Understanding Individual Differences and Becoming an Effective Member of the Team

Presented by

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Understanding Individual Differences and Becoming an Effective Member of the Team

Outline

- Everything Counts!

- Being a Team Player

- Team Commitment

  - Benefits

  - Barriers

- Benefits and Consequences of Poor Decisions

- Demonstrating Personal Leadership

- Establishing Team Goals and Vision

- Elements of Professionalism

- Improved Communication

- Disc Personal Profile - Exercise

Remember: Everything Counts!

In your role as a professional it is important to recognize that you are not employed just to follow a job description and to complete tasks. You exist to serve as a resource for your organization and those you serve, in addition to fulfilling your daily tasks and assignments. You are a resource for co-workers, vendors, management, the community, and stakeholders alike.

To be successful in what you do you must not only be competent in the aspects of your job, you must engage flawless professionalism and service skills. And the first rule is, **Everything Counts!** We must examine everything we do and challenge the way we do it. "*Are we the best we can be?*" and "*Am I giving all I can to the organization to make it a better place to be?*" Everything counts when it comes to earning the loyalty, trust, and respect of those we serve.

The people we serve do not…

- … forget attitudes or impressions
- … forget promises, intentions or agreements
- … forget how you handle challenging situations or misunderstandings
- … forget what happens "*after the sale.*" Follow-up - don't forget the small stuff!

"You ask, what does *loyalty, trust and, respect* have to do with it? The people we serve are important, but let's face it, they are a captured audience!"

Every employee must consider itself as part of the extended *customer service* department. The fundamentals of professionalism reside in superior *customer service.* And, yes, those we serve may be more of a *captured audience* than your traditional customer…at least at first glance. But, what would happen if our co-workers, customers, vendors and superiors did not feel as if they were receiving good service – professionalism – from us?

Obviously, things like personal trust and productivity would decline, just to name two. **Bottom line is you, as the professional, have the ability to use your skills to help the organization achieve its goals through helping others achieve their goals.** In many cases the impressions you make with others directly affects the image they will have of your organization as a whole.

Being a Team Player

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

The Wisdom of Teams
Jon R. Katzenbach
Douglas K. Smith

Being an Effective Member of a Work Group

Being an effective member of a team requires:

1. A willingness to sacrifice for the benefit of the team

2. A willingness to let the leader lead

3. The ability to contribute your best as a team member

4. A spirit of compromise

5. A willingness to try something new

6. The ability to see things clearly and to solve problems easily

What is Team Commitment?

When you see the word commitment, what comes to mind?

_____

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The Elements of Team Commitment

1. Support of team goals

2. Support of team members

3. Loyalty to team

4. Support of team decision

5. Growth of team

6. Willingness to share

7. Willingness to take risks

8. Willingness to grow

9. Willingness to be open minded

Barriers to Team Commitment

1. Egos

2. Individual agendas

3. Lack of clear goals

3. Lack of clear decision making

4. Game playing

5. Lack of' follow-through

Parker Team Player Survey

By Glen M. Parker
Published by XICOM

Purpose: The Parker Team Player Survey (PTPS) will help you identify your style as a team player. The results will lead you to an assessment of your current strengths and provide a basis for a plan for increasing your effectiveness as a team player.

Directions: First, this is a survey and, therefore, there is no right or wrong answers. **Please answer each item according to how you honestly feel you function now as a team member rather than how you used to be or how you would like to be.**

You will be asked to complete 18 sentences. Each sentence has four possible endings. Please rank the endings in the order in which you feel each one applies to you using the following scale:

> 4 – Most applicable to you
> 3 – Second most applicable statement
> 2 – Third most applicable statement
> 1 – Least applicable statement

For example:

As a team member, I am usually most concerned about:

2	a.	meeting high ethical standards
4	b.	reaching our goals
3	c.	meeting my individual responsibilities
1	d.	how well we are working together as a group

Please do not make ties. It is possible that some of the sentences will have two or more endings that apply to you or will have none that apply to you, but you should assume these are your only choices and rank them accordingly. **Each set of endings must be ranked with 4, 3, 2 and 1.**

1.   During team meetings I usually:

_____ a.   provide the team with technical data or information
_____ b.   keep the team focused on our mission or goals
_____ c.   make sure everyone is involved in the discussion
_____ d.   raise questions about our goals or methods

2.   In relating to the team leader I:

_____ a.   suggest that our work be goal directed
_____ b.   try to help him/her build a positive team climate
_____ c.   am willing to disagree with him/her when necessary
_____ d.   offer advice based upon my area of expertise

3.   Under stress I sometimes:

_____ a.   overuse humor and other tension-reducing devices
_____ b.   am too direct in communicating with other team members
_____ c.   lose patience with the need to get everyone involved in discussions
_____ d.   complain about lack of progress toward our goals

