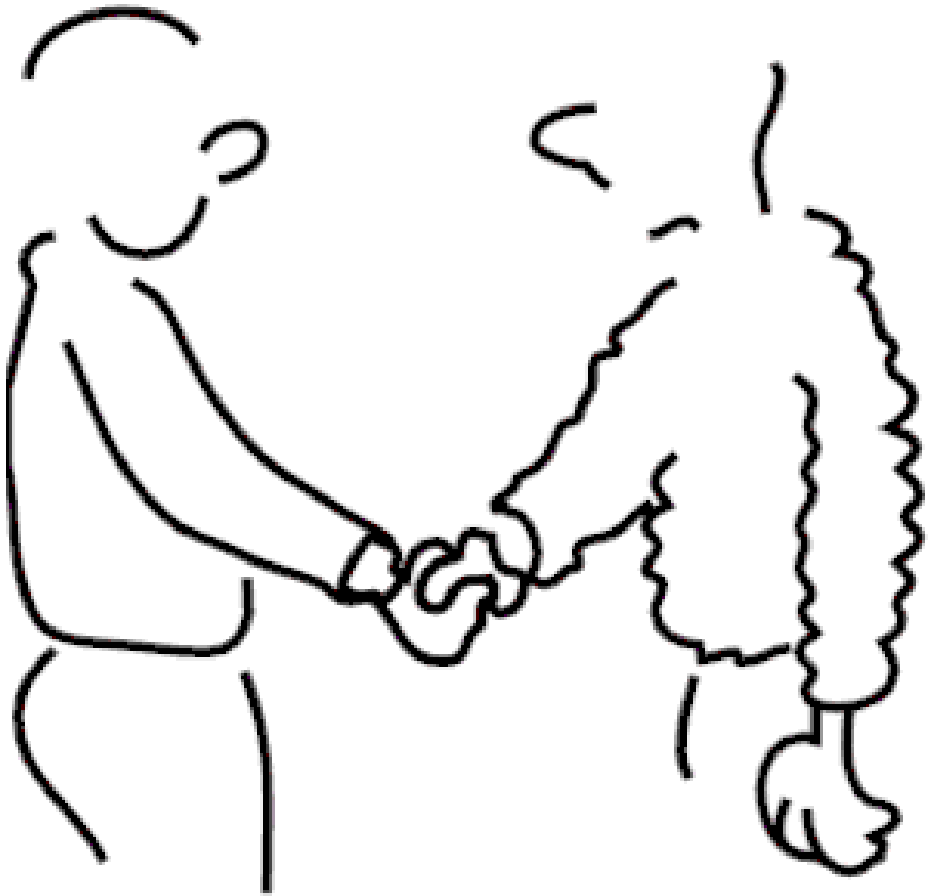
Spurwink Services

LEADING BY GOING THE DISTANCE

LEADERSHIP DEVELOPMENT SERIES

Why are we here?

KICK OFF



Introduce yourself to someone you don't know (or haven't seen in at least a month) with a hearty handshake.

Share the following:

- Your birth date (month/day)
- One of the best movies you've ever seen (and why)

Repeat five times.

TEAM BUILDING

TEAM BUILDING

In Small Groups

Share with one another the following information:

- Your role at Spurwink
- How long you've been with Spurwink
- High point at work in past 6 months
- Least favorite aspect of your role as a manager
- Something you are passionate about outside of work

Then, as a group:

- Find one non-obvious thing you all share in common? Feel free to award yourselves pride points for creativity and finding more than one thing in common.

Series Overview

- Ten, half-day sessions (always scheduled from 9-1 PM)
- Overall sequence
  - One-to-one leadership
  - Team leadership
  - One-to-many leadership
  - Personal effectiveness
- Interactive classroom environment supported by homework and Peer Learning Team assignments
- Online resource

