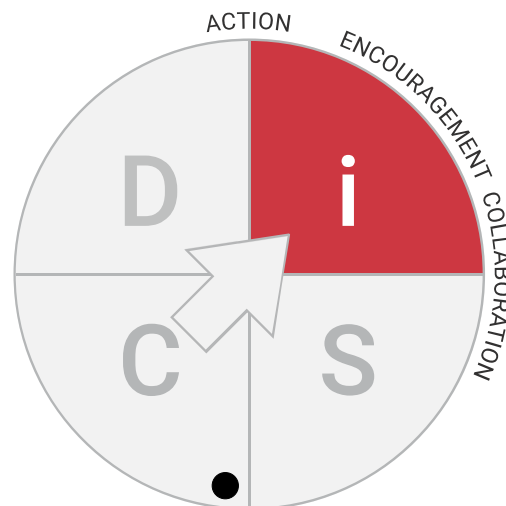
What demotivates the i style?

- 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.
- Limit the predictability and routine of their tasks when possible.
- Acknowledge their feelings and individuality.
- Give them opportunities to express themselves and to be in the limelight.
- Acknowledge their need to maintain a fast pace.
- Be open to their adventurous ideas.

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

- Reinforce solid work with public praise, even if you don't appreciate this type of attention personally.
- Thank them for the energy and enthusiasm that they bring to the table.
- Let them know how much others appreciate what they contribute to the team.
- Reward their accomplishments by recommending them for awards and advancement opportunities.

EVERYTHING DiSC MANAGEMENT

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. Like you, they tend to be supportive, and may even withhold their own opinions to accommodate or please other people. 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, because they share your desire to be seen as reliable, they want enough time to perform their duties without being rushed or stressed.
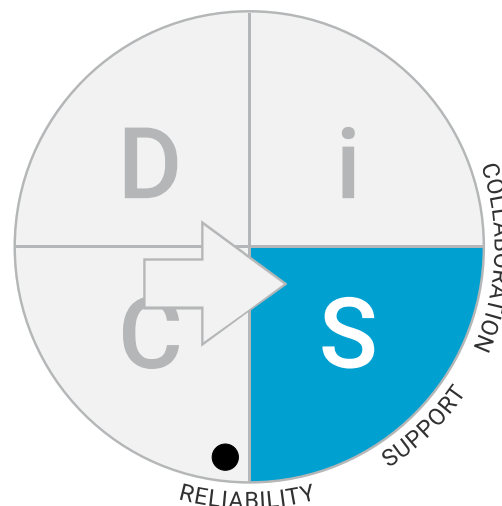
What demotivates the S style?

- 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?

- Let them collaborate with others.
- When communicating, take their feelings into account rather than relying primarily on logic.
- Provide the information and resources they need to do their best work.
- Give them plenty of warning when changes are coming.
- Use your systematic nature to give them the structure they need to feel comfortable.
- Ask for their ideas, which they might not share without encouragement.

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

- Reward their steadiness and loyalty with warm and sincere praise in a one-on-one setting.
- Trust them with more important projects when they perform well consistently.
- Reassure them regularly that they're meeting your expectations, even if it seems unnecessary to you.
- Recognize mastery of their current role by reviewing available advancement opportunities with them.

EVERYTHING **DiSC**
MANAGEMENT

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. Like you, they want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution. Because they share your objective outlook, they like to weigh the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so they often challenge ideas to ensure accuracy, an approach you probably don't share.
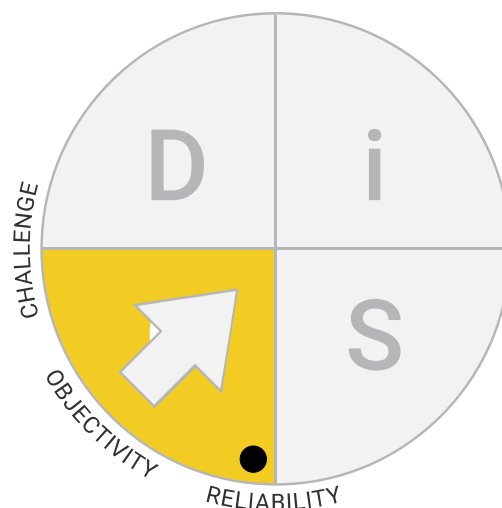
What demotivates the C style?

