

Step-by-Step Guide to **BUILDING BETTER** **WORKING** **RELATIONSHIPS**

...Understanding behavioral styles.



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Contributors to this Guide

Catherine O'Donnell and Associates are licensed distributors of the DISC Behavioral Styles Instrument as well as other assessments used to support our coaching and training programs. This guide was written by Catherine O'Donnell with contributions to content and editing by Natalie Shelpuk.

DISC behavioral styles training programs support team building and the development of advanced communication skills including influencing skills. For customized workshops, train-the-trainer programs, and more information contact info@catherineodonnellandassociates.com

BETTER RELATIONSHIPS AT WORK

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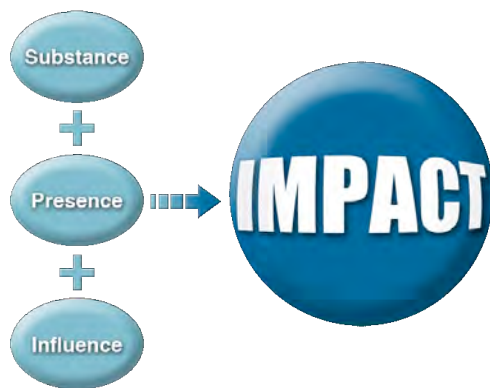
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Chapter I – Program Overview

We believe that your professional impact depends on a combination of the substance you bring, your personal style, and your ability to influence. Our coaching and training programs on professional impact are guided by our model:



Substance - strong self-awareness, excellent habits of self-management, and delivering the right results.

Presence - the strong self-image you reflect through your sense of style and how you carry yourself.

Influence - is your ability to deliver compelling and clear messages that inspire action.

The comprehensive *Professional Impact* curriculum encompasses a development program for leaders who want to enhance both the value they deliver to their organizations and the way they deliver that value.

Professional Impact courses are loaded with techniques, tools, and exercises that build skills in areas such as self-management, strategic thinking and planning, basic and advanced business communication skills, and executive presence and style.

This program on *Building Better Working Relationships* actually supports all three components of our professional impact because it provides guidance on self-management (substance), addresses how you show up and what others see (presence), and teaches how to modify your communication style in order to collaborate well with others (influence).

Chapter II – Introduction to DISC

This is a self-study guide to enhance your understanding of Building Better Working Relationships using a very powerful communication tool, the DISC Behavioral Styles Instrument. You'll find that the techniques we present:

- ★ are easy to learn
- ★ increase self-awareness
- ★ increase your awareness of the behavior of others
- ★ show you how to flex your style to others
- ★ make your work easier
- ★ make your relationships much more productive and enjoyable

Using this guide, you will follow a step-by-step process that will help you *interpret your DISC assessment report** which will provide you with deeper self-awareness and prepare you to discuss your communication preferences with others.

The guide will also teach you to *recognize style differences and modify your behavior* in ways that will improve your collaboration as well as your ability to influence.

**Note: If you've participated in a debriefing session with a DISC consultant, you should still read this section and complete the exercises to reinforce what you learned in your session with the DISC consultant.*

The information and techniques provided here will put you more in control of your behavior and your responses to others. With even a little knowledge of DISC, you will be able to immediately recognize and adapt to style differences in a variety of situations.



The Assessment Tool

Your program begins with the DISC instrument, a short assessment that you take *online*. If you haven't received the assessment, contact info@catherineodonnellandassociates.com and type *requesting DISC link* in the Email subject line.

Background on DISC

Behavioral research suggests that the *people who are most effective in navigating working relationships are those who clearly understand their own behavior, patiently observe the behavior of others, and know how to adapt their behavior to collaborate with and influence others.*



Behavioral models, such as DISC, help people create *high functioning, one-to-one relationships as well as powerful, productive teams.* Over the past 60 years, the DISC instrument has been researched, refined, tested, validated, and used universally by millions of professionals to develop new behaviors to accelerate performance and results.



Based on your responses to a *very simple set of questions*, your DISC results will reflect the behavioral tendencies that you exhibit both naturally and when adapting to on-the-job situations. As an evaluation tool, it *does not* measure performance, values, motives, ability, intelligence, skill, or experience. It simply describes observed behaviors without judging them as right or wrong.

How DISC Helps You

DISC helps you *accept your own personality style*. It also helps you meet people where they are and walk in their shoes. By applying what you learn, you'll find yourself getting things done with others in ways that are faster, easier, and more enjoyable.

As you get really good at reading behavior, you'll find yourself communicating in ways that make other people want to hear and accept what you are saying. You'll *build rapport faster, influence easier, gain faster cooperation, and increase your credibility*. Using this knowledge also helps you get along better with others in all situations. People will like you more – and people cooperate with, deliver for, and buy from people they like.



The Four Styles

DISC® analyzes *four dimensions of normal behavior*:

How you respond to <i>problems and challenges</i>	Your D score
How you <i>influence others</i> to your point of view	Your I score
How you respond to the <i>pace</i> of the environment	Your S score
How you respond to <i>rules and procedures</i> set by others	Your C score



You are scored on these four dimensions to measure how you approach each – *but your highest score is also your dominant style.*

The chart on the next page provides a very high level description of the four different DISC styles (personality traits).

When D is the Highest Score	When I is the Highest Score
<p>Strengths</p> <ul style="list-style-type: none"> Gets results Direct Strong ego Fast Seeks change Wants to win Very direct Controls Independent Decisive <p>Possible Weaknesses</p> <ul style="list-style-type: none"> At times impatient Sometimes demanding Opinionated Starts without a plan Hard to slow down May change things impulsively Hates to lose – overly competitive 	<p>Strengths</p> <ul style="list-style-type: none"> Outgoing and friendly Inspiring Projects confidence Open – willing to share feelings Likes change Wants to be liked Optimistic Needs to verbalize ideas Trusting Creative <p>Possible Weaknesses</p> <ul style="list-style-type: none"> May have difficulty staying focused Can talk too much Over promotes self/ideas Can be disorganized Overly optimistic May miss deadlines
When S is the Highest Score	When C is the Highest Score
<p>Strengths</p> <ul style="list-style-type: none"> Steady and stable Loyal Predictable Family and group oriented Organized Makes changes carefully Seeks consensus Team player; holds team together Accommodating <p>Possible Weaknesses</p> <ul style="list-style-type: none"> Takes on others' problems Sometimes lacks creativity Afraid to take big risks Procrastinates Slow to decide Sometimes too accommodating Indirect 	<p>Strengths</p> <ul style="list-style-type: none"> Accurate Precise Quality focused Values work Asks careful, thoughtful questions Follows procedures Analytical Plays by the rules Good with details <p>Possible Weaknesses</p> <ul style="list-style-type: none"> Perfectionist Picky Fears criticism of work Strict Overly cautious May seem unsociable at times

Natural and Adapted Scores

You get two sets of scores. Because DISC analyzes the four dimensions of behavior (problem solving, influencing, pace, response to rules) in two different ways – it gives you two sets of scores. One set of scores is your natural style; how you typically act outside of work and when you are not trying to adapt to fit into your work environment. It may reflect you when you are most relaxed.



The other set of scores represents you at work. It's called your adapted style and reflects modifications you are making (consciously or unconsciously) in order to do your job and fit into your current work environment.



Natural scores usually don't change but adapted scores can change with a change in job. Your two sets of scores are explained in your report and displayed graphically. *As we work through instructions for reading your report, you'll compare the two sets of scores to see if they are very different. The more different they are, the more you are adapting to fit your work and your work environment.* If your natural and adapted scores and graphs are very different, it is helpful to explore the reasons.

We'll dig into natural and adapted scores later and we'll also go into more detail about what each of the scores (D, I, S, and C) tell us; but first *read through your report carefully*.

The next chapter provides instructions that will help you interpret it as you read.

What have you learned so far?

Chapter III – Understanding Your Report

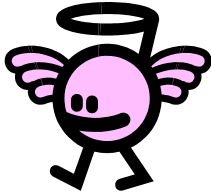


In this chapter, we will guide you through each section of the report, providing suggestions on where to focus your attention and asking questions that will deepen your learning experience. *You need to have a printed copy of your report handy so that you can refer to it as you read this guide.*

General Characteristics

Your report starts with *General Characteristics*. Make notes about your thoughts right on the report as you read it. Cross out things that are absolutely not true about you. Highlight or underline those sentences that ring most true. Jot down your insights and then come back to this guide to answer a few questions:

What was most true in the section on General Characteristics?



What personal characteristics do you want to emphasize and make others more aware of?



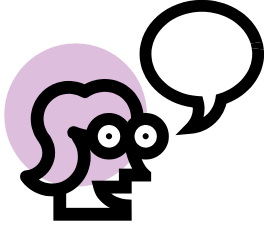
What behaviors do you want to minimize?

Value to the Organization

Read the *Value to the Organization* page which lists strengths. Everything on this list should be true but it's not a complete list – it's strengths that the DISC assessment identifies related to your personality, how you work, and how you interact with others. It doesn't list your skills, experience, or all of your natural talents. First prioritize the list if you can. Then add other strengths that bring value to the organization. Take time to rewrite your list here. Doing so will help you think about them more deeply and prepare to share them with others.

Value I Bring to the Organization	How to Strengthen and Leverage

Checklist for Communicating With You (and What Doesn't Work)



There are two pages about how you prefer to communicate. The first is what works well and it's followed by a list of behaviors that you don't like. They describe how others should approach you and also what they shouldn't do when trying to communicate well with you. If there are things on either list that are not true, just cross them off. They've been identified because they are common to people who have the same DiSC scores as yours, but that doesn't mean you have to match on every behavior.