EVERYTHING DiSC® MANAGEMENT

How You See Yourself

Active

Thoughtful

How You See Yourself

Questioning

Accepting

How You See Yourself

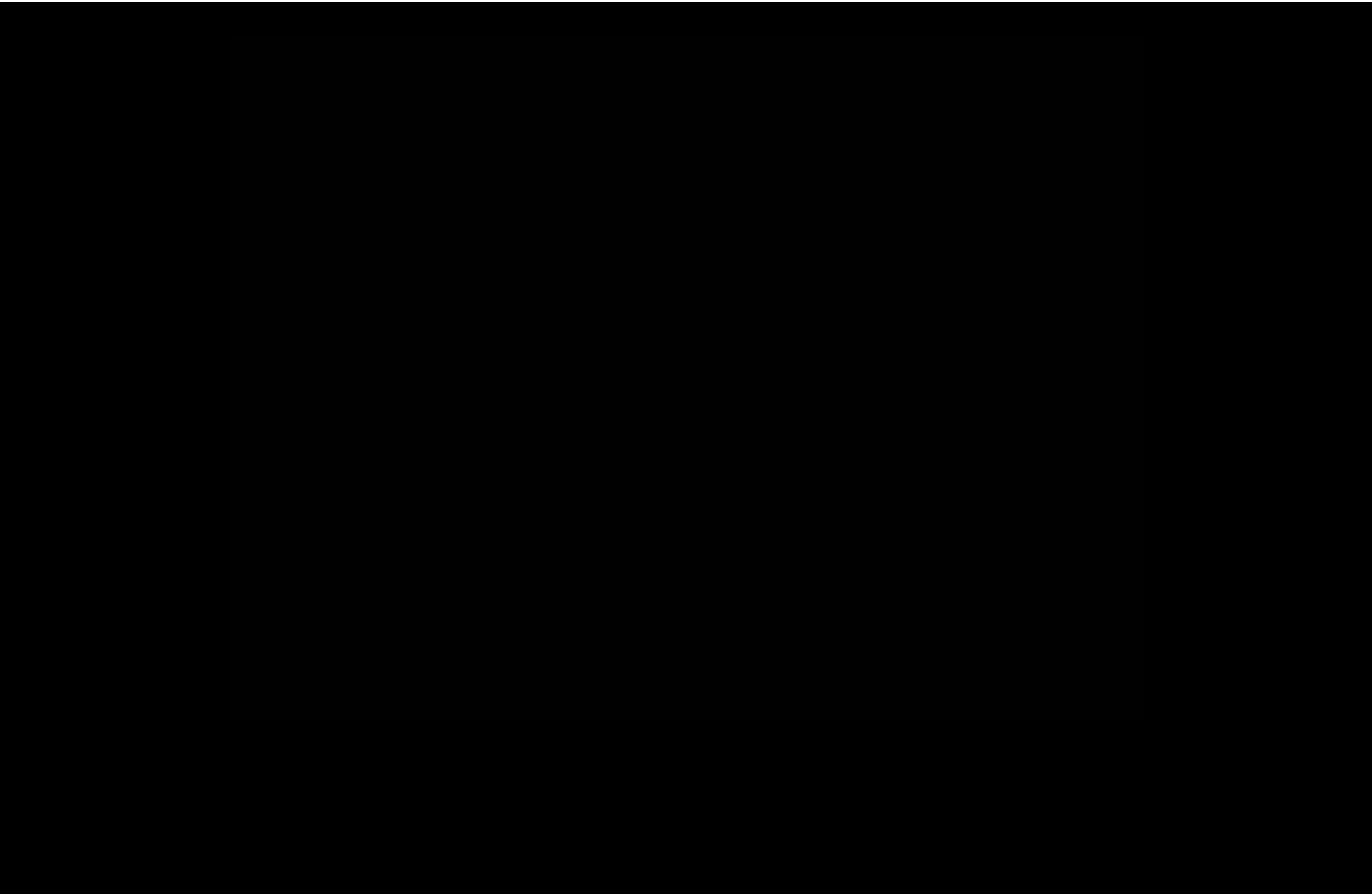
Active

Questioning

Accepting

Thoughtful

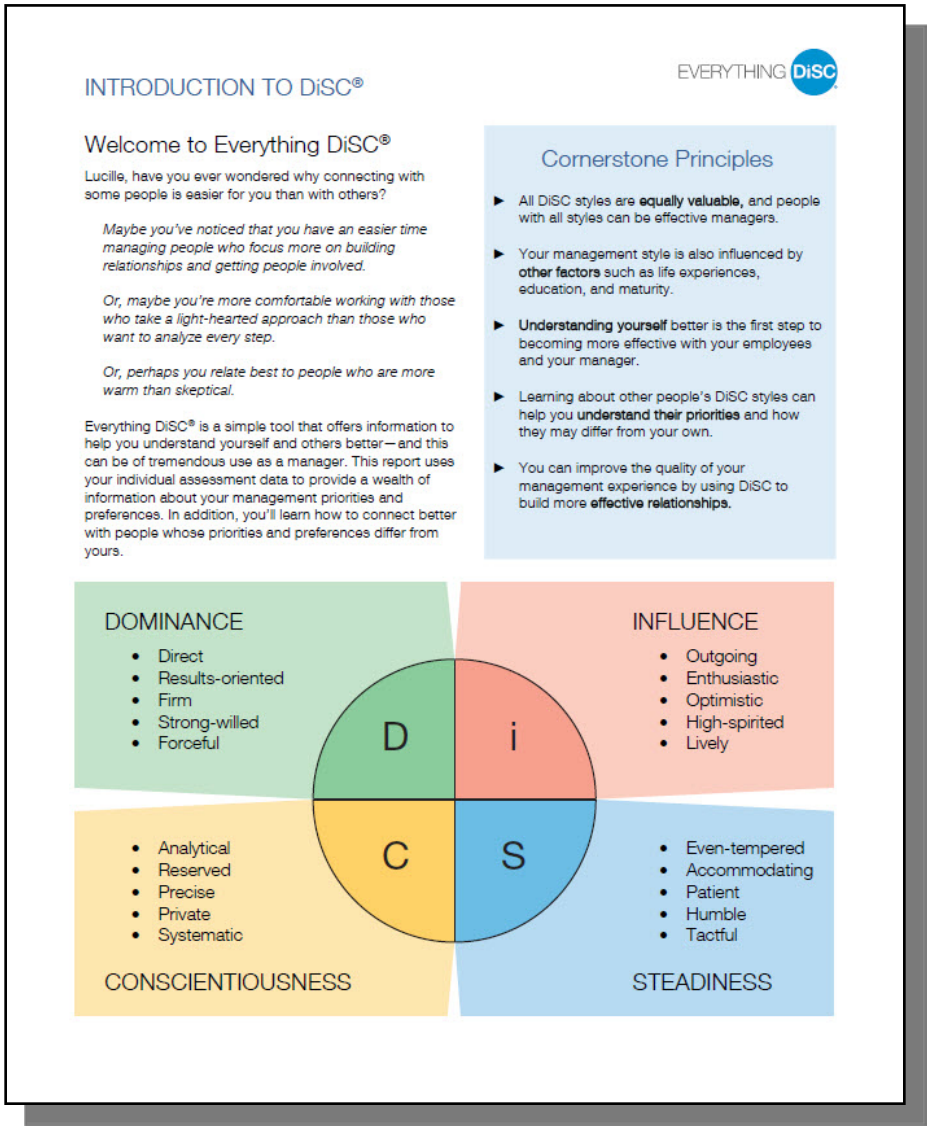
Introduction



Introduction to Everything DiSC®

- **Page 2**

  Cornerstone Principles



INTRODUCTION TO DiSC®

EVERYTHING DiSC®

Welcome to Everything DiSC®

Lucille, 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 more on building relationships and getting people involved.

Or, maybe you're more comfortable working with those who take a light-hearted approach than those who want to analyze every step.

Or, perhaps you relate best to people who are more warm than skeptical.

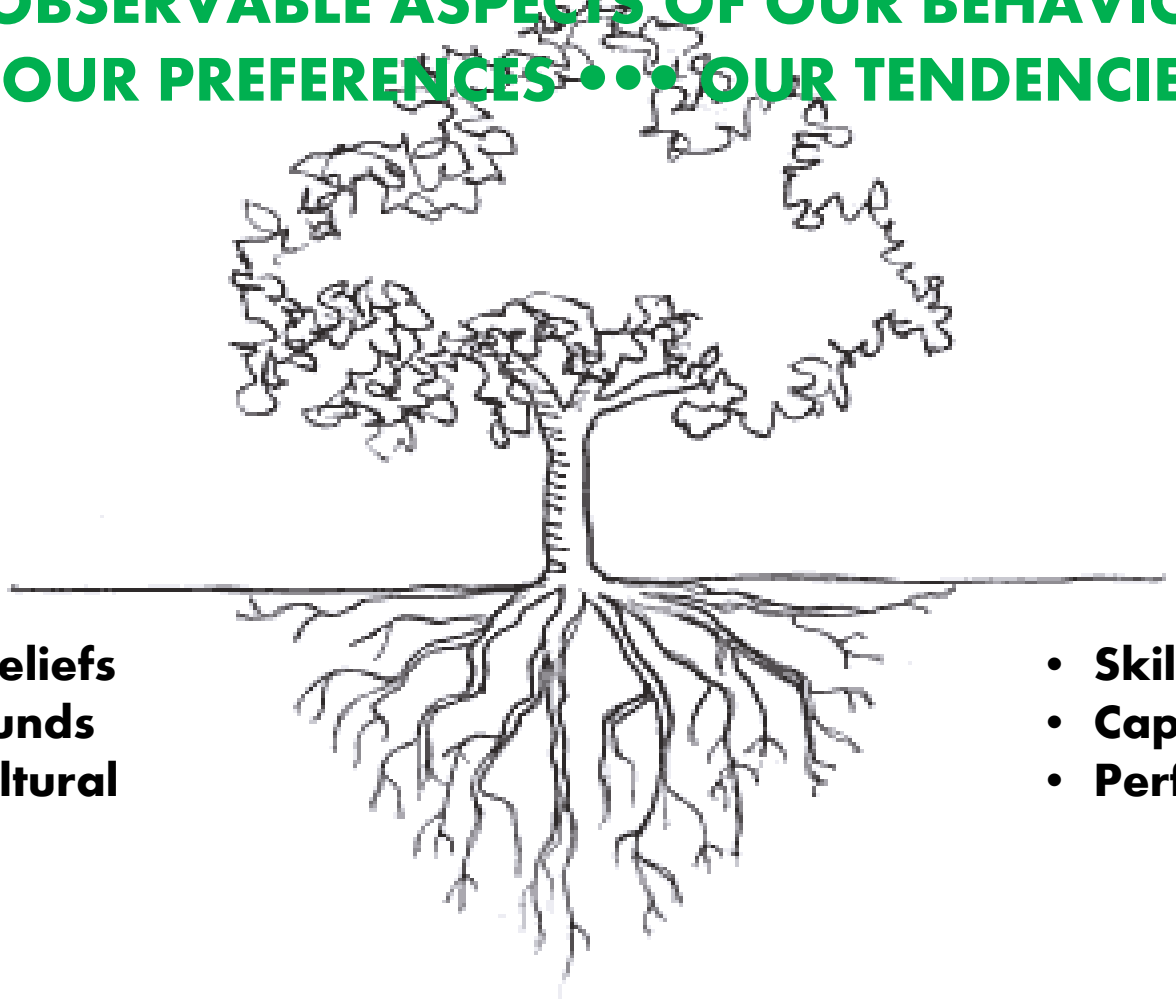
Everything DiSC® is a simple tool that offers information to help you understand yourself and others better—and this can be of tremendous use as a manager. This report uses your individual assessment data to provide a wealth of information about your management priorities and preferences. In addition, 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.**

