

Frontline Management: Leveraging the Strengths of Your Style

Prepared exclusively for:

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Welcome to Frontline Management: Leveraging the Strengths of Your Style

All people have natural strengths that they can call upon when managing others. When we embrace those strengths, we become the kind of leaders who inspire others to great accomplishments.

Notes:

Session Goal

Our goal is to recognize our unique styles and get a better sense of how we approach the management role so that we can

- Become aware of our natural management tendencies
- Discover how other people might perceive our management styles
- Learn to play to our strengths as managers

Notes:

The Process

Using the DiSC[®] model, we will

- Understand different management styles
- Explore specific management strengths and challenges
- Discover what others see as your strengths and challenges
- Create an action plan for leveraging strengths

Notes:



Picturing the Ideal Manager

Goals

- Develop a picture of your ideal manager.
- Discover that people have different ideas about what makes a good manager.

We have all had at least one manager with whom we really enjoyed working. Most of us can probably also think of a difficult manager we would avoid working with ever again.

But your best manager might be someone's vision of the worst, and your worst could be someone's ideal.

Recognizing what is perceived as "good" and "bad" by others gives us a place to start when considering how we may need to adjust our management approach.

Notes:

My Worst Manager

Think about the worst manager you have ever had. Write down the person's typical behaviors – what he or she did and said – that earned him or her “worst manager” distinction for you.

Notes:

My Best Manager

Think about your most beloved manager. Write down the characteristics that made this person an ideal manager for you.

Notes:



Walking Through the DiSC[®] Model

Goals

- Understand your characteristics in a new way.
- Recognize that you have common traits with different groups of people.
- Discover the basics of the DiSC[®] model.

We know that people come in all different shapes, sizes, and colors. Most of us would also agree that people have different tastes and preferences, even if they're not obvious.

We often dwell on these differences, to the point that we sometimes believe that nobody feels or thinks the way that we do. Or we may believe just the opposite, which is that differences are so slight that everybody, at their core, feels or thinks just like we do.

Is it possible that the truth lies somewhere in between?

Notes:

How You See Yourself

Active	OR	Thoughtful
Fast Paced Assertive Dynamic Bold		Moderately Paced Calm Methodical Careful

Notes:

Questioning	OR	Accepting
Logic-Focused Objective Skeptical Challenging		People-Focused Empathizing Receptive Agreeable

Notes:

Finding Similarities

Take notes on your group's discussion:

Why did you choose to stand with the descriptions that you did? Give examples of your behavior that is Active, Thoughtful, Accepting, and/or Questioning.

My Group is:

Active and Questioning

Thoughtful and Questioning

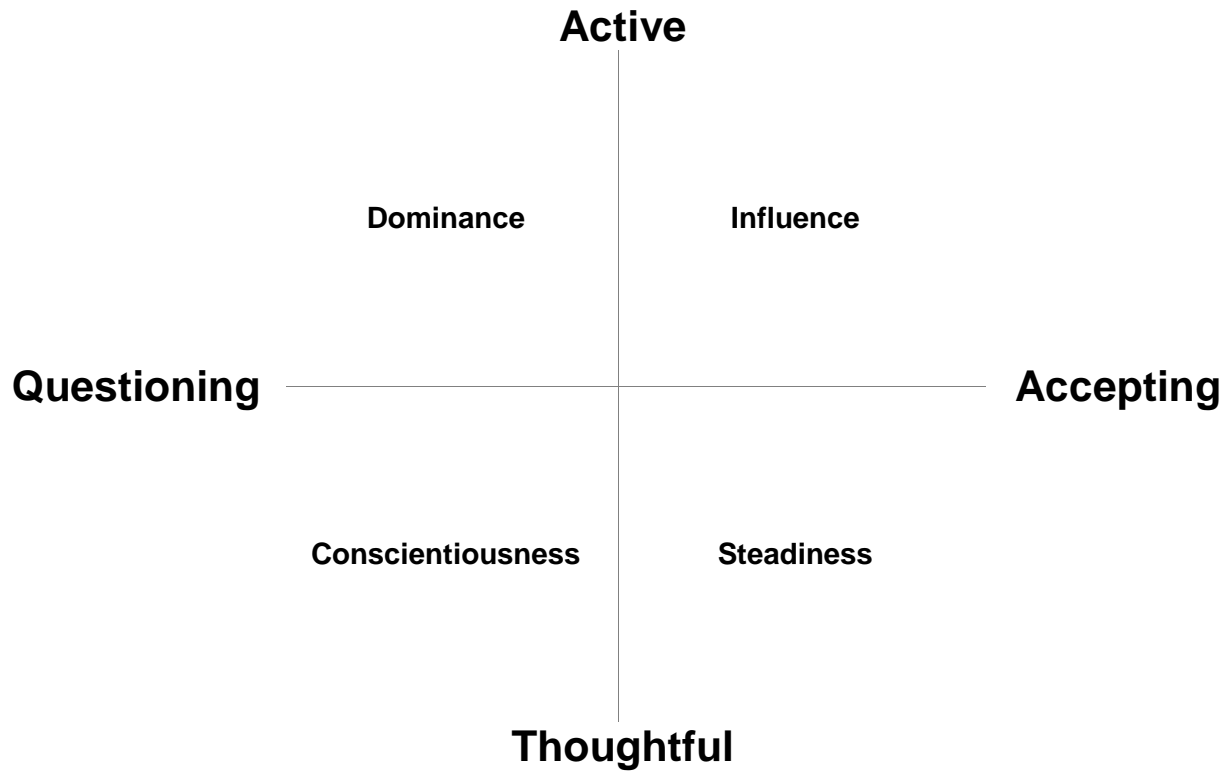
Active and Accepting

Thoughtful and Accepting

Notes:

Discovering DiSC®

DiSC® is a system that helps you to see the similarities and differences among people. By looking at the combination of your behavioral preferences, you can better understand yourself and your relationships with others.



Notes:



Understanding the DiSC[®] Management Styles

Goals

- Discover the four DiSC[®] management styles.
- Recognize the characteristics, strengths, and challenges of each management style.
- Understand how the extremes of each style might be perceived by others.

We often assume that everyone approaches their role as a manager in the same way. However, we each have unique approaches to management, grown out of our unspoken expectations, personal needs, strengths, and challenges.

Notes:

D Management

Video Notes:

Similarities to managers you've had:

--

Similarities to the way you have managed:

--

Discuss your impressions of the high-D management style:

What strengths have you seen in "D" managers you've known? What challenges?

--

What "D" characteristics might be true of your management style? Can they be perceived negatively by others?

--

Are there any "D" characteristics you would like to adopt as you develop your management style?

--

i Management

Video Notes:

Similarities to managers you've had:

--

Similarities to the way you have managed:

--

Discuss your impressions of the high-i management style:

What strengths have you seen in "i" managers you've known? What challenges?

--

What "i" characteristics might be true of your management style? Can they be perceived negatively by others?

--

Are there any "i" characteristics you would like to adopt as you develop your management style?

--

S Management

Video Notes:

Similarities to managers you've had:

--

Similarities to the way you have managed:

--

Discuss your impressions of the high-S management style:

What strengths have you seen in "S" managers you've known? What challenges?

--

What "S" characteristics might be true of your management style? Can they be perceived negatively by others?

--

Are there any "S" characteristics you would like to adopt as you develop your management style?

--

C Management

Video Notes:

Similarities to managers you've had:

--

Similarities to the way you have managed:

--

Discuss your impressions of the high-C management style:

What strengths have you seen in "C" managers you've known? What challenges?

--

What "C" characteristics might be true of your management style? Can they be perceived negatively by others?

--

Are there any "C" characteristics you would like to adopt as you develop your management style?

--



Identifying Your Management Strengths and Challenges

Goals

- Discover the characteristics of your DiSC[®] management style.
- Recognize which areas of management represent your strengths and which present challenges.

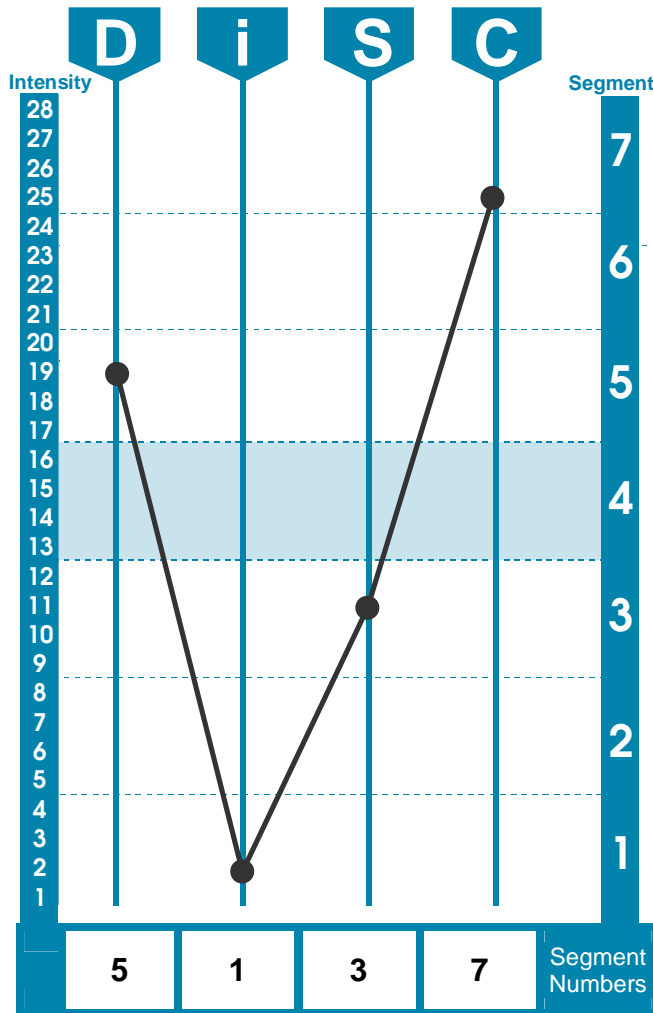
Effective managers are those who are able to adjust their management approach to meet the needs of different types of employees.

Notes:

Your DiSC® Graph

This is your DiSC® graph, which shows your scores on each of the DiSC styles based on your responses to the prework. The highest point on this graph represents your primary DiSC style. You may have more than one primary style.

The combination of your four DiSC scores offers insight into your behavior.



- D Active & Questioning:**
direct, competitive, and strong-willed

- i Active & Accepting:**
enthusiastic, sociable, and lively

- S Thoughtful & Accepting:**
accommodating, patient, and even-tempered

- C Thoughtful & Questioning:**
private, analytical, and task-oriented

Write down words that describe your primary style or styles:

How You Manage When Communicating

Communication is essential to maintaining harmony and a smooth workflow on a team or in a department. The list below gives a description of how people with your DiSC[®] style tend to communicate as managers. Put checkmarks by the statements that seem to describe you well.

- Tends to be systematic in communications, using logic and data to persuade
- Tends to use formal, written communication, documenting discussions
- Prefers a reserved, impersonal, business-like approach in oral communications
- Tends to avoid discussion of personal information or socializing in the work environment
- May be perceived by others as cold, detached, and uninvolved
- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- May be perceived as blunt, cold, or uncaring

How You Manage When Delegating

You can't possibly do everything yourself, all the time. The list below gives a description of how people with your DiSC[®] style tend to delegate as managers. Put checkmarks by the statements that seem to describe you well.

- Tends to give specific, detailed instructions for assignments
- May do important work self so that can be sure that it will be done correctly
- May have difficulty finding people who meet standards
- Tends to monitor progress and results closely so that others may feel under inspection constantly
- Prefers working with people who share high standards and commitment to quality performance
- Tends to delegate to others the responsibility for follow-through on details
- May be so non-specific and results-oriented in assigning tasks that others have difficulty finding out how to do it
- May have difficulty delegating authority to go with the responsibility because wants to maintain control

How You Manage When Directing People

Finding the balance between micromanaging and becoming an absentee leader can be difficult when it comes to directing others. The list below gives a description of how those with your DiSC[®] style tend to direct people. Put checkmarks by the statements that seem to describe you well.

- Tends to be impersonal, precise, and factual in directing people, by focusing on what needs to be done how, why, by whom, and when
- May prefer to give assignments in written, formal communications, requesting specific feedback in response
- Tends to control the work produced in the environment, checking on quality by frequently questioning people
- May have difficulty with people who resist close supervision
- Tends to tell people what to do in a forceful, direct manner
- Likes to control the results
- May be so direct and forceful that people have difficulty asking questions, clarifying understanding, and pointing out potential problems

How You Manage When Developing People

Grooming people so that they can achieve their full potential is one of the hallmarks of an effective manager. The list below gives a description of how those with your DiSC[®] style tend to develop people. Put checkmarks by the statements that seem to describe you well.

- Tends to prefer a systematic, comprehensive approach to training, with competency requirements specified and assessed
- Sets high standards for performance and may become critical, impatient, and demanding
- Tends to provide resources for on-going training and skill development
- Tends to put people to work right away believing that "hands-on" involvement on the job is the best way to learn
- Prefers self-initiating, self-directed learners and tends to be impatient with having to provide instruction
- Values practical experience highly

How You Manage When Decision-Making

Just as different people often come up with different conclusions, the process through which they reach their decisions can vary greatly. The list below gives a description of how people with your DiSC[®] style tend to make decisions as managers. Put checkmarks by the statements that seem to describe you well.

- Tends to be a careful decision-maker, gathering information and assessing possible risks before making decisions
- May want to defer risky decisions to higher levels of authority or at least get approval
- Tends to be quick, decisive, independent, and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May fail to consider long-term consequences and fail to include all factors in complex situations

How You Manage When Managing Time

Try as we might, we can never create more time, so it has to be managed wisely. The list below gives a description of how people with your DiSC[®] style tend to manage time as managers. Put checkmarks by the statements that seem to describe you well.

- Follows a systematic approach, taking pride in finding unique, efficient techniques that produce high quality results
- May be critical of others who do not use a systematic approach
- Tends to have high standards and may spend more time gathering information and perfecting results than is justified
- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share sense of urgency or work at the same fast pace

How You Manage When Problem-Solving

In many ways, the essence of being a good manager is solving tough problems. The list below gives a description of how people with your DiSC[®] style tend to solve problems as managers. Put checkmarks by the statements that seem to describe you well.

- Tends to use an analytical approach to solving problems, considering many variables in developing the solution
- May be very effective in solving complex problems but may spend too much time analyzing simple problems
- Tends to use information systems to anticipate problems
- Tends to want the perfect solution and may lose sight of other realities such as deadlines
- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of impatience and desire for immediate solutions

How You Manage When Motivating Others

Everyone wants enthusiastic employees, but there are different ways of achieving that goal. The list below gives a description of how those with your DiSC[®] style tend to motivate others. Put checkmarks by the statements that seem to describe you well.

- Provides specific information on what is expected and specific feedback on performance, stating the logical benefits of working for this organization
- States factually why the person is of value to the organization
- Tends to create competitive challenges
- Sets short-term goals and recognizes achievement of results

Your Strength and Challenge

Select one of the eight categories from the previous pages that you feel is your greatest strength as a manager:

- | | |
|--|--|
| <input type="checkbox"/> Communicating | <input type="checkbox"/> Decision-Making |
| <input type="checkbox"/> Delegating | <input type="checkbox"/> Managing Time |
| <input type="checkbox"/> Directing People | <input type="checkbox"/> Problem-Solving |
| <input type="checkbox"/> Developing People | <input type="checkbox"/> Motivating Others |

Choose a bulleted statement from that strength's description and write down an example from your personal experience that demonstrates this strength.

Select one of the eight categories that challenges you most as a manager:

- | | |
|--|--|
| <input type="checkbox"/> Communicating | <input type="checkbox"/> Decision-Making |
| <input type="checkbox"/> Delegating | <input type="checkbox"/> Managing Time |
| <input type="checkbox"/> Directing People | <input type="checkbox"/> Problem-Solving |
| <input type="checkbox"/> Developing People | <input type="checkbox"/> Motivating Others |

Write down an example from your personal experience that demonstrates how this challenge holds you back from being an effective manager.

Common Strengths and Challenges

Share your strength example and why you feel this is an asset for you. Take notes about any insights you have while sharing experiences.

Share your challenge example and how you feel this holds you back as an effective manager. Take notes about any insights you have while sharing experiences.

What commonalities do you notice in your DiSC[®] group when talking about being an effective manager?



Discovering How Strengths Can Be Overused

Goals

- Explore the natural strengths of your DiSC® style.
- Recognize the natural strengths of others.
- Understand how your strengths can become limitations when overused.

Whenever a baseball pitcher is in a jam, he tends to go with his best pitch. The thinking is that you go with your strengths. And that's a good philosophy for management as well.

But that same pitcher doesn't just throw fastball after fastball during the entire game. He has to adjust and adapt to each hitter. In the same way, we usually rely on our strengths to get us through tough management situations. But it's important to also recognize situations in which we might overuse our strengths, and we need to know when to adapt.

Notes:

Style Strengths



Holly's Style:

Strengths Holly might bring to a management role:



Rebecca's Style:

Strengths Rebecca might bring to a management role:



Eric's Style:

Strengths Eric might bring to a management role:



Jesse's Style:

Strengths Jesse might bring to a management role:

Holly's Strengths

Holly's Style: _____



Holly's strengths as the D's see them

Holly's strengths as the i's see them

Holly's strengths as the S's see them

Holly's strengths as the C's see them

Rebecca's Strengths

Rebecca's Style: _____



Rebecca's strengths as the D's see them

Rebecca's strengths as the i's see them

Rebecca's strengths as the S's see them

Rebecca's strengths as the C's see them

Eric's Strengths

Eric's Style: _____



Eric's strengths as the D's see them

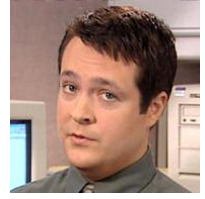
Eric's strengths as the i's see them

Eric's strengths as the S's see them

Eric's strengths as the C's see them

Jesse's Strengths

Jesse's Style: _____



Jesse's strengths as the D's see them

Jesse's strengths as the i's see them

Jesse's strengths as the S's see them

Jesse's strengths as the C's see them

Overused Strengths

Use the space below to note which strengths your group thinks each style overuses.

D

i

S

C

D–Dominance Overuses

Commonly Overused Strengths	Results/Impact of Overuse
<p>Example: Directing and deciding</p>	<p>May become autocratic</p>

i-Influence Overuses

Commonly Overused Strengths	Results/Impact of Overuse
<p>Example: Promoting and persuading</p>	<p>May oversell and manipulate</p>

S–Steadiness Overuses

Commonly Overused Strengths	Results/Impact of Overuse
<p>Example: Steady and agreeable</p>	<p>May give in despite their needs</p>

C–Conscientiousness Overuses

Commonly Overused Strengths	Results/Impact of Overuse
<p>Example: Analyzing and checking</p>	<p>May become perfectionistic and indecisive</p>



Conclusion to Frontline Management: Leveraging The Strengths of Your Style

Goals

- Create specific strategies for leveraging the strengths of your style to become your vision of the ideal manager.
- Consider the impact on others when you can be the kind of manager you want to be.

The goal is to understand the kind of manager you want to be and then work steadily toward that ideal. To do this you need to capitalize on your strengths and work around those challenges that might hold you back.

Notes:

Strengths and Challenges

What are one or two strengths that the “D” style brings to the manager role?

What is a challenge for the “D” style?

What are one or two strengths that the “I” style brings to the manager role?

What is a challenge for the “I” style?

What are one or two strengths that the “S” style brings to the manager role?

What is a challenge for the “S” style?

What are one or two strengths that the “C” style brings to the manager role?

What is a challenge for the “C” style?

Overuses

Examples of strengths and what they might look like when overused:

How might it affect employees who have styles different from the manager?

--	--

Becoming The Manager You Want To Be

Think about the kind of manager you aspire to be and write a description below. As you write, remember to refer back to the characteristics of your best manager, as well as your unique strengths.

Consider the impact that you may have on others when you are this type of manager and the opportunity you may have to make a change in people's lives.

Action Plan

Use the following questions to create an action plan for working with your challenges and maximizing your strengths.

What are two challenges that may be obstacles in living up to the description you wrote on the last page?

What are two specific actions you can take to work around these challenges? As you think about these actions, consider the following: What resources do you have available to you? How practical/realistic is this plan? What is your timeline?

What are two strengths that will help you live up to the description you wrote on the last page?

What are two specific actions you can take to capitalize on these strengths? As you think about these actions, consider the following: What resources do you have available to you? How practical/realistic is this plan? What is your timeline?

Thank you!

What I Want to Remember:

