



DISCflex™

Leadership Report

Bryan Forsyth

August 9, 2016

## Overview of DISCflex™

DISCflex™ Reports are one of the best (and most widely used) profiling vehicles to assess a person's overall behavioral tendencies. By completing a DISCflex™ Assessment you reveal the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance. When the distinctive elevations are charted in the context of a business atmosphere, patterns emerge displaying a comprehensive picture of a person's behavioral tendencies as a business professional. The DISCflex™ Leadership Report explains how the individual DISCflex™ Factors govern the choices you make and to a large extent control your decision making processes. The four factors also have significant impact upon your teambuilding abilities and play a role in how you form relationships. In addition, these also influence how people perceive you, how you interact and communicate with coworkers.

## Self and 3<sup>rd</sup> Party Insight

The DISCflex™ Leadership Report is based on self-perception. The questions you answered about yourself in the DISCflex™ assessment are only part of the picture you should have access to regarding your behavior. By including the option of providing third party insight (i.e. the current perceptions of co-workers, managers, coaches, and/or customers), we can provide a highly customized 360-like vehicle for your review. But remember, it is a "snapshot in time."

## Goals

This compendium will assist you in uncovering your strengths in your business life, will provide ways to mitigate your weaknesses, and will provide valuable Coaching Advice on how best to "become a chameleon on a rainbow," being able to adapt to any professional situation. The goal is to provide you with a complete guide to understanding your behavior and your coworkers' perception of how you interact with them. The targeted eLearning will pinpoint areas where improvement can make a big difference, and the sessions will also provide tips on how to avoid the fallout of any potential weaknesses. It is a good idea therefore, after you become more knowledgeable by going through the course materials, that you should retake the assessment or, at the very least, send it out to others for subsequent third party inputs to gauge whether you have changed what you wanted to - especially through other people's perception.

## Make Notes and Take the Opportunity to Be Introspective

As you go through the report, you will see coaching advice and tips, beware and warnings, to enhance your self-awareness and skills. To increase your appreciation of your impact on others, we encourage you to take ample notes about what you need to work on to become more effective at influencing others. Most important, your four DISCflex™ Factors affect how people perceive you and react to you, oftentimes making the critical difference in whether your coworkers and peers will trust you or will make the decision about whether to follow your lead. As you read, please incorporate the coaching advice into your behaviors by thinking back on prior situations and thinking about what you might do differently if a similar situation arises. This "prethinking" will help you in "rehearsing" how to change your attitude, emotional involvement, words, or actions in the future and will most certainly assist you in understanding your behavioral tendencies and strengths more clearly.

**Disclaimer:** The intent of this report is that it is not to be used for hiring decisions, nor is it appropriate for decisions regarding promotions or any other performance-based inquiries. This report can be used for professional development recommendations in tandem with our patent-pending eLearning, coaching and training solutions, as well as for Blended Learning.



## What is a DISC Assessment?

We are often asked "What is a DISC Assessment?", "How do I pass a DISC Assessment?", or "Can I fail a DISC Assessment?" A DISC Assessment is not a test, so it is impossible to fail. So what does a DISC assessment measure? DISC assessments measure your different levels of each of the four DISC Factors:

**Dominance:** Your need for **control** and your source of **ambition**. Whenever you are feeling self-motivated, you are using your 'D' factor.

**Influence:** Your need for **communication** and your source of **persuasion**. Whenever you are feeling talkative, you are using your 'I' factor.

**Steadiness:** Your need for **planning** and your source of **thoughtfulness**. When you are being strategic or go out of your way to help someone, you are using your 'S' factor.

**Compliance:** Your need for **structure** and your source of **organization**. When you become extremely focused on completing your tasks, you are using your 'C' factor.

## DISC Profile:

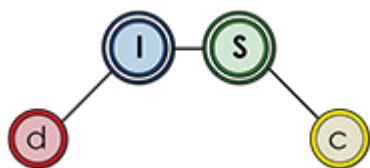
Our algorithm takes your answers to all the questions and instantly creates your DISCflex Profile. Your DISCflex Profile is based off of your highest factor(s) and will allow anyone trained in DISCflex to quickly identify with your general behavioral style. Each profile can be broken down easily once you remember which attributes belong to which factor. Not everyone has the time to memorize these factors and what each of them means, so we also generate your DISCflex Report.

## DISCflex Report:

Once your DISCflex Profile is established our system will automatically generate a DISCflex Report that can be downloaded directly to your computer or printed. Your DISCflex Report will give you detailed information about your DISCflex Profile and how it will impact your behavior in different settings or situations. Your DISCflex Report will vary slightly from other people with your same general DISCflex Profile because our system takes all 4 of your factor scores into account when generating your report. For instance, you and your colleague might both be a "High I" as your profile, but the other 3 factors may vary. In this scenario, even though you both have an elevated I, your DISCflex Reports will read differently. Your report will also provide tips and beware about how to avoid your potential weaknesses in situations that may get you into trouble.

## Flexing Your Behavior:

Once you have read your report and become familiar with your behavior style and how it can affect the people around you, the next step is to start flexing. Flexing refers to internally monitoring your behavior and choosing how you interact or react in situations. For example, an extrovert may need to "dial down" their Influence factor and talkative impulses during a meeting to make sure the team stays focused on the task at hand. An introvert may need to "dial up" their Influence factor during a meeting to make certain that their views and opinions are heard and taken into account. Flexing refers to the conscious adjustment in behavior, whereas the term *morphing* refers to the change in your natural behaviors over time due to flexing.

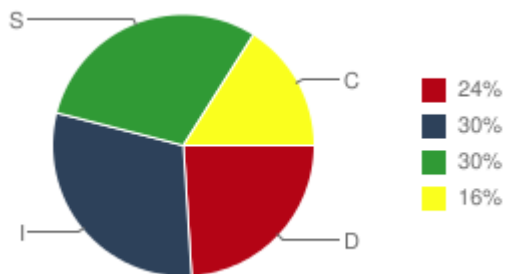
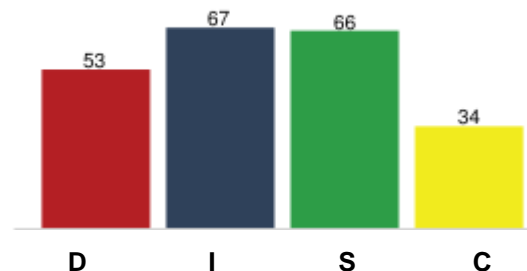


## My DISCflex™ Pattern

Your behavioral style shows elevated Influence and Steadiness patterns, which will affect your leadership skills. You have the ability to be thoughtful, outgoing, persuasive, and quite charming. You also enjoy getting to know how people tick and people feel they can share anything with you - even their heartfelt emotions. You like to build deep long-term personal relationships.

## What does that mean?

You are people pleaser. You are able to develop deep relationships and are trustworthy. In doing so you will avoid confrontation and avoid rejection. You will thrive in a leadership supporting role and excel being a part of a team or group. You are able to evaluate problems at personal level. You must avoid trying to handle all the stress of solving everyone's personal issues.



## Compare your behaviors

Looking at the big picture you are able to see your behavioral style is governed most by your Influence and Steadiness Factors. The pie chart indicates a clearer overall picture - a snapshot - of all four factors in your behavioral pattern. When you compare and contrast the bar versus pie chart to your coworkers you can gauge your behavioral style's strengths and weaknesses enabling you to see what things separate your actions from others. You can use this to recognize how to incorporate behaviors in the different situations you come across in life.

### Strengths

- Ambitious
- Negotiation
- Strategizing
- Pioneering

### Potential Challenges

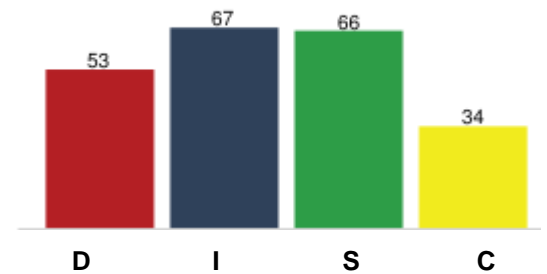
- Emotional at times
- Working alone
- Too trusting
- Swayed by others

## Motivators

Ready to get motivated? We've highlighted some key things that get your blood pumping. You will find that some of these motivators happen on an unconscious level. Use these to explore other motivators you have within yourself and that guide you to certain decisions and actions.



- Acceptance
- Teamwork
- Control
- Working toward goals with others
- Clear responsibilities
- Understanding



## Stressors

When you get angry or frustrated, it's due to one of your stressors. This list provides some of the deeper stress factors that happen in your brain and cause you to act in a negative manner. When you let your stressors get to you, always know that you are at risk of causing conflict within yourself and your relationships with others. Understanding your stressors can help you prevent this.



- Isolation
- Harsh Feedback
- Confined to structure
- Making individual decisions
- Inconsistencies
- Priorities

## Introduction to Third Party Insight:

Third Party insight is a great way to see how other people in your life perceive you. Use the following pages to self-reflect and ask why these people might see you this way. Do others perceive you in the same way you perceive yourself? Do you behave differently at work than you do with family or friends? Is this the way you want to be seen by others? Keep in mind that you can situationally flex your behaviors within these groups to alter perceptions to match your preferred style of behavior. Keep in mind that inviting Third Party guests to take the assessment about you will ONLY alter the Third Party Insight section of your DISCflex™ Report. The remainder of your report will be based only on your self-assessment.

## Third Party Perception:

On the next page you will find the breakdown of different groups within your life and how that grouping of assessors perceive your behavior. If only one person has taken the Third Party Assessment you will see their individual feedback, if more than one person has taken the Third Party Assessment within a single grouping the results are displayed as aggregate totals.

## Third Party Variances:

The Third Party Variances page will provide additional information about the differences between your self-perception and how each grouping perceives your behavior.

**Perception Chart:** This chart will map the scores for your self-assessment and the other three groupings for each of the 4 factors. It provides a visual in the perceptual gaps of each grouping. See the color key below the chart to match colors to different groupings.

**Do you Dial Up or Down?** This section will show you how your behavior differs by group. You can easily see each of the 4 primary factors and the variance between your self-perception and the group's perception of that factor. Positive numbers mean you are "dialing up", negative numbers mean you are "dialing down" that factor within that group.

**Variances Chart:** This chart shows the actual scores for each factor and each grouping. It provides Self-Perception, Third Party Perception by Group, the Variances by Score, and the Difference in Perception by Percentage.

# Third Party Perception

## Co-workers may see you as...

Please invite others



## Family may see you as...

Please invite others



## Others may see you as...

Please invite others





**PLEASE INVITE  
OTHERS IN ORDER TO  
SEE THE VARIANCE**

DISC Factor	Self-Perception	Third Party Perception	Variances	% Difference	
Dominance	40	40	0	0%	
Influence	60	Friends	46	-14	23%
		Co-workers	33	-27	45%
		Family	69	9	15%
Steadiness	55	Friends	70	15	27%
		Co-workers	30	-24.56	45%
		Family	43	-12.5	23%
Compliance	53	Friends	66	13	25%
		Co-workers	31	-21.67	41%
		Family	57	4	8%

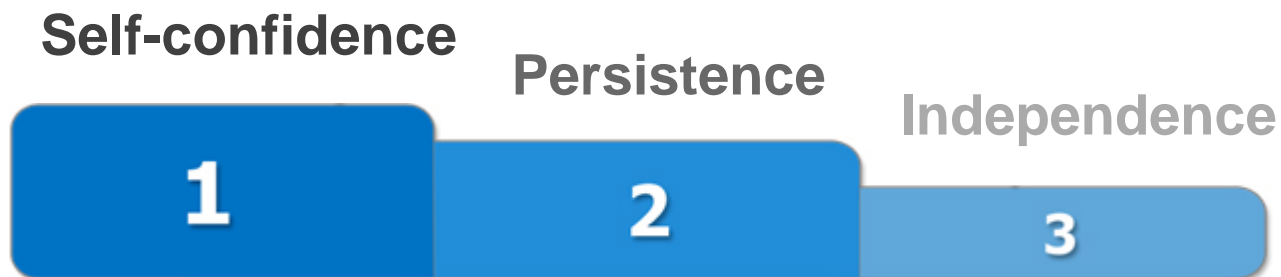


## Sub-factors Overview

DISC Sub-factors™ describe the relationship between two DISC Factors. Anytime you make the choice to behave, you make the choice to use a factor. If you want results, you use your D. Speaking to people in friendly terms means your I is in play. Loyal? You picked your S to govern the situation. Deciding to stick to the rules means your C is dominating. Which factor of the two is the most "overriding" determines the subfactor. Your top three sub-factors indicate which behavioral tendencies you are naturally inclined towards. These rule your behavior, while the opposing subfactors are the behaviors you typically use the least. We think that being able to use all the subfactors consciously for the correct situation builds behavioral strength. At the very least, you should know where your natural tendencies lie. Your behavioral tendency will fall somewhere on this spectrum, and you need to utilize your sub-factors to "Drive" toward success. Be careful to choose your subfactors wisely, making certain you don't always override your Opposing Sub-Factors. Consciously choosing to always "dial up" or "dial down" your behavior will bring you balance on this behavioral spectrum.

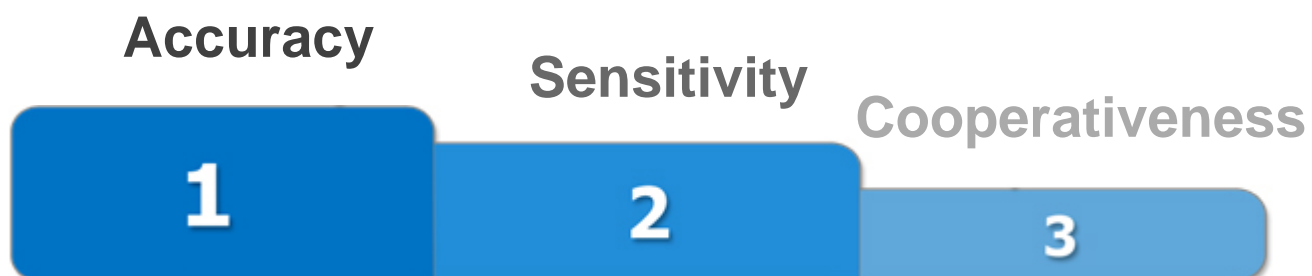
## Driving Sub-factors

Driving Sub-factors™ are your natural behavioral tendencies. When used properly these natural tendencies can provide great results, but be careful not to dominate your opposing sub-factor. Be aware of the situation and "dial" your behavior to match it.



## Opposing Sub-factors

Opposing Sub-factors™ are the behavioral tendencies you naturally use the least. These are tendencies you need to consciously focus on "dialing up". Be aware of the situation and "dial" your behavior to match it.



## Driving Sub-factor

### Self-confidence

With your Influence factor greater than your Compliance factor, this gives you the Sub-factor Self-confidence. You are very comfortable in your own skin. You feel at ease talking with others and you do not doubt yourself. This allows you to have a “can do” attitude.



- Poise
- Power
- Self-assurance
- Certainty
- Private
- Self-reliant

## Opposing Sub-factor

### Accuracy

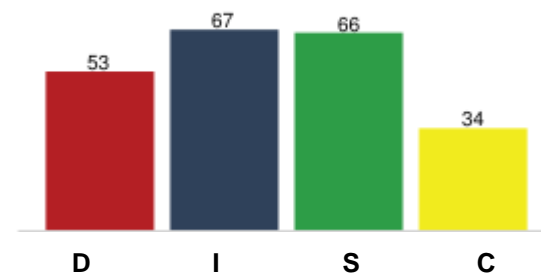
Accuracy is the opposing sub-factor to Self-Confidence. Sometimes being overly self-confident can result in big mistakes. When taking on an important task be sure to "dial up" your C Factor to the proper level to ensure you are being accurate enough for the task at hand.



- Define your standards and make sure they aren't impossible.
- Ask someone to review to make sure you aren't being a perfectionist.
- Understand who's judging you and realize their view of the standard may be different, you have to take them into consideration.
- Be humble. When you make mistakes it's OK to rework your efforts.
- Stay focused. Accuracy and Focus go hand-in-hand.
- Make the effort, people appreciate attention to detail.

## Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex. The goal is to utilize the appropriate behavior depending on any given situation.



## Driving Sub-factor

### Persistence

With your Steadiness factor greater than your Compliance factor, this gives you the Sub-factor Persistence. You are great overcoming obstacles by using your determination. You do not let things stand in your way.



- Perseverance
- Resolution
- Stamina
- Tenacity
- Determination
- Consistent

## Opposing Sub-factor

### Sensitivity

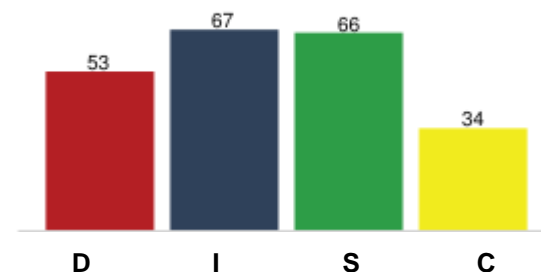
Sensitivity is the opposing sub-factor to Persistence. Don't get things done at the expense of others. Be empathetic and consider other's feelings. "Dial Up" your C Factor to ensure you handle a delicate situation with the right amount of tact and diligence.



- Tune into your primary senses; look, listen, and feel.
- Tune up your hearing.
- Take a moment to take everything in.
- Put yourself in someone else's shoes.
- Really listen to your emotions.
- Concentrate on feeling and giving.

## Your Scores

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## Driving Sub-factor

### Independence

With your Dominance factor greater than your Compliance factor, this gives you the Sub-factor Independence. You take pride in being able to accomplish things on your own. You act as a visionary by being able to create your own rules and ways of doing things.



- Self-determined
- Objective
- Free
- On your own
- Private
- Self-reliant

## Opposing Sub-factor

### Cooperativeness

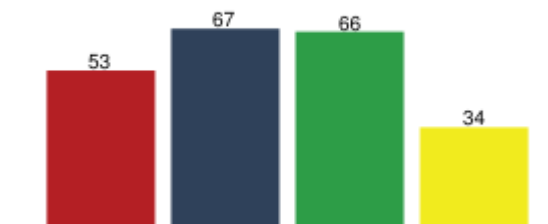
Cooperativeness is the opposing sub-factor to Independence. Working independently is good, but be sure that you are keeping the big picture goals of your team or organization in mind. "Dial Up" your C Factor to ensure you are cooperating within established standards and with the appropriate parties.

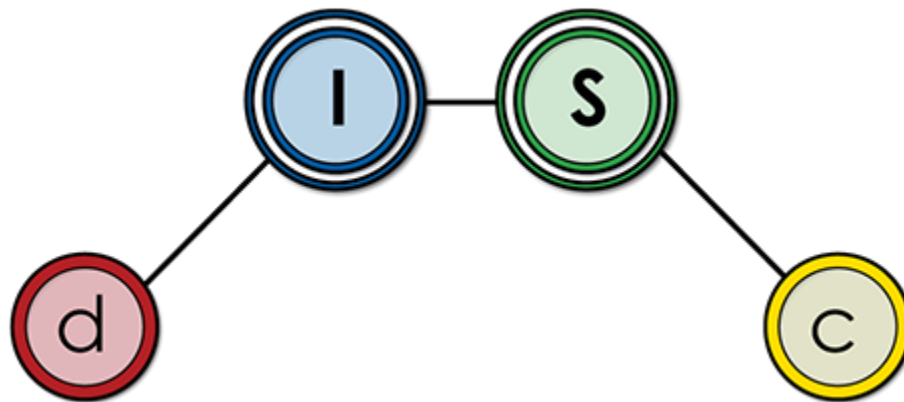


- Be positive about what you can achieve with other people.
- Understand why cooperativeness will make a big difference.
- Be enthusiastic about working together.
- Make sure everybody understands why you're cooperating.
- Set ego aside and focus on team goals.
- Have mutual respect.
- Open the lines of communication.
- Share information.
- Be accepting of others and changes that happen.
- Build trust by being open.

## Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex. The goal is to utilize the appropriate behavior depending on any given situation.





With your Elevated 'IS' pattern, you spend a lot of time trying to understand and relate to people. You take a genuine interest in how others think and behave.

Let's quickly define what DISC stands for before we delve into the details.

**Dominance** is your need for control and your source of ambition.

Whenever you are feeling self-motivated, you are using your 'D' factor.

**Influence** is your need for communication and your source of persuasion.

Whenever you are feeling talkative, you are using your 'I' factor.

**Steadiness** is your need for consistency and your source of thoughtfulness.

When you go out of your way to help someone, you are using your 'S' factor.

**Compliance** is your need for structure and your source of organization.

When you become extremely focused on completing your tasks, you are using your 'C' factor.

The rest of this report will walk you through your general behavioral tendencies, Bryan. Bear in mind that we have provided highly customized insight on each of your DISCflex™ factors and their unique elevations. In order to make the best use of this report's information, we suggest that you make notes and write down a few action steps and specific suggestions for each category. For each of the DISCflex™ factors to make sense in your report, we first have to set some context. Each factor has its pros and cons, and will result in distinct behavioral characteristics. As we go through your report, we will not only talk about the strengths of each factor, but their inherent weaknesses, too. We will provide you with warnings and tips for your benefit, in each of the following areas:

- Work Environment
- Goal Setting
- Interpersonal Communication
- Change
- Decision Making
- Teambuilding
- Feedback & Coaching
- Facilitation
- Self-talk
- Performance Management



This section discusses your preferences and what motivates you centered around the Work Environment.

A positive work environment is not only important for your physical, mental and emotional health, but is also important for the results that you produce through your behavior and actions. In order to be productive, your behavioral preferences should ideally align with the environmental elements of your team and organization.

Bryan, as reflected in your Influence score, it does not bother you too much when others interrupt you to talk while you are working. You believe that one of the most important aspects of working with people is being able to work collaboratively together by discussing things that come up throughout the day.

**Warning:** Too much interaction with co-workers and other people can negatively affect your productivity. To curtail this, dial down your Influence a bit and set boundaries that will allow you to reach your performance goals.

You love some competition in the workplace, and the right type of challenge will motivate you, but you don't need it to be self-motivated. You are a natural when it comes to getting things done and don't find it difficult to juggle competing demands. You enjoy working independently but when needed have no problem operating with team members if it means getting the best result.

It gives you a sense of pride when others describe you as the reliable one in your workplace. Typically, you prefer to set aside some quiet time without interruptions during the day to complete your important tasks. You need time to reflect to function at your optimum. Having the opportunity to look back at the meetings you have had and taking the time to determine the appropriate next steps is of particular importance to you.

**Beware:** Be watchful that you don't spend an inordinate amount of time thinking about your next step. Paralysis by analysis can cripple your productivity and cause a rift in your environment.

You are organized in a style that works for you, even if others might think you are disorganized because you tend to follow your own systems. You are not one who can adapt to every system that requires rigorous inputting of data and/or metrics. These types of systems do not work well for your style. You tend to look at the big picture but when needed, you can focus on the details.

**Caution:** Be careful not to overlook details as this can cause you to inadvertently fail to meet expectations. Dial up your Compliance when attention to detail is needed.

You tend to build trust and rapport with your co-workers rapidly, giving you immediate leadership currency.

As a leader, you look forward to the interaction and banter that goes on within your team on a daily basis and feed off that. Your team thrives off of your energy, which helps motivate them.

**Beware:** Bryan, be careful not to be energetic without focus. Without focus your team will lose its energy quickly, hurting everyone's performance.

As a leader, you will usually put together a comprehensive plan (or insist upon one being delivered to you) before attempting something new. When pushed to act without a plan, you can, although you realize that most times it suits your personality to have at least the basics locked down and planned out before you and your team continue on down the path of expending resources, time, or money. As you move up through the ranks of any organization, Bryan, you will have to find a way of compensating for your lower level of Compliance Factor. Some of the things you can do is learn to dial up your Compliance Factor, or you can delegate tasks and efforts that require these traits to those more capable under your direction and guidance. Figure out what might work best for you, understanding that this area should be addressed for your professional growth.

When leading, you are steadfast and dedicate yourself to a project or team and it may throw you off when it does not turn out exactly as planned when an unforeseen circumstance appears. You enjoy brainstorming with your team and work well with others when the team's objectives and roles are clearly thought out. Bryan, your persistence is an excellent leadership quality that serves you well, just be careful to not be too rigid. Flexibility is critical to success as a leader and Dialing down your Steadiness can help you do this.

You expect first-rate results from your efforts and always strive hard to achieve them, which is an excellent leadership quality. Your willingness to go the extra mile is something you are very proud of and is a talent that others typically recognize. You are apt to propel your team forward with your conviction that you will overcome any obstacles. Because of your mid-high range Dominance, Bryan, you are inherently poised and inspiring. You have a certain presence, giving team members the belief that they can truly achieve a high degree of success.

**Beware:** These qualities only come shining through in a leader who also takes the time to understand what inspires and motivates the team. Using High 'D' behaviors alone will not have the same effect as combining these with other balancing DISC factors.

Bryan, when you have a solid understanding of your behavioral tendencies centered around Goal Setting you can be an invaluable asset to the organization.

Knowing your strengths can help you articulate the vision of the business, set direction for strategic planning, and performance objectives. Knowing how you act will help you determine how to address the gap between the current state and the desired state. Bridging this gap will help you and your organization achieve goals. In this section, we are going to talk about SMART goals. These goals are:

**Specific** - Make your goal as specific as possible.

**Measurable** - Determine how you will measure your progress.

**Attainable** - Ensure you have the means to achieve your goal.

**Realistic** - Does it make sense to work on this goal at this point in time?

**Timely** - Have a time line in mind for when you would like to achieve your goal.

Bryan, practicality helps you when thinking through your SMART goals. You tend to see the Realistic side of goals and know whether or not you will be able to achieve them. You may still have to learn how to better manage change and obstacles when it comes to the reality side of goals, but overall you are the dependable force in the office when looking at whether this or that is possible. It's important for you to hold yourself accountable so that you meet quality standards and deadlines. Putting these into your thought process will help you sort through the game plan in your mind and achieve better outcomes.

You are able to look at the Specific and Measurable sides of your SMART goals, but be sure you balance yourself with some of the other criteria for SMART goals. You should work on knowing when and how to meet each criterion and ultimately set behavior goals for yourself to meet the SMART goals. This could mean dialing up your Dominance to be Timely and dialing up your Steadiness to be more Realistic. Knowing how and when to apply these behaviors is just as critical (maybe even more so!) as having the performance capabilities to accomplish a task.

Interacting with others is one of the ways in which you build knowledge of how attainable your SMART goals are. You are good at eliciting information from your peers. Make sure you find out these two critical pieces of information so you can attain quality results while still meeting deadlines:

1. Who can help you achieve this goal?
2. What skills do you need to find in yourself or someone else?

**Word of warning:** Make sure you are building leadership currency with your peers while building your relationships. Without this, they will not feel as willing to assist you when you need their help.

You have a healthy level of directness that allows you to set a goal and know how to see results within a deadline. You focus on the Timely aspect of the SMART goals. With a firm understanding of what causes goals to be pulled off, you are able to take control and work towards implementation. This comes with a caveat: Make sure you give adequate attention to the underlying details and quality of your work. You should work on using or dialing up your Compliance Factor before you consider your work completed to check and re-check that you accomplished the anticipated results.

Once you set your SMART goals, then you get into the tricky business of implementation.

This means a few things for you: You must move toward action instead of thinking and you must also deal with unintended consequences of your actions. By now you know that nothing ever goes completely as planned and hopefully you calculated that into your SMART goals. Your mindset allows you to continually process new thoughts and information while steadfastly moving forward to complete the goal. Be careful of getting stuck in analysis paralysis or fearing making a wrong move. You have to trust that you did enough thought on your SMART goals to help move you toward the intended results.

You may have several accountability standards, whether written or in your head, that will help keep you motivated as you implement your SMART goal strategy. It may help you to bring another person on board to help hold you accountable and keep you disciplined. Often this is a great strategy for being more efficient and improving the clarity of your mind. Knowing that someone is watching over your results is a great motivator for keeping you on task. If you try to accomplish your tasks alone, beware of the pitfalls and consequences that may occur that a third party may see because they are more objective to the set goals.

Your natural inclination to interact with others will help you find a mentor or a peer that can keep track of your results and hold you accountable. Bryan, remember that your teammates or folks in your department, or peers in other departments, can also provide you with critical information regarding your project or task. It is wise to seek counsel throughout the implementation process in order to make sure you are on track with your progress because of your high natural optimism.

**Coaching Advice:** Make sure you use or dial up your Dominance at points throughout the process to keep moving forward instead of continually seeking advice or more information.

You rarely experience delays when working toward your goals because of your action-oriented attitude. You tend to propel yourself and others forward and (with the combination of your Influence) you can be extremely motivational. Building this kind of confidence in yourself and your team will help you deal with obstacles, but could also cause you to stray away from your initial strategy. Remember to dial up your Compliance Factor throughout the process to check your work, make sure your metrics are in line, and ultimately reinforce that the structure is still intact. Without a structure, your actions may lead to failed expectations.

# Goal Setting

Here are some steps you can take to figure out which goals to work on first, and to see the relative importance of each of your goals next to each other.

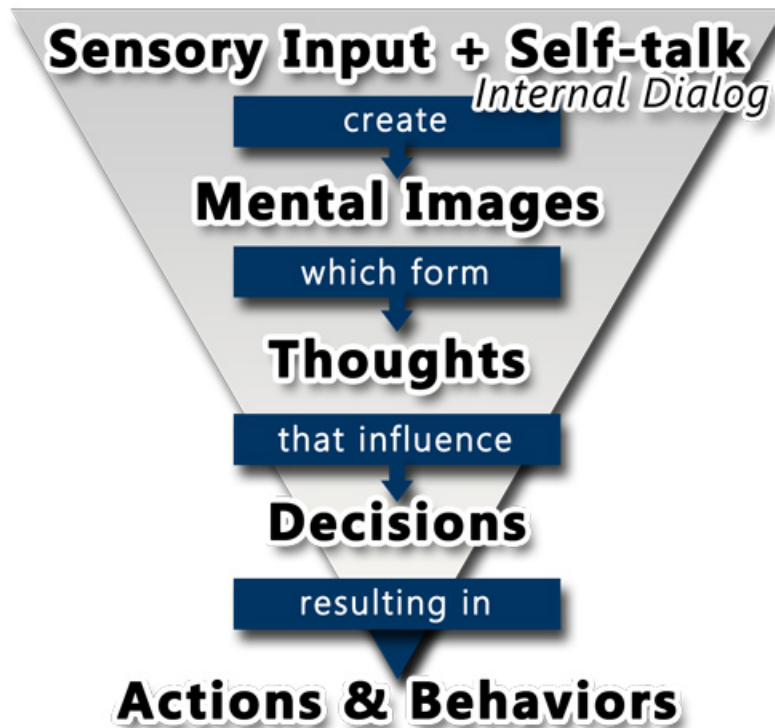
1. Write down your goals.
2. Rank the time-sensitiveness of each of your goals on a scale of 1-4. 1 will stand for urgent, 2 for short range, 3 for middle range, and 4 for long range. This number will go in the Time-Sensitive column of your chart.
3. Rank the Importance of your Overall Goals/Opportunities/Results. The scale will be from 1 to 9 with 1 being very important and 9 being not important. Place this ranking in the Importance column.
4. Sort your goals. You want to have your urgent and most important goals on top of your Goals Setting Chart. You will use the sort feature of the excel spreadsheet to do this. You will sort by Time-Sensitiveness followed by Importance- both in ascending order.
5. Modify your goals to ensure they are all written in SMART format (Specific, Measurable, Attainable/Actionable, Realistic, Time). Set a calendar date for each goal. If you have a goal that is "three weeks away," set a specific due date that lands three weeks from today.
6. As you accomplish your goals, or as your priorities change, re-rank and sort your goals as you see fit.

Use this chart as a template:

<b>Goal</b>	<b>Time Sensitive</b>	<b>Importance</b>	<b>SMART Goal</b>	<b>Due Date</b>



## Model for Actions and Behaviors



This model explains where our actions come from.

Our senses take in the world around us, causing us to create mental images. These mental images form thoughts, which influence our decisions and result in our behavior.

It can be inferred from this model that interactions with others influence our behavior. Think of your behavior as a constant reaction to the world around you. Keep this model in mind as you read through this section.

Bryan, in an organization, nothing is more important than effective communication.

Without it how can people have an understanding of the strategy, vision and goals? How can leaders develop buy-in to support the organization's customers? How can managers provide feedback and deliver coaching? How can employees participate in open communication effective debate? A person's communication preferences are grounded in their behavior and perception. Understanding how these impact the communication loop is vital to an individual's career and professional growth.

**You like to reward others and encourage them.**

You take pleasure from simple acts of kindness for your teammates and peers. This is shown through your communication and others that you have become close with acknowledge this characteristic in you. You find it rather easy to build trust with someone once you establish rapport with them and typically those individuals will come to you for advice. You tend to fall into the role of advisor during work-related communications and you are happy to be the reliable and dependable source of information.

**Warning:** If your supervisor puts you in the position as his advisor, you may become stuck in that position because of your boss' need to keep you around. Be careful of this so that you don't inadvertently stunt your career.

You are able to motivate people to work harder or come up with solutions. Bryan, you prefer to communicate and interact with others on a humanistic level that makes people feel they are important to you. You ask for their opinions and you listen to their stories, all the while gathering information about them for future conversations. You are great at remembering the little things that are important to folks; which is why you are able to build good relationships with your fellow peers.

**Beware:** Because people feel that you like them, they tend to be loyal to you and the team you are on benefits from this. You are good at developing team spirit through building deep relationships and friendships with a wide range of people. However, your strength in this area could have a dark side. Strong teams by their nature gel well together because of the bonds people form inside the team. If someone with your high level of spirit building is let loose, the bonds within the team could be exceedingly strong - to the exclusion of others. In this way, your strength could create a weakness if you allow silos to occur.

**Coaching Tip:** Be wary of falling into 'clique' mode or Group Think. Monitor your level of inclusiveness so that you don't inadvertently form a silo.

Your Dominance Factor can cause you to be direct when communicating, Bryan, making sure that your point gets across and the other person understands you. Remember not to push the topic too hard if the other person isn't quite on the same page and definitely don't get frustrated. Your dominance may stir those emotions in you, but just remember the times when you've been on the other side and didn't quite understand what someone else was trying to say.

With all that said, Bryan, you do not necessarily need a particular reason to communicate with another person in your work environment. Sometimes you just like chatting for fun's sake. Because you are more balanced between your task-oriented structure side of work and your people-oriented side, you find that your peers do not serve as unwelcome distractions throughout the day. In fact, you have found out that even the small, insignificant conversations can lead to better efficiency and improved team cohesion later on - well worth the benefit of making time for another co-worker. Keep up this attitude, but remember to maintain an overall structure to meet your job responsibilities.

When it comes to listening, you generally understand what other people are trying to convey.

If someone comes to you in a panic, you will listen attentively and advise wisely after you have mulled over their situation from several vantage points. Your ability to see through the perceptual prism comes in handy when trying to avoid conflict in the workplace or find better solutions to problems. As with any situation, you must know when to stop listening and thinking in order to respond effectively. If you remain pensive, others will think you are writing them off and not giving them the proper attention or advice they deserve. You can handle this by telling them that you are thinking about the best solution just so they know you are not blowing them off. By dialing up your Dominance Factor, you will find yourself quicker to formulate responses based on your empathetic and thoughtful nature.

You usually keep your relationships strong over time through listening. You are able to analyze whether another person's message meets your value system and opinions and typically can respond to them effectively. You may have some trouble responding to superiors or those you do not know well, but with the proper practice you can share your insight and beliefs. Continue to walk the balanced path of listening and appropriate the correct factors to each stage of listening. Becoming adept at this will help you build better relationships through your listening style. This will help you advance in your career and truly impress the people around you. Remember, listening is a very rare skill!

Occasionally you have found yourself focusing on what you are going to say instead of listening to the current speaker. You have caught yourself having to backtrack to pick up the threads of a conversation on more than one occasion. While you don't really like this trait, you find it hard to break the habit without a lot of energy and effort. This is mainly because your strength in the listening process is in the response stage. You formulate great opinions and articulate your ideas well. The only problem is that this strength causes weaknesses at the beginning stages of the listening process when you need to understand the other person's message. Make a concerted effort to practice hearing and understanding other people without responding. This will help you become more balanced in terms of listening.

You appreciate acceptance from others, and on occasion will go out of your way to get it - especially looking for approval from those you respect. This greatly enhances your listening skills if you are tuned in to what the other person cares about.

**Beware:** You may lose focus if you're speaking with someone you don't like or don't care to know, especially if you are under stress or have a lot on your mind. But overall, relationships are important to you, so because you care about people you are instinctively a good listener.

**Caution:** Make certain that you do not fall into the trap of being a people-pleaser to the detriment of your reputation as a person who is confident in their own sense of self-worth.

Bryan, the goal of this segment is to help you strategize, plan, and execute effectively when facing transition by understanding your behavior preferences regarding change.

Change is inevitable within an organization, and therefore, employees and management must be able to consistently and swiftly move through changes while making certain the organization continues operating at an optimum level. How you behave during change is based primarily on your ability to adjust your behavior according to what the situation demands. The less time you and your organization spend on going through a turbulent change, the less the cost will be for employees and the enterprise's stakeholders.

People need to know they will be heard and listened to as transitions occur. If they don't know this, they will lose motivation. With your keen relationship skills and innate ability to understand people, you will make sure that no one gets left behind, that no one thinks they won't be heard. Bryan, with you, others feel able to speak up fearlessly when they see things not going as planned. You are of the mindset that the worst thing that can happen in any organization is for people to remain silent when they fully realize that things are going wrong. You will be the mechanism to make sure this doesn't happen.

You prefer to keep a steady pace and do not like to change course once an action plan has begun. You find that more planning and less haste is best. This has been your preferred strategy throughout your professional life and you feel that it accomplishes more than others who try too hard to push change in an organization. You would rather implement change according to a well thought out action plan. In your estimation, change is rarely good for you and your team if it doesn't fit into the current strategy.

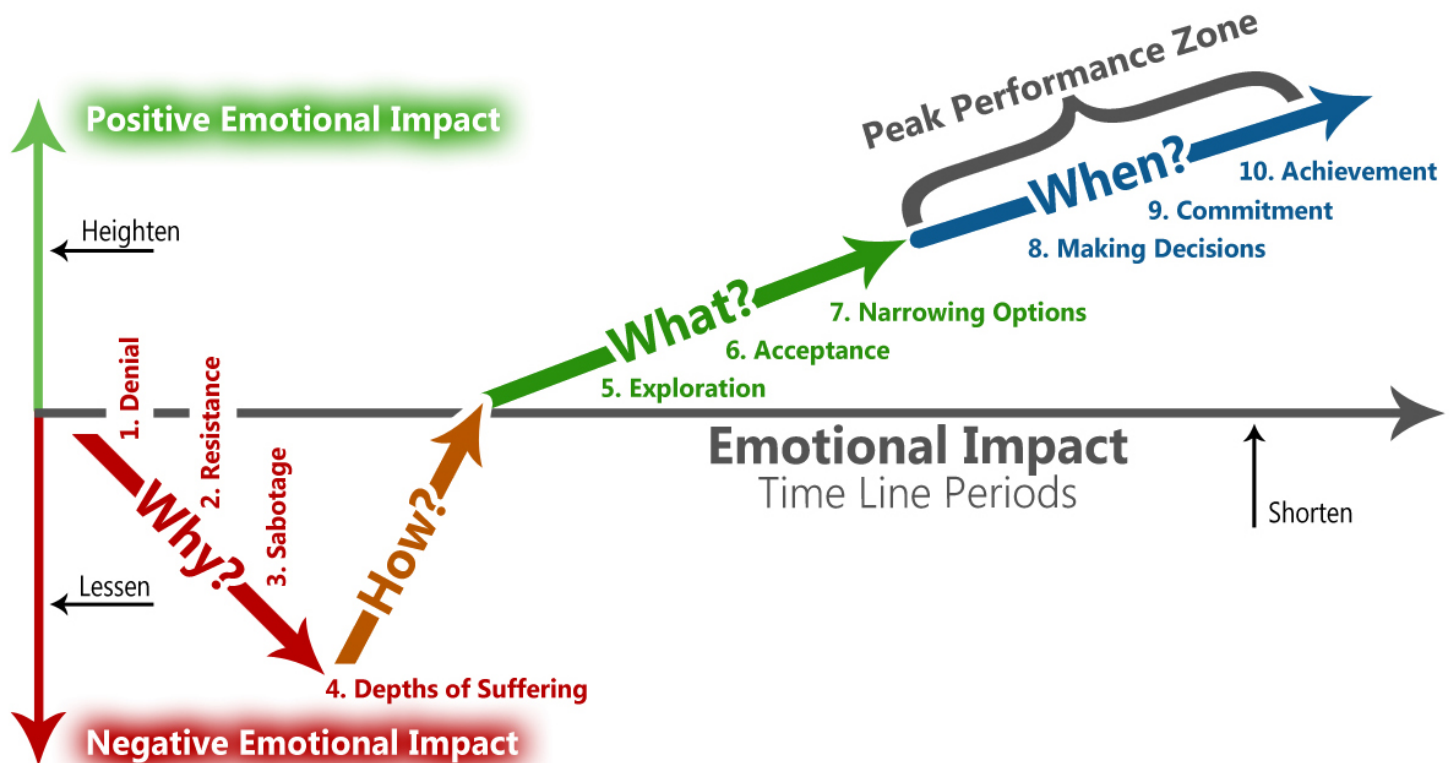
**Bryan, the great thing about you is that change is something you are very comfortable with.**

But, you won't just make changes for the sake of dispelling your boredom. You will tend to have a balanced look to implementing changes and will focus on the impact the turbulence of making those changes will have in terms of the overall cost/benefit. You are able to prudently balance risk and reward, change and stability. To further develop this skill, look at models like the Opportunity Capture Analysis and Risk Mitigation Analysis. Honing your abilities in this arena could certainly be valuable because it comes so naturally to you.

You have a better aptitude than most at restructuring your action plan when obstacles come sneaking up on you. You take one of two positions when obstacles come - you act quickly to mitigate the threats or you think thoughtfully about how to best deal with the situation. You may even consult others depending on your relationships in the workplace.

**Coaching Advice:** Continue to be flexible while sticking to an overall structure or process to more effectively accomplish your responsibilities.

Now let's turn the page to the **Transitional Time Line**:



We each go through negative and positive psychological phases during the change process. During the negative phases, your friends in the workplace usually know of your discontent when change takes place that you don't agree with. The same applies to when you are happy about a change, however. You will praise it and those that are working to implement the change. Either way, your superiors look at you as someone that can influence the rest of the staff.

**Coaching Advice:** Build your management and communication abilities by influencing people to move forward through all the phases of the transition.

Another thing to be aware of during the negative phases is your tendency to persistently work to complete your current tasks and responsibilities. You may become so attached to these objectives that any change or obstacle thrown in the way derails your train of mind. As a result, you either ignore the changes or work against them, trying to reach your objectives the way you had already mapped out. Unfortunately, we live in an ever changing world and have to adapt to new methodologies. Use your thoughtfulness and persistence when you get to the Exploration and Commitment phases of the Transitional Time Line. Avoid them like the plague during the negative phases!



# How You Handle Change



Being forward-thinking with a view to return on the investment of the risks and costs of making changes while simultaneously being action/change-oriented is a fabulous gift. Suggestion: Learn how to take advantage of this innate talent by studying how to best use the Transitional Time Line and the Perceptual Prism models to drive change through to completion.

The Transitional Time Line is a roadmap, which means that it follows a specific structure from the negative to positive phases through to achieving successful results. Bryan, your comparatively lower Compliance Factor shows that you are able to follow a set process, but it is not your main preference. You like having the ability and the authority to change course if necessary and not be held tight by hindersome procedures and restrictions. You work your best when you can adapt to new information.

**Coaching Advice:** Keep to an overall structure while helping yourself and your team adapt to the new change.

# Decision Making Matrix



The next few pages make references to the Decision Making Matrix (below). Use this matrix when you need help deciding which decision making method to use.

What is the time frame for the decision to be made and executed?	How significant is the decision to the bottom line?	How much expertise do you (the leader) have regarding the issue?	How much knowledge and experience do individuals in the group have?	How important is that you develop your people with this decision?	If you (the leader) made the decision alone, would the group members follow?	Decision Making Method	
Urgent Short Term Immediate	High	High	High	High	Yes	Consult Individuals	
				Low	No	Consult Group	
			Low	High	Consult Individuals		
		Low	High	Low	High	Authoritative (and provide coaching)	
				Low	Low	Authoritative	
			Low	High	High	Consult Group	
	Low	High	High	High	High	Consult Individuals	
				Low	No	Consult Group	
			Low	High	Low	Consult Individuals	
		Low	High	Low	High	Consult Group	
				Low	Low	Authoritative	
			Low	High	High	Consult Group	
Mid Term	High	High	High	High	Yes	Consult Individuals	
				Low	No	Consult Group	
			Low	High	Low	Consult Individuals	
		Low	High	Low	High	Facilitate Group Consensus	
				Low	Low	Consult Group	
			Low	High	Low	Consult Individuals	
	Low	High	High	High	High	Facilitate Group Consensus	
				Low	Yes	Consult Individuals	
			Low	Low	No	Refer to Ad Hoc Team *	
		Low	High	Low	Low	Yes	Authoritative
				Low	No	Refer to Ad Hoc Team *	
			Low	High	Low	Facilitate Group Consensus	
Long Range	High	High	High	High	Yes	Facilitate Group Consensus	
				Low	No	Consult Group	
			Low	High	Low	Consult Individuals	
		Low	High	Low	High	Facilitate Group Consensus	
				Low	Low	Refer to Ad Hoc Team *	
			Low	High	Low	Facilitate Group Consensus	
	Low	High	High	High	High	Consult Group/Refer to Ad Hoc Team	
				Low	No	Facilitate Group Consensus	
			Low	Low	Yes	Consult Individuals	
		Low	High	Low	Low	No	Refer to Ad Hoc Team *
				High	High	Facilitate Group Consensus	
			Low	High	Low	Refer to Ad Hoc Team *	

\*Once the decision team has been supplied with adequate information from the Ad Hoc Team, their level of knowledge changes, and so do your answers to the questions proposed from the beginning.

The goal of this segment is to help you develop an understanding of your Decision Making tendencies.

By recognizing how you prefer to gather information, weigh options, and come to the right decision, you can determine your strengths and weaknesses in this important area. Equally important, we are going to provide insight into some of the psychological biases that might consistently affect your decision making processes. Finally, we will explore your risk taking behavior.

Bryan, your mid to high range of Influence, seen in your score, means that you like getting input and advice from others before making a final decision. Not doing so can make you anxious.

**Coaching Advice:** If you find this is something you want to work on, make sure to ramp up your confidence in conjunction with elevating your decision making skill set in order to fully trust that your judgment is worthy of standing on its own. While asking for counsel or getting assistance when you are unsure of the path to take is often a prudent course, be warned that in using this method all the time, you run the risk of appearing like a follower rather than a leader.

Upon reflection, you usually feel confident that you made the right decision.

You have learned that the balance between 'doing' and 'thinking' is important. Too much time in either doesn't work for you. On the whole, Bryan, you have confidence in your decision making abilities. Be warned though, that just feeling confident is not enough. Perhaps in your past you remember when you made this mistake and learned from it? Coaching Advice: You should always be able to back up your optimism. Coming out of the gate overly confident or thinking that you can overcome any obstacles during the implementation is great, but you must back up your thinking with evidence-based data. You have to make certain that your decision making can withstand the rigors of a comprehensive after action review process.

Strategically you are extremely competent and enjoy the ins and outs of the decision making process. Much like playing three dimensional chess, your ability to see how decisions will play out in terms of risk/reward, cost/benefit, and the return on the investment of resources, effort, and time is far above that of others. In times of hardship or crisis, you can look at the practicality of decisions extremely well. You usually consider all outcomes when you make a decision as they relate to relationships, people, the team dynamics, even down to the organization's culture. But be warned, thinking too deeply about all the ramifications and consequences of decision making can drive you crazy! This is an imperfect world and you will never be able to get all the moving parts into something that works for everyone, every time. Don't drive yourself insane trying to please everyone.

Bryan, you like controlling the outcome of your decisions if you can.

If you can't, you will work diligently to get ever-increasing levels of authority so that you can control the outcomes better.

**Beware:** Some people may view this as power grabbing, while others may think that you are the type of person who operates with a hidden agenda. To avoid this perception, make certain you open up your lines of communication whenever you have the urge to use this tactic.

Now let's explore how biases affect decision making.

Because of your mid-to-high Influence score you have a tendency to make decisions based on emotions. This doesn't mean that you don't use logic, too. What is important about your Influence Factor elevation is that the emotional or instinctive 'gut feeling' is highly tuned in your makeup. It has a lot of sway in your decision making process. How you feel about a decision will typically dictate your course of action. If it doesn't 'feel right' you most likely will dig to find out why before moving forward. This sense of intuition has served you well and probably kept you and your team out of trouble.

**Beware:** This thinking is typically caused by the Actor-Observer bias, in which you as the actor, make decisions based on the situational factors you are experiencing in the scene of the play (your life right now). This can lead to illogical decision making.

**Coaching Advice:** Understand all of the view points. Use the Perceptual Prism Model to look at the decision, its motives and consequences, through every Perceptual Position. Also make certain that you study the components of the Rational Decision Making Process and use this in a logical manner whenever you face important decisions. This will help you make the best decision possible based on your information.

Your ability to balance fact-finding and decision making helps you when it comes to a bias used in decision making called Anchoring. Anchoring happens when a person puts too much emphasis on one piece of information or a small subset of data. Your equilibrium between understanding the details and seeing the big picture helps keep you from using this bias. A word of warning though: Your balance in decision making can be a blessing or a curse. You may be susceptible to going too far either way when making a decision, so be prepared to regulate yourself and make sure you are not focusing too much on either the little details, or the big picture. Keep a healthy balance between the two and this will continue to help your decision making process.

When it comes to biases, you have a tendency to use the Ambiguity Effect. When faced with a decision, you will naturally tend to take the option in which you know there is a favorable outcome. By doing so, you immediately neglect options that might be correct; instead siding on the path of what you think you know is right. Utilize your natural strategic inclinations to take calculated risks.

You have a tendency to try and make your position or view be seen in the best possible light, sometimes at the cost of overlooking key facts or details. Conveniently failing to notice certain details can undermine successful decision making for obvious reasons. Be mindful of this when making decisions and understand how the Perceptual Prism works. Learn to, when appropriate, make decisions from the 3rd Perceptual Position, which is the objective position.

Risk is an important element of decision making. When taking risks, you wisely put stock in what the people around you say. Bryan, you will typically make your decision taking into consideration what the group thinks is right. This will have a lot of weight. It is a tendency toward Group Think. A word of warning: Though you don't always listen to the group when taking a risk, your mid-to-high range Influence Factor will typically take over some of your decision making prowess. In this regard you are susceptible to peer pressure and Group Think, especially from those you respect or want to please.

**Coaching Advice:** Be careful and learn to dial down your Influence when facing decisions. The majority is not always right. Bear this in mind and give it equal weight.

You like to take the occasional risk since you have a good deal of optimism. This serves you well but as a word of warning be careful how much you solely rely on your gut when making decisions. It is important to make calculated risks that were determined by understanding all of the different scenarios and details involved. Only then can you take the right calculated risk during the decision making process.

**You like being sure your information is correct before you make a decision.**

Risk taking is not something you tend to enjoy or seek out. It doesn't mean that you won't take a risk, but when there is no other option you will take an acceptable or calculated risk. It is important to understand that calculated risks can lead to greater success for you and your team.

You typically like to take risks, although you can hesitate if the risk is large enough. It is important to understand your own capacity and tendencies when taking risks. Continue to strike a wise balance between taking risk or not as this will serve you well.



Bryan, in this segment, we look at your predilection in the area of teambuilding, team interactions, and teamwork.

By exploring your behavioral inclinations, you can effectively develop an understanding of the proper procedure for conducting team projects and meetings. You can think about your efforts as a team leader and team player with a goal of making the best use of your natural talents. As you can easily appreciate, team morale and cohesiveness depend on people's behavior.

Bryan, you are open to new ideas and can fit them into your plans if they are a good addition. You are able to analyze the input from your team without closing off the current status quo to changes. This is beneficial as a leader so long as you do not wait to hear everyone's input before making a final decision. You have to know where to draw the line depending on the RA<sup>2</sup> parameters for the given task or project.

During negotiation, Bryan, you can come out as a shining star if given the opportunity. You are a natural during negotiations. You are able to facilitate discussions with your team members as well as the opposing side as you work towards decisions. You can be an excellent peacekeeper. Others tend to trust you because your level of influence is almost always appropriate for the situation.

**Coaching Advice:** With your elevated Influence Factor, you should avoid using positional power. You are naturally skilled at building relationships. Personal power will gain far more for you as a leader because it will help you establish deeper relationships with your team, thereby creating a more cohesive team unit.

Your team knows that you are dependable and you will help them accomplish the task. This helps build relationships and leadership currency, but it may distract you from other job responsibilities. You can't always be helping others – you need to learn how to manage them. This means identifying what authority the individual has beforehand, and what the communication guidelines are so that you don't become immersed in tasks that aren't your responsibility. As a leader, you must become more of a supervisor than an accessory. Use your dependable nature to manage delegation effectively, not to do the work yourself.