4.   When conflicts arise on the team I usually:

_____ a.   press for an honest discussion of the differences
_____ b.   provide reasons why one side or the other is correct
_____ c.   see the differences as a basis for a possible change in team direction
_____ d.   try to break the tension with a supportive or humorous remark

5.   Other team members usually see me as:

_____ a.   factual
_____ b.   flexible
_____ c.   encouraging
_____ d.   candid

6.   At times I am:

_____ a.   too results-oriented
_____ b.   too laid back
_____ c.   self-righteous
_____ d.   short-sighted

7.   When things go wrong on the team I usually:

_____ a.   push for increased emphasis on listening, feedback and participation
_____ b.   press for a candid discussion of our problems
_____ c.   work hard to provide more and better information
_____ d.   suggest that we revisit our basic mission

4 – Most applicable to you
3 – Second most applicable statement
2 – Third most applicable statement
1 – Least applicable statement

8. When necessary I am able to:

____ a. question some aspect of the team's work
____ b. push the team to set higher performance standards
____ c. work outside my defined role or job area
____ d. provide other team members with feedback on their behavior as a team member

9. Sometimes other team members see me as:

____ a. a perfectionist
____ b. unwilling to reassess the team's mission or goals
____ c. not serious about getting the real job done
____ d. a nit-picker

10. I believe team problem-solving requires:

____ a. cooperation by all team members
____ b. high-level listening skills
____ c. a willingness to ask tough questions
____ d. good solid data

11. When a new team is forming I usually:

____ a. try to meet and get to know other team members
____ b. ask pointed questions about our goals and methods
____ c. want to know what is expected of me
____ d. seek clarity about our basic mission

12. At times I make the other team members uncomfortable because they:

____ a. are not able to be as assertive as I am
____ b. don't live up to my standards of quality
____ c. don't think about long-range issues
____ d. don't care about how the team works together

13. I believe the role of the team leader is to:

____ a. ensure the efficient solution of business problems
____ b. help the team establish long-range goals and short-term objectives
____ c. create a participatory decision-making climate
____ d. bring out diverse ideas and challenge assumptions

4 – Most applicable to you
3 – Second most applicable statement
2 – Third most applicable statement
1 – Least applicable statement

14. I believe team decisions should be based on:

    ____ a.   the team's mission and goals
    ____ b.   a consensus of team members
    ____ c.   an open and candid assessment of the issues
    ____ d.   the weight of the evidence

15. Sometimes I:

    ____ a.   see team climate as an end in itself
    ____ b.   play devil's advocate far too long
    ____ c.   fail to see the importance of effective team process
    ____ d.   over-emphasize strategic issues and minimize short-term task accomplishments

16. People have often described me as:

    ____ a.   independent
    ____ b.   dependable
    ____ c.   imaginative
    ____ d.   participative

17. Most of the time I am:

    ____ a.   responsive and hard-working
    ____ b.   committed and flexible
    ____ c.   enthusiastic and humorous
    ____ d.   honest and authentic

18. In relating to other team members at times I get annoyed because they don't:

    ____ a.   revisit team goals to check progress
    ____ b.   see the importance of working well together
    ____ c.   object to team actions with which they disagree
    ____ d.   complete their team assignments on time

Parker Team Player
Survey Results

Question/Points:

1.	a.	b.	c.	d.
2.	d.	a.	b.	c.
3.	c.	d.	a.	b.
4.	b.	c.	d.	a.
5.	a.	b.	c.	d.
6.	d.	a.	b.	c.
7.	c.	d.	a.	b.
8.	b.	c.	d.	a.
9.	a.	b.	c.	d.
10.	d.	a.	b.	c.
11.	c.	d.	a.	b.
12.	b.	c.	d.	a.
13.	a.	b.	c.	d.
14.	d.	a.	b.	c.
15.	c.	d.	a.	b.
16.	b.	c.	d.	a.
17.	a.	b.	c.	d.
18.	d.	a.	b.	c .
Total					= 180
	Contributor	Collaborator	Communicator	Challenger

The highest number designates your **Primary Team Player Style**. If your highest numbers are the same or within three points of each other, consider them both as your primary style. The lowest total indicates your **Least Active Team Player Style.**

Your Primary Team Player Style defines a set of behaviors that you use most often as a member of a team. It does not mean that it is the only style that you use. All of us have the capacity to use any one of the four styles. We simply use one style – our primary style – more often.

The Team Players

CONTRIBUTOR

Task Oriented

The Contributor is a task-oriented team member who enjoys providing the team with good technical information and data. You do your "homework," push the team to set high performance standards and use your resources wisely. Most people see you as dependable although they believe, at times, you may become too bogged down in details or data. The contributor does not see the big picture or the need for positive team climate.

Most of the time you:

- Complete all team "homework" in a timely and efficient manner.

- Freely share all of the information and materials you have.

- Push the team to set high performance standards.

- Provide technical training for team members and serve as a mentor for new members.

- Can be depended upon to do what is asked of you.

But sometimes you:

- Go into data overload with reports that are too long.

