

Building Trust with the Four DiSC® Styles

D The D style prioritizes results. Intention means nothing if you can't deliver. They respect competency, self-sufficiency, and confidence, but ultimately, you need to do what you said you would. Avoid behavior that might seem manipulative or flaky.

i The i style wants to feel heard. If they know that you've genuinely listened to their story, they're likely to trust you. Make a special effort to include them and keep them in the loop. Avoid behavior that could seem judgmental or dismissive.

S The S style wants harmony. They are reluctant to trust people who don't show empathy and compassion. Be sincere and patient, and they will know you have their best interests at heart. Avoid behavior that might seem aggressive or critical.

C The C style values good decision making. They trust people who respect logic and can explain their actions clearly and methodically. Prove you can be relied on to follow through. Avoid emotional appeals and behavior that might seem erratic.

Trust

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

Doing your part to build trust:

- ▲ How often do you admit mistakes?
- ▲ How often do you admit weaknesses?
- ▲ Do you accept questions about your area of responsibility?
- ▲ Do you give others the benefit of the doubt?
- ▲ Do you offer and accept apologies without hesitation?

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THE FIVE BEHAVIORS
OF A COHESIVE TEAM

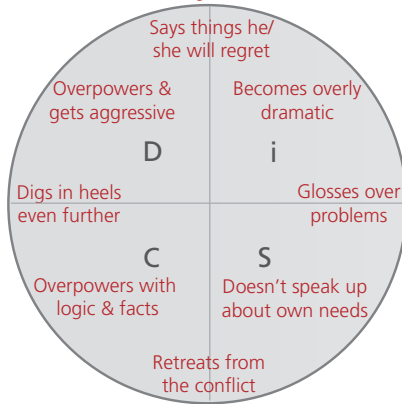
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The DiSC® conflict map on the right shows unhealthy ways that people deal with conflict.

When you find yourself engaging in unhealthy conflict with teammates:

- ▲ Ask yourself which of these unhealthy behaviors you may be using.
- ▲ Using the map, point out the behaviors you admit to using.
- ▲ Ask them if they see any behaviors they're willing to admit using.

Unhealthy Behaviors



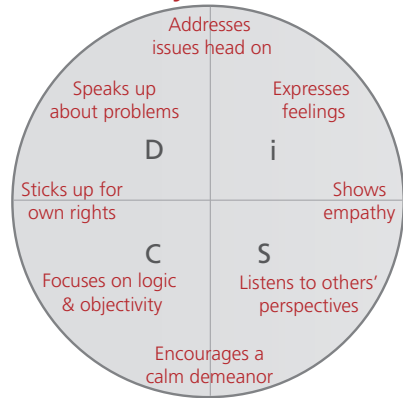
Conflict

Healthy conflict is about debating important issues. It focuses on ideas and avoids mean-spirited, personal attacks.

The DiSC[®] conflict map to the right shows healthy ways that people deal with conflict.

- ▲ Which behavior would you like to do more often?
- ▲ Which behavior is already a strength?

Healthy Behaviors



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Getting Buy-in from the DiSC® Styles

- D** Be direct and to the point. Summarize bottom-line changes and implications, and give them the autonomy to arrive at their own conclusions. Avoid appearing overly optimistic when pitching ideas.
- i** Start with the big picture, but make sure they understand how the details will affect them. Revisit the decision after their initial enthusiasm has faded.
- S** Ask several times for their input, as they may be reluctant to share their reservations. Give them time to formulate their objections. Lay out the specific consequences of changes, and let them know what will remain the same.
- C** Present the facts and make a logical case. Show them that your ideas have been well thought out, then give them time to review the information independently. Avoid emotion-based reasoning.

Commitment

Commitment reflects the team's clarity around decisions, as well as its ability to move forward with complete buy-in from every member of the team, even those who initially disagreed with the decision.

How can I build commitment on my team?

- ▲ Debate: Make sure people have the chance to debate decisions and voice objections.
- ▲ Clarity: End meetings with a clear and specific summary of decisions.
- ▲ Buy-in: Remember that all members have the responsibility to commit to decisions, even if they don't agree with them.

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Feedback and the DiSC® Styles

	How Each Style Gives Feedback	How to Give Them Feedback
D	Tends to be direct and matter-of-fact, even with sensitive topics.	Be direct and firm, but not controlling. Emphasize how their behavior is affecting results.
i	Glosses over problems and redirects conversation toward the positive. May lash out when upset.	Retain an optimistic tone, but underscore the seriousness of the problem. Acknowledge their emotions.
S	Avoids hurting feelings at all costs and downplays the severity of problems.	Be concrete but gentle. Offer them reassurance that you're not upset since they may be too hard on themselves.
C	Tends to be objective and factual, perhaps even cold. Avoids potentially emotional topics and problems.	Give specific examples of past behavior and consequences. Keep the conversation logical and objective.

Accountability

When giving feedback...

- ▲ **Be specific.** Rather than saying, “You’re so responsible!” say, “I can always count on you to meet your deadlines.”
- ▲ **Use “I” messages.** Rather than saying, “You should get to meetings on time,” say, “I would appreciate it if you would be on time to meetings.”
- ▲ **Focus on behavior,** not on personality or personal traits. Rather than saying, “Sometimes you’re rude,” say, “Several times last week you didn’t respond when I emailed you.”
- ▲ **Provide positive feedback.** That way people know what to keep doing. For example, “Your proposal was clear and concise.”

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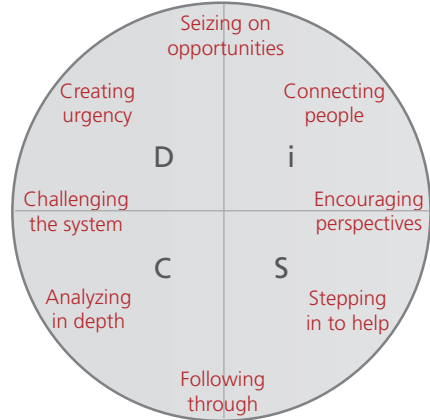


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Valuing Contributions

When people appreciate the talents that other team members bring to the table, they are much more likely to focus on collective, rather than individual, results.

In fact, one of the best parts of being on a team is that you get to tap into other people's unique skills. The DiSC® map shows just a few of the assets that your fellow teammates might have to offer.



Results

How the team pursues and reaches its shared goals

Below are characteristics of a team that is focused on collective results.
How many describe your team right now?

- | | |
|---|---|
| <input type="checkbox"/> Celebrates successes | <input type="checkbox"/> Retains achievement-oriented members |
| <input type="checkbox"/> Is bothered by losses to competitors | <input type="checkbox"/> Avoids distractions |
| <input type="checkbox"/> Members willingly sacrifice for the team | <input type="checkbox"/> Minimizes individualistic behavior |
| <input type="checkbox"/> Members take personal responsibility to fix problems | <input type="checkbox"/> Members point out each other's contributions |

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