

Management Profile

Jonathan White

Wednesday, February 17, 2021

This report is provided by:

Benedict Associates Ltd
Emporium Building
69 Front Street
Hamilton, Bermuda
Phone: (441) 295-2070
Attention: Vaughn Mosher
vaughn@benedict.bm



WILEY

Introduction

WELCOME TO EVERYTHING DiSC®

Jonathan, 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 getting accurate and timely results.

Or, maybe you're more comfortable working with those who take an autonomous approach than those who prefer collaborative projects.

Or, perhaps you relate best to people who are naturally more questioning than trusting.

Everything DiSC® is a simple tool that offers information to help you understand yourself and others better—and this can be of tremendous use as a manager. This report uses your individual assessment data to provide a wealth of information about your management priorities and preferences. In addition, you'll learn how to connect better with people whose priorities and preferences differ from yours.

CORNERSTONE PRINCIPLES

- All DiSC styles are **equally valuable**, and people with all styles can be effective managers.
- Your management style is also influenced by **other factors** such as life experiences, education, and maturity.
- **Understanding yourself** better is the first step to becoming more effective with your employees and your manager.
- Learning about other people's DiSC styles can help you **understand their priorities** and how they may differ from your own.
- You can improve the quality of your management experience by using DiSC to build more **effective relationships**.

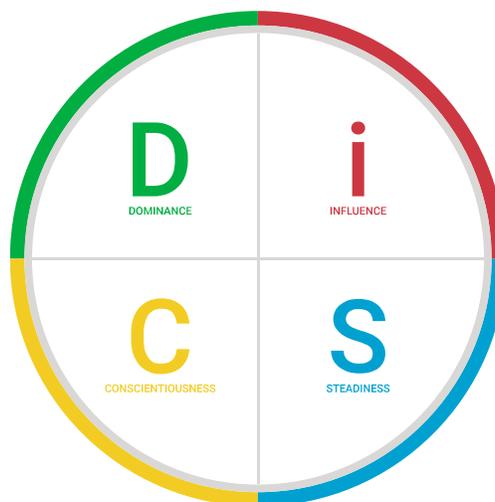
OVERVIEW OF THE DiSC® MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

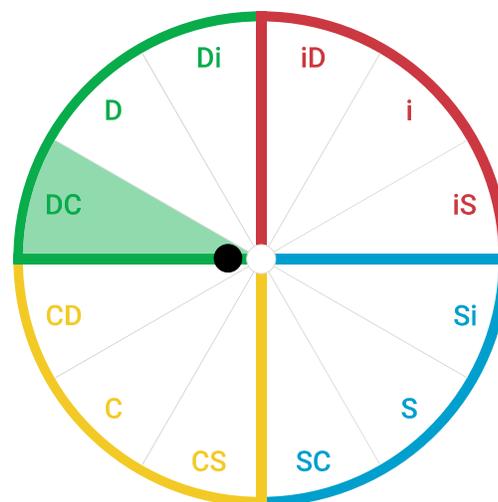
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Your DiSC® Overview

YOUR DOT

This report is personalized to you, Jonathan. 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: DC

Your dot location indicates your DiSC style. **Because your dot is located in the D region but is also near the line that borders the C region, you have a DC 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 center of the circle, so you are slightly inclined and probably relate to the characteristics of all four styles to some extent. Still, because your dot is in the DC region, the characteristics of the DC style may be most natural to you.**

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 DC 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 DC Style

YOUR DOT TELLS A STORY

Because you have a DC style, Jonathan, you probably pride yourself on your ability to face challenges head-on. When you've set a goal, you're not easily swayed by obstacles or disapproval from others. And, when the status quo doesn't make sense to you, you're not afraid to question it.

Most likely, you expect competency from yourself and the people you manage, and you may have little patience for nonessential meetings or people who waste time. And, when things don't go as you think they should, you may struggle to contain your disapproval. At times, you may be tempted to just take charge of projects and finish them your own way.

You probably do your best to ensure that outcomes meet your high standards. Likewise, you may prefer to have the autonomy to make your own decisions and prioritize your own time. Because you value self-sufficiency, you sometimes find it difficult to rely too heavily on other people.

In terms of time management, you probably believe that people perform better with deadlines and goals, and you create a sense of urgency for the people you manage. You grow bored with predictable routines and restless during downtime. Overall, you expect others to meet your demands for timeliness and quality.

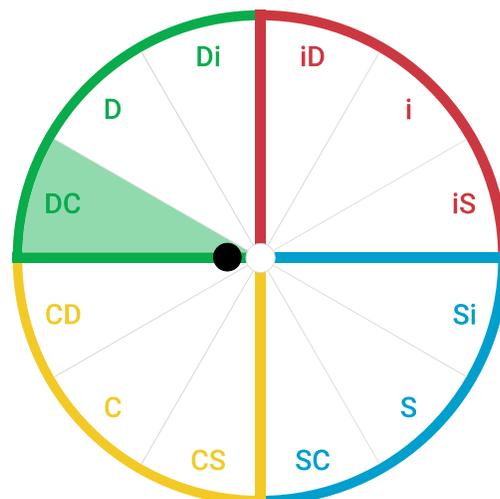
Because you want to make informed decisions, you gather quality information and consider all the implications before drawing conclusions. You tend to be skeptical, so when others present new ideas, you probably point out the potential drawbacks. People may find this intimidating, and they may be less likely to suggest new ideas to you for fear of rejection.

Like other managers with the DC style, you probably avoid showing too much emotion, especially in social situations. In fact, you may come across as somewhat restrained and difficult to read when you first meet someone. Perhaps you're simply sizing up the situation, but your reserved demeanor may seem a bit unfriendly to people who are more outgoing.

Most likely, you don't compromise what you see as the truth, and you're not afraid to be straightforward with your opinions. You tend to project firmness and confidence in your ideas, and you may become frustrated when others are less direct. Oftentimes you expect some resistance or opposition, so you may come at situations a little more forcefully than others do. And because you don't like to lose, you sometimes may pursue your goals without considering how your actions might affect other people.

While you probably don't enjoy conflict, you're unlikely to let it stop you from doing what you think is right. You may have a stubborn streak, and if someone challenges you, you may dig in your heels even further. At times, when situations become heated, you may let your body language express your disapproval. However, when a conflict is over, you're probably able to move on quickly and avoid dwelling on it.

Jonathan, like others with the DC style, your most valuable contributions as a manager may include your tenacity, your drive for efficient results, and your commitment to quality. In fact, these are probably some of the qualities that others admire most about you.



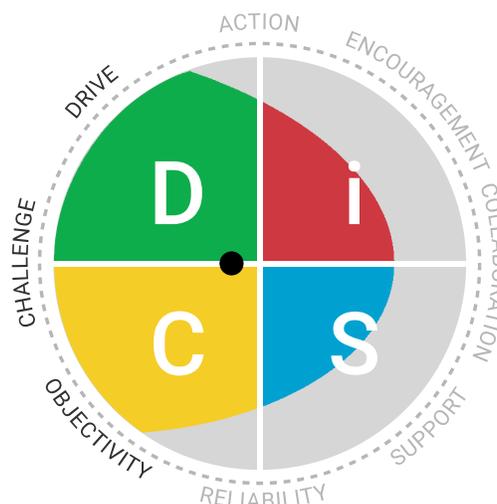
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Jonathan, 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 **Challenge, Drive, and Objectivity**.



WHAT PRIORITIES SHAPE YOUR MANAGEMENT EXPERIENCE?

Offering Challenge

Jonathan, like other managers with the DC style, you're willing to question people's opinions and ideas, even if it makes them uncomfortable. If you're unconvinced, you'll speak up. You have little tolerance for incompetence, and you may be quite blunt in your assessment of people who don't perform to your standards. Most likely, you aren't afraid to challenge processes or plans in order to ensure sound results.

Displaying Drive

You tend to be motivated by accomplishment, keeping an eye on what has to be done next in order to achieve your goals. You probably urge your team to share your focus on forward progress as well as your persistence to overcome obstacles. Most likely, you're determined to get results, and your drive may help push your team to cross the finish line.

Ensuring Objectivity

Managers with the DC style tend to be exacting and logical. You're willing to do what it takes to get things right, and you won't settle for sloppy, subpar work. Most likely, you rely on logic and concrete facts to guide your reasoning and believe decisions based on intuition are careless or foolish. Because providing objectivity is important to you, you allow ample time for analysis and critical thinking.

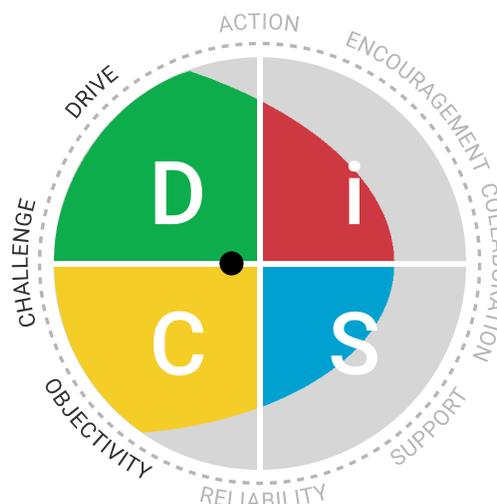
Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the DC style, you may enjoy that managing allows you to take charge of situations and challenge others to perform at their best. In addition, you may appreciate that a management role makes it possible for you to ensure high-quality results.

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

- Working toward challenging goals
- Having authority
- Overcoming obstacles to achieve results
- Catching errors or flaws in design
- Setting high standards
- Making key decisions
- Analyzing problems
- Improving upon others' ideas
- Developing rational proposals



WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you tend to strive for concrete results, you may find it frustrating to manage people who don't meet your standards of efficiency, logic, and competency. Since you tend to hold similarly high standards for yourself, it's probably also stressful when you don't feel that you have the expertise to deliver quality results.

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

- Dealing with people who don't meet your standards
- Keeping your opinions to yourself
- Dealing with challenges to your authority
- Managing inefficient procedures
- Recognizing your own limits
- Letting others have their say
- Managing overly emotional or illogical people
- Spending time recognizing the contributions of others
- Displaying empathy and emotional support

Directing and Delegating

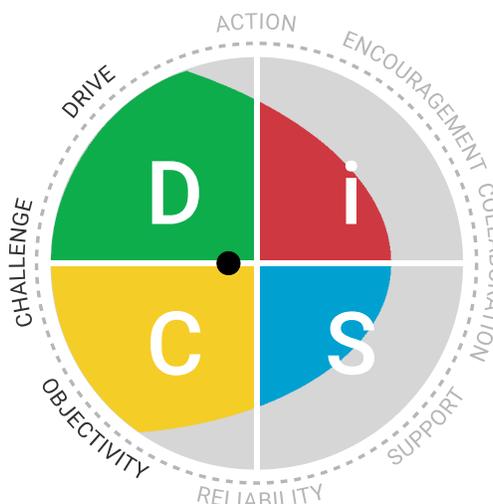
YOUR DIRECTING AND DELEGATING STYLE

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.

Jonathan, you tend to **challenge others and hold them accountable** if they fail to deliver what you expect. At times, you may be skeptical that team members can complete tasks to your standards, in which case you may decide to just do the work yourself.

Because you have a **strong drive for results**, you tend to push people toward ambitious goals. Consequently, you probably expect people to carry out their tasks without excuses. Furthermore, you may monitor progress closely, especially if you doubt the person’s competence.

Your **preference for objectivity** may lead you to be straightforward and matter-of-fact when directing others, even giving blunt feedback at times. Most likely, you make sure people deliver outcomes that are accurate and precise.



HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Being clear about your expectations
- Explaining your ideas in logical terms
- Holding people accountable for their actions
- Emphasizing the importance of accuracy in ensuring quality outcomes
- Setting ambitious goals for people and pushing them to reach their potential
- Evaluating people based on their competency

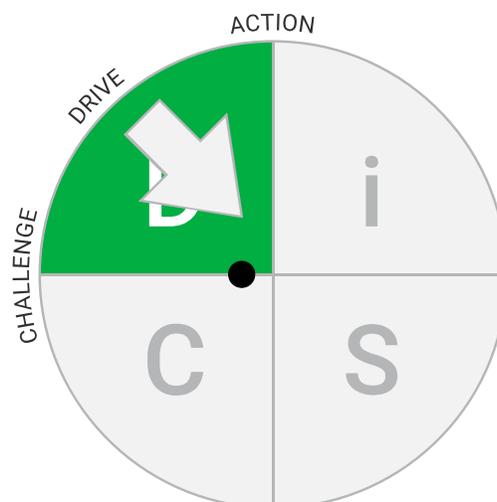
Challenges

- Offering ongoing encouragement
- Sharing positive emotion, which could boost morale
- Listening to people’s concerns about assignments
- Considering the needs of others
- Instilling a sense of urgency
- Encouraging people to experiment or be spontaneous

Directing and Delegating to the D Style

HOW DOES THE D STYLE LIKE TO WORK?

Like you, people with the D style prioritize the bottom line and are driven to get results. Because they share your preference for independence, they probably require very little hand-holding and want the freedom to make decisions without having to ask for input from others. Furthermore, these individuals tend to display a great deal of initiative and will likely accept as much responsibility as you're willing to give them. However, they are less likely than you to analyze options logically and more likely to just dive right in.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

Like you, people with the D style tend to be questioning and skeptical. They're unlikely to simply follow orders, and they may argue for their viewpoint and even challenge your authority if they disagree with your opinions. Because they assume they know how to do things better than anyone else, they may disregard your directions. Furthermore, they may want to make important decisions without consulting you, which could cause a power struggle between the two of you. Like you, they tend to insist on having their way, often leading to conflict or tension since you will seldom just let people overrule or ignore you.

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. Therefore, encourage them to tackle more adventurous tasks, and show them how their efforts will lead to innovative results. Given your DC style, you may need to push yourself to relinquish some control, but they will likely respond well if you explain the goal and let them figure out how to accomplish it. Show respect for their bold ideas, and if they are inexperienced, make sure that their ambition doesn't exceed their qualifications and skills.

If they're less experienced

- Check their understanding of assignments, even if they appear confident.
- Review their plans in detail.
- Establish agreement about the type of decisions that will be left to them.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

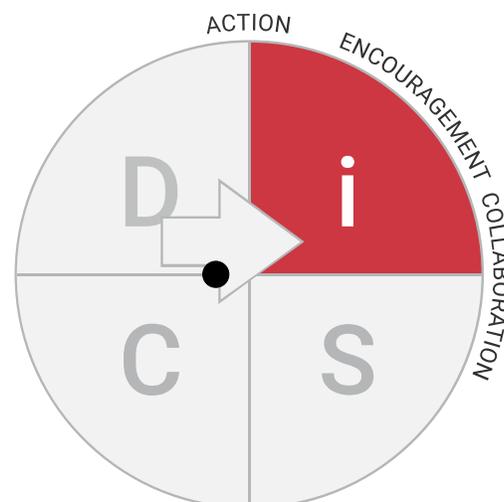
If they're more experienced

- Make sure you see eye to eye on the goal of the assignment.
- Be direct about the results you expect.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.
- Specify the limits of their authority while still allowing for some autonomy.

Directing and Delegating to the i Style

HOW DOES THE i STYLE LIKE TO WORK?

People with the i style tend to be upbeat and optimistic. They may focus on the positive possibilities of a task rather than the potential downside, which is contrary to your natural sense of skepticism. Furthermore, because these individuals often rely on open expression and encouragement, they may desire more recognition than you are naturally inclined to give. These individuals may not share your tendency to focus on bottom-line results, and they rely less on logical objectives than you do.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

People with the i style want to work in a fun environment, so they may spend more time socializing and networking than you think is necessary. They value personal feelings and are probably more willing to accept people and ideas at face value than you are. Furthermore, they prefer to collaborate with others, so they may not understand your focus on individual achievement and autonomy. They may see your objective, no-nonsense approach as harsh or cold, while you may think their focus on friendly team interaction is distracting.

HOW TO BE EFFECTIVE WITH THE i STYLE

These individuals want the freedom to be spontaneous and move at a rapid pace. They want to get the gist of an assignment and dive right in, so they may be well-suited to projects that require quick thinking or fresh approaches. Reiterate the specifics to help give them the structure they need, and allow those with experience to be creative as long as you're satisfied with the results. For those with less experience, provide guidance to help them keep track of important details and meet deadlines.

If they're less experienced

- Let them collaborate when possible.
- Hold them accountable for missed deadlines or skipped steps.
- Help them prioritize.
- Give them encouragement.
- Help them keep their ideas grounded.

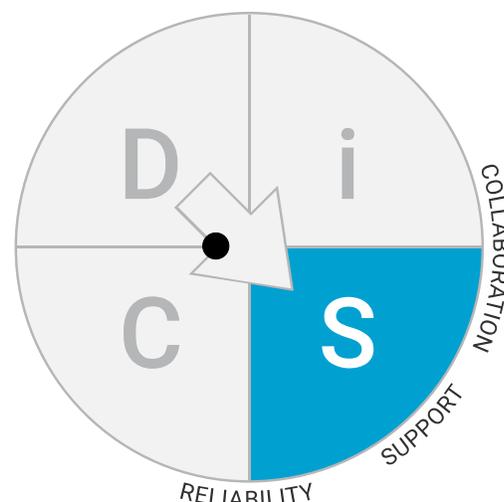
If they're more experienced

- Allow them to take the lead in group settings.
- Keep them on track and on schedule, but don't micromanage their work.
- Let them try out new ways to look at problems.
- Be open-minded to their more adventurous ideas.
- Acknowledge their contributions publicly.

Directing and Delegating to the S Style

HOW DOES THE S STYLE LIKE TO WORK?

People with the S style are accommodating and flexible. They tend to accept direction easily and are unlikely to challenge your authority because they're comfortable working behind the scenes. Because you expect people to get their work done without a lot of handholding, you may find that people with the S style need more support and reassurance than you naturally provide. Furthermore, they tend to be hesitant to assert themselves and may be too intimidated by your straightforward approach to ask for clarification or offer suggestions.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

These individuals appreciate a methodical pace and like to focus on their tasks without being interrupted by sudden changes or radical developments. They are cautious when approaching projects and want to know what is expected of them so they can minimize ambiguity or major surprises. However, you may grow impatient with their cautious approach, viewing their hesitancy as a barrier to results. At the same time, your willingness to challenge established ideas may seem forceful or insensitive to them.

HOW TO BE EFFECTIVE WITH THE S STYLE

People with the S style may be most comfortable in friendly, cooperative environments. Unlike you, they tend to enjoy collaborative settings and group efforts, so they'll appreciate opportunities to contribute within a unified team. Be straightforward about your expectations for their performance, and provide step-by-step guidance when possible. For those with more experience, give them as much responsibility as you can, but make it clear that you're available to advise them if they face tough decisions.

If they're less experienced

- Give clear, step-by-step directions.
- Ask questions to confirm their understanding.
- Check in with them frequently to increase their comfort.
- Refrain from giving them too much responsibility before they're ready.
- Avoid overriding their decisions whenever possible.

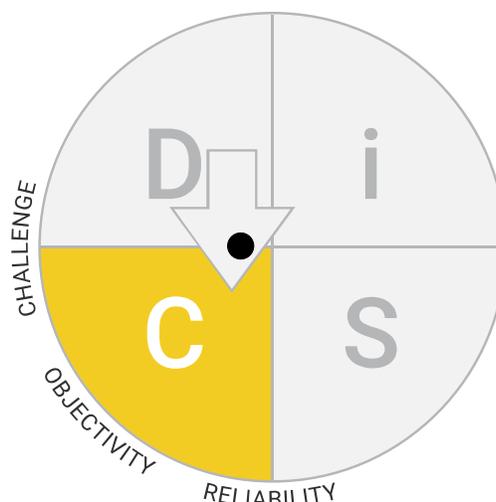
If they're more experienced

- Give them more responsibility but avoid overburdening them.
- Ask for their input rather than just telling them what to do.
- Encourage them to take initiative.
- Ask them directly what kind of support they need.
- Allow them to help structure the overall plan.

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 clear objectives and fact-based ideas. They share your analytical side, preferring to go over options and proposals carefully. They're less interested in the social and emotional aspects of the job, which you may also relate to. Rather, these individuals are comfortable working alone and may require only minimal face time. Still, while you both value quality, they're not as driven as you usually are, and you may wish they would focus more on the bottom line.



POTENTIAL PROBLEMS WHEN WORKING TOGETHER

These individuals want to produce dependable outcomes, so they tend to thoroughly consider all the consequences before choosing a plan. Although you share their tendency to prioritize facts, they may dwell on the details more than you would like, and you may become impatient with their need to go over solutions repeatedly. In turn, they may become frustrated if you pressure them to rush their efforts. In the end, the two of you may disagree about when ideas are fully developed and ready for implementation.

HOW TO BE EFFECTIVE WITH THE C STYLE

Like you, people with the C style are interested in creating quality work and prefer environments where they feel free to point out flaws and question inefficiencies. They don't look for reassurance or support, but they want to know that their expertise is valued and may become frustrated if feedback is too vague or calls their competence into question. They may spend too much time perfecting their work, so keep them moving forward, and allow those with more experience to make suggestions for improvements.

If they're less experienced

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

If they're more experienced

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

Motivation

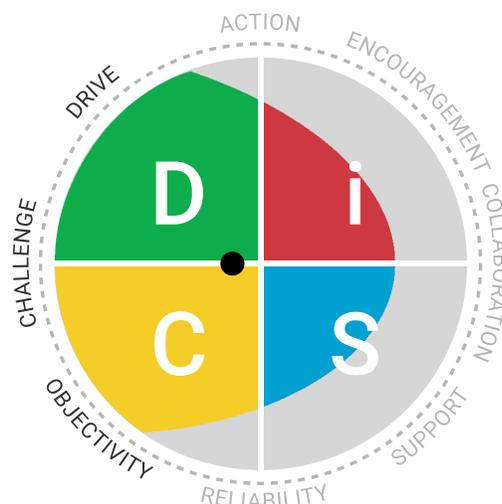
MOTIVATION AND THE ENVIRONMENT YOU CREATE

You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work, and you may naturally create a certain type of environment for those around you. It's important to understand the nature of this environment because it has a major impact on the motivation of the people you manage.

Jonathan, you are willing to **take charge, ask tough questions, and turn business practices upside down** if it leads to better results. Consequently, the people you manage strive to use their time wisely and help create new best practices, knowing that you hold them accountable to the same quality standards that you model.

By **driving toward results**, you remind others that efficient processes lead to superior outcomes. The people you manage know that you respect persistence and ambition, and they seek to impress you by meeting benchmarks and goals in a timely manner.

Similarly, your **preference for objectivity** means that you create an environment where logic and rational thought are prized. Many people are motivated when they are asked to create commonsense solutions, and your focus on analysis and accuracy encourages them to demonstrate critical thinking skills.



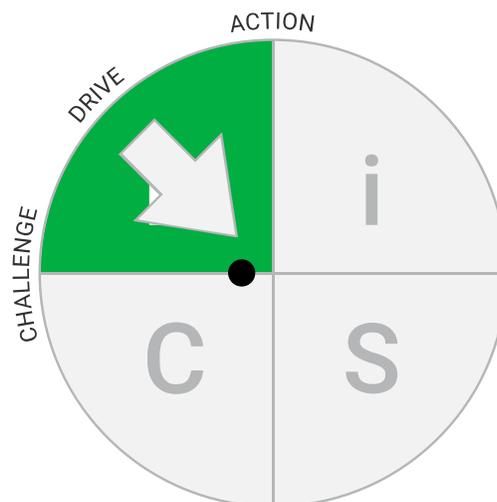
THE ENVIRONMENT YOU CREATE

- When you challenge people, they push themselves harder.
- Because you provide direct feedback, people know they cannot get away with inferior work.
- Your focus on accuracy may help ensure that people catch mistakes quickly.
- Because you are objective, people strive to make rational decisions that are likely to win your approval.
- Your decisiveness can help people feel confident in moving forward.
- Because you emphasize timely results, people feel a sense of urgency.

Motivation and the D Style

WHAT ARE THE MOTIVATIONAL NEEDS OF THE D STYLE?

Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. Like you, they're driven to achieve, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they want to move quickly and make a big impact with innovative or daring ideas, a desire with which you may not identify. In fact, because they're so focused on individual career growth, they will probably feel empowered to meet the challenging expectations you tend to place on them.



What demotivates the D style?

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

How does conflict affect the motivation of the D style?

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

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

- Generate enthusiasm about a project by emphasizing its effect on the bottom line.
- Avoid micromanaging them and provide only necessary guidance.
- Introduce new projects by outlining their big-picture purpose before giving any details.
- Monitor their workload to ensure that they always have a challenging project on their plate.
- Create regular opportunities for them to compete, succeed, and be recognized.
- Give them creative license to experiment with methods.

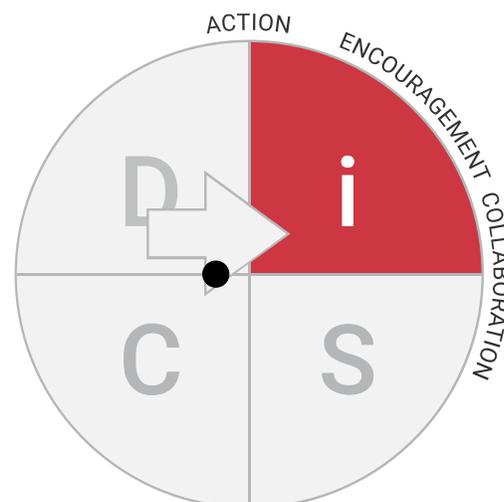
What's the best way for you to recognize and reward the D style?

- Reward them with more autonomy when they exceed your expectations for quality results.
- Give them credit for their innovative ideas that lead to better outcomes and processes.
- Compliment them with direct, results-oriented praise.
- Offer opportunities for advancement when their responsibilities no longer challenge them.

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?

- Refrain from being blunt, and provide encouragement even when delivering tough feedback.
- Be open to their adventurous ideas.
- Let them collaborate with others.
- Limit the predictability and routine of their tasks when possible.
- Avoid dampening their enthusiasm by dismissing their ideas too quickly.
- Give them opportunities to express themselves.

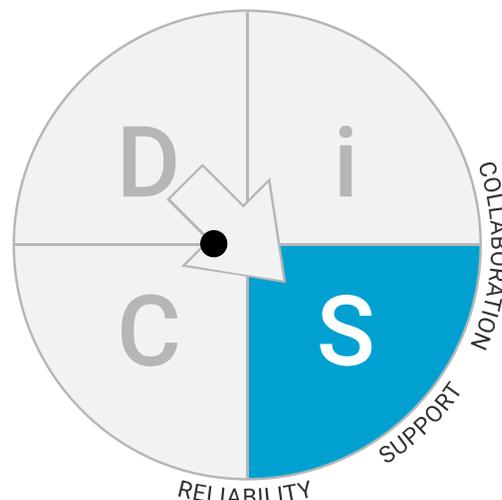
What's the best way for you to recognize and reward the i style?

- Acknowledge that their energy and people skills are invaluable to the team.
- Give them opportunities to shine and reward solid results.
- Convey outward enthusiasm and give public praise when their work meets your high standards.
- Recognize their growth by recommending them for awards and advancement opportunities.

Motivation and the S Style

WHAT ARE THE MOTIVATIONAL NEEDS OF THE S STYLE?

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



What demotivates the S style?

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

How does conflict affect the motivation of the S style?

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

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

- Avoid rushing them for results.
- Let them collaborate with others.
- When communicating, take their feelings into account.
- Provide the resources and sense of security they need to do their best work.
- Give them plenty of warning when changes are coming.
- Ask for their ideas, which they might not share without encouragement.

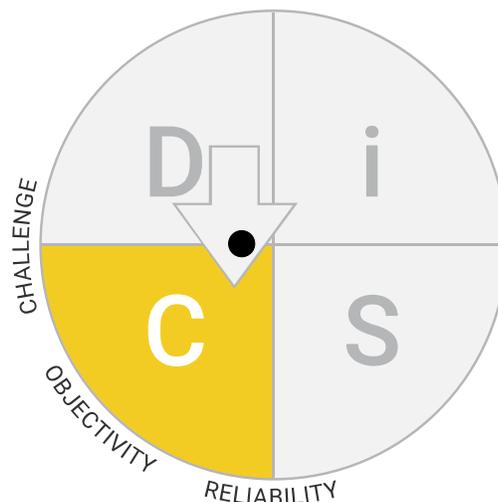
What's the best way for you to recognize and reward the S style?

- Make it a priority to regularly give warm and sincere praise.
- Reassure them often, and don't assume that they know you're pleased with their work.
- Acknowledge how their steadiness and supportiveness contribute to everyone's success.
- Challenge them to consider advancement opportunities when they've clearly mastered their current role.

Motivation and the C Style

WHAT ARE THE MOTIVATIONAL NEEDS OF THE C STYLE?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. They want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution, which isn't one of your top priorities. Because they 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 like you, they often question ideas and challenge assumptions to ensure accuracy.



What demotivates the C style?

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

How does conflict affect the motivation of the C style?

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

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

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

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

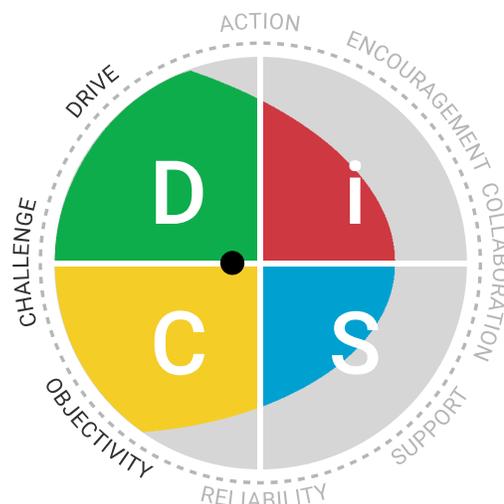
- Compliment them in private and list specific ways they contribute to accurate results.
- Show your respect for their competence by allowing increased autonomy.
- Reward quality work by providing new opportunities to build on their expertise.
- Recognize the vital role that they play because of their strong analytical skills.

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.



Jonathan, you set high expectations for yourself and the people you manage. Because you tend to view employee development as synonymous with achieving goals, you may put pressure on people to think critically and accept new challenges. Most likely, you also rely on your analytical skills when assessing people's abilities. You probably take an objective look at what they do well and what they struggle with, and then match these abilities with the organization's needs. If people suggest ideas for their development, you'll probably ask enough questions to ensure that the ideas are on point. Overall, you may push people to face challenges head-on, believing your demanding approach will help them develop their hidden strengths.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Motivating people to do what they set out to do
- Creating detailed development plans
- Helping people objectively identify their strengths and challenges
- Not settling for mediocre performances or growth
- Giving feedback in a clear, straightforward manner
- Toughening people up for further challenges in their careers

Disadvantages

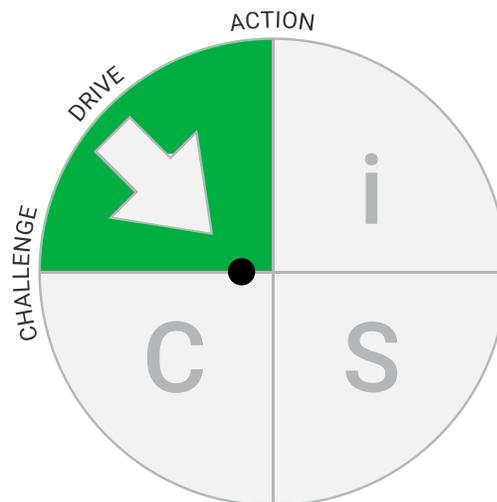
- Overwhelming people with responsibilities
- Focusing more on the organization than other individuals
- Focusing on flaws rather than strengths
- Giving the impression that productivity is more important than personal growth
- Displaying impatience with people when they are still learning
- Failing to take the time to listen empathetically to people's fears, frustrations, and insecurities

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

Like you, people with the D style are driven to succeed, but they may stray from the path from time to time. They may take on too many projects or claim too much authority, so be prepared to restrain them when necessary. You both have a tendency to focus on individual accomplishment, so it may help to review how meeting organizational goals could propel personal success.

- Explain how success for the team could lead to development opportunities for them.
- Encourage their ambition and autonomy but be prepared to redirect their focus.
- Rein them in when they take on more than they can handle.

Action

These individuals thrive on a fast pace and probably make many decisions on the fly. While this could fuel their creativity and provide many benefits, they may fail to consider the long-term consequences for their career. Encourage their forward momentum, but provide some structure and benchmarks to set them up for long-term growth.

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

Challenge

People with the D style often resist structures that feel controlling, and they may question your authority. Like you, they are very autonomous, so they may believe that they know what's best for their own development. When working on development plans with them, acknowledge their independence and find ways to channel their questioning nature toward mutually beneficial solutions.

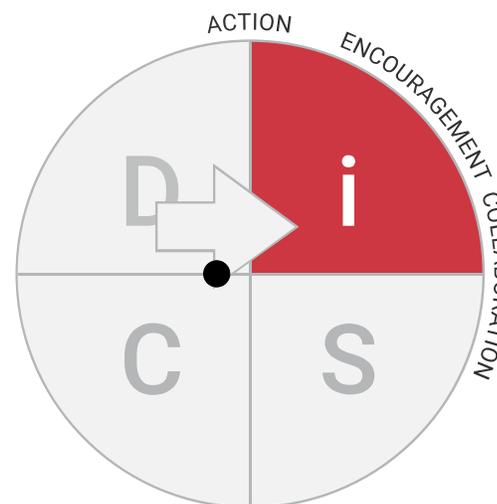
- Let them work independently, but help them see the value of multiple perspectives.
- Be direct about what's working for them and what's not, putting it in terms of results.
- Give them opportunities to exercise authority.

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 want to meet your expectations. Since they favor feedback that is more personal and upbeat than you may be comfortable giving, avoid being too standoffish or logical when discussing their development. If you fail to give positive feedback, or any feedback, they will probably waste energy worrying.

- Convey optimism about their potential for development.
- Strike a balance by delivering objective feedback while maintaining a friendly demeanor.
- Help them challenge themselves by setting higher development goals.

Action

These individuals want to brainstorm and experiment, which may cause conflict since you like to be in control and focus on results. Giving them development opportunities that require a great deal of analysis won't be effective, but work with them to explore the mutual benefits of a more strategic development plan.

- Be sure that they address the facts and look at the details.
- Avoid squelching their creativity and spontaneity.
- Help them select goals that require quick decisions and immediate action.

Collaboration

People with the i style are team players who prefer development opportunities that allow them to collaborate. To meet their development needs, you may need to reassess your assumption that everyone wants as much independence as you do. Give them opportunities to team up, but hold them accountable for their individual goals and development plans.

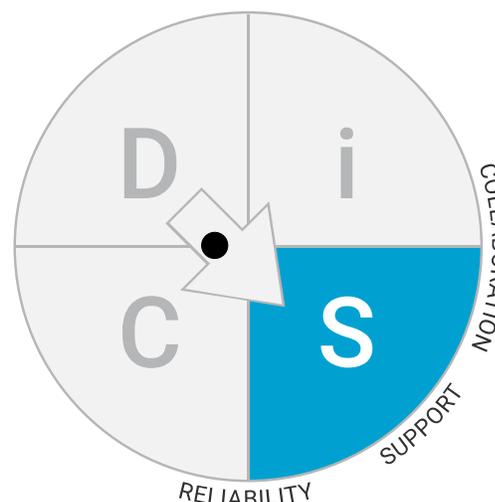
- Encourage them to pursue opportunities that involve working with others.
- Though you prefer to take control, allow them opportunities to lead.
- Remind them that their growth will also depend on independent work.

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

People with the S style seek your approval and validation. You may not project the warmth that they would find reassuring, and this may leave them feeling like they disappoint you. Because you are driven and focused on results, they may be too intimidated to share their development concerns with you.

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

Reliability

These individuals want to be dependable. They're reliable and stable, and they'll do their best to live up to your high expectations if you provide clear direction. When you work with them on development plans, keep in mind that they don't share your drive and ability to change directions quickly.

- Provide them with plenty of information and clear expectations about their development.
- Give them time to warm up to ideas that involve a lot of change.
- Refrain from assuming that they are on board with your most adventurous plans.

Collaboration

People with the S style don't share your competitive spirit, so they are more likely to enjoy team efforts than to pursue individual accomplishments. Therefore, your preference to prioritize personal achievement may not line up with their needs. Respect your differences, but challenge them to focus on their own professional growth.

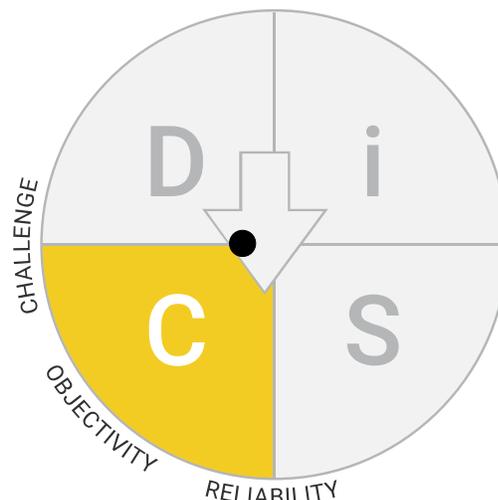
- Remember that they don't value personal accomplishment as much as you do.
- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the skills to work autonomously or as a leader.

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

People with the C style are often more fact-oriented than people-oriented, so they may appreciate your rational approach to development. However, keep in mind that you may be more goal-oriented than they are. Since they want to be experts in their field, they may resist opportunities that are focused more on rapid advancement or public recognition.

- Remember that they may prioritize expertise over achievement.
- Remind them that their development may benefit from setting goals that push them to grow.
- Show them how being more adventurous at times could help their development.

Reliability

These individuals may be afraid of failure or appearing incompetent, which may cause them to avoid taking development risks that could lead to vulnerability. Thus, they may be inflexible about straying from familiar, methodical work patterns, and this may be frustrating to you since you tend to propose tougher, results-focused development plans.

- Put development opportunities into a clear, well-organized framework.
- Be aware that they may have trouble admitting their limitations or acknowledging mistakes.
- Ensure that they see the drawbacks of being overly cautious.

Challenge

People with the C style share your skepticism and may challenge your ideas about their development. Because you may be quite forthright with your suggestions, they may become resistant or passive-aggressive at times. Encourage them to give your ideas a chance, and remind them that your goal is to help them by providing opportunities for growth.

- Back up your ideas with evidence to increase the likelihood of buy-in.
- Ask them to consider the benefits of your ideas instead of rejecting them outright.
- Field their questions, but hold them accountable if they become unreasonable.

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.

Challenging

Jonathan, since you have a DC style, you probably come across as straightforward and willing to tell it like it is. Your manager may appreciate that you will point out any problems that could keep your team from succeeding. On the other hand, some managers may feel that you threaten their authority when you consistently question proposed solutions, and others may see you as too demanding or blunt.

- Your manager may think that you’re more eager to find problems than solutions.
- Some managers are more likely to trust people who are more accepting of new ideas.

Driven

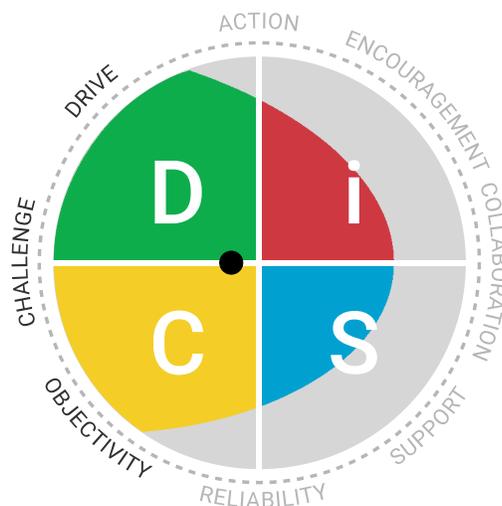
Many managers will appreciate that you set high standards and impressive goals. Because you tend to push people toward concrete results, your manager probably feels confident that you will give people the sense of urgency they need to succeed. On the other hand, you may come across as impatient or inflexible if you insist on your approach at the expense of others’ ideas.

- Your manager may feel that you’re too focused on your own agenda.
- Some managers may view you as overly demanding or impatient.

Objective

Because you tend to be logical and analytical, your manager probably sees you as a competent problem solver. Furthermore, many managers will appreciate your tendency to systematically and objectively consider each solution. However, managers who take a more intuitive approach may see your focus on hard data as short-sighted.

- Your manager may think that you rely too heavily on data.
- Because of your focus on facts, some managers may think you don’t have the social presence that leaders need.



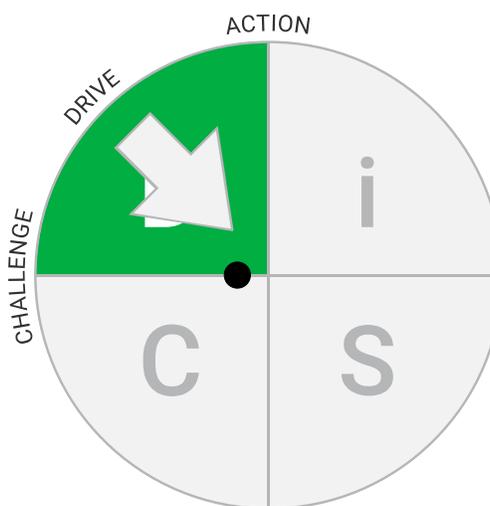
Working with D Style Managers

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Like you, their driven nature means that they will do whatever it takes to reach their goals.
- Unlike you, they prioritize action and want to keep progressing at a rapid pace.
- Like you, they probably challenge themselves and aren't afraid to challenge others.



ADVOCATING AND GETTING BUY-IN

Managers with the D style want to know how your ideas can produce concrete results. By emphasizing the big picture and showing how your proposals will have a direct impact, you may gain their buy-in. And because they respect confidence, your tendency to be straightforward and display your expertise may increase the odds that they will support you. Furthermore, forward progress at a rapid pace is very important to them, so get right to the point and avoid going into too much detail about your plan. In addition, keep in mind their need to feel in control. They are much more likely to accept an idea if you listen to their advice and keep them in the loop. Therefore, show respect for their leadership, and offer them an ownership stake in the solution.

- Project confidence in your ideas.
- Keep the focus of your discussions on the bottom line.
- Ask for their advice and make them part of the solution.

DEALING WITH CONFLICT

Managers with the D style can become competitive in conflict, creating win-lose scenarios without room for compromise. Like you, they may be very direct and occasionally headstrong. As a result, you're both probably willing to defend your position and may view each other as stubborn. For this reason, disagreements between you may become heated, and each of you may think that the other is looking for a fight. Therefore, be sure to resist the urge to escalate the conflict. Find ways to make your points objectively, and avoid trying to overwhelm them with logic. Focus on resolving arguments rather than on winning.

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

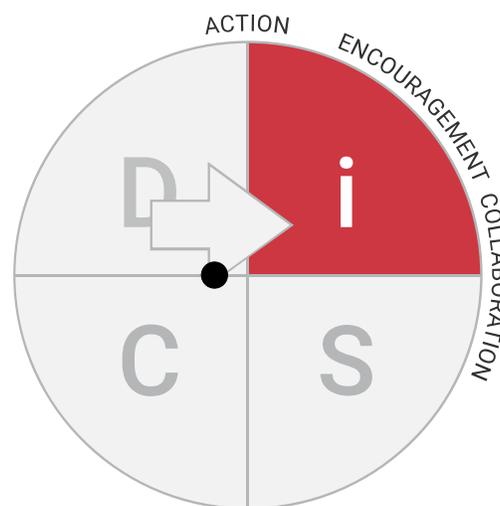
Working with i Style Managers

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Unlike you, they focus on encouragement and celebrating group victories.
- Unlike you, they prefer to work with others and prioritize teamwork.
- Unlike you, they focus on action and move quickly while striving for forward progress.



ADVOCATING AND GETTING BUY-IN

Managers with the i style value cooperation and look for ways to interact. Because they're most interested in how your plans will affect other people, they may not emphasize the bottom line as much as you do. Therefore, avoid focusing only on results. Rather, show them that your solution has the power to invigorate people, and explain how team members can work together to reach your goals. Furthermore, they're interested in fast movement and groundbreaking solutions, so your focus on logic and analysis may leave them feeling uninspired. If you want their buy-in, 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.

- Avoid suggesting that your way is the only possible way.
- Show how your plan will have a positive impact on people.
- Avoid using facts as the only basis for your proposal.

DEALING WITH CONFLICT

Managers with the i style want to maintain friendly relationships. However, self-expression is very important to them, so they may insist on making their feelings clear in a confrontation. Because you tend to address conflict head-on, you and an "i" manager may escalate any disagreement. This may be especially true if you get defensive or try to overpower them with logical arguments. To diffuse the conflict, state your points objectively and don't become stubborn or insistent. Express concern for their feelings and let them know that you want to maintain a good relationship.

- Let them know you respect their feelings.
- Make it clear that your relationship is still strong even after disagreements.
- Focus on resolving the conflict rather than winning the argument.

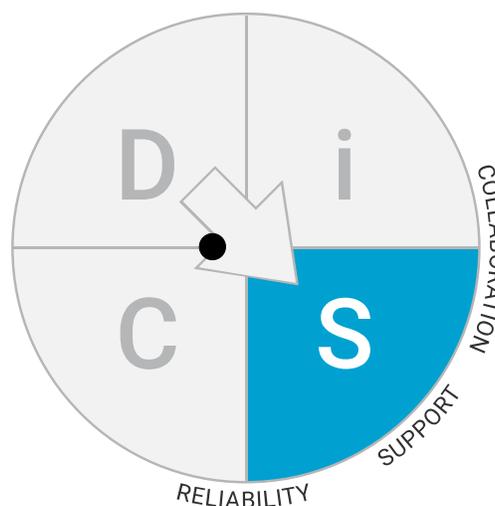
Working with S Style Managers

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Unlike you, they emphasize people's feelings and are more concerned with maintaining relationships than you tend to be.
- Unlike you, they would rather work collaboratively than independently.
- Unlike you, they often dodge change in order to maintain a dependable setting.



ADVOCATING AND GETTING BUY-IN

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. Keep in mind that they value security and stability, and they need to feel positive about an idea before acting. Therefore, present your ideas as clearly and methodically as you can, and be ready with details to prove your plan is solid. Avoid dominating the discussion or forcing them into a quick decision. Furthermore, they're interested in collaboration and team unity. They don't share your drive to challenge the status quo, and they focus less on the bottom line. Therefore, to gain their buy-in, point out how your solution can bring the group together.

- Lay out your plan in a step-by-step manner.
- Give them time to consider the effects of your idea.
- Reassure them by addressing their doubts.

DEALING WITH CONFLICT

Managers with the S style want to avoid conflict whenever possible, which is in contrast to your tendency to confront issues more directly. They may gloss over your differences or even deny that there is a problem. However, refrain from assuming their silence means the matter is resolved. If they harbor resentment, they may avoid placing confidence in you in the future. When working with them, take a more diplomatic approach and work to uncover the true source of the conflict. Acknowledge their feelings, and don't express your opinions in a way that might feel cold or harsh to them.

- Be direct while also diplomatic.
- Avoid forceful tactics that could leave them feeling anxious or resentful.
- Follow up to make sure the issue is resolved.

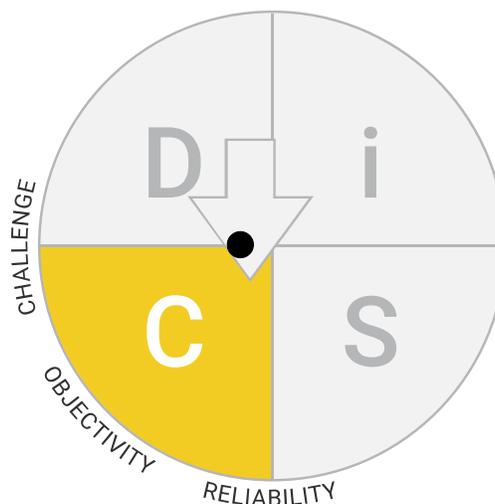
Working with C Style Managers

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Like you, they spend a lot of time on objective analysis to ensure accuracy.
- Unlike you, they tend to move cautiously in order to deliver a reliable outcome.
- Like you, they tend to show skepticism for ideas that aren't backed up by facts.



ADVOCATING AND GETTING BUY-IN

Managers with the C style want to see how your ideas can lead to high-quality solutions. Like you, they ask a lot of questions and look for enough facts and logic to prove that a plan is sound. They're unlikely to respond well to heavy-handed tactics, so don't insist that your idea is the only correct answer. Instead, show that you respect their expertise and competence by seeking their input. Furthermore, they're more interested in reliability than speed, so you may need to show them that you've thought through all of the consequences of your plan. They don't like surprises or unnecessary risks. 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.

- Prove that your idea is worthwhile rather than pushing them to accept your solution.
- Provide enough facts and data to make them comfortable.
- Make their ideas and expertise part of the solution.

DEALING WITH CONFLICT

Managers with the C style often try to overpower opposing viewpoints with logic. If emotions begin to run high, however, they may dig in their heels and stubbornly refuse to discuss the matter further. On the other hand, you tend to be quite blunt in a confrontation, and you may fail to listen to other people's opinions. As a result, you may engage in a power struggle over who is right. Therefore, tone down your aggressive approach so they don't withdraw from the situation. Avoid pushing forcefully for your solution or the conflict may drag on. Rather, state your position objectively and give them time to present their side.

- Stay away from forceful tactics that will leave them feeling defensive.
- Support your position with logic and facts.
- Listen respectfully to their side before asserting your own opinion.

Overview of DiSC®

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

