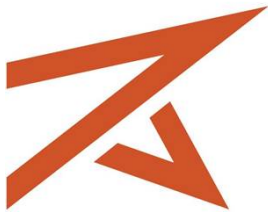# Management Profile

Michel Fortin

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Introduction

WELCOME TO EVERYTHING DiSC®

Michel, 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 challenging assumptions and ensuring accurate outcomes.

Or, maybe you're more comfortable working with those who take an efficient approach than those who always seem to want everyone involved in decisions.

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

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.**
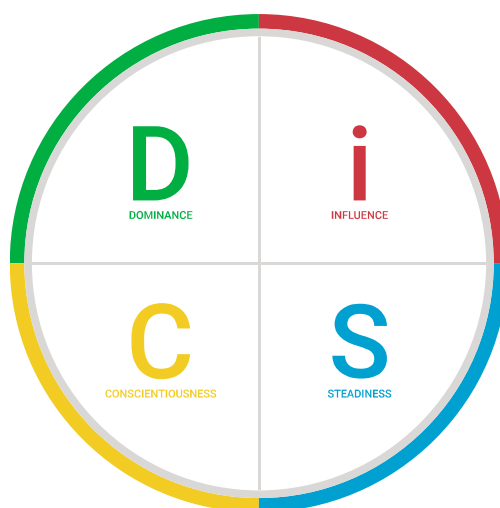
OVERVIEW OF THE DiSC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic

influence

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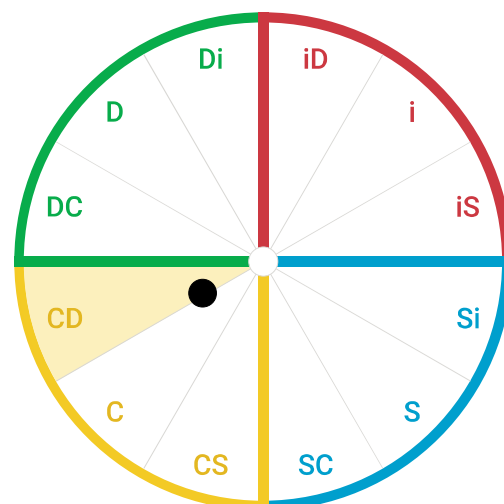- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

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

EVERYTHING DiSC
MANAGEMENT

Your DiSC® Overview

YOUR DOT

This report is personalized to you, Michel. 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: CD

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 D region, you have a CD 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 CD region, the characteristics of the CD 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 CD 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.

EVERYTHING **DiSC** MANAGEMENT®

Your CD Style

YOUR DOT TELLS A STORY

Because you have a CD style, Michel, you probably take an efficient, no-nonsense approach to management. You're likely to have high expectations for yourself and others. Since you value expertise, people who consistently demonstrate competence are most likely to gain your respect. And because you want to reach superior results efficiently, you work to balance speed and quality.

In your desire to control outcomes, you may sometimes struggle to share responsibility, and it can be difficult for you to depend too heavily on others. You probably avoid disorganized people and nonessential meetings. At times, you may be tempted to just take charge of projects and finish them your own way.

Like others with the CD style, you often avoid showing emotion, especially in social situations. In fact, you may come across as difficult to read when you first meet someone. Perhaps you're simply sizing up the situation, but your reserve may seem unfriendly to people who are more outgoing.

In terms of time management, you like to maintain an efficient schedule, and you may become frustrated by deadlines that don't allow you to produce top work. In fact, you probably become irritated with people who waste time or do things at the last minute.
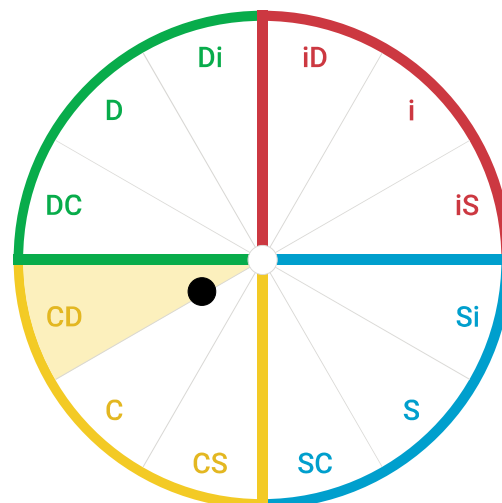
Most likely, you analyze problems before reaching a decision. And, you're probably not afraid to be straightforward or even blunt with your opinions because you're unwilling to compromise what you see as the truth. When things don't go as you think they should, you may struggle to contain your disapproval. Furthermore, you tend to project confidence in your ideas, and you may become frustrated when others seem less decisive.

You generally 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 because you tend to be skeptical, you may foresee problems that others miss. But this focus on problems may cause you to come across as dissatisfied. Others 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 CD style, you probably don't enjoy conflict, but you're unlikely to let it stop you from doing what you think is right. You may have a bit of a stubborn streak, and if someone challenges you, you may dig in your heels even further. When situations escalate, you sometimes overlook social niceties or let your tone or body language express your disapproval.

Although you pride yourself on the quality of your work, you usually avoid public recognition. If you receive praise that seems overly emotional, you may question its validity. And assuming that others share this preference, it may not occur to you that the people you manage may want more open praise or compliments from you.

Michel, like others with the CD style, your most valuable contributions as a manager may include your problem-solving skills, your high standards, and your determination. In fact, these are probably some of the qualities that others admire most about you.

