
Welcome to

Understanding Work Styles: One Answer to the People Puzzle



IHM Management Development Network

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Welcome and Introductions



- Quick introductions to the people beside you...your name and where you work
- Making networking work for you...
understanding more about each other and
building on the relationships each time you
meet

Workshop Overview

- How well do we understand ourselves and the people we work with? Why do some people work well together while others seem to 'clash'? Why do we seem to have so many 'communication' problems in our teams?
- This short workshop will:
 - introduce you to work styles and give you a little more understanding why people behave the way they do
 - Identify your preferred style and the styles of others you work with
 - provide practical knowledge and tips to take back to work

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- "Human behaviour is both a science and an art. It is a science in that it is observable and repeatable...It is an art in the sense that we can experience it, modify it, and enjoy it."

(Robert A. Rohm, *Positive Personality Profiles*, 1993, 1998)

Understanding and respecting differences...based on:

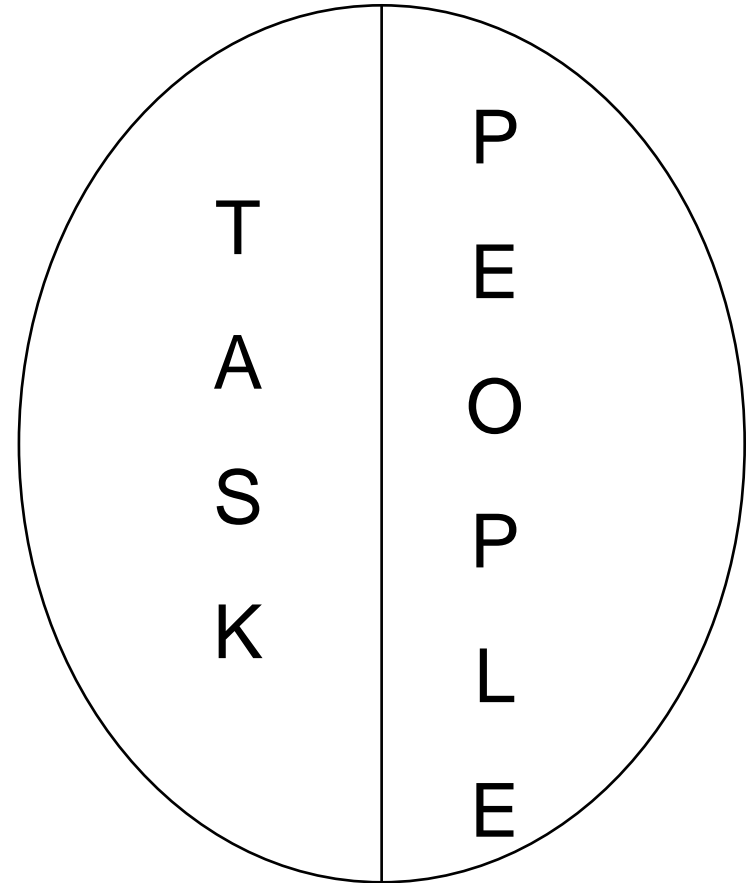
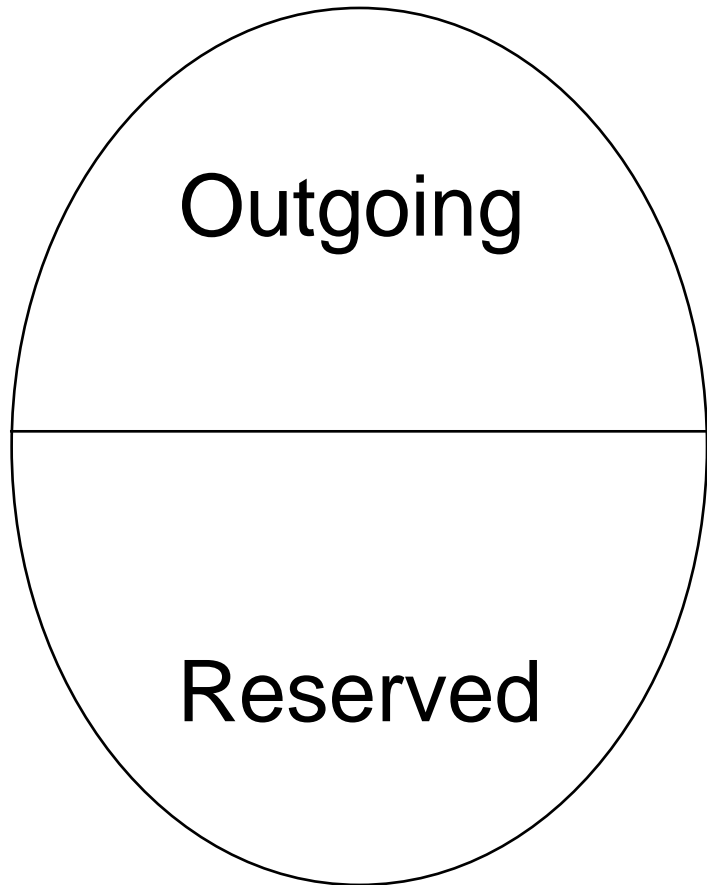
- We are who we are... we should understand it, nurture it and celebrate it
- We all have a preferred way of doing things
- Encourage open and honest communication by responding to observable behaviour
- Stop complicating our encounters with people by what we 'think' we know about them
- Our greatest strengths may be our greatest weaknesses, depending on the situation
- Realise that because something works for us...it doesn't mean it will work for others
- The more predictable we are, the easier it is for people to work with us...
- Consciously adapt who we are to get the most out of our encounters with others