Prioritize each list to *identify what's most important to you*. These are the behaviors you are going to want to be very much aware of so you set yourself up for success every day. You also want others to be aware of them, so that they approach you in the way that works best for you.

These approaches work best with me	Others should not approach me in these ways

Communication Tips

For now, *skip* this page, *Communication Tips*. It's a high-level summary of the characteristics of each score. We'll come back to it after we work through other sections of the report.

Ideal Environment



This page lists descriptors of the type of work and the type of general work environment that seems to best suit you. A job that doesn't include these things may or may not be uncomfortable for you, depending upon how flexible you are.

Highlight the factors that are most important to you, and identify which ones exist in your current job and which ones don't. Make notes about how your current job fits your needs; how ideal is it?

If your job needs aren't being met, think about whether or not you are satisfied with the situation and, if not, think about what you can do to create more of an ideal environment.

What's ideal about your job?

What's not ideal about your current job?

What changes can you make to improve your current situation?

Perceptions

On the perceptions page you'll find a list of how you see yourself and how others see you. It's sort of a sanity check. The first group of words describes how you see yourself. Are they true?

Others' perceptions reflect only how people see you at your worst.

What do you think of your reported self-perceptions?

Is there anything you want to do about what others may see when you are stressed or fatigued?

Descriptors Page

In your report, the descriptors page lists the characteristics of the four styles. The shaded words should be a reflection of your characteristics. Let's use this opportunity to learn more about each of the four dimensions D, I, S, and C.

D not only measures how you respond to problems and challenges, but also stands for dominance. The higher the D score, the more direct, decisive, assertive, forceful, and driven a person will appear. Those who score high in D are competitive, impatient, and results focused. They shoot from the hip and are ready to fight. The emotion associated with D is anger – the higher the D, the quicker the person will feel and show anger. D is often described as the driver.



A person with a lower D score will be less aggressive and more accommodating, cooperative, agreeable, conservative, and patient.

I stands for influencing and measures how you influence others to your point of view. A person with a high I score will be very verbal, outgoing, people focused, trusting, and enthusiastic. He/she may talk too much at times and can be imprecise about time and details. This person may be very confident, will like change, and can be emotional. I is often described as the *people person*.



A lower I indicates an introvert; someone more reflective and less talkative. Low I can sometimes mean slow to trust and sometimes pessimistic.

S stands for steady and stable and measures response to the pace of your environment. High S scorers will be mild, laid back, sincere, and good listeners. They are loyal and people oriented, but not as demonstrative or extroverted as an I. High S is usually a team player who likes closure but with consensus. They dislike quick change, but they are adaptable. High Ss are also persistent and persevering in getting things done.

They are often called the glue that holds the team together.



A low S score indicates flexibility. People who score low in S like a wide variety of activity and can easily move from one task to another. They have high energy and can be restless or excitable.

C stands for compliance and measures your response to rules.



The higher the C score, the more compliant, cautious, and systematic a person will be. High Cs are not very verbal and don't like to mix business with personal. They focus on quality and are neat, good with data, and task focused. Cs are perfectionists who want everyone to follow the rules. They may worry and overanalyze and can be hard on themselves and others. The feeling associated with C is fear or caution. High Cs follow the rules. They are very conscientious.

Low Cs are free-spirited and independent, usually confident and resourceful. They can be reckless and rebellious (if C is very low).

Look at the words that are shaded in color, those above the line are your high scores and those below the line are your low scores.

What's your highest score (reflected by the shading above the line) and how do you feel about being labeled a high (D, I, S, or C)?

We use DISC language to take shortcuts in labeling the four different styles. So if your highest score is an I, we would say you are a high I. In addition to your highest score, we look at your second highest score and how that influences your style. For example, a high I score (outgoing, trusting, extrovert) would be sociable but less talkative if he/she also scored high in S. Your highest score is telling, but it is influenced by the other scores.

If your second highest score is fairly high and/or close to that of your primary style, it will tone down your primary style a bit.

What words on that list sound like you?

Now look at all the other shaded words on the page, both those above the line and below and note here the descriptors that sound like you.

Let's stop for a minute and think about all you've learned from the sections on general characteristics, communication preferences, ideal work environment, and high and low scores.

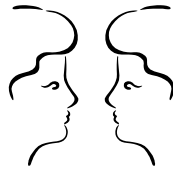
Pretend that you've just been asked to write a paragraph or two that describes your strengths, the value you bring to the organization and to your family and community, how you like to work and communicate, what kind of communication doesn't work for you, and your ideal job:

Write a paragraph or two that describes you.

Natural and Adapted Style (Graphs)

Skip ahead several pages in your report until you get to the page with two side by side graphs. When we do in-person debriefing sessions with clients we always jump to the graphs right after looking at the table of shaded words and talking about high and low scores.

Remember we talked about this earlier in the guide. *DISC* gives two sets of scores, one that never changes and reflects you outside of work, your *natural* style; and another, your *adapted* style, that reflects adapting style to fit with the job requirements and job environment.



