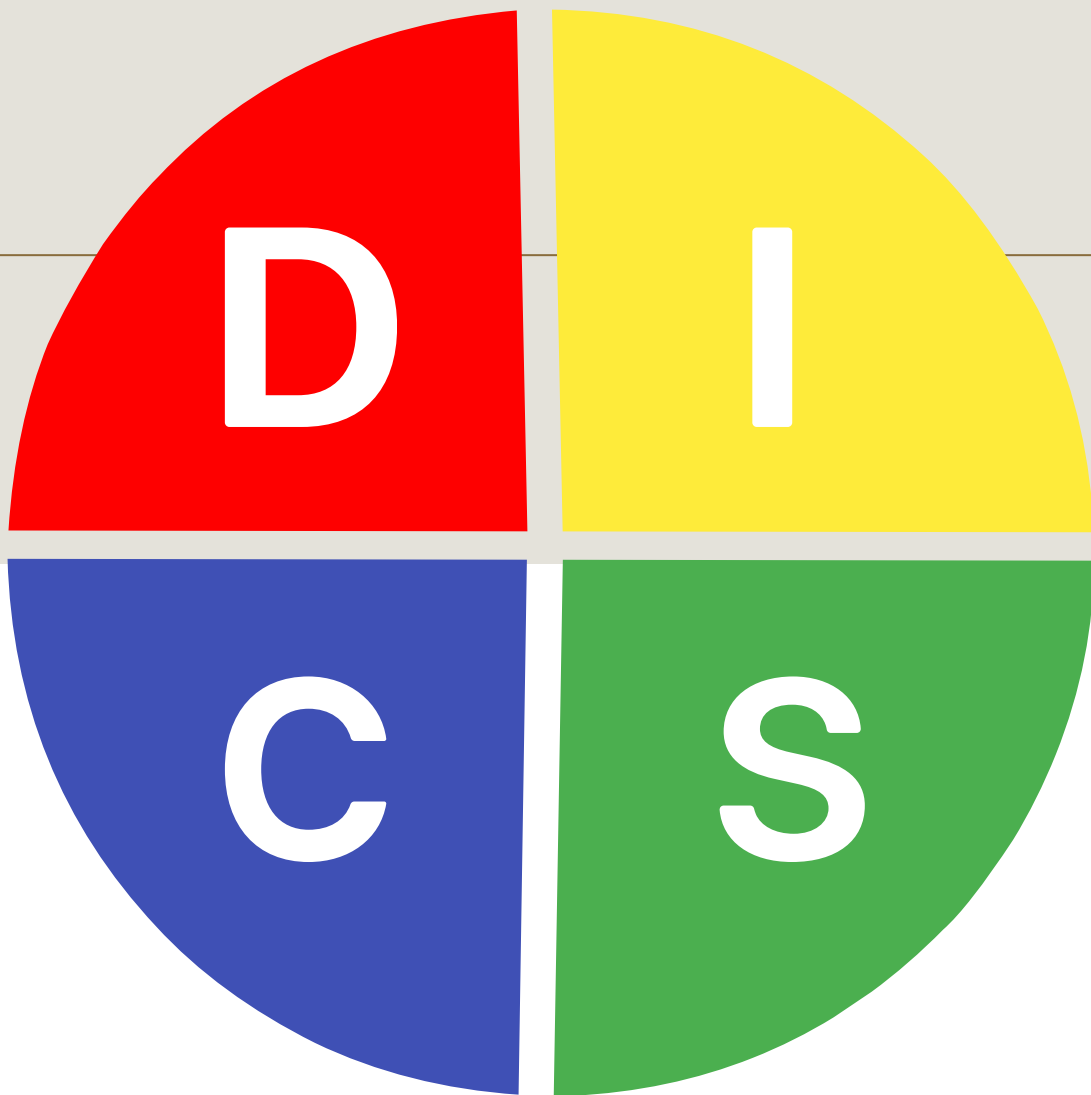


USING DISC

to Effectively Manage your Team



The
Proven group
Great people Better results

MANAGING PERFORMANCE



Anticipate potential performance issues

Determine appropriate additional information

Redesign job aspects

Decide appropriate management style(s)

Determine appropriate training needs

Provide counselling & constructive feedback / Performance Planning

Provide coaching and/or mentoring

Follow up and review

STRATEGIES FOR READING & MANAGING BEHAVIOUR USING DISC

TOWARDS A HIGH

DOMINANCE
INFLUENCE
STEADINESS
COMPLIANCE

IF YOU ARE A HIGH

DOMINANCE
INFLUENCE
STEADINESS
COMPLIANCE





HINTS FOR WORKING WITH A HI-D

WHAT DO I WANT? Authority, challenges, prestige, freedom, varied activities, difficult assignments, logical approach, opportunity for advancement.

TREAT ME LIKE THIS:

1. Try to support their goals and objectives.
2. Ask questions that allow them to discover things, rather than to be told.
3. Keep your relationship business-like. Do not attempt to establish a personal relationship unless that is one of their objectives.
4. If you disagree with the High D, argue the facts, not personal feelings.
5. Give recognition to the High Ds ideas, not to them personally.
6. To influence the decisions of the High D, you should provide alternative actions with probabilities of their success (backed by facts, if available).
7. Be succinct, efficient, time-disciplined and well organised with the High D's.
8. Be prepared to negotiate with them.
9. Emphasise their efficiency.

HIGH D	HIGH I	HIGH S	HIGH C
To have an effective relationship	To have an effective relationship	To have an effective relationship	To have an effective relationship
Mutual Respect must exist to avoid conflict. Both people must understand one another's realms and boundaries of authority.	Be friendly, complimentary, listen to ideas and recognise High I's accomplishments.	Avoid pushing: recognise with sincerity the High S's good work; be friendly, easy going & steady paced	Slow down the pace; give information in a clear form & provide many facts. In discussion, expect High C's to voice doubts, concerns and questions. Remove any potential threats. Allow time for High C's to consider issues & details before making a decision.



HINTS FOR WORKING WITH A HI-

WHAT DO I WANT? Social recognition, popularity, people to talk to, freedom of speech, freedom from control and detail, favourable working conditions, recognition of abilities, to help others, chance to motivate people.

TREAT ME LIKE THIS:

1. Get them to talk about opinions and ideas and try to support them.
2. Do not hurry the decision; try to develop mutually stimulating ideas.
3. Be entertaining and fast moving.
4. The "I" does not like to lose arguments so try not to argue. Instead explore alternative solutions you can both share with enthusiasm.
5. When you reach agreement, iron out specific details concerning what, when, who and how. Be sure you both agree on the specifics.
6. Summarise in writing what you both agree upon even though it may not appear necessary.
7. Make sure you are both in full agreement concerning when the action must be performed (specification).
8. The "I's" decisions are positively affected if you use testimonials from important people or companies with which this person can identify.

HIGH D	HIGH I	HIGH S	HIGH C
To have an effective relationship	To have an effective relationship	To have an effective relationship	To have an effective relationship
Must have direct communication, deal with issues in a straightforward manner; negotiate commitments / goals on an equal basis.	Be friendly, complimentary, acknowledge each other's accomplishments. Listen sincerely instead of planning what to say next.	Slow down; be easier going; show appreciation sincerely and establish a friendship with the High S. Above all, don't be pushy.	Present facts clearly and be well prepared for discussion. Remove any potential threats. Expect High C's to express doubts and give them time to evaluate data before making a decision.

HINTS FOR WORKING WITH A HI-S



WHAT DO I WANT? Status quo, security of situation, time to adjust, appreciation, identification with group, work pattern, limited territory, areas of specialisation.

TREAT ME LIKE THIS:

1. Provide a sincere, personal and agreeable environment.
2. Provide a sincere interest in me as a person.
3. Ask “how” questions to get my opinions.
4. Be patient in drawing out my goals.
5. Present ideas or departures from status quo in a non-threatening manner - give a chance to adjust.
6. Clearly define roles or goals and my place in the plan.
7. Provide personal assurances of support.
8. Emphasise how my actions will minimise their risk.

HIGH D	HIGH I	HIGH S	HIGH C
To have an effective relationship	To have an effective relationship	To have an effective relationship	To have an effective relationship
Must have direct communication, deal with issues in a straightforward manner; negotiate commitments / goals on an equal basis.	Be friendly, complimentary, listen to ideas and recognise High I's accomplishments.	Move at a steady pace; express appreciation; establish a friendship with another High S.	Present facts clearly and in an organised fashion. Be well prepared for discussion, and expect High C's to express doubts and questions. Provide time for them to evaluate all information before making a decision. Remove any potential threats.



HINTS FOR WORKING WITH A HI-C

WHAT DO I WANT? Security, no sudden changes, personal attention, less responsibility, exact job descriptions, controlled work environment, status quo, reassurance, to be part of a group.

TREAT ME LIKE THIS

1. Try to support the high "C's" organised and thoughtful approach. Any contributions towards the high "C's" objectives should be demonstrated through actions rather than words.
2. Be systematic, exact, organised and prepared with the high "C" person.
3. List advantages and disadvantages of any plan you propose and have viable alternatives for dealing effectively with the disadvantages.
4. Give the high "C" time to clarify your words and actions (because this person will need the time).
5. The high "C" likes things in writing so follow up your discussion with an email or letter.
6. Provide solid, tangible evidence (not someone's opinion) that what you say is true and accurate.

HIGH D	HIGH I	HIGH S	HIGH C
To have an effective relationship	To have an effective relationship	To have an effective relationship	To have an effective relationship
Must have direct communication, deal with issues in a straightforward manner; negotiate commitments / goals on an equal basis.	Be friendly, complimentary, listen to ideas and recognise High I's accomplishments.	Move at a steady pace; express appreciation; establish a friendship with the High S.	Present facts clearly and in an organised fashion. Be well prepared for discussion, and expect High C's to express doubts and questions. Provide time for them to evaluate all information before making a decision. Remove any potential threats.

ENCOURAGING AND MANAGING A HIGH D

FIRST

Some clues for recognising the HIGH D

Basic Style:	Direct and straightforward
Style under pressure:	Impatient
Response to a direct confrontation:	Attacks
Type of aggressiveness:	Overt
Prefers others who:	Move quickly

THEN,

This is what they want

Rewards and results
Plenty of “action”
Opportunity for personal growth
New frontiers
Diversification and innovation
Very few details
To be tested and measured
Freedom and authority

BUT,

This is what they may need

Some empathy
Moderation in approach
Controls
Genuine sensitivity
Increased capacity for relaxation
Some patience

THEREFORE,

The best approach is

High D people become active in situations perceived as antagonistic (personally challenging or even threatening). They only know one direction, forward and only one approach, charge! The Dominant person will identify best with a friend or superior who “tells it like it is”! In other words, be direct, straightforward, and always on the level. Give the High D tough assignments, a heavy workload and plenty of opportunity to show what can be done. The Dominant person loves to compete, thrives on pressure and needs CHALLENGE. The High D cannot tolerate inactivity so extend them as they bore quickly when things become routine.



REMEMBER A HIGH D MAY WANT...

Authority, varied activities, prestige, freedom, assignments promoting growth, “bottom line” approach, opportunity for advancement.

DO

1. Be brief and to the point.
2. Ask “what” not “how” questions.
3. Focus on business; remember they desire results.
4. Suggest ways for them to achieve results, be in charge, and solve problems.
5. Highlight logical benefits of featured ideas and approaches.
6. When in agreement, agree with facts and ideas rather than the person.
7. When problems exist, discuss them in light of how they will hamper accomplishment.

DON'T

1. Ramble.
2. Repeat yourself.
3. Focus on problems.
4. Be too sociable.
5. Make generalisations.
6. Make statements without support.

While analysing information a HIGH D may:

- Ignore potential risks.
- Not weigh the pros and cons.
- Offer innovative and progressive systems and ideas.
- Not consider the opinions of others.
- Assume responsibility for agreed actions.



This is now your cheat sheet for understanding High D's at work.

ENCOURAGING AND MANAGING A HIGH I

FIRST

Some clues for recognising the HIGH I

Basic Style:	Outgoing and enthusiastic
Style under pressure:	Optimistic
Response to a direct confrontation:	Attempts to sell, then backs off
Type of aggressiveness:	Verbal
Prefers others who:	Listen and get “sold” easily

THEN,

This is what they want

Personal popularity	Favourable working conditions
Prestige and status	The democratic process
Group interaction	Very few details
Friendly relationships	Variety of assignments and activities

BUT,

This is what they may need

A sense of urgency	Less concern with criticism
Control of impulsiveness	More initiative
More objectivity	Better follow through
Personal money management help	Time control

THEREFORE,

The best approach is

High I become active in situations perceived as favourable. They like it best when things are “nice”, the need for disciplining others “slight” and the opportunity to be influential “great”.

Their most often used approach is to be suggestive and indirect rather than blunt and demanding. The influential person will identify best with a friend or superior who is democratic and takes a strong personal interest in them both on and off the job. Give the HIGH I plenty of assignments involving people, motivating others along with variety in both assignments and location and you should find a willing worker. The Influential person loves to “sell”, thrives on people contact and needs personal RECOGNITION. The HIGH I cannot tolerate feeling unnoticed so make them feel important in an environment that is relatively free of routine and regimentation.

REMEMBER A HIGH I MAY WANT...

Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others.

DO

1. Build a favourable, friendly environment.
2. Give opportunity for them to verbalise about ideas, people and their intuition.
3. Assist them in developing ways to transfer talk into action.
4. Share testimonials from others relating to proposed ideas.
5. Allow time for stimulating, social activities
6. Develop a participative relationship.
7. Create incentives for following through on tasks.

DON'T

1. Eliminate social time.
2. Do all the talking.
3. Ignore their ideas or accomplishments.
4. Tell them what to do.

While analysing information, a HIGH I may:

- Lose concentration
- Miss important facts and details
- Interrupt
- Be creative in problem solving



This is now your cheat sheet for understanding High I's at work.

ENCOURAGING AND MANAGING THE HIGH S

FIRST

Some clues for recognising the HIGH S

Basic Style:	Friendly and low-key
Style under pressure:	Slows things down
Response to a direct confrontation:	Bends to authority
Type of aggressiveness:	Passive
Prefers others who:	Are sincere and accommodating

THEN,

This is what they want

Opportunity to specialise	To maintain the “status quo”
Limited or no travel	To maintain a “low profile”
Appreciation and acceptance	To be a “team player”
A stable environment	To be needed

BUT,

This is what they may need

To be in charge if there is opportunity	To delegate more
To realise friendship isn't everything	To be less secretive
A sense of urgency	Not to bear “grudges”
More flexibility	To be less possessive

THEREFORE,

The best approach is

HIGH S people tend to remain passive even in situations perceived as favourable. They are at their best in a relaxed, low-pressure environment where work can easily be divided into tasks and then completed one at a time. The Steady person will identify best with a friend or superior who is amiable, friendly and easy going. Whenever possible, give the HIGHS specialised, repetitive work that they can do at a reasonable pace. Introduce change slowly, if at all, and remember that the HIGH S will work long and hard if they like you – so stay a “friend”. When on occasion, you push too hard, you will find the HIGH S can become stubborn and rigid, and even defensive. The Steady person thrives on pacing themselves and wants credit in the form of APPRECIATION for jobs well done. Don't ignore the HIGH S or take them for granted, just because they are less vocal, or you may end up with a “sulker” who will deliberately underachieve.



REMEMBER A HIGH S MAY WANT...

Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialisation.

DO

1. Create a favourable environment: personal and agreeable.
2. Express a genuine interest in them as a person.
3. Provide them with clarification for tasks and answers to “how” questions.
4. Be patient in drawing out their goals.
5. Present ideas of departures from current practices in a non-threatening manner, give them time to adjust.
6. Assure them of personal follow-up support.
7. Explain how their actions will minimize the risks involved and enhance current procedures.
8. Clearly define goals, procedures and their role in the overall plan.

DON'T

1. Be pushy, overly aggressive, or demanding.
2. Be too confrontational.

While analysing information, a HIGH S may:

- Be openly agreeable but inwardly unyielding
- Internalise their concerns and doubts
- Hesitate to share feedback during presentations
- Slow down the action
- Provide valuable support for team goals



This is now your cheat sheet for understanding High S's at work.

ENCOURAGING AND MANAGING THE HIGH C

FIRST

Some clues for recognising the HIGH C

Basic Style:	Perfectionist
Style under pressure:	Strict
Type of aggressiveness:	Defensive
Prefers others who:	Are logical and precise
Response to a direct confrontation:	Withdraws until fully prepared

THEN,

This is what they want

Limited exposure to risk	Support and backup
Time for checking and rechecking	Personal attention
Standards and deadlines	Time to do a thorough job
Freedom to explore before deciding	Quality

BUT,

This is what they may need

Support to be not always available.	To be less conventional
To delegate more	To take more risk
To express “feelings” more	More confidence in ability
To be less defensive	
Deadlines must be met – even with double-checking	

THEREFORE,

The best approach is

High C people become passive in situations perceived as antagonistic. They perform best in well-defined circumstances where explanations are complete and standard operating procedures clear. The Compliant person will identify best with a friend or superior who is “available” and willing to listen and then discuss key moves. Always give High C’s detailed assignments and sufficient lead-time so they can do a thorough and precise job. Keep in touch with the High C during completion stage, as they may get bogged down in details.

The High C person needs to be right and gains needed confidence from REASSURANCE, so be supportive and tolerant of the style or you will certainly frustrate the practitioner.



REMEMBER A HIGH C MAY WANT...

Autonomy and independence, controlled work environment, reassurance, precise expectation and goals, exact job descriptions, planned change.

DO

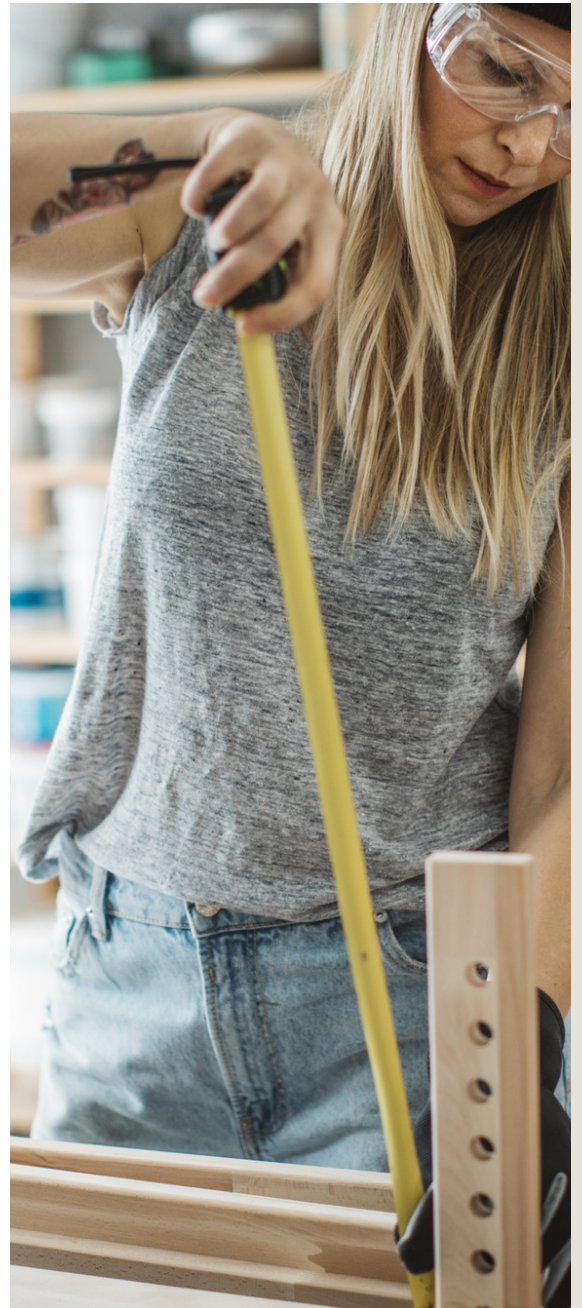
1. Prepare your case in advance.
2. Delineate pros and cons of proposed ideas.
3. Support ideas and statements with accurate data.
4. Reassure them that no surprises will occur.
5. Submit exact job description with precise explanation of how that task fits into the big picture.
6. Review recommendations with them in a systematic and comprehensive manner.
7. When agreeing, be specific.
8. When disagreeing, disagree with the facts rather than the person.
9. Be patient, and diplomatic while providing explanations.

DON'T

1. Refuse to explain details.
2. Answer questions, vaguely or casually.

While analysing information, a HIGH C may:

- Become overly cautious and conservative.
- Get too bogged down in details.
- Avoid or postpone decisions, especially if they perceive a task to be daunting.
- Be an effective trouble shooter.



This is now your cheat sheet for understanding High C's at work.