- Push for unrealistic performance standards.

- Lose sight of the big picture – the goal or character of the team.

- Lack of patience with team climate and process issues.

- Become impatient with other team members who do not live up to your standards.

Usually people see you as:

- Dependable
- Systematic
- Proficient
- Efficient
- Pragmatic

However, occasionally you are:

- Short-sighted
- Data-bound
- A perfectionist
- Narrow
- Cautious

COLLABORATOR

Goal Oriented

The Collaborator is a goal-directed member who sees the vision, mission or goal of the team as paramount. You are flexible and open to new ideas, willing to pitch in and work outside your defined role and are able to share the limelight with other team members. Most people see you as a "big picture" person but they believe, at times, you may fail to periodically revisit the mission. The collaborator often does not give enough attention to the basic team tasks and overlooks the individual needs of the other team members.

Most of the time you:

- Help the team establish goals, objectives and action plans.

- Pitch in to help out other members who need help.

- Are willing to work outside your defined role to help the team.

- Are willing to share the limelight with other team members.

- Work hard to achieve team goals even if you don't agree with them.

But sometimes you:

- Do not give attention to the basic team tasks.

- Fail to periodically revisit or challenge the mission or goals.

- Do not focus on the individual needs of team members.

- Complain about lack of progress toward team goals.

- Do not give sufficient attention to the process by which goals are reached.

Usually people see you as:

- Forward-looking
- Cooperative
- Independent
- Flexible
- Imaginative

However, occasionally you are:

- Too future-oriented
- Not task-oriented
- Unrealistic
- Unconcerned about group process
- A dreamer

10

COMMUNICATOR

Process Oriented

The Communicator is a process-oriented member who is an effective listener. You are a facilitator of involvement, conflict resolution, consensus building, feedback and the building of an informal, relaxed climate. Most people see you as a positive person but find that, at times, you may see process as an end in itself. The communicator often does not confront other team members or give enough emphasis to completing task assignments and making progress toward team goals.

Most of the time you:

- Help the team relax and have fun by joking, laughing and discussing personal interests.

- Step in to resolve process problems (e.g. conflict, lack of involvement).

- Listen attentively (while withholding judgment) to all viewpoints.

- Recognize and praise other team members for their efforts.

- Encourage all team members to participate in team discussions and decisions.

But sometimes you:

- See team process and climate as an end in itself.

- Fail to challenge or contradict other team members.

- Do not recognize the importance of task accomplishment.

- Overuse humor and other process techniques.

- Do not give enough emphasis to long-range planning.

Usually people see you as:

- Encouraging
- Enthusiastic
- Supportive
- Humorous
- Relaxed

However, occasionally you are:

- Impractical
- Vague
- Manipulative
- Not sufficiently serious
- Not bottom-line focused

CHALLENGER

Question Oriented

The Challenger is a team member who questions the goals, methods and even the ethics of the team. You are willing to disagree with the leader or higher authority and encourage the team to take well-conceived risks. Most people appreciate the value of your candor and openness although, at times, you may not know when to back off an issue. The challenger often becomes self-righteous and tries to push the team too far.

Most of the time you:

- Are willing to disagree with the team leader.

- Candidly share your views about the work of the team.

- Challenge the team to take well-considered risks.

- Push the team to set high ethical standards for their work.

- Are willing to back off when your views are not accepted.

But sometimes you:

- Do not know when to back off.

- Push the team to unreasonable risks.

- Become rigid and inflexible.

- Paint yourself into a corner.

- Are too direct in communicating with other team members.

Usually people see you as:

- Candid
- Honest
- Principled
- Assertive
- Ethical

However, occasionally you are:

- Rigid
- Arrogant
- Self-righteous
- Aggressive
- Unyielding

Skill Building

Becoming a Better Team Player

What is your team player style(s)? _____

What did you learn about your style from the reading?

_____

_____

_____

_____

_____

Based on the results of the Parker Team Player Survey, how can you be a better team player?

_____

_____

_____

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_____

_____

Definition of Ethics

"Though ethics requires training and rational capability, it can largely be learned and applied by just about anybody."

-Plato

What is Ethics?

Definition of Ethics: Principles of moral conduct; the study of morals, the good, the right. A theory or system of moral values or the principles of conduct governing an individual or a group.

Ethics is a body of principles or standards of conduct that are designed to govern the behavior of individuals and groups. The principles of ethics are useful tools for one to utilize when sorting out the good and the bad elements within each and every human interaction. They are so to speak, nature's way of providing guidelines for our behavior.

Real ethics is a process of rational thinking aimed at determining what values to hold and when to hold them.

It requires a continuous evaluation of values and reasoning patterns in accordance with existing ethical principals. We must be ready to adjust our values, thinking and behavior to be ethical and to remain ethical over time. In essence, ethics demands a willingness to continuously change and adapt.