EVERYTHING DiSC
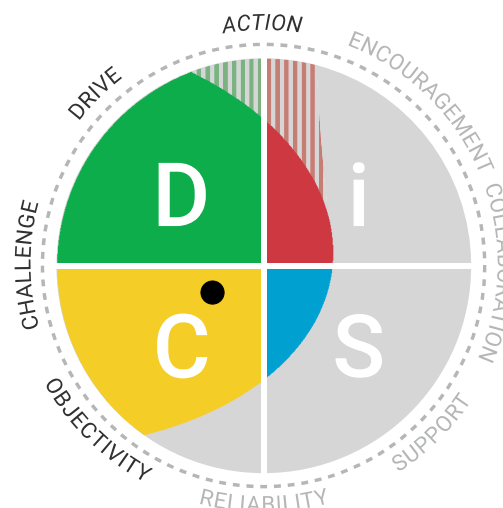MANAGEMENT

Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Michel, 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**, **Objectivity**, and **Drive**.

Your shading stretches to include **Action**, which isn't characteristic of your style.

WHAT PRIORITIES SHAPE YOUR MANAGEMENT EXPERIENCE?

Offering Challenge
Michel, like other managers with the CD style, you may point out flaws that others have missed or openly question people's opinions if you're unconvinced. Because you tend to be skeptical, you may show irritation with methods that lack common sense, and you probably expect others to take a similarly critical approach. Most likely, you aren't afraid to challenge processes or plans in order to ensure efficient outcomes.

Ensuring Objectivity
You typically provide a solid basis of reason and evidence for your decisions. Because you want to ensure quality results, you focus on analyzing options and strive to separate emotions from facts. Most likely, you won't settle for sloppy, subpar work, and you may expect people to adhere to your high standards. Overall, you focus on providing objectivity to ensure outcomes that are both fair and accurate.

Displaying Drive
Managers with the CD style tend to be goal-oriented and focused on the bottom line, so you may encourage team members to share this focus on accomplishment. You're interested in getting things done, and your persistence is usually very clear to the people you manage. In fact, you may become openly frustrated if progress is stalled. You prioritize getting results and the drive it takes to cross the finish line.

Taking Action
Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for someone with the CD style. You probably prefer to take command of situations and hit the ground running. Once you've chosen a course of action, you tend to keep moving forward while pushing your team members to keep up with your rapid pace.
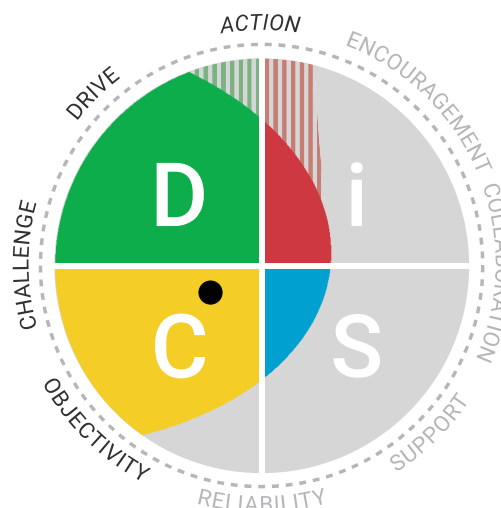
EVERYTHING **DiSC**
MANAGEMENT

Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the CD style, you may enjoy that managing allows you to ensure high-quality results and logical solutions. In addition, as you take charge of situations, you may appreciate that you're able to provide a reasoned, balanced perspective. Furthermore, you may also appreciate creating a fast-paced environment where progress happens quickly, and this is less typical of the CD style.

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

- Catching errors or flaws in design
- Providing analysis
- Setting high standards
- Working toward a challenging goal
- Improving upon others' ideas
- Solving problems
- Achieving results
- Keeping things moving
- Initiating change

WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you tend to focus on logical objectives and concrete results, you may find it frustrating to manage people who don't meet your standards of competency. Similarly, it's also probably stressful when you don't feel you have the expertise to deliver expected results or others seem to be questioning the quality of your work. At the same time, unlike others with the CD style, you may become frustrated if people fail to move as quickly as you'd like.

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

- Dealing with people who don't meet your standards
- Being wrong
- Managing inefficient procedures
- Dealing with challenges to your authority
- Managing conflict
- Adjusting your goals to meet the needs of others
- Managing overly emotional or illogical people
- Having to moderate your pace
- Being forced to give up on bold ideas

EVERYTHING **DiSC**
MANAGEMENT

Directing and Delegating
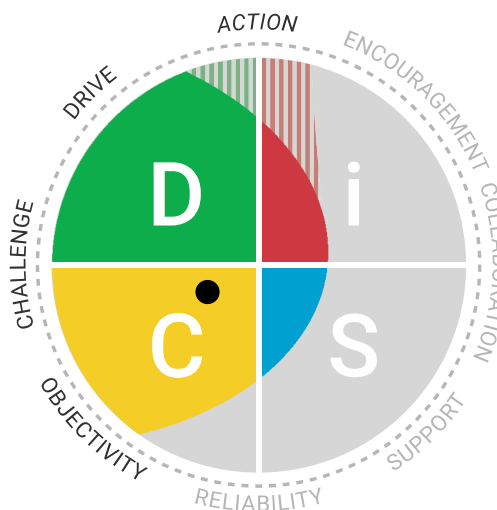
YOUR DIRECTING AND DELEGATING STYLE

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.

Michel, you tend to **challenge people to meet your high standards**. At times, you may be skeptical of whether they can complete assignments to your satisfaction, prompting you to remind them of their responsibilities. Those who underperform are likely to receive matter-of-fact feedback from you.

