

Personal Profile System

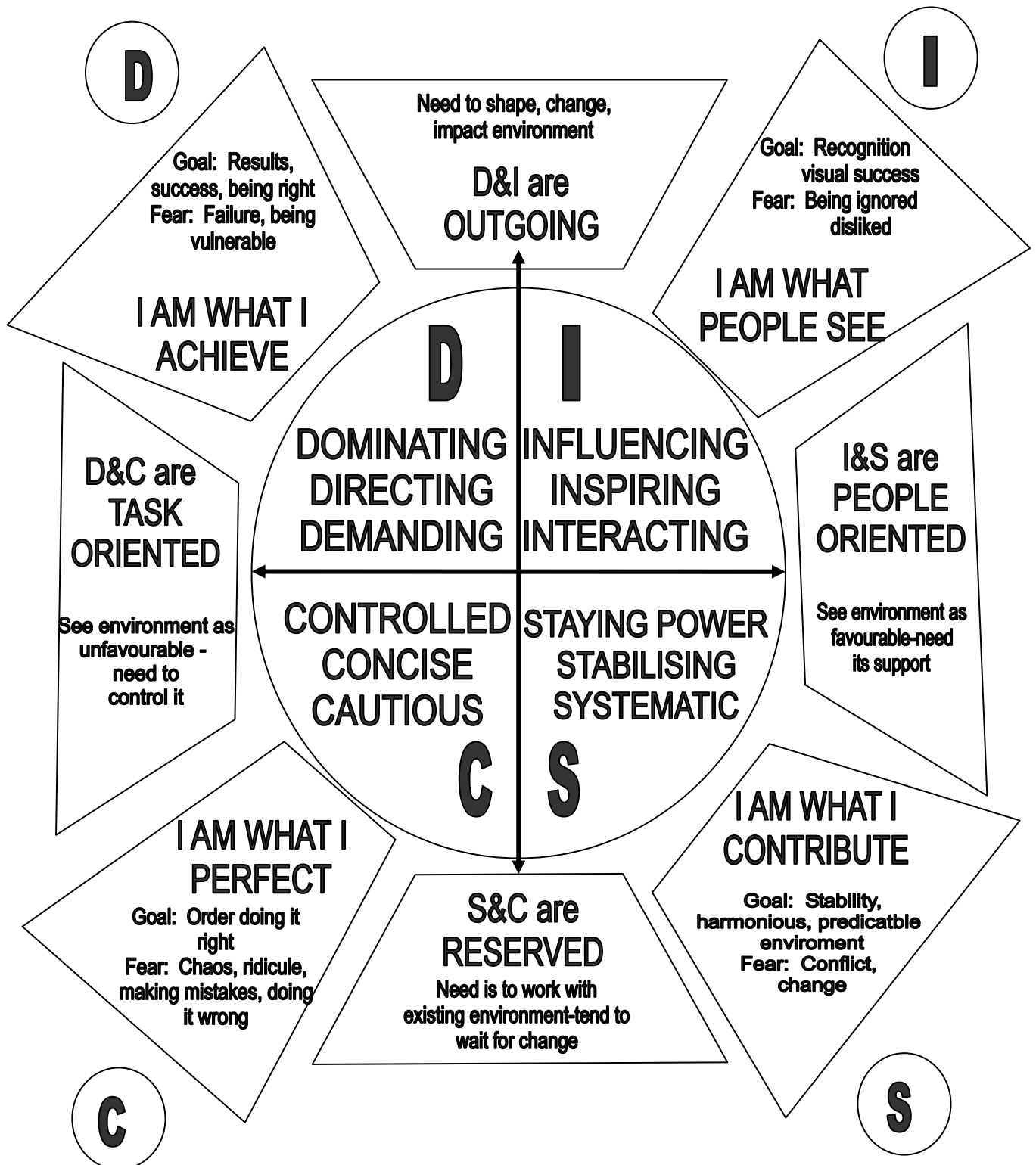
The Personal Profile System is a tool to enhance interpersonal skills and increase understanding of the impact of individual behaviour on team outcomes.

DISC IS NOT:

- An excuse for behaviour
- Offering particular styles to be more right than others
- The basis for judging behaviour to be right or wrong.



Disc Wheel





DISC Strategies

Overall Emphasis

D - Results, success

I - Excitement, prestige

S - Security, stability

C - Quality, the right thing



Building Trust

To build trust with people displaying D tendencies

With them, DO...

- Be clear, specific, brief and to the point
- Stick to business unless they choose to do otherwise
- Present the facts: plan your presentation efficiently
- Ask specific question (preferably, "What do you...?")
- Provide options and give them the choice to make their own decisions from what you outline
- If you must disagree, take issue with the facts not the person
- If you agree, support the results you both want to see achieved, not the person
- Be supportive where possible, emphasise that you want to work with him/her
- After completing your business, depart graciously

Trust Breakers for people displaying D tendencies

With them, DON'T...

- Don't ramble on or waste their time
- Don't try to build personal relations unless they want to do so
- Don't leave loopholes or cloudy issues
- Don't ask rhetorical questions, or useless ones
- Don't come in with a ready made decision and make it for them
- Don't speculate widely or offer guarantees and assurance where there is a risk in following them through
- If you disagree, don't let it reflect on them personally
- If you agree, don't reinforce it with "I'm with you".
- Don't direct or order
- Don't do an "epilogue" bit after finishing



Building Trust

To build trust with people displaying I tendencies

With them DO...

- Plan interaction that supports their dreams
- Leave time for socialising
- Talk about people and their goals, opinions they find stimulating
- Put details in writing
- Ask for their opinions and ideas regarding people
- Provide testimonials from people they see as prominent and identify with
- Offer special, immediate and extra incentives for their willingness to take risks where possible

Trust Breakers for people displaying I tendencies

With them DON'T

- Don't legislate at them, give them a sense of participation
- Don't be cold, they need inclusion
- Don't present too many facts, figures, alternatives or abstractions
- Don't leave decisions hanging in the air too long
- Don't waste time trying to make them task-oriented
- Don't dream with them when you need to bring them back to reality
- Don't stick to the agenda too much
- Don't talk down to them
- Don't be dogmatic or overly rigid



Building Trust

To build trust with people displaying S tendencies

With the DO...

- Start, however briefly, with a personal comment, break the ice
- Show sincere interest in them as people, find areas of common involvement
- Patiently draw out their personal goals and work with them to help achieve these goals, listen be responsive
- Present your case softly, non-threateningly
- Ask HOW questions to draw out their opinion
- Watch carefully for possible area of early disagreement
- Move casually, informally, but with increased clarity
- Provide guarantees that their decision will minimise risks, give assurance that provides them with benefits
- Provide personal assurance with clear and specific solutions with a specific outline for implementation

Trust breakers for people displaying S tendencies

With them DON'T

- Don't rush head-long into business or agenda
- Don't stick coldly to business, don't lose sight of their goals for friendly, steady and predictable relationships
- Don't force them to respond quickly to your objections
- Don't be domineering or demanding
- Don't debate facts and figures
- Don't manipulate or bully them into agreeing because they probably won't fight back
- Don't be abrupt and rapid
- Don't offer assurances and guarantees you can't fulfil
- Don't keep deciding for them or they will lose initiative
- Don't leave them without backup support



Building Trust

To build trust with people displaying C tendencies

With them DO...

- Prepare your case in advance
- Approach them in a straightforward, direct way; stick to business on their terms
- Support their decision-making principles, use thoughtful approach
- Build your credibility by listing pros and cons to any suggestion you make
- Make an organised contribution to their efforts: present specifics and do what you say you can do
- Take your time, but be persistent
- Draw up a scheduled approach to implementing action in a step by step manner
- Assure them that there won't be any surprises
- Give them time to verify reliability of your actions and consider their options
- Timetable critical components in the plan and their significance for desired results
- Be accurate and realistic
- Provide solid, tangible, practical evidence

Trust breakers for people displaying C tendencies

With them DON'T

- Don't be disorganised
- Don't be too casual, informal, loud or abrasive
- Don't rush their decision-making process unless they prefer
- Don't be vague about what's expected of either of you
- Don't fail to follow through
- Don't leave things to chance or luck
- Don't depend on the testimonies of others or unreliable sources
- Don't use opinions as evidence, focus on performance and logic
- Don't push too hard or be unrealistic with deadlines



DISC in Teams

D Style

Natural Positive contribution

- Good at establishing outcomes and goals
- Moves things along
- Can take charge and organise things and people

Potential Negative Contribution

- Black and white thinker. Views things as right or wrong
- Can arrive at a meeting with an already formed view and use the meeting to persuade others to adopt it
- Sometimes dismissive or inattentive of other peoples contribution
- Easily bored by implementation detail
- Assumes change is always a good thing



DISC in Teams

Presented by:  mindsetmatters
group

I Style

Natural Positive Contribution

- Good team ambassador
- Plentiful new ideas. Thinks easily outside the square
- Lightens proceedings. Breaks the ice and the tension

Potential Negative Contribution

- Can take a group away from a practical solution by continually throwing in new angles or ideas
- Tendency to occupy a large proportion of time
- Easily over-commits and then is unable to deliver
- Can overlook key details



DISC in Teams

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S Style

Natural Positive Contribution

- Conscious of all team members and their feelings
- Good on the “How to” side of following a decision through to its implementation
- Works to create a harmonious team and to lessen conflict
- Down to earth and practical

Potential Negative Contribution

- Can pour oil on waters that need to be stirred up and resolved poorly
- Becomes bogged down in procedures. Can lose sight of the overall objective
- Will sometimes not be forceful enough with a valid view or contribution. Finds differing difficult
- Favours continuation over change



DISC in Teams

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C Style

Natural Positive Contribution

- Objective and critical thinker. Not swayed by emotion. The voice of reason
- Picks up on any lack of logic or flawed reasoning
- Observant and perceptive. Able to pull together the major threads of a discussion

Potential Negative Contribution

- Will tend to under-contribute, despite having valuable ideas
- Can be overly negative and critical of new ideas, quashing thinking before it has truly developed
- Avoids group activity and does not always communicate intentions, thoughts and work in progress
- Desire to ensure every eventuality has been covered, can stifle the teams ability to make a decision



Meetings

D

- Appear in a rush-waste no time
- Get bored quickly – try to move things on
- Talk about results – skip details
- Make very fast decisions
- May not necessarily talk a lot, but when they speak they impact
- Come to meetings with views of their own

I

- Talk more than anyone else
- Appear at ease with strangers
- Are usually enthusiastic, or at least open about new ideas
- Over commit themselves

S

- Make an effort to be friendly and make them feel at ease
- Looks to others for solutions, don't initiate ideas
- Are concerned about risks
- Expect established business procedures and systems
- Are tight with money
- Like to consult with colleagues
- Are nervous with authority

C

- Are reserved and formal
- Can be quite cutting in their questioning
- Will not make immediate decisions
- Demand guarantees and references, agendas
- Expect formal procedures
- Speak little, but when they speak they usually show good perception and can sum up a situation



DISC Strategies

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Presentations

D

- Start with results, benefits
- They won't be won in 5 minutes
- Don't dwell on details
- Are impatient with fumbling

I

- Are impressed by a glossy production
- Make them feel important through special touches
- Allow them to take the floor
- An enthusiastic response does not necessarily mean future business or commitment

S

- Be low key, friendly and informal
- Lay out step by step procedures (how it will be done)
- Draw out objections
- Go for safe ideas

C

- Have detailed research available
- Don't charm or hype or be pushy
- Explain the logic behind choices and suggestions
- Get details right



DISC Strategies

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Time

D

→ Are usually good with time. Run very tight schedules. Could be late, but don't ever be late yourself

I

→ Bad with time. Usually late and would not object to you being a bit late, unless it implies that they are not good enough.

S

→ Time problems come from over committing themselves. Will feel very guilty if they are late. Will say its fine if you're late but will resent it(they don't care about me!)

C

→ Expect meetings to start and end on time. Punctuality equated with formality and doing things right



DISC Strategies

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Telephone

D

→ Be brief – don't waste time

I

→ Allow plenty of time

S

→ Be friendly and unthreatening – don't introduce change unexpectedly

C

→ Avoid if possible – they prefer things in writing. Don't expect important decisions on the phone



General Communication

- D** → Contact only when necessary. Don't fill in on small details

- I** → Wine and Dine. Special events. Recognition for a good idea or their contribution to a successful plan

- S** → Reassurance calls – don't ignore them. Contact often and ferret out any disagreement

- C** → Formal communication is best. Use letters and agendas



Suggested New Thinking Patterns for Different DISC Styles

The D Drive

- The world is not a battle ground
- There always more than one solution to any problem. Therefore there is at least one other than my own
- An 80% solution that has everyone's commitment can be made to work better than my own 100% solution that nobody is behind
- People can survive and even flourish without my input
- Quality, process and relationship are equal in value to results
- It is OK to admit to myself and others that I don't know and to ask for help.
- People respond well when I am not perfect

The I Drive

- It is not necessary for me to talk in order to be appreciated. I will not be overlooked
- What other people think of me is their own affair
- Respect is earned primarily through keeping one word – it is OK to say no to something if I feel I will not be able to keep my promise
- When people do not recognise my worth, it is probably because they are not good at acknowledging others. It is not a confirmation of my unworthiness
- There are many reasons why people might appear to ignore me – most of them have nothing to do with who I am



Suggested New Thinking Patterns for Different DISC Styles

The S Drive

- It is Ok to say no sometimes and to put myself before others
- My feelings of not being good enough are an elusion – when I stop thinking that way it will cease to be true
- Conflict can be constructive – it clears out feelings that are otherwise bottled up that can turn sour
- The more secure I feel with who I am, the safer it becomes to live in a changing environment
- Change gives me the opportunity to find inner resources that I didn't know I had
- Real security comes from knowing I can survive without things
- There are times when taking the hard line is kinder than being too accommodating
- Sometimes it is better to start afresh rather than further reviewing existing systems

The C Drive

- It is OK for me and others to not be perfect
- Making mistakes is a necessary part of the learning process
- When I let go of control in my environment, things work out much better than I expected
- People don't ridicule me when I take risks – they respect me for putting myself on the line
- 95% perfect on time is often than 100% PERFECT TOO LATE
- My ability to observe and assess is of more value to myself and others when I communicate my findings