DISCOVERING BEHAVIOR STYLES FOR GREATER SUCCESS

Unlocking Human Potential

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While you are waiting...

Please answer the questions on the Cash Register Story
Page 16 Workbook
HOUSE KEEPING
OARR’s WORKBOOKS
Objectives

- Understand Your Behavioral Design
- Identify Blind Spots
- Communicate More Effectively
- Improve Your Effectiveness as a Leader
- Appreciate the Talents of Others
- Reduce Conflict
- Have Fun
Journey of Self-Discovery
Self-Discovery

- Comfort Zones
- Blind Spots

What You See

Potential

Mask

What Others See
Free to Good Home:

“One male German Shepherd, good watchdog, house broken, loyal, eats anything, especially fond of children.”

Please call 770-495-8765
Characteristic of a High Performance Team
“People are NOT your most important asset. The right people are.”

“Get the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins
From Good to Great
“…retention of top talent is impacted most by the ability to provide meaningful work and a culture where people are passionate about what they do …”

Matthew W. Schuyler, Hilton’s CHRO

Source: HRE Jan/Feb 2011
“Delivering happiness to customers, employees and vendors”
Creating a Great Culture

“Delivering happiness to customers, employees and vendors”
Behavioral Principles
Insights to Success Report

How a Person Behaves

384 possible behavior patterns
Key Points

• Not an Exact Science
• 384 Behavior Patterns
• High & Low Scores
• Not a “Personality Test”
• Neutral: Not About Good or Bad
• No One Style Better
• Every Team Need All 4 Styles for Success
• Universal- +25 Countries
What is Behavioral Design? (DISC)

- How we express our internal emotions through our external behavior
- How we prefer to interact (temperament) with the environment and the people around us
What is Behavioral Design? (DISC)

- The **HOW** of your actions
- We express our behaviors by our:
  - Tone of voice
  - Words
  - Pace
  - Priorities
  - Body language
Four Behavior Styles

D = Dominance
• How you address PROBLEMS and CHALLENGES

I = Influence
• How you interact and influence PEOPLE and CONTACTS

S = Steadiness
• How you deal with PACE and CONSISTENCY

C = Compliance
• How you deal with PROCEDURES and CONSTRAINTS
FOUR BEHAVIOR FACTORS

- Dominance
- Influence
- Steadiness
- Compliance

Focus
Problems
Focus
People
Focus
Pace
Focus
Procedures
Key Points

Observable Behavior

Describes differences in how people approach:

- **High Dominance**: Bottom-line organizer, Self-starter, Forward looking, Places high value on time, Challenge-oriented, Decisive, Competitive, Initiates activity, Challenges the status quo, Goal oriented

- **High Influence**: Optimism, Talkative, Sociable, Enthusiasm, Persuasive, Creative problem solving, Motivates others, Positive sense of humor, Team player, Negotiates conflict

- **High Compliance**: Objective thinker, Conscientious, Maintains high standards, Defines, Clarifies & validates, Critical, Task-oriented, Asks the right questions, Diplomatic, Detail oriented

Learning About Your Styles
Value to the Team

D-Factor:
- Self-starter
- Futuristic
- Competitive
- Innovative
- Tenacious
- Challenge-oriented

I-Factor
- Optimism & enthusiasm
- Creative problem-solving
- Motivates others
- Sense of humor
- Team player
- Negotiates conflict

C-Factor
- Objective thinker
- Conscientious
- High standards
- Defines and clarifies
- Task-oriented
- Asks right questions
- Diplomatic
- Detail orientation

S-Factor
- Dependable
- Work hard for a cause and a leader
- Great listener
- Patient
- Logical
- Finish the job
- Loyal
Each of us are uniquely different and bring value and special talent to the job and to the lives of others.
What are you?
<table>
<thead>
<tr>
<th>Dominance</th>
<th>Influencing</th>
<th>Steadiness</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demanding</td>
<td>Effusive</td>
<td>Phlegmatic</td>
<td>Evasive</td>
</tr>
<tr>
<td>Egocentric</td>
<td>Inspiring</td>
<td>Relaxed</td>
<td>Worrisome</td>
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<tr>
<td>Driving</td>
<td>Magnetic</td>
<td>Resistant to Change</td>
<td>Careful</td>
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<tr>
<td>Ambitious</td>
<td>Political</td>
<td>Nondemonstrative</td>
<td>Dependent</td>
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<td>Pioneering</td>
<td>Enthusiastic</td>
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<td>Cautious</td>
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<td>Strong-Willed</td>
<td>Demonstrative</td>
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<td>Conventional</td>
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<td>Forceful</td>
<td>Persuasive</td>
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<td>Exacting</td>
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<td>Determined</td>
<td>Warm</td>
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<td>Aggressive</td>
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<td>Competitive</td>
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<td>Diplomatic</td>
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<td>Decisive</td>
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<td>Venturesome</td>
<td>Optimistic</td>
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<td>Tactful</td>
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<td>Inquisitive</td>
<td>Trusting</td>
<td>Predictable</td>
<td>Open-Minded</td>
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<td>Responsible</td>
<td>Sociable</td>
<td>Consistent</td>
<td>Balanced Judgment</td>
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<td>Deliberate</td>
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<td>Conservative</td>
<td>Reflective</td>
<td>Steady</td>
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<td>Calculating</td>
<td>Factual</td>
<td>Stable</td>
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<tr>
<td>Cooperative</td>
<td>Calculating</td>
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<td>Hesitant</td>
<td>Skeptical</td>
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<td>Low-Keyed</td>
<td>Logical</td>
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<td>Unsure</td>
<td>Undemonstrative</td>
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<td>Undemanding</td>
<td>Suspicious</td>
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<td>Cautious</td>
<td>Matter-of-Fact</td>
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<td>Mild</td>
<td>Incisive</td>
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<td>Agreeable</td>
<td>Pessimistic</td>
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<td>Modest</td>
<td>Moody</td>
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<td>Peaceful</td>
<td>Critical</td>
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<td>Unobtrusive</td>
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<tr>
<td><strong>D</strong></td>
<td><strong>I</strong></td>
<td><strong>S</strong></td>
<td><strong>C</strong></td>
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<td>Tends to be very active in solving problems</td>
<td>Tends to seek out people, verbally persuasive</td>
<td>Prefers a more stable, predictable environment</td>
<td>Prefers to follow rules and procedures</td>
</tr>
<tr>
<td>How you respond to problems and challenges</td>
<td>How you interact with and influence people</td>
<td>How you deal with pace and consistency</td>
<td>How you deal with rules set by others</td>
</tr>
<tr>
<td>Prefers a more calculated, well thought out approach</td>
<td>Prefers a reserved, careful approach to dealing with people</td>
<td>Prefers a fast pace, unstructured environment</td>
<td>Tends to set own rules, do it “my way”</td>
</tr>
</tbody>
</table>
Understanding Graph II - Natural

- Unconscious behavior
- Your true self – Fatigue/stress
- Generated from LEAST responses
- Least changeable
- Changes only with a SEE
- Use for hiring
Understanding Graph I - Adapted

- Generated from MOST responses
- “Mask” graph
- Most changeable
- Response to the environment
- Survive or succeed
- Do not use for hiring
Precise  Accurate  Concern for Quality  Critical Listener  Non-Verbal Communicator  Attention to Detail

Creative  Slow Start / Fast Finish  Vacillating  Temperamental

Competitive  Confrontational  Direct  Results-Oriented  Sense of Urgency  Change Agent

Product-Oriented  Slow to Change  Self-Disciplined

Accommodating  Dislikes Confrontation  Persistent  Controls Emotion  Adaptable  Good Listener

Good Supporter  Team Player  Persistent  Cooperative  Sensitive to Others’ Feelings

Process-Oriented  Quick to Change  Independent  Optimistic

High Trust Level  Not Fearful of Change  Contactability  Rather Talk than Listen  Verbal Skills  Projects Self-Confidence
Appreciating the Differences in Others

Natural systems developers
Good quality control people
Willingness to dig for information

Ability to make decisions quickly
Willingness to state unpopular positions
Risk Taking

Natural optimism
Trusting of others
Ability to make others feel welcomed or included

Tenacity for order
Natural ability to organize tasks
Supporting the team
**THE EMOTIONS OF DISC**

<table>
<thead>
<tr>
<th>D (Quick to Anger)</th>
<th>I (High Trust of Others)</th>
<th>S (Non-emotional)</th>
<th>C (High Fear)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Short Fuse)</td>
<td>(Optimistic)</td>
<td>(Doesn’t Show Emotions)</td>
<td>(Get Permission)</td>
</tr>
<tr>
<td>Slow to Anger</td>
<td>Low Trust of Others</td>
<td>Emotional</td>
<td>Low Fear</td>
</tr>
<tr>
<td>(Long Fuse)</td>
<td>(Pessimistic)</td>
<td>(Shows Emotions)</td>
<td>(Expect Forgiveness)</td>
</tr>
</tbody>
</table>
Aggressive: How you respond to problems and challenges

Optimists: How you interact with and influence people

Finishers: How you deal with pace and consistency

Cautious: How you deal with rules set by others

Reflective

Realists

Starters “Multi-taskers”

Pioneering
Understanding the Four Behavior Styles

Videos

- **D** Problems
- **I** People
- **C** Procedures
- **S** Pace
D-Factor: Dominant, Driver, Director

**Focus:** Problems & Challenges

**Personalities**

- Donald Trump
- Cersei Lannister
- Col. Nathan Jessup
- Rosie O’Donnell
- Hillary Clinton
- Simon Cowell
DISC “D”
D-Factor: Dominant, Driver, Director

Focus:
Problems & Challenges

Strengths
- Innovative
- Competitive
- Strong-willed
- Results Oriented
- Aggressive
- Strong Ego Strength
- Goal Oriented
- Problem Solver
- Quick
- Challenge-Oriented
- Authoritative
- Risk-Taker
- Self-Starter
“Ninety percent of what we call ‘management’ consists of making it difficult for people to get things done.”

Peter Drucker
Understanding the Four Behavior Styles

Videos

- D Problems
- ! People
- C Procedures
- S Pace
Focus:
People & Relationships

I-Factor: Influencer, Inspiring, Likeable

Famous Personalities

- Lisa Kudrow - “Phoebe”
- Bill Clinton
- Michell Pritchett
- Oprah Winfrey
- Eddie Murphy
“I” Extended DISC

I am a nice person!
Everyone should like me!
I-Factor: Influencer, Inspiring, Sociable

Focus: People & Relationships

Strengths

- Expressive
- Enthusiastic
- Trusting
- Popular
- Gregarious
- Influential
- Confident
- Persuasive
- Spontaneous
- Talkative
- Optimistic
- Self-Promoting
Understanding the Four Behavior Styles

Videos

- **D** Problems
- **I** People
- **C** Procedures
- **S** Pace
S-Factor: Steady, Stable, Amiable

Focus:
Pace or Activity Level

Famous Personalities:
- Andy Griffith
- Morgan Freeman
- Mr. Rogers
- Mother Teresa
- Gandhi
- President Carter
- Michelle Obama
“S” Extended DISC
S-Factor: Steady, Stable, Amiable

Focus:
Pace or Activity Level

Strengths
- Dependable team worker
- Great listener
- Patient & empathetic
- Family oriented
- Logical & step-wise thinker
- Finisher
- Loyal
- Long-term relationships
- Systematic, Serene
- Patient
- Stable

Glue that holds it together
Understanding the Four Behavior Styles

Videos

**D**
Problems

**I**
People

**C**
Procedures

**S**
Pace
**C-Factor:** Compliant, Cautious, Accurate, Analytical

**Focus:** Procedures & Rules

**Famous Personalities**
- Bill Gates
- Daymond John
- Al Gore
- Mr. Carson
- Albert Einstein
- Mark Zuckerberg
Video clip C
C-Factor: Compliant, Accuracy, Analytical

Focus: Procedures & Rules

Anchor of Reality

Strengths

• Conscientious
• Objective thinker
• Maintains high standards
• Defines
• Clarifies
• Gets Information
• Criticizes & tests
• Task-oriented
• Diplomatic
• Pays attention to small details
• Methodical
• Conventional & Exacting
Any of the four styles can get the job done. But each uses a different route to reach the goal.

Tony Alesandra – The Platinum Rule
Areas for Improvement
“I always give 110% to my job.  
40% on Monday, 30% on Tuesday, 20% on Wednesday, 15% on Thursday, and 5% on Friday.”
Areas for Improvement

Areas of Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Samuel and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Samuel has a tendency to:
- Dislike routine work or routine people—unless he sees the need to further his goals.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Have no concept of the problems that slower-moving people may have with his style.
- Have trouble delegating—can’t wait, so does it himself.
- Be so concerned with big picture; he forgets to see the little pieces.
- Blame, deny and defend his position—even if it is not needed.
- Resist participation as part of the team, unless seen as a leader.
- Make “off the cuff” remarks that are often seen as personal prods.
- Be disruptive because of his innate restlessness and disdain for sameness.

Samuel Sample

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Idea Job Culture
“All I want is a good pair of hands...unfortunately, I must take them with a person attached.”

Henry Ford
D-Factor: Dominant, Driver, Director

Focus:
Problems & Challenges

Ideal Job Culture

- Authority to carry out responsibilities
- Challenges
- Creative thinking
- Freedom from routine
- Independence
- Status and prestige
- Change
- Competition
I-Factor: Influencer, Inspiring, Likeable

Focus:
People & Relationships

Ideal Job Culture

• Social interactions
• High communication
• Multi-tasking
• Flexible use of time
• Team orientation
• Freedom from detail and control
• New ideas
**S-Factor: Steady, Stable, Amiable**

**Focus:**
Pace or Activity Level

---

**Ideal Job Culture**

- Openness with communication
- Flexibility
- Support system
- Details
- Written procedures
- Friendly work environment
- Freedom from conflict
- Service to others
C-Factor: Compliant, Cautious, Accurate, Analytical

Focus:
Procedures & Rules

Ideal Job Culture

- Follows rules and procedures
- Systematic approach
- Careful analysis of facts and data
- Analytical approach
- Quality control standards
- Adequate time
- Freedom from change
Is This Person a D, I, S, or C?

Under extreme pressure and conflict, they may give in despite their needs as they fear loss of stability. When working toward mutual goals, they tend to let others lead the way. They prefer to listen and analyze, but will seek opportunities to coordinate activities. They may appear to others as quiet and introverted.
This person is amiable, easy-going and relaxed. Is a natural team player and enthusiastic. Likes to get results through others. May make some decisions without gathering all the facts necessary. Usually very optimistic, may be seen as unrealistic. Dislikes conflict. Comfortable talking with all types of people. Shortcomings may be lack of time control and a natural tendency to trust others, may cause him/her to trust the wrong people.
Known for his loyalty to friends and as a team player. Hard worker and a thorough researcher. Puts a premium on friendship, sometimes to a fault. Relates easily and warmly in small groups and may tend to be agreeable in public forums. Is a worrier. Top achiever who is cool under pressure. Family is sacred. Shortcoming may be his/her inability to act quickly to change and unexpected turn of events.
Is This Person a D, I, S, or C?

Highly competitive, direct and confident, is always looking for a new challenge. High energy level may keep many co-workers frustrated trying to keep up. True visionary in his/her thinking, always looking at the big picture. Well informed on many subjects and has an opinion on everything. Is seen as a risk-taker. Shortcoming may be an inability to sustain energy for project completion after the challenge has been conquered.
Know Yourself

“D” Sales Person
- Bottom-line oriented
- Wants to close fast
- Likes to win
- Dominates the sale
- Handles several customers at once
- Poor follow-up

“I” Sales Person
- Over promise
- Needs to be liked
- Sometimes disorganized
- Too talkative
- Enthusiastic
- Non-logical presentation

“S” Sales Person
- Personable
- Steady & dependable
- Great follow-up
- May take too long to close
- Over dependence on facts
- Slow starter

“C” Sales Person
- Overuse data
- “Analysis paralysis”
- Needs more enthusiasm
- Well organized
- Good service
Communication
See workbook pages 11-12
Adapting Your Style to Communicate Effectively with a Core D

**Body Language:**
- Keep your distance
- Strong handshake
- Direct eye contact
- Controlled gestures
- Lean forward

**Tone of Voice:**
- Strong
- Clear, loud
- Confident
- Direct

**Word and Content:**
- “Win”, “Lead the field”, “Results”, “Now”, “New”, “Challenge”

**Pace (Speech & Action):**
- Fast-Abrupt

**Signals to Look for:**
- Look at their watch
- Leaning back in their chair
- Challenging or disagreeing with you
Adapting Your Style to Communicate Effectively with a Core I

**Body Language:**
- Get close
- Relaxed, humor
- Friendly eye contact
- Expressive gestures

**Tone of Voice:**
- Enthusiastic
- High and low modulation
- Friendly
- Energized

**Word and Content**
- “Fun”, “I feel”, “Sociable”
- “Will make you look good”, “Exciting”

**Pace (Speech & Action)**
- Fast-Skip around

**Signals to Look for:**
- Looking around the office or room
- Skepticism
- Negativity
Adapting Your Style to Communicate Effectively with a Core S

**Body Language:**
- Relaxed
- Methodical
- Lean Back
- Friendly eye contact
- Small gestures

**Tone of Voice:**
- Warm
- Soft
- Steady
- Low Volume

**Word and Content**
- “Step-by-step”, “Help me out”, “Guarantee”, “Promise”, “Think about it”

**Pace (Speech & Action)**
- Slow-Logical

**Signals to Look for:**
- Asking you to repeat the information
- Trying to gently end the meeting
Adapting Your Style to Communicate Effectively with a Core C

Body Language:
- Keep your distance
- Firm posture
- Direct eye contact
- No gestures

Tone of Voice:
- Controlled
- Direct
- Thoughtful
- Little modulation

Word and Content
- “Here are the facts”
- “No Risks”, “Proven”, “Analysis”, “Guarantees”

Pace (Speech & Action)
- Slow-Methodical

Signals to Look for:
- Evasiveness
- Almost no verbal communication
- Difficult questions so you will end the meeting
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800-821-2487
info@chartcourse.com
Chartcourse.com
Highretention.com
Managingtoptalent.com

“Helping Organizations Create Best Places to Work”
Best Practices

- Appreciation Calls
- Bowling with Turkeys
- Employee Scavenger Hunt
- Rumor Mill Meetings
- “Take a Walk in My Shoes”
- Video on Demand-Cisco
- Roast, Toast & Boast Sessions
- Skip Level Meetings
- Take People to Lunch
- Behavior Assessments