idX™ - Frontline Management:Leveraging the Strengths of Your Style

Prepared exclusively for:

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This Participant Workbook provided by:

Training Location

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Session Goal and Process

Understand and **maximize** our **strengths** in order to become better, more effective managers.

By doing so, we can

- Become aware of our **natural** management **tendencies**.

- Understand why employees **react** the way they do.

- Learn to **play to our strengths** as managers.

The **DiSC® Learning Model** will inform each step of today's process. With it we will

- **Understand** different management styles.

- **Explore** specific strengths and challenges of each management style.

- **Discover** how others perceive your strengths.

- **Create** an action plan for leveraging your management strengths.

My personal goals for this session:

Picturing the Manager You Want to Be

MODULE GOALS:

- Discover that people have different ideas about what makes a good manager.
- Develop a picture of the manager you want to be.

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.

With your group, build a "police sketch" **composite** of all of these managers on your flipchart. Use drawings and words to make your **"unwanted" poster**. Include

- Name
- Aliases used
- Popular disguises
- Last known whereabouts
- What this manager does not know or understand

What similarities do you see among the sketches presented by the groups?

What differences do you see when you compare them?

My Best Manager

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

On your group's flipchart, design a headstone showcasing your **best manager's legacy**.

Using both pictures and words, create the headstone using characteristics your group agrees upon.

What similarities do you see among the headstones presented by the groups?

What differences do you see when you compare them?

The Manager You Want to Be

Every person is able to make different contributions as a manager. No two people do the job the exact same way. Based on your responses to the prework, there are certain contributions that will probably come most naturally to you, as listed below.

Read the list of contributions and personalize your feedback by putting a ✓ next to things that are like you, an **X** next to items that are not like you, and a **?** next to things you aren't sure about.

☐ I try to create a stable and predictable environment
☐ I allow people space to figure out their own methods
☐ I'm approachable about concerns and problems
☐ I'm not demanding of others
☐ I don't push my ideas as better than those of others
☐ I avoid taking all the credit
☐ I'm tactful and diplomatic
☐ I avoid rushing others for quick answers
☐ I'm a calm person
☐ I avoid making impulsive or irrational decisions
☐ I'm orderly and well-organized
☐ I think carefully before I speak or act
☐ I check in with people to make sure they're doing ok
☐ I'm available to answer questions and clear up confusion
☐ I try to guide people rather than boss them around
☐ I maintain my objectivity in disputes between people
☐ I can explain the reasoning behind my decisions

You may notice some common themes in the list above. Most of these contributions place a high value upon working effectively with others and considering all the options carefully. They also emphasize modesty, diplomacy, and objectivity. Most likely, all of these contributions come fairly naturally to you.

Choose **three qualities** from the posters and your feedback that you would like **to focus on** to become the manager you want to be.

Checkmark whether these contributions will come **naturally** to you or take significant **effort**.

Qualities to focus on:	Come Naturally	Take Effort
1.		
2.		
3.		

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Walking Through the DiSC® Model

How You See Yourself

Consider which group of words best describes you – the **ACTIVE** group or the **THOUGHTFUL** group.

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

Now consider two other groups of words and which best describes you – the **QUESTIONING** group or the **ACCEPTING** group.

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

Most likely, there were different people with you each time you chose between two groups of words.

Finding Similarities

Mark the combination of characteristics that you chose. In your group, share examples of your behavior that are Active or Thoughtful and Questioning or Accepting.
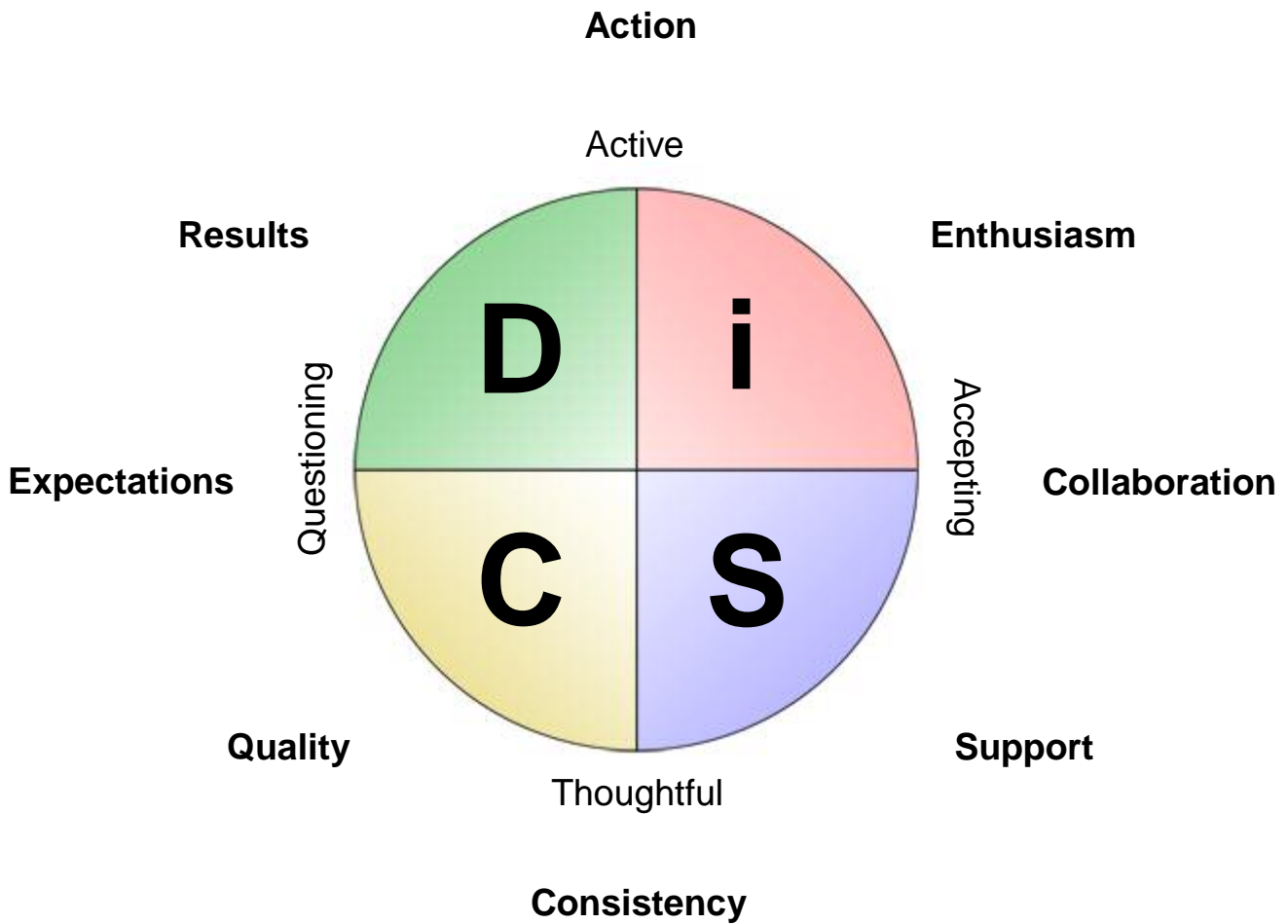
Write down the behaviors your group members share for each of your two characteristics.

❑ Active and Questioning	
Examples of behavior that is **ACTIVE:**	Examples of behavior that is **QUESTIONING:**

❑ Thoughtful and Questioning	
Examples of behavior that is **THOUGHTFUL:**	Examples of behavior that is **QUESTIONING:**

❑ Active and Accepting	
Examples of behavior that is **ACTIVE:**	Examples of behavior that is **ACCEPTING:**

❑ Thoughtful and Accepting	
Examples of behavior that is **THOUGHTFUL:**	Examples of behavior that is **ACCEPTING:**

Take notes in the other sections above as each group presents its poster.