Principles of Ethical Conduct

Comply With Applicable Policy and Practice

We must take seriously our obligation to adhere to all rules that govern our personal and professional actions. This includes complying with the policies and procedures of the company as well as the laws and regulations we are under.

Help Provide a Safe Work Place

All of us deserve to work in a safe environment - one free of hazards, violence, threats of violence, harassment or discrimination.

Treat Fellow Employees with Respect and Dignity

You must avoid any comments or behavior toward others that may harm personal or working relationships or could reasonably be regarded as harassment, or as reflecting bias on the basis of race, religion, national origin, age, sex, disability, or other protected category.

Protect Confidential Information

We consider all of our business information, whether about the company or each other, to be confidential. We must strictly observe all confidentiality guidelines and must never use improper means to obtain confidential information of any other person.

Avoid Conflicts Of Interest

We must avoid situations where we have an actual conflict of interest, or where the appearance of a conflict of interest may be perceived. This includes our relationships with each other as well as customers.

Project a Positive Image

As employees, we owe each other the duty of loyalty. We should all be mindful that we represent our organization in our day-to-day dealings with others, and can have a significant influence over how our company is viewed.

Act Ethically In the Handling and Reporting of Information

The company relies on each of us to use the highest degree of personal integrity in the handling and sharing of all information we are in possession of.

Consequences & Benefits of Ethical Decisions

Thinking about your organization and its customers, answer the following questions.

What are five **consequences** of *poor* ethical decisions that one can make?

- _____
- _____
- _____
- _____
- _____

What are five **benefits** of *good* ethical decisions that one can make?

- _____
- _____
- _____
- _____
- _____

How can you personally benefit from making good ethical decisions?

- _____
- _____
- _____
- _____
- _____

Personal Leadership

Personal leadership, and ethical behavior, occurs when two conditions are met:

- When a repeatable reasoning process is integrated into our daily actions, *and*

- When the outputs of this reasoning result in behavior this is "good" for all involved.

Key concepts of personal leadership:

1. Personal leadership is a ***personal process*** that is directly linked to organizational performance. The process of demonstrating leadership is based on universal principles that can be applied in a repeatable manner by most people and render reasonably similar results.

2. The purpose of personal leadership is to apply universal principles in ***reasoning***, not just policies, so the organization, at all levels, can determine on its own, on an ongoing basis, what is "right" and "wrong" and "good" and "bad" for them and others.

3. Personal leadership seeks to ***integrate*** ethics into the organizational social system. It is never enough for senior management to just impose their ethics from the top down. Ethical behavior must be integrated into everything and be developed at all levels to be useful to the organization and all involved.

4. Personal leadership provides organizations with a big incentive: ***It boosts performance!*** Personal ethical leadership is a benefit to the company: contributing to productivity, customer and employee satisfaction, risk management, and motivation.

5. Personal leadership ***facilitates organizational change***. It makes an organization more capable of managing change and improvement; organizations that continuously improve invariably stronger than those that do not.

In brief, personal leadership goes beyond the scope of most ethics policies and programs to develop a overall method of acceptable behavior within the organization that improve intents, means and outcomes for all involved.

Personal Leadership and Professionalism

Professionalism refers to the qualities and conduct that characterize a person who cares about the job he or she does. Some of the qualities that characterize a professional include:

- In-depth knowledge of company services and procedures
- Exceptional communication with customers and co-workers
- Organization and responsiveness to job demands
- Sensitivity to customers' needs and issues
- Appropriate appearance

Demonstrating professionalism on the job is very important for any position. First of all, your professionalism is important to your **customers** - whoever your **customers** may be - vendors, co-workers, your manager or supervisor. Your professionalism will go a long way toward ensuring their satisfaction with you and your work. Your professionalism builds your customers' confidence in both you and your organization. When you are competent and businesslike, your customers are reassured that their needs will be met in the most efficient and effective manner possible.

Your professionalism is also very important to your company. For many of your customers, **you represent what your company is all about.** Their image of your company is dependent on the impression that you make. In other, words, your company benefits directly every time you make a favorable impression.

Finally, your professionalism is of vital importance to you personally. When you look and act the part of a competent and successful professional, you feel that way, too. You gain more self-respect. You also gain more respect from others**. A professional attitude will smooth your path when you are attempting to establish good relationships, and it will, therefore, make your job easier.**

Ask yourself:

- Do you truly have all the skills required to be successful at your job? If not, are you in the process of learning them?

- Do you communicate well with others?

- Do your managers see you in the right light?

- What's your integrity level?

- Do you practice the golden rule?

- Do you live up to your commitments?

Improving Communications

Create a Climate of Open Communication

The communication climate of any organization, including teams, is a key factor in its success. An organization is doomed to perish where the climate is characterized by gossip, secrecy, stagnation, or intolerance of fresh views. On the other hand, organizations typically thrive where ideas and information flow freely and the ethics of communication are respected.
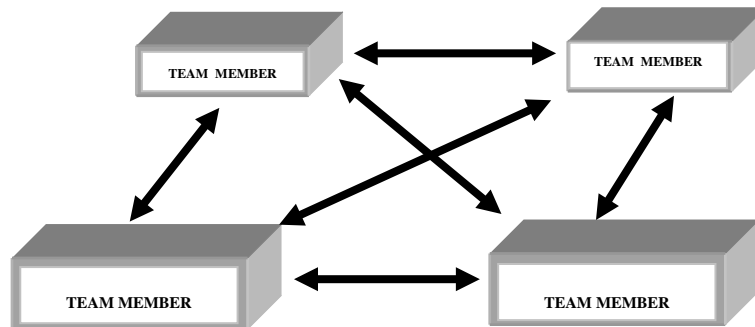
The bedrock of good communication is openness – the extent to which the organization and its people support the free exchange of open, honest communication. Openness contributes more to a positive communication climate than any other factor. Successful team leaders know this and strive to create an environment:

- Where people feel free to give their opinions, ideas, and input.

- Where information is exchanged freely.

- Where problems and conflicts are openly discussed and resolved.

- Where people feel free to take risks and challenge the status quo to improve the way things are done.

- Where gossip and non-productive communications are minimized.

The basis of open communication is trust. Trust is the foundation of all relationships. People want to work for organizations and managers they can trust. People buy from the companies and from salespeople whom they trust. They may not say it that way, but that's what they do.

An organization has goals, objectives – tasks to perform**. But an organization is people…people working together to accomplish organizational and personal goals.** These goals are more likely to be met if there is a consistently high level of trust, both inside the organization and with its external customers.

Trust

Why do people make jokes about used car salesmen? What made you decide on your choice of a family doctor? What distinguished your insurance agent from all others? Why do you (or don't you) enjoy working for your organization?

Diverse questions, to be sure, with many answers. But one commonality always shows up as people answer those questions. The commonality is trust, or lack of it.

It's expressed in different ways.

- "He seemed genuinely interested in helping".
- "He was there when I needed him".
- "She's the kind of person you can count on".
- "Around here, they make you feel like part of a team".
- "If he says he'll do it, it's as good as done".

Or the opposite.

- "He only seemed interested in what he'd get out of it".
- "I got the impression he was thinking about something else when I was talking to him".
- "That's her promise this week. She'll have an excuse next week".
- "Around here, you're on your own. Nobody cares whether you succeed or fail".

Trust is the foundation of all relationships. People want to work for organizations and managers they can trust. People buy from the companies and from salespeople whom they trust. They may not say it that way, but that's what they do.

An organization has goals, objectives – tasks to perform. But an organization is people…people working together to accomplish organizational and personal goals. These goals are more likely to be met if there is a consistently high level of trust, both inside the organization and with its customers.

The Elements of Trust

- **Reliability** – I do what I say I'll do.

- **Acceptance** – Being nonjudgmental of the person.

- **Openness** – The willingness to give and receive feedback.

- **Straightforwardness** – I say what I mean and mean what I say. "Walking the talk."

Of the four elements, which two come most easily to you?

Which one takes the most energy for you?

Individual Exercise: Elements of Trust

1. Describe one (1) way you demonstrate each of the elements of trust on the job: reliability, acceptance, openness, straightforwardness.

2. Rate yourself on a scale from 1 to 10 (see below) in terms of either strength or weakness for each of the elements of trust.

3. Using this rating and considering the items(s) listed, think about the growth opportunities you see. Then write a statement of the action you will take to improve.

Very Strong					Adequate				Weak
10	9	8	7	6	5	4	3	2	1

Description   **Rating**

Reliability: _____   _____

Action:_____

Acceptance: _____   _____

Action:_____

Openness: _____   _____

Action:_____

Straightforwardness: _____   _____

Action:_____

Maintaining Confidentiality

Confidentiality: 1. Of classified or sensitive data, the degree to which the data have not been compromised; *i.e.,* have not been made available or disclosed to unauthorized individuals, processes, or other entities. **2.** Assurance that information is not disclosed to unauthorized persons, processes, or devices. **3.** A property by which information relating to an entity or party is not made available or disclosed to unauthorized individuals, entities, or processes.

Why is confidentiality important?

Confidentiality is the obligation not to disclose willingly any information obtained in confidence. There are **4 basic principles** upon which confidentiality is based.

1. Respect for an individual's right to privacy.
2. Respect for human relationships in which personal information is shared.
3. Appreciation of the importance of confidentiality to both individuals and society.
4. Expectations that those who pledge to safeguard confidential information will do so.

Confidential information in its broadest form is **any information given in confidence to another person**. Confidential information may include, but is not restricted to…

- Medical records resident care notes
- Results of co-worker's TB test
- Resident or co-worker telephone number or address
- Your annual job evaluation and/or pay information
- Conversations with your manager about performance or your job
- Co-worker's personal information (i.e. pregnancy, sick, medications, therapy, children, etc.)

What else can be considered confidential…

Guidelines for Protecting Confidentiality

- Be aware of who is around you when you are sharing confidential information; in halls, patient or employee common areas or other public places where persons who do not need to know can overhear it.

- Consult with the other person in attempt to obtain consent <u>before</u> divulging confidential information.

- When you leave voice messages about others (coworkers, patients, etc.) be careful what you say. You never know who might hear the message.

- Think of confidential information as something that belongs to <u>others</u>. You wouldn't take a co-worker's or patients clothes and pass them around to others. So, don't pass around other private information as well.

- Take care when sharing information about another that the information is <u>accurate</u> and <u>unbiased</u>.

- Do not leave reports, written documentation, computer files or other materials where unauthorized people can have access to them. Use screensavers to protect open working programs.

- An individual who is in doubt as to the reasonableness of sharing confidential information should consult human resources or their supervisor before making a decision. Share only such information that will serve the person's best interests, and divulge the identity only when necessary.

Ask Yourself

- Is what I have to say confidential information?

- Is the person I am speaking to privileged to hear the information?

- Am I in a private place or are there others around me who shouldn't hear what I am about to say?

- Am I sharing this information for the resident's or my coworker's benefit? Or, is it just *"gossip"*?

Remember to THINK before you speak and RESPECT the privacy of others!

What are the limits of confidentiality?

Confidentiality is an <u>ethical</u> concern reflecting the right to privacy. Privileged communications are those that take place within the context of a protected relationship, such as that between an attorney and client, a husband and wife, a priest and penitent, and a doctor and patient. The law often protects against forced disclosure of such conversations.

However, there are times when confidentiality must be broken.

- When keeping information confidential would <u>seriously hamper</u> helping an individual.

- When there is impending harm to the individual or others.

- When there is reasonable suspicion of illegal or immoral acts (i.e. property damage, coercion, harassment, abuse).

How should confidentiality dilemmas be addressed & information shared appropriately?

The dilemma is how to avoid undermining confidentiality and still share info when it is in the best interest to do so. There are three points to remember.

1. Encourage the individual to share information when it is in their best interest to do so,

2. Empower others to do so, and

3. Minimize negative consequences of disclosure such as no threat of retaliation.

DiSC Personal Profile

Workshop Goals

- To understand your work behavioral tendencies and begin developing an understanding of how these styles may affect others.

- To understand, respect, appreciate and value individual differences.

- To enhance your effectiveness in accomplishing tasks by improving your relationships with others.

- To develop strategies for working together to increase productivity.

"D" – The "Dominance" Tendency

Key Characteristics:

- "I know what I want and go after it."
- Is motivated to get immediate results
- Tendency to make decisions quickly
- Often is adventurous, even daring
- Is actively competitive, "on the move"
- May openly question the way things are done.

Personal Preferences:

- "I enjoy taking charge of situations"
- "I like to take on new challenges in areas of interest that are a real "test to me""
- Prefers opportunities for their own personal accomplishment or advancement
- Likes varied and new activities

Personal Development Opportunities:

- Learning to pace yourself better and knowing when and how to relax
- Awareness of the type and immediacy of needs that other people also must have satisfied in addition to your own
- Understanding that everyone needs other people at times
- Accepting the importance of existing limits and ways of doing things.

"I" – The "Influence" Tendency

Key Characteristics:

- "I make new friends easily, even with strangers"
- Tendency to be warm, trusting of others
- Is open about their own feelings
- Motivated to impress others, be included
- Enthusiastic, talkative, interacting

Personal Preferences:

- "I like to be recognized by others"
- "I really enjoy entertaining people"
- Likes the freedom to express self – including being free of entanglements, complications
- Prefers more favorable, casual relationships and working conditions.

Personal Development Opportunities:

- Learning to develop more organized, systematic approaches to doing things – including following through with consistency in using these methods
- Awareness about others in ways that involve more realistic expectations and objective views of others
- Understanding how and when to be more firm and direct in dealing with less favorable situations
- Accepting the importance of completing work task/agreements with people according to priority commitments and deadlines for them

"S" -- The "Steadiness" Tendency

Key Characteristics:

- "I'm most comfortable when I know what others expect of me, including how to do these things"
- Tends to be more low-keyed and easy-going
- Finds it easy to get along well and work with different types of people
- Motivated to concentrate on tasks, enjoys repeatedly doing similar kinds of things
- Is more comfortable as a listener and participator in a group rather than the talker or director

Personal Preferences:

- "I prefer it when things go smoothly, especially when there is not a lot of change"
- "I like the satisfaction I get from working together with others on projects, by being a part of a collective effort to achieve specific results
- Prefers known procedures and the stability gained from a defined, proven way of doing things
- Likes sincere appreciation from others who are important, including more subtle or quiet recognition

Personal Development Opportunities:

- Learning how to better handle the reality of unexpected and ongoing change
- Awareness about when to delegate to other people to achieve desired results
- Understanding how to be more assertive with people in taking charge of certain situations
- Accepting the opportunity to grow by learning to do new and different things, including a variety of ways other than your own standard approach.

"C" – The "Conscientiousness" Tendency

Key Characteristics:

- "I have a need to do things more correctly since I'm uncomfortable making mistakes"
- Is motivate to be thorough, accurate
- Tends to be attentive to conditions around them, including clues about important expectations or standards
- Often demonstrates caution, curiosity
- May become critical of the quality of work performed – their own or others'

Personal Preferences:

- "I prefer to be more careful, quiet and observant when I am around other people"
- "I like situations where I have the freedom to concentrate on perfecting ideas and work on things that are important to me – without interruption"
- Prefers assurances that identified and agreed-upon standards or objectives will not be changed, sacrificed
- Likes personal responsiveness and support for their efforts, especially those involving desired resources to achieve their own standards

Personal Development Opportunities:

- Learning to develop a greater tolerance for conflict and human imperfection, including realistic approaches to preventing and minimizing both
- Awareness of the importance of more directly communicating and discussing your views with others
- Understanding of the different types of talents and interest levels of individuals, which can be helpful in achieving, desired objectives
- Accepting with a greater sense of true self-esteem the importance of who you are as a worthwhile person in your own right, rather than only for what you do.

Possible Limitations Under Pressure

Dominance

1. Oversteps prerogatives
2. Acts restlessly
3. Stimulates anxiety in others
4. Overrules people
5. Blunt and sarcastic with others
6. Sulks when not in limelight
7. Critical and fault-finding
8. Inattentive to details, logic.
9. Dissatisfied with routine work.
10. Resists participation as part of a team

Influence

1. More concerned with popularity than tangible results
2. Oversells
3. Acts impulsively – heart over mind
4. Inconsistent conclusions
5. Makes decisions solely on gut feelings
6. Unrealistic in appraising people
7. Inattentive to detail
8. Trusts people indiscriminately
9. Has difficulty planning and estimating time expenditures
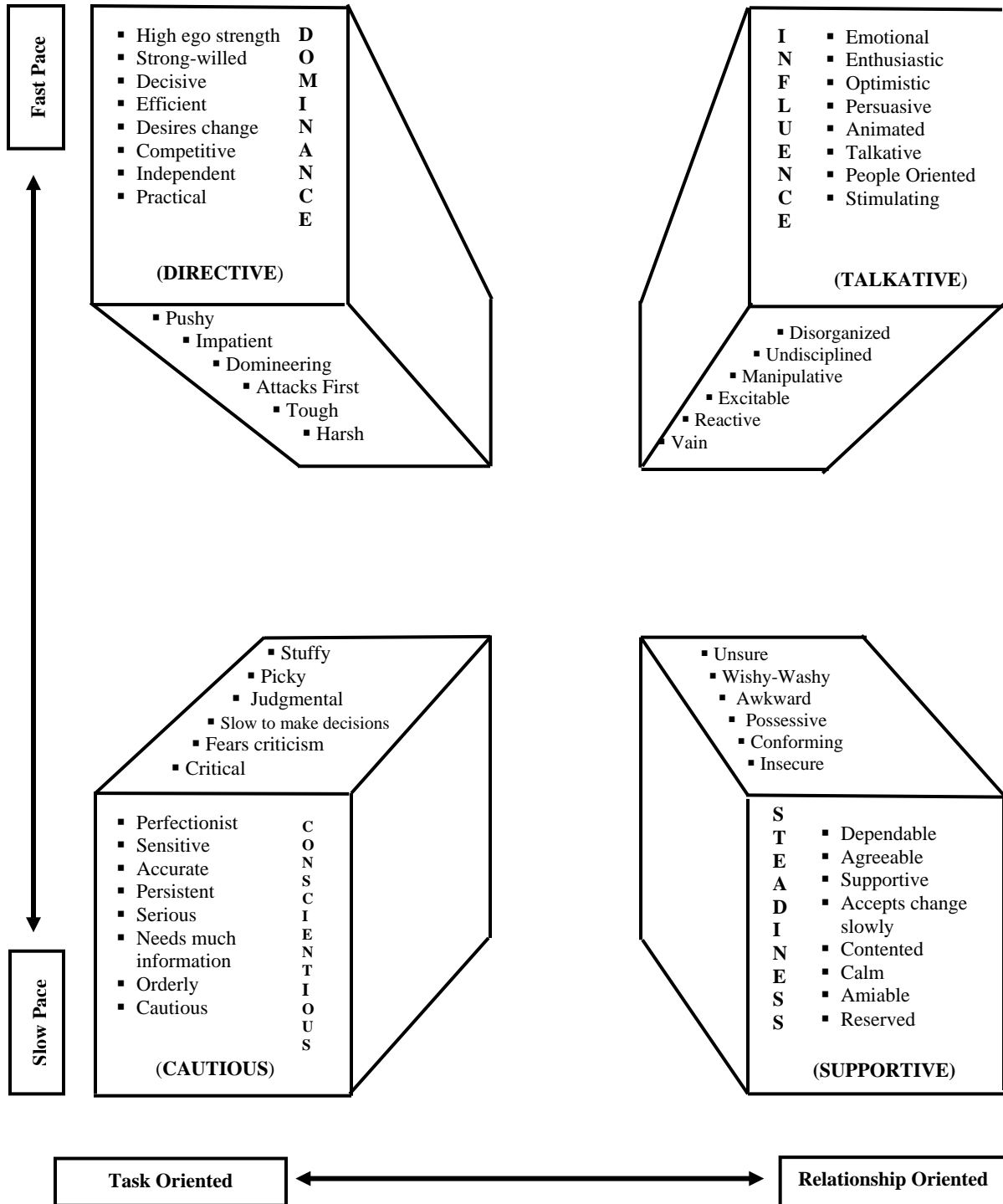10. Superficial analysis

Conscientiousness

1. Seeks feedback and direction from supervisors.
2. Hesitant to act without precedent
3. Bound by key procedures and methods
4. Gets bogged down in decision-making process
5. Resists delegating tasks
6. Wants full explanation before changes are made
7. Yields position to avoid controversy
8. Avoids involvement when threatened
9. Focuses exclusively on their own task accomplishments

Steadiness

1. Insists on maintaining status quo
2. Takes a long time to adjust
3. Has trouble meeting multiple deadlines
4. Needs help getting started on new, unstructured assignments
5. Difficulty with innovation
6. Contented with things as they are
7. Continues to do things the way they were always done
8. Holds onto past experiences, feelings
9. Waits for orders before acting

Behavioral Styles

Fast Pace

- High ego strength **D**
- Strong-willed **O**
- Decisive **M**
- Efficient **I**
- Desires change **N**
- Competitive **A**
- Independent **N**
- Practical **C**
  E

(DIRECTIVE)

- Pushy
- Impatient
- Domineering
- Attacks First
- Tough
- Harsh

I - Emotional
N - Enthusiastic
F - Optimistic
L - Persuasive
U - Animated
E - Talkative
N - People Oriented
C - Stimulating
E

(TALKATIVE)

- Disorganized
- Undisciplined
- Manipulative
- Excitable
- Reactive
- Vain

- Stuffy
- Picky
- Judgmental
- Slow to make decisions
- Fears criticism
- Critical

- Perfectionist **C**
- Sensitive **O**
- Accurate **N**
- Persistent **S**
- Serious **C**
- Needs much **I**
  information **E**
- Orderly **N**
- Cautious **T**
  I
  O
  U
  S

(CAUTIOUS)

- Unsure
- Wishy-Washy
- Awkward
- Possessive
- Conforming
- Insecure

S
T - Dependable
E - Agreeable
A - Supportive
D - Accepts change
I slowly
N - Contented
E - Calm
S - Amiable
S - Reserved

(SUPPORTIVE)

Slow Pace

Task Oriented ⟷ **Relationship Oriented**

Daily Examples of DiSC

	D	**i**	**S**	**C**
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	• Administration • Leadership • Pioneering	• Persuading • Enthusiastic • Entertaining	• Listening • Teamwork • Follow-Through	• Planning • Systematizing • Orchestration
Weakness (Growth Areas)	• Impatient • Insensitive To Others • Poor Listener	• Inattentive to Detail • Short attention span • Low follow-through	• Oversensitive • Slow to begin action • Lacks global perspective	• Perfectionist • Critical • Unresponsive
Irritations	• Inefficiency • Indecision	• Routines • Complexity	• Insensitivity • Impatience	• Disorganization • Impropriety
Under Stress	• Dictatorial • Critical	• Sarcastic • Superficial	• Submissive • Indecisive	• Withdrawn • Headstrong
Decision-Making Pattern	• Decisive	• Spontaneous	• Conferring	• Deliberate
Occupations	• Executive • Military Leader • Newspaper Editor	• Sales • Public Relations • Actor	• Family Doctor • Social Services • Teacher	• Engineer • Researcher • Artist
Celebrities	• Joan of Arc • Mike Wallace • McGarrett (Five O) • Rambo	• Carol Burnett • Tony Danza • Dom Deluisa	• Kenny Rogers • Edith Bunker • Martina Navratalova	• Mr. Spock • Sgt. Joe Friday • Katherine Hepburn
Song	"My Way"	"Celebration"	"You've Got A Friend"	"Don't Rain On My Parade"
Vehicle	Full-Size Luxury	Sports Car	Station Wagon	"Best Rated Buy"
Animal	Lion	Porpoise	Koala	Fox

Distinguishing Characteristics
of DiSC

Behavior Pattern	**D** Direct/ Controlling	**i** Direct/ Supporting	**S** Indirect/ Supporting	**C** Indirect/ Controlling
Pace	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
Priority	The Task/Results	The Relