

# VIRGINIA BANKERS ASSOCIATION EXECUTIVE LEADERSHIP INSTITUTE

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## SESSION 1: Recognizing Yours and Others' Leadership Strength

January 20-22, 2021



# INTRODUCTIONS

- Breakout Groups:
  - In pairs
  - Share who you are, what you do and where, and a fun fact about yourself
  - Be prepared to introduce your partner when you return to the full class



# FULL COURSE OUTLINE



# EXPECTATIONS

- Level of listening - Olympic listening
- You may have had some of this...timing, repetition, and experience change the learning
- Adults learn by participating



# EXPECTATIONS

- Discussion of change for yourself, not others
- No one is broken... this is about taking a step that other successful people take



# EXPECTATIONS

- “I am a Beginner.” Be curious - don’t critique/judge/assess what is happening – that is how smart people fail to succeed at continuous improvement or new ways of thinking. (It’s not wrong, it’s just not useful.)

# EXPECTATIONS

- Confidentiality
- Respect
- Be Present
  - All sessions
  - Video turned on all the time
  - Cell-phone / e-mail silenced
  - Fully engaged

# EXPECTATIONS

- We are a laboratory for the work we are talking about it. For example, you are our partners for meeting the objectives.
- *Others?*



# EXPECTATIONS

“I have no special talent. I am only passionately curious.”

Albert Einstein



# AGENDA



# OBJECTIVES

1. To ensure we understand ourselves better – for greater results for ourselves, our teams and the bank.



# OBJECTIVES

2. To begin the practices that will engage and retain current high performing employees and draw other “high potentials” to our organizations.



# OBJECTIVES

3. Set the foundation for the entire Leadership year – establishing basic concepts, engaging the participants for our desired outcomes, and modeling and mentoring the behaviors of successful leaders.



# OBJECTIVES

4. To build relationships of trust and commitment to each individual's success and the success of the entire group.



# OBJECTIVES

5. To set a “learning environment” requiring presence and curiosity – honoring, respecting and building on each others’ work and development.

# LEADERSHIP EXERCISE

## GETTING TO KNOW EACH OTHER

<p><u>Picture</u> What you are most proud of...</p>	<p><u>Words and Pictures</u> A happy childhood memory</p>
<p><u>Picture</u> An exciting work/non-work thing in last 12 months</p>	<p><u>Picture</u> Time in our life when you showed courage</p>
<p><u>Words and Pictures</u> Your biggest life's dream (if you knew you could not fail)</p>	<p><u>Words</u> 3 People, living or dead, you'd like to have over for dinner. Why?</p> <ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>
<p><u>One word</u> to describe your intention for how you want to think/behave/be for today, this week...this month</p>	<p><u>Words and/or Pictures</u> Something unique/unusual about you</p>

# Program Overview

## Everything DiSC Workplace®

- Discovering your DiSC® style
- Understanding Other Styles
- Building More Effective Relationships



# DiSC VIDEO



# How You See Yourself



**Fast-paced & Outspoken**



**Cautious & Reflective**

# How You See Yourself

**Questioning &  
Skeptical**



**Accepting &  
Warm**



# How You See Yourself

Fast-paced &  
Outspoken

Questioning &  
Skeptical



Accepting &  
Warm

Cautious &  
Reflective

# Group Discussion

## Why did you answer the way you did?

- Give examples
- You will work in 4-5 person groups for about 10 min. Be prepared to share one example from group when you return.



# How You See Yourself



Fast-paced &  
Outspoken



Accepting &  
Warm

Questioning &  
Skeptical



Cautious &  
Reflective



# How You See Yourself

D

Fast-paced &  
Outspoken

i

Questioning &  
Skeptical



Accepting &  
Warm



Cautious &  
Reflective

# How You See Yourself



Fast-paced &  
Outspoken



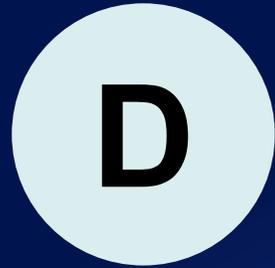
Accepting &  
Warm

Questioning &  
Skeptical



Cautious &  
Reflective

# How You See Yourself



Fast-paced &  
Outspoken



Accepting &  
Warm

Questioning &  
Skeptical



Cautious &  
Reflective



# Cornerstone Principles

## Profile page 2

### Introduction

#### WHAT IS EVERYTHING DiSC®?

Alex, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you relate better to colleagues who focus more on teamwork and providing support.

Or, maybe you're more comfortable working with those who take a more easy-going approach than those who approach every task with intensity.

Or, perhaps you relate best to people who are more diplomatic than forceful.

Welcome to Everything DiSC Workplace®. The DiSC® model is a simple tool that's been helping people to connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your workplace priorities and preferences. In addition, you'll learn how to connect better with colleagues whose priorities and preferences differ from yours.

#### CORNERSTONE PRINCIPLES

- All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- Your work style is also influenced by **other factors** such as life experiences, education, and maturity.
- **Understanding yourself** better is the first step to becoming more effective when working with others.
- Learning about **other people's DiSC styles** can help you understand their priorities and how they may differ from your own.
- You can improve the quality of your workplace by using DiSC to build more **effective relationships**.

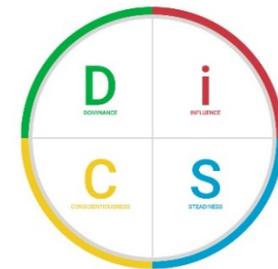
#### OVERVIEW OF THE DiSC MODEL

##### Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

##### Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



##### Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

##### Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

# Your DiSC® Style

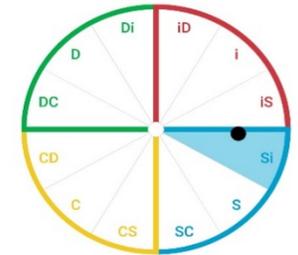
## Profile page 3

### Your DiSC® Overview

#### YOUR DOT

This report is personalized to you, Alex. In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.



Your DiSC® Style: Si

Your dot location shows your DiSC® style. **Because your dot is located in the S region but is also near the line that borders the i region, you have an Si style.**

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another.** All DiSC styles are equal and valuable in their own ways.

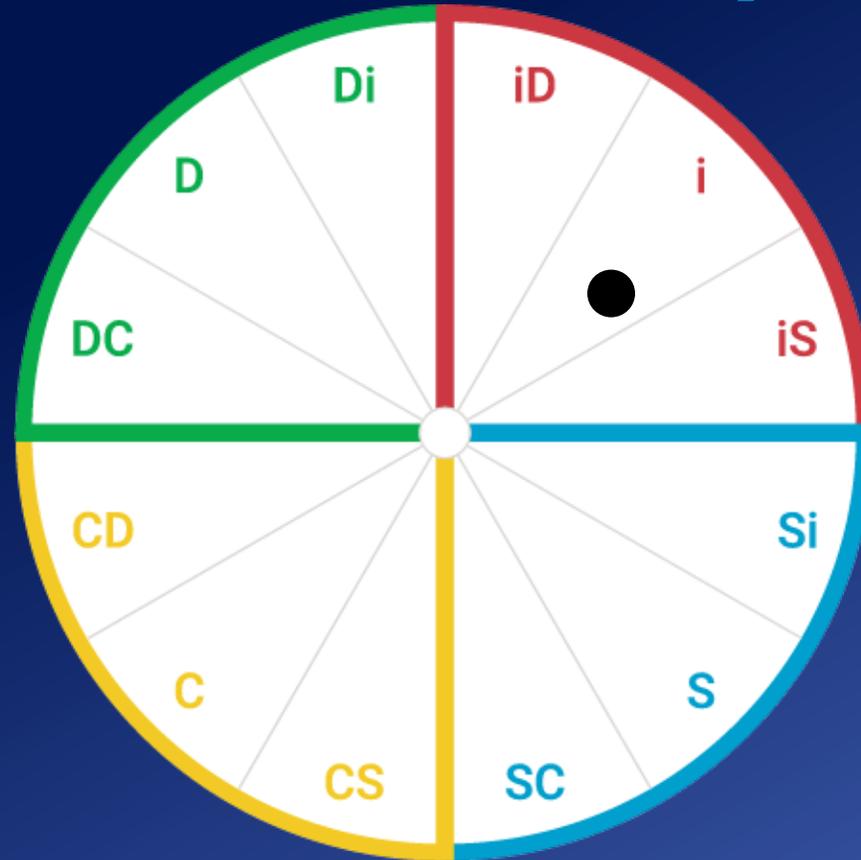
#### CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. **Your dot location is about halfway between the edge of the circle and the center, so you are moderately inclined and probably relate fairly well to the characteristics associated with the Si style.**

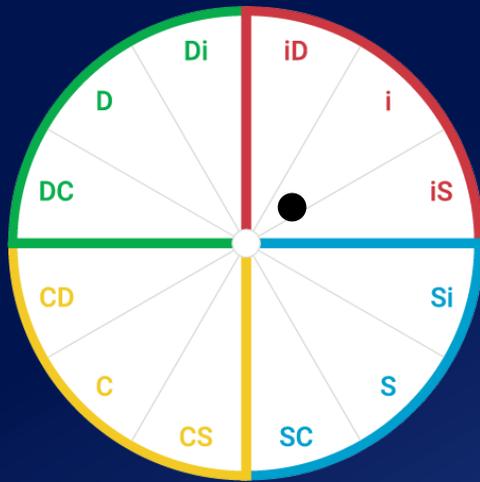
#### WHAT'S NEXT?

Now that you know more about the personalization of your Everything DiSC Workplace Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities, and discover how this affects your preferences. After that, you'll learn some basics about the other DiSC styles and how to use that information to connect better with everyone in your workplace.

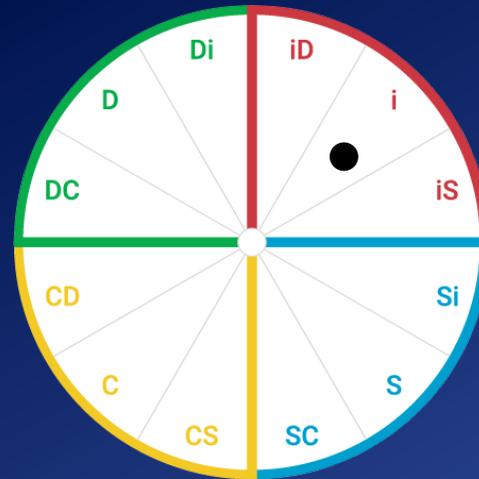
# Your DiSC® Style



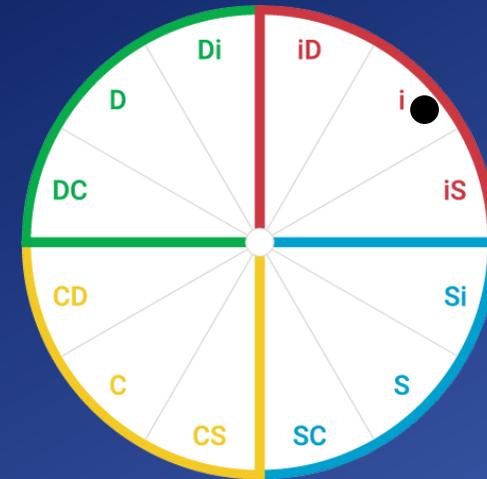
# Your Inclination



**Slight**



**Moderate**



**Strong**

# Your DiSC® Style

## Page 4

- Read and personalize
  - ✓ = like you
  - x = not like you
  - ? = not sure
- Underline three statements that best describe you

## Your Si Style

### YOUR DOT TELLS A STORY

Because you have an Si style, Alex, you're probably a friendly person who reaches out to others with your warmth and sincerity. You tend to be empathic, and you're likely driven by a desire to like and be liked. You're quick to offer a smile, and you make an effort to get to know people personally.

You're probably a service-oriented person who enjoys meeting the needs of other people and working quietly behind the scenes. Furthermore, you want to be helpful, so you often take extra time to listen to people's problems. However, you're usually able to balance your own needs as well when trying to accommodate others.

Most likely, you're genuinely interested in what people have to say, and you may spend more time listening than speaking. Because you want to connect, you make it clear to others that their feelings are important to you. You may even file away important details about those you work with, such as birthdays or tidbits about their families. You tend to be tactful, and you choose your words carefully to avoid any miscommunication.

Because you appreciate a calm environment, you may be uncomfortable with rapid, unpredictable change, and you probably assume that rules and traditions exist for a reason. In addition, you may sometimes hesitate to move ahead with bold plans if you're unsure that everyone is on board. However, because you're also willing to go with the flow, forceful or passionate colleagues may be able to convince you to support their more adventurous ideas.

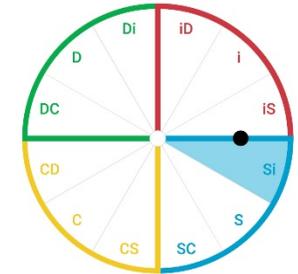
Like others with the Si style, you seek the approval of others, and you're concerned about letting people down. As a result, you may strive to meet everyone's expectations, and you probably feel bad if you think someone is disappointed with you. At the same time, you want to know when you have done a good job, and while you probably don't seek out public recognition, you do appreciate genuine praise.

Because you tend to be accepting, you may demonstrate loyalty to individual coworkers and your workplace. You're probably able to overlook people's personality quirks and weaknesses. However, you may have found that you can get yourself into trouble by trusting people who don't deserve it.

Since you enjoy being cooperative, others may see you as a valuable team player. Most likely, you believe that well-orchestrated teamwork leads to superior results. Competitive situations aren't really your style, and you probably find it a bit hard to understand people who seem most interested in individual accomplishments.

Because of your need for harmony, you're unlikely to confront others in conflict situations, and you don't respond well to aggression. In fact, you may refuse to deal with negative information even when it's important to do so, and as a result, situations may drag on without resolution. Although you tend to keep an even keel, suppressing your frustration during tense moments may prove counterproductive, causing bitterness to simmer beneath the surface. Still, you often prefer the role of peacemaker, trying to find solutions that work for everyone.

Alex, like others with the Si style, your most valuable contributions to the workplace may include your commitment to teamwork, your empathy, and your ability to connect with others. In fact, these are probably some of the qualities that others admire most about you.



# Group Discussion

## In Small Breakout Groups

- Give an example of why DiSC style *does* describe you.
- You will work in 4-5 person groups for about 10 min. Be prepared to share one example from group when you return.





# READING FOR TONIGHT

- HBR article: Discovering Your Authentic Leadership



# LEADERSHIP: DAY 2

- Debrief from Day 1

# Priorities of Your DiSC® Style



**i Style**



**i Style + Accuracy**

# Your Priorities

## Page 5

- Read and personalize

✓ = like you

x = not like you

? = not sure

## Shading & Priorities

### YOUR SHADING EXPANDS THE STORY

Alex, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. 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 the Si style have shading that touches Collaboration, Support, and Enthusiasm. Your shading stretches to include Action and Accuracy, which isn't characteristic of the Si style.



### WHAT PRIORITIES SHAPE YOUR WORKPLACE EXPERIENCE?

#### Valuing Collaboration

Alex, because you value friendly cooperation, you find it motivating to work on a team. In fact, you probably have a knack for bringing people together and making everyone feel included. Most likely, you see the benefit in acknowledging others' opinions, and you may feel disconnected from people who prefer to work independently. You believe collaboration helps create a warm, cohesive environment.

#### Giving Support

People with the Si style tend to be caring and compassionate. You probably find it upsetting when others are distressed or unhappy. Most likely, you want people to find you approachable, and you're always willing to offer help or listen patiently. Because a warm, sympathetic environment is important to you, you focus on giving support whenever it's needed.

#### Generating Enthusiasm

Like others with the Si style, you're probably cheerful and optimistic, even when faced with adversity. You like to appear upbeat and open, and you probably want the people around you to keep a positive outlook as well. For this reason, you tend to assume the best in people instead of dwelling on their flaws. Because it's important to you to create a happy and lighthearted environment, you focus on generating enthusiasm.

#### Taking Action

Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for the Si style. You probably prefer to get going right away, and you may become impatient with obstacles that stand in your way. You're unlikely to be intimidated by rapid change or the need to improvise. Once you've chosen a course of action, you tend to stick to it and keep moving.

#### Ensuring Accuracy

You also tend to prioritize quality results and objective facts, which is a bit unexpected for someone with the Si style. Because you often focus on precision, you may be uncomfortable with vague or ambiguous ideas. Not only do you want to get things done, but you want to get them done right. As a result, you probably consider your options carefully before pursuing any course of action.

# Your Motivators & Stressors

## Page 6

- Read and personalize
  - ✓ = like you
  - x = not like you
  - ? = not sure
- Underline one statement from each category that best describes you

## Motivators & Stressors

### WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the Si style, you probably appreciate opportunities to get to know others on your team and work with them toward a shared goal. Most likely, you have a strong preference for supportive, trusting environments where people pay attention to each other's needs and provide encouragement. However, you may also enjoy an energetic environment that still allows you to focus on precision, and this is less typical of the Si style.



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

- ✓ Collaborating with coworkers
- Making a positive difference in people's lives
- Being complimented on a job well done
- Developing relationships with others
- Being around people who are lively and cheerful
- Getting things moving
- Initiating change
- Emphasizing accuracy and precision
- ✓ Catching errors or flaws in design

### WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to value relationships and harmony, you may find it particularly difficult to work with people who are too pushy or critical. Having to fight to make your voice heard or your needs considered may drain your energy. And because conflict can make you uncomfortable, you may find it difficult to confront others with tough feedback, even when it's necessary. At the same time, unlike others with the Si style, you may become irritated if you feel people are wasting your time, and it may be stressful for you if you're not allowed to achieve the precision you value.

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

- Saying no
- Dealing with angry or argumentative people
- Giving unpleasant feedback
- Being forceful or insistent with others
- Working in a tense or chaotic environment
- Moderating your quick pace
- Working methodically toward long-term goals
- Making decisions without time for analysis
- Being wrong or unprepared

# Group Discussion

## Groups of three discuss

- What you chose
- Give examples of how they've been true for you



# A Day in the Life

Describe what it's like to be your style

- Use your profile and experience
- Consider the questions on the handout
- Use words, statements, pictures, etc.

## A Day in the Life

As you create your "Day in the Life" description, consider the questions below. Use the space for your style to make notes.

- What are your greatest contributions to your workplace?
- What are your greatest fears?
- How are you misunderstood?
- How can other styles relate better to you?

D

i

S

C

THINGS TO REMEMBER:

# Personal Reflection

- Review your profile and the “Day in the Life” descriptions
- Write things to remember

## A Day in the Life

As you create your “Day in the Life” description, consider the questions below. Use the space for your style to make notes.

- What are your greatest contributions to your workplace?
- What are your greatest fears?
- How are you misunderstood?
- How can other styles relate better to you?

D

i

S

C

THINGS TO REMEMBER:

# Working with DiSC<sup>®</sup> Styles

**D**

**Results, Action,  
Challenge**

**What's  
difficult**

**What  
works**

-----

**i**

**Enthusiasm, Action,  
Collaboration**

**What's  
difficult**

**What  
works**

-----

**S**

**Support, Stability,  
Collaboration**

**What's  
difficult**

**What  
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-----

**C**

**Accuracy, Stability,  
Challenge**

**What's  
difficult**

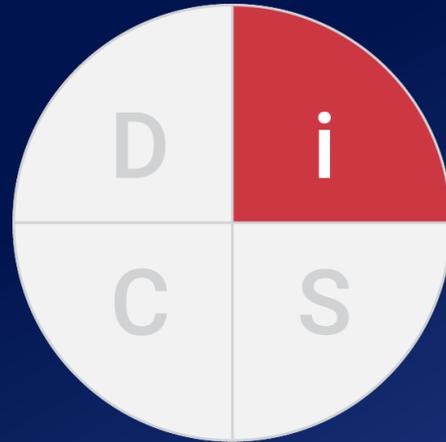
**What  
works**

-----

# Working with DiSC<sup>®</sup> Styles



**If you chose D**  
go to page 8



**If you chose i**  
go to page 9



**If you chose S**  
go to page 10



**If you chose C**  
go to page 11



# Working with DiSC® Styles

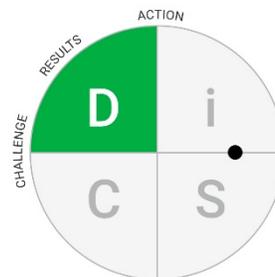
## The D Style & You

### HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you probably find her direct, businesslike approach to be overly aggressive. Also, because you tend to be friendly and supportive, you may have trouble relating to her competitive drive for results.

Unlike others with the Si style, you share her priority of action, so you may welcome her desire to move quickly. To you, this colleague seems to thrive on rapid progress, driving toward bold and dramatic change, and you're usually comfortable with this kind of fast-paced and dynamic work environment. Still, because you value people's feelings and want to accommodate everyone's needs, you may wonder why she seems to push her ideas through without considering how they affect other people.

Furthermore, since you do your best to stay focused on the positive, you may not relate to her skeptical and questioning nature very well. She may not seem as interested in teamwork as you are, and you might wonder why she seems to prefer to challenge ideas rather than collaborate with people.



To you, people with the D style may seem:

- Blunt
- Forceful
- Demanding
- Dominant

### WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

#### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. You may find their competitiveness difficult to relate to, but they're naturally determined to push to succeed.

#### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also like to move quickly, you probably have little trouble relating to their bold style.

#### Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you prefer to cultivate friendly relationships with others, you may have trouble relating to their sometimes challenging approach.



## Working with the DiSC® Styles

As you read about the DiSC® style of a person you want to work more effectively with, write down general characteristics of the DiSC style that are difficult for you to deal with and characteristics that you appreciate.

WHAT'S DIFFICULT FOR ME:      WHAT WORKS FOR ME:

	<i>Strong-willed, forceful, control outcomes, stubborn, demanding</i>	<i>Looks for new challenges</i>
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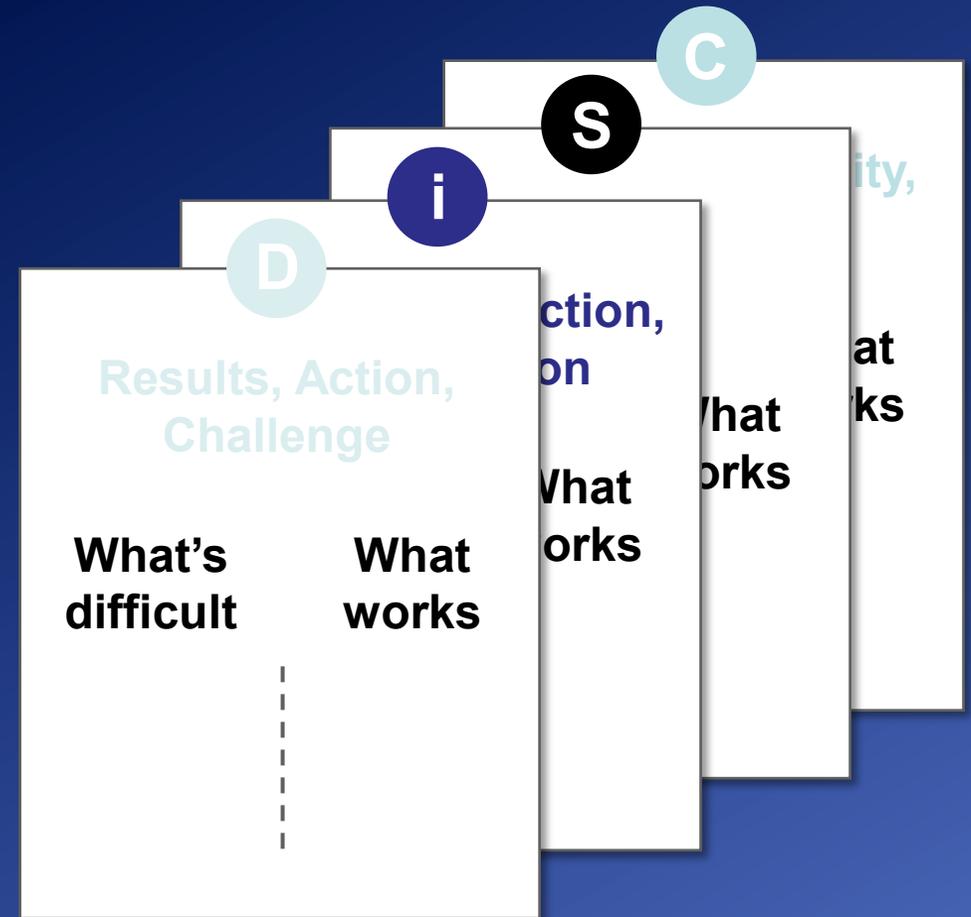
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# Group Discussion

- Tell us in the “Chat” what style you chose. You will be grouped with others who worked with the same style
- Discuss what you each wrote about working with this style
- Write what each person reports in the appropriate column (the same thing may be in both columns)



# Group Sharing

- Each group presents
- Use the information to fill in the remaining styles

## Working with the DiSC® Styles

As you read about the DiSC® style of a person you want to work more effectively with, write down general characteristics of the DiSC style that are difficult for you to deal with and characteristics that you appreciate.

WHAT'S DIFFICULT FOR ME:      WHAT WORKS FOR ME:

	<i>Strong-willed, forceful, control outcomes, stubborn, demanding</i>	<i>Looks for new challenges</i>
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# Group Reflection

Make a note for yourself

**D**

**Results, Action,  
Challenge**

**What's  
difficult**

**What  
works**



**i**

**Enthusiasm, Action,  
Collaboration**

**What's  
difficult**

**What  
works**



**S**

**Support, Stability,  
Collaboration**

**What's  
difficult**

**What  
works**



**C**

**Accuracy, Stability,  
Challenge**

**What's  
difficult**

**What  
works**



 = Most difficult for you

 = Works most for you

# Increase Your Effectiveness

## Pages 12–15

- Read the three sections
- Mark one strategy in each section to use more effectively

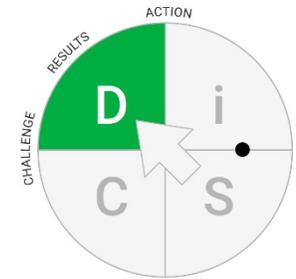
## Connecting with D

### WHEN YOU NEED TO BE MORE EFFECTIVE

Alex, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're probably willing to be blunt in the interest of making rapid progress. You're more likely to be tactful and agreeable, and you may prioritize collaboration over the bottom-line results they want. As a result, you may be intimidated by their frank approach, while they may become frustrated if you focus more on including everyone than on getting things done.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Move quickly to focus the discussion on the topic at hand.
- Refrain from taking their bluntness personally.
- Talk to them about the benefits of including others' ideas, but focus on bottom-line results.



### WHEN PROBLEMS NEED TO BE SOLVED

People with the D style make quick, firm decisions in order to make progress and keep moving. Unlike others with the Si style, you also prioritize action, so you can identify with their desire to solve problems rapidly. However, you also seek team harmony, and they may become frustrated if your collaborative approach seems to stall out the process. In turn, you may see their focus on immediate answers over people's needs as shortsighted, but you may hesitate to speak up when faced with their forceful presence.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Balance your emphasis on other people's feelings with finding workable answers.
- Show them how considering a plan's effect on other people can bring better results.
- Speak up to make sure you have a voice in the solution and emphasize your shared desire to act quickly.

### WHEN THINGS GET TENSE

Because you prioritize harmonious relationships, you're less likely than your "D" coworkers to challenge ideas and address issues directly. They can become competitive in conflict, and they may even become argumentative at times. On the other hand, you tend to keep a low profile, and when confronted, you may simply give in to keep the peace. As a result, they may assume that an issue is resolved when you still have bitterness or hurt feelings simmering beneath the surface.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Be aware that hiding your true feelings could be more harmful in the long run than speaking candidly.
- Avoid giving in just to restore harmony.
- Speak up to make sure that your needs are considered.

# Group Discussion

In pairs, tell one another

- Your style
- Your strategies
- Why you chose them



# Action Plan

## Page 16

- Select one strategy to focus on
- Write the strategy on Handout 3.2
- Read description and bullet points

STAY CONNECTED in f t

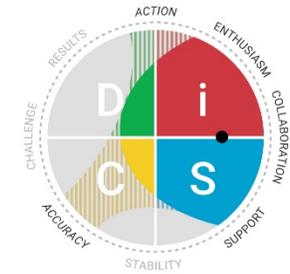
## Taking Action

Alex, given everything you've learned about your style, what follows are **three key strategies** that might help you work more effectively with all the people in your workplace.

### 1 BE FIRM AND STAND YOUR GROUND

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.



### 2 FOCUS ON FOLLOW-THROUGH

Because you tend to be optimistic and agreeable, you may commit to more tasks than you have the time to complete. When you aren't realistic about what you're capable of, you may end up making promises that you can't keep, and this can have a negative impact on workplace relationships. Remember that people will appreciate your efforts to set realistic expectations, even if you have to tell them "no" at times.

- Set reasonable goals that you'll be able to deliver on.
- Remind yourself that others will have to carry your weight if you bite off more than you can chew.

### 3 ACKNOWLEDGE PROBLEMS RATHER THAN GLOSSING THEM OVER

You probably prefer to keep an upbeat attitude and look at the bright side of things. But because you tend to skim over problems rather than facing them head-on, you may allow small issues to become more serious than they need to be. Remember that responding quickly with a direct approach can help prevent unpleasant consequences.

- Confront potential issues with others right away so they don't turn into even bigger problems.
- Work to strike a balance between being optimistic and being realistic.

EVERYTHING DISC  
WORKPLACE

# Action Plan

## Write an action plan

- Refer to ideas from profile  
Page 16
- Use the handout questions as  
a guide

Handout 3.2  
Everything DiSC Workplace®



## Action Plan for Building Effective Relationships

Write the strategy you selected from the Summary page of the profile. Then answer the questions to create an action plan for using this strategy to build more effective relationships.

- 1 Strategy:
- 2 When might you need this strategy?
- 3 What outcomes do you hope to achieve by using this strategy?
- 4 What can you do or say to put this strategy into action?
- 5 Who could be a resource or mentor for you?

# Building Effective Relationships

## Partner discussion:

- Share your action plan
- Provide feedback



# Working Effectively with You

- Write three things that others should know about you
- Write clearly and legibly

EVERYTHING  
WORKPLACE<sup>®</sup> DiSC<sup>®</sup>

## My Workplace Style Guide



### HOW TO WORK EFFECTIVELY WITH ME:

- *I don't like sudden or last-minute changes*
- *I like to work with others on projects*
- *I'm not comfortable with high-risk ideas*

WILEY

# Action Plan

## Personalized Style Index

Pages 17–20

### Personalized Style Index

**CS Style**

Stability  
Accuracy  
Support

**C Style**

Accuracy  
Stability  
Challenge

**CD Style**

Challenge  
Accuracy  
Results

### Personalized Style Index

**Si Style**

Collaboration  
Support  
Enthusiasm

**S Style**

Support  
Stability  
Collaboration

**SC Style**

Stability  
Support  
Accuracy

### Personalized Style Index

**iD Style**

Action  
Enthusiasm  
Results

**i Style**

Enthusiasm  
Action  
Collaboration

**iS Style**

Collaboration  
Enthusiasm  
Support

### Personalized Index: D Styles

**DC Style**

Challenge  
Results  
Accuracy

**Goals:** Independence, personal accomplishment  
**Judges others by:** Competence, common sense  
**Influences others by:** High standards, determination  
**Overuses:** Bluntness; sarcastic or condescending attitude  
**Under pressure:** Becomes overly critical  
**Fears:** Failure to achieve their standards  
**Would increase effectiveness through:** Warmth, tactful communication

Alex, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You may have trouble relating to what you see as an excessive drive for results.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

**D Style**

Results  
Action  
Challenge

**Goals:** Bottom-line results, victory  
**Judges others by:** Ability to achieve results  
**Influences others by:** Assertiveness, insistence, competition  
**Overuses:** The need to win, resulting in win/lose situations  
**Under pressure:** Becomes impatient and demanding  
**Fears:** Being taken advantage of, appearing weak  
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. You may find their competitiveness difficult to relate to, but they're naturally determined to push to succeed.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also like to move quickly, you probably have little trouble relating to their bold style.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you prefer to cultivate friendly relationships with others, you may have trouble relating to their sometimes challenging approach.

**Di Style**

Action  
Results  
Enthusiasm

**Goals:** Quick action, new opportunities  
**Judges others by:** Confidence, influence  
**Influences others by:** Charm, bold action  
**Overuses:** Impatience, egotism, manipulation  
**Under pressure:** Becomes aggressive, overpowers others  
**Fears:** Loss of power  
**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. You may think they are too focused on results.

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. Because you also tend to be positive and expressive, you probably appreciate their dynamic approach.

# LEADERSHIP QUOTES EXERCISE

*What you do has far greater impact than what you say. Stephen Covey*

*A genuine leader is not a search of consensus, but a molder of consensus. Martin Luther King.*

*A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will all say: We did it ourselves. Lao Tzu*

*One voice can change a room. Barack Obama*

*A sign of a good leader is not how many followers you have, but how many leaders you create. Mahatma Gandhi*

*A good leader inspires people to have confidence in the leader; a great leader inspires people to have confidence in themselves. Eleanor Roosevelt*

*When you learn, teach; when you get, give. Maya Angelou*



# WORKSHEET: PART I



# Lead·er

- 1: a person who **leads** as a **GUIDE, CONDUCTOR**;
- 2: a person who has commanding authority or influence;
- 3: **CONDUCTOR**: a first or principal performer of a group



# LEADER

- Setting direction
- Building commitment
- Creating alignment



# INVOLVES

- Listening to people
- Providing support and encouraging their efforts
- Facilitating their involvement



# INVOLVES

“As a leader...I have always endeavored to listen to what each and every person in a discussion had to say before venturing my own opinion. Oftentimes, my own opinion will simply represent a consensus of what I heard in the discussion. I always remember the axiom: a leader...is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”

Nelson Mandela



# INVOLVES

- Problem solving and decision making
- Intention/purposeful/ “causing” actions
  - A thought...if you are leading and no one is following, maybe you are just out for a walk.



# INVOLVES

- Balance of outcomes and relationships
- Authenticity
- Others?

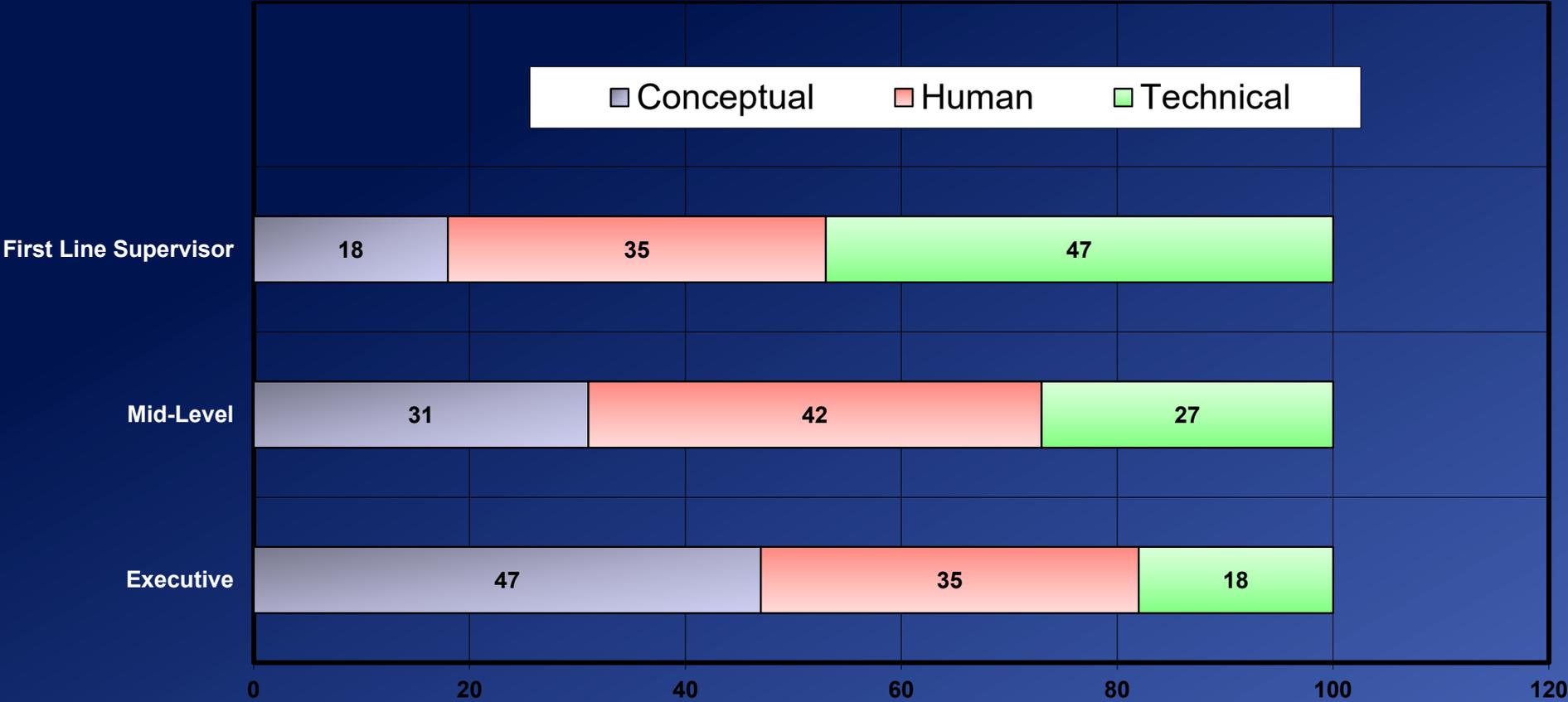
# CAUSING WITH INTENT

- Power of One video

[http://www.youtube.com/watch?v=\\_QzjqOl2N9c](http://www.youtube.com/watch?v=_QzjqOl2N9c)



# LEADERSHIP TIME, EMPHASIS, SKILL



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*"Really, I'm fine. It was just a fleeting sense of purpose—I'm sure it will pass."*

# BALANCE OF OUTCOMES AND RELATIONSHIPS



# COMPASSION THEN COMPETENCE

## People judge others – especially leaders – by two characteristics

1. How “warm” they are (compassion, communication, or trustworthiness)
2. Do I like this person?
3. How “competent” they are (competence, strength, or agency)
4. Do I respect this person?

Competence



Source: Connect Then Lead, Amy Cuddy, Matthew Kohut, John Neffinger



# DAY 2 ADJOURN



# LEADERSHIP: DAY 3



# AUTHENTICITY- Brené Brown

<http://www.youtube.com/watch?v=iCvmsMzIF7o>



# AUTHENTICITY

“What we're all striving for is authenticity, a spirit-to-spirit connection. “

-Oprah Winfrey



# ASSESSMENTS

- Benefits of assessments

# ASSESSMENTS

- Costs of assessments



# ASSESSMENTS: Breakout Group

- With a partner, describe a self-assessment that has had benefits for you, *AND* may have restricted possibilities.



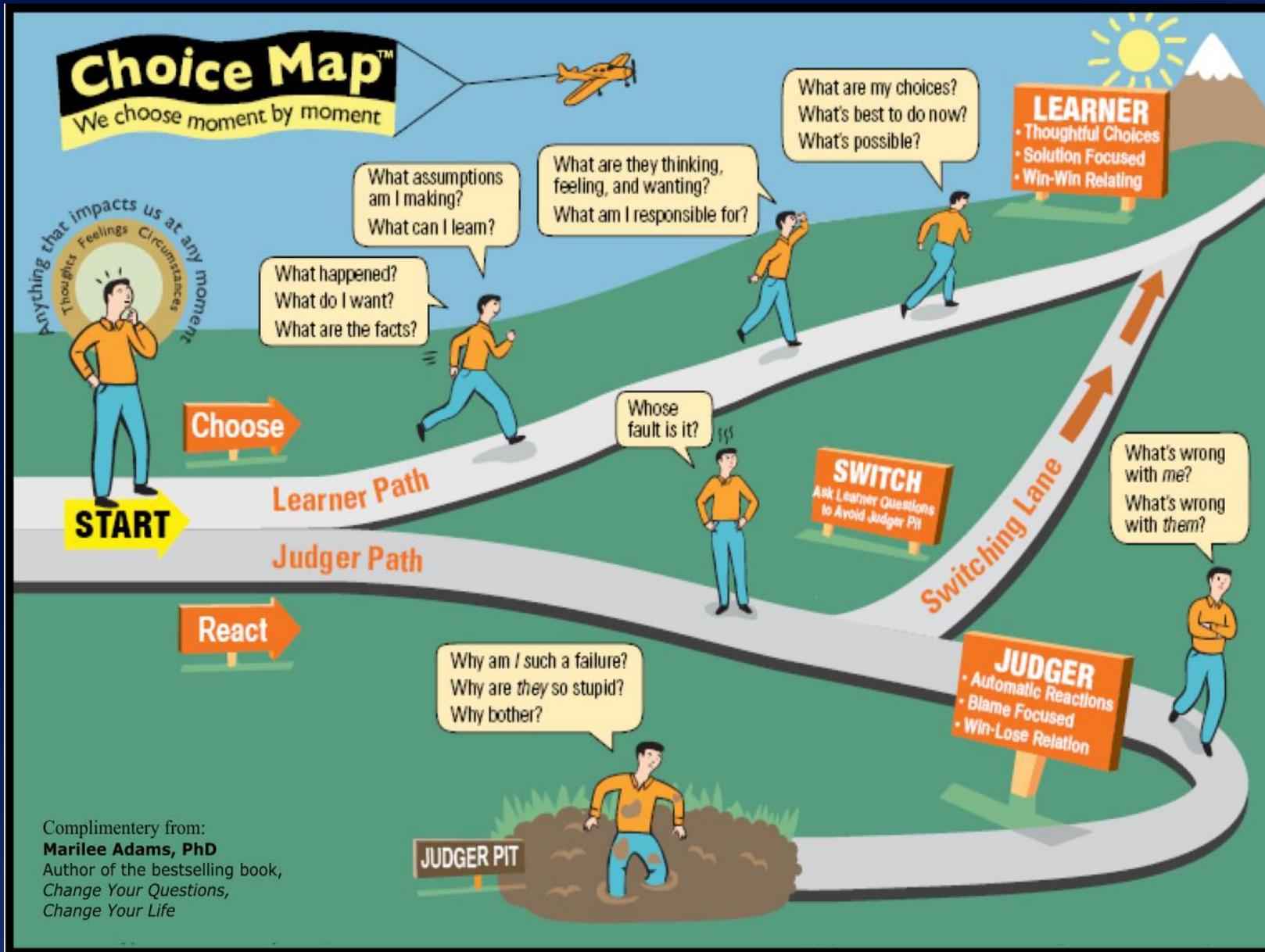
# WORKSHEET: PART II

# APOLLO 13

- <https://www.youtube.com/watch?v=Tid44iy6Rjs&list=PLZbXA4lyCtqoXIQDJX6ARM1eoTNAJEWCF&index=6>



# CHOICE MAP



# WORKSHEET: PART III

# BEING IN THE GAME





# WORKSHEET: PART IV



# RELATIONSHIP BUILDING

# WHAT DERAILS MANAGERS?

The top 5 causes of career derailment are:

1. **Difficulty adapting to change** (the most frequent cause)
2. **Difficulty building and leading a team**
3. **Failure to deliver business results**
4. **Lacking a broad, strategic orientation**
5. **Problems with interpersonal relationships**

Source: *Compass: Your Guide for Leadership Development and Coaching*, Center for Creative Leadership

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*“Keep up the good work, whatever it is, whoever you are.”*



# RELATIONSHIPS

- Why do they matter?



# MAXIMIZING RELATIONSHIPS

- Why is this important?



# EVALUATING KEY RELATIONSHIPS FOR SUCCESS

- Top 10 relationships critical to your success
- See Chart in Worksheet, Part V



# EVALUATING KEY RELATIONSHIPS FOR SUCCESS

- Grade the relationship
  - A – Trust implicitly; tell each other anything
  - B – Enjoy working together; create possibilities with each other
  - C – Not bad/not good
  - D – Walking on eggshells; include only when necessary
  - E – Avoid completely



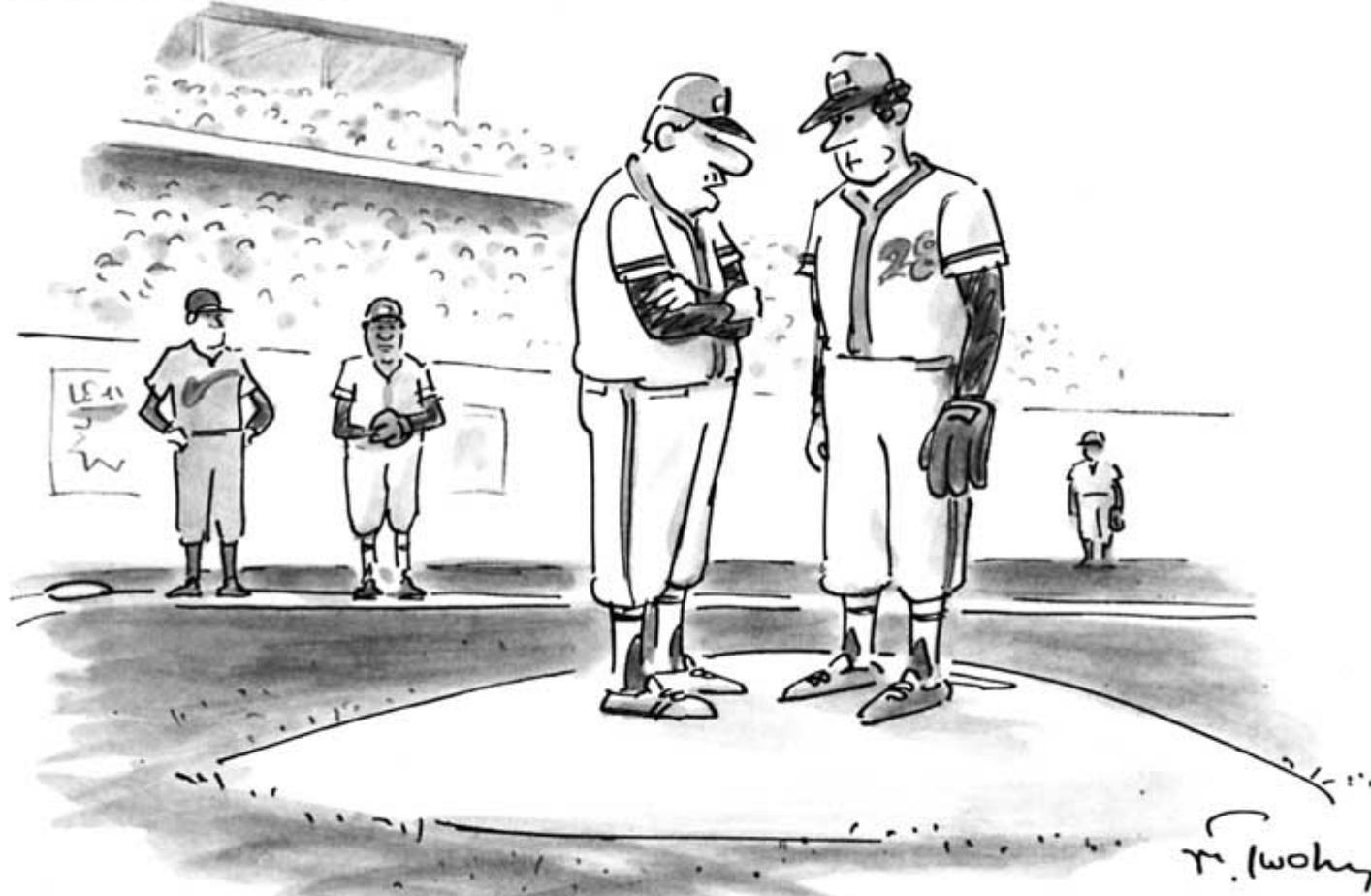
# HOW TO IMPROVE RELATIONSHIPS

- Breakouts: Groups of 4-5
- What surprised you when you did this chart?



# HOW TO IMPROVE RELATIONSHIPS

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*"I'd like you to excel."*



# SETTING LEADERSHIP DECLARATIONS



# ACCOUNTABILITIES FOR FEBRUARY

- Reading: *Multipliers*, Chapters 1 and 2
- Notice DiSC, and all leadership distinctions we discussed, playing out; Practice leadership declaration
- Coaching Session
- Next time: Capstone discussion



# EVALUATION