DiSC® Measures

OBSERVABLE ASPECTS OF OUR BEHAVIOR
OUR PREFERENCES • • • OUR TENDENCIES



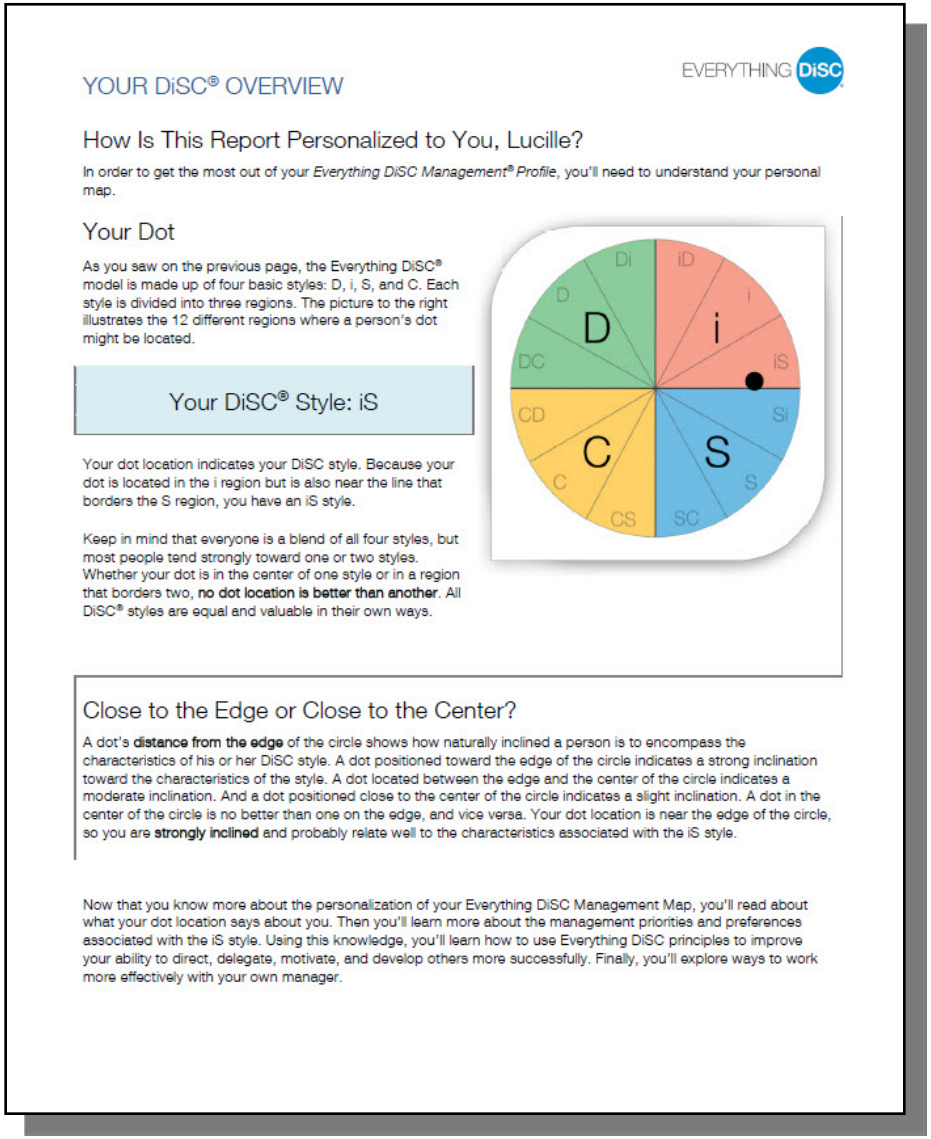
- **Values/Beliefs**
- **Backgrounds**
- **Ethnic/Cultural Identity**

- **Skills**
- **Capabilities**
- **Performance**

Your DiSC® Style

- **Page 3**

  Your DiSC® Style



YOUR DiSC® OVERVIEW

EVERYTHING DiSC

How Is This Report Personalized to You, Lucille?

In order to get the most out of your *Everything DiSC Management® Profile*, you'll need to understand your personal map.

Your Dot

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: iS

Your dot location indicates your DiSC style. Because your dot is located in the i region but is also near the line that borders the S region, you have an iS style.

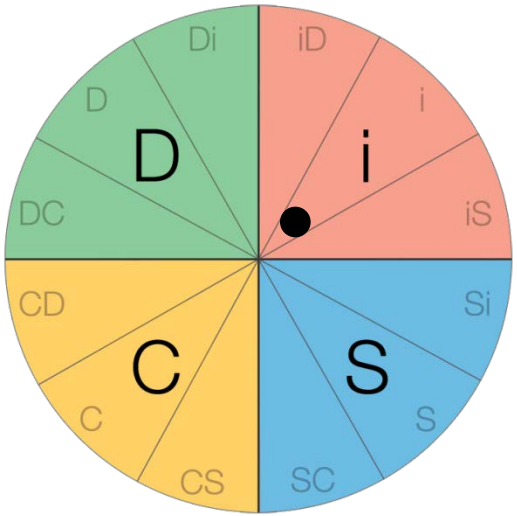
Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.

Close to the Edge or Close to the Center?

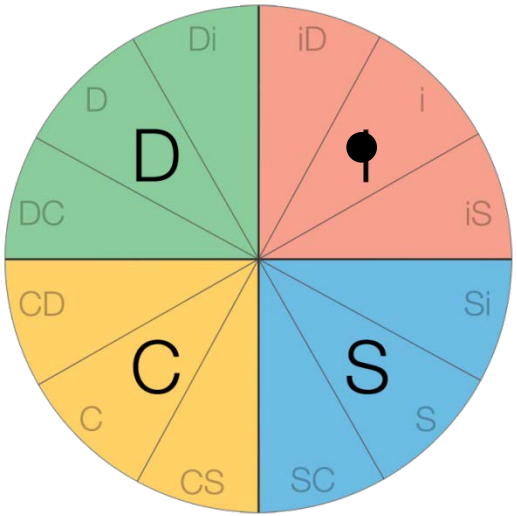
A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and 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 iS style.

Now that you know more about the personalization of your Everything DiSC Management Map, you'll read about what your dot location says about you. Then you'll learn more about the management priorities and preferences associated with the iS style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate, and develop others more successfully. Finally, you'll explore ways to work more effectively with your own manager.