The graphs show high and low scores for both natural and adapted (on the job) behavior. In your report, the *Natural Style* graph is the one on the right and the *Adapted Style* graph is on the left.



How do your graphs differ?

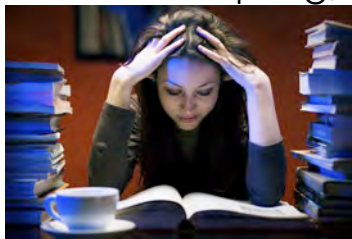
How different are your natural and adapted high and low scores and what might this mean?

What do you think this indicates about your behavior on the job?

Go back a few pages to read the descriptions of Natural and Adapted style (it's a two-page section).

Most of us do some adapting to our work environment and do this with ease and comfort – it makes sense that we need to adapt to the requirements of our job to be successful.

But if there is a great difference between natural and adapted scores, there might be too much adapting, which can create stress.



In the *Natural and Adapted* style section, you'll see descriptions for each dimension: D (problems and challenges), I (influencing is labeled people-contacts), S (steadiness is labeled as pace-consistency) and C (compliance is labeled as procedures – constraints). These descriptions explain your natural approach along side of how you change (or don't change) this approach on the job.

Adapted Style

These *Natural and Adapted* descriptions are followed by a page that lists behaviors that you are displaying on the job. This page is labeled *Adapted Style*. This page tells us that you are actually doing all of the things on the list. *Your task here is to evaluate each one to make sure that you really need to be adapting in this way.*

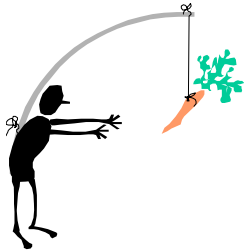
Comment on the behaviors required of you to perform well in your current job.

Comment on anything on the list that really isn't required for your current job. Why are you doing them?

Do any of the adapted behaviors (required or not) create stress for you (describe type and level of stress)?

What have you learned about the differences between your natural style and adapted style - and how will you use this information?

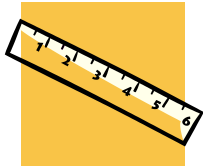
Keys to Motivating You and Keys to Managing You



Moving on to the next section of the report you will find two consecutive pages *Keys to Motivating* and then right after that one is *Keys to Managing*. These two lists are obviously related, but before grouping - prioritize each list separately, then compare them. *They should represent a good picture of what you want in a job and what you need to be at your best.*

Take time to really think about these requirements. You may want to refer back to your *Ideal Environment* list to create a complete list of critical success factors that will help you make the current job better for yourself. The list will also guide you in choosing your next role. Here's one way to organize this information:

Must-Haves in the Job	Type of Leadership I Need	Areas for Self-Management



Describe how your current job measures up when it comes to your must-haves.



How does your current manager measure up compared with what you want in a leader?

Areas for Improvement



On the *Areas for Improvement* page, some suggestions are offered, but don't be constrained by this list. If there's something you want to work on that's not on the list, go for it – assuming that it's something you need to be successful on the job.

Look at the questions in the *Action Plan* section that will guide you in creating development strategies.

The page called *Behavioral Hierarchy* (after the *Action Plan* section) may also be helpful as it shows the ranking of your natural style strengths. *Pay attention to those ranked at the bottom of the list* (with scores below 5) and work on improving them if they are important for the work you do.

What behavior will you focus on for improvement or skills building?

Behavior or Skill	Strategy	Measures of Success

Success Insights Wheel

Next you will get to *The Success Insights Wheel*, a visual representation of your four scores - both natural and adapted. It accounts for the effect of the other three scores on your dominant style. In combining all the scores it actually converts the four DISC styles into eight styles.

Looking at it gives you a quick snapshot of how similar or different your behavior is naturally and on the job.

We use the wheel in our team building workshops by showing everyone's scores on the same wheel and facilitating a discussion about strengths and differences. This type of discussion helps team members figure out how to leverage one another's strengths and increases collaboration.

On the next page we've included a wheel with descriptors of the styles.

WHEEL WITH DESCRIPTORS

Analyzer

Product/data focused
 Precise, Creative
 Quality conscious
 Critical listener
 Attentive to detail
 Follows procedures
 Connects plans
 Cautious and conscientious
 Needs proof to change
 Not talkative
 May question too much