You also **prioritize objectivity** and probably take a somewhat formal approach to directing people. Most likely, you lay out your expectations in a logical manner and then monitor progress closely to ensure accurate outcomes.

Because you have a **strong drive for results**, you tend to push your team members to produce quality solutions. For this reason, you usually delegate responsibilities based on the person's competency and how he or she could contribute to the bottom line.

Furthermore, you have a **preference for action**, which isn't typical for someone with the CD style. You want to get going quickly and usually direct people by instilling a sense of urgency.

HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Setting high standards
- Evaluating people based on their competency
- Emphasizing the importance of accuracy in ensuring quality outcomes
- Ensuring that people understand the need for results
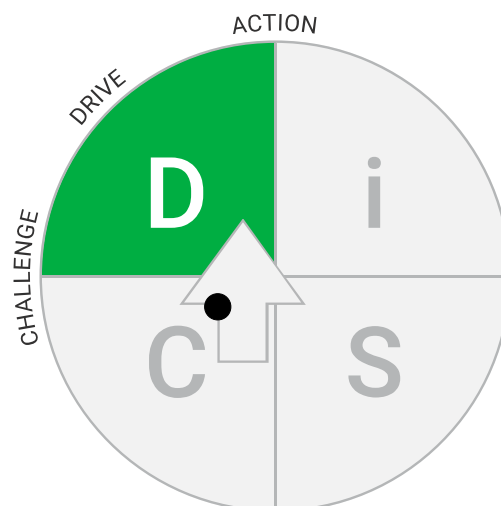- Explaining your ideas in logical terms
- Getting people moving

Challenges

- Highlighting the importance of routine tasks
- Creating a reliable setting
- Offering ongoing encouragement
- Sharing positive emotion, which could boost morale
- Giving more structure to the people who need it
- Delegating rather than doing everything yourself

EVERYTHING **DiSC**
MANAGEMENT

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. In fact, they 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, preferring instead to simply 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, so they may challenge your authority if they disagree with your opinions. As a result, you may get into power struggles with them, and they may want to make important decisions without consulting you. These individuals may assume they know how to do things better than anyone else and take shortcuts that you disagree with. This can lead to tension or conflict, as neither of you is likely to back down quickly.

HOW TO BE EFFECTIVE WITH THE D STYLE

People with the D style are fast-paced, and unlike others with the CD style, you also prioritize action. Like you, they want to make quick progress while working on exciting projects. However, they may grow restless if your tendency to do a thorough analysis impedes innovation. Therefore, give them some autonomy and allow them to undertake more adventurous tasks. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. If they are inexperienced, remember that they may try to make decisions that exceed their qualifications.

If they're less experienced

- Don't confuse confidence with competence.
- 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.
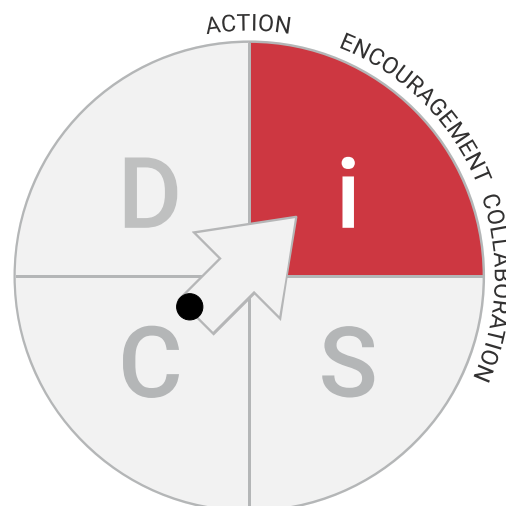
If they're more experienced

- Make sure you see eye to eye on the goal of the assignment.
- Provide a broad overview rather than detailed tasks.
- 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.

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'll often focus on the positive possibilities of a task rather than the potential downside, which is contrary to your natural sense of skepticism. Furthermore, because these individuals tend to rely on open expression and enthusiasm, they may desire more recognition than you are naturally inclined to give. These individuals place less of a priority on logic and bottom-line results 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 at face value than you are. Because they prefer to collaborate with others, they may not understand your preference to work independently. In fact, they may become distressed if their assignments require working alone.

HOW TO BE EFFECTIVE WITH THE i STYLE

These individuals are action-oriented and spontaneous, and unlike others with the CD style, you share their tendency to move at a fast 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. As a result, your ability to keep track of the specifics may provide the structure they need to perform. 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 meet deadlines.

If they're less experienced

- Let them collaborate when possible.
- Hold them accountable for missed deadlines or skipped steps.
- Help them prioritize.
- Ensure that they follow through on their tasks.
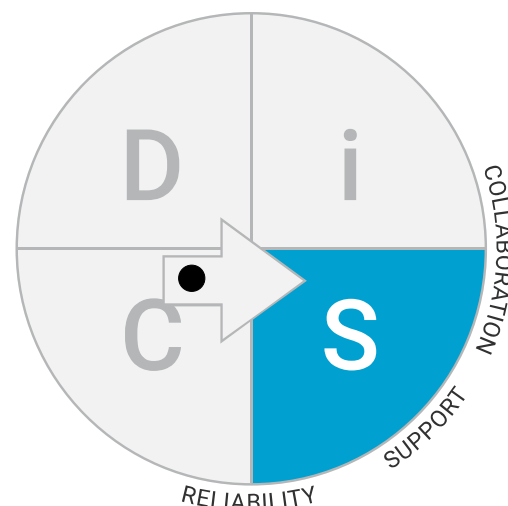- Check their understanding since their enthusiasm might hide a lack of clarity.

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?

People with the S style are accommodating and flexible. Because they're usually less skeptical of ideas and people than you are, they may seem relatively easy to direct. Still, they probably need more support and interaction than you naturally provide. And because they may be hesitant to speak up or assert themselves, your objective approach may intimidate and prevent them from asking questions or offering suggestions. As a result, it may be difficult for you to identify when they're ready for new challenges.

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're cautious when approaching projects and want to know what is expected of them so they can minimize ambiguity or major surprises. However, because they may not share your drive for individual achievement, you may grow impatient with them. At the same time, your willingness to challenge established ideas may strike them as critical or argumentative.

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 while providing step-by-step guidance. If they have more experience, give them as much responsibility as you can, but make it clear that you are available for clarification or 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.
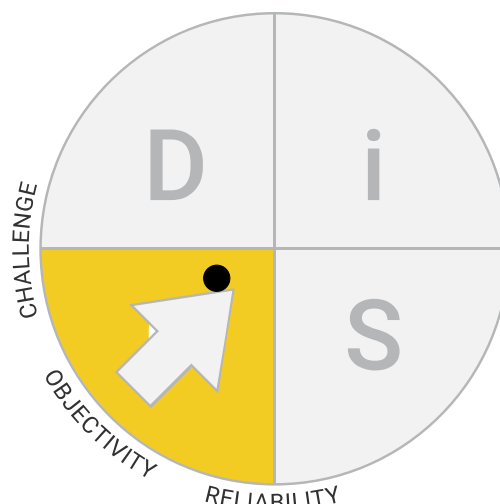- Avoid overriding their decisions whenever possible.

If they're more experienced

- Ask for their input rather than just telling them what to do.
- Give them additional responsibilities when they seem ready for more challenges.
- Urge them to take initiative.
- Ask them directly what kind of support they need.
- Encourage them to help structure the overall plan.

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 clear objectives and fact-based ideas. They like to analyze their options carefully, and because of their focus on accuracy, they prefer to work systematically toward their goals. They're less interested in the social and emotional aspects of the job, which you can probably relate to. Furthermore, these individuals are comfortable working alone, requiring minimal face time. They prefer to be given a task and allowed the time and space to complete it.

POTENTIAL PROBLEMS WHEN WORKING TOGETHER

These individuals want to produce dependable outcomes, so they tend to thoroughly consider all the consequences before choosing a plan. Although you share their desire to analyze options logically, you're probably also concerned about reaching decisions efficiently. As a result, you may show some impatience when they spend too much time weighing the consequences and second-guessing plans. In turn, they may become frustrated if you pressure them to rush their efforts.

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 do want to know that their expertise and competence are valued. If they feel you are criticizing their performance, they may withdraw or become passive-aggressive. Be sure they don't spend too much time perfecting their work, and if they have more experience, let them know that their suggestions are heard and respected.

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

- Check in with them enough to ensure clarity and forward progress.
- 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.

EVERYTHING **DiSC** MANAGEMENT

Motivation

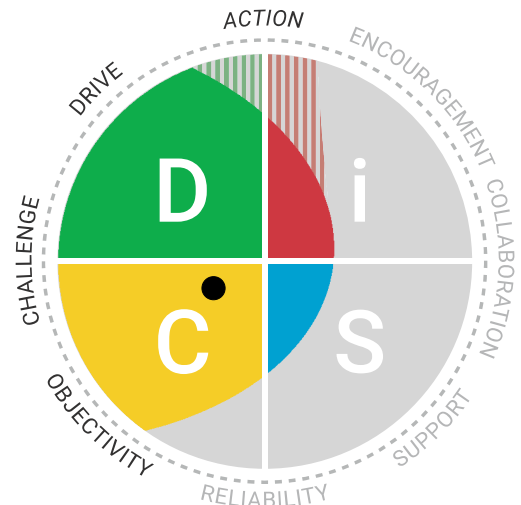## MOTIVATION AND THE ENVIRONMENT YOU CREATE

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.

Michel, you constantly **challenge your organization to become more efficient** by identifying redundancies and poor use of resources. In this climate, people 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.

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.

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.

Furthermore, unlike others with the CD style, you have an extra priority that may influence motivation and the environment you create. Your **preference for action** may be contagious, energizing and empowering the people you manage.

THE ENVIRONMENT YOU CREATE

- When you challenge people, they push themselves harder.
- Because you are objective, people strive to make rational decisions that are likely to win your approval.
- Your focus on accuracy may help ensure that people catch mistakes quickly.
- When you set clear goals, people understand what is expected of them.
- Your systematic approach helps provide a structured workplace with commonsense policies.
- Because you emphasize action, people feel a sense of urgency.

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. Like you, they're driven to achieve, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. In fact, because they're so focused on individual career growth, they will probably feel empowered to meet the challenging expectations you tend to place on them.

What demotivates the D style?

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

How does conflict affect the motivation of the D style?

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

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

- Avoid stepping in or overruling their decisions unless absolutely necessary.
- Provide basic parameters, leaving room for some creative freedom.
- Fuel their competitiveness by turning routine projects into competitions.
- Provide opportunities for them to gain the respect of others in the organization.
- Introduce new projects by outlining their big-picture purpose before giving any details.
- Allow them to use new methods whenever possible, rather than insisting on the status quo.

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.
- Praise them with direct compliments that describe the impact of their performance.
- Acknowledge their ideas and give them credit for their work that positively affects the bottom line.
- Recommend them for advancement once they've proven they are ready for more challenges.

