

## The First Step – Connecting

### Understanding Behaviour & How it Impacts Performance

Successful managers and leaders understand themselves and how their behaviour affects others. Successful managers know how to maximize what they do well and let other people do what they don't do well. Successful managers know how to "read" people and adapt their behaviour to be more in "tune" with the person they are working with.

I believe we are born with a certain "*Style*" and that style influences how we communicate and interact with others. I believe it influences how we manage and how we like to be managed.

Draw a circle around the group of words you identify *Most* with. Do you relate more with Group A, B, C or D?

<b>Group A</b>	<b>Group C</b>
Demanding	Status Quo
Direct	Steady
Decisive	Supportive
<b>Group B</b>	<b>Group D</b>
Interactive	Contemplative
Inspirational	Conscientious
Interested in People	Correct

## The First Step – Connecting

### Worth Remembering ...

*“A common core of personal and social abilities has proven to be the key ingredient in people`s success – Emotional Intelligence” – Daniel Goleman*

### DISC Theory

Having an understanding of yourself and studying the behaviour of others allows you to improve your performance in relationships both at work and at home. Your technical ability alone does not guarantee success. According to Daniel Goleman, Professor/Author “Working with Emotional Intelligence” EQ now plays a more pivotal role in determining your overall success. Performance improvement is achieved by both the ability to gain knowledge of your own behaviour and to increase your willingness to change the way you interact with and respond to others.

The language of DISC is based on Dr. William Marston’s (1893-1947) two-axis, four-dimensional model. In his epic book, “Emotions of Normal People”, first published in 1928, he explained how such needs-driven behaviour could be understood as four distinct styles of behaviour. Dr. Marston believed that we look upon our environment as either favourable or unfavourable and that this view contributes to how we react to the environment around us.

Behavioural assessments are not new. Personality research dates back to Hippocrates in 400BC. Hippocrates believed we each have our own natural, perfect, unchangeable personality style. He believed that while we each have the same factors comprising our personalities, four distinct styles of behaviour emerge. Carl Jung expanded this four-factor analysis when he published Psychological Types in 1929. Based on Jung’s theory people can be characterized using two mental functions (Thinking – Feeling) and (Extraversion – Introversion). The Myers-Brigg Type Indicator was developed based on Dr. Jung’s theories by the mother-daughter team of Myers and Briggs. (Myers Briggs Type Indicator)

## The First Step – Connecting

### DISC Dimensions of Behaviour

Do any of these styles below sound familiar? Humans are creatures of habit and thus can be predictable. Keep in mind that strength overused – or used in the wrong situation can become a weakness. Which group did you circle?

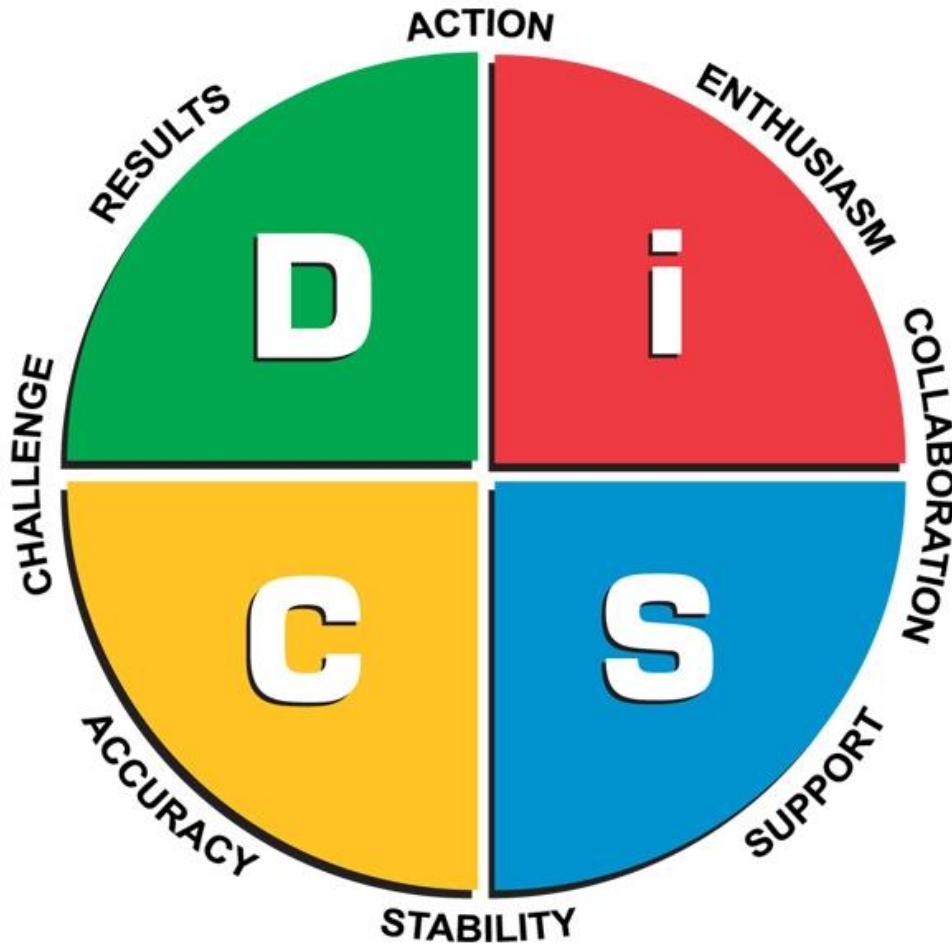
**Group A:** If you identified most with the words listed in Group A chances are the **Dominant** style of behavior is most like you. Dominant behaviour is characterized by speaking directly or “bluntly”, and by “cutting to the chase” quickly. These are the quick decision makers and forceful drivers. They like to be in charge and lead the charge. The value to the organization of Dominant people is to make quick decisions, take risks and move forward.

