



# Your Management Style

## INTRODUCTION

Hopefully, you've had a few good managers in your life. But if you think about it, they probably didn't approach the job in the exact same way. That's because there are a lot of different ways to be a good, even great, manager. And you've got your own style—priorities you tend to emphasize, assumptions about how people should work together, thoughts about the kind of pace the team should keep.

The DiSC® model is a great tool to help you understand your unique approach to management. Of course, it won't tell you *everything* about how you manage. But this tool has helped millions of managers understand themselves and the impact of their actions. And this insight, in turn, has given them the power to better shape the kind of manager they want to be.

### YOU WILL LEARN

1. How the DiSC model informs the role of manager
2. Your management style
3. The priorities that drive your management style



Management

## MANAGEMENT PRINCIPLES

- Your DiSC style has a strong influence on how you approach management. Other factors such as life experience, education, and maturity also play a role.
- People with all styles can be effective managers, even if they approach the role differently. No style is better than any other.
- No matter what your style, you'll need to adapt to the styles of the people you manage if you want to be effective.

## THE DISC® MODEL AND MANAGING

Your dot location and style are shown below, along with information on what managers with different DiSC styles often value.

### Dominance

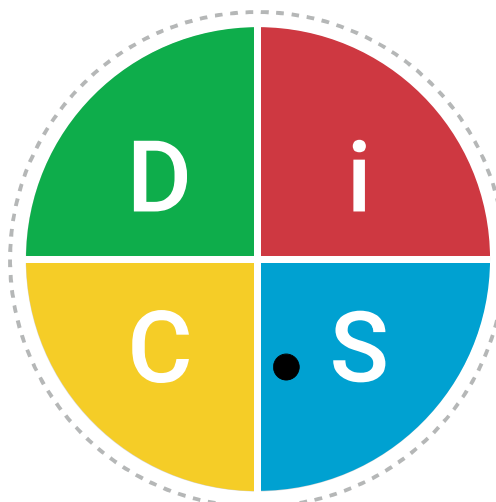
#### Cares about:

- Driving toward results
- Direct communication

### Conscientiousness

#### Cares about:

- Ensuring efficiency
- Maintaining high standards



### Influence

#### Cares about:

- Encouraging passion
- Building team spirit

### Steadiness

#### Cares about:

- Supporting their team
- Meeting people's needs

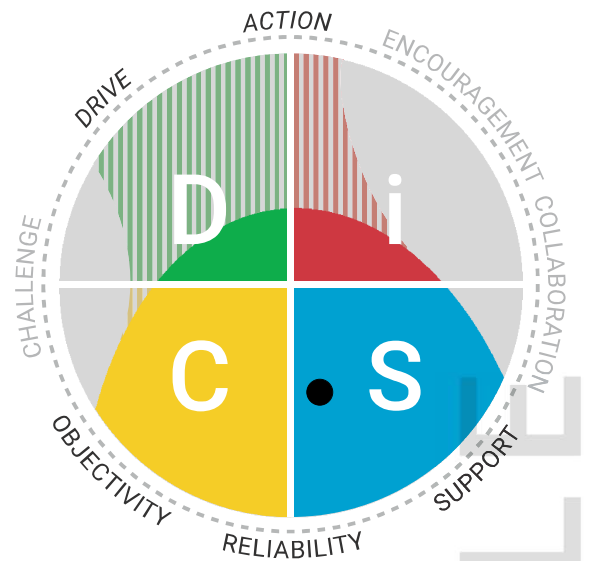


# Your Management Priorities

## WHAT PRIORITIES SHAPE YOUR MANAGEMENT STYLE?

The eight words around the Everything DiSC® map are what we call **priorities**, or the primary areas where people focus their energy. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience and management style. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with your style have shading that touches **Reliability**, **Support**, and **Objectivity**. Your shading stretches to include **Drive** and **Action**, which isn't characteristic of your style.



### Achieving Reliability

Mateo, like other managers with the SC style, you may feel most comfortable in a stable, predictable setting. Most likely, you can be counted on to work through issues systematically, and you probably do your best to eliminate impulsivity and chaos. Because you focus on maintaining reliability, you probably urge your team members to produce outcomes that are dependable and accurate.

### Giving Support

You're probably a sincere, diplomatic manager, and you make sure that your team members have all the resources necessary to do their best work. Having harmony in your relationships is important to you, and people probably know you're ready to help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give support to others.

### Ensuring Objectivity

Managers with the SC style usually make sure their decisions are backed up by logic and facts. Because you strive for quality, you tend to analyze options rationally before pursuing any course of action, and you probably encourage your team members to maintain the high standards that you set. Overall, you focus on providing objectivity to ensure accurate outcomes.

### Displaying Drive

Furthermore, you tend to be highly driven, which isn't typical of someone with the SC style. Whether it's achieving your goals or pushing your team to reach the next milestone, you tend to prioritize getting things done. As a result, you keep striving until you reach your objectives, regardless of the obstacles in your way. Ultimately, you probably make it clear that you're determined to succeed.

### Taking Action

Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for someone with the SC style. You probably prefer to take command of situations and hit the ground running. Once you've chosen a course of action, you tend to keep moving forward while pushing your team members to keep up with your rapid pace.



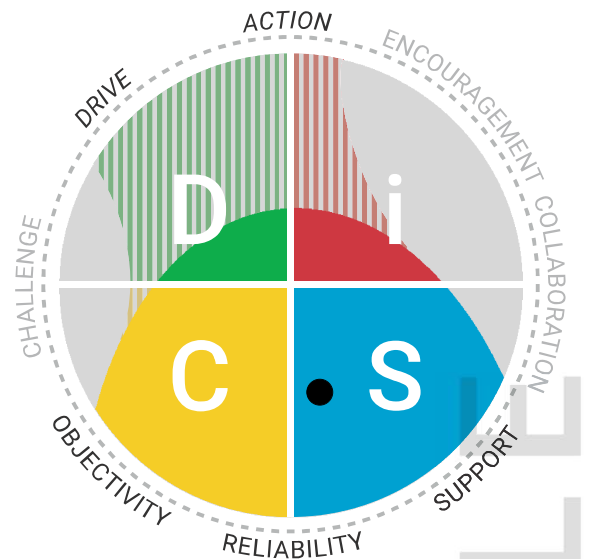
# Your Management Preferences

## WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the SC style, you may enjoy that managing allows you to give people the resources that can help them grow and succeed. Furthermore, you may appreciate the opportunity to guide a team in a dependable, steady way. Furthermore, you may also appreciate creating a fast-paced environment where you can lead a team toward efficient results, and this is less typical of the SC style.

**You probably enjoy many of the following aspects of your work:**

- Helping a team progress steadily toward a goal
- Supporting people so they can do their best work
- Creating efficient systems or procedures
- Prioritizing tasks and agendas
- Catching errors or flaws in design
- Achieving results
- Working toward a challenging goal
- Keeping things moving
- Initiating change



## WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you like consistency and dependability, you may have difficulty if forced to alter your course abruptly or make important decisions before studying all your options. Furthermore, you may become uncomfortable if you're called on to resolve a heated conflict or alleviate tension among people. At the same time, unlike others with the SC style, you may become frustrated if things aren't moving as quickly as you would like or if your drive for results is compromised by other people's hesitancy.

