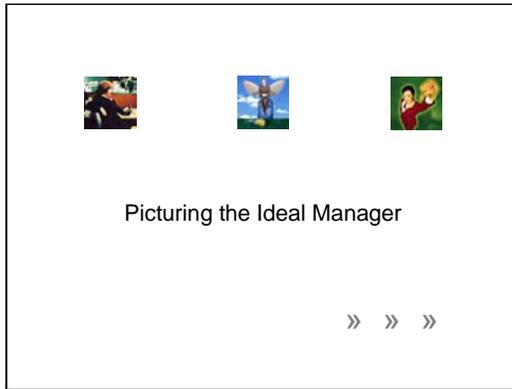




Frontline Management: Leveraging the Strengths of Your Style **Sample Leader's Guide**

This Sample Leader's Guide contains selected portions.





Leader's Guide



Participant Workbook

Picturing the Ideal Manager

SAY:

[☺] If you think about the managers you've had in the past, you may quickly realize how differently you've felt about them. You may have really enjoyed working with some, while you would certainly avoid working with others ever again.

As we look at why we enjoyed working with certain managers, we discover that there isn't one answer. Each good manager brings his or her own strengths to the job of managing.

In this program, we want to give you a chance to imagine the kind of manager you want to be. Then take some time to explore how your unique strengths can take you there.

INSTRUCT:

Let's start by getting into groups of five to eight.

Direct participants to where each group is gathering. Give participants a minute to find their groups.

Distribute two pieces of flipchart paper and markers to each group.



Leader's Guide



Participant Workbook

INSTRUCT:

- [👂] To start, think about the worst manager you have ever had.
- In your workbooks, take a minute to write down the person's typical behaviors – what he or she did and said – that earned him or her “worst manager” distinction.

Give participants one minute to write down their thoughts. Distribute flipcharts and markers to each table.

INSTRUCT:

- [👂] In your groups, build a composite of all of these managers on your flipchart, much like a police sketch.
- You can use drawings and words. Give this person a name and be sure to include the following:
 - Aliases used
 - Popular disguises
 - Last known whereabouts
 - This manager does not know or understand (blank).

Give participants 5–7 minutes to make their sketches.

SAY:

Now, I'd like to have a representative from each group present its “worst manager” sketch.

Choose a group to begin and continue until all groups have presented their sketch posters.

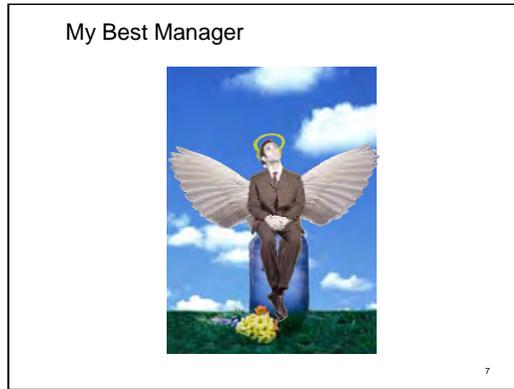
ASK:

What similarities do you see in each of these sketches?
 What differences do you see when you compare them?

Take a variety of responses.

SAY:

- Thinking about our worst manager paints the picture of what can go wrong when managing.
- Now let's think about when things have gone well.



Leader's Guide



Participant Workbook

INSTRUCT:

- [👂] Think about your most beloved manager.
- Write down the characteristics that made this person an ideal manager for you.

Give participants one minute to write about their best manager.

INSTRUCT:

- [👂] Now, get back into your groups and, this time, pretend that many years have passed, and you are designing a headstone showcasing this manager's legacy.
- On your flipchart, create the headstone using characteristics you agree upon.
- Again, feel free to use both drawings and words.

Give participants 5–7 minutes to make their headstone sketches.

SAY:

Now, I'd like to have each group present its "ideal manager" headstone.

Choose a group to begin. Continue until all groups have presented.

ASK:

What similarities do you see in each of these headstones?

What differences do you see when you compare them?