**Group B:** If you identified most with the words listed in Group B chances are the **Interactive/Interpersonal** style of behaviour is most like you. Interactive/ Interpersonal behaviour is characterized by enthusiastic and optimistic individuals who are generally articulate and or smooth. They love being around people and excel at building collaborative teams. The value to the organization is the presentation of information, sales and motivating others.

**Group C:** If you identified most with the words listed in Group C chances are the **Steadiness** style of behaviour is most like you. Steadiness behaviour is characterized by genuineness, friendliness, and supportiveness. They perform best in an environment that is predictable. The value to the organization is in building relationships of trust, following directions and staying within the guidelines and following procedures.

**Group D:** If you identified most with the words listed in Group D chances are the **Conscientious** style of behaviour is most like you. Conscientious behaviour is characterized by the analytical or logical. The individual evaluates information to arrive at correct decisions and performs tasks thoroughly. Conscientious persons would prefer to work alone. The value to the organization is in setting standards, ensuring accuracy and quality and analyzing information.

## DISC Theory Model



Take a moment and download a **DISC “Lite” Survey** to help you identify your “behavioural” style. Visit <http://letsgetfocused.teachable.com> and click on the Appendix Section. You’ll find a downloadable copy there.

**Dominant:** Great at keeping people focused and on task.

**Interactive/Interpersonal:** Great communicators, they love being around people.

**Steady:** Great team players, very loyal to the organization.

**Conscientious:** Great planners, they excel at conducting research and analysis.

## The First Step – Connecting

### ***Worth Remembering ...***

*“Whatever the circumstances of your life, the understanding of type can make your perceptions clearer, your judgements sounder, and your life closer to your heart’s desire.” – Isabel Myers Briggs*

### **Guidelines for People Reading**

- There are no good or bad styles.
- All styles have strengths and areas of opportunity for improvement.
- All styles can be more or less effective depending on how you are able to modify your behaviour to meet the needs of others.
- Everyone is a mixture of styles. We all have what I refer to as a *Primary* and *Secondary* Traits. However, we are a combination of all four styles.

### **Keys to Relating to D’s – Dominant Style**

High D’s want others to be direct, straightforward, and open to their needs for results.

#### **Be Sure To:**

- Make communication brief and to the point
- Respect their need for autonomy
- Be clear about rules and expectations
- Let them lead/initiate

## **The First Step – Connecting**

- Show your competence – share what you know – don't make it up
- Stick to the topic – don't waste their time
- Show independence – show that you can't be intimidated or bullied
- Eliminate time wasters – redundancy

### **Be Prepared For:**

- Blunt, demanding approaches
- Lack of empathy
- Lack of sensitivity
- Very little social interaction

## **Keys for Relating to I's – Interpersonal/Interactive Style**

High I's want others to be friendly, emotionally honest, and to recognize their contributions to the success of the department or organization.

### **Be Sure To:**

- Approach them informally
- Be relaxed and sociable
- Let them verbalize thoughts and feelings
- Keep the conversation light
- Provide written details
- Give public recognition for their accomplishments
- Use humour

## The First Step – Connecting

### Be Prepared For:

- Attempts to persuade or influence others
- A need for the spotlight
- Overestimation of themselves and others
- Overselling their ideas
- Vulnerability to perceived rejection

### Keys for Relating to S's – Steadiness Style

High S's want others to be relaxed, agreeable, cooperative and appreciative.

### Be Sure To:

- Be systematic in your approach
- Provide a consistent and secure environment
- Let them know how you want things done
- Use sincere appreciation for the work they do and how they do it
- Show their importance to the organization
- Let them adapt slowly to change

### Be Prepared For:

- Friendliness to colleagues and supervisors
- Resistance to change
- Difficulty in identifying priorities
- Difficulty with deadlines and managing their time

## The First Step – Connecting

### Keys to Relating to C's – Conscientious Style

High C's want others to minimize socializing, give accurate details, stick to the facts and leave their emotions out of it.

#### Be Sure To:

- Provide clear expectations and deadlines
- Show dependability
- Demonstrate loyalty
- Be tactful and emotionally reserved
- Allow precedent to be a guide
- Be precise and focused and stay on point
- Value high standards

#### Be Prepared For:

- Discomfort with ambiguity
- Resistance to vague or general information.
- Desire for them to double check theirs and your work
- Little need for affiliation with others

Download a “Free” **DISC Lite Assessment** for others to score. The key to connecting with someone is to communicate and work with them in a style that they like. Visit <http://letsgetfocused.teachable.com> and click on the **Appendix Section**. You'll find a downloadable copy there.



## The First Step – Connecting

### Guide for Coaches and Managers



#### ***Worth Remembering ...***

*“The task of an executive is not to change human beings. The task is to multiply performance capacity of the whole by putting to use whatever strength, whatever health, whatever aspiration there is in individuals.” – Peter F. Drucker*

#### **Keys for Working Effectively with D’s**

##### **Someone with a High D Style may want:**

- Power and authority
- Prestige
- Challenges
- Results
- Knowledge of the bottom line
- Control of a wide scope of operations
- Direct answers

## **The First Step – Connecting**

- Freedom from controls, supervision and detail
- Many new and varied activities

### **Through mentoring or coaching, you can help D's learn to:**

- Identify with others
- Focus on intrinsic rewards
- Pace themselves and relax
- Focus on expected results
- See things from another person's point of view.
- Be aware of existing rules and sanctions
- Be more logical and systematic to their approach

## **Keys for Working Effectively with I's**

### **Someone with a High I Style may want:**

- Popularity and social recognition
- Rewards – not necessarily money
- Public recognition of their abilities
- Lively conversation
- Casual / friendly relationships
- Freedom from control and detail
- Friendly co-workers

## **The First Step – Connecting**

**Through mentoring and coaching, you can help I's learn to:**

- Control their time
- Be objective
- Emphasize profits
- Be organized
- Control their emotions
- Prioritize tasks
- Analyze data and procedures and present information with precision.

### **Keys for Working Effectively with S's**

**Someone with a High S Style may want:**

- Maintain the status quo
- Job security
- Friendly calm relationships
- Be sincere
- Time to adjust to change
- Genuine appreciation but not necessarily in public
- Recognition for service
- Opportunities to specialize

**Through mentoring or coaching, you can help S's learn by:**

- Be open to change
- Be self-affirming
- Self-disclosure accomplishments

## **The First Step – Connecting**

- Use shortcuts
- Gain effective presentation skills
- Believe their accomplishments are worthwhile and contribute to the success of the department and organization

### **Keys for Working Effectively with C's**

#### **Someone with a High C Style may want:**

- Clearly defined expectations
- Limited exposure to others – prefer to work alone
- A reserved / business like environment
- To use references for verification
- Opportunities to demonstrate their expertise
- To avoid sudden changes based on emotion
- Personal autonomy
- To focus attention on personal objectives
- Selective involvement

#### **Through mentoring and coaching, you can help C's learn to:**

- Assess limits realistically
- Use intuitive abilities
- Tolerate conflict
- Ask for help
- Appreciate other's explanations

## The First Step – Connecting

- Participate in groups
- Tolerate ambiguity
- Accept others personal limitations

### ***Worth Remembering ...***

*“Everything that irritates us about others can lead us to a better understanding of ourselves.” – Dr. Carl Jung*

## **Think it – Act it – Become It**

### **Adapting Your Behavior To Others**

What do you need to do to adapt your behavioural style to be more in- tune with someone who has a different style? Take a moment and go back over the **DISC Styles** – think about the people you work with and interact with – think about how you and they prefer to communicate, interact, manage and like to be managed. Remember, the key to working with and interacting with others is to communicate and interact with them in a style that they like. It’s not about you – it’s about them. If you can learn to do that, chances are they will be far more receptive to what you have to say.

Please take a moment and complete this exercise. Think about how you would adapt your behaviour when communicating and interacting.

## The First Step – Connecting

When communicating and interacting with someone I will adapt my behaviour in the following ways:

**Dominant:**

---

---

---

---

**Interactive:**

---

---

---

---

**Steadiness:**

---

---

---

## The First Step – Connecting

---

---

**C**onscientious:

---

---

---

---

---

***Worth Remembering ...***

*“If you want to change attitudes, start with a change of behaviour” – Glasser*

## The First Step – Connecting

### Thoughts & Ideas Worth Exploring

- Take a moment and reflect back on what you have read and the exercises you have completed in this section. What insights will you take away with you?
- If you had to choose one thing in this section that will help you manage and lead others more effectively, what would it be?
- If you have any questions or if I can help you in anyway, please don't hesitate to contact me directly at: **brian@briansmithpld.com**

Are you looking for answers to the questions in this module?

Visit **<http://letsgetfocused.teachable.com>** and click on the **Appendix Section**.  
You'll find your answers there along with "Free" resource material.