The People Puzzle...

People who understand that they
don't understand each other,
understand each other so much
better than people who don't even
understand that they don't
understand each other!

The “Four Temperament” Model of Behaviour



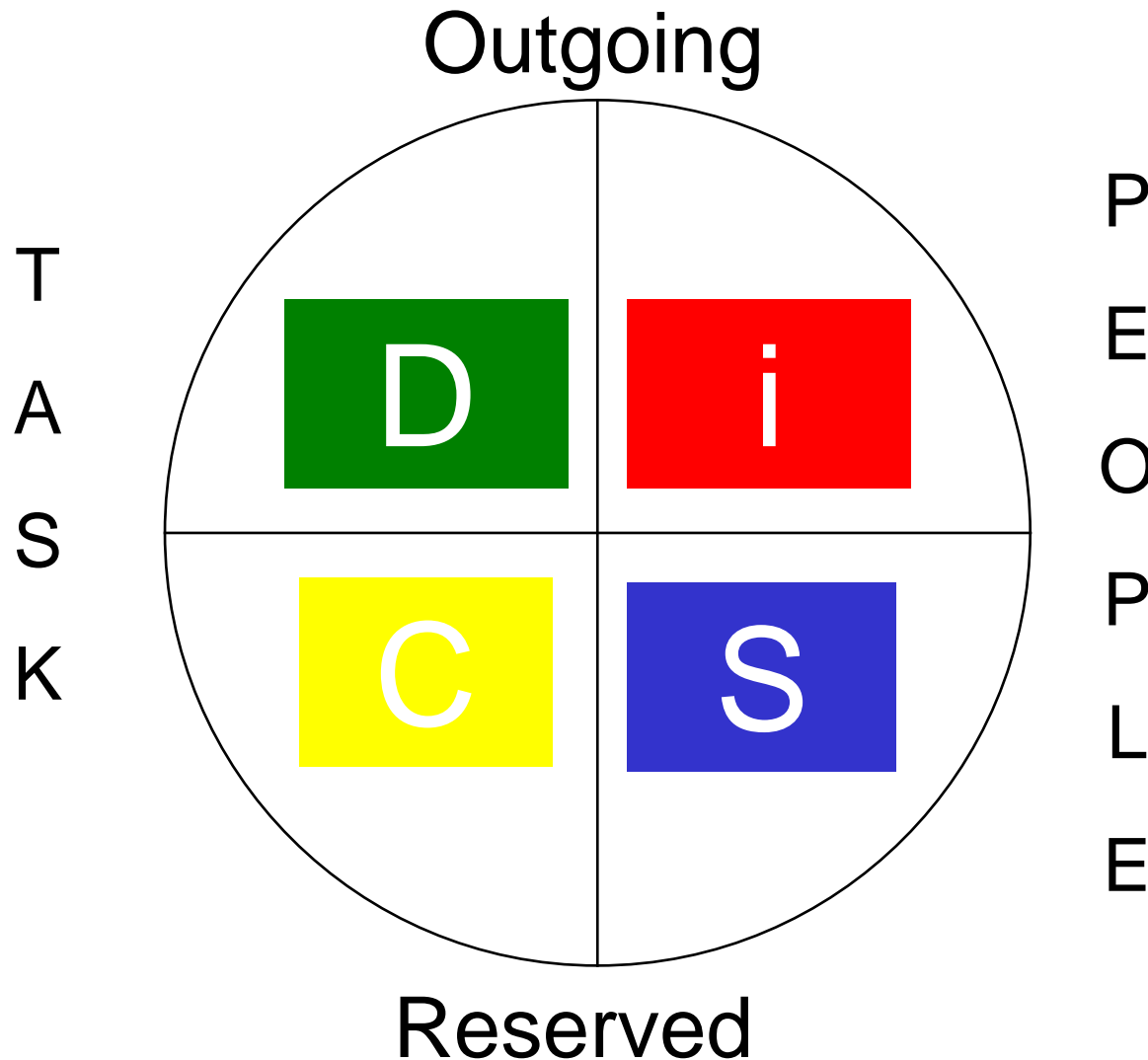
It begins with us...