One important thing to understand about yourself: You might feel a certain compulsion to be both direct and directive when talking about your goals. One of the warnings we make sure we give Elevated 'D' individuals is to make sure they understand their need to talk at length about their goals. Your elevated 'D' behavioral trait is often compulsive in this arena. The implication of this behavior can have a detrimental effect on a team if not monitored properly. On the plus side, talking at length about goals and precisely how to deliver them sets clear expectations and gets everyone on the same page. This can be highly desirable, but if this trait goes too far, it can be described as micro-management. A healthy balance is the key in making sure this trait is always a strength. Self monitoring and leaving yourself open to constructive feedback will curtail potential negative consequences of this type of behavior.

Your approach toward teamwork does not focus on creating a structure that everyone must stick to.

You tend to be more flexible and allow other people to change the flow of discourse or priorities. With that said, you still need to have an internal structure and knowledge of what your responsibilities are if you are to work effectively. If a leader does not provide you with this information, you tend to focus on your own priority list.

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A high level of interaction and communication between team members helps motivate you.

You like keeping on track with everyone's progress. You find that teams are more productive when you have an avenue of communication with all members of the team, rather than going through one person. You perform well on any team that carries this philosophy.

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As a dependable force for your organization, you look out for everyone and help others to reach their goals.

Helping others gives you a sense of fulfillment and you believe the workplace would be a better environment if people cared more about what they could help others with rather than what they could take from others.

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You are insistent on talking about the when, why, and what's of the goals the team is charged with as well as how you are going to get your objectives accomplished.

**Coaching Advice:** Make certain that you listen to yourself when you talk about your goals and plans. You might find that you are telling too much, explaining too much, and/or not being flexible enough in how you want your goals carried out. Even worse, you might be repeating yourself and annoying people.

The **Team Commitment Contract** activity will help you build trust and leadership currency with your team. All you have to do is define what a few components mean for you and your team.

## **Team Commitment Contract**

Define the following terms for you and your team.

- Physiological Safety
- Psychological Safety
- Support
- Education (Growth & Learning)
- Fun (Enjoyment & Satisfaction)

## **How will this help you?**

Take the following questions into consideration when deciding how you would like to use this contract.

- What does the contract mean to your team?
- How would the Team Commitment Contract be demonstrated?
- How would an ideal Team Commitment Contract assist you and your team?

This section focuses on the feedback process.

You will always be on one side of the spectrum - either **giving** or **receiving** feedback. Both of these areas require your DISCflex™ Factors to be more neutral.

**Giving feedback** follows a process of motivating yourself to give someone feedback, thinking through what you are going to say, looking through the perceptual prism of how the other person will perceive the feedback, and finally sticking to the structure of the feedback process.

**Receiving feedback** is another process in itself. This requires you to remain neutral as you receive the feedback. After you receive it, think about the good intentions of the person who gave it to you, think through why they gave it to you and what it means, create a structure based on the new expectations from the feedback, and finally motivate yourself to accomplish these new goals. If you can properly follow the feedback process for giving and receiving feedback, your rank in your organization will inevitably rise.

Let's start with your Steadiness Factor.

You tend to think through the feedback you will give so much that you actually advise yourself against bringing it up to the person that needs it. Whether this is out of fear or second guessing whether you are right to provide this feedback, it can actually paralyze you into letting that other person continue in their ways. You must dial down your Steadiness at the beginning of the feedback process so that you make certain you will give this person feedback. Once you are clear in your decision, take some time to think about how to phrase your feedback rather than whether you should even provide it.

The next problem most people encounter when delivering feedback is their level of kindness and friendliness.

In fact, you are great at building relationships. You don't like making enemies in the workplace if you don't have to. If you deliver feedback but haven't fully practiced dialing down your Influence, you could be tempted to hold back from providing critical feedback for an individual because you feel reluctant (perhaps being afraid to negatively affect your rapport with that person). If you make the mistake of withholding feedback, you actually cause greater harm to that person, yourself (because you know that you are not stepping up to the plate!), and the organization.

**Coaching Advice:** Use your Influence Factor appropriately after you deliver feedback to make sure the person understands that you care. That is precisely why you think it is important for them to be given the gift of feedback. Explain that you want to continue your strong relationship and that feedback is an ongoing part of a solid business protocol because it helps people grow. Providing insight through the feedback process stops them from not knowing what can hold them back in their careers. To make yourself feel comfortable providing feedback, simply make sure to remain neutral during the delivery.

Your Dominance Factor influences your feedback style. You have a keen ability to get to the matter at hand and lay all the facts on the table. This allows you and the other person to come to a conclusion about what the next steps are. Your style is generally effective with motivated employees, but you may encounter problems with your apathetic co-workers. You must find out what their motivations are and find some way to deliver your feedback effectively.

**Warning:** If you fail to find a source of motivation, the apathetic employee stands a good chance of ruining a project or team environment. This can cause greatly reduced team cohesiveness and lead to conflict and bickering between co-workers.

Always remember to look back to the feedback process when you need guidance, Bryan. You have a habit of straying from a set structure unless you consciously make an effort to be organized and prepared. This is critical when you are delivering feedback. You must plan your statements ahead of time and think about where the situation will structurally go depending on the other individual's response. Having this planned out ahead of time will allow you to be quicker on your feet during the feedback delivery. Work on the planning stages as you search for the minor contingencies that could affect the outcome. Remember, you want the other individual to learn from your feedback, not become defensive and hostile because of it!

Now that we have discovered how we deliver feedback during the feedback process, let's look at how we receive feedback. This skill set can be even harder because it all depends on how much our ego gets in the way. You consider people insincere when they give you advice that attacks your character in any way, shape, or form. Your steadfast personality may cause you to become passive aggressive toward individuals that you believe provided you with unthoughtful or disingenuous feedback. Mind yourself when you get in this mode and try to use Noble Intent to determine what possible good this person could be trying to accomplish by bringing up this feedback. Is there any way that the feedback can help you? If so, treat it with good intent and try to learn something. This is a much more positive and beneficial way to live your life. Remember, only you can truly change your behaviors. Make the most of that luxury.

Fortunately, when you put yourself in the proper mindset, you are able to handle the process of receiving feedback very well. Because you are politically adept and have a fairly highly elevated Influence Factor, you read a feedback conversation well. You are skilled and can mask your feelings. You won't let negative emotions show on the outside.

**Warning:** If you become emotionally involved you might outwardly show these negative emotions. Most of the time, however, you understand that feedback is a gift. You often express gratitude for the feedback and try to please the other person by working on what they advised. But, because you are a 'people pleaser' by nature, be careful that you do not take their advice solely at face value. Examine its worth and get advice from a few other sources before making an action plan.



Now we get to the critical part of your ability to receive feedback: **Your Dominance Factor.**

Because you tend to be more fast-paced and independent, you usually know what went wrong in a project or what you need to do next time. That means you get annoyed when another person gives you feedback because you have already moved on from your past mistakes in your mind. When you feel this annoyance growing inside of you as your peer or superior lectures you with a performance review or any type of feedback, take a deep breath and intently listen to what the other person has to say. You may just find a nugget of wisdom that will help you achieve your goals more efficiently and make your work life a lot easier.

The feedback process is critical to your success in the professional world.

You have a tendency to become disorganized in your mind if you don't force yourself to stop for a second and put together a structure. When receiving feedback, have a proper place in your plan to store it and even write it down if you need to remember it. This will help you when you are setting your performance goals and wondering how you can build your role as an expert or leader. Continue to use a reliable structure to keep yourself from falling into a position where you are receiving negative feedback. Remember, you want to receive positive feedback!

Use the chart on the next few pages to answer questions whenever you are coaching someone through the feedback process.

Element	Coachee's View	Coach's View
<b>Feedback Goal</b>		
What is the purpose of feedback?		
<p><b>Why is this issue being raised? Why is this feedback being delivered?</b></p> <p><i>Is the feedback for knowledge transfer, behavior modification, modeling and enhancing a skill set?</i></p>		
<p><b>Analysis phase:</b> (Present State vs. Desired State)</p> <p>1. Where are we today? 2. Where do we want to be when the goal is met?</p>		
<b>Safety</b>		
<p>How will I ensure psychological safety between us?</p> <p><i>Confidentiality, trust, sensitivity between power levels, miscommunication, gender issues, retaliation for poor performance, etc.</i></p>		
What guidelines need to be addressed for physical safety?		

# Feedback and Coaching

Answer the questions in the chart below. If you choose to print this report, use the extra space to write notes.

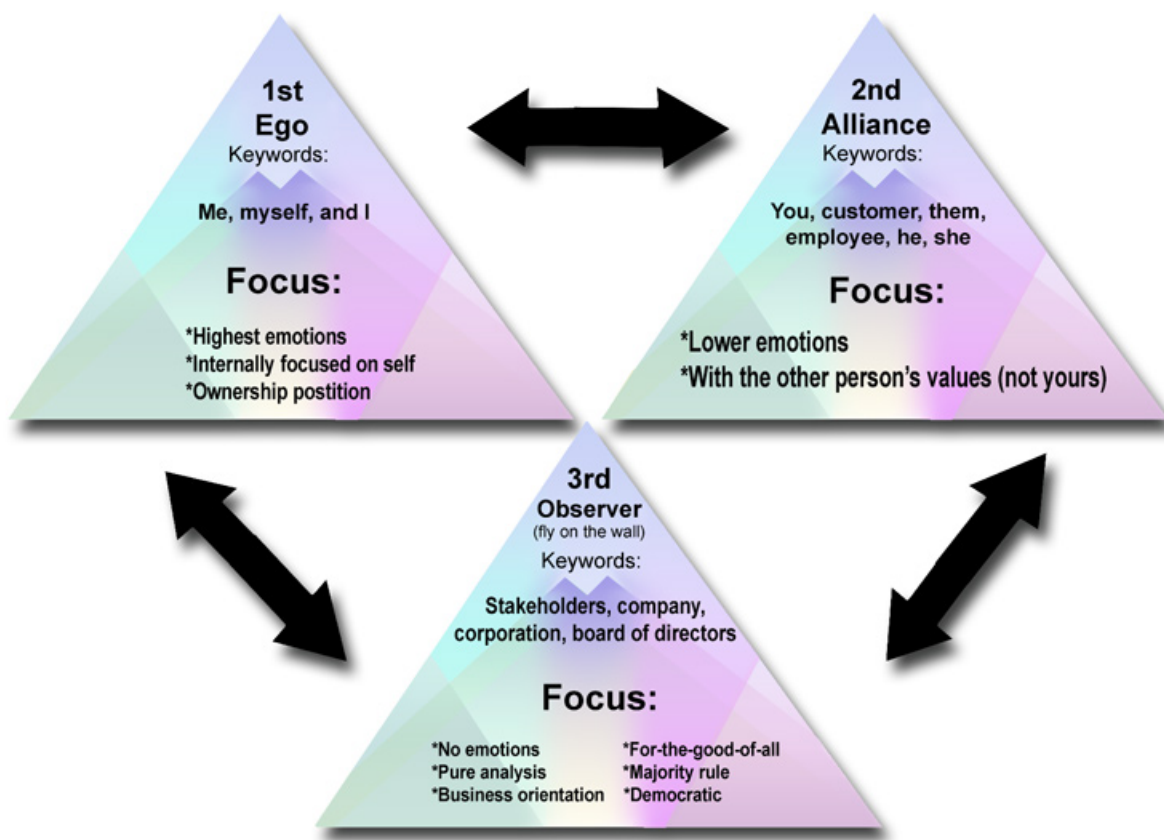
<b>Communication</b>		
When is feedback necessary?		
What will feedback look and sound like?		
What is my communication role in a feedback session?		
What will or will not be permitted during feedback?		
How will we handle issues that might occur due to miscommunication?		
What prompts the need for feedback?		
What are some communication issues that potentially can harm our coaching relationship? How will we ensure these are kept to a minimum or do not occur at all?		

# Feedback and Coaching

Answer the questions in the chart below. If you choose to print this report, use the extra space to write notes.

<b>Measures &amp; Metrics</b>		
How will we measure ultimate success of the feedback?		
<b>Measure of success</b> (transfer of knowledge, skills, behavior patterns, etc.)		
How will we benchmark progress? Specifically what measurement will be used?		
How often should we benchmark progress?		
What are the ways we can move forward from feedback?		
What will occur when expectations are not met after being directed by? <ul style="list-style-type: none"> <li>• From the coach's standpoint</li> <li>• From the coachee's view</li> </ul>		
What are some of the circumstances that might occur that would stop the feedback process?		
<b>Time</b>		
What time parameters are expected for delivering feedback?		
<b>Time element</b> – we should agree to a timeline for growth that we both understand is achievable.		

## Perceptual Prisms Model



This model explains how to try to understand a situation from someone else's point of view.

When you take the role of facilitator, you must attempt to always keep an objective view of the project or meeting. Try to consider all points of view when deciding how to proceed. The three different prisms are as follows:

### 1<sup>st</sup> Person: **Ego**

This is your personal perception. You look through this prism most often, and your emotions are tied closely to it. This prism shows you how different decisions and actions affect you personally.

### 2<sup>nd</sup> Person: **Alliance**

This prism represents how different decisions and actions affect someone other than you who is involved in the situation.

### 3<sup>rd</sup> Person: **Observer**

This prism represents the perception of someone who is not directly affected by the decision or action in question. This is also called the "fly on the wall" position.

You must take each of the three perceptual prisms into consideration whenever you play the role of facilitator.

Bryan, this section deals with your behavior as it relates to participating in and facilitating meetings. Your behavioral style will ultimately affect your propensity to work with a team or move toward your own vision. It will also affect how you lead a team through meetings. What you need to know is when it is appropriate to use each DISCflex™ Factor through the meeting process and how they can help you get more out of any meeting.

**When participating in meetings you prefer to let others do the talking, but will voice your opinion when asked, unless it will lead to confrontation.**

You do not like conflict and would rather play the role of peace maker during meetings. You value cooperation highly and sometimes you think by keeping quiet you are helping your team stay cohesive.

**Beware:** Staying silent when you have something valuable to add to the meeting is extremely detrimental to you and your team. Dial down your Steadiness when this happens so that you can help your team move in the right direction.

You will take charge of a group if nobody else steps up. Inefficiency and wasting time in meetings is what you seek to avoid. It drives you crazy if people talk without making a decision, or fail to put together a plan. When this happens, you'll take the reins. You must make certain to take over gracefully - in a thoughtful way. Perhaps because you know that you have a great deal to contribute as the leader, or you can put the plan on paper, or maneuver through the policies to get the job done. Or, you can see a path forward in a manner that gets things accomplished quickly - or because you realize that the team's main problems stem from poor communication. You tend to have a good balance between following rules and procedures, and being able to get things done in a timely fashion. This helps you in meetings - you are able to adapt depending on what is needed at that given time.

**Coaching Advice:** Understand the needs of the team in the current situation and make a decision based on that. Dialing up or dialing down your Compliance to appropriate levels will help you keep this balance.

In meetings, you are not always forceful, but you make sure you are heard and people listen to your ideas. You feel a strong need to express your opinion and resent not being given the opportunity to. You enjoy challenges during meetings, and are ready to meet them head on and successfully master them. Conflict does not bother you and you feel that sometimes confrontation is needed to stimulate growth in a meeting.

**Word of warning:** Be careful that you don't debate issues just for the sake of debating or because you want your opinion to be heard. Understand when it is best to voice your opinion and when it needs to take the back seat for the good of the team. Dialing down your Dominance can help you achieve this.

You like to be the center of attention and this doesn't change during meetings. You feel energized by the interaction you get in the meetings and are quick to provide your input. Bryan, you like meetings that are upbeat and will typically lose interest when topics drag on for a while. When contributing your opinions you will sometimes do so without thoroughly thinking it through.

**Warning:** Be careful and make sure you think about what you say before you say it. It may seem trivial but it is extremely important during meetings for each team member to make relevant suggestions and thoughtful comments in order for the meeting to move smoothly and efficiently. Dialing down your Influence will help you provide more logical, less emotional, input.

As a facilitator, you are an excellent listener and have a calming influence during meetings.

You look for input from everyone in the meeting and as mentioned before you like to play the peace maker. Having this quality breeds cooperation during meetings but can also lead to a lack of clear direction. Bryan, letting everyone voice their opinion can be good but it can also cause your team to be 'spinning their wheels', never letting you and your team move forward. Dial down your Steadiness to take control of the meeting and establish a clear and explicit direction in which you want your team to move.

As a facilitator you don't always feel the need to stick strictly to an agenda and you enjoy being flexible. Rolling with the punches is not difficult for you when facilitating a meeting and while this can help in certain situations, it can also lead to unfocused discussions and wasted time. Learn to dial up your Compliance when facilitating to make sure your team is sticking to clear boundaries and the meetings agenda.

As a facilitator, you speak your mind and put your opinions into the mix.

You like having the authority to direct meetings and team members and you usually do a good job of this. You expect your teams to work hard during meetings and expect nothing less from yourself. You like to set clear goals during meetings and do not like it when they are not reached. Because you like to speak your mind, you typically don't seek the council of your team as much as you should. Dialing down your Dominance will help you consult with your team when needed.

As a facilitator, you do an excellent job of making each team member feel at ease and important. You like your team members to interact with each other and you support a culture in which ideas are expressed freely and often. You enjoy spirited conversations between you and your team members and, like participating in a meeting, you like to keep your meetings lively.

**Beware:** Make sure that you don't spend so much time interacting and entertaining that you are unable to accomplish the objectives of the meeting. Learn to prioritize and stay focused on your agenda. You must think about the return on the investment of having the meeting in terms of people's time and effort. Dialing down your Influence to an appropriate level will help you do this.



## Self-talk is the cornerstone of your success.

How you speak to yourself inside your head will determine if you pursue a positive or negative course regarding a certain issue. To remain in the positive, you need to know how your behavioral style affects your thought process. Then you will understand exactly how to change limiting self-talk or enhance your internal voice and make it work even better for you.

## You sustain your high level of self-motivation and drive through your self-talk.

Positively reaffirming yourself of your actions and beliefs is essential to moving forward. Without your level of confidence, you would become stuck and indecisive. Please note, however, that the downside of your confidence and self-motivation is that you sometimes move forward through the planning stages too quickly. Your self-talk tells you that you should trust your instinct and move ahead without properly sitting down and thinking it through.

## With your medium high Influence Factor, you walk a fine line between internal and external reinforcement.

This means that you recognize internally when you do a good job and can feel great about that. But, sometimes just giving yourself a pat on the back is simply not enough. You need external reinforcement. This is the mark of an elevated Influence Factor.

**Coaching Advice:** The more you practice building your self-confidence from within, the more external motivation you will find coming your way. It is great that others can help you feel good about your work and encourage you to do more. Just remember that others can't always be there for you. There will be times when you have to take matters into your own hands in pumping yourself up. These are the times where improving your self-talk will allow you to shine even brighter than before - especially in your own eyes - where it ultimately counts the most!

## Now let's look at an important determinant of your self-talk: the Steadiness Factor.

With your Steadiness, you have developed a natural ability to receive input from the world and relate it to your own self-talk. Sometimes this means you will adopt negative outlooks, but you are usually able to latch onto the most realistic, positive attitude you can. Depending on your state of mind, such as being happy or angry, your self-talk will take a wildly different term when you are thinking about strategy and job performance. When you enter a thinking state, try and clear your mind before going further. This will help reduce anxiety and ultimately increase your effectiveness at your job.

Although you do not overly value structure and organization, you do like it as a component of your life. This is especially important when you truly care about something, such as your major job responsibilities. You tend to be more organized when you are being held accountable for a specific task. Your self-talk can help you translate your ability to be structured to your minor job functions. These will typically help you advance your career as people see you excelling even in areas where you are not being tracked. That is the secret of how some people seem to get ahead while others are left behind. You have this natural ability to develop your professional skills further.

**Coaching Advice:** Act on this strength now!

When you feel your Dominance Factor kicking in, make sure that it is guiding you in the right direction.

Depending on your current emotions and attitude, it could lead you down a positive or negative path. Consciously steer your self-talk toward being positive, optimistic, and forward thinking and you will attain more success in your life.

Bryan, you want to take advantage of a natural strength that you possess, you should place a lot of emphasis on the recognition side of forming positive self-talk. During recognition, you will start to realize which inputs going into your subconscious are helping or harming you. Negative self-talk finds faults and problems while positive self-talk finds praise and solutions. With your Elevated Influence, your negative self-talk is likely to be influenced by others who tell you their perceptions of your abilities. Negative input from less positive people has the distinct possibility of then transferring over to your self-talk. The result: You begin to search for confirmation of your own faults. You tilt to the 'can't', 'shouldn't', or toward fear - all negative states of mind. Never succumb to this way of thinking!

**Coaching Advice:** Rework your self-talk in your conscious mind then transfer it seamlessly to your subconscious. In this way, time and again you will positively impact your life.

Your DISC elevation allows you a fairly flexible path between persistence and patience. It's critically important when assessing your self-talk to know which direction you are being led toward. If you are more prone to action at the given moment, your self-talk will likely engage the Persistence Sub-factor. However, if you are apt to wait and think a situation through before acting, your self-talk will focus more on the Patience Sub-factor. Once you figure out when and in what situations you display these characteristics, you will better be able to control your self-talk and allow these factors to work for you when you need them.

Avoid telling yourself that you cannot do something. Sometimes you get thrown into this pattern, especially when a situation did not go the way you planned. Keep in mind that you can only learn by trying and failing. Thomas Edison said that he found 999 ways NOT to build a light bulb instead of saying that he couldn't make it. You must adopt this mindset, especially during those crucial moments when your self-talk is the most vulnerable. Whenever you feel yourself slipping into a negative emotion, make that an anchor for you to focus on your self-talk. Remember, your self-talk guides you through life. Make sure that you are consciously guiding your self-talk.



## What is performance management?

According to the United States Office of Personnel Management, **performance management** is "the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals."

Proper performance management can be tricky, because it involves balancing countless variables. For example, employees thrive in a comfortable environment, but if it is **too** comfortable, they may produce sub-par work. This report aims to help you improve your performance management skills.

## Let's take a look at some of your current tendencies:

You prefer having the team members interacting and talking things out, brainstorming and putting ideas on the table. You have seen amazing ideas come out of the brainstorming process.

With that said, you also have a natural tendency to understand the different perceptions around a team. This insight allows you to find the motivators and stressors of your team members, which makes you better able to manage them.

You rely more on other variables than keeping yourself to a specific structure. You find that flexibility in this regard allows you to better combat those obstacles you face.

Because your Dominance Factor is higher than average, you are more than able to set direction, vision, or purpose for a team. Laser-like focus is a highly desirable attribute. You have the innate ability to see the result you want and drive consistently toward that end.

## **1. Keep a stronger structure around your responsibilities.**

You should track your tasks with appropriate metrics and authority guidelines that you obtain from your superiors. This way you will be able to exceed expectations.

## **2. You need to place your ability to read synergy levels within a team to better use.**

Concentrate on finding the motivators and stressors that help others become more efficient, thereby making you a stellar leader.

## **3. Because you generally are willing to put in extra effort to help your team, you often open up the door for people to take advantage of your kindness.**

Remember that managing others does require a bit of stern discipline, while still offering a helping hand.

## **4. Hold yourself back from jumping into action when unexpected delays occur.**

Make it a habit to look at the root cause of the problem before you propel yourself and others into action.

- 1. Start by learning to discern situations in which you should dial down your Dominance to a level appropriate for leading teams.**

Highlighting these events will allow you to monitor and potentially change your response to reach the desired outcome specifically by using your Dominance Factor.

- 2. Attach firm authority guidelines to your responsibilities to discipline your highly elevated Dominance Factor.**

You need to understand, especially when managing others, where the solid and dotted line responsibilities fall and how to effectively measure the results.

- 3. You need to understand how your pace affects your leadership capabilities.**

You need to mark down times when your steadfastness interrupts your ability to change your way of thinking about a situation. The best leaders know how to adapt to shifting environments, which is something you still need to work on. Center around this as you continue to seek out goals in your action plan.

- 4. Match your expectations with measurements of how to achieve them.**

This requires setting specific measurement goals and holding yourself to quality standards. Dialing up your Compliance will help you reach this valuable leadership quality.

## RA<sup>2</sup> Interface Alignment

Name, Position  
or Project Title:

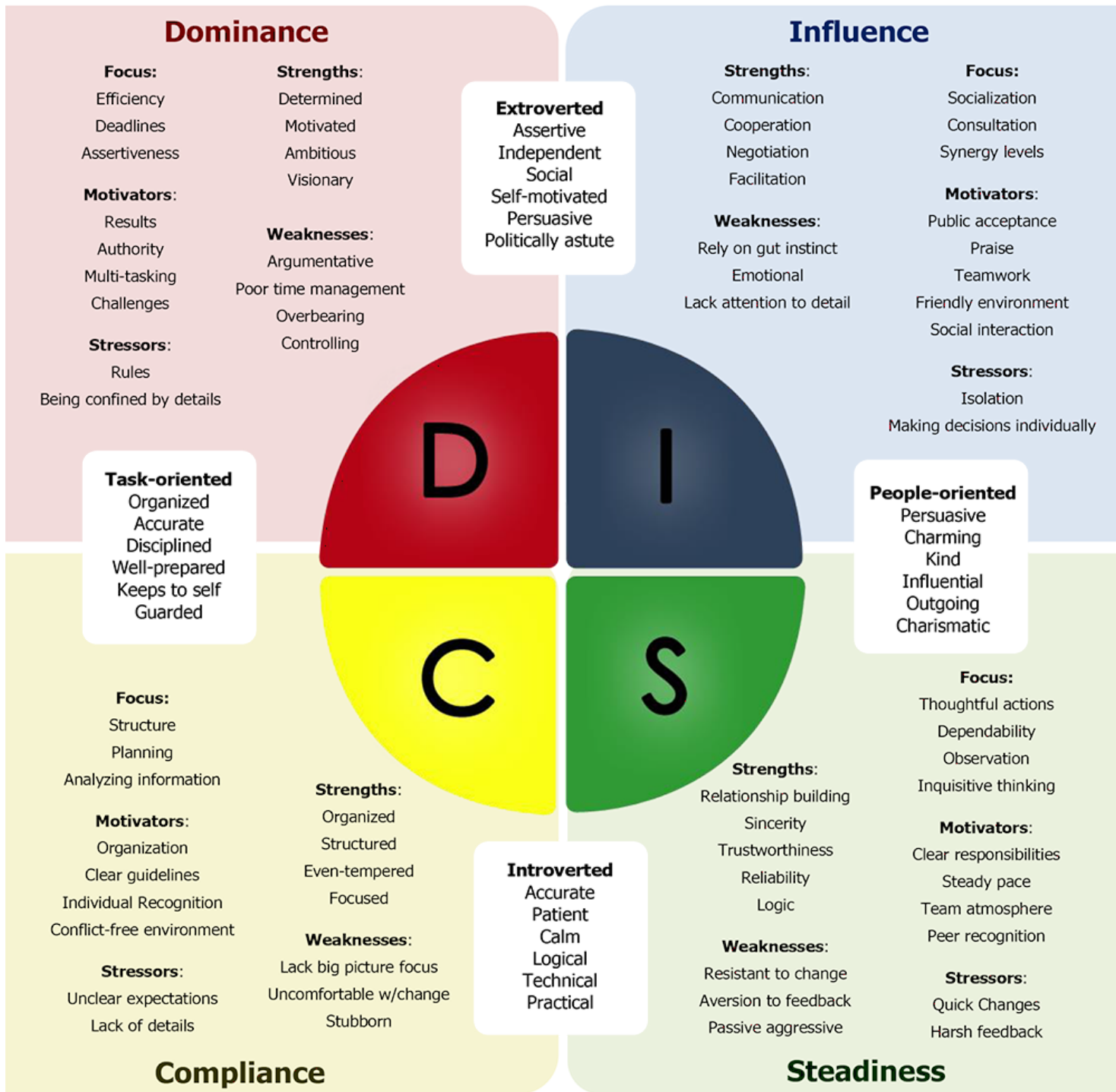
Responsibility	Responsible Party	Person Accountable to	Accountability	Authority Parameters	Due Date	Project Lead	Communicate & Inform

The RA<sup>2</sup> Interface is a tool that you can use to improve your performance management skills. These charts help you document **who** is responsible for doing **what**, **when** it must be completed, and **how much** authority they have.

This method may help improve communication between manager and employee. When the employee completes their RA<sup>2</sup> document, the manager may review it to ensure that they are both on the same page.

You can use this document to outline the tasks for each **person**, **project**, or **position**. Remember to title each document to avoid confusion, especially if you have several similar projects going on at the same time.





	<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Determined</li> <li>Motivated</li> <li>Ambitious</li> <li>Visionary</li> </ul>	<ul style="list-style-type: none"> <li>Social skills</li> <li>Influence &amp; communication</li> <li>Cooperation</li> <li>Negotiation &amp; facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Build strong relationships</li> <li>Sincerity &amp; trustworthiness</li> <li>Reliable</li> <li>Logical</li> </ul>	<ul style="list-style-type: none"> <li>Organized &amp; structured</li> <li>Even-tempered</li> <li>Focused</li> <li>Responsible</li> </ul>
<b>Potential Weaknesses</b>	<ul style="list-style-type: none"> <li>Argumentative</li> <li>My way or the highway</li> <li>Overbearing</li> <li>Controlling</li> </ul>	<ul style="list-style-type: none"> <li>Reliance on gut instinct</li> <li>Insecure</li> <li>Lack attention to detail</li> <li>May let deadlines slip</li> </ul>	<ul style="list-style-type: none"> <li>Resistant to change</li> <li>Dislike giving or receiving feedback</li> <li>Passive-aggressive</li> <li>Possibility to be self-absorbed</li> </ul>	<ul style="list-style-type: none"> <li>Lack big picture focus</li> <li>Uncomfortable with change</li> <li>Confined by procedures</li> <li>Stubborn</li> </ul>
<b>Motivators</b>	<ul style="list-style-type: none"> <li>Results</li> <li>Authority</li> <li>Multi-tasking</li> <li>Challenges</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance &amp; praise</li> <li>Peaceful &amp; friendly environment</li> <li>Working with others</li> <li>Social situations</li> </ul>	<ul style="list-style-type: none"> <li>Clear responsibilities</li> <li>Steady pace</li> <li>Group environment</li> <li>Recognition</li> </ul>	<ul style="list-style-type: none"> <li>Organizational effectiveness</li> <li>Defined tasks/responsibilities</li> <li>Recognition &amp; reassurance</li> <li>Conflict-free environment</li> </ul>
<b>Stressors</b>	<ul style="list-style-type: none"> <li>Inaction</li> <li>Rules</li> <li>No decisions being made</li> <li>Being confined by details</li> </ul>	<ul style="list-style-type: none"> <li>Isolation</li> <li>Lack of communication</li> <li>Making decisions individually</li> </ul>	<ul style="list-style-type: none"> <li>Quick changes</li> <li>Harsh feedback</li> <li>Taking sudden action</li> <li>Unclear communication</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient planning</li> <li>Multi-tasking</li> <li>Not knowing expectations</li> <li>Lack of detail or information</li> </ul>
<b>Communication Style</b>	<ul style="list-style-type: none"> <li>Important information only</li> <li>No idle chatter</li> <li>Big picture focus</li> </ul>	<ul style="list-style-type: none"> <li>Discussing information</li> <li>Talking through options</li> <li>Brainstorming</li> </ul>	<ul style="list-style-type: none"> <li>Prefer meaningful communication</li> <li>Status updates</li> <li>Thoughtful dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Details and logical answers</li> <li>Cover all possibilities</li> <li>Clear expectations</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>Quick to decide &amp; act</li> <li>Comfortable with risks</li> <li>Decisions are based on the big picture</li> <li>Prefer authoritative decisions</li> </ul>	<ul style="list-style-type: none"> <li>Receive feedback from others before acting</li> <li>Rely on gut instinct</li> <li>Prefer to know how others would act</li> <li>Prefer consensus decisions</li> </ul>	<ul style="list-style-type: none"> <li>Prefer practical options</li> <li>Hesitant to act</li> <li>Need contingency plan</li> <li>Prefer ad hoc decisions</li> </ul>	<ul style="list-style-type: none"> <li>Focused on facts rather than feelings</li> <li>Prefers to get all the facts</li> <li>Prefer fact-finding over making the final decision</li> <li>Prefer rational decisions</li> </ul>