

Frontline Management: Leveraging the Strengths of Your Style

This Sample Participant Workbook contains selected portions of an Individualized Participant Workbook. An Individualized Participant Workbook is generated from EPIC after the respondent completes the questions of the corresponding learning model.

Prepared exclusively for:

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Picturing the Ideal Manager

Goals

- Develop a picture of your ideal manager.
- Discover that people have different ideas about what makes a good manager.

We have all had at least one manager with whom we really enjoyed working. Most of us can probably also think of a difficult manager we would avoid working with ever again.

But your best manager might be someone's vision of the worst, and your worst could be someone's ideal.

Recognizing what is perceived as "good" and "bad" by others gives us a place to start when considering how we may need to adjust our management approach.

Notes:

My Worst Manager

Think about the worst manager you have ever had. Write down the person's typical behaviors – what he or she did and said – that earned him or her “worst manager” distinction for you.

Notes:

My Best Manager

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

Notes:



Walking Through the DiSC[®] Model

Goals

- Understand your characteristics in a new way.
- Recognize that you have common traits with different groups of people.
- Discover the basics of the DiSC[®] model.

We know that people come in all different shapes, sizes, and colors. Most of us would also agree that people have different tastes and preferences, even if they're not obvious.

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?

Notes:

How You See Yourself

| | | |
|--|-----------|---|
| Active | OR | Thoughtful |
| Fast Paced Assertive Dynamic Bold | | Moderately Paced Calm Methodical Careful |

Notes:

| | | |
|--|-----------|---|
| Questioning | OR | Accepting |
| Logic-Focused Objective Skeptical Challenging | | People-Focused Empathizing Receptive Agreeable |

Notes:

Finding Similarities

Take notes on your group's discussion:

Why did you choose to stand with the descriptions that you did? Give examples of your behavior that is Active, Thoughtful, Accepting, and/or Questioning.

My Group is:

Active and Questioning

Thoughtful and Questioning

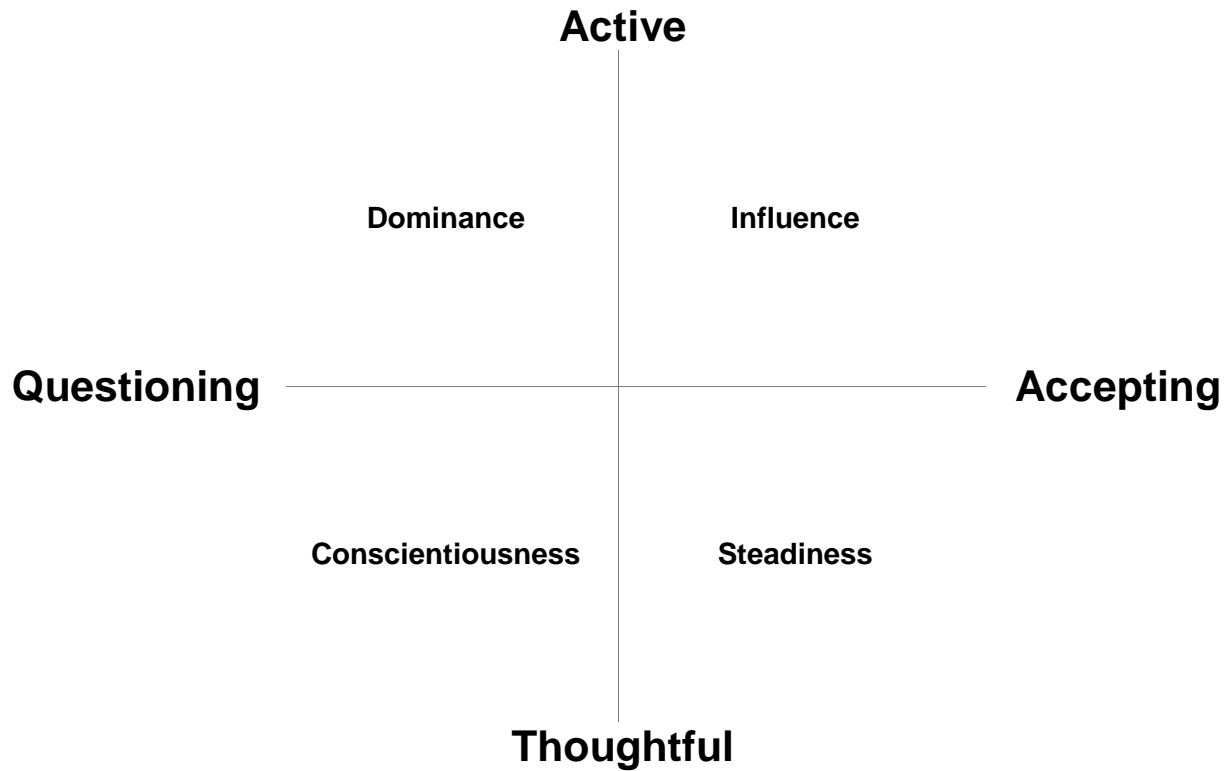
Active and Accepting

Thoughtful and Accepting

Notes:

Discovering DiSC®

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.



Notes:



Understanding the DiSC[®] Management Styles

Goals

- Discover the four DiSC[®] management styles.
- Recognize the characteristics, strengths, and challenges of each management style.
- Understand how the extremes of each style might be perceived by others.

We often assume that everyone approaches their 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.

Notes:

D Management

Video Notes:

Similarities to managers you've had:

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Similarities to the way you have managed:

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Discuss your impressions of the high-D management style:

What strengths have you seen in "D" managers you've known? What challenges?

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What "D" characteristics might be true of your management style? Can they be perceived negatively by others?

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Are there any "D" characteristics you would like to adopt as you develop your management style?

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i Management

Video Notes:

Similarities to managers you've had:

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Similarities to the way you have managed:

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Discuss your impressions of the high-i management style:

What strengths have you seen in "i" managers you've known? What challenges?

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What "i" characteristics might be true of your management style? Can they be perceived negatively by others?

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Are there any "i" characteristics you would like to adopt as you develop your management style?

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S Management

Video Notes:

Similarities to managers you've had:

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Similarities to the way you have managed:

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Discuss your impressions of the high-S management style:

What strengths have you seen in "S" managers you've known? What challenges?

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What "S" characteristics might be true of your management style? Can they be perceived negatively by others?

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Are there any "S" characteristics you would like to adopt as you develop your management style?

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C Management

Video Notes:

Similarities to managers you've had:

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Similarities to the way you have managed:

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Discuss your impressions of the high-C management style:

What strengths have you seen in "C" managers you've known? What challenges?

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What "C" characteristics might be true of your management style? Can they be perceived negatively by others?

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Are there any "C" characteristics you would like to adopt as you develop your management style?

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Identifying Your Management Strengths and Challenges

Goals

- Discover the characteristics of your DiSC[®] management style.
- Recognize which areas of management represent your strengths and which present challenges.

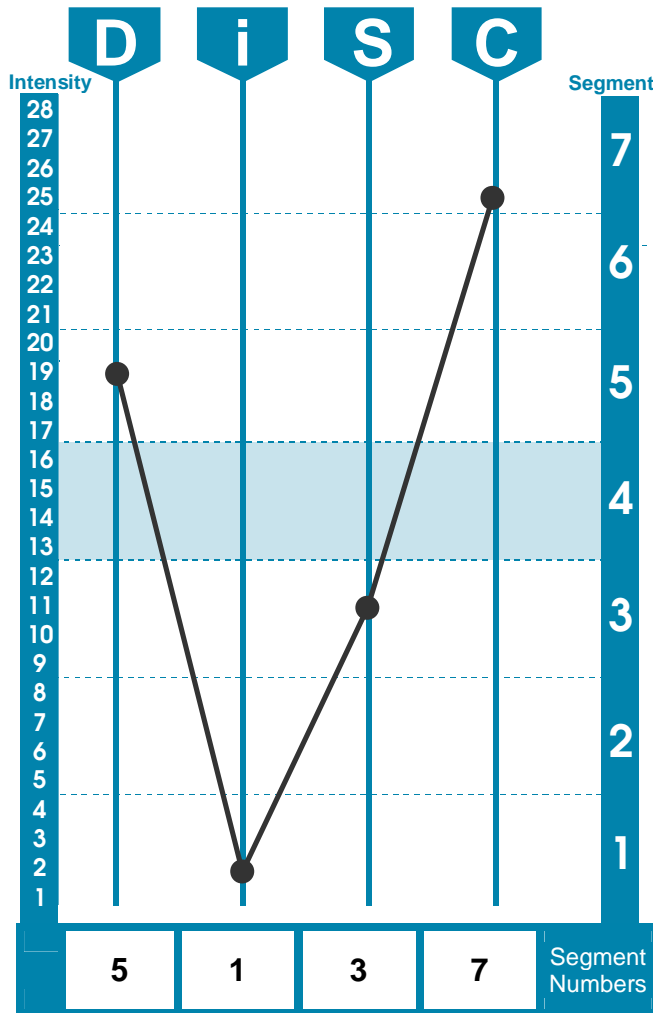
Effective managers are those who are able to adjust their management approach to meet the needs of different types of employees.

Notes:

Your DiSC® Graph

This is your DiSC® graph, which shows your scores on each of the DiSC styles based on your responses to the prework. The highest point on this graph represents your primary DiSC style. You may have more than one primary style.

The combination of your four DiSC scores offers insight into your behavior.



- D Active & Questioning:**
direct, competitive, and strong-willed

- i Active & Accepting:**
enthusiastic, sociable, and lively

- S Thoughtful & Accepting:**
accommodating, patient, and even-tempered

- C Thoughtful & Questioning:**
private, analytical, and task-oriented

Write down words that describe your primary style or styles:

How You Manage When Communicating

Communication is essential to maintaining harmony and a smooth workflow on a team or in a department. The list below gives a description of how people with your DiSC[®] style tend to communicate as managers. Put checkmarks by the statements that seem to describe you well.

- Tends to be systematic in communications, using logic and data to persuade
- Tends to use formal, written communication, documenting discussions
- Prefers a reserved, impersonal, business-like approach in oral communications
- Tends to avoid discussion of personal information or socializing in the work environment
- May be perceived by others as cold, detached, and uninvolved
- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- May be perceived as blunt, cold, or uncaring

How You Manage When Delegating

You can't possibly do everything yourself, all the time. The list below gives a description of how people with your DiSC[®] style tend to delegate as managers. Put checkmarks by the statements that seem to describe you well.

- Tends to give specific, detailed instructions for assignments
- May do important work self so that can be sure that it will be done correctly
- May have difficulty finding people who meet standards
- Tends to monitor progress and results closely so that others may feel under inspection constantly
- Prefers working with people who share high standards and commitment to quality performance
- Tends to delegate to others the responsibility for follow-through on details
- May be so non-specific and results-oriented in assigning tasks that others have difficulty finding out how to do it
- May have difficulty delegating authority to go with the responsibility because wants to maintain control