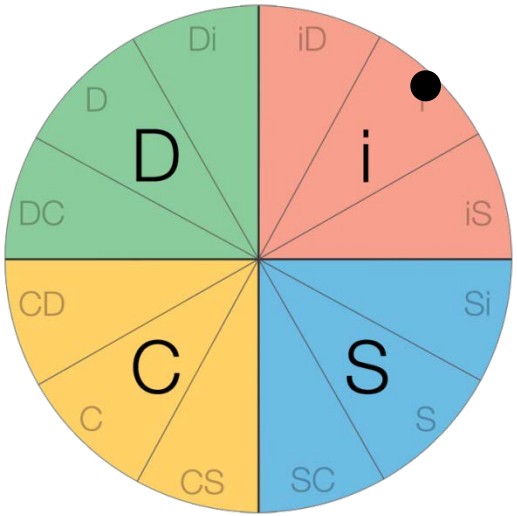
Your Inclination



Slight



Moderate



Strong

Your DiSC® Style Overview

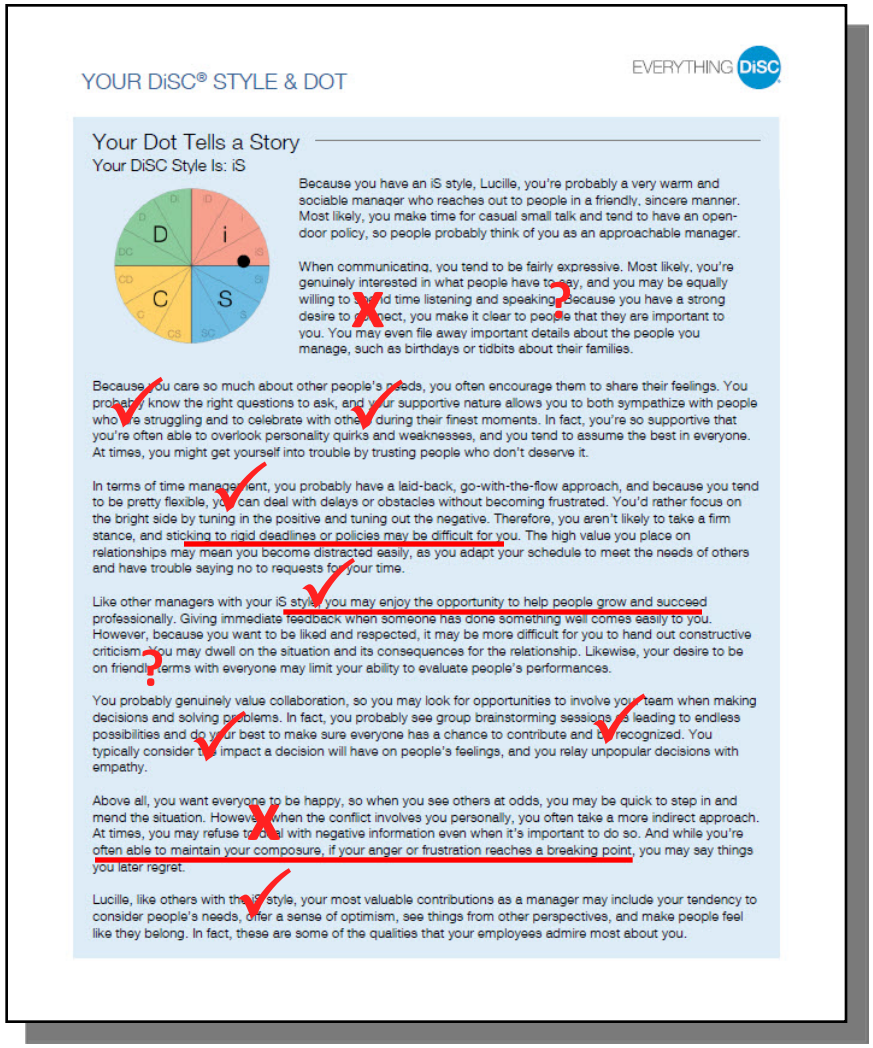
- **Page 4**

Read and personalize

✓ = like you

X = not like you

? = not sure



YOUR DiSC® STYLE & DOT

EVERYTHING DiSC

Your Dot Tells a Story

Your DiSC Style Is: iS

Because you have an iS style, Lucille, you're probably a very warm and sociable manager who reaches out to people in a friendly, sincere manner. Most likely, you make time for casual small talk and tend to have an open-door policy, so people probably think of you as an approachable manager.

When communicating, you tend to be fairly expressive. Most likely, you're genuinely interested in what people have to say, and you may be equally willing to spend time listening and speaking. Because you have a strong desire to connect, you make it clear to people that they are important to you. You may even file away important details about the people you manage, such as birthdays or tidbits about their families.

Because you care so much about other people's needs, you often encourage them to share their feelings. You probably know the right questions to ask, and your supportive nature allows you to both sympathize with people who're struggling and to celebrate with others during their finest moments. In fact, you're so supportive that you're often able to overlook personality quirks and weaknesses, and you tend to assume the best in everyone. At times, you might get yourself into trouble by trusting people who don't deserve it.

In terms of time management, you probably have a laid-back, go-with-the-flow approach, and because you tend to be pretty flexible, you can deal with delays or obstacles without becoming frustrated. You'd rather focus on the bright side by tuning in the positive and tuning out the negative. Therefore, you aren't likely to take a firm stance, and sticking to rigid deadlines or policies may be difficult for you. The high value you place on relationships may mean you become distracted easily, as you adapt your schedule to meet the needs of others and have trouble saying no to requests for your time.

Like other managers with your iS style, you may enjoy the opportunity to help people grow and succeed professionally. Giving immediate feedback when someone has done something well comes easily to you. However, because you want to be liked and respected, it may be more difficult for you to hand out constructive criticism. You may dwell on the situation and its consequences for the relationship. Likewise, your desire to be on friendly terms with everyone may limit your ability to evaluate people's performances.

You probably genuinely value collaboration, so you may look for opportunities to involve your team when making decisions and solving problems. In fact, you probably see group brainstorming sessions as leading to endless possibilities and do your best to make sure everyone has a chance to contribute and be recognized. You typically consider the impact a decision will have on people's feelings, and you relay unpopular decisions with empathy.

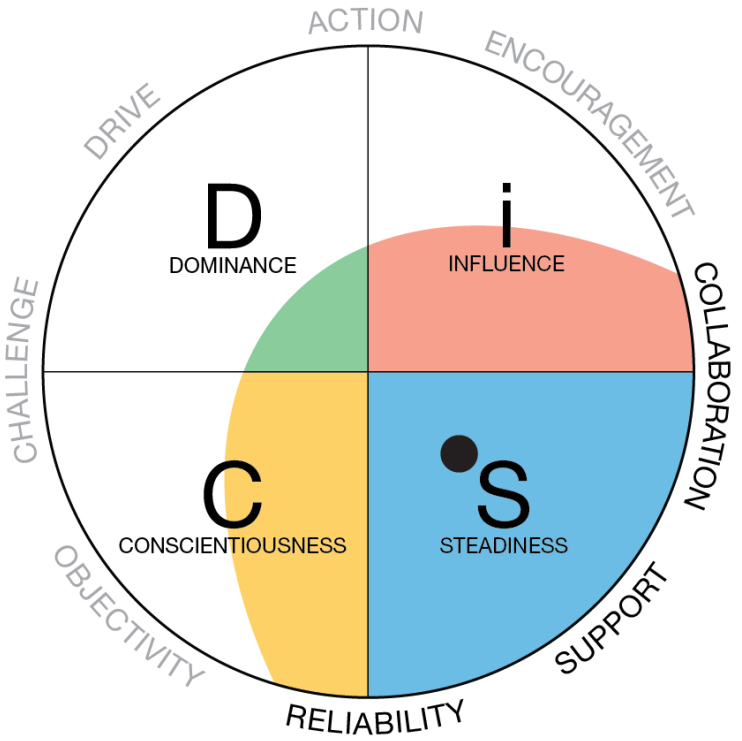
Above all, you want everyone to be happy, so when you see others at odds, you may be quick to step in and mend the situation. However, when the conflict involves you personally, you often take a more indirect approach. At times, you may refuse to deal with negative information even when it's important to do so. And while you're often able to maintain your composure, if your anger or frustration reaches a breaking point, you may say things you later regret.

Lucille, like others with the iS style, your most valuable contributions as a manager may include your tendency to consider people's needs, offer a sense of optimism, see things from other perspectives, and make people feel like they belong. In fact, these are some of the qualities that your employees admire most about you.

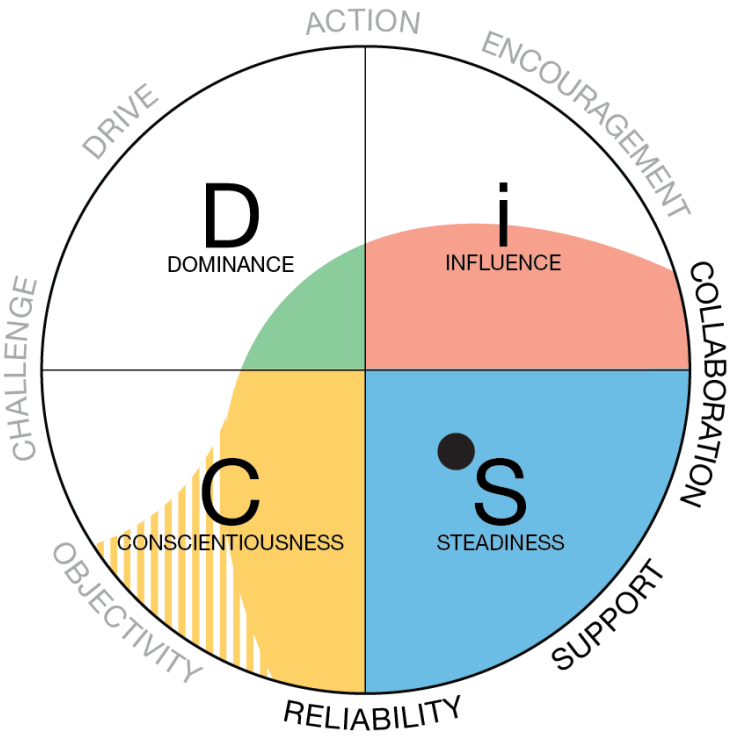
Discussion

- Your style
- Three statements

Priorities of Your DiSC® Style



S Style



S Style + Objectivity

Your Management Priorities

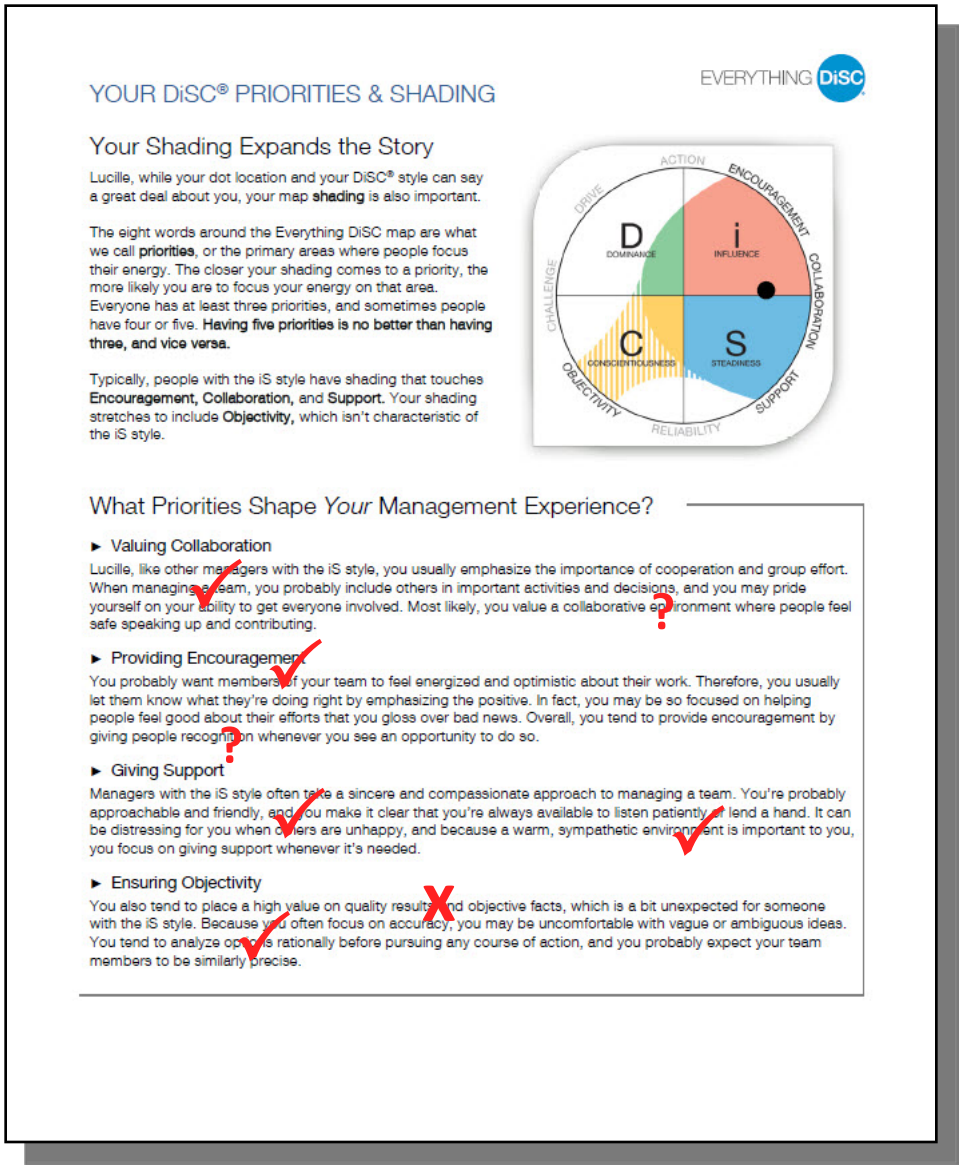
- **Page 5**

Read and personalize

✓= like you

X = not like you

? = not sure



EVERYTHING DiSC

YOUR DiSC® PRIORITIES & SHADING

Your Shading Expands the Story

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

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

Typically, people with the iS style have shading that touches **Encouragement, Collaboration,** and **Support.** Your shading stretches to include **Objectivity,** which isn't characteristic of the iS style.

What Priorities Shape *Your* Management Experience?

► **Valuing Collaboration**

Lucille, like other managers with the iS style, you usually emphasize the importance of cooperation and group effort. When managing a team, you probably include others in important activities and decisions, and you may pride yourself on your ability to get everyone involved. Most likely, you value a collaborative environment where people feel safe speaking up and contributing.

► **Providing Encouragement**

You probably want members of your team to feel energized and optimistic about their work. Therefore, you usually let them know what they're doing right by emphasizing the positive. In fact, you may be so focused on helping people feel good about their efforts that you gloss over bad news. Overall, you tend to provide encouragement by giving people recognition whenever you see an opportunity to do so.

► **Giving Support**

Managers with the iS style often take a sincere and compassionate approach to managing a team. You're probably approachable and friendly, and you make it clear that you're always available to listen patiently or lend a hand. It can be distressing for you when others are unhappy, and because a warm, sympathetic environment is important to you, you focus on giving support whenever it's needed.

► **Ensuring Objectivity**

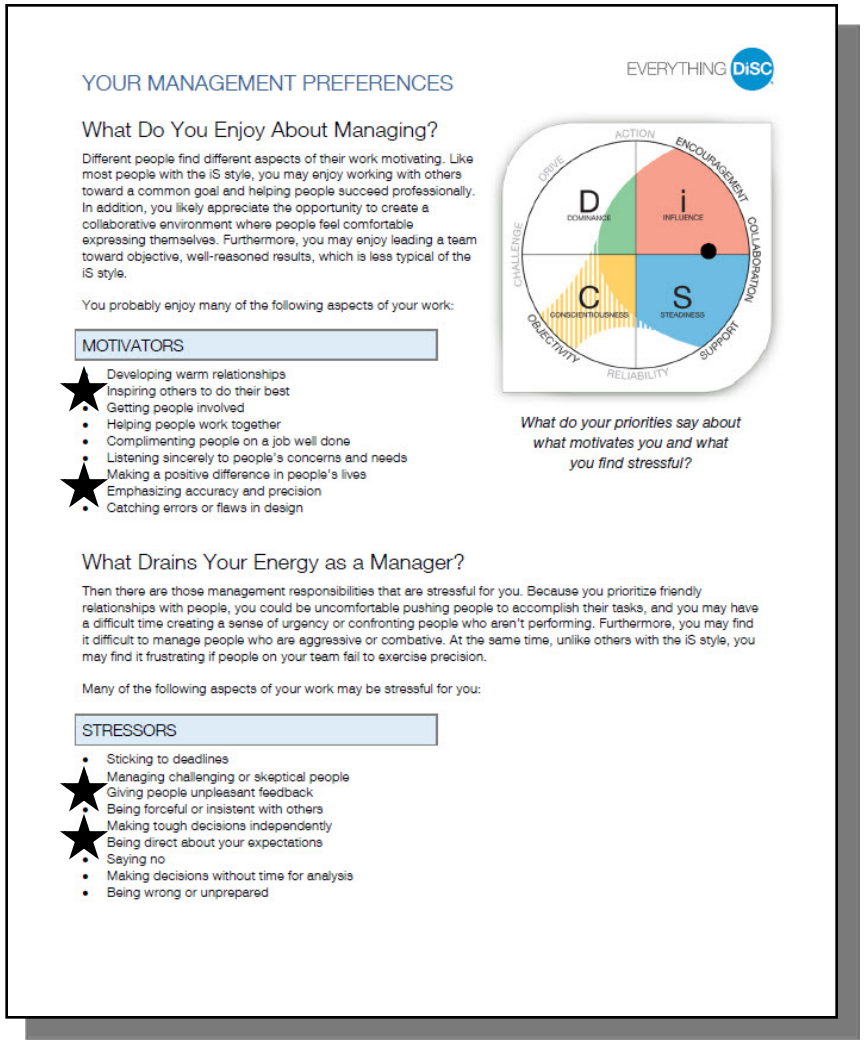
You also tend to place a high value on quality results and objective facts, which is a bit unexpected for someone with the iS style. Because you often focus on accuracy, you may be uncomfortable with vague or ambiguous ideas. You tend to analyze options rationally before pursuing any course of action, and you probably expect your team members to be similarly precise.

Your Management Preferences

- **Page 6**

★ **Two you enjoy**

★ **Two that are draining**



YOUR MANAGEMENT PREFERENCES

EVERYTHING DiSC

What Do You Enjoy About Managing?

Different people find different aspects of their work motivating. Like most people with the iS style, you may enjoy working with others toward a common goal and helping people succeed professionally. In addition, you likely appreciate the opportunity to create a collaborative environment where people feel comfortable expressing themselves. Furthermore, you may enjoy leading a team toward objective, well-reasoned results, which is less typical of the iS style.

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

What do your priorities say about what motivates you and what you find stressful?

MOTIVATORS

- Developing warm relationships
- Inspiring others to do their best
- Getting people involved
- Helping people work together
- Complimenting people on a job well done
- Listening sincerely to people's concerns and needs
- Making a positive difference in people's lives
- Emphasizing accuracy and precision
- Catching errors or flaws in design

What Drains Your Energy as a Manager?

Then there are those management responsibilities that are stressful for you. Because you prioritize friendly relationships with people, you could be uncomfortable pushing people to accomplish their tasks, and you may have a difficult time creating a sense of urgency or confronting people who aren't performing. Furthermore, you may find it difficult to manage people who are aggressive or combative. At the same time, unlike others with the iS style, you may find it frustrating if people on your team fail to exercise precision.

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

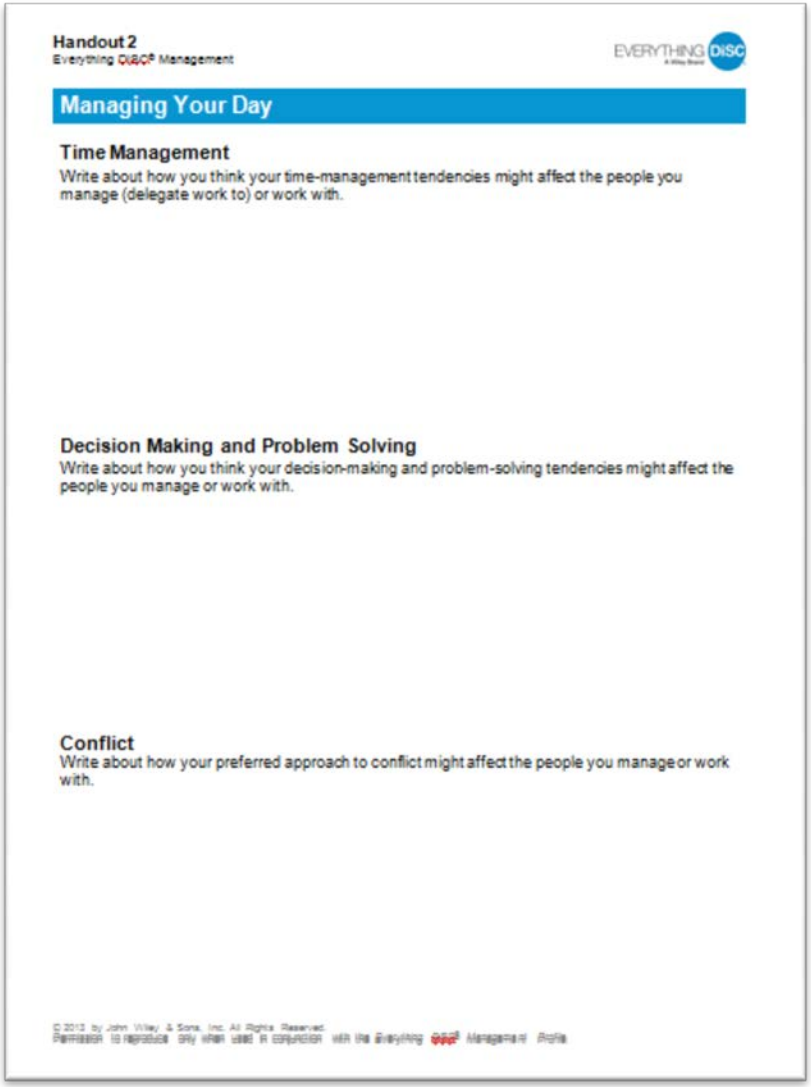
STRESSORS

- Sticking to deadlines
- Managing challenging or skeptical people
- Giving people unpleasant feedback
- Being forceful or insistent with others
- Making tough decisions independently
- Being direct about your expectations
- Saying no
- Making decisions without time for analysis
- Being wrong or unprepared

Managing Your Day

- **Handout 2**

  How might your tendencies affect the people you manage?



Handout 2
Everything DiSC® Management

EVERYTHING DiSC

Managing Your Day

Time Management
Write about how you think your time-management tendencies might affect the people you manage (delegate work to) or work with.

Decision Making and Problem Solving
Write about how you think your decision-making and problem-solving tendencies might affect the people you manage or work with.

Conflict
Write about how your preferred approach to conflict might affect the people you manage or work with.

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Understanding You

Divide into groups by style

Read the pages associated with <u>your</u> managerial style

- Directing & Delegating, **page 7**
- Motivating, **page 12**
- Developing, **page 17**

Synthesize for the other groups (using easel paper):

- What are the advantages and disadvantages inherent in your style?
- What are the pros and cons of the environment you tend to create for your team?

STOP
TAKE A BREAK

People-Reading Principles

- Not for labeling, but for understanding
- No good or bad styles
- All have strengths and limitations
- Everyone is a mixture of styles

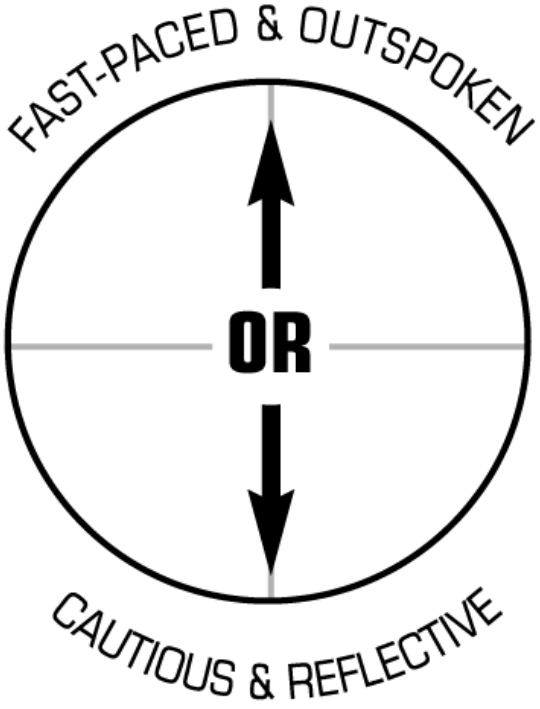
People-Reading Principles

Observe actual behavior

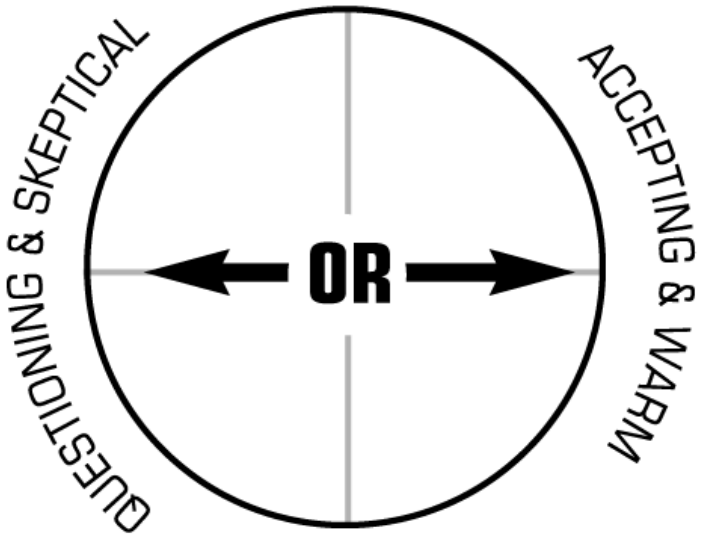
- **Body language (55%)**
- **Tone of voice and expression (38%)**
- **Choice of words (7%)**

People-Reading Method

Step 1.



Step 2.



People-Reading Method

Step 3.

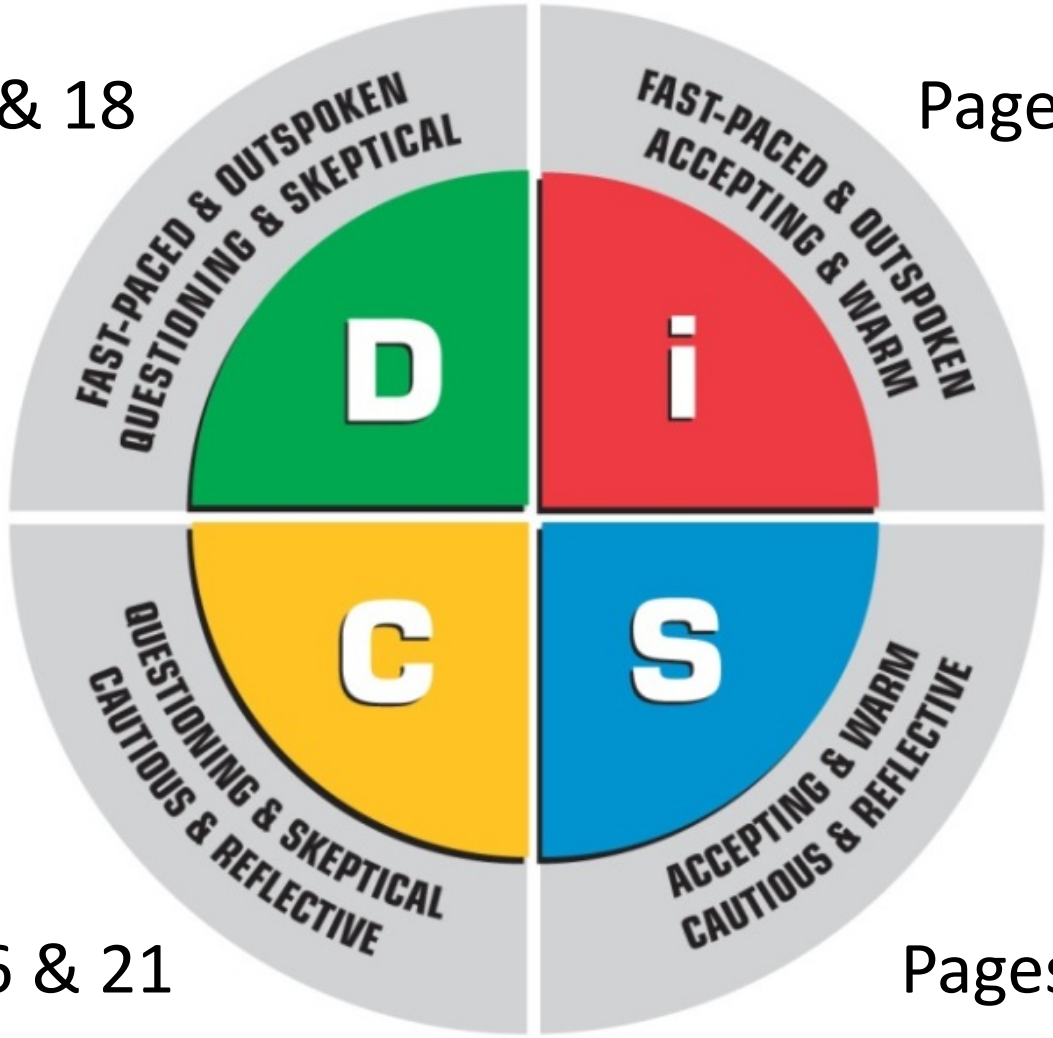
Adapting Your Style

- As a group, review the relevant pages for the style you've been assigned in the sections on Delegating, Motivating and Developing.
- Summarize for the other groups (using easel paper) how best to manage employees with that style.
  - How do employees with that behavioral style prefer to work?
  - To do their best work, what do they need?
  - What can you do to help create a motivating environment?
  - What is the best way to recognize and reward them?

Reference Pages

Pages 8, 13 & 18

Pages 9, 14 & 19



Pages 11, 16 & 21

Pages 10, 15 & 20

Lunch
CHOCO
MILK

Action Planning

Handout 3

- Identify someone (without naming them) you experience as challenging to work with - some of the time or, perhaps, all of the time.
- Using the people-reading method, what do you think his/her DiSC Style is?
- Select 1-2 behavioral strategies you are willing to try in order to improve your relationship.
- Debrief with your Peer Learning Team.

Homework

Part 1: Reflect

Find a quiet moment to read your DiSC profile. Don't try and memorize it. The goal is to familiarize yourself with the content so you understand when and how your profile can assist you in working productively with others.

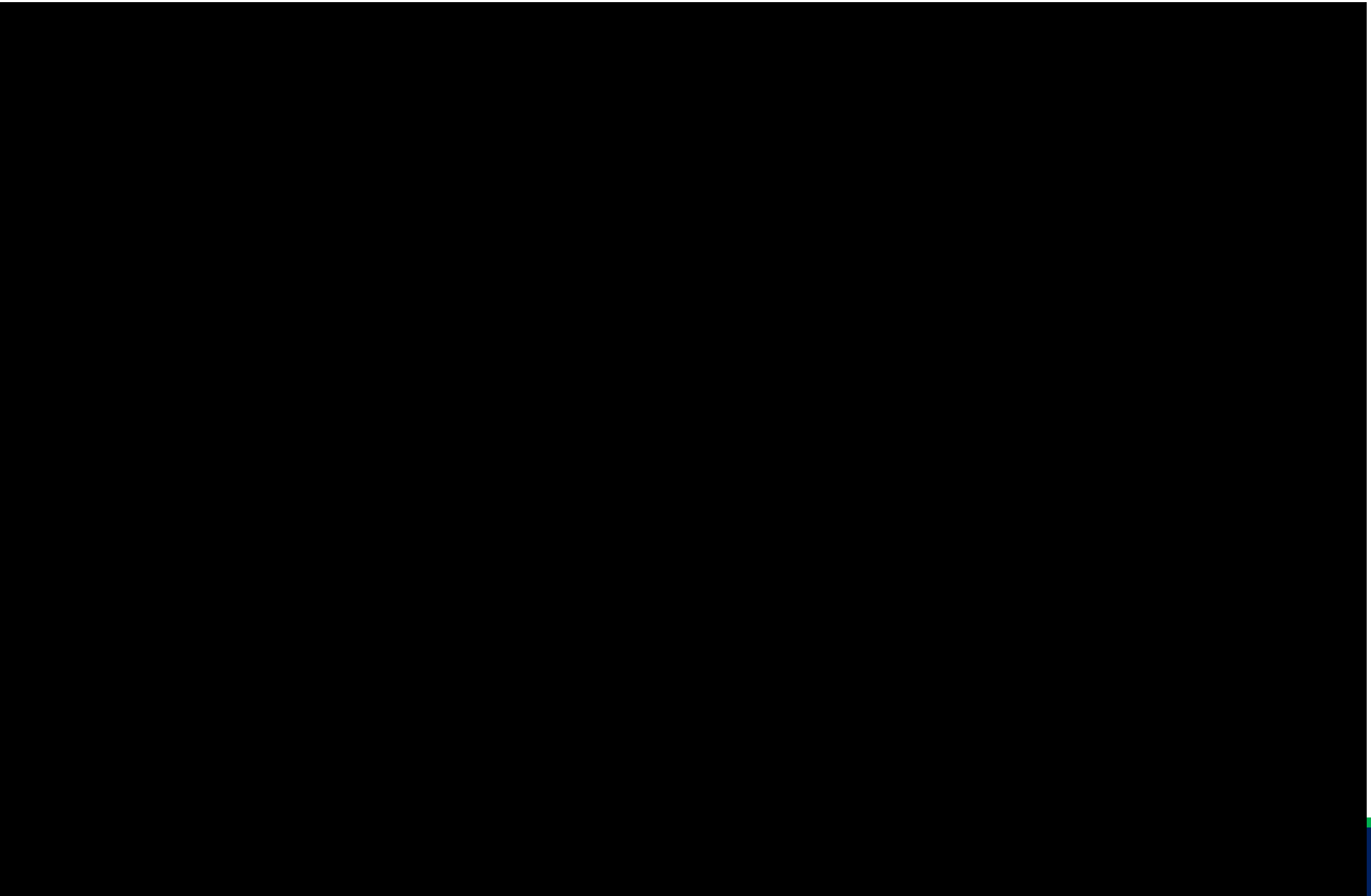
If you are comfortable, share your profile with someone who knows you well (a friend, colleague or family member). Ask them for feedback regarding how their experience of you aligns with (or differs from) the characteristics described in your profile.

Part 2: Map Your Team

Take a few moments to set up your MyEverythingDiSC.com account. Then, go in and invite the members of your team to participate in one-on-one comparisons with you. Finally, build your Peer Learning Team and compare your respective styles and needs.

What do you better appreciate about your colleagues as a result of comparing your varying approaches to relationships and work?

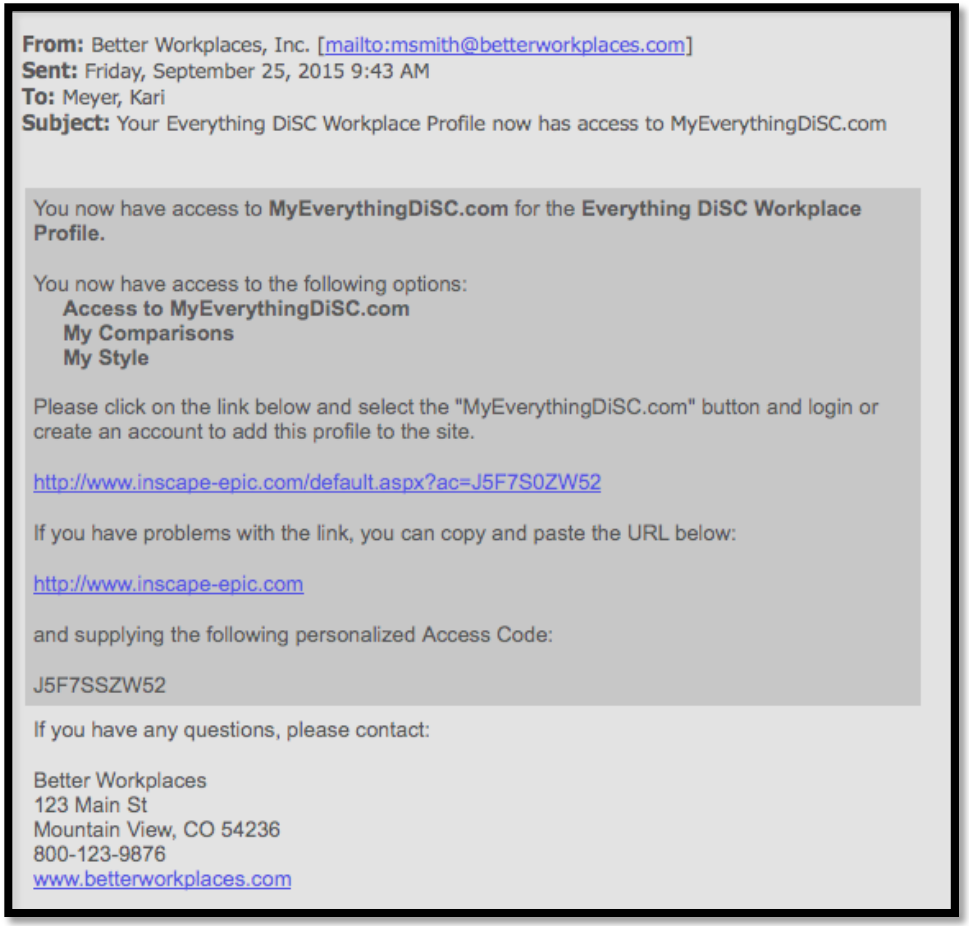
MyEverythingDiSC.com



You will be invited!

- You will receive an email from me with a link to MyEverythingDiSC.com

- Follow the link in the email. (It contains your personalized access code.)



From: Better Workplaces, Inc. [mailto:msmith@betterworkplaces.com]
Sent: Friday, September 25, 2015 9:43 AM
To: Meyer, Kari
Subject: Your Everything DiSC Workplace Profile now has access to MyEverythingDiSC.com

You now have access to **MyEverythingDiSC.com** for the **Everything DiSC Workplace Profile.**

You now have access to the following options:
Access to MyEverythingDiSC.com
My Comparisons
My Style

Please click on the link below and select the "MyEverythingDiSC.com" button and login or create an account to add this profile to the site.

http://www.inscape-epic.com/default.aspx?ac=J5F7S0ZW52

If you have problems with the link, you can copy and paste the URL below:

http://www.inscape-epic.com

and supplying the following personalized Access Code:

J5F7SSZW52

If you have any questions, please contact:

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Mountain View, CO 54236
800-123-9876
www.betterworkplaces.com

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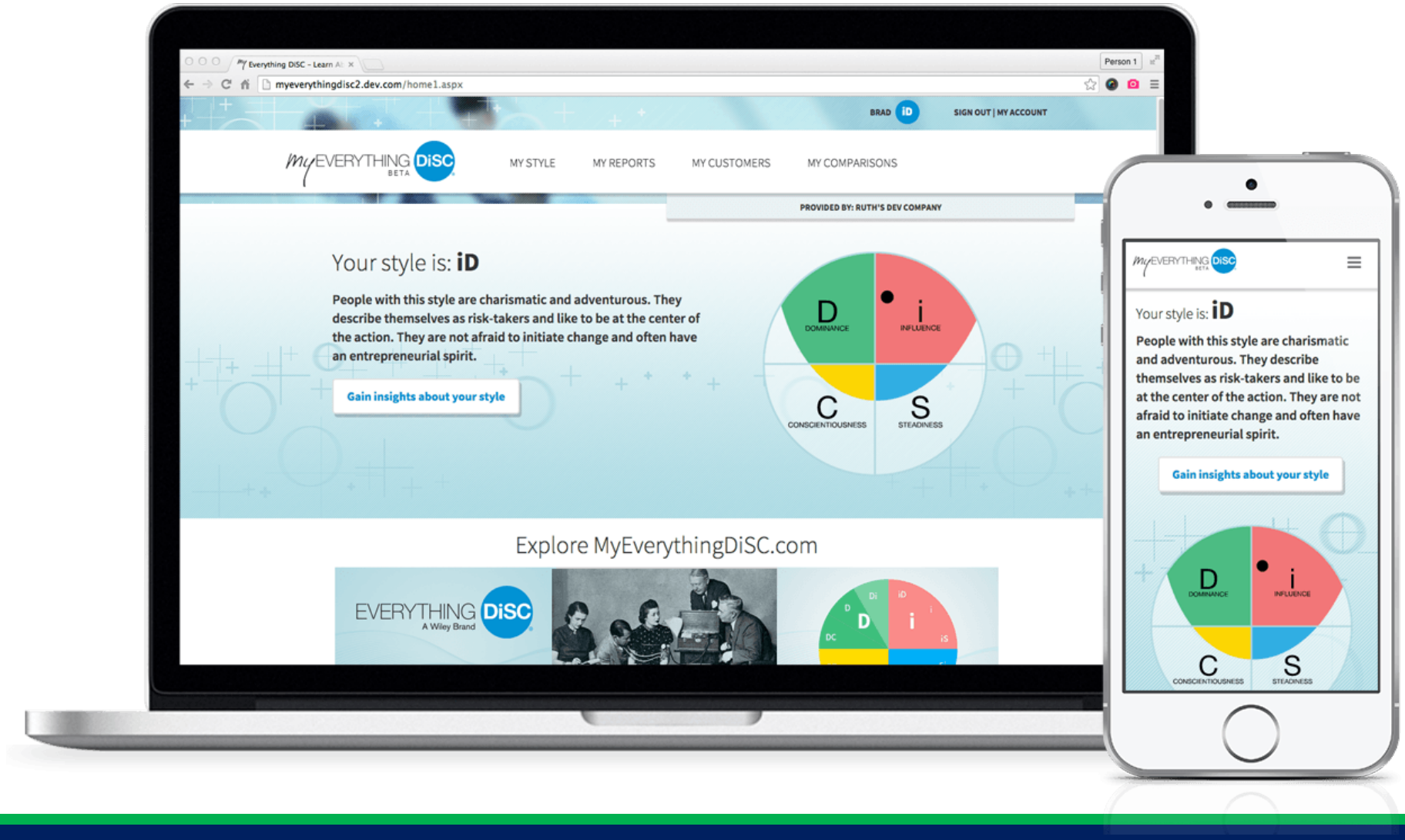

The End