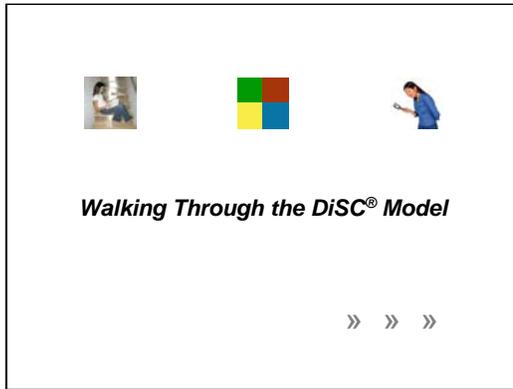
Listen for a variety of responses.

SAY:

- We can see that, while there are some similarities between the managers described by each group, it's clear that being the "ideal" manager in every situation is a challenging prospect.
- Recognizing what is perceived as "good" and "bad" by various people gives us a place to start when considering how to improve our effectiveness as managers.

TRANSITION:

The different preferences that were illustrated in this activity are not random. We can begin to understand these differences by looking at a model of behavioral styles.



Leader's Guide



Participant Workbook

Walking Through the DiSC® Model

NOTE TO FACILITATOR:

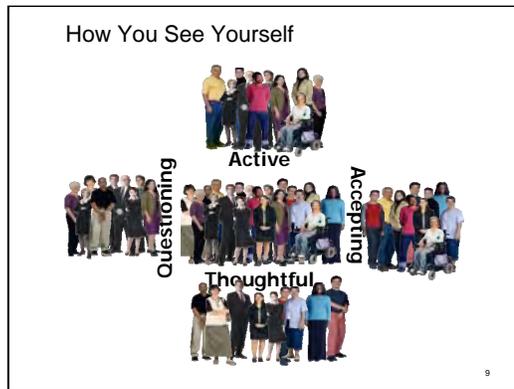
Refer to the Preparing the Classroom section of the Quick Start for detailed instructions on setting up the room for the upcoming “Walking Through the DiSC® Model” activity.

SAY:

- [🗣️] We know that people come in all different shapes, sizes, and colors. That much is clear. Most of us would also agree that people have different tastes, preferences, likes, and dislikes, even if they're not always obvious.
- In our world, we often dwell on these differences, to the point that we sometimes believe that nobody feels or thinks the way that we do.
- Or we may believe just the opposite, which is that differences are so slight that everybody, at their core, feels or thinks just like we do.
- Is it possible that the truth lies somewhere in between?

SAY:

Let's explore this idea by taking a look at some basic differences and similarities among people.



Leader's Guide



Participant Workbook

EXPLAIN:

- At the front of the room is a flipchart labeled “Active.” The other words are “Fast Paced,” “Assertive,” “Dynamic,” and “Bold.” In the back of the room is another flipchart labeled “Thoughtful.” The other words are “Moderate Paced,” “Calm,” “Methodical,” and “Careful.”
- Please move either to the front or the back of the room, based on the words you think tend to describe you at work.

Give them a moment to gather by either the “Active” or “Thoughtful” flipchart.

INSTRUCT:

Now take a minute to look at who is in your group.

Allow a minute for participants to observe and make notes about their groups.

SAY:

Now let’s see what happens if I ask you to describe yourself in a different way.

EXPLAIN:

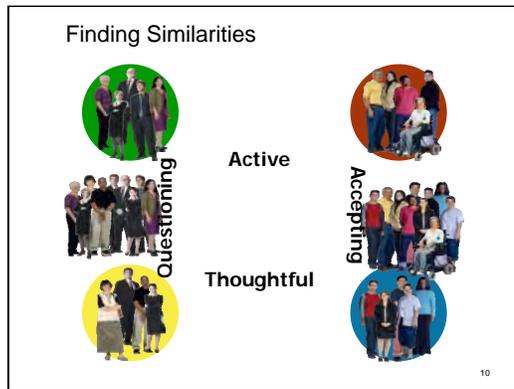
- On the left side of the room is a flipchart labeled “Questioning.” The other words are “Logic-Focused,” “Objective,” “Skeptical,” and “Challenging.”
- On the right side of the room is a flipchart labeled “Accepting.” The other words are “People-Focused,” “Empathizing,” “Receptive,” and “Agreeable.”
- Go either to the left or the right, based on the words you think best describe you at work.

Give them a moment to gather by either the “Questioning” or “Accepting” flipchart.

ASK:

Look around. Are there different people in this group than the last group you were in?

Give people a moment to look around and observe how the group has changed.



Leader's Guide



Participant Workbook

SAY:

[👂] So far, you have chosen two different groups based on how you tend to see yourself at work. Now let's see what happens when you get together with people who answered both questions the same way you did.

INSTRUCT:

- [👂] If you answered Active and Questioning, please come to this corner between your two responses.
- [👂] If you answered Active and Accepting, please come to this corner between your responses.
- [👂] If you answered Thoughtful and Accepting, please come to this corner between your responses.
- [👂] If you answered Thoughtful and Questioning, please come to this corner between your responses.

Direct participants to sit in their groups at a table near the appropriate corner of the room. Hand out flipchart paper to each group.

INSTRUCT:

- Now, in your groups, share why you picked the descriptions that you did. Give examples of your behavior that are Active, Thoughtful, Accepting, or Questioning.
- Take notes in your workbooks while one person in your group records your responses on the flipchart paper.

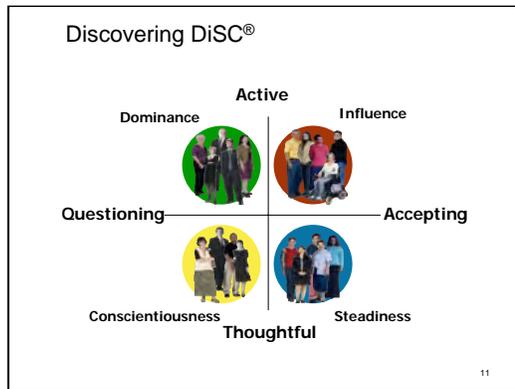
If any participants think that they have chosen the wrong group after the discussion has begun, invite them to join another group.

Allow 3–5 minutes for discussion. Provide masking tape for hanging the flipchart sheets in each corner.

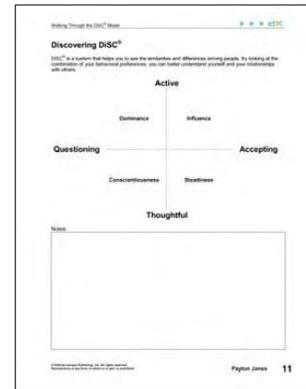
INSTRUCT:

I'd like one person from each group to present to the rest of us some of the things you found out about each other.

Allow about a minute for each group to present.



Leader's Guide



Participant Workbook

SAY:

[👉] Thank you for sharing. You just brought the DiSC® model to life.

EXPLAIN:

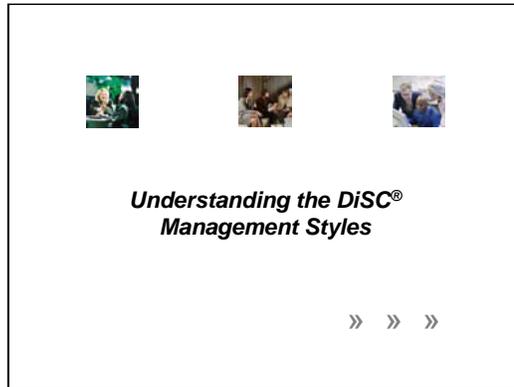
- DiSC is a system that helps you to see the similarities and differences among people. By looking at the combination of your behavioral preferences, you can better understand yourself and your relationships with others.
- For example, those who are [👉] Active and Questioning share characteristics with the Dominance or “D” style.
- [👉] Those who are Active but more Accepting are likely to have preferences toward the Influence or “i” style.
- [👉] Those who are Accepting but more Thoughtful will most likely reflect the Steadiness or “S” style.
- [👉] Finally, those who are Thoughtful but more Questioning are probably showing the Conscientious or “C” style.
- As you can see by this picture, each of the styles shares a characteristic with its neighboring styles. Those that are across from each other are likely to experience the most differences.

SAY:

- [👉] So you may share likes, dislikes, and characteristics with many other people, not just with those who share your exact style.
- This is because none of the DiSC styles have completely unique traits. They relate to one another and have overlapping preferences.
- Therefore, you may discover that you have similarities to people who seem very different from you.
- Finding out what you have in common, and understanding how you’re different, is what makes relationships interesting.

TRANSITION:

Now let’s look at examples of each style in a management context.



Leader's Guide



Participant Workbook

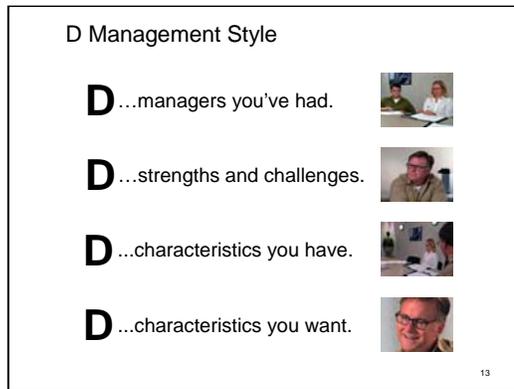
Understanding the DiSC® Management Styles

SAY:

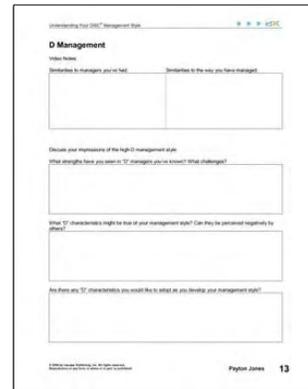
- [✓] We often assume that everyone approaches his or her role as a manager in the same way.
- However, we each have unique approaches to management, grown out of our unspoken expectations, personal needs, strengths, and challenges.
- Our DiSC® style influences the approach we take when managing others.
- Let's explore each style. We'll begin by watching a video segment that focuses on the "D — Dominance" style.

INSTRUCT:

- As you watch the video, write down on the next page of your workbook any similarities that this manager has to managers you've had in the past. Or note similarities to ways that you may have managed in the past.



Leader’s Guide



Participant Workbook

[🎧] *Video Segment: “D” Management Style*

ASK:

[🎧] How was this “D” manager effective? How did the employees respond?

Listen for: gave clear direction, pushed for resolution, congratulated them. Employees were comfortable challenging him and offering ideas, they shared in his pride.

SAY:

Now let’s have a little fun and look at a different perspective on a “D” manager. The next piece shows how the employees might perceive the “D” management style when it’s pushed to the extremes.

[🎧] *Video Segment: “D” Management Style Gone Wrong*

ASK:

[🎧] Has anyone here ever **felt** you were being sent to a corner like the employee in the video? What did the manager do or say to make you feel this way?

Elicit responses and facilitate discussion.

INSTRUCT:

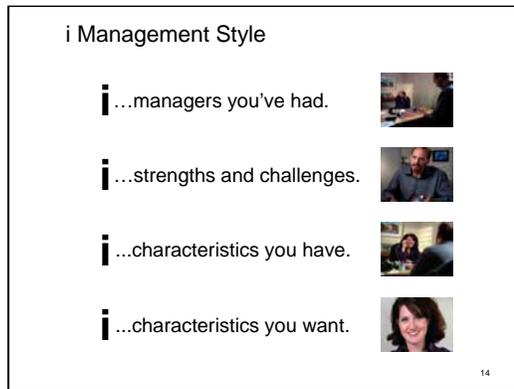
In small groups, take a few minutes to talk about your impressions of the high-D management style. Discuss:

- [🎧] What strengths have you seen in “D” managers? What challenges?
- [🎧] What “D” characteristics might be true of your management style? Can they be perceived negatively by others?
- [🎧] Are there “D” characteristics you would like to adopt as you develop your management style?

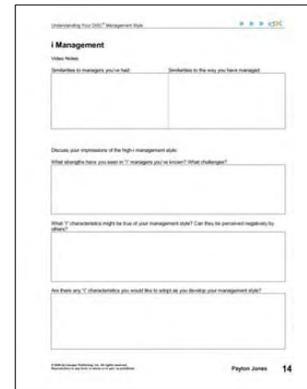
Give participants 2–3 minutes to discuss.

INSTRUCT:

As you watch the next video of a high “i” manager, write down any similarities that she has to managers you’ve had in the past or ways that you may have managed.



Leader's Guide



Participant Workbook

[🎧] *Video Segment: "i" Management Style*

ASK:

[🎧] How was this "i" manager effective? How did the employee respond?

Listen for: showed enthusiasm for the idea, agreed to seek support from others, asked him to handle logistics, complimented his abilities based on past experience. Employee lost his hesitation once she showed enthusiasm for the idea, he was willing to take on extra responsibility, body language showed he was pleased at being recognized for his abilities.

SAY:

Again, let's take a look at a different perspective on an "i" manager. The next piece shows how the employee might perceive the extremes of the "i" management style.

[🎧] *Video Segment: "i" Management Style Gone Wrong*

ASK:

[🎧] Has anyone **felt** that their manager was unavailable and didn't give clear direction? What did the manager do or say to make you feel this way?

Elicit responses and facilitate discussion.

INSTRUCT:

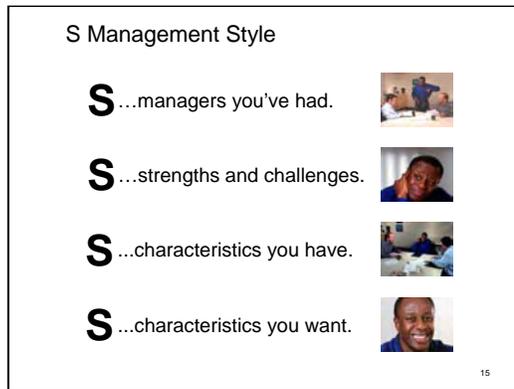
In small groups, take a few minutes to talk about your impressions of the high-i management style. Discuss:

- [🎧] What strengths have you seen in "i" managers? What challenges?
- [🎧] What "i" characteristics might be true of your management style? Can they be perceived negatively by others?
- [🎧] Are there "i" characteristics you would like to adopt as you develop your management style?

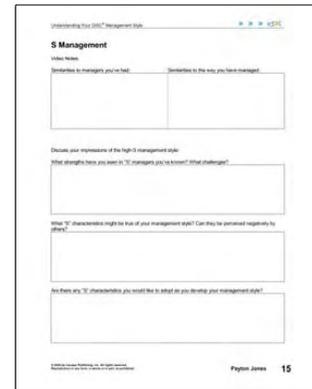
Give participants 2–3 minutes to discuss.

INSTRUCT:

As you watch the next video of a high "S" manager, again note any similarities that he has to managers you've had in the past or ways that you may have managed.



Leader's Guide



Participant Workbook

[🎧] *Video Segment: "S" Management Style*

ASK:

[🎧] How was this "S" manager effective? How did the employee respond?

Listen for: offered support, showed consideration about worker's family needs, empathized. Employees were appreciative, encouraged, felt empowered.

SAY:

Next we will see a different picture of an "S" manager. This shows how employees might see the "S" management style when it goes too far.

[🎧] *Video Segment: "S" Management Style Gone Wrong*

ASK:

[🎧] Has anyone here ever **felt** their manager wouldn't go to bat for them on an important issue? What did the manager do or say to make you feel this way?

Elicit responses and facilitate discussion.

INSTRUCT:

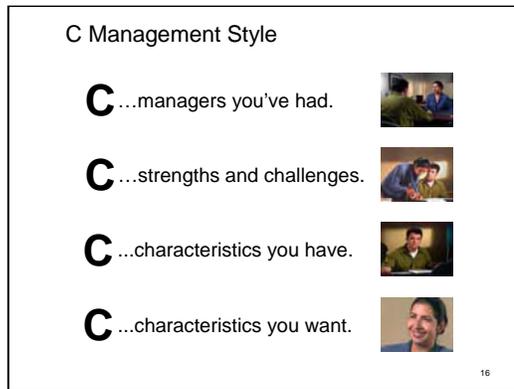
In small groups, take a few minutes to talk about your impressions of the high-S management style. Discuss:

- [🎧] What strengths have you seen in "S" managers? What challenges?
- [🎧] What "S" characteristics might be true of your management style? Can they be perceived negatively by others?
- [🎧] Are there "S" characteristics you would like to adopt as you develop your management style?

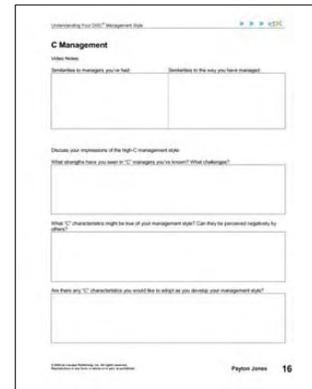
Give participants 2–3 minutes to discuss.

INSTRUCT:

Finally, we will watch a video of a high "C" manager. Write down any similarities that she has to managers you've had in the past or ways that you may have managed.



Leader's Guide



Participant Workbook

[🎥] *Video Segment: “C” Management Style*

ASK:

[🎥] How was this “C” manager effective? How did the employee respond?

Listen for: complimented good work, gave constructive direction for improvement, solicited his ideas. Employee was open to changes and asked questions for clarity, he was relieved when he was given support.

SAY:

Now let’s take a look at a different view of a “C” manager. The next piece shows how employees might perceive the “C” management style when it goes to the extremes.

[🎥] *Video Segment: “C” Management Style Gone Wrong*

ASK:

[🎥] Has anyone here ever **felt** like you couldn’t do anything right or you had to account for every move you made? What did the manager do or say to make you feel this way?

Elicit responses and facilitate discussion.

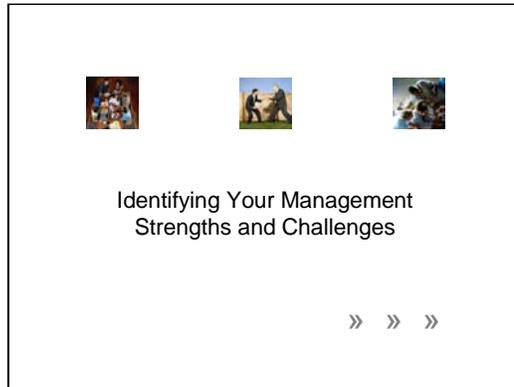
INSTRUCT:

- In small groups, take a few minutes to talk about your impressions of the high-C management style. Discuss:
 - [🎥] What strengths have you seen in “C” managers? What challenges?
 - [🎥] What “C” characteristics might be true of your management style? Can they be perceived negatively by others?
 - [🎥] Are there “C” characteristics you would like to adopt as you develop your management style?

Give participants 2–3 minutes to discuss.

TRANSITION:

Now that we’ve seen some powerful examples of each type of manager, let’s discover our own DiSC® management style and the characteristics that influence it.



Leader's Guide

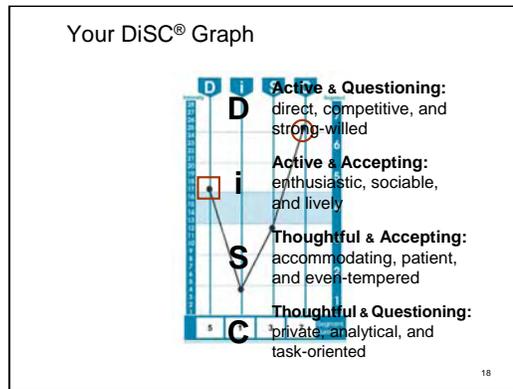


Participant Workbook

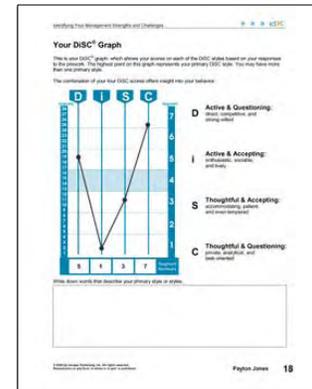
Identifying Your Management Strengths and Challenges

SAY:

- [☞] Effective managers are those who are able to adjust their management approach to meet the needs of different types of employees.
- Becoming more skilled at using the best approach requires that we focus on two areas:
 - Recognizing when our management strengths are appropriate and when using them might be counterproductive.
 - Developing our skills in the areas that challenge us so that we gain the flexibility to adjust our approach when necessary.
- Before we explore your management strengths and challenges, let's first take some time to discover your personal DiSC® style.



Leader's Guide



Participant Workbook

EXPLAIN:

- [👂] Your DiSC® Graph is based on your responses to the prework.
- [👂] The highest point on this graph represents your primary DiSC style. Your primary style describes your preferences in behavior and interpersonal relationships.
- [👂] Some of you might have more than one style plotting above the shaded area. These multiple styles combine to describe your preferences.
- [👂] If your primary style or one of your styles is high “D,” you prefer to be Active and Questioning. You may tend to be direct, competitive, and strong-willed.
- [👂] If you have a high-i style, you prefer to be Active and Accepting. You are probably enthusiastic, sociable, and lively.
- [👂] If your primary style or one of your styles is high “S,” you prefer to be Thoughtful and Accepting. You are likely to be accommodating, patient, and even-tempered.
- [👂] Finally, if you have a high-C style as this sample graph shows, you prefer to be Thoughtful and Questioning. You are probably private, analytical, and task-oriented.

INSTRUCT:

Take a moment to circle in your workbook the words that describe your primary style or styles.

Give participants a moment to circle down the descriptions.

SAY:

- Now that you have been introduced to your DiSC style, let’s take a look at how your DiSC preferences play out in your management style.
- We will be exploring how you tend to manage in eight different categories using your individualized feedback. The first category we will look at is one of the most important areas for all managers – Communicating.

How You Manage when Communicating



Communicating

- Delegating
- Directing
- Developing
- Decision-Making
- Managing Time
- Problem-Solving
- Motivating Others

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Leader's Guide

Identifying Your Management Strengths and Challenges

How You Manage When Communicating

Communication is essential to maintaining harmony and a smooth workflow in a team or in a department. This tool helps you to identify your strengths and challenges when communicating with others. It also helps you to identify your weaknesses and areas for improvement.

- Tends to be cooperative in communications, using logic and data to persuade
- Tends to use formal, written communication, discouraging discussion
- Prefers a reserved, respectful, business-like approach in oral communication
- Tends to avoid discussion of personal information or anything of the work environment
- May be perceived by others as cold, distant, and uninvolved
- Tends to be direct, factual, concise and logical
- Tends to avoid making time for one-on-one or small group
- May be perceived as hard, cold, or uninvolved

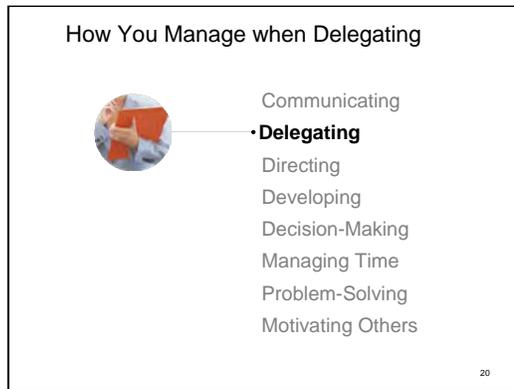
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Participant Workbook

INSTRUCT:

- [👂] I'd like to have everyone read your individualized feedback about how you manage when communicating.
- Put checkmarks by the statements that seem to describe you well.

Give participants a minute to read and mark the statements.



Leader's Guide



Participant Workbook

SAY:

- [☺] Now that you have a picture of how you tend to communicate in your management role, let's take a look at another critical category – Delegating.
- Many managers hesitate before they delegate. While this is natural, we must remember that managers play numerous roles, and it's impossible to effectively do all the work alone. We can only succeed as managers when we accomplish work through others.

INSTRUCT:

- So to see how your DiSC[®] style might affect how you delegate, read your individualized feedback about delegating.
- Put checkmarks by the statements that seem to describe you well.

Give participants a minute to read and mark the statements.