

Provided by:

TrainingLocation.com

(858) 485-8135

Individual • Team • Organizational
training & development materials

Authorized distributor for **inscape**  **publishing**



MANAGEMENT STRATEGIES

MANAGING PEOPLE,
PROCESS, AND
PERFORMANCE

FACILITATOR'S GUIDE

Inscape Publishing products are intended to be used by individuals to help them understand themselves and others in order to maximize personal satisfaction and organizational success. They are not intended to replace professional psychological counseling, nor are they designed to be used for selection or any other employment decision made by third parties.

Product Code: N-025

Program Author: Pamela Cole

ISBN 1-56664-026-X

©1994 by Inscape Publishing, Inc. All rights reserved. Original version
©1991 by Inscape Publishing, Inc. Copyright secured in U.S. and
foreign countries. Printed in the United States of America.
September 2002. Version 2.0.1

This publication may not be reproduced or used in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage retrieval system, or by any other means, without permission in writing from the publisher: Inscape Publishing, 6465 Wayzata Blvd., Suite 800, Minneapolis, Minnesota 55426-1725.

“Role Behavior Analysis” is a trademark of Inscape Publishing.
“Personal Profile System” and “DiSC” are registered trademarks of
Inscape Publishing, Inc.

Table of Contents

Table of Contents.....	3
Introduction: Purpose and Objectives	5
Overall Purpose:	5
Specific Objectives:	5
Module 1: Managing Self.....	5
Module 2: Managing Others.....	5
Module 3: Managing the Job.....	6
Module 4: Managing Performance.....	6
Facilitator's Planning Guide	7
Workshop Sequence.....	7
Resources Required	7
Where This Program Fits Into the Management Development Process	8
How To Use This Guide	9
Page Design	9
Use Of Icons	10
Training Tips	11
How People Learn	11
Some Training Techniques	12
Your Participants.....	15
Knowing Yourself.....	17
Summary	18
Overview of the Video Segments.....	19
Program Overheads	22
Module 1: Managing Self.....	22
Module 2: Managing Others.....	22
Module 3: Managing the Job.....	23
Module 4: Managing Performance.....	23
Module 1: Managing Self.....	25
Timeframe.....	25
Outcome.....	25
Equipment.....	25
Instrument(s).....	25
Quick Reference Outline	25
Module 1 Script: Managing Self	31
Module 2: Managing Others.....	65
Timeframe.....	65
Outcome.....	65
Equipment.....	65
Quick Reference Outline	65
Module 2 Script: Managing Others	69



Module 3: Managing the Job.....	97
Timeframe.....	97
Outcome.....	97
Equipment.....	97
Quick Reference Guide	97
Module 3 Script: Managing the Job	101
Module 4: Managing Performance.....	129
Timeframe.....	129
Outcome.....	129
Equipment.....	129
Quick Reference Outline	129
Module 4 Script: Managing Performance	133
Appendix 1: Common Questions about the <i>Personal Profile System</i> ®	163
Appendix 2: The <i>Personal Profile System</i> ® Software	165
Background Information.....	165
Interpretive Guide to the <i>Personal Profile System</i> ® Software.....	167
General Characteristics (The basic <i>Personal Profile System</i> Software Report)	167
Strategies for Managing the Person.....	170
How This Person Tends to Manage.....	173
Comparison Between <i>Personal Profile System</i> ® and <i>Role Behavior Analysis</i> ™ Information (PPS/RBA).....	176
One Role/One Person Information	176
Guidelines For Software Use in the DMS Program.....	178
Small Group Exercise.....	179
Small Group Exercise II	179
Appendix 3: Module 2 Case Study Answers.....	181
Case Study Number 1	181
Case Study Number 2	182
Case Study Number 3	183
Case Study Number 4	184
Case Study Number 5	185
Case Study Number 6	186
Appendix 4: Module 3 Supplemental Reports from the <i>Personal Profile System</i> ® Software	187



MANAGEMENT STRATEGIES

MANAGING PEOPLE,
PROCESS, AND
PERFORMANCE

PARTICIPANT'S GUIDE

This product is sold with the understanding that the publisher is not engaged in rendering legal or other professional services. If legal advice or other expert advice is advisable, the services of a competent professional should be sought at your own expense.

Product Code: U-025

Author: Pamela Cole

ISBN 1-56774-025-1

© 1994 by Inscape Publishing, Inc. All rights reserved.
Original version © 1991 by Inscape Publishing, Inc.
Copyright secured in the U.S. and foreign countries.
Printed in the United States of America, July 2002.
Version 2.0.1

This publication may not be reproduced or used in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage retrieval system, or by any other means, without permission in writing from the publisher: Inscape Publishing, Inc. 6465 Wayzata Blvd., Suite 800, Minneapolis, MN 55426-1725.

“Role Behavior Analysis” is a trademark of Inscape Publishing, Inc. *“DiSC”*, and *“Personal Profile System”* are registered trademarks of Inscape Publishing, Inc.

Table of Contents

Module 1: Managing Self

Purpose and Objectives	1-1
DiSC® System of Behavioral Management.....	1-2
Which is Most Like You? Least Like You?.....	1-3
The <i>Personal Profile System</i> ®	1-4
Video Discussion: Goals and Fears.....	1-5
Video Discussion: Advice to Others	1-6
Key Factors to Self-Management.....	1-7
Dominance: Focuses	1-8
Influence: Focuses	1-9
Steadiness: Focuses.....	1-10
Conscientiousness: Focuses	1-11
DiSC Model	1-13
Behavioral Continuum for Strengths.....	1-15
Behavioral Continuum for Fears	1-16
Behavioral Continuum for People-Reading.....	1-17
Characteristics of Behavioral Style	1-18
Managing Your Performance	1-19
Motivating Factors	1-21
Preferred Environment.....	1-22
Tends to Avoid	1-23
Strategies for Increased Effectiveness	1-25
Demotivating Factors	1-27
Behavior in Conflict Situations.....	1-29
Managing Self Action Plan.....	1-31
<i>Personal Profile System</i> Response Form	1-33

Table of Contents

Module 2: Managing Others

Purpose and Objectives	2-1
Managing Others	2-1
People-Reading Guide	2-2
Video Discussion: People-Reading	2-3
Video Discussion: Ineffective Behaviors	2-4
Strategies for Managing Paul	2-5
Strategies for Managing Jill	2-6
Strategies for Managing Cliff	2-7
Strategies for Managing Cynthia	2-8
Basic Principles of Motivation	2-9
Strategies for Managing Others	2-10
Communicating	2-13
Complimenting	2-15
Correcting	2-16
Counseling	2-17
Decision-Making	2-18
Delegating	2-20
Developing	2-21
Motivating	2-22
Problem-Solving	2-23
Managing Others Case Studies	2-24
Case Study No. 1	2-25
Case Study No. 2	2-26
Case Study No. 3	2-27
Case Study No. 4	2-28
Case Study No. 5	2-29
Case Study No. 6	2-30
Managing Others Action Plan	2-31

Table of Contents

Module 3: Managing The Job

Purposes and Objectives	3-1
Managing the Job	3-2
Evaluating Your Work Role	3-4
Matching Your Behavioral Style to Your Role	3-5
Action Plan for Managing the Job: Paul	3-6
Action Plan for Managing the Job: Jill	3-10
Action Plan for Managing the Job: Cliff	3-14
Action Plan for Managing the Job: Cynthia	3-18
Shifting Roles	3-22
Clarifying Role Expectations	3-23
Video Discussion	3-25
Coaching Role Behavior: Paul	3-28
Coaching Role Behavior: Jill	3-32
Coaching Role Behavior: Cliff	3-36
Coaching Role Behavior: Cynthia	3-40
Career Development	3-44
Career Development Case Study	3-45
Managing the Job Action Plan	3-53
<i>Role Behavior Analysis™</i> Response Form	3-55

Table of Contents

Module 4: Managing Performance

Purpose and Objectives	4-1
Managing Performance	4-2
Directive Management Approaches	4-5
Supportive Management Approaches	4-6
Combination Management Approaches	4-7
Empowerment	4-8
Empowerment Management Approaches	4-9
Selecting Management Strategies	4-10
Evaluating Willingness and Ability:	
Video Discussion	4-11
Adapting Management Approaches	
to Behavioral Style	4-15
Directive Management Approaches:	
Willing and Unable	4-16
Combination Management Approaches:	
Partially Able and Basically Willing	4-18
Supportive Management Approaches:	
Varyably Willing and Able	4-20
Empowerment Management Approaches:	
Willing and Able	4-22
Managing Performance Video Case Studies: Paul	4-24
Managing Performance Video Case Studies: Cynthia	4-25
Managing Performance Case Studies: Jill	4-26
Managing Performance Case Studies: Cliff	4-28
Understanding Your Natural Approach to Managing	4-31
Communicating	4-34
Decision-Making	4-36
Delegating	4-37
Developing People	4-39
Directing People	4-40
Managing Time	4-41
Motivating Others	4-43
Problem-Solving	4-44
Management Style Worksheet	4-45
Workshop Evaluation Feedback	4-47

This resource provided by:

www.TrainingLocation.com

(858) 485-8135

Individual, team, organizational training & development materials



Please contact us (or click on the links below) for samples of other Facilitator & Participant Resources, including:

- [Adventures in Attitudes – Facilitator Manual & Participant Guide](#)
- [Biblical Personal Profile System – Facilitator Manual](#)
- [Coping & Stress – Volume 1 & 2](#)
- [DiSC® Classic - Volume 1 & 2](#)
- [DiSC® Management Strategies - Facilitator Manual & Participant Guide](#)
- [DiSC® Sales Strategies – Facilitator Manual & Participant Guide](#)
- [Dimensions of Leadership Profile – Volume 1 & 2](#)
- [Discovering Diversity Profile® – Volume 1 & 2](#)
- [Personal Learning Profile – Volume 1 & 2](#)
- [Personal Listening Profile® – Volume 1 & 2](#)
- [Team Dimensions Profile® Facilitator Kit](#)
- [Time Mastery Profile® – Volume 1](#)
- [Work Expectations Sourcebook](#)

Sample of *Online* Profiles:

- [Team Dimension Profile](#)
- [DiSC® Classic Profile](#)
- [Discovering Diversity Profile®](#)
- [Time Mastery Profile®](#)
- [Work Expectations Profile](#)
- [Personal Listening Profile®](#)