- Before we can understand others...

- “Knowing yourself is the beginning of all wisdom”

(Aristotle)

Which 2 colours most describe you?



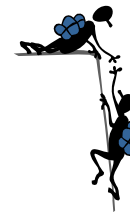
Learning a New language

- **Dominance**



- **Influence**

- **Steadiness**



- **Compliant or Conscientious**

An Answer to Part of the People Puzzle...

- People have observed others as early as 444 BC – Hippocrates and the 4 temperaments (sanguine, melancholic, choleric, phlegmatic)
- Dr William Marston (1928) founded the DISC theory – “All people exhibit all four behavioural factors in varying degrees of intensity” (*The Emotions of Normal People*)
- Walter Clark (1950) developed the instrument based on Marston’s theory (Personal Profile Analysis- PPA)
- Universal language of observable behaviour
- A NEUTRAL, non-judgmental, silent and respectful language

'D' Style



- **Style:** Task-oriented / Outgoing
- **Description:** Dominant, Driving, Doers
- **Symbol:** Exclamation mark - emphatic in everything they do
- **Focus:** Get the job done - just do it! Overcome opposition and achieve your goals! Winners never quit... quitters never win!
- **Basic Needs:** Challenge, Control, Choices
- **Outlook on Life:** To lead or be in charge

- *D* styles can be very self-sufficient, relying on their natural abilities and talents to get them through difficult situations... They are never satisfied with the status quo. They are constantly looking for new and better ideas and ways of doing things.

The 'D' Style at Work



Responds Best To A Leader Who:

- Provides direct answers
- Sticks to business
- Stresses goals
- Provides pressure
- Allows freedom for personal accomplishment

Needs To Learn That:

- People are important
- Relaxation is not a crime
- Some controls are necessary
- Everyone has a boss
- Verbalizing conclusions helps others understand them better

'I' Style



- **Style:** People-oriented / Outgoing
- **Description:** Inspirational, Influencing, Impulsive
- **Symbol:** Star - They love recognition and being the centre of attention
- **Focus:** I am for you! If we all pull in the same direction and stay motivated, there is no end to the success... and fun... we can have
- **Basic Needs:** Recognition, Approval, Popularity
- **Outlook on Life:** To persuade others to their way of thinking

- / styles are very friendly. They seem to talk to or wave to everyone they see. They know no strangers. After you have been with them five minutes, you feel like you have known them all your life.

The 'I' Style at Work



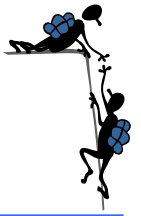
Responds Best To A Leader Who:

- Is a democratic leader and friend
- Provides social involvement outside work
- Provides recognition of abilities
- Offers incentives for risk-taking
- Creates an atmosphere of excitement

Needs To Learn That

- Time must be managed
- Too much optimism can be harmful
- Listening is important
- Tasks must be completed
- Accountability is imperative

'S' Style



- **Style:** People-oriented / Reserved
- **Description:** Steady, Stable, Supportive
- **Symbol:** Plus/Minus - they bring a balance to the people equation
- **Focus:** All for one and one for all. If we all work together, we can make a great team. Working together we can do it!
- **Basic Needs:** Appreciation, Security, Approval
- **Outlook on Life:** To provide necessary support to help get the job completed
- An **S** is very orderly and efficient, preferring to know that things are running smoothly...They prefer the standard, tried and proven way of doing things... One of their mottos is, 'Working together we can do it.' "



The 'S' Style at Work

Responds Best To A Leader Who:

- Is relaxed and amiable
- Allows time to adjust to change in plans
- Serves as a friend
- Allows people to work at their own pace
- Clearly defines goals and means of reaching them

Needs To Learn That:

- Change provides opportunity
- Friendship isn't everything
- Discipline is good
- It is all right to say, "No!"
- Being a 'servant' does not mean being an 'easy target'

'C' Style



- **Style:** Task-oriented / Reserved
- **Description:** Competent, Cautious, Careful
- **Symbol:** Question Mark - They want to know the why behind what they do
- **Focus:** Make sure things are done in a correct manner. Goods and services provided with quality ensure long-standing relationships
- **Basic Needs:** Quality answers, Excellence, Value
- **Outlook on Life:** To be conscientious and consistent

- The **C** style is usually extremely gifted. They are very bright and have a high capacity for intellectual achievement. They know how to take a big project and break it down into little components.

The 'C' Style at Work



- **Responds Best To A Leader Who:**
- Provides reassurance
- Maintains a supportive atmosphere
- Provides an open-door policy
- Defines concise operating standards
- Is detail-oriented

Needs To Learn That:

- Total support is not always necessary
- Thorough explanation is not always possible
- Deadlines must be met
- Taking a calculated risk can be profitable
- There are varying degrees of excellence

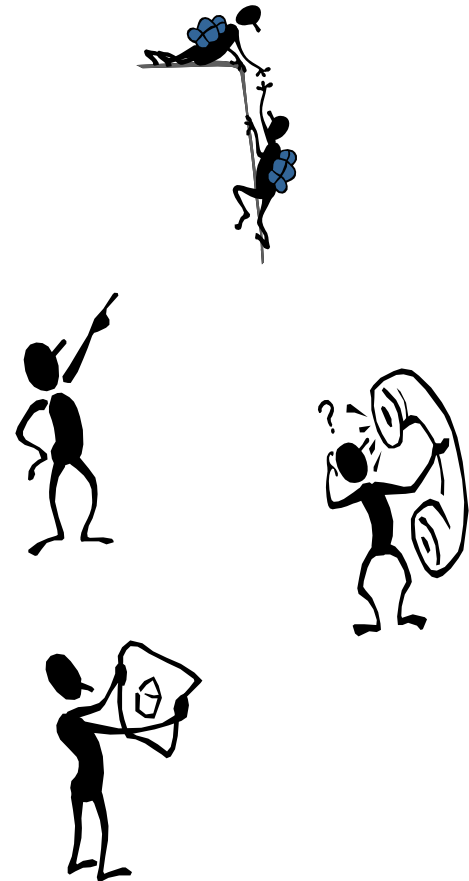
“Without **DYNAMIC QUALITY** (D and I)
the organism cannot grow.

Without **STATIC QUALITY** (S and C) the
organism cannot last. Both are needed”

As individuals, teams and organisations we
need a mixture of all four styles

Applying DISC at work: four approaches...

- Communicating
- Team development
- Personal development
- Managing meetings
- Coaching
- Delegating
- Complimenting
- Correcting behaviour
- Handling conflict
- Making decisions
- Managing time
- Motivating
- Etc ...



Checklists for communicating

'D' Styles

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal oriented:

- Be clear, specific, brief and to the point
- Stick to business
- Come prepared with support materials in a well-organised 'package'

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue
- Leaving loopholes or cloudy issues
- Appearing disorganised

Checklists for communicating

'I' Styles

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment
- Don't deal with a lot of details (put them in writing)
- Ask 'feeling' questions to draw their opinions or comments

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped
- Controlling the conversation
- Driving on facts and figures, alternatives, abstractions

Checklists for communicating

'S' Styles

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment – break the ice
- Present your case softly – non-threateningly
- Ask 'how' questions to draw their opinions

Factors that will create tension or dissatisfaction:

- Rushing headlong into business
- Being domineering or demanding
- Forcing them to respond quickly to your objectives

Checklists for communicating

'C' Styles

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and complaint:

- Prepare your 'case' in advance
- Stick to business
- Be accurate and realistic

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud
- Pushing too hard or being unrealistic with deadlines
- Being disorganised or messy

Major Team Strengths

Dominance

- Creating innovative ideas
- Decision making
- Directing
- Goal setting
- Problem solving
- Reacting quickly to change
- Self-starting
- Single-minded

Steadiness

- Calmness
- Completing tasks
- Consistency
- Customer service
- Following routine procedure
- Listening
- Organising and planning
- Supporting team members

Influence

- Communicating verbally
- Innovative ideas
- Cultivating relationships
- Leading people
- Motivating
- Networking
- Persuading
- Reacting quickly to change

Compliance

- Applying logic
- Controlling quality
- Exercising caution
- Monitoring and controlling
- Precision
- Problem solving
- Rule orientation
- Specialising



Style of person? Most appropriate response? Why?

- You are about to meet a person who is upbeat, positive and people-oriented but frequently late to meetings. Everyone has to wait for her. During your discussion with her, it would be most important to:
 - Maintain a slow, calm pace throughout the discussion
 - Discuss the need for promptness, emphasizing how much others appreciate it
 - Tell her what you want done, without any further discussion
 - Keep a cool, business-like manner



Style of person? Most appropriate response? Why?

- You are managing a soft-spoken person who is often resistant to change. He has not implemented a new procedure for automating paperwork. You would:
- Be direct about how he has to 'get with the programme these days'
- Be supportive, explaining how another person will assist him in learning each step of the new procedure
- With great detail, explain why automation is so important to your office at this time
- Express enthusiasm for all the benefits automation can provide



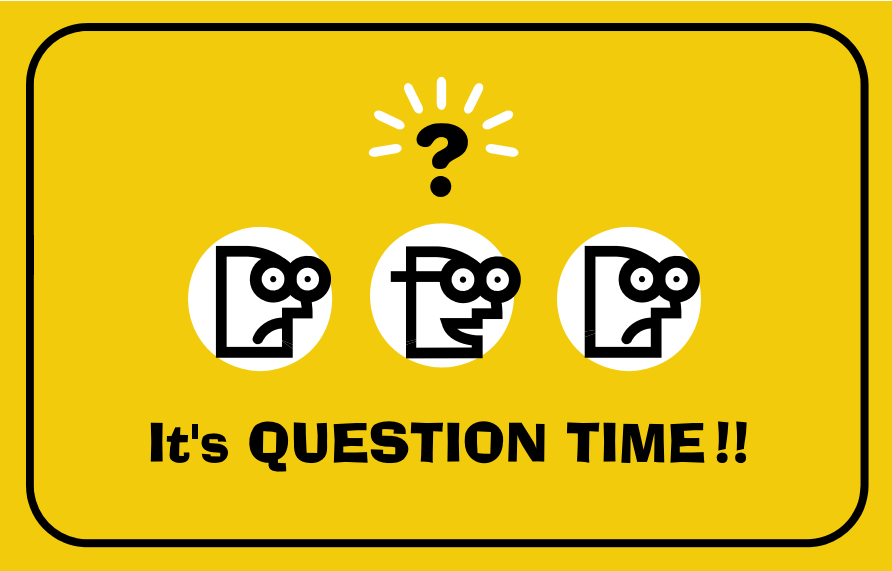
Style of person? Most appropriate response? Why?

- You are working with a team member who asks a lot of questions and takes copious notes about a project she has been asked to help you with. She appears very reserved and analytical. You want to:
- Respond in a logical, low key way, being sure to answer all questions thoroughly
- Share your enthusiasm for the project
- Tell her very directly what the big picture is for this project
- Reassure her that other people have been very supportive of this project



Style of person? Most appropriate response? Why?

- You are working on a project with a team member who speaks quickly, and can sometimes seem almost abrupt. This is your first meeting. You want to:
- Show that you are friendly, upbeat and enthusiastic
- Explain in great detail your depth of knowledge
- Be direct and focus on the bottom-line results your team is to generate
- Emphasise the quality of work that needs to be generated





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- Thank you for all your contributions



- Enjoy the rest of your day!

Useful websites for further information

- <http://www.thomasinternational.net>
- <http://www.inscapepublishing.com/>
- <http://www.discprofile.com/>
- <http://www.ediscprofile.com/>
- <http://www.personality-insights.com/>