Implementer

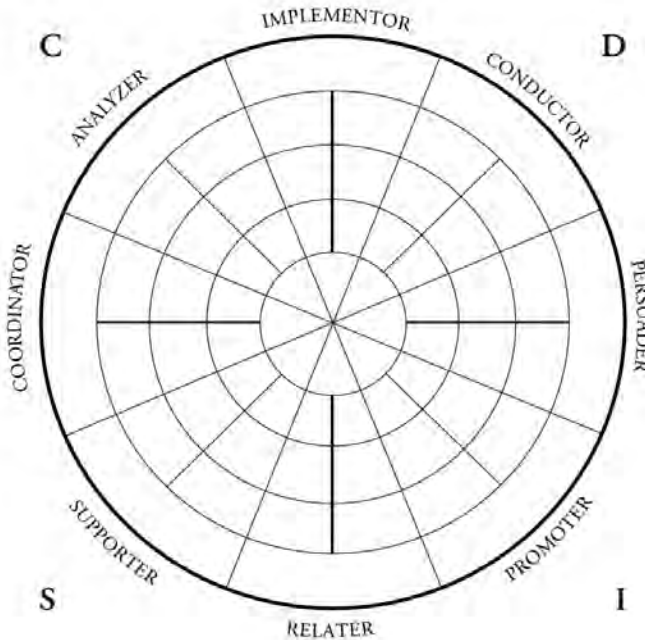
Product and results focused
 Creative thinker
 Precise about time
 Follows procedures
 Likes moderate risks
 Adaptable to change
 Likes to implement creative ideas
 Slow start/fast finish

Conductor

Product/results focused
 Precise about time
 Competitive
 Confident
 Direct and Decisive
 Ambitious
 Sense of urgency
 Change agent
 Likes high risks
 Creative
 Independent
 Fast
 Responsible
 Impatient
 May direct too much

Coordinator

Product focused
 Methodical
 Self-disciplined
 Cooperative
 Senses things
 Organizes, fine tunes, and executes plans
 Slow to change
 Low risk



Persuader

Product/people focused
 Independent
 Verbal
 Results through people
 Outgoing
 Fast
 Intuitive
 Process oriented
 Quick to change
 Optimistic
 Sees big picture
 Responsible

Supporter

Product and people focused
 Stable and steady
 Likes to help
 Accommodating
 Controls emotions
 Adaptable to change
 Good listener
 Dependable
 Patient and Logic
 Implements plans
 Observes and reflects
 Dislikes confrontation
 May agree too much

Relater

People focused
 Cooperative
 Sociable, Team player
 Sensitive to others
 Persistent
 Consensus builder
 Warm
 Verbal
 Promotes and implements ideas
 Imprecise about time

Promoter

People focused
 Talkative
 Poised
 High trust
 Projects confidence
 Likes change
 Demonstrative
 Enthusiastic
 Promotes ideas
 Inspiring
 Experimenting
 May talk too much
 Imprecise about time

Summary

Going through your report page by page, thinking about your behavior as well as your likes and dislikes, and taking the time to write down your insights will increase your self-awareness – even if you were already keenly self-aware before going through this process.

We've covered a lot in this section and you probably have a lot of notes. A great way to pull all of this information together to reinforce what you've learned is to prepare to share it with others. Whether you are going to share what you've learned formally in a team meeting or informally, it will be a great opportunity to get some feedback as well as to set expectations.

Other people want to get along with you and to have a productive relationship. They can be more successful working with you if they know how you like to work and communicate.



In our workshops, we suggest that participants summarize the highlights of their report and share it by following the outline on the next page.

Please take the time to complete it and take the next step of sharing this important information with co-workers. You will all benefit from this exercise.



Suggested Outline for Sharing Your DISC Style

1. Here are some descriptors of my natural behavioral style:

2. My behavior on the job is (similar to or different than) my natural style in these ways:

3. I think I bring this value (through my style and strengths) to the organization:

4. This is the best way to communicate with me:

5. This type of communication doesn't work for me:

6. How does this information match up with your perceptions of me and what additional perceptions/feedback can you share with me?

7. Based on what I've shared and what you know about your own style and your preference for communicating, how can I modify my behavior to have the most collaborative relationship with you?

Chapter IV – Understanding Others

Which Style is Best?

It's human nature to evaluate, rate, and rank things. Behavior is one of the things that gets interpreted and evaluated, often without all the necessary information (e.g., motives, values, knowledge, and mood). Behavior reflects HOW people act and not WHY. There is no best style. All four styles bring different strengths to a team and teams actually need all four styles.

In a diverse team:



- ★ A person with a high D score will bring a drive for results, speed, and efficiency;
- ★ Your team member with the high I score will lean toward deep creative problem solving and the ability to inspire others verbally;
- ★ The person with a high S score brings consensus building and patient step-by-step planning and follow-through; and
- ★ The one with the high C score brings a commitment to quality and objective thinking and will play the devil's advocate to make sure that possibilities haven't been overlooked.

Can we all do all of the above? Sure. But we're more inclined to do some things than we are others. When each team member is encouraged to apply his or her natural behavioral strengths, the entire team is more effective and more successful.

Communication Tips



You may remember that we promised to come back to this.

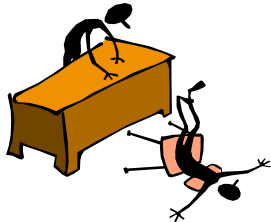
There is a page toward the front of your report called Communication Tips and it provides suggestions for flexing your style to the “dominant” style of another person. Although a person’s style is actually a combination of all four scores, by identifying only the dominant style you will have enough information to determine how that person works and behaves, how he/she wants to communicate, and what you need to do to create a more productive and easy working relationship.

The tool on the next two pages combines *tips for recognizing a person's dominant style and communication preferences* - along with suggestions for modifying your behavior to fit that individual's needs.

High D: Drives for Results, Assertive, Decisive, Direct Communicator			
How You Can Spot Them (18% are high Ds)		What They Want From Others	
How They Talk	What They Do	They want others to be direct, straightforward, and open to their need for results	
<ul style="list-style-type: none"> Asks "what" questions Tell vs. ask Talk more than listen Go right to the issue May be pushy, even rude Fast speech Authoritative tone of control Use acronyms, short sentences Open w/opinions 	<ul style="list-style-type: none"> Task focus, results oriented Impatient Direct, forceful Willing to get in trouble Time conscious Good eye contact History of achievement Can rely on gut feelings Maverick 	Approach:	Expect:
		<ul style="list-style-type: none"> Communicate quick/to the point Respect their need for autonomy Be clear about rules/expectations Let them take the lead Show your competence Stick to the topic Show independence 	<ul style="list-style-type: none"> Blunt/demanding approach Lack of empathy Lack of sensitivity Little social interaction
How To Manage			
Coach them on		They need	
<ul style="list-style-type: none"> Identifying with others Empathy for others More logic, less gut Listening skills To "soften" body language 	<ul style="list-style-type: none"> Pacing themselves Relaxing To be approachable Complimenting others To ask more questions 	<ul style="list-style-type: none"> Power and authority A promotion Prestige Big challenges Authority to make changes 	<ul style="list-style-type: none"> Results To know the bottom line Freedom from details Direct answers Flexibility
High I: Outgoing, expressive and talkative, an influencer, innovative			
How You Can Spot Them (28% are high Is)		What They Want From Others	
How They Talk	What They Do	They want others to be friendly, emotionally honest, and recognize their contributions	
<ul style="list-style-type: none"> Ask "who" questions Tell vs. ask Make small talk Go off on tangents Use stories or anecdotes Faster speech Express their feelings Share personal emotions Exaggerate 	<ul style="list-style-type: none"> Animated Lots of facial expression Spontaneous Laugh out loud Stylish dress Shorter attention span Warm May approach you closely 	Approach	Expect
		<ul style="list-style-type: none"> Approach informally Be relaxed and sociable Let them tell you how they feel Keep the conversation light Provide written details Give public recognition Use humor 	<ul style="list-style-type: none"> Attempt to persuade/influence Need for the spotlight Over-estimating self/others Over-selling Vulnerable to rejection
How To Manage			
Coach them on		They need	
<ul style="list-style-type: none"> More control of time Objectivity Emphasis on clear results 	<ul style="list-style-type: none"> Organization Sense of urgency Analysis of data 	<ul style="list-style-type: none"> Popularity Visible rewards Public recognition 	<ul style="list-style-type: none"> Casual, warm relationships Freedom from details Approval/friendliness

High S - Steady, sincere, patient, amiable, cooperative			
How You Can Spot Them (40% are high S)		What They Want From Others	
How They Talk	What They Do	They want others to be relaxed, agreeable, and cooperative, and to show appreciation	
<ul style="list-style-type: none"> • Make small talk • Ask "how" questions • Ask vs. tell • Listen more than talk • Slow, steady delivery • Reserved w/opinions • Lower volume • Warmth in voice • Use first names 	<ul style="list-style-type: none"> • Display photos • Consult others • Have a friendly but functional work area • Casual, relaxed walk • Patient, tolerant • Service oriented • Embarrassed by recognition • Subdued clothing 	Approach	Expect
		<ul style="list-style-type: none"> • Be logical and systematic • Provide a secure environment • Use sincere appreciation • Show they're important • Allow time for change 	<ul style="list-style-type: none"> • Friendly approach to others • Resistance to change • Difficulty prioritizing • Difficulty with deadlines
How To Manage			
Coach them on		They need	
<ul style="list-style-type: none"> • Openness to change • Self-affirmation • How to make their accomplishments known 	<ul style="list-style-type: none"> • Short-cut methods • Effective presentation skills • Believing their successes are worthwhile 	<ul style="list-style-type: none"> • Status quo • Private appreciation • Happy, calm relationships • Standard procedures 	<ul style="list-style-type: none"> • Security • Time to adjust to changes • Listening • Sincerity
High C - Careful, conscientious, conventional, analytical			
How You Can Spot Them (only 14% are high C)		What They Want From Others	
How They Talk:	What They Do:	They want others to minimize socializing and give details; they value accuracy and attention to detail	
<ul style="list-style-type: none"> • Ask "why" questions • Ask vs. tell • Listen more than talk • Not a lot of reaction • Slower speech • Lower volume • Prefer to talk vs. write • Get to point, but like to talk • Precise, detailed speech 	<ul style="list-style-type: none"> • Focus on task and process • Orderly • Meticulous • Precise, accurate • "Sterile" work area • Time conscious • Hard to read • Diplomatic • Want to be right 	Approach	Expect
		<ul style="list-style-type: none"> • Give clear expectations/ deadlines • Show dependability • Show loyalty • Be tactful and reserved • Honor precedents • Be precise and focused • Value high standards 	<ul style="list-style-type: none"> • Discomfort with ambiguity • Resistance to vague information • Desire to double check • Little need to be with other people
How To Manage			
Coach them on		They need	
<ul style="list-style-type: none"> • Tolerance of conflict • How/when to ask for support • Group participation skills 	<ul style="list-style-type: none"> • Acceptance of others' ideas • Tolerance for ambiguity • Acceptance of their limits 	<ul style="list-style-type: none"> • Clear expectations • Limited exposure • Businesslike environment • References & verification 	<ul style="list-style-type: none"> • No sudden changes • Personal autonomy • Chance to show expertise • Attention to their objectives

How to Avoid Conflict



Conflict occurs as a result of differences in communication and behavior. As we all know, people do not all behave alike. Most of us at some time wonder, “Why can’t everyone be just like me?” Wouldn’t that be easier? The answer is yes and no. Even if someone is just like you, that doesn’t mean you will always work well together – non-strengths can get in the way. The first step is to identify the other person’s style.

Using the chart on the two preceding pages, you should be able to pinpoint another person’s preferred way of working and communicating.

And, on the next two pages are *tips for avoiding conflict* with each of the four styles.

Avoiding Conflict

High D with High D – Good Match

- Initial high comfort, lively discussion, and agreement to take risks.
- Potential for competition and ego conflict.
- Be sure to slow down to look at facts, and be sure to listen fully.

High D with High I – Good Match

- Initially very comfortable extroverts with a shared sense of urgency and risk taking.
- The I, who is very complimentary, will stroke the D's ego.
- Working together the I will influence others with verbal skills and charm, while the D will be more direct and to the point.
- The D needs to slow down a little and allow the I to talk and have fun.
- The I needs to be more direct, let the D talk, ask D questions (vs. telling), and avoid giving in to D to avoid debate.

High D with High S – Fair Match

- A small comfort zone at first. The S is people oriented and steady paced; the D is task oriented and fast paced.
- D's style can seem overpowering and controlling to S; D won't even realize this and doesn't understand why people just can't do their jobs.
- D needs to listen, to allow the S time to process information, and make decisions.
- S needs to stand up to D at times by being direct and by asking questions.

High D with High C – Challenging Match

- Both are task oriented with high expectations and are precise about time. If they can overcome differences, can be a great team and deliver high quality results.
- D cares more about speed and C moves slower, caring more about quality.
- D is high risk, C is low risk; D needs a little data, C needs a lot.
- D must adapt by not being pushy and by slowing down to provide more information.
- C must pick up the pace, avoid over analyzing and insisting on perfection. C also needs to watch being overly critical of D.

High I with High I – A Great Match and a Challenging Match

- This relationship has the highest comfort – best friends right away. A high I style is extroverted, optimistic, trusting, creative and fun loving. Two people who score high in I will enjoy working together.
- They may enjoy themselves so much (and they aren't the best at details) that they can lose sight of the goal and miss deadlines.
- They need to keep agreements and stick to schedules; and they need to be held accountable for deliverables.

High I with High S – A Fair Match

- This can be a comfortable relationship since both like people, warmth, and interaction.
- I's enthusiasm can be a bit overwhelming for S who may question the sincerity.
- S to I will seem slow, risk averse, and too methodical and systematic.
- S is a people person, but takes a while to warm up and is more of an introvert than the enthusiastic I.
- S needs to loosen up, give I freedom, encourage I's creativity, and allow I time to verbalize and have more fun.
- I must tone it down, ask more questions, listen, and encourage S to open up more.

High I with High C – A Challenging Match

- This relationship will be uncomfortable at first. I is an extrovert, C is an introvert; I decides based on emotion and C based on data; I is high trust and optimistic; C is skeptical and needs proof.
- C thinks the I leaves out facts intentionally; C will also see I as overly optimistic and shallow.
- The I must provide data and information, respect C's privacy, and reduce being animated, using a lot of gestures, and telling long stories.
- C must avoid judging, needs to try to loosen up, and must let I verbalize. C also needs to invest in the relationship even when he/she doesn't want to be bothered.

High S with High S – A Great Match and a Challenging Match

- They will have a high degree of comfort with one another and work well together in harmony.
- They are high task and high people focused; and they like closure.
- Where it gets challenging is that S can resist or avoid change, and can be very stubborn.
- And because they like a steady pace, they can get overwhelmed or slowed down when faced with multiple priorities. Being aware of the challenges and being held accountable will help.

High S with High C – A Good Match

- Both are task oriented, low risk, methodical, and cooperative.
- C is cool in demeanor and more precise about information, time, and deadlines than S.
- S will want a friendlier relationship than C is comfortable with.
- S needs to provide the data and to stay on track; C needs to focus on relationship and task.

High C with High C – A Good Match and a Challenging Match

- The relationship will be slow to develop since neither will want to initiate small talk and friendship, but Cs understand one another.
- Both like order and safety, will gather all the data, and will be task and time focused to meet deadlines.
- The potential for conflict is perfectionism. With such high quality standards, even another C will have trouble meeting expectations of a C.

What can you do to avoid conflict with people whose styles are different than yours?

Prepare for Interactions

Many of your interactions are with people who have different ways of working and communicating than you do. Don't just show up expecting that you will be understood and able to influence. Prepare.

The communication exercise on the next page will help you prepare for an upcoming conversation with someone whose style is different than yours.

Communication Exercise

This simple exercise will help develop your skill in using DISC to influence others. You can also use it as a tool to prepare for interactions with others.

Based on what I know about (X), I would describe his/her style as (High D, I, S, or C):

The situation or topic is:

The outcome I want from this interaction is this:

He/she will want this:

He/she will most likely communicate in this way:

In order to communicate well with (X) in this situation, I need to:

1. _____
2. _____
3. _____

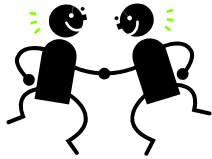
The benefits will be:

1. _____
2. _____
3. _____

Debrief. What went well? What did I learn? What will I do next time?

Chapter V – Program Summary and Feedback

As you gain more knowledge of your own style and the DISC language, you will find that it will help you read the behavior of others and identify the different styles.



Understanding behavior and flexing style to better fit with others can create some advantages for you such as helping you avoid or reduce conflict, saving you time working with/through others to get things accomplished, and creating and strengthening important relationships. It is obvious that good relationships are critical to success – people listen to, cooperate with, follow, and buy from people they like. And, the better your relationships are, the more successful you will be.

- ★ *DISC helps people understand and modify behavior; DISC does not measure performance, values, motives, ability, intelligence, skills, or experience...just observable behavior.*
- ★ *Everyone has all four styles of behavior (D, I, S, and C), but we each lean toward one.*
- ★ *There is no best style. All four bring different strengths to a team.*
- ★ *A high D score indicates dominant and driving behavior. You may also observe ambition, competitiveness, impatience, speed, results focus, self-starting, and a strong will.*
- ★ *A high I score reflects a strong influencer. You'll see a people person, charming, disorganized, enthusiastic, friendly, optimistic, and talkative.*

- ★ *A high S score is steady and stable; deliberate, easy-going and friendly, loyal, relaxed, reliable, resistant to change, sincere, systematic, and understanding.*
- ★ *A high C means conscientious. People high in C have these qualities: analytical, careful, precise, restrained, systematic, compliant, and perfectionism.*
- ★ *We have two sets of DISC scores. One reflects our natural behavior and the other reflects how we are adapting our behavior to be successful in our current work environment.*

We encourage you to continue to use DISC as a tool for building better relationships. There is more you can learn including how to make DISC part of your work conversations; how to use DISC to make hiring, team assignment, or project assignment decisions; using DISC for team building and conflict management; and using DISC as a selling tool.

If you want to explore any of these topics, we will be happy to help you. We also recommend that you continue to learn on your own. The book *People Styles at Work* by Robert and Dorothy Bolton is an excellent study and reference guide.

Feedback

Please take the time to complete the evaluation on the next page. If you are taking the program in one of our live workshops, your program facilitator will collect it. If you have used this guide for self-study, we still need your feedback. Please take a few minutes to write to us. You can tear the page off and fax it to us, scan it and email it to us, or just write your feedback directly into the body of an email and send to info@catherineodonnellandassociates.com

Feedback Form- Building Better Relationships (DISC)

Check your response to the items below and please be candid. We want to do what it takes to improve this program to exceed expectations of clients like you. Rate content and facilitation of the program on a 1 to 5 scale:

1. = Did not meet any of my expectations and was a waste of my time
2. = Below my expectations, but I got value
3. = Good and met some of my needs and expectations
4. = Very good and met my needs and expectations
5. = Exceeded my needs and expectations

	1	2	3	4	5
CONTENT (Self-Study and Workshop)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

	1	2	3	4	5
FACILITATION (Workshop Participants Only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

What was most valuable?

What was least valuable?

What improvements should we make?

Participant Name (optional): _____

Thank you for taking the time to provide your feedback. Please return completed form to your workshop facilitator or send to: catherine@catherineodonnellandassociates.com or fax (866) 352-3143.