EVERYTHING **DiSC**
MANAGEMENT

Motivation and the i Style

WHAT ARE THE MOTIVATIONAL NEEDS OF THE i STYLE?

Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. Unlike you, they're eager to collaborate, so they may put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly and indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging environment, probably more so than you.

What demotivates the i style?

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

How does conflict affect the motivation of the i style?

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

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

- Refrain from being blunt when delivering negative feedback.
- Be open to their adventurous ideas.
- 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 be in the limelight.

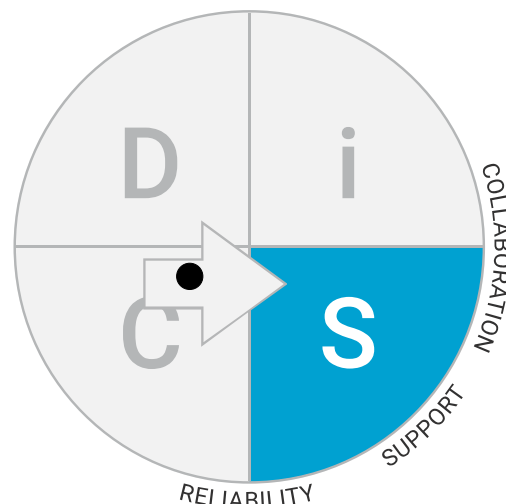**What's the best way for you to recognize and reward the i style?**

- Show enthusiasm for work that meets your high standards by praising them publicly.
- Let them know when others compliment their work.
- Acknowledge how their social and energetic approach complements your more systematic style.
- Recognize strong performance by providing opportunities to network and build relationships.

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. 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?

- Find opportunities for them to 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.
- Give them the structure and security 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?

- Provide regular reassurance that they're meeting your high standards, even if it seems obvious to you.
- Give warm and sincere praise in a one-on-one setting.
- Acknowledge how their steadiness and supportiveness contribute to everyone's success.
- Propose advancement opportunities when they consistently exceed your expectations in their current role.

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. 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?

- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Listen to their questions about projects or tasks, but keep them moving forward.
- Provide opportunities for independent work, but make sure they collaborate when needed.
- Give them time to make decisions, but make sure they don't get bogged down.
- Give them challenging projects they can sink their teeth into.

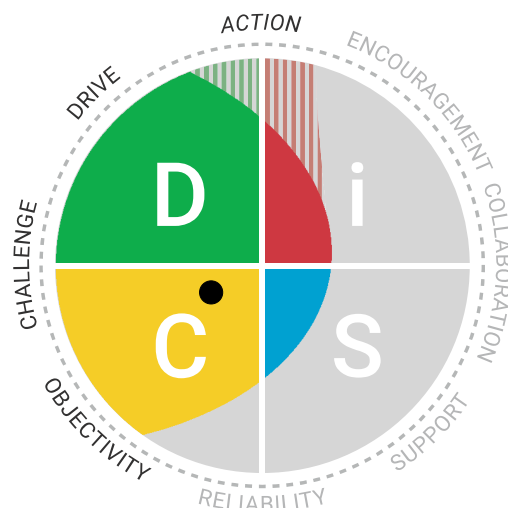**What's the best way for you to recognize and reward the C style?**

- Praise them in a one-on-one setting and cite objective examples of excellence.
- Point out specific ways in which they contribute to high-quality results.
- Show your respect for their competence by allowing increased autonomy.
- Reward quality work by providing new opportunities to build on their expertise.

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.

Michel, when managing people, you hold them to the same high-quality standards that you expect of yourself. Most likely, you view employee development as a welcome challenge that, when done successfully, will yield the best qualities and skills your team has to offer. By taking an objective look at what people do well and what they struggle with, you're able to match people's abilities with the organization's needs. And because you believe development is synonymous with achieving goals, you may push people to think critically and sharpen their skills. Overall, your demanding, practical approach may help the people you manage harness their hidden strengths.

Furthermore, unlike others with the CD style, you also have an extra priority that might influence your approach to developing others. Your action-oriented nature may motivate people to pursue their goals with energy and immediacy.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Creating detailed development plans
- Providing people a realistic appraisal of their skills
- Helping people objectively identify their strengths and challenges
- Pushing others to hone their skills
- Giving feedback in a clear, straightforward manner
- Pushing people to move quickly in their development
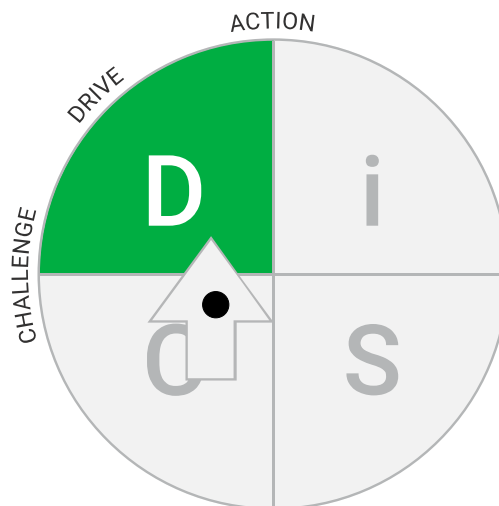
Disadvantages

- Appearing to focus more on the organization than other individuals
- Dismissing people's interests
- Focusing on flaws rather than strengths
- Causing people to worry that you are dissatisfied with their work
- Coming across as more concerned with the organization than with individuals
- Pushing people at a pace that is too fast for them

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

Like you, people with the D style are driven to succeed, but you may need to reassess their course from time to time. They are inclined to strive for personal goals, sometimes at the expense of the organization's needs. Be prepared to rein them in when they have too much on their plate to be effective.