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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.

Action

Active

Results

Enthusiasm

Questioning

D **i**

Accepting

Expectations

Collaboration

C **S**

Quality

Support

Thoughtful

Consistency

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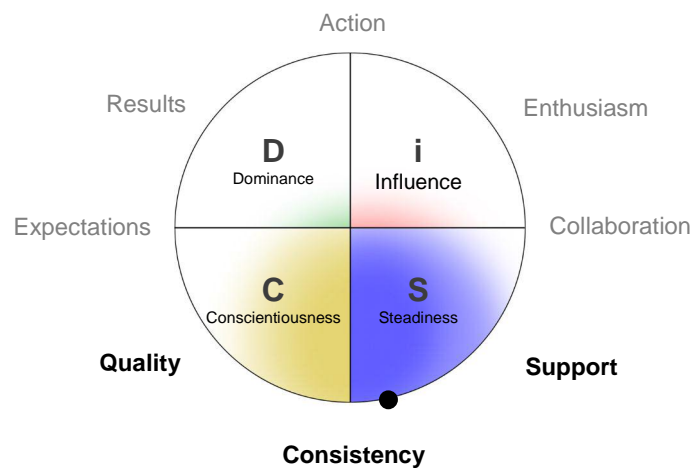# Understanding the DiSC® Management Styles

MODULE GOALS:
- Discover your management style.
- Recognize the characteristics, strengths, and challenges of each DiSC® management style.

Your DiSC Management Style

Read about your DiSC Management Style. Personalize your feedback by putting a ✓ next to things that are like you, an **X** next to items that are not like you, and a **?** next to things you aren't sure about.

Your style is represented by the dot in the circle to the right. As you can see, your dot tends toward the S (Steadiness) region of the DiSC circle and somewhat toward C (Conscientiousness). Like other people with this style, you're probably modest, accommodating, and patient, and you may place a great value on both accuracy and harmony. At work, you likely prioritize providing **consistency**, showing **support**, and ensuring **quality** as a manager.

Action

Results

Enthusiasm

D Dominance

i Influence

Expectations

Collaboration

C Conscientiousness

S Steadiness

Quality

Support

Consistency

Providing Consistency

You probably value working in a steady, harmonious environment. In turn, you likely do your best to create a stable and emotionally safe workplace for everyone who reports to you. People may know that you're willing to answer questions and go over procedures step-by-step if they're struggling. You probably offer a sense of consistency and structure that leaves people feeling secure in their work. They likely trust that you will get them the information and resources they need to avoid confusion and anxiety. In general, people know that they can count on you to back them up.

Showing Support

Because of your agreeable and empathic style, you're probably good at encouraging others and letting them know that you care. People likely see you as modest and approachable and feel comfortable coming to you with their concerns and problems. Because you tend to be a good listener, they probably sense that you understand their needs and will calmly support them in rough situations. At times, however, you may allow others to get away with too much and to take advantage of your good nature.

Ensuring Quality

You likely have a fairly strong focus on accuracy in your work. You may encourage a logical and methodical approach that helps minimize errors or sloppy work. And because you set high quality standards, the people who report to you likely know that it's important to get things right. You probably urge others to take tasks seriously and to seek accuracy. At times, however, you may end up re-doing someone's work because you don't want to hurt their feelings or confront them. In addition, your cautious nature may make you reluctant to take risks or act on your gut instinct.
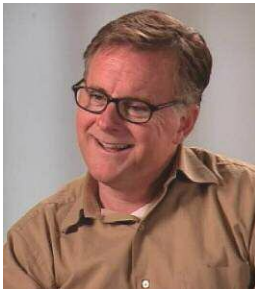
D Management

Video Notes:

Similarities to managers you've had:

Similarities to the way you have managed:

Discuss your impressions of the high-D management style:

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

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

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

i Management

Video Notes:

Similarities to managers you've had:

Similarities to the way you have managed:

Discuss your impressions of the high-i management style:

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

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

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

S Management

Video Notes:

Similarities to managers you've had:

Similarities to the way you have managed:

Discuss your impressions of the high-S management style:

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

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

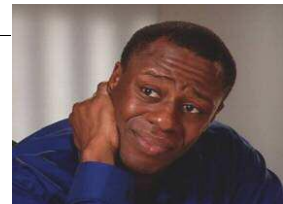Are there any **"S" characteristics** you would like to adopt as you develop your management style?

C Management

Video Notes:

Similarities to managers you've had:

Similarities to the way you have managed:

Discuss your impressions of the high-C management style:

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

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

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

Identifying Your Management Strengths and Challenges

Communicating and Delegating

The lists below provide descriptions of how people with your DiSC® style tend to **communicate** and **delegate** as managers. Personalize your feedback by putting a ✓ next to things that are like you, an **X** next to items that are not like you, and a **?** next to things you aren't sure about.

How You Manage When Communicating

- You tend to use an informal, friendly approach, demonstrating a willingness to listen
- You like to involve your team in discussions of how things will be done
- You present information in a methodical, step-by-step approach, asking for feedback at regular intervals
- You may have difficulty communicating with hostile or aggressive people
- You tend to be systematic in your communications, using logic and data to persuade
- You tend to use formal, written communication, documenting discussions
- You prefer a reserved, impersonal, business-like approach in oral communications
- You tend to avoid discussion of personal information or socializing in the work environment
- You may be perceived by others as cold, detached, and uninvolved

How You Manage When Delegating

- You tend to prefer to develop a methodical, planned approach to assigning work
- You like hands-on involvement with the work, so you may have difficulty delegating work with which you feel most competent and enjoy doing
- You tend to follow through by checking back on a regular basis and by being available for help
- You prefer to delegate to people who are cooperative, non-argumentative, and perform consistently
- You may correct or re-do work rather than confront someone who becomes hostile
- You tend to give specific, detailed instructions for assignments
- You may do important work yourself so that you can be sure that it will be done correctly
- You may have difficulty finding people who meet your standards
- You tend to monitor progress and results closely so that others may feel under inspection constantly
- You prefer working with people who share high standards and a commitment to quality performance

Directing and Developing

The lists below provide descriptions of how people with your DiSC® style tend to **direct** and **develop** people as managers. Personalize your feedback by putting a ✓ next to things that are like you, an **X** next to items that are not like you, and a **?** next to things you aren't sure about.

How You Manage When Directing People

- You prefer to give specific assignments with clearly defined procedures
- You tend to follow-up on a regular, scheduled basis
- You may have difficulty being assertive with hostile or aggressive people and holding them accountable for performance
- You tend to be impersonal, precise, and factual in directing people, by focusing on what needs to be done how, why, by whom, and when
- You may prefer to give assignments in written, formal communications, requesting specific feedback in response
- You tend to control the work produced in the environment, checking on quality by frequently questioning people
- You may have difficulty with people who resist close supervision

How You Manage When Developing People

- You tend to prefer to show people how to do things in a step-by-step manner
- You use a structured approach to training wherever possible
- You provide feedback and respond to questions with patience and understanding
- Your methodical approach to training may frustrate people who have a different, quicker style of learning
- You tend to prefer a systematic, comprehensive approach to training, with competency requirements specified and assessed
- You set high standards for performance and may become critical, impatient, and demanding
- You tend to provide resources for ongoing training and skill development

Decision-Making and Time-Management

The lists below provide descriptions of how people with your DiSC® style tend to **make decisions** and **manage time** as managers. Personalize your feedback by putting a ✓ next to things that are like you, an **X** next to items that are not like you, and a **?** next to things you aren't sure about.

How You Manage When Making Decisions

- You tend to be factual in decision-making (taking time to think things through) and consider the impact on others and on the organization's long-term stability
- You may procrastinate on decisions involving interpersonal conflict, or involving changes that involve risk-taking
- You tend to be a careful decision-maker, gathering information and assessing possible risks before making decisions
- You may want to defer risky decisions to higher levels of authority or at least get approval

How You Manage When Managing Time

- You prefer to operate with a predictable routine and established schedules
- You like to work with a specific plan for how things are going to be done, including a "to do" list
- You may become bogged down in procedures and lose the flexibility to respond to changing situations
- You may become overwhelmed with commitment due to a desire to help others, and have difficulty being assertive
- You follow a systematic approach, taking pride in finding unique, efficient techniques that produce high-quality results
- You may be critical of others who do not use a systematic approach
- You tend to have high standards and may spend more time gathering information and perfecting results than is justified

Problem-Solving and Motivating Others

The lists below provide descriptions of how people with your DiSC® style tend to **solve problems** and **motivate others** as managers. Personalize your feedback by putting a ✓ next to things that are like you, an **X** next to items that are not like you, and a **?** next to things you aren't sure about.

How You Manage When Problem-Solving

- You like to confer with others using a deliberate, methodical approach
- You tend to prefer solutions that are low-risk and have proven effective in the past
- You may have difficulty with complex problems, requiring innovative solutions that may involve risk
- Your adherence to traditional practices may frustrate others
- You tend to use an analytical approach to solving problems, considering many variables in developing the solution
- You may be very effective in solving complex problems but may spend too much time analyzing simple problems
- You tend to use information systems to anticipate problems
- You tend to want the perfect solution and may lose sight of other realities such as deadlines

How You Manage When Motivating Others

- You tend to build relationships of trust, providing predictability and rewarding loyalty
- You may promote the benefits of teamwork and cooperation
- You may provide specific information on what is expected and specific feedback on performance, stating the logical benefits of working for this organization
- You may state factually why the person is of value to the organization

Your Strength and Challenge

Select the category that you feel represents your greatest strength as a manager:

❑ **Communicating**   ❑ **Decision-Making**

❑ **Delegating**   ❑ **Managing Time**

❑ **Directing People**   ❑ **Problem-Solving**

❑ **Developing People**   ❑ **Motivating Others**

Choose a bulleted statement from that category's description and write down an example from your personal experience that demonstrates how it is your strength.

Select the category that challenges you most as a manager:

❑ **Communicating**   ❑ **Decision-Making**

❑ **Delegating**   ❑ **Managing Time**

❑ **Directing People**   ❑ **Problem-Solving**

❑ **Developing People**   ❑ **Motivating Others**

Write down an example from your personal experience that demonstrates how this challenge prevents you from managing effectively.

Sharing Strengths and Challenges

Share your strength example and why you feel this is an asset for you.
Take notes about insights you gain while your style group shares experiences.

Share your challenge example and how you feel this prevents you from managing effectively.
Take notes about insights you gain while your style group shares experiences.

What strengths from your DiSC® style did your peer group suggest adapting to help improve in your challenge area?

Discovering How Strengths Can Be Overused

Style Strengths

Holly

Strengths Holly might bring to a management role:

Rebecca

Strengths Rebecca might bring to a management role:

Eric

Strengths Eric might bring to a management role:

Jesse

Strengths Jesse might bring to a management role:

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Holly's Strengths

Holly's Style: _____

Holly's strengths as the D's see them

┌───┐
│   │
│   │
│   │
│   │
│   │
│   │
└───┘

Holly's strengths as the i's see them

┌───┐
│   │
│   │
│   │
│   │
│   │
│   │
└───┘

Holly's strengths as the S's see them

┌───┐
│   │
│   │
│   │
│   │
│   │
│   │
└───┘

Holly's strengths as the C's see them

┌───┐
│   │
│   │
│   │
│   │
│   │
│   │
└───┘

Rebecca's Strengths

Rebecca's Style: _____

Rebecca's strengths as the D's see them

Rebecca's strengths as the i's see them

Rebecca's strengths as the S's see them

Rebecca's strengths as the C's see them

Eric's Strengths

Eric's Style: _____

Eric's strengths as the D's see them

Eric's strengths as the i's see them

Eric's strengths as the S's see them

Eric's strengths as the C's see them

Jesse's Strengths

Jesse's Style: _____

Jesse's strengths as the D's see them

Jesse's strengths as the i's see them

Jesse's strengths as the S's see them

Jesse's strengths as the C's see them

Overused Strengths

With your style group, consider the flipchart list of strengths for each DiSC® management style. Write down two strengths you commonly see managers with each style overusing.

Have someone place a sticker on the two strengths from each of the three styles *other than your own* that you feel are most commonly overused by managers with that style.

Commonly Overused Strengths	Results/Effect on Others
D	
i	
S	
C	

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Becoming the Manager You Want to Be

MODULE GOALS:

- Create an action plan to begin leveraging your management strengths.

Action Plan

Turn back to the "Manager You Want to Be" on **page 5** and review the qualities that you wrote down.

Challenge or overused Strength:	**Strength to leverage better:**

Specific goal to use a strength to improve with this challenge:

Specific goal to take better advantage of this strength:

What actions will you take?

What actions will you take?

What are your resources?

What are your resources?

How and when can you practice?

How and when can you practice?

Who can support or mentor you?

Who can support or mentor you?

Timing

Timing

Conclusion

Review

DiSC® Learning Model

The **DiSC® Learning Model** shows us that there are four unique management styles.

- ◦ **D – Dominance:** Active & Questioning

- ◦ **i – Influence:** Active & Accepting

- ◦ **S – Steadiness:** Thoughtful & Accepting

- ◦ **C – Conscientiousness:** Thoughtful & Questioning
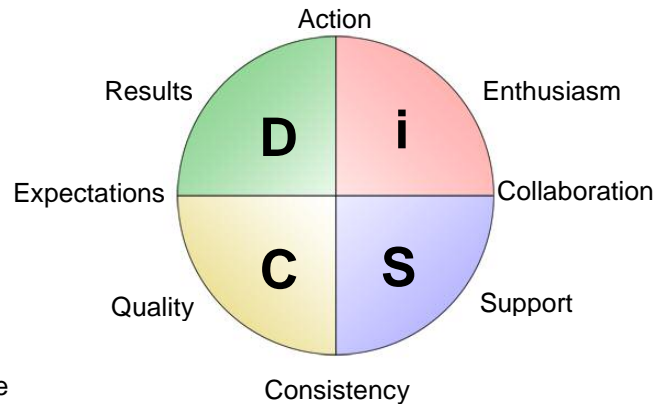
Based on our DiSC preferences, one or two of these styles will seem more natural to us than others.

Action
Results
Enthusiasm
D **i**
Expectations
Collaboration
C **S**
Quality
Support
Consistency

Management Strengths and Challenges

Eight key management areas:

• Communication	• Decision-Making
• Delegation	• Time Management
• Directing People	• Problem-Solving
• Developing People	• Motivating Others

When faced with an area that challenges us, we can often use one of our style strengths to help us be more successful with others in this area.

Overusing Strengths

- Sometimes challenges arise when we overuse our strengths.

- People of other DiSC styles perceive our strengths differently, especially when they are overused.

Remember:
- Understanding the perspectives of others enables us to anticipate their reactions and adjust our approaches when needed to best leverage our strengths.
- By recognizing both the benefits and limitations of our strengths, we can use them more appropriately to become the "ideal managers" that we envisioned at the beginning of the program.

Thank you!

What I Want to Remember: