Individual Assessment

For:

Greg Tester

Focus: Work

27/01/2017

The DISC ADVANCED® assessment is a valuable tool that can be utilised for self-awareness and the personal development of the respondent, in conjunction with a properly facilitated process. No assessment should be used in isolation for making decisions about an individual.

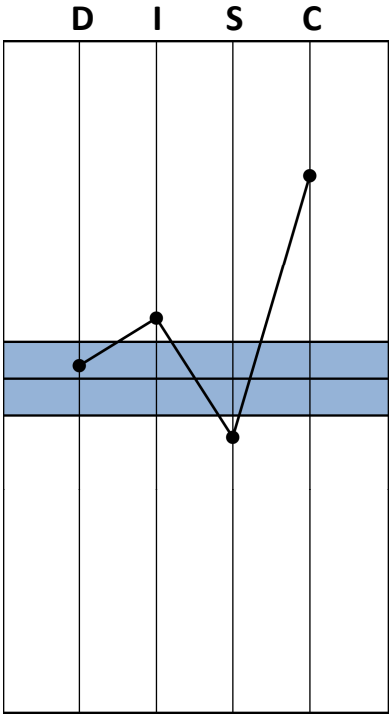
DA V1.7

The Profiles

The profile on the right reveals your **Natural Style** and signifies the intensity of your instinctive behaviours and motivators. It is an indicator of the "real you" and your "default", unconscious behaviours . This is the style that is within your "comfort zone" and is the easiest style for you, using the least amount of energy. Your Natural Style is Cs.

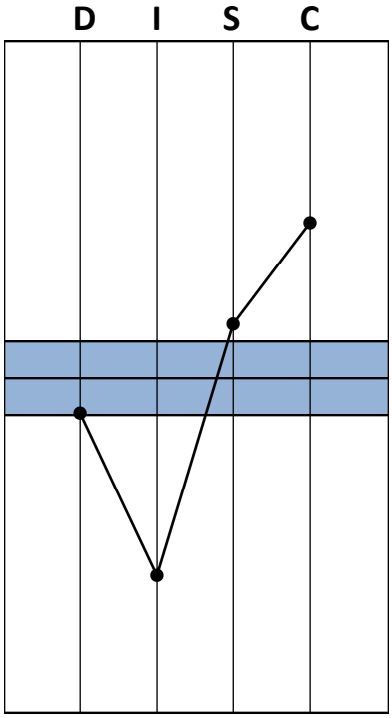
The profile on the left reveals your **Adjusted Style**. It is your perception of the behavioural traits you believe you should focus on, in your current work environment. This profile may change when you change roles or situations. Your Adjusted Style is Cid**.**

Adjusted Style - Profile I



Adjusted Behavioural Style: Cid
Focus: Work

Natural Style - Profile II



Natural Behavioural Style: Cs

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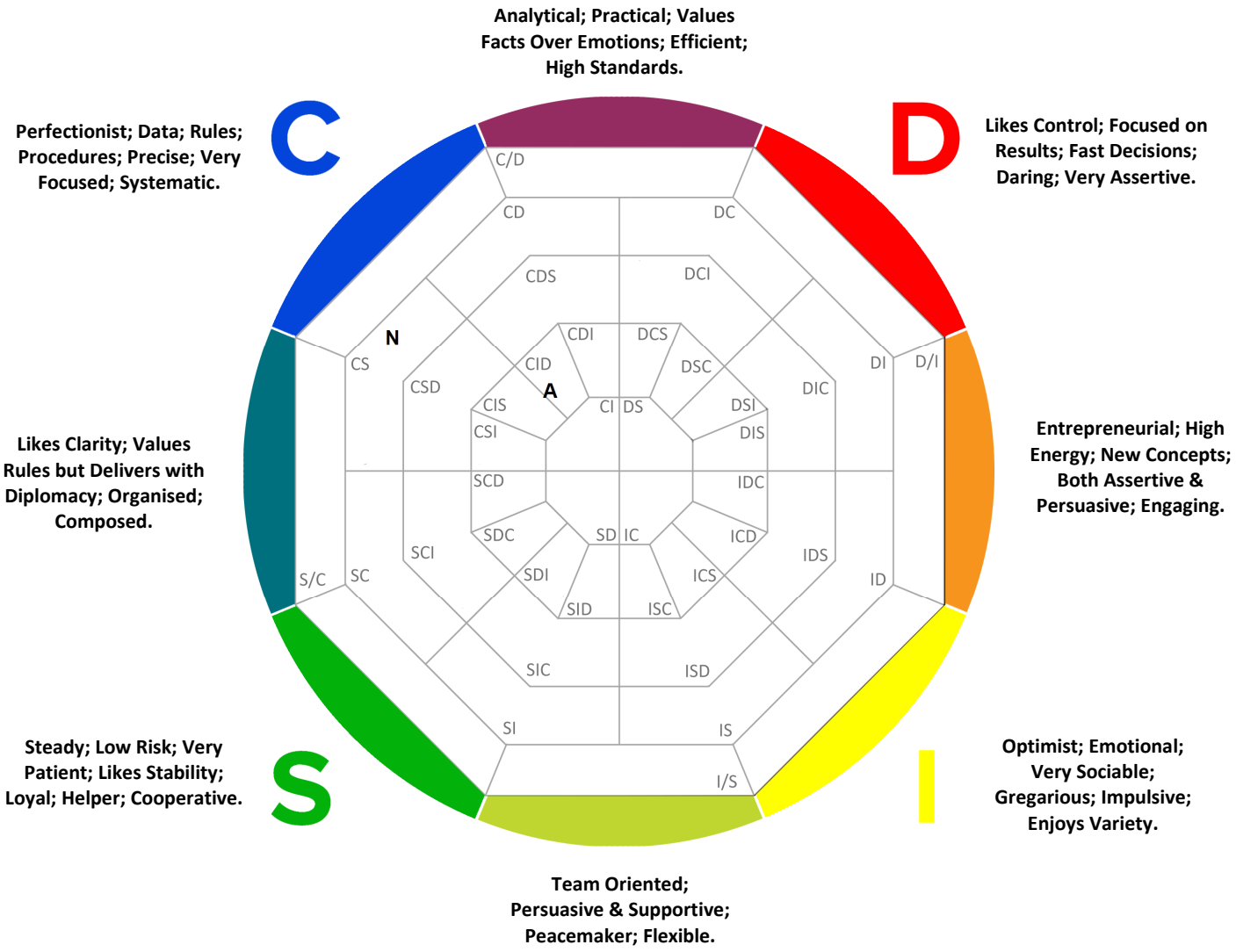
DISC ADVANCED® Behavioural Chart

The DISC ADVANCED® Behavioural Chart has forty-four zones. Each zone identifies a different DISC trait or combination of DISC traits that determines your behavioural style.



N: Natural Behavioural Style

A: Adjusted Behavioural Style

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General Characteristics

An Overview

The following narrative is an overall summary of your behavioural style. It is a general overview, providing a broad context for understanding and reflecting on your behavioural style. Occasionally we have offered some tips on maximising your strengths to enhance performance.

Greg, you may tend to get bogged down in details during the decision-making process, thinking that there may be more information forthcoming that might impact the choice. It's true that there will almost always be more information available if we continue to wait; however, there is also a time at which the collection of data must stop and the decision must be made. Be aware of this when facing a series of data-driven decisions.

You tend to hide your emotions. You are generally quiet in a group unless asked for input, or if the topic is one of high importance to you. Our advice is to move out of that comfort zone and be a bit more verbal. It will benefit the team, because many will not have considered the issues as deeply as you have. Your input will raise the quality of the conversation. And you will benefit by being perceived as a more open and interactive person.

You tend to make decisions slowly and carefully, only after consideration of all variables and input from others. Of the many types of behavioural styles, you are among a minority of the population (a positive minority) who show the trait of careful and deliberate decision making when it comes to important decisions. We specify "important," because you may make routine decisions rather rapidly.

You demonstrate extremely high attention to detail as you strive for perfection. You strive to make things as high-quality as possible and may be disappointed when things turn out just "pretty good." Few people on the team have the ability to attend to details and to follow through the way you do.

You tend to evaluate others by how well they implement and execute procedures, standards, and quality action. You hold others accountable to the same high standards that you maintain for yourself. Those who demonstrate these high standards (as you know, they are somewhat rare) are individuals that you will tend to hold in esteem.

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General Characteristics (continued)

You are very conscientious and attentive to follow through in working on detailed projects and complex assignments. Others on the team can depend on you and the efforts you provide to make the project a success. Some on the team may not realise all of the work you have done, and all the thought you have given to the project, because much of it might have been done behind the scenes. To maintain your own sense of accomplishment, be certain that others on the team know what you're doing for them in the background. Your modesty may make this a challenge, but you should always find a time and place to make sure your efforts are being recognised.

You persuade others by careful attention to detail, and through facts, data, and logic, rather than emotion. People can depend on you to present a case that is logical and supportable. This is the primary strength that you bring to a team or organisation when at the decision-making table.

Greg, your motto could be, "There is a right way and a wrong way to complete all projects. Let's complete it the right way." You read instructions on new appliances and computers. Whether at home or at the office, you like to do things correctly. When writing, rarely do you have the need for spell-checking or proofreading for grammar.

General Workplace Predispositions

The following items are typical of some behaviours you are likely to demonstrate in the workplace.

- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You like your workspace to be neat, well organised, and tidy, with everything in its place.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- You demonstrate a strong need for perfection and detail orientation.

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Behavioural Insights

DISC ADVANCED® describes you based on your observable behaviour, which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

Through this report you have an opportunity to discover (observe and evaluate) your behavioural responses in various environments. You can explore your reactions to a variety of situations and contexts, including the actions and reactions of others, to determine the most effective communication strategy or course of action.

Summary

You rely upon procedure and structure. You are detail oriented and seek perfection. You need to know the expectations and the timetable for your work. You can get bogged down in detail and will not rush important decisions. You will take a risk if you have the facts to support it. You may be initially suspicious of personal compliments, praise or flattery.

Below are some key behavioural insights to keep in mind and share with others to strengthen your relationships:

- **Emotional characteristic:** Internally focuses energy on holding yourself to exacting standards and doing things right; may appear reserved and restrained.
- **Goals:** To achieve stable and reliable accomplishments.
- **How others are valued:** The consistent ability to be precise and accurate.
- **Influences group:** Through detailed and accurate input to team efforts.
- **Value to the organisation:** Will embrace and support high quality and expected standards.
- **Cautions:** Rely too much on past procedures; can become rule bound.
- **Under Pressure:** May revert to too much diplomacy and overly careful manoeuvring.
- **Fears:** Aggressive, risky and confronting interactions; superficial personal relationships.

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Environmental Factors

These items describe things that generally appeal to you and therefore depict what you would typically respond positively to in the workplace environment.

Workplace Motivators:

- Inclusion as a part of the group in social situations.
- Work projects of a highly specialised nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- A work life that is supportive of home demands.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Sincerity from peers and colleagues.
- A link to some of the traditions that have built success in the past.

Your Behavioural Style Tends to Need:

- Increased urgency in making decisions. To be able to shut the data gate and make a decision based on the information currently available.
- Reassurance that your contributions are significant to the success of the team.
- Complete explanations of processes and the internal systems used for completion.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- A method to be introduced to new groups of people or business associations.
- Sufficient time for effective planning, especially prior to change.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.

Your Ideal Workplace Environment Provides:

- Activities that can be monitored from beginning to end.
- Sufficient time to adjust to changes in workplace procedures.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Established practices, procedures, and protocols.
- Highly specialised assignments and technical areas of responsibility.
- A secure work situation.
- A work culture that demonstrates sincere care for the people involved.

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Style Considerations

Strengths

Following are behaviours you are likely to display relatively consistently and these could generally be described as your natural strengths.

- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You provide an objective, reality-focused view of systems, procedures, and organisational operations.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are tactful in explaining ideas that may impact others on the team.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You are not an extremist and tend to be supportive of team efforts.

Potential Development Areas

Everyone has some potential development areas. The items below are not descriptive of your current behaviour however you should be aware that they may occur and might be a weakness in some situations.

- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You may be overly dependent on a few people who share a similar focus, leading to the exclusion of others on the team who could provide valuable input.
- You may sometimes overthink or overexert yourself on standard or routine procedures.
- You may be perceived by others as private, guarded, shy, and undemonstrative.
- You may be perceived as slow in making decisions and tentative when it comes to making changes.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.
- You could demonstrate more flexibility regarding new ideas and innovations.

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Trait Intensity & Perceptions - Natural Style

DISC is an observable model of behaviour founded on the concept that emotions and behaviours are neither "good" nor "bad."

Intensity

This chart shows the intensity of each trait (D, I, S or C) in your Natural Style. If your trait intensity level is at 1 or 2, that trait is low in your overall Natural Style. If your trait intensity level is at 3 or 4, that trait is moderate in your overall Natural Style. If your trait intensity level is at 5 or 6, that trait is high in your overall Natural Style.

Perceptions

The highlighted adjectives are typical of how others would describe your behaviour when observing your Natural Style.

	D	I	S	C
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

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Trait Intensity & Perceptions - Adjusted Style

DISC is an observable model of behaviour founded on the concept that emotions and behaviours are neither "good" nor "bad."

Intensity

This chart shows the intensity of each trait (D, I, S or C) in your Adjusted Style. If your trait intensity level is at 1 or 2, that trait is low in your overall Adjusted Style. If your trait intensity level is at 3 or 4, that trait is moderate in your overall Adjusted Style. If your trait intensity level is at 5 or 6, that trait is high in your overall Adjusted Style.

Perceptions

The highlighted adjectives are typical of how others would describe your behaviour when observing your Adjusted Style.

	D	I	S	C
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
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Reaction Modes

Under Pressure

You May Appear:

- Slow to act
- Unimaginative
- Withdrawn
- Unable to meet deadlines
- Resistant to change

You Want:

- A slow pace for "processing" information
- Understanding of principles and details
- Accuracy

Conflict

Typical Reactions of Your Behavioural Style:

- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability often offsets this.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

To Ease Conflict:

- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Stand up for yourself with supervisors, friends, and co-workers rather than avoiding them or pretending to go along with them.
- Recognise that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behaviour by others are not necessarily personal attacks on you.

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Communication

We all have a preferred communication style. You are likely to communicate in the way that suits you and react adversely when others communicate in a way that you dislike. Understanding your communication preferences can assist you in dealing with others who communicate with a different style.

The following can assist others who interact with you understand your communication preferences. Sharing this information with others and discussing their preferences can significantly improve communication and even prevent or reduce conflict.

When Communicating with Greg, others should:

- Be candid, open, and patient.
- Assure Greg that there won't be any unexpected surprises.
- Provide assurances about Greg's input and decisions.
- Be certain that the information you have is credible.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- List pros and cons to suggestions you make.
- Do your homework, because Greg's homework will already be done.

When Communicating with Greg, others shouldn't:

- Be rude, abrupt, or too fast-paced in your delivery.
- Offer promises that you can't keep.
- Leave an idea or plan without backup support.
- Rush the issues or the decision-making process.
- Offer assurances and guarantees that you can't fulfil.
- Leave things up in the air, or decide by chance.
- Fail to follow through. If you say you're going to do something, do it.

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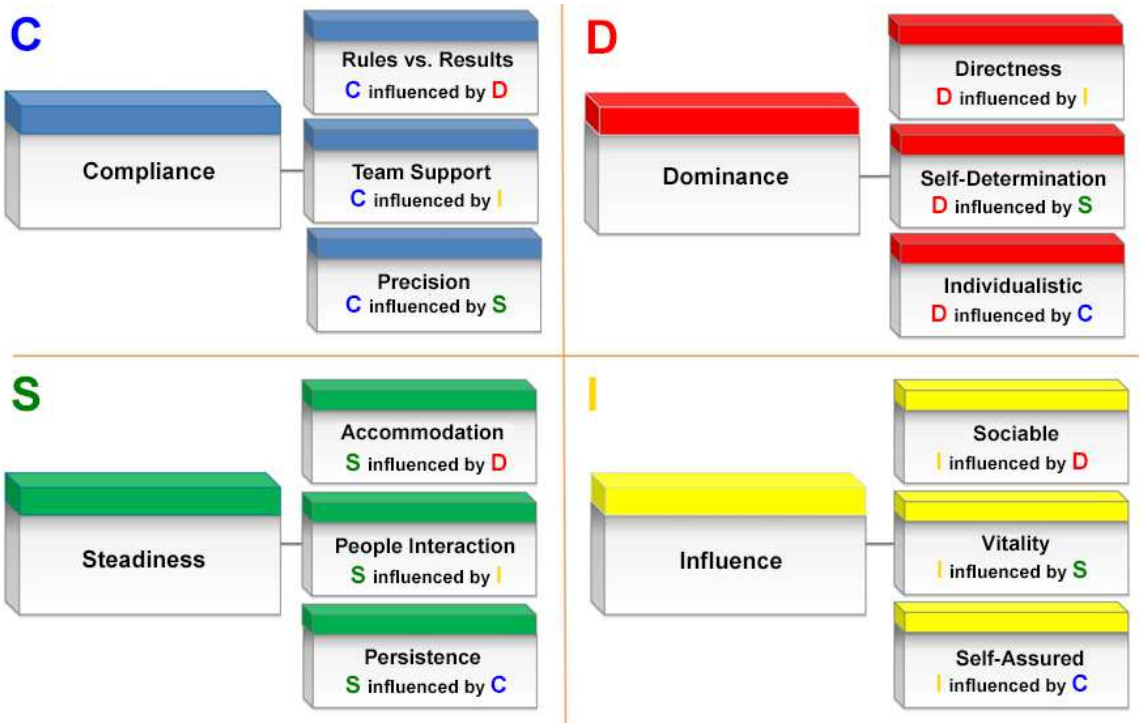
Advanced Interrelated Behavioural Analysis



For a more thorough understanding of a person's overall behavioural style, we can view how each of the four primary DISC traits interact to produce twelve interrelated behaviours, for example, how your individual D trait is influenced by your I, S and C traits. The ability to identify and measure the interaction of the traits is a dramatic improvement in the use and application of DISC to better understand human behaviour. These behaviours define how we deliver our thinking into the world.

Each of the twelve interrelated behaviours have been assigned a label to assist with identifying the trait interrelation being measured, for example, Directness measures how D is influenced by I.

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Advanced Interrelated Behavioural Analysis (continued)

This list of twelve interrelated behaviours reveals how the four primary DISC traits combine and work together to create the socialised behaviours others see and experience.

The Length of the **black bar** shows the relative influence of the DISC traits in someone's overall observable behavioural style. These are presented in order from highest to lowest influence and are specific to you.

1. The Team Support Behaviour (C/I) [High Moderate Intensity]

Higher intensity scores indicate a reliance on structure, logic, facts, procedures and established protocols. Lower intensity scores suggest a more cordial, social, engaging and accommodating communication style with less focus on established practices.

2. The People Interaction Behaviour (S/I) [High Moderate Intensity]

Higher intensity scores indicate a great deal of care and consideration will be taken when crafting the words and deeds that impact others. Lower intensity scores suggest a freewheeling and confident belief that most, if not all, interactive social situations can be handled "on the fly."

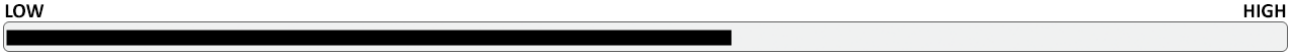
3. The Rules vs. Results Behaviour (C/D) [High Moderate Intensity]

Higher intensity scores indicate a strong need to pursue objectives with guidance and reliance on established structure, rules and policies. Lower intensity scores suggest a more direct, immediate "results-now" focus that will not likely be restrained by established protocols and procedures.

4. The Directness Behaviour (D/I) [High Moderate Intensity]

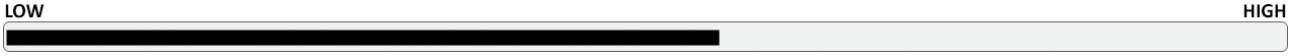
Higher intensity scores indicate a willingness to make and defend tough and even unpopular decisions. Lower intensity scores suggest an inclination to search for a more socially interactive, popular and accommodating solution.

5. The Precision Behaviour (C/S) [Moderate Intensity]



Higher intensity scores indicate a desire to operate in a "fail-safe" environment supported by accurate data and thorough preparation. Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

6. The Accommodation Behaviour (S/D) [Moderate Intensity]



Higher intensity scores indicate a willingness to consider, accommodate and support alternative solutions and ideas. Lower intensity scores suggest a propensity to make difficult decisions, remain firm in supporting and defending them, sustained by a strong focus on achieving immediate results.

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Advanced Interrelated Behavioural Analysis (continued)

7. The Self-Determination Behaviour (D/S) [Moderate Intensity]

LOW HIGH

Higher intensity scores indicate a preference toward a more “now-oriented pace” focused on taking action that achieves immediate results and goals. Lower intensity scores suggest a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

8. The Persistence Behaviour (S/C) [Moderate Intensity]

LOW HIGH

Higher intensity scores indicate an emphasis on supporting the group’s plans/team efforts. Lower intensity scores suggest a need to follow established policies and procedures even if it requires running counter to the team's desired direction.

9. The Sociable Behaviour (I/D) [Low Moderate Intensity]

LOW HIGH

Higher intensity scores indicate an emphasis on seeking, building and sustaining personal relationships. Lower intensity scores suggest a much stronger, competitive, outcomes focus, with less effort on accommodating others and building relationships.

10. The Individualistic Behaviour (D/C) [Low Moderate Intensity]

LOW HIGH

Higher intensity scores indicate a style that will not likely be deterred by potential restraints or established policies, especially if they are perceived to impede immediate results. Lower intensity scores suggest an approach that will favour strong and precise adherence to established structure, rules, policy and procedures.

11. The Vitality Behaviour (I/S) [Low Moderate Intensity]

LOW HIGH

Higher intensity scores indicate a high energy, freewheeling and confident style that will likely embrace new ideas and concepts. Lower intensity scores suggest thoughtfulness and care when crafting both words and deeds while moving steadily toward the identified objective.

12. The Self-Assured Behaviour (I/C) [Low Moderate Intensity]

LOW HIGH

Higher intensity scores indicate a style that can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning. Lower intensity scores suggest a cautious and meticulous approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

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Action Plan

The following action plan is a template. Utilise the questions and points relevant to you. There is no suggestion that you should complete all or any specific part of the template.

Style Considerations – Strengths (Page 8)

Select two or three strengths you can use to advantage in your current job role.

1. _____

2. _____

3. _____

How can you make best use of your strengths?

1. _____

2. _____

3. _____

Should you change your approach to some tasks to exploit your strengths? If yes, what action will you take?

1. _____

2. _____

3. _____

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Action Plan (continued)

Style Considerations – Potential Development Areas (Page 8)

Select two or three development areas you can work on that will have the greatest impact on your performance in your current job role.

1. _____

2. _____

3. _____

How can you develop in these areas to improve your performance? Outline some clear strategies.

1. _____

2. _____

3. _____

Select a development area/s you would like to improve for a future job role or goal.

_____

_____

_____

What strategies will you employ to achieve this?

_____

_____

_____

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Action Plan (continued)

Reaction Modes (Page 11)

Are there any pressure reactions present in your current work environment of concern to you? List them.

1. _____

2. _____

3. _____

How can you develop in these areas to improve your performance? Outline some clear strategies.

1. _____

2. _____

3. _____

Are there any conflict reactions present in your current work environment of concern to you? List them.

1. _____

2. _____

3. _____

How can you develop in these areas to improve your performance? Outline some clear strategies.

1. _____

2. _____

3. _____

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Applying What You Know

Identifying the Styles of Others

Now that you know your own behavioural style, it can be very beneficial to identify other people's styles so you can improve your interaction with them. Following are some tips on identifying behavioural style.

Dominance – High "D" Style

- Is impatient
- Interrupts you
- Makes fast decisions
- Wants to be in control
- Gets it done now and dislikes inaction
- Not interested in detail
- May appear aggressive
- Likes freedom to manage him/herself and others
- Independent
- Competitive – wants to win
- Low tolerance for emotion
- Is demanding
- Becomes irritated easily
- Is direct, says what they think
- Focuses on the big picture
- States own opinions as facts
- Works quickly and impressively alone

Influence – High "I" Style

- Spontaneous actions and decisions
- Talks a lot
- Poor listening skills
- Open and friendly
- Dislikes being alone
- Not good with detail and can lack focus
- Tends to get caught up in dreams
- Seeks public recognition and acknowledgment
- Good persuasive skills
- Animated
- Unorganised
- May focus on emotions rather than facts
- Does not pay close attention
- Changes subject quickly in conversation
- May ask the same question multiple times
- Is tactile
- Works quickly and excitedly with others

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Applying What You Know

Identifying the Styles of Others (continued)

Steadiness – High "S" Style

- Slow to make decisions and act
- Likes close, personal relationships
- Is persistent
- Prefers to work in small teams
- Dislikes interpersonal conflict
- Is easy going
- Appears calm
- Excellent listening skills
- Supports others' in their work
- Is patient
- Can lack self-direction
- Has excellent ability to gain support from others
- Is reliable
- Seeks security and belonging
- Needs support with change
- Good counselling skills
- Works slowly and cohesively with others

Compliance – High "C" Style

- Cautious in actions and decisions
- Is logical
- Likes organisation and structure
- Seeks perfection
- Asks about specific details
- Prefers objective, task-oriented, intellectual work environment
- Can be overly reliant on data collection
- Proceeds with caution
- Asks many questions
- Uncomfortable with personal physical contact
- Can be distant, hard to get to know
- Enjoys research
- Studies specifics and information carefully
- Appears reserved and somewhat timid
- Can be very critical
- Is critical based on facts rather than opinions
- Works slowly and precisely alone

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Applying What You Know

Communicating with Style

Communication problems are often created by the differences in people's styles. Neither style is necessarily good or bad – it's the difference in the two styles that tends to cause poor communication. Improving your communication by adjusting your style will make your interaction with others substantially more effective and in some cases, avoid conflict. Following are some tips on communicating with the various styles.

Dominance – "D" Style

- Discuss logically, not emotionally
- Bring solutions, not problems
- Display reasoning
- Offer bullet points, not every detail
- Give them alternatives
- Let them win
- Give direct answers
- Be specific, don't babble
- Focus on the issues
- Don't be offended by their directness

Influence – "I" Style

- Demonstrate you like them
- Have fun, be friendly
- Remember feelings
- Be optimistic
- Compliment them
- Ask their opinion
- Talk about doing things together
- Use a "can do" approach
- Be cautious with criticism
- Follow up

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Applying What You Know

Communicating with Style (continued)

Steadiness – "S" Style

- Work on building trust, be reliable
- Minimise risk
- Demonstrate reasoning
- Be sincere
- Moderate the pace of discussion
- Provide assurance
- Be calm
- Get them involved in planning, prepare them for change
- Don't pressure for fast decisions
- Listen without interrupting

Compliance – "C" Style

- Provide data and facts
- Don't be threatening
- Stay focused on issues
- Don't invade their personal space
- Allow them time to make decisions
- Set time frames, talk about why, how and when
- Ask for their assessment of things
- Respect their expertise
- Give reasons
- Expect questions and feedback

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Applying What You Know

Adjusting with Style

Adjusting your behaviour towards someone's behavioural style dramatically improves the interaction, leads to greater understanding and strengthens relationships. Following are some tips to help you understand and adjust to the various styles.

Dominance – "D" Style

Build rapport by:

- Recognising their achievements
- Being prepared, fast-paced and to the point
- Behaving in a professional and businesslike manner
- Learning what their goals and objectives are – what they want to accomplish
- Understanding how they currently are motivated to do things and what they would like to change
- Suggesting solutions with clearly defined and agreed upon consequences, as well as rewards that relate specifically to their goals
- Getting quickly to the point
- Providing options and letting them decide, when possible
- Letting them know that you don't intend to waste their time
- Conveying openness and acceptance of them
- Allowing them to speak
- Showing interest in what they have to say and listening to their suggestions

Influence – "I" Style

Build rapport by:

- Showing that you're interested in them and letting them talk
- Allowing your animation and enthusiasm to emerge
- Taking the initiative to introduce yourself in a friendly, informal manner and being open to discussing topics that interest them
- Supporting their dreams and goals
- Illustrating your ideas with stories and emotional descriptions
- Clearly summarising details and directing these toward mutually agreeable objectives and actions
- Focusing on a positive, upbeat, warm approach
- Listening to their personal feelings and experiences
- Responding openly and congenially
- Avoiding negative discussions
- Making suggestions that allows them to look good
- Giving them your attention, time and presence

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Applying What You Know

Adjusting with Style (continued)

Steadiness – "S" Style

Build rapport by:

- Doing what you say you will do
- Getting to know them more personally
- Approaching them in a non-threatening, pleasant and friendly but professional way
- Developing trust, friendship and credibility at a relatively slow pace
- Asking them to identify their own emotional needs as well as their task or business expectations
- Getting them involved by focusing on the human element…… that is, how something affects them and their relationships with others
- Avoiding rushing them
- Avoiding arguments and conflict
- Responding sensitively and sensibly
- Privately acknowledging them with specific, believable compliments
- Showing them step-by-step procedures
- Providing stability with a minimum of change

Compliance – "C" Style

Build rapport by:

- Preparing so that you can answer as many of their questions as soon as possible
- Greeting them cordially but proceed quickly to the task. Don't start with personal or social talk
- Asking questions that reveal a clear direction and that fit into the overall scheme of things
- Documenting how and why something applies
- Giving them time to think. Avoid pushing them into a hasty decision
- Telling them both the pros and cons and the complete story
- Using a logical approach
- Listening to their concerns, reasoning and suggestions
- Responding formally and politely
- Privately acknowledging them about their thinking
- Soliciting their insights and suggestions
- Showing them by what you do, not by what you say

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Applying What You Know

Coaching with Style

All styles have their strengths and weaknesses. Understanding the potential weaknesses of the styles assists greatly in working with, leading or coaching people. Following are some tips to help you understand and coach the various styles.

Dominance – "D" Style

Coach them to:

- Listen to other opinions
- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Be more patient
- Follow pertinent rules, regulations, and expectations
- Remain calm and not overreact
- Become aware of how their behaviour impacts others
- Recognise and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Influence – "I" Style

Coach them to:

- Learn to listen attentively and talk less
- Prioritise and organise
- See tasks through to completion
- Avoid emotional reactions
- View people and tasks more objectively
- Look at the details
- Avoid or shorten unnecessary conversation
- Follow up
- Stick to the point
- Write things down

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Applying What You Know

Coaching with Style (continued)

Steadiness – "S" Style

Coach them to:

- Utilise shortcuts and discard unnecessary steps
- Avoid doing things the same way
- Embrace change
- Understand there are different ways to approach tasks
- Be less risk averse
- Be more assertive
- Learn to say no
- Speak out and be heard
- Think less, act faster
- Accept credit and praise

Compliance – "C" Style

Coach them to:

- Engage with people and talk more
- Make decisions faster and focus on only the important criteria
- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Aim for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Stay on course with tasks, less checking
- Understand that mistakes are sometimes O.K.
- Focus on the big picture
- Maintain high expectations for high priority items, not everything

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Supervisor Review

The following review is a template. Utilise the questions and points, which you believe are relevant. There is no suggestion that you should complete all or any specific part of the template.

The concept behind the Supervisor Review is for you, the Supervisor, to create an action plan of how you will assist with Greg's development. You may wish to consider some of the following: Follow up of Greg's own action plan; Mentoring; Training; Coaching.

Environmental Factors (Page 7)

The items on the page describe things that generally appeal to Greg and therefore depict what Greg would typically respond positively to in the workplace environment.

When you look at the factors, are there any adjustments to your leadership style, which you believe may be more effective for Greg.

1. _____

2. _____

3. _____

Are there any factors you would like to change in Greg's environment e.g. removed or modified?

1. _____

2. _____

3. _____

Are there any factors in the environment you would like to help Greg cope better with?

1. _____

2. _____

3. _____

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Supervisor Review (continued)

Style Considerations – Potential Development Areas (Page 8)

Select two or three development areas Greg can work on that will have the greatest impact on performance in the current job role.

1. _____

2. _____

3. _____

How can you assist Greg develop in these areas? Outline some clear strategies.

1. _____

2. _____

3. _____

Select a development area/s you would like Greg to improve for a future job role or goal.

_____

_____

_____

What strategies will you employ to assist Greg achieve this?

_____

_____

_____

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Supervisor Review (continued)

Reaction Modes (Page 11)

Are there any pressure reactions present in Greg's behaviour of concern to you? List them.

1. _____

2. _____

3. _____

How can you help Greg develop in these areas to improve performance? Outline clear strategies.

1. _____

2. _____

3. _____

Are there any conflict reactions present in Greg's behaviour of concern to you? List them.

1. _____

2. _____

3. _____

How can you help Greg develop in these areas to improve performance? Outline clear strategies.

1. _____

2. _____

3. _____

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Conversations

Following are some possible conversation starters that can be very useful when reviewing the assessment results. They relate to shifts from the Natural Style where a behavioural trait has either increased or is suppressed in the Adjusted Style. Use the following as a template for discussion to create a conversation.

If D is increased

Do you feel the need to behave more boldly, make faster decisions or take risks?
If yes, how does that make you feel? Do you have a plan to assist with this? Do you need support with this?

If D is suppressed

Do you feel the need to give up control, slow down for others or that you are under-utilised in your job role?
If yes, is this affecting your job satisfaction? Is this of concern to you? What can you do to alleviate this?

If I is increased

Do you feel the need to give a faster image of yourself, rush to get things done or focus strongly on people?
If yes, how does that make you feel? Do you have a plan to assist with this? Do you need support with this?

If I is suppressed

Do you feel the need to slow down, get more organised or focus on tasks rather than people?
If yes, is this affecting your job satisfaction? Is this of concern to you? What can you do to alleviate this?

If S is increased

Do you feel the need to increase your support of others, be more persistent or calm things down?
If yes, how does that make you feel? Do you have a plan to assist with this? Do you need support with this?

If S is suppressed

Do you feel the need to be more active, are you having to deal with change or do you feel insecure?
If yes, is this affecting your job satisfaction? Is this of concern to you? What can you do to alleviate this?

If C is increased

Do you feel the need to focus on data, look at things from only a logical point of view or be cautious?
If yes, how does that make you feel? Do you have a plan to assist with this? Do you need support with this?

If C is suppressed

Do you feel the need to be spontaneous, less detail focused or that you must intervene in others' issues?
If yes, is this affecting your job satisfaction? Is this of concern to you? What can you do to alleviate this?

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