**Many of the following aspects of your work may be stressful for you:**

- Making quick, firm decisions for the group
- Dealing with angry or argumentative people
- Having to argue for your point of view
- Dealing with conflict
- Making decisions without time for analysis
- Facing the possibility of failure
- Accepting limitations
- Having to moderate your pace
- Being forced to give up on bold ideas



# Direct & Delegate

## INTRODUCTION

As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a “please” and “thank you.” Perhaps you’ve noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. In this module, you’ll learn about a more systematic method for figuring out what your direct reports need from you during this process.

### YOU WILL LEARN

1. Your natural directing and delegating style
2. The directing and delegating needs of different people
3. How to better direct and delegate to a person you manage



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn’t characteristic of your style.

### Dominance

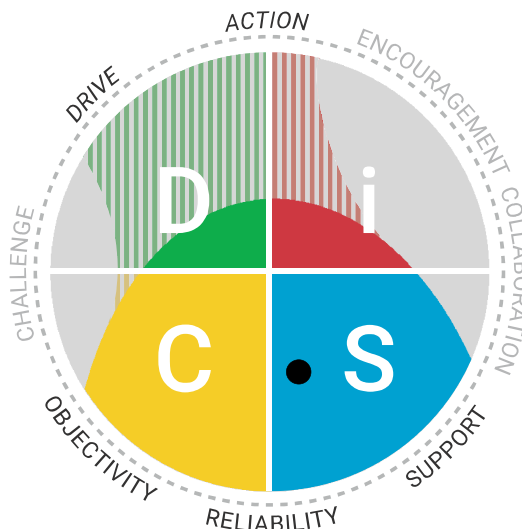
#### Responds well to:

- Autonomy
- Clear goals
- Immediate results

### Conscientiousness

#### Responds well to:

- Independence
- Systematic methods
- Logical explanations



### Influence

#### Responds well to:

- Exciting tasks
- Enthusiasm
- Encouragement

### Steadiness

#### Responds well to:

- Reassurance
- Promise of support
- Clear guidelines



# How You Direct & Delegate

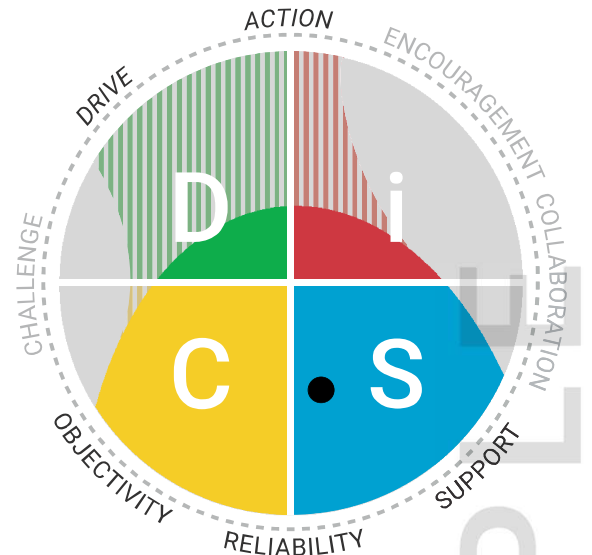
Based on your DiSC® style and priorities, you have a natural approach to directing and delegating. However, it's important to consider how effective your approach may be with employees of different styles.

Mateo, because you place a **strong emphasis on reliability**, you tend to provide information clearly and systematically when directing people. You usually give the people you manage a dependable method for proceeding with assignments while stressing the importance of quality.

You also tend to **support team members** with all the information they need to perform their tasks to the best of their ability. You're unlikely to issue demands without making sure people understand them and know you're available to help if needed.

Because you **focus on objectivity**, you usually closely monitor people's progress while trying to ensure accuracy and precision. However, your methodical approach may occasionally limit the freedom of team members to come up with innovative or creative ways to execute tasks.

Furthermore, your directing and delegating style is probably influenced by your two extra priorities, which aren't typical of the SC style. You are driven to keep an eye on the bottom line and you push people toward ambitious goals. Also, you want to get things going quickly and usually direct people by instilling a sense of urgency.



## HOW DO YOU APPROACH DIRECTING AND DELEGATING?

### Strengths

- Setting realistic goals
- Following up on a regular basis
- Giving direction in a non-threatening manner
- Being clear about your expectations and ensuring that people understand their responsibilities
- Ensuring that people understand the need for results
- Getting people moving

### Challenges

- Offering ongoing encouragement
- Sharing positive emotion, which could boost morale
- Giving more structure to the people who need it
- Delegating rather than doing everything yourself
- Pushing people to complete their tasks
- Judging people's abilities or competencies, without overestimating them



# Direct & Delegate: You & the D Style

## HOW THEY LIKE TO WORK

People with the D style prioritize the bottom line and are driven to get results, characteristics you share even though it's not typical of the SC style. However, while you both tend to be motivated by success, they may be willing to rock the boat in the interest of getting things done while you'd prefer to keep an orderly environment. Furthermore, they want a high degree of autonomy and like making decisions without having to ask for input from others. And while you may accept their desire for independence, their assertiveness may sometimes catch you off-guard.

## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

People with the D style are often challenging and skeptical, and they may openly question your command if they disagree with your decisions. They're usually very frank and can even become argumentative, while you tend to be uncomfortable with aggression or emotionally charged situations. They may make demands or fail to follow your instructions, believing that they know how to do things better than anyone else. To you, it may seem like they are constantly challenging your authority, and because you dislike confrontation, you may feel worn out from the continued need to assert your leadership.

## HOW TO ADAPT

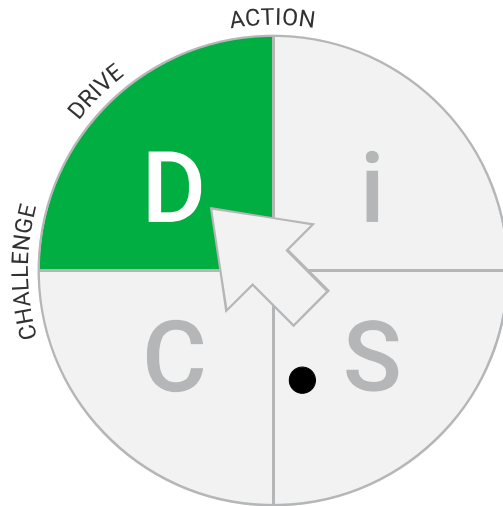
People with the D style are fast-paced, and unlike others with the SC style, you also prioritize action. Like you, they like advancing quickly and working on exciting projects. Therefore, allow them to tackle adventurous tasks, and show them how their efforts will contribute to innovative results. If they are inexperienced, remember that their self-assurance may compel them to make decisions they aren't qualified to make, so check in with them frequently to make sure they haven't bitten off more than they can chew.

### If they're less experienced

- Don't confuse confidence with competence.
- Review their plans in detail before allowing them to move ahead.
- Clearly outline the boundaries of their authority, giving them options within those boundaries.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

### If they're more experienced

- Make sure you see eye to eye on the goal of the assignment.
- Provide a broad overview rather than detailed tasks.
- Be direct about the results you expect.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.





# Direct & Delegate: You & the i Style

## HOW THEY LIKE TO WORK

People with the i style tend to be upbeat and optimistic. They seem to love meeting new people and engaging in friendly chitchat. You will probably notice their high energy and excitement, and you may respect their positive outlook and enthusiasm. However, they require little prompting to express their feelings, so they may end up dominating discussions with you. You tend to be self-controlled and drawn to calm settings, so you may find their talkative nature and high-spirited approach to be a bit excessive at times.

## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

People with the i style want to work in a friendly environment where people are more important than the bottom line. While you may prefer having a certain degree of autonomy, they like to channel their high energy into collaborative efforts and dislike assignments that may isolate them. They probably view your emphasis on logic and consistency as restrained or detached. At the same time, you may think their frequent push to socialize and network is overdone.

## HOW TO ADAPT

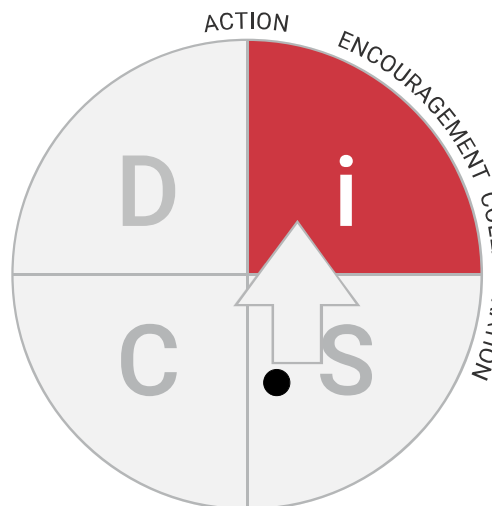
These individuals are action-oriented and spontaneous, and unlike others with the SC style, you share their tendency to move at a quick pace. They may be eager to tackle fun or exciting projects, and they probably want to get the gist of an assignment and dive right in. Those who lack experience may need your guidance when it comes to maintaining a productive schedule and keeping track of important details. For those with more experience, encourage creativity and experimentation, but hold them accountable for agreed-on deadlines.

### If they're less experienced

- Let them collaborate when possible.
- Make sure they don't lose track of details.
- Help them prioritize.
- Ensure that they follow through on their tasks.
- Hold them accountable for missed deadlines or skipped steps.

### If they're more experienced

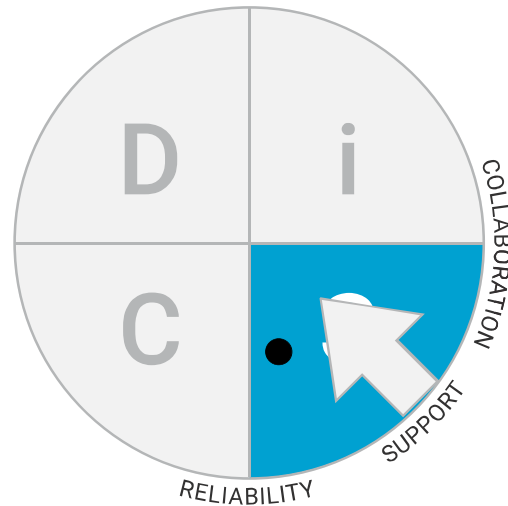
- Allow them to take the lead in group settings.
- Make time to review the details with them.
- Acknowledge their contributions publicly.
- Set clear expectations ahead of time.
- Be open-minded to their more adventurous ideas.



# Direct & Delegate: You & the S Style

## HOW THEY LIKE TO WORK

Like you, people with the S style are accommodating and flexible. Because they look for reassurances that they are doing a good job, they'll appreciate that you tend to offer genuine support. You both shy away from disagreements and confrontation rather than risk any sort of discord. However, their hesitation to speak up and assert themselves coupled with your own reserve may make it difficult for you to identify when they're ready for additional challenges.



## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

Like you, these individuals appreciate a methodical pace and prefer to study their options carefully while making steady progress. They look for a calm, orderly setting where tension is low, as high-speed environments may be stressful or intimidating. Because they share your tendency to avoid risks, you both might downplay innovation in favor of what has worked in the past. In addition, your mutual interest in steady progress means that neither of you may feel a sense of urgency, even if it's warranted.

## HOW TO ADAPT

People with the S style may be most comfortable in friendly, cooperative environments. They are a bit more likely than you are to enjoy collaborative settings or group efforts, so they'll appreciate opportunities to contribute within a unified team. Furthermore, they like having step-by-step information, a clear picture of the desired result, and firm deadlines. If they have more experience, give them as much responsibility as you can, but make it clear that you are always available as an advisor or to act as a sounding board.

### If they're less experienced

- Give clear directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Provide enough reassurance to make them comfortable with the role.
- Refrain from giving them too much responsibility too quickly.

### If they're more experienced

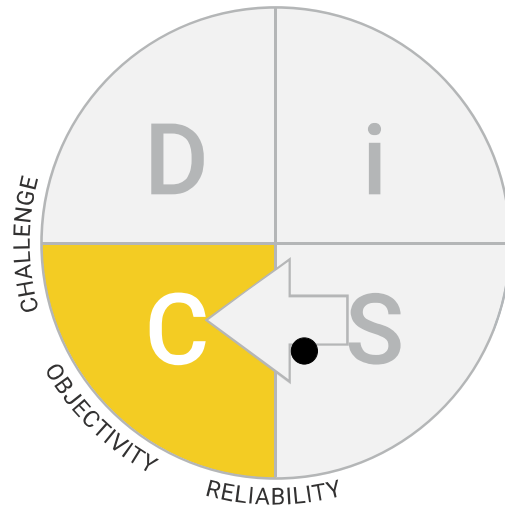
- Ask for their input.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to help structure the overall plan.
- Keep them from getting bogged down when deadlines are tight.
- Ask them what kind of support they need.



# Direct & Delegate: You & the C Style

## HOW THEY LIKE TO WORK

Like you, people with the C style relate best to rational objectives and fact-based ideas. They share your tendency to analyze concepts and carefully study proposals. These individuals are quite comfortable working alone, and since they prioritize objectivity over emotional needs, they probably require less support and reassurance than you tend to provide. They like having the independence and time to get things right, so they probably appreciate your tendency to give them space and avoid pressuring them.



## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

Like you, these individuals want to produce dependable outcomes, so they tend to thoroughly consider the consequences before choosing a plan. However, since you share their sense of caution, you both may overlook opportunities to develop innovative solutions. When it comes to risky or untested ideas, your mutual hesitancy may lead you to stall until all the facts are in. Furthermore, because you both like to keep a moderate pace, you may fail to kick things into high gear, even when a sense of urgency is necessary.

## HOW TO ADAPT

People with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. They don't look for reassurance or support, but they do want to know that their expertise and competence are valued. Those with less experience may spend too much time analyzing their work, so be sure to check in frequently enough to keep them on track. Allow those with more experience to examine solutions for possible flaws and listen to their suggestions for improvements.

### If they're less experienced

- Allow them to work independently whenever possible.
- Help them achieve quality without putting deadlines at risk.
- Point out the logical basis behind the task.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.

### If they're more experienced

- Check in with them only to ensure forward progress.
- Let them come to you when they want more direction.
- Encourage them to study the overall plan for defects.
- Allow them to work independently when necessary.
- Give them opportunities to help solve complex issues.



# Motivation

## INTRODUCTION

You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work. Of course, it's normal for humans to assume that the things that motivate us will automatically motivate others. So what you'll explore in this module is the type of environment you naturally create for those around you and how to adapt this environment to better meet the needs of the people you manage.

### YOU WILL LEARN

1. How you affect the motivation of others
2. What different people find motivating and demotivating
3. How to create a more motivating environment for a specific person



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

### Dominance

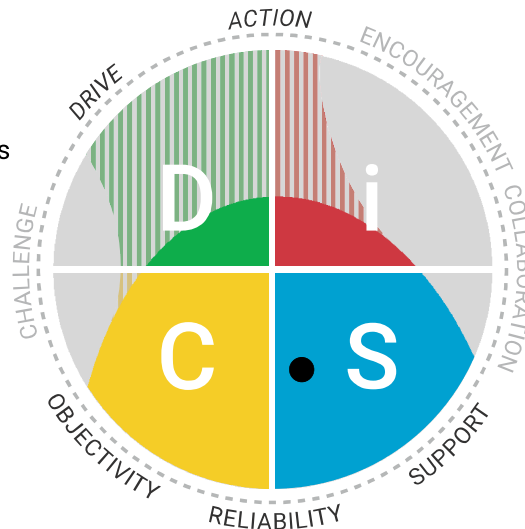
#### Motivated by:

- Challenges
- Chances to prove themselves
- Freedom

### Conscientiousness

#### Motivated by:

- Problem-solving
- Using their expertise
- Clear standards



### Influence

#### Motivated by:

- Enthusiastic praise
- Public recognition
- Passion

### Steadiness

#### Motivated by:

- Sincere appreciation
- A pressure-free environment
- Teamwork



# The Environment You Create

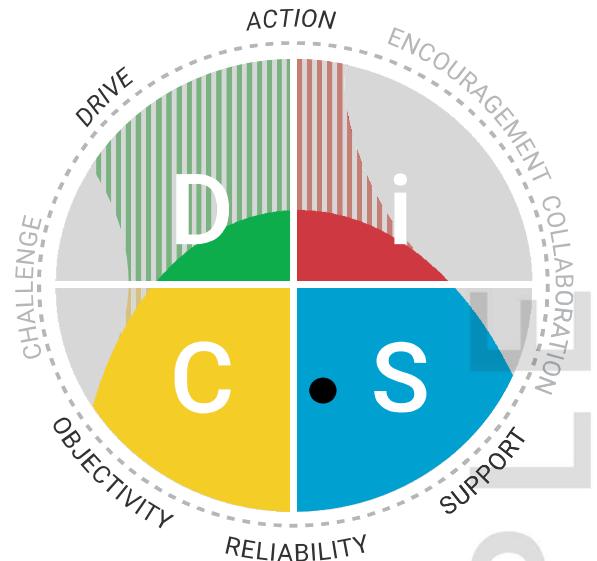
It's important to understand the nature of the environment you create because it has a major impact on the motivation of the people you manage.

Mateo, you probably provide a **reliable atmosphere** where others have a sense of consistency. People can feel comforted knowing what to expect and where they stand. By ensuring that people have the information and resources to do their job, you help maintain a sense of security.

Most likely, your **supportive nature** allows you to create a trusting environment where people feel comfortable coming to work every day. Just knowing that someone cares about them on the job can be extremely motivating for many people. Further, you readily offer credit and compliments so that others feel a greater sense of ownership in team success.

Your **strong focus on objectivity** means that you usually help create an environment where logic and rational thought are prized. Many people are motivated when they know that they can contribute to high-quality outcomes, and your focus on analysis and accuracy encourages them to work toward these high standards.

Furthermore, unlike others with the SC style, you have two extra priorities that may influence motivation and the environment you create. In your **drive for success**, you may lead the people you manage to strive for more ambitious goals than they would otherwise have considered. Your **preference for action** may be contagious, energizing and empowering the people you manage.



## YOUR EFFECT ON OTHERS

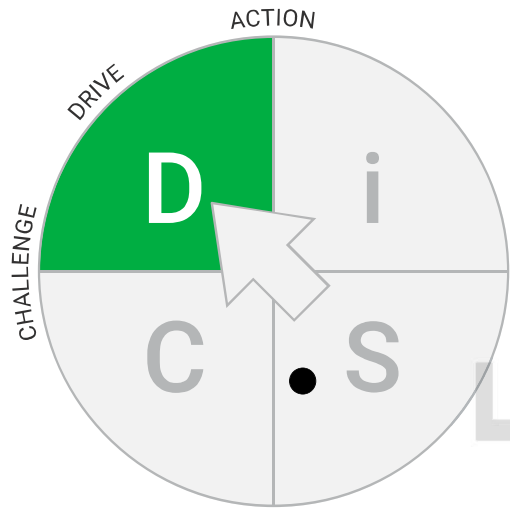
- Because you are reliable, people know they can count on you.
- Because of your patience, people get less frustrated when trying new things.
- Because you provide stability, people don't need to worry about unwanted surprises.
- Because you value quality, people can work steadily toward long-term goals without feeling rushed.
- Because of your drive, people strive for success.
- Because you emphasize action, people feel a sense of urgency.



# Motivation: You & the D Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. Like you, they're driven to achieve, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. In fact, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.



### What demotivates the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

### How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the D style find their own natural motivation.

### How can you help create a motivating environment for the D style?

- Let them try innovative or untested approaches when possible, even if this is less comfortable for you.
- Explain the big-picture purpose of a project and minimize prescriptive directions.
- Give them reasonable freedom to control their work environment.
- Look beyond your own cautiousness to encourage their ambition and desire to advance.
- Trust them to follow through on critical assignments.
- Give them increasingly difficult challenges to appeal to their more competitive nature.

### What's the best way for you to recognize and reward the D style?

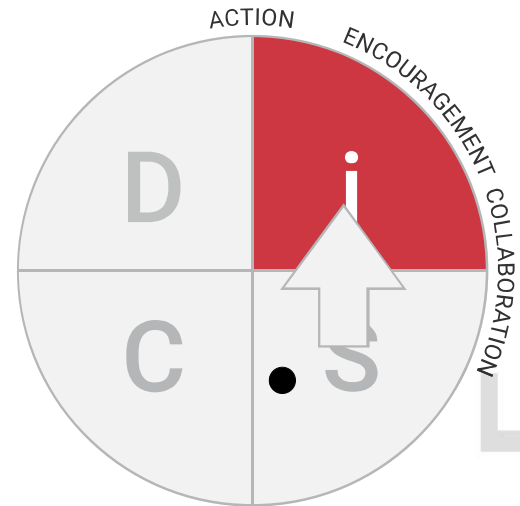
- Recognize their innovative ideas that lead to better results.
- Reward consistently strong performances with more autonomy.
- Compliment them by focusing on the concrete results that they achieve.
- Give them opportunities to advance when they've mastered their role and a challenging position presents itself.



# Motivation: You & the i Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. Unlike you, they're eager to collaborate, so they may put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly to indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging environment, probably more so than you.



### What demotivates the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

### How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the i style find their own natural motivation.

### How can you help create a motivating environment for the i style?

- Let them collaborate with others, but maintain your authority in group settings.
- Encourage their spontaneity without compromising essential systems.
- Limit the predictability and routine of their tasks when possible.
- Let them be in the limelight.
- Give them opportunities to express themselves.
- Acknowledge their need to maintain a fast pace.

### What's the best way for you to recognize and reward the i style?

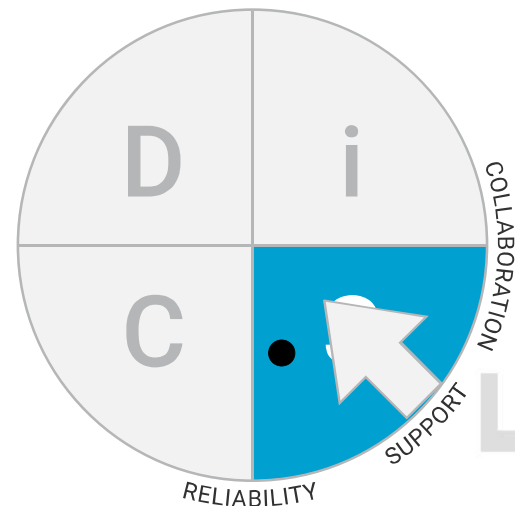
- Recognize their success with public praise, even if you avoid this type of attention personally.
- Thank them for the energy and enthusiasm that they bring to the table.
- Reinforce their strong people skills by giving them increased visibility within the organization.
- Reward their best work by recommending them for awards and advancement opportunities.



# Motivation: You & the S Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. Like you, they tend to be supportive, and may even withhold their own opinions to accommodate or please other people. In addition, they like to connect with colleagues on a personal level, and they may value working in a collaborative setting more than you do. Furthermore, because they share your desire to be seen as reliable, they want enough time to perform their duties without being rushed or stressed.



### What demotivates the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

### How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the S style find their own natural motivation.

### How can you help create a motivating environment for the S style?

- Let them collaborate with others.
- Offer support by providing the information and resources they need to do their best work.
- Give plenty of warning when changes are coming.
- Use your own preference for stability to give them the structure and security they need to feel comfortable.
- Express sincere appreciation for their efforts.
- Ask for their ideas, which they might not share without encouragement.

### What's the best way for you to recognize and reward the S style?

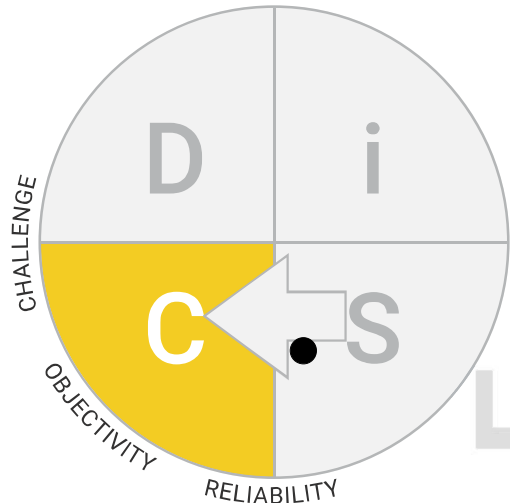
- Reward their steadiness and loyalty with warm and sincere praise in a one-on-one setting.
- Acknowledge the quality of their work by trusting them with increasingly important projects.
- Reassure them that their reliability and supportiveness is valuable.
- Discuss advancement opportunities when you both agree that they've mastered their current role.



# Motivation: You & the C Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. Like you, they want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution. Because they share your objective outlook, they like to weigh the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so they often challenge ideas to ensure accuracy, an approach you probably don't share.



### What demotivates the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

### How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the C style find their own natural motivation.

### How can you help create a motivating environment for the C style?

- Give them time to ensure quality results, but enforce deadlines.
- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Provide them with opportunities for independent work.
- Listen to their questions about projects or tasks, but keep them moving forward.
- Convey your expectations clearly and specifically.

### What's the best way for you to recognize and reward the C style?

- Compliment their accomplishments privately and provide concrete examples.
- Thank them for the impact that their logical, analytical style makes on the organization.
- Reward the consistency of quality work by giving more autonomy and increasingly challenging projects.
- Recognize their expertise by seeking their help when problems arise.



# Develop Talent

## INTRODUCTION

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting employees' long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your direct reports will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help your employees identify and build on their strengths, rather than trying to fix all of their weaknesses. This module will help you better understand their needs and how you can meet them where they're at.

### YOU WILL LEARN

1. Your natural style of developing talent
2. The diverse development preferences
3. How to better develop a specific employee



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

### Dominance

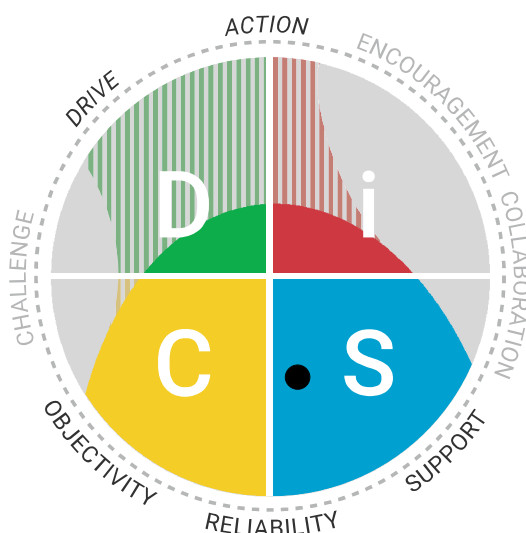
#### Appreciates:

- Big opportunities
- Advancement
- Being in charge

### Conscientiousness

#### Appreciates:

- Building expertise
- Digging deep into a topic
- Self-sufficiency



### Influence

#### Appreciates:

- Social and collaborative opportunities
- Novelty
- Chances to express themselves

### Steadiness

#### Appreciates:

- Collaborative opportunities
- A safety net
- Stability

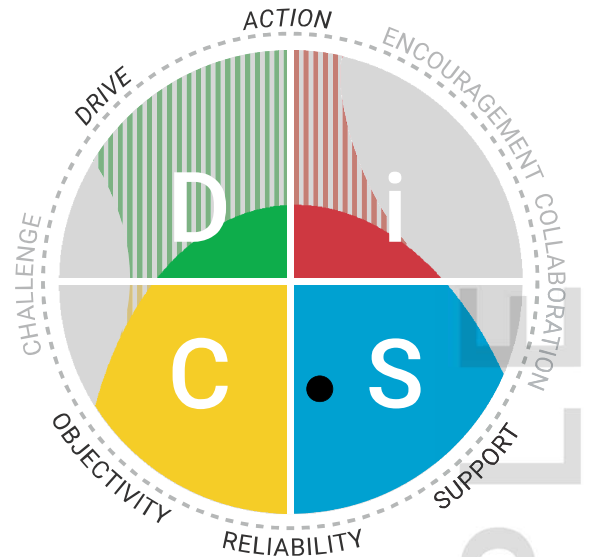


# How You Develop Talent

Every manager has a natural approach to developing talent in others. Your approach is described below.

Mateo, because you prioritize reliability, you may provide a systematic environment in which the people you manage can expand on their strengths. This allows others to view development as a predictable, ongoing process. Because you balance your desire to support people with your objectivity, you tend to realistically assess what people do well and what they struggle with and then match these abilities with the organization's needs. Yet, you're usually open to input that may differ from your own assessments. Overall, people probably recognize that you care about them. To you, development is about support and structure, and people know you will assist them in finding their strengths.

Furthermore, unlike others with the SC style, you also have two extra priorities that might influence your approach to developing others. In your drive for results, you may lead people to strive for meaningful accomplishments rather than settle for modest goals. Your action-oriented nature may motivate people to pursue their goals with energy and immediacy.



## HOW DO YOU APPROACH DEVELOPING OTHERS?

### Advantages

- Creating methodical, concrete plans for development
- Using structured methods that are easy for another person to repeat
- Taking the time to listen to people's real concerns
- Helping people objectively identify their strengths and challenges
- Motivating people to hone their skills
- Pushing people to move quickly in their development

### Disadvantages

- Being too tolerant when people fail to meet your expectations
- Insisting things be done the way they always have, regardless of a person's strengths and limitations
- Failing to push people to perform
- Neglecting to recognize strengths that seem unrelated to the person's current role
- Overwhelming people with responsibilities
- Pushing people at a pace that is too fast for them

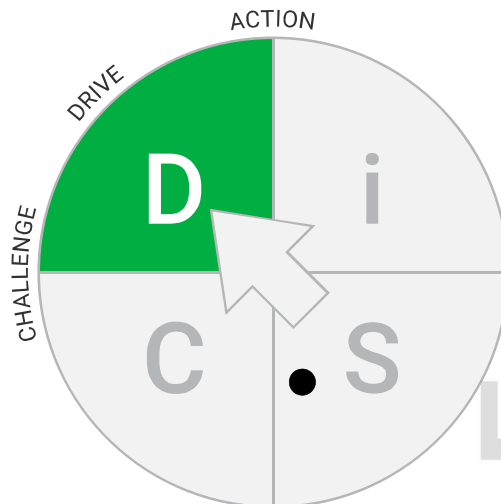


# Develop Talent: You & the D Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



## HOW TO ADAPT

### Remember they're driven

People with the D style are driven to get results, a tendency you share even though it's not typical of the SC style. However, they may fixate on immediate goals that directly benefit themselves and may fail to recognize that team success could create exciting new opportunities for them. Before setting them loose on a plan, ensure that their priorities are aligned with those of the organization.

- Give them opportunities that have potential for the impressive results you're both after.
- Encourage flexibility and help them see how their goals fit within the big picture.
- Encourage their ambition and autonomy but be prepared to redirect their focus.

### They're action-oriented

Like you, these individuals like to make things happen quickly, which is more typical of the D style than the SC style. Still, you may prefer more methodical development plans, which they are likely to dismiss. In pursuit of advancement, these individuals may take shortcuts that make you nervous, so you may need to remind them that success in the long run often requires a more sustained, calculated approach.

- When making long-term development plans, lay out milestones and concrete benefits.
- Help them identify new skills that will help their advancement.
- Consider their need to keep moving when devising development opportunities.

### They have a challenging side

People with the D style may question long-standing procedures, structures that feel restrictive, and possibly even your authority. Since you are often easygoing, you may need to be more direct with these individuals to get through to them. Be sure to respect their autonomy without undermining your own authority, minimizing their resistance to your role in their development.

- Challenge yourself to give them frank, results-oriented feedback when necessary.
- Let them work independently, but help them see the value of multiple perspectives.
- Give them opportunities to exercise authority.

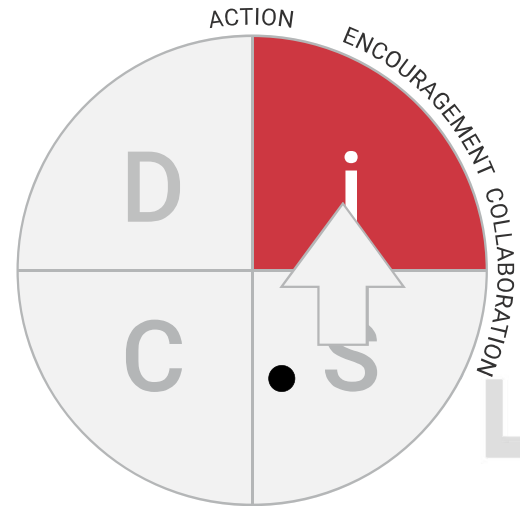


# Develop Talent: You & the i Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with different methods
- Tendency to give praise and encouragement to others
- Ability to rally people around an idea



## HOW TO ADAPT

### Remember they respond to encouragement

People with the i style are motivated by positive feedback, so they probably appreciate your tact. Because you avoid conflict, you may fail to offer them completely truthful insights when their performance is lackluster. This could be detrimental to them in the long run, as it won't push them improve.

- Take time to let them know that they are doing well.
- Continue to be polite in discussions, but don't ignore problems.
- Look for situations where they can mentor or help people.

### They're action-oriented

While it's more typical for the i style than the SC style, you're both interested in fast-paced innovation. Still, compared to you, they require less evidence to be sure of themselves, so they may propose bold development plans when you think it would be best to exercise some caution. Help them strike a balance between adventurous ideas and a systematic approach.

- Show them the value of systematic developmental work, even if it's tedious in the short term.
- Be aware that rapid pace you both favor may cause the two of you to overlook promising options.
- Allow them to pursue some development opportunities that involve lots of action.

### They thrive on collaboration

People with the i style love the energy of a dynamic group. However, they may resist individual accountability and hide weaknesses by collaborating too often. Since you are more reserved, you may question their need for group settings. Find a balance in which they can use their people skills while also focusing on individual growth.

- Encourage them to pursue opportunities that involve working with others.
- Remind them that their growth will also depend on independent work.
- Allow them to lead small groups.

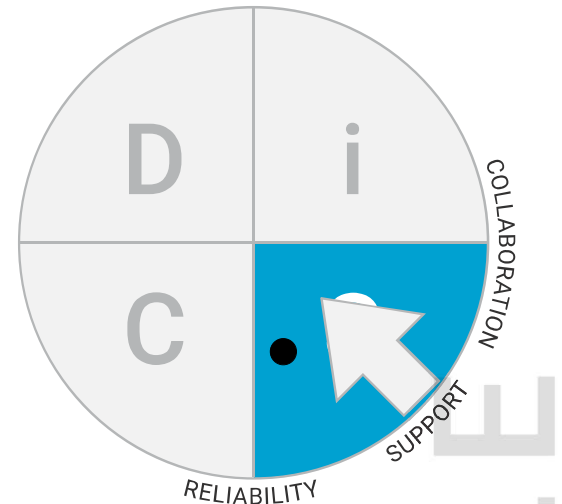


# Develop Talent: You & the S Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



## HOW TO ADAPT

### Remember they appreciate support

Like you, people with the S style appreciate a supportive environment, and they often focus on other people's needs, wanting everyone to get along. Still, because you tend to take a more hands-off approach, you may enable these individuals to focus on others at the expense of their own development.

- Look for situations where supporting others can boost their own development.
- Remind them that they have to address their own needs as well.
- Push them gently to grow and develop.

### They strive to be reliable

These individuals stick with what works, and they're usually leery of opportunities that pose a risk. Since you share this tendency, the two of you may struggle to create bold development plans. Working together on their professional development will require a balance between respecting their comfort zone and looking beyond it.

- Encourage them to maintain their focus on reliable progress.
- Let them know that development often means moving in new directions.
- Refrain from letting your mutual interest in stability limit creative ideas.

### They value collaboration

People with the S style may enjoy working with others more than you do, and they may put too much emphasis on collaboration in their development priorities. You both avoid interpersonal conflict, but your approach to their development may be more effective if you are willing to give constructive criticism.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Build on their ability to get along with diverse groups of people.
- Offer constructive feedback when necessary.

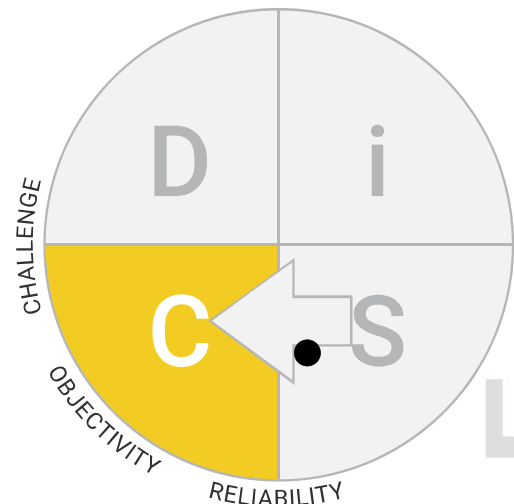


# Develop Talent: You & the C Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



## HOW TO ADAPT

### Remember they prize objectivity

Like you, people with the C style rely on logic to guide their actions, and they don't often turn to others for guidance. They also avoid coloring decisions with personal feelings, and they probably don't let their guard down often. Since you respect their autonomy, it may be difficult for you to assert yourself as a valuable resource for their development.

- Explain the rationale behind development opportunities that you propose.
- Respect their independence, but remind them that you can be an advocate for their development.
- Don't assume that they will come to you if they are struggling.

### They expect reliability

Like you, people with the C style want development opportunities that are well planned and reliable, so they probably appreciate your emphasis on steady progress and stability. However, this might make it difficult for them to make significant development progress. You may need to help them identify more adventurous growth opportunities.

- Avoid getting stuck in a rut of safe or traditional development plans.
- Put development opportunities in a clear, well-organized framework.
- Be aware that they may have trouble admitting their limitations once they've started.

### They have a challenging side

People with the C style are often skeptical, so they may question your ideas for their development. They may be uncooperative if they sense weakness in your rationale, so provide objective reasons for your decisions. Because you avoid conflict, you may need to push yourself to stand up to their questioning approach.

- Support your development ideas with facts and figures whenever possible.
- Listen to their questions, but hold them accountable if their resistance becomes unreasonable.
- Engage them in a constructive dialogue, but maintain your authority.



# Manage Up

## INTRODUCTION

"Managing up" refers to working effectively with and influencing your manager. And though it's a frequently overlooked aspect of management, it's nevertheless critical. Your manager is often your link to other parts of the organization and to resources that your team needs, so it's vital to have a good working relationship with them. If this relationship is solid, you'll be much more effective at communicating the needs of your team and pushing for the changes that will help them succeed. You'll also have a much clearer picture of where the organization is headed and what your manager prioritizes. This module will help you better understand your manager and how you can work together more effectively.

### YOU WILL LEARN

1. How your manager might see you
2. Different approaches for getting buy-in from your manager
3. How to work more effectively with your manager



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

### Dominance

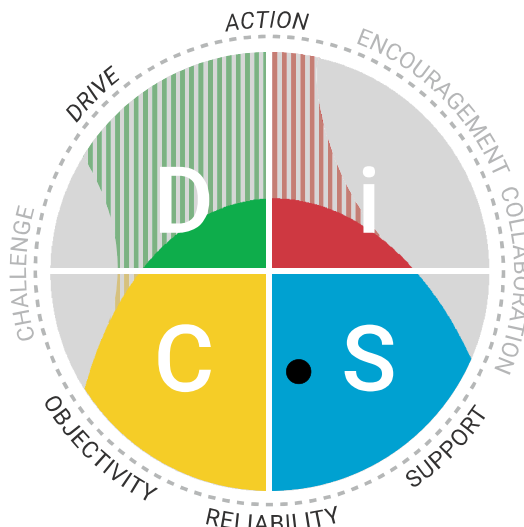
#### Responds well to:

- Outcomes
- Urgency
- Confidence

### Conscientiousness

#### Responds well to:

- Objectivity
- Logical arguments
- Evidence



### Influence

#### Responds well to:

- Enthusiasm
- Open dialogue
- Immediate action

### Steadiness

#### Responds well to:

- Predictability
- Sincerity
- Time to deliberate



# How Your Manager Sees You

Understanding how you come across to your manager is important, but sometimes difficult. This page provides insight into how your manager might see you.

## Reliable

Mateo, since you have an SC style, you probably come across as practical and orderly. Because you tend to favor dependable solutions, your manager probably feels that projects are in good hands with you. On the other hand, your tendency to prefer safe options may cause some managers to see you as hesitant to capitalize on new opportunities, while others might view you as indecisive or overly conventional.

- Some managers may see your soft-spoken manner as too mild to create a sense of urgency.
- Your manager may see you as overly cautious.

## Supportive

Because of your accommodating nature, many managers will appreciate that you don't challenge their authority or try to push your own ideas at the expense of others. They may also like that you're willing to patiently help people so they can do their best work. On the other hand, your manager may see you as too willing to compromise on goals rather than pressure others.

- Your manager may see you as overly lenient with people who are underperforming.
- Some managers are more likely to respect someone who shows more persistence than patience.

## Objective

Because of your systematic nature, your manager probably feels confident that you will produce well-reasoned, logical solutions rather than getting carried away with excitement. Furthermore, many managers are likely to appreciate your tendency to study the specifics and take responsibility for accuracy. However, some managers may see you as too bogged down in details, which could slow forward progress..

- Your manager may believe that you prioritize the details at the expense of understanding the big picture.
- Because of your focus on facts, some managers may think you don't have the social presence that leaders need.

## Driven

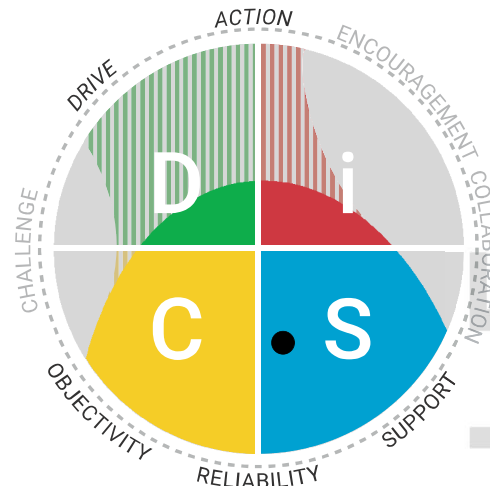
Many managers will appreciate that you tend to push for results that will affect the bottom line, which isn't typical for someone with the SC style. However, you may sometimes bite off more than you can chew, which could frustrate your manager.

- Your manager may worry that you take on more than you can handle.
- Some managers may believe that you're too focused on your own agenda.

## Active

Unlike others with the SC style, you tend to be active, and many managers may appreciate that you take the initiative to make things happen quickly. However, some managers may worry that your rapid pace could lead to unstable outcomes.

- Your manager may think your propensity for action could cause you to skip over important steps.
- Some managers may have trouble keeping up with your quick pace.





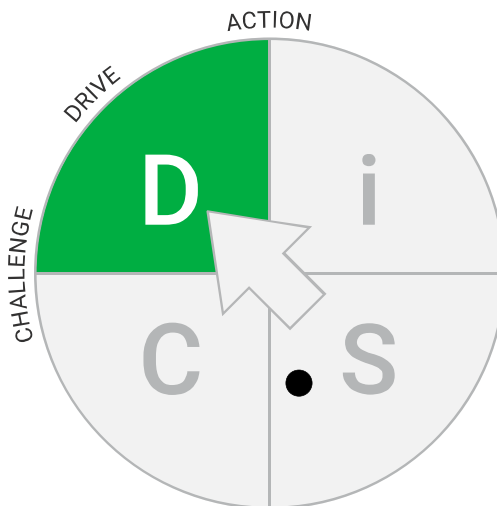
# Manage Up: You & the D Style

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Like you, their driven nature means that they will do whatever it takes to reach their goals.
- Like you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.



## HOW TO ADAPT

### Getting buy-in

Managers with the D style want concrete results, and while it's unusual for someone with the SC style, you tend to be equally driven. As a result, you may get buy-in by showing how your plan will impact the bottom line. Yet, they may discount your ideas if you're not confident in your presentation. Furthermore, while it may come more naturally to you than to others with the SC style, you share the D-style manager's emphasis on forward progress at a rapid pace. Therefore, concentrate on laying out the big picture simply and directly, and remember that if the plan feels bogged down with complexities, they're likely to dismiss it. They want to feel in control, so show respect for their authority and offer them an ownership stake in the solution.

- Project confidence in your ideas.
- Frame discussions in terms of the immediate results that they can expect.
- Avoid dwelling on the specifics.

### Dealing with conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. They tend to be very direct and may even become aggressive if they're directly challenged. Because you tend to take a more diplomatic, indirect approach, you're unlikely to provoke their more confrontational behavior. However, they may discount your concerns if you aren't clear, so state your points confidently and objectively. Remember that hiding your feelings may just prolong the conflict since resentment will probably emerge later.

- Don't hesitate to speak up and communicate your perspective.
- State your points directly rather than withdrawing and letting negative feelings build.
- Avoid becoming intimidated by their assertiveness.



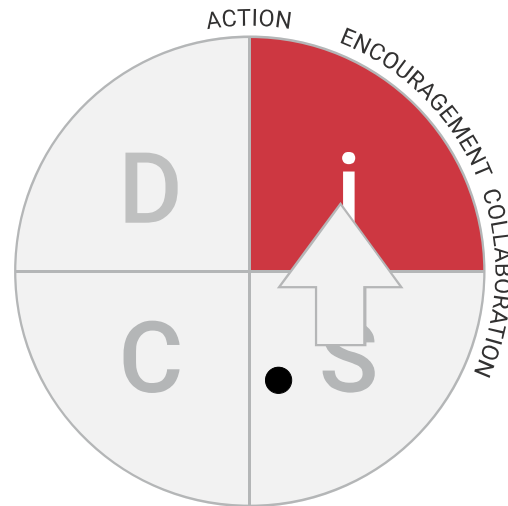
# Manage Up: You & the i Style

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Unlike you, they focus on encouragement and celebrating group victories.
- Unlike you, they prefer to work with others and prioritize teamwork.
- Like you, they focus on action and move quickly while striving for forward progress.



## HOW TO ADAPT

### Getting buy-in

Managers with the i style look for cooperation. They believe that when group members put their heads together, it will lead to better outcomes, which may differ from your preference to reach goals independently. Keep in mind that i-style managers are interested in how your plans affect others, so show them that your solution has the power to invigorate people. And if you want their buy-in, show some excitement for your ideas. Furthermore, while it may come more naturally to you than to others with the SC style, you share the i-style manager's interest in fast movement. Therefore, communicate your desire for things to happen quickly. However, be aware that you may need to assert yourself in order to advocate effectively for your team.

- Show how your ideas can quickly energize people.
- Assert yourself to make sure they hear your ideas.
- Don't dwell on the details when they're looking for a summary.

### Dealing with conflict

Managers with the i style want to maintain friendly relationships. However, they value self-expression and may insist on making their feelings clear in a confrontation. They may also lose their focus and stray into other areas of discontent. Because you tend to be more diplomatic and reserved, this kind of emotional reaction probably makes you quite uncomfortable. Yet, your tendency to internalize your feelings may allow resentment to build. Therefore, acknowledge the issues directly and don't withdraw from the situation. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that you want to maintain a good relationship.

- Confront problems directly.
- Acknowledge the importance of everyone's feelings.
- Reassure them that your relationship is still strong despite your differences.



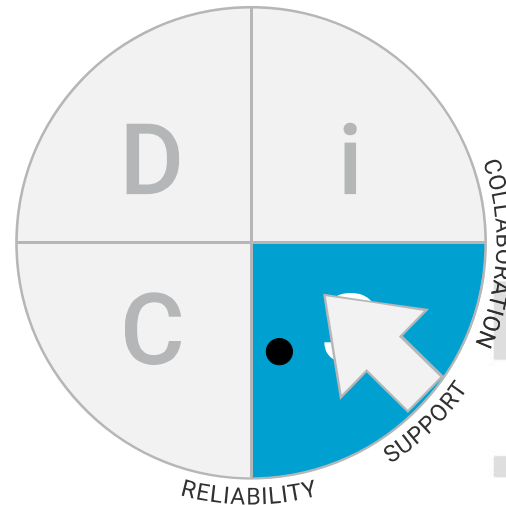
# Manage Up: You & the S Style

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Like you, they emphasize supporting others and have empathy for people's needs.
- Unlike you, they would rather work collaboratively than independently.
- Like you, they want to avoid chaos and maintain a dependable setting.



## HOW TO ADAPT

### Getting buy-in

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. Like you, they're often hesitant when faced with daring or bold proposals. And because you share this sense of caution, you may fail to advocate for your plans effectively. Be more assertive and show confidence in your presentation to assure your more ambitious proposals are considered. Furthermore, they're interested in collaboration and team unity. Because you're probably more comfortable working independently, team effort may not be at the forefront of your proposal. However, if you want their buy-in, be aware that this is important to them, and point out how your plan can bring the group together.

- Lay out your plan in a step-by-step manner.
- Emphasize how your proposal helps other people.
- Follow up to make sure your idea is getting consideration.

### Dealing with conflict

Like you, managers with the S style want to avoid conflict whenever possible, and the two of you may tiptoe around disagreements rather than confront the issues. In such cases, resentment may build and reappear later. Therefore, avoid internalizing your feelings and take a more direct approach. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. They may keep quiet just to avoid an unpleasant discussion, so after you've talked over the situation, check in with them to make sure the conflict has truly been resolved.

- Address the situation directly rather than masking your differences.
- Acknowledge the importance of everyone's feelings.
- Follow up to make sure the problem has been resolved.



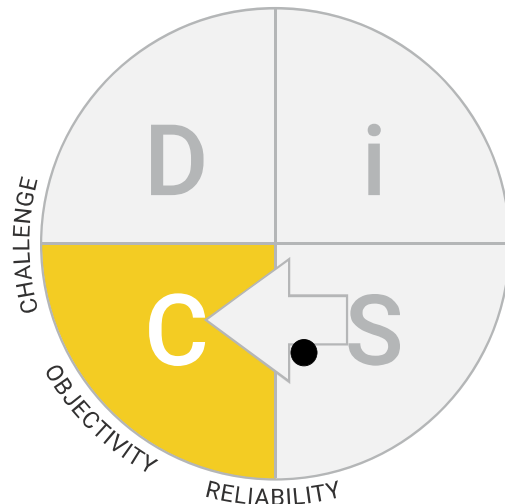
# Manage Up: You & the C Style

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Like you, they spend a lot of time on objective analysis to ensure accuracy.
- Like you, they want to think through all of the consequences to deliver a reliable outcome.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.



## HOW TO ADAPT

### Getting buy-in

Managers with the C style want to see how your ideas can lead to a high-quality solution. They want to anticipate potential complications, so they're likely to ask a lot of skeptical questions. Unlike you, they're more likely to be challenging than supportive. So to be an effective advocate, prove your competence by utilizing facts and logic. Furthermore, they're more interested in reliability than speed, so your methodical pace may assure them that you've thought through all of the consequences of your plan. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Be prepared for challenging questions.
- Present information clearly and logically.
- Ask for their opinions and incorporate their expertise into the solution.

### Dealing with conflict

Managers with the C style may try to overpower opposing viewpoints with logic. Still, like you, they tend to avoid direct aggression and withdraw from emotionally charged situations. For this reason, you both tend to dodge confrontation and may fail to discuss difficult issues altogether. This may lead to buried feelings and lingering resentment. When working with them, be more assertive about your needs and state your position objectively. Give them time to present their side, but don't cave in just to avoid an unpleasant conversation.

- Support your opinion with logic and facts.
- Assert your own position instead of just giving in.
- Avoid withdrawing from the conflict until it is clearly resolved.