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

How does conflict affect the motivation of the C style?

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

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

- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Listen to their insights about projects or tasks.
- Provide opportunities for independent work, but make sure they work collaboratively when needed.
- Give them time to make decisions, but make sure they don't overanalyze.
- Make sure that your expectations are clear.

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

- Compliment them privately and cite specific examples of exemplary work.
- Reward accuracy by giving them increased responsibility for challenging projects.
- Recognize their problem-solving skills by seeking their expertise when complicated issues arise.
- Show your respect for their competence by allowing increased autonomy.

EVERYTHING **DiSC**
MANAGEMENT

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.
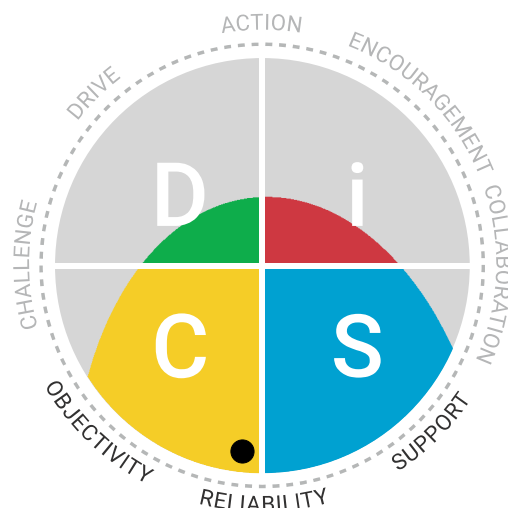
Lior, your affinity for reliability probably leads to a systematic, well-structured workplace in which people can build on their strengths. This allows others to view development as a predictable, ongoing process. Most likely, you balance your desire to support others with your objectivity, taking a logical assessment of what people do well and what they struggle with. This gives you the capacity to match their abilities to the organization's needs. Still, you're usually open to hearing differing viewpoints, but you may ask for proof to ensure the ideas are valid. Overall, you approach development by equipping people with the structure and support that will enable them to do their jobs well.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Creating detailed development plans
- Giving regular feedback in a professional manner
- Being logical when assessing someone's potential
- Helping people objectively identify their strengths and challenges
- Keeping people from misreading their abilities
- Being patient and allowing people time to develop at their own pace

Disadvantages

- Dismissing people's interests
- Insisting things be done the way they always have, regardless of the person's natural strengths and limitations
- Failing to push people to perform
- Neglecting to recognize strengths that seem unrelated to the person's current role
- Training people at a pace that may be too slow for them
- Neglecting to encourage new or innovative ways for people to develop

EVERYTHING DiSC MANAGEMENT

Developing D Style Employees

AREAS WHERE THEY HAVE STRONG POTENTIAL

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

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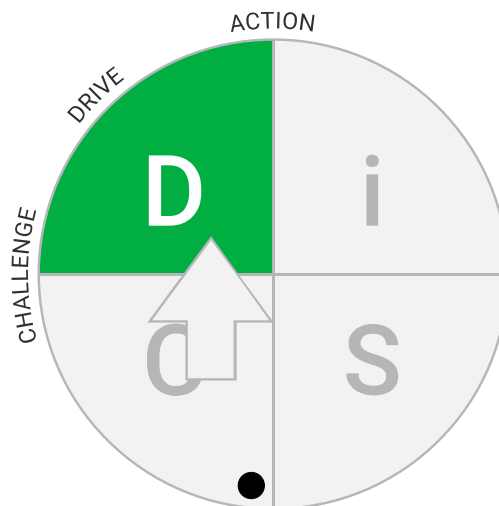
OBSTACLES AND STRATEGIES IN THE DEVELOPMENT PROCESS

Drive

People with the D style may take a sink-or-swim approach to their own development, and this may seem haphazard to you. Double-checking their course of action may not come naturally to them, so help channel their energy in the right direction. Keep in mind that their focus on success may prevent them from seeing the value of teamwork.

- Encourage flexibility and help them see how their goals fit within the big picture.
- Explain how success for the team could mean development opportunities for them.
- Encourage their ambition and autonomy but be prepared to redirect their focus.

Action

These individuals may want an immediate payoff, while you are more intentional. They may be uncomfortable with development plans that require foresight and methodical follow-through. In pursuit of fast results, they may take shortcuts that seem rash to you, so you may need to show them how success in the long run may require more thorough and precise work.

- When discussing an opportunity, explain how it will immediately benefit them.
- Consider their need to keep moving when devising development opportunities.
- When making long-term development plans, lay out milestones and concrete benefits.

Challenge

These individuals are also autonomous, and they may resist your role in their development. They question ideas and processes, but while you remain logical, they are more prone to spirited outspokenness. If they challenge your authority, maintain your composure and remind them that you want them to succeed.

- Be direct about what's working for them and what's not, putting it in terms of results.
- Let them work independently, but help them see the value of multiple perspectives.
- Give them opportunities to exercise authority.

EVERYTHING **DiSC**
MANAGEMENT

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
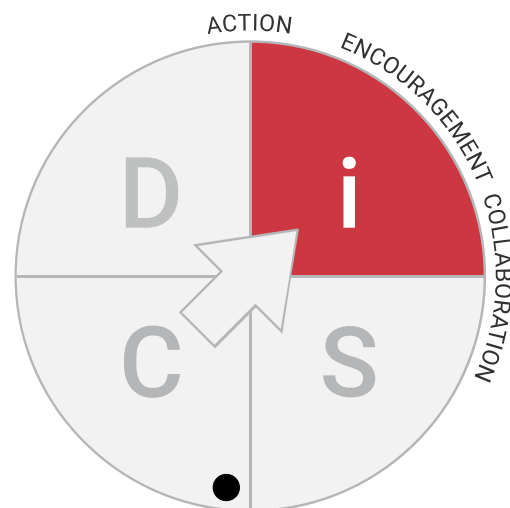
OBSTACLES AND STRATEGIES IN THE DEVELOPMENT PROCESS

Encouragement

People with the i style seek validation of their efforts and their value to the organization. You may forget to praise them regularly, but a little bit goes a long way with these individuals. If their performance isn't meeting your expectations, don't let your distaste for conflict allow you to avoid giving corrective feedback.

- Give constructive criticism when necessary to allow them to learn and grow.
- Look for situations where they can mentor or help people.
- Take time to give positive feedback and have warm interactions with them.

Action

These individuals are brimming with exciting ideas they can't wait to implement, whereas you are more interested in getting the facts right. While they may be very willing to work hard, they might require some help buckling down. Don't let your own cautious nature cause you to dismiss their adventurous development ideas.

- Be sure that they address the facts and look at the details.
- Avoid reining in their creativity and spontaneity.
- Line them up with projects that require quick decisions and immediate action, when possible.

Challenge

People with the i style like to team up with others and share ideas. Since you usually prefer to work independently, you may fail to understand how others could develop effectively in a group setting. Allow these individuals to work cooperatively, but hold them accountable to their individual goals and development plans.

- Encourage them to pursue opportunities that involve working with others.
- Remind them that their growth will also depend on independent work.
- Help them create detailed development plans to keep them on track.

EVERYTHING **DiSC**
MANAGEMENT

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
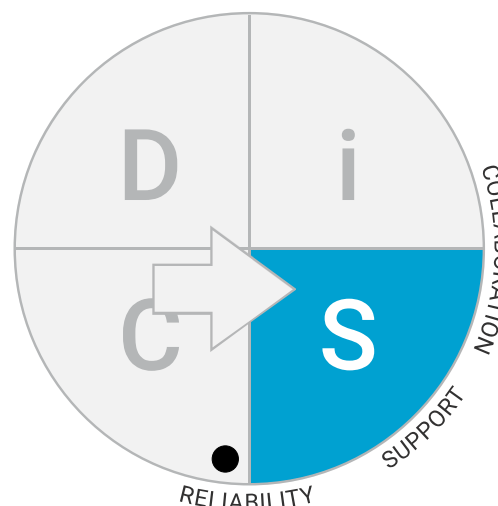
OBSTACLES AND STRATEGIES IN THE DEVELOPMENT PROCESS

Support

Like you, people with the S style appreciate an agreeable environment and want everyone to get along. They are probably just as willing to be part of others' success as they are to pursue personal gains. Because you share their preference for support, you may enable them to put others' needs first and fail to push them professionally.

- Look for situations where supporting others can boost their own development.
- Remind them that they have to address their own needs as well.
- Let them know you care about their growth as a person, not just as an employee.

Reliability

These individuals love routines and structure. Like you, they study options systematically and shy away from bold or adventurous opportunities. Your collective cautiousness may be a barrier to their career growth, so you may need to be more intentional about challenging them to take some reasonable risks.

- Encourage them to maintain their focus on reliable progress.
- Let them know that development often means moving in new directions.
- Refrain from letting your mutual interest in stability limit creative ideas.

Challenge

People with the S style work well with others and may miss out on personal development opportunities because they overemphasize collaboration. Because you avoid conflict, you may find it difficult to point out the problems with this approach. However, without your feedback, they may fail to seek personal advancement.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the skills to work independently.
- Offer constructive feedback and challenge them to pursue personal growth opportunities.

EVERYTHING DiSC MANAGEMENT

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
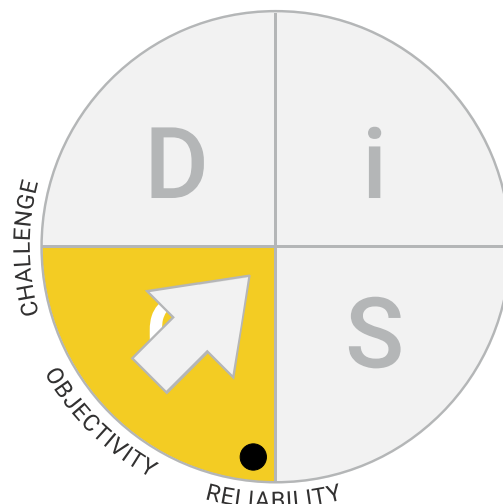
OBSTACLES AND STRATEGIES IN THE DEVELOPMENT PROCESS

Objectivity

Like you, people with the C style rely on facts and figures to guide their actions and prefer to work independently. Therefore, they may not ask for help when they encounter roadblocks. They probably appreciate your hands-off approach, but they may underestimate how helpful you could be in their development.

- Respect their independence, but remind them that you can be an advocate for their development.
- Touch base from time to time to make sure that you are on the same page.
- Encourage them to continue looking at ideas logically.

Reliability

Like you, these individuals want to be seen as dependable and competent. You both tend to prefer safe development opportunities that require analysis and attention to detail. Yet, while this may lead to the predictable outcomes you both seek, it may also enable them to avoid potentially rewarding opportunities outside of their comfort zone.

- Don't let them cling to safe development plans that won't further their growth.
- Be aware that they may have trouble admitting their limitations or acknowledging mistakes.
- Ensure that you both consider the drawbacks of being overly cautious.

Challenge

People with the C style share your desire to verify facts rather than jump to conclusions. This skepticism may create some conflict when working together on their development plans, as they may question or dismiss your suggestions. When meeting with these individuals, be prepared to offer the rationale for opportunities that you present to them.

- Justify your ideas for their development with evidence.
- Remind them that you also like to make well-informed decisions.
- Listen to their questions, but hold them accountable if they become unreasonable.

EVERYTHING DiSC MANAGEMENT

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.

Reliable

Lior, since you have a CS style, you probably come across as orderly and precise. Your manager probably feels confident that you will follow through and deliver reliable results. On the other hand, some managers may be concerned that you might overlook innovative solutions in favor of the tried and true, while others might view you as overly conventional.

- Some managers may believe you're unable to look beyond existing ideas to find exciting new solutions.
- Your manager may think you're too cautious when it's time to make big decisions.
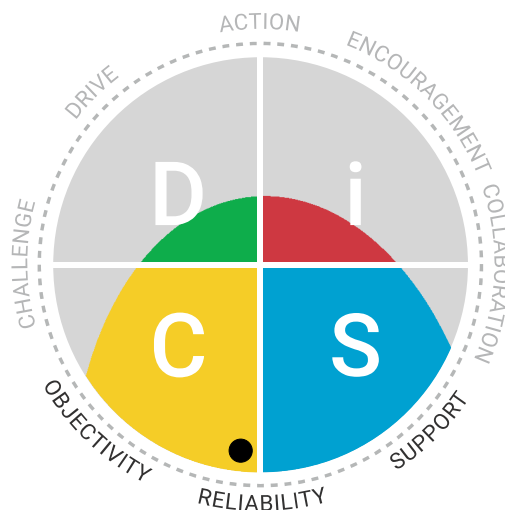
Objective

Many managers will appreciate that you study data carefully with the goal of refining ideas to achieve better results. Your manager probably likes that you're willing to take responsibility for quality and accuracy. On the other hand, some managers may believe that you can get too bogged down in the details, slowing forward progress.

- Because of your focus on facts, some managers may think you don't have the social presence that leaders need.
- Some managers may think that you focus on specifics at the expense of understanding the big picture.

Supportive

Because you're usually willing to step in and help, many managers may see you as a great asset in making their jobs less stressful. In addition, they may appreciate your patience with people and processes. However, some managers may see your undemanding approach as counterproductive when it's necessary to hold people accountable.

- Some managers are more likely to respect someone who will address tough issues directly and forcefully.
- Your manager may see you as overly lenient with people who are underperforming.

EVERYTHING **DiSC**
MANAGEMENT

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.

- Unlike you, their drive for results may cause them to overlook people's feelings or make compromises to quality.
- Unlike you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.
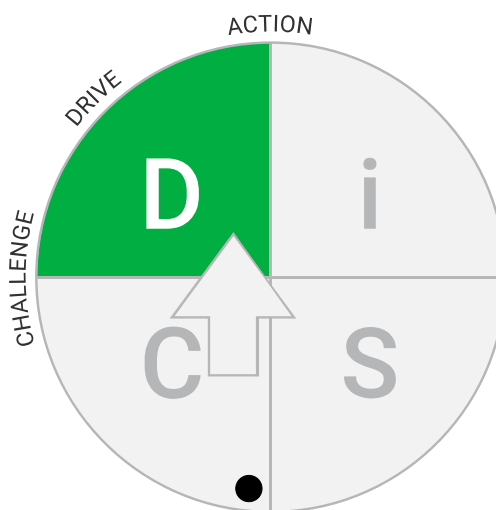
ADVOCATING AND GETTING BUY-IN

Because managers with the D style are driven to reach their goals, they tend to make firm decisions and can be very strong-willed. Consequently, your more logical, low-key approach may not convey enough confidence to earn their buy-in. Furthermore, they push for forward progress at a rapid pace, so your tendency to focus on specifics may try their patience. If you want their attention, paint a picture of success and show how your ideas can bring immediate results. Lay out the big picture simply and directly, and remember that if the plan feels overburdened with complexities, they're likely to dismiss it. They want to feel in control, so show respect for their leadership by offering them an ownership stake in the solution.

- Project confidence that your ideas will affect the bottom line.
- Ask for their advice and make them part of the solution.
- Avoid getting bogged down with specifics.

DEALING WITH CONFLICT

Managers with the D style can become competitive in conflict, creating win-lose scenarios without room for compromise. They tend to be quite frank and may even become aggressive if they're directly challenged. Because you tend to take a more diplomatic, indirect approach, you're unlikely to provoke their more confrontational behavior. However, they may discount your concerns if you aren't clear, so state your points in a matter-of-fact, objective manner. Although it may feel more natural to withdraw from the situation, remember that burying your feelings may just cause resentment to emerge later.

- Don't hesitate to state your side of the story.
- Avoid letting their assertiveness overwhelm your need to speak out.
- Communicate your points directly and objectively.

EVERYTHING **DiSC**
MANAGEMENT

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.
- Unlike you, they focus on action and move quickly while striving for forward progress.
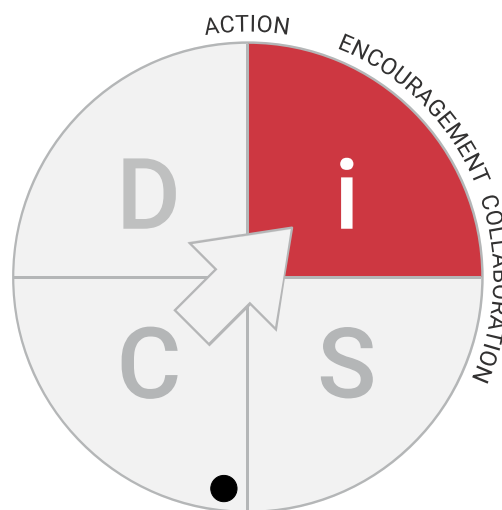
ADVOCATING AND GETTING BUY-IN

Managers with the i style look for cooperation. They believe that when group members put their heads together, it will lead to better outcomes, which may differ from your preference to reach goals independently. They look for exciting new ideas that will have a positive effect on the team, so if you want their buy-in, let them know that your solution has the power to invigorate people. Furthermore, they're interested in fast movement and groundbreaking solutions, so your tendency to explain concepts in a systematic or analytical way may leave them feeling uninspired. Lay out the big picture, and assure them that things can happen quickly. Do your best to get them fired up about your plan's potential.

- Emphasize how your ideas can quickly energize people.
- Don't dwell on the details when they're looking for a summary.
- Assert yourself to make sure they hear your ideas.

DEALING WITH CONFLICT

Managers with the i style want to maintain friendly relationships, so they may initially gloss over differences. However, they value self-expression and may insist on making their feelings clear in a confrontation. Also, they may lose focus and bring up other areas of disagreement. When faced with a more dramatic response, you may withdraw from the situation and hope it just goes away. However, recognizing the problem and making suggestions about how to resolve it will likely be more helpful. Express concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that you want to maintain a good relationship.

- Let them know that your relationship is still solid despite your differences.
- Acknowledge the importance of their feelings.
- Address conflict directly rather than withdrawing from strong emotions.

EVERYTHING **DiSC** MANAGEMENT

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.

- Like you, they emphasize supporting others and have empathy for people's needs.
- Unlike you, they would rather work collaboratively than independently.
- Like you, they want to avoid chaos and maintain a dependable setting.
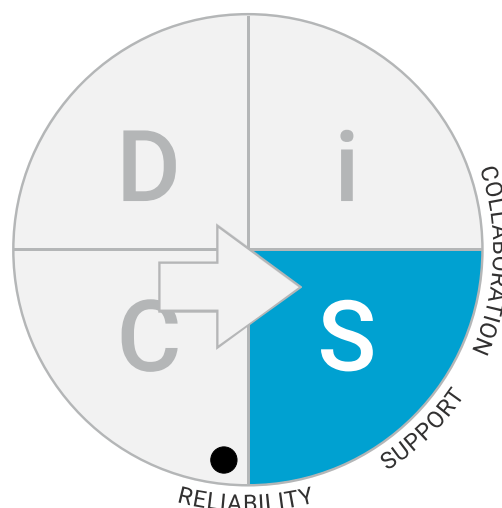
ADVOCATING AND GETTING BUY-IN

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. Therefore, express yourself in a logical manner and address their concerns about dependability. Because you tend to share their cautious nature, refrain from letting a few doubts derail an otherwise promising idea, and present your solution with confidence. Furthermore, they're interested in collaboration and team unity, so if the plan seems too impersonal or challenging, they aren't likely to provide the support you need to make it happen. Therefore, avoid focusing too much on facts and data, and point out how aspects of your solution can bring the group together.

- Lay out your plan clearly and systematically.
- Show how your idea will help other people.
- Avoid allowing your shared caution to prevent your best ideas from becoming reality.

DEALING WITH CONFLICT

Like you, managers with the S style dislike confrontations, and you both probably remain calm and polite even under stress. As a result, the two of you may tiptoe around conflicts to maintain harmony. While this minimizes the chances of open hostility, it can also allow resentment to build. Address issues directly but diplomatically, and avoid taking an overly factual approach that might appear cold and impersonal. Don't assume their silence means the matter is resolved because they may be reluctant to discuss their true emotions. Instead, acknowledge the importance of feelings, and express empathy for their situation.

- Address the situation directly rather than avoiding it.
- Acknowledge their feelings rather than just focusing on facts.
- Follow up to make sure the problem has been resolved.

EVERYTHING DiSC
MANAGEMENT

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.

- Like you, they spend a lot of time on objective analysis to ensure accuracy.
- Like you, they want to think through all of the consequences to deliver a reliable outcome.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.
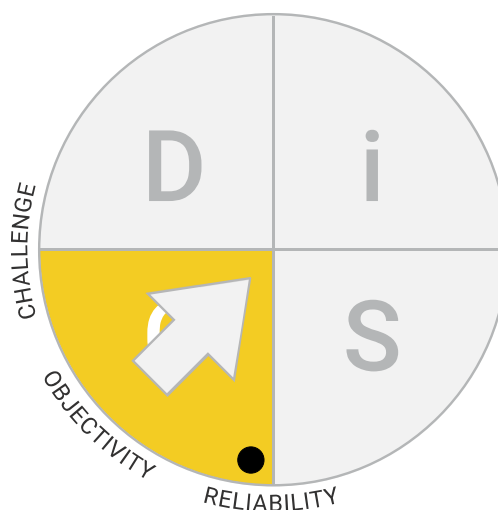
ADVOCATING AND GETTING BUY-IN

Managers with the C style want to see how your ideas can lead to a high-quality solution. They want to catch flaws before complications can arise, so they're likely to be somewhat skeptical. Therefore, be prepared to answer more questions than you think are necessary to prove your point. If you want them to act, prove your competence by utilizing facts and logic. Furthermore, like you, they're more interested in reliability than speed, so your systematic approach may show them that you've considered all of the potential consequences of your plan. 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.

- Present information clearly and logically.
- Rely on facts and data for support.
- Avoid being flustered by their questions.

DEALING WITH CONFLICT

Managers with the C style share your tendency to avoid direct aggression and withdraw from emotionally charged situations. So, it's unlikely that either of you will initiate a confrontation. However, by sidestepping issues, you may allow tension to linger, and disagreements between the two of you may go unresolved. Therefore, you may need to be more assertive and direct. State your position objectively and give them time to present their side. Since you both tend to see conflict as a dispute over who is correct, be careful not to get caught in logic battles with them.

- Address minor issues directly to avoid major conflicts.
- Make your case respectfully and thoroughly.
- Avoid withdrawing from the argument before it's clearly resolved.

EVERYTHING **DiSC**
MANAGEMENT

Overview of DiSC®

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

Dominance

Priorities: displaying drive, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Influence

Priorities: providing encouragement, taking action, fostering collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, lack of follow-through, disorganization

Active
Fast-paced
Assertive
Dynamic
Bold

Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

D i C S

Thoughtful
Calm
Methodical
Moderate-paced
Careful

Conscientiousness

Priorities: ensuring objectivity, achieving reliability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Steadiness

Priorities: giving support, achieving reliability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

EVERYTHING **DiSC** MANAGEMENT