- 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.
- Enable them to create new opportunities and competitive challenges for themselves.

Action

Like you, these individuals like to make things happen quickly, which is more typical of the D style than the CD style. When making decisions, they tend to skip the analysis that you rely on. Reassure them that you also seek forward momentum, but temper it with a thoughtful and well-paced development plan.

- 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 seek autonomy and control, as you probably do. When they choose an idea, it may be difficult to convince them otherwise, and this could lead to power struggles when you work with them on development plans. If you can maintain your authority while respecting their independence, they may listen to your logic.
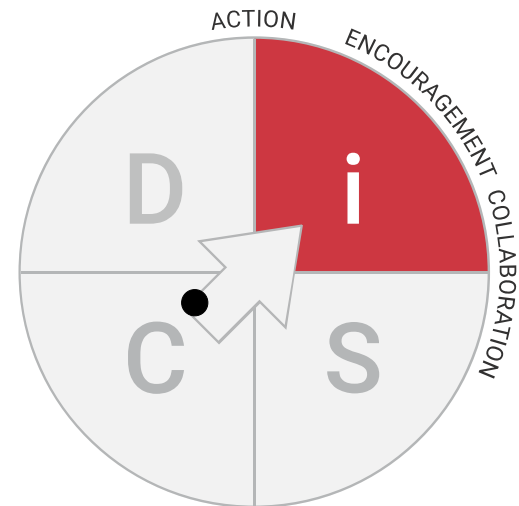
- Let them work independently, but help them see the value of multiple perspectives.
- Be direct about what's working for them and what's not, putting it in terms of results.
- Give them opportunities to exercise authority.

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 enjoy the limelight, while you prefer to work under the radar. They respond well to feedback that is positive and personal, and this may be out of your comfort zone. At the very least, be mindful not to be too cold with them, and try to offset your questions with some affirmations.

- Strike a balance by delivering fact-based feedback while maintaining a friendly demeanor.
- Try to be warm when discussing development opportunities with them.
- Show optimism about their potential.

Action

While it's more typical for the i style than the CD style, you're both interested in fast-paced innovation. Still, you tend to be more methodical than they are, and they may push for bold ideas when you think more facts are needed. Join them in brainstorming big ideas, but help them see the value in creating a careful development plan.

- Help them address the facts and look at the details.
- Give them projects that require quick decisions and immediate action.
- Encourage their spontaneity when appropriate.

Collaboration

People with the i style seek development opportunities that allow them to team up with others whereas you focus on tasks and individual projects. Your approach may not meet the developmental needs of these individuals, who probably don't crave as much autonomy as you do.
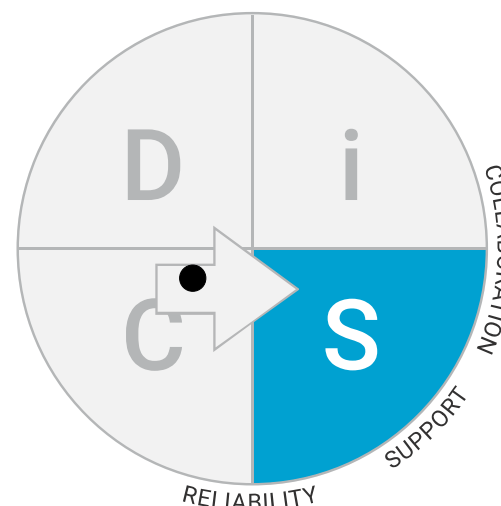
- Encourage them to pursue opportunities that involve working with others.
- Remind them that their growth will also depend on independent work.
- Allow them to lead small groups.

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 want reassuring feedback that lets them know they are on the right track. However, you may be uncomfortable with providing emotional support, which may seem unprofessional or weak to you. Because you are driven and may seem to lack emotion, they may worry that you're unhappy with their progress.

- Avoid equating the developmental process to only results, productivity, or success.
- Ask directly but gently for their thoughts about their interests and skills.
- Show patience and understanding for their fears and concerns.

Reliability

These individuals are stable and reliable, and they may be leery of bold ideas or change. They will do their best to meet your high expectations as long as you make them clear. You may need to challenge them to step out of their comfort zone occasionally to tackle new responsibilities that could advance their careers.

- Help them look beyond the risk in a bold development plans to see the opportunities.
- Give them time to warm up to ideas that involve a lot of change.
- Provide them with plenty of information and clear expectations about their development.

Collaboration

People with the S style love to work with others, whereas you tend to focus more on individual achievement and competition. You may come across as more concerned with their work than with them as a person. With your different priorities, the two of you may struggle to see eye-to-eye on their professional development.
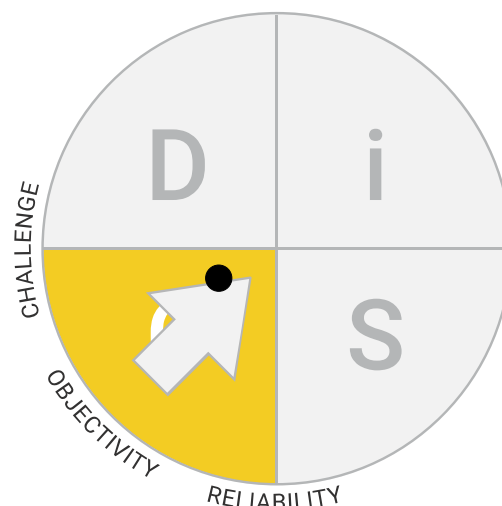
- Remember that they don't value individual accomplishment as much as you do.
- Encourage them to pursue collaborative opportunities while furthering their own development.
- Build on their ability to get along with diverse groups of people.

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 find facts and figures compelling, and they may get so caught up in this objective way of thinking that they become inattentive to more social aspects of work. Furthermore, because they are so autonomous, you may not prioritize discussing their development, which could hurt them in the long run.

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

Reliability

These individuals may attempt to control the quality of their work by sticking with comfortable responsibilities that require attention to detail. They may be inflexible about taking on potentially risky opportunities, and this may conflict with your more goal-oriented approach to their development.

- Avoid getting stuck in a rut of safe or traditional development plans.
- Be aware that they may have trouble admitting their limitations or acknowledging mistakes.
- Ensure they see the drawbacks of being overly cautious.

Challenge

People with the C style share your skepticism, and this may cause them to overanalyze ideas that you propose for their development. They may ask a lot of questions, or even meet your suggestions with passive-aggressive behavior, but don't let this prevent you from pushing them to set development goals.

- Demonstrate the rationale behind your suggestions for their development.
- Field their questions, but hold them accountable if they become unreasonable.
- Help them move beyond resistance toward constructive development plans.

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.

Challenging

Michel, since you have a CD style, you probably come across as systematic and determined. Because you're unlikely to accept ideas without asking a lot of questions, your manager probably feels confident that you'll uncover any problems that could compromise the end result. However, some managers may think you come across as stubborn or argumentative, while others may believe that you're too questioning.

- Your manager may see you as overly critical.
- Some managers are more likely to trust people who are more accepting of new ideas.

Objective

Many managers may appreciate that you tend to think logically and avoid letting your emotions get in the way of rational conclusions. They may also like that you're willing to analyze all the options and calculate risks to get the highest quality outcome. On the other hand, some managers may see your consistent focus on the facts 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.

Driven

Because you're so determined, your manager probably appreciates that you can be counted on to deliver quality results that affect the bottom line. In addition, you're usually willing to take charge when needed, and your manager may see you as someone who will keep things on track. 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 see you as overly insistent or demanding when you're pushing toward your goals.
- Some managers may believe that you're too focused on your own agenda.

Active

Unlike others with the CD style, you tend to be active, and many managers may appreciate that you take the initiative to make things happen quickly. However, some managers may worry that your rapid pace could lead to unstable outcomes.

- Your manager may think your propensity for action could cause you to skip over important steps.
- Some managers may have trouble keeping up with your quick pace.

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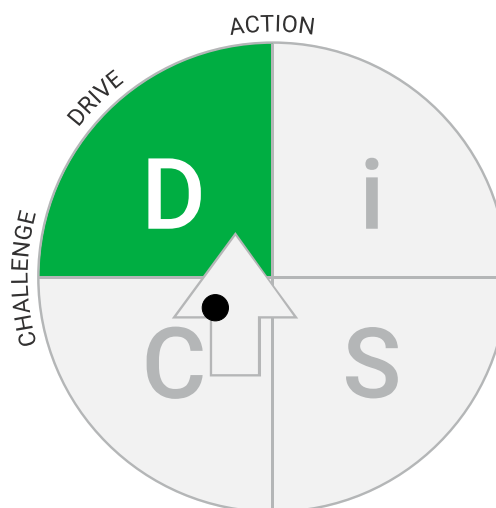
- Like you, their driven nature means that they will do whatever it takes to reach their goals.
- Like you, they prioritize action and want to keep progressing at a rapid pace.
- Like you, they probably challenge themselves and aren't afraid to challenge others.

ADVOCATING AND GETTING BUY-IN

Managers with the D style want to know how your ideas can bring about concrete results. By emphasizing the big picture and showing how your proposals will have a direct impact, you may be able to gain their buy-in. And because they respect confidence, your tendency to be straightforward and back up your opinions with facts may increase the odds that they will support you. Furthermore, while it may come more naturally to you than to others with the CD style, you share the D manager's emphasis on forward progress at a rapid pace. Therefore, show them how your ideas can help them reach their goals quickly and avoid excessive analysis. In addition, keep in mind that they're likely to dismiss an idea if you've ignored their advice. They want to feel in control, so show respect for their leadership and offer them an ownership stake in the solution.

- Avoid getting bogged down in analysis.
- Project confidence in the concrete results they can expect from your plan.
- 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 may view one another as stubborn, and you both may argue to defend your position. For this reason, when disagreements arise, each of you may think that the other is looking for a fight. Therefore, resist the urge to escalate the conflict, and avoid trying to overwhelm them with logic. Make your points in an objective, matter-of-fact way, and focus on resolving arguments rather than on winning.

- Communicate your points objectively but not stubbornly.
- Make your primary goal to resolve the conflict.
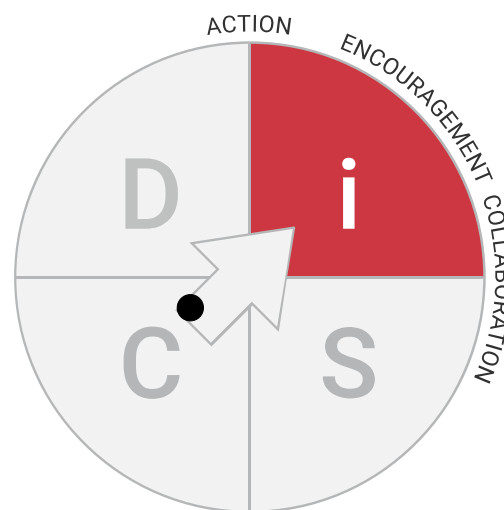- Stick to the facts and avoid hot buttons.

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.
- Like you, they focus on action and move quickly while striving for forward progress.

ADVOCATING AND GETTING BUY-IN

Managers with the i style look for cooperation and want to know how your plans will affect other people. As a result, they may not find your more challenging, skeptical nature conducive to the collaboration they seek. If you want their buy-in, show them that your solution has the power to invigorate people, and explain how team members can work together to reach your goals. Furthermore, while it may come more naturally to you than to others with the CD style, you share the i manager's interest in fast movement, so communicate your desire for things to happen quickly. However, be aware that your focus on logic and the bottom line may fail to capture their attention. Focus on the positive aspects of your plan, and try to sell your idea rather than rationalize it based on the facts.

- Focus on your idea's potential for excitement and energy.
- Show them how your plans will have a positive impact on people.
- Be flexible when presenting your ideas.

DEALING WITH CONFLICT

Managers with the i style want to maintain friendly relationships. However, self-expression is very important to them, so may insist on making their feelings clear in a confrontation. This may be difficult for you since you tend to withdraw from emotional displays. In addition, you may become defensive if pushed, causing them to view you as unyielding or stubborn. Be careful that your directness doesn't come across as a personal attack, and be aware that they may have trouble letting go of issues. Express concern for their feelings, and let them know that you want to maintain a good relationship.

- Show that you understand their feelings.
- Don't rely solely on logic to resolve the situation.
- Make it clear that your relationship is still strong even after disagreements.
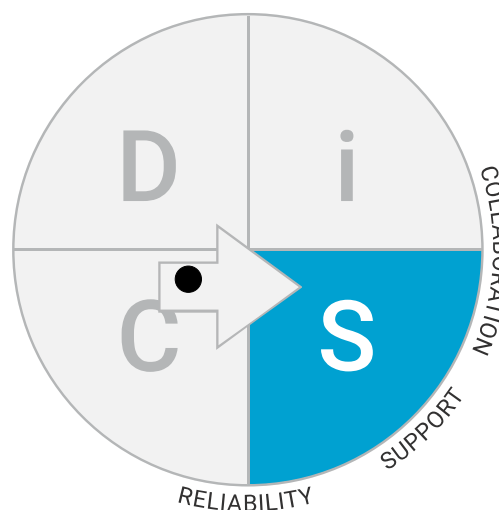
EVERYTHING **DiSC**
MANAGEMENT

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.

- 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, so they need to feel positive about an idea before taking risks. Therefore, present your ideas clearly and methodically to demonstrate the dependability of your solution. Furthermore, they're interested in collaboration and team unity, and they probably don't share your focus on the bottom line. Rather, they look for cooperation and harmony. To gain their buy-in, avoid dwelling on facts and data, and refrain from emphasizing results at the expense of people. Instead, point out how aspects of your solution can bring the group together.

- Walk them through your plan step-by-step.
- Give them time to consider the implications of any changes you are proposing.
- Make sure to emphasize reliability.

DEALING WITH CONFLICT

Managers with the S style dislike confrontations, and they may tiptoe around conflict to maintain harmony. If you come across as blunt or defensive, they may withdraw from the argument. However, don't assume their silence means the matter is resolved. If you allow them to bury their feelings, resentment may build and they may not view you as a trustworthy ally in the future. Address issues directly, but remember that feedback delivered in an objective, detached way can seem hurtful to them. Because a logical, analytical approach may be ineffective, show empathy and acknowledge their feelings.

- Address the situation directly but diplomatically.
- Avoid dismissing the conflict unless you're sure it's resolved.
- Don't try to overpower them with logical arguments.
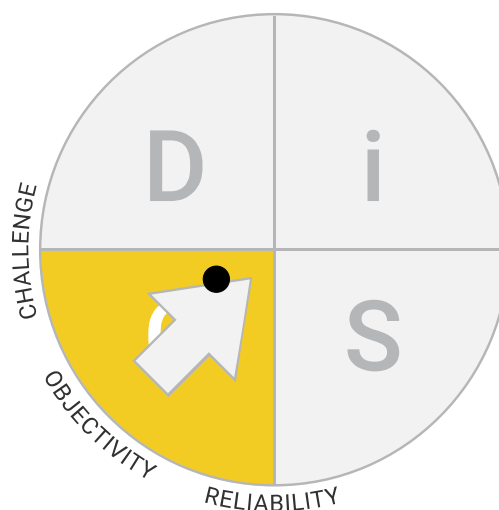
EVERYTHING DiSC MANAGEMENT

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.
- 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 want to catch flaws before complications can arise, so they're likely to be somewhat skeptical. Be prepared to defend your plan, but avoid insisting that your idea is the only correct answer. Instead, ask them to help formulate your solution, and acknowledge their expertise and competence. Also, be willing to adapt your plan if their questions reveal problems. 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. 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.

- Be ready to provide all the information they need to reach a decision.
- Show them that you respect their expertise by seeking their advice.
- Rely on facts and data for support.

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 withdraw or become passive-aggressive. You also tend to avoid emotional confrontations, but you're more likely to be blunt or straightforward. As a result, you may engage in power struggles over who has the most rational argument. Keep in mind that they dislike being proven wrong, so poking holes in their reasoning can make them defensive or angry. State your position objectively and give them time to present their side.

- Stay away from forceful tactics that are likely to antagonize them.
- Support your position with logic and facts.
- Focus on resolving the conflict rather than winning the argument.

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

D **i**
C **S**

Accepting
People-focused
Empathizing
Receptive
Agreeable

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