

DiSC® Management Strategies

A Systematic Approach for
Management to facilitating
Conflict and Handling Difficult
People at work

Assumption A

Differences cause conflict

Different = Wrong

I Win/You Lose

Assumption B

Different \neq Wrong

Different = Different

I Win/You Win

Foundation of Understanding

- I understand, accept, and respect who I am.
- I understand, accept, and respect who you are, even though you may be very different from me.

Foundation of Understanding

- You understand, accept, and respect who I am, even though I may be very different from you.
- You understand, accept, and respect yourself.

Foundation of Understanding

- Now we can work together effectively in a climate of mutual understanding, acceptance, and respect.

Four Types of Conflict



Module 1: Managing Self

- Discover your behavioral style.
- Identify the attributes of the behavioral styles.
- Develop an action plan for self-management.

Module 1: Managing Self

GRAPH III					
	D	i	S	C	SEGMENT
INTENSITY					
28	+27	+28	+26	+24	7
27					
26	+9	+9	+14	+18	
25	+6	+8	+12	+6	6
24	+5				
23	+3	+7	+11	+5	
22	+2		+10	+4	5
21	+1	+6	+9	+3	
20	0		+8	+2	
19	-1	+5	+7	+1	4
18	-2	+4	+6	0	
17	-3	+3			
16	-4				3
15	-5	+2	+5	-1	
14	-6	+1	+4	-2	
13	-7		+3		2
12					
11	-8	0	+2	-3	
10	-9	-1	+1	-4	1
9	-10	-2	0	-5	
8	-11				
7	-12	-3	-1	-6	
6	-13	-4	-2	-7	
5	-14	-5	-3	-8	
4			-4	-9	
3	-15	-6	-5	-10	
2	-16	-7	-6	-11	
1	-17	-8	-7	-12	
	-27	-26	-27	-26	
					SEGMENT NUMBERS
					CLASSICAL PATTERN

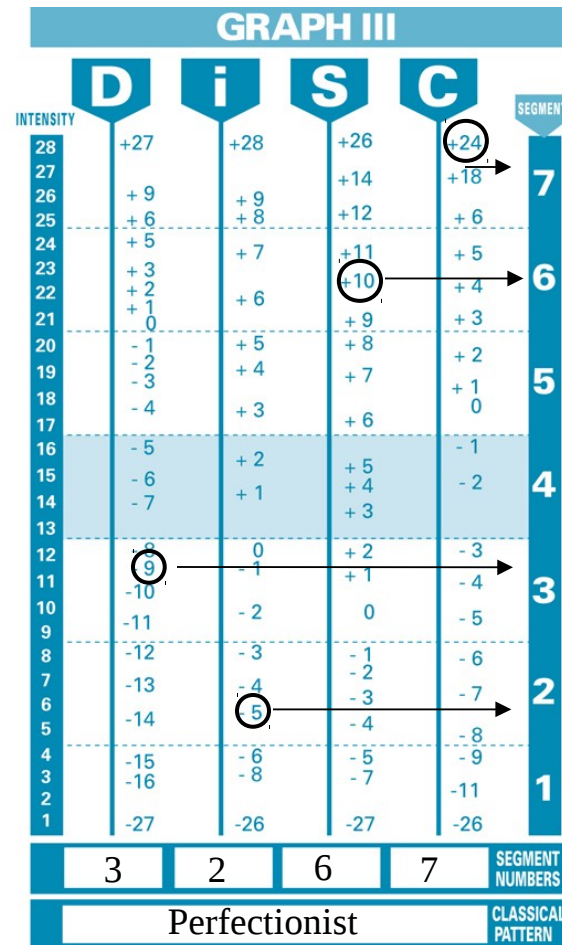
Simple Approach to Human Behavior

- Goals
- Fears
- To Be More Effective
- Overuses

Dimensional Intensity Index

D		i		S		C	
28	egocentric	28	enthusiastic	28	passive	28	perfectionist
27	direct	27	gregarious	27	patient	27	accurate
26	daring	26	persuasive	26	loyal	26	fact-finder
25	domineering	25	impulsive	25	predictable	25	diplomatic
24	demanding	24	emotional	24	team-person	24	systematic
23	forceful	23	self-promoting	23	serene	23	conventional
22	risk-taker	22	trusting	22	possessive	22	courteous
21	adventuresome	21	influential	21	complacent	21	careful
20	decisive	20	pleasant	20	inactive	20	restrained
19	inquisitive	19	sociable	19	relaxed	19	high standards
18	self-assured	18	generous	18	nondemonstrative	18	analytical
17	competitive	17	poised	17	deliberate	17	sensitive
16	quick	16	charming	16	amiable	16	mature
15	self-reliant	15	confident	15	stable	15	evasive
14	calculated risk-taker	14	convincing	14	mobile	14	"own person"
13	self-critical	13	observing	13	outgoing	13	self-righteous
12	unassuming	12	discriminating	12	alert	12	opinionated
11	self-effacing	11	reflective	11	eager	11	persistent
10	realistic	10	factual	10	critical	10	independent
9	weighs pros and cons	9	logical	9	discontented	9	rigid
8	meek	8	controlled	8	fidgety	8	firm
7	conservative	7	retiring	7	impetuous	7	stubborn
6	peaceful	6	suspicious	6	restless	6	arbitrary
5	mild	5	pessimistic	5	change-oriented	5	rebellious
4	quiet	4	aloof	4	fault-finding	4	defiant
3	unsure	3	withdrawn	3	spontaneous	3	obstinate
2	dependent	2	self-conscious	2	frustrated by status quo	2	tactless
1	modest	1	reticent	1	active	1	sarcastic

Graph III



Managing Your Performance

- Motivating factors
- Preferred environment
- Tends to avoid

Managing Your Performance

- Strategies for increased effectiveness
- Demotivating factors
- Behavior in conflict situations

Module 2: Managing Others

- Use DiSC[®] to identify the behavioral styles of others.
- Develop strategies for working more effectively with people who have different behavioral styles.

Module 2: Managing Others

- Create an action plan for managing or working effectively with another person.

Key Points

When managing or working with others, people are perceived as effective when:

- They do *what* others need them to do (tasks or activities).
- They do it *how* others need them to do it (meeting style needs).

People-Reading Guide

Is this person's behavior more...

Outgoing/Direct

<or>

Reserved/Indirect

More competitive
and directing

<or>

More talkative
and interactive

More accepting
and doing

<or>

More assessing
and thinking

Basic Principles of Motivation

- You cannot motivate another person.
- All people are motivated.
- People are motivated to do what *they* want to do, not what *you* want them to do.

Basic Principles of Motivation

- Help people create an environment where they are *self-motivated*.
- Hold people accountable and responsible for their own performance.

Steps to Managing Others More Effectively

- Identify behavioral styles of the people involved.
- Determine which management activities are most appropriate.
- Select strategies that meet the behavioral needs of each individual.

Performance Management

Performance Management is based on:

- Behavioral Style
- Willingness
- Ability

Willingness vs. Ability

Willingness:

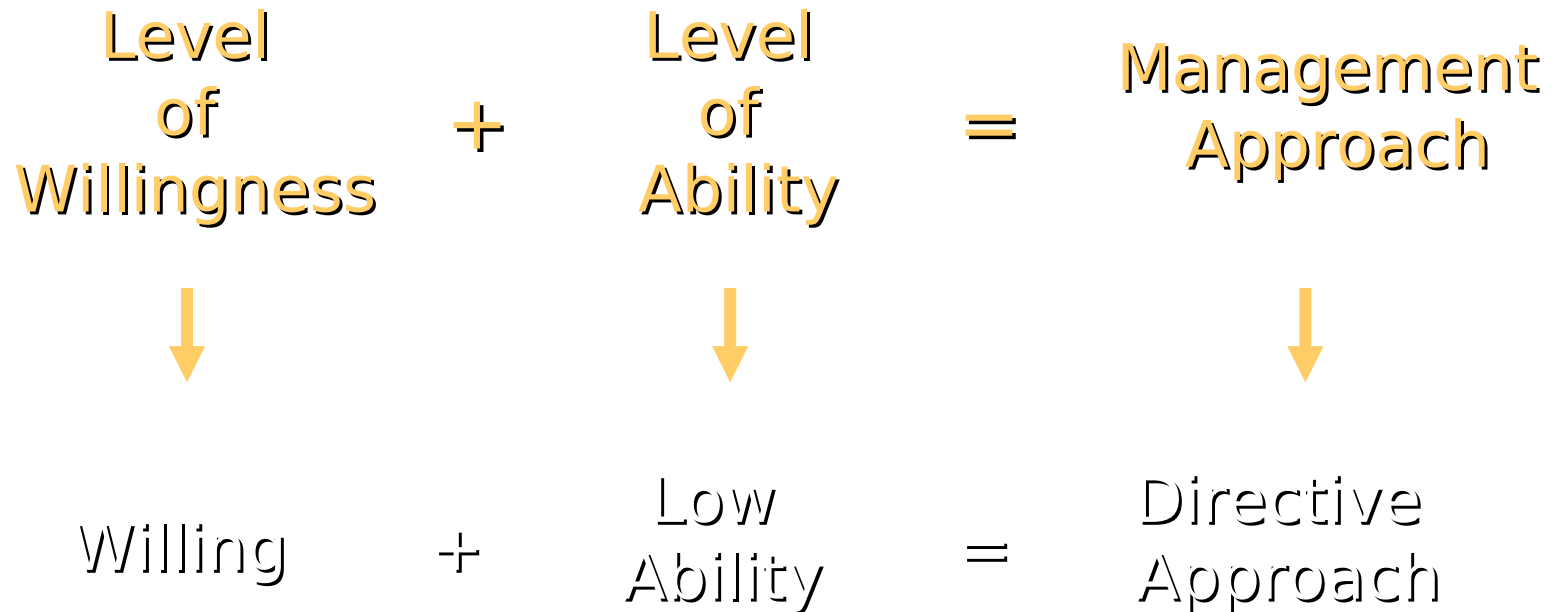
Level of motivation the individual brings to the task or situation. The “I will” or “I won’t” of performance.

Willingness vs. Ability

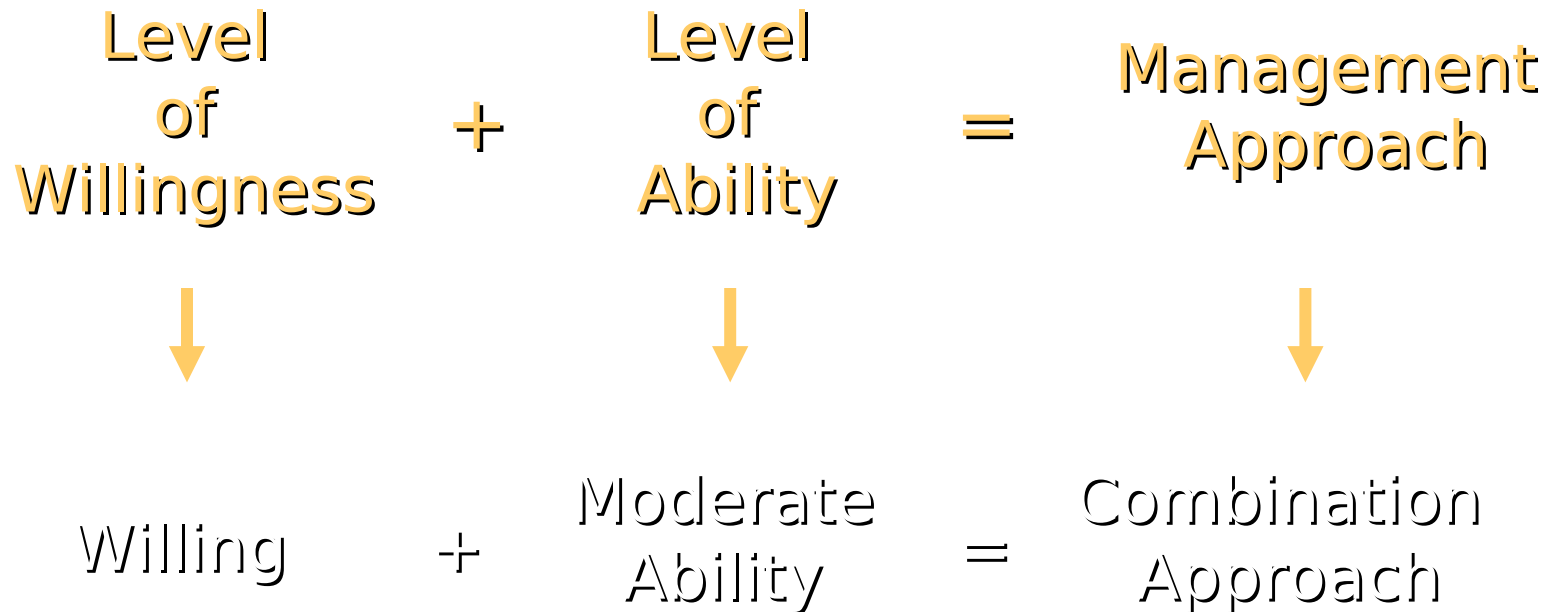
Ability:

Skill or competence the individual brings to the task or situation. The “I can” or “I can’t” of performance.

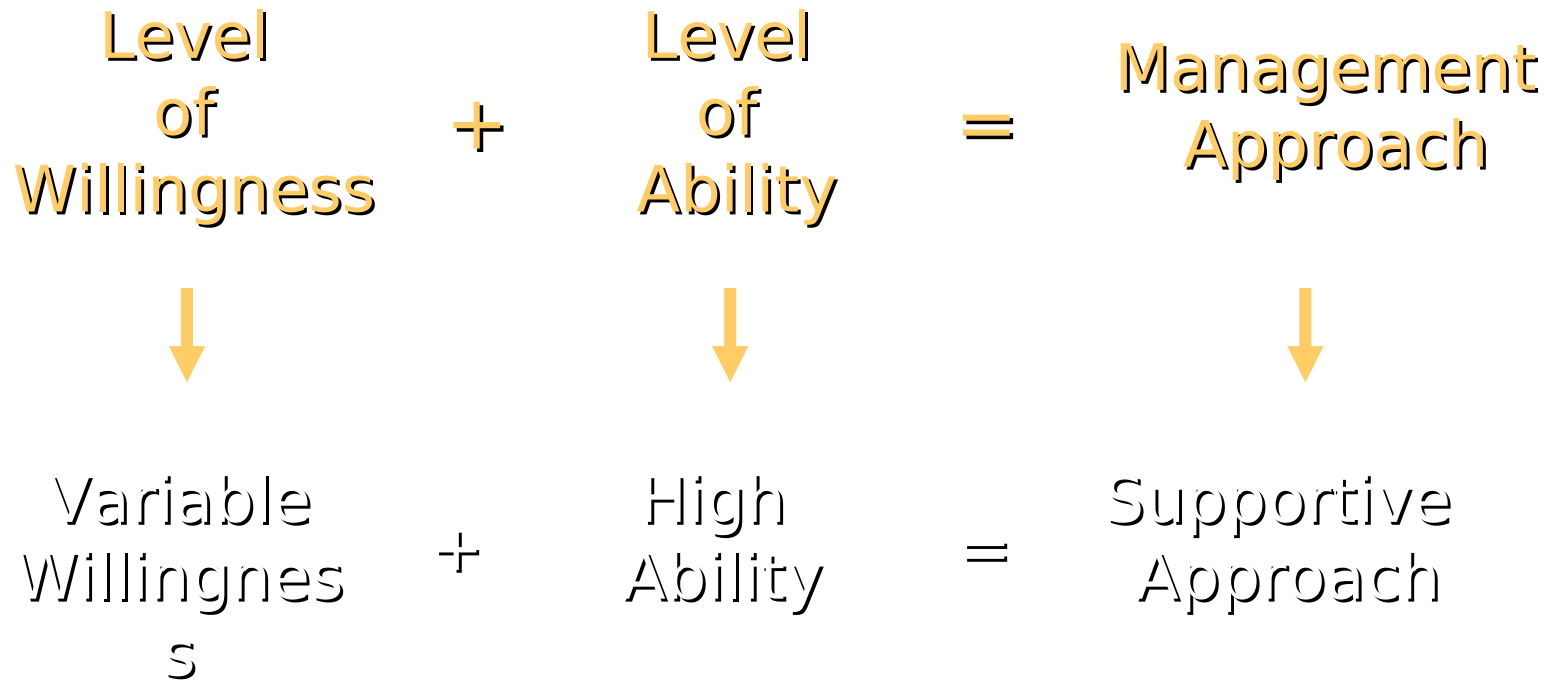
Selecting Management Strategies



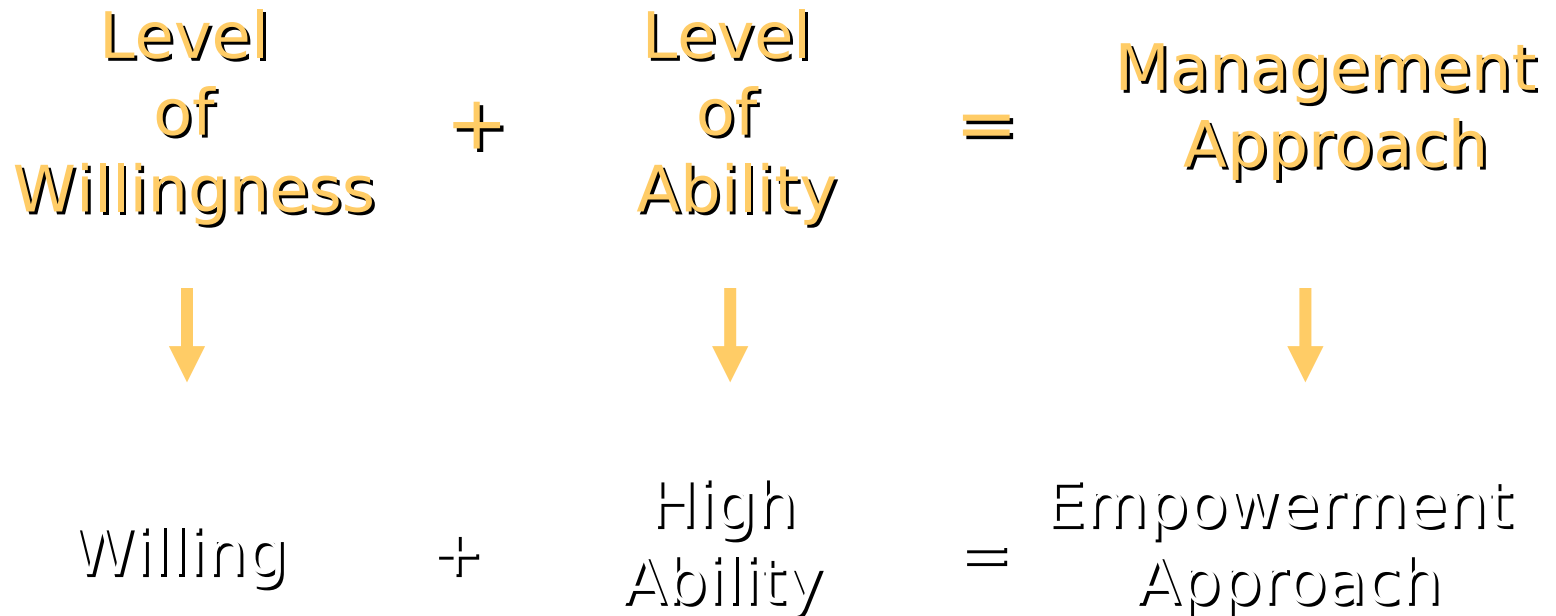
Selecting Management Strategies



Selecting Management Strategies



Selecting Management Strategies



Directive Management Approach

- Provide a specific description of the behavior required.
- Identify the quality standards surrounding the task.

Directive Management Approach

- Provide information on how the task should be done.
- Observe closely as the task is performed.

Directive Management Approach

- Provide immediate feedback.
- Set goals and standards.
- Define procedure for completing activities.

Directive Management Approach

- Monitor the process.
- Evaluate progress.
- Report results.

Supportive Management Approach

- Encourage individuals to identify their motivational needs.
- Model problem-solving behavior.

Supportive Management Approach

- Encourage individuals to develop an action plan.
- Provide support, ideas, and resources only when asked.

Supportive Management Approach

- Facilitate problem solving and decision making.
- Negotiate next steps and standards.

Supportive Management Approach

- Work with individual to identify criteria and timeframe used to evaluate performance and results.

Combination Management Approach

- Observe performance at frequent intervals.
- Provide specific instructions when necessary.
- Define performance expectations.

Combination Management Approach

- Develop the plan, then consult with the individual.
- Explain decisions and request ideas.
- Make the final decision.
- Evaluate performance results.

Empowerment Outcome 1

$$\begin{array}{c} \text{Empowerment} \\ + \\ \text{Skill Deficiency} \\ = \\ \text{Disaster} \end{array}$$

Empowerment Outcome 2

$$\begin{array}{c} \text{Empowerment} \\ + \\ \text{Skill Proficiency} \\ = \\ \text{Success} \end{array}$$

Empowerment Management Approach

- Allow individuals to develop plan and procedures and to control the process for completing work activities.
- Observe performance periodically.

Empowerment Management Approach

- Allow individuals to evaluate their own efforts.
- Allow individuals to take responsibility and to receive credit for their performance.

Adapting a Management Approach

- Identify performance issue.
- Assess individual level of willingness and ability.
- Adapt management approach to individual behavioral style.

Thank you for participating in
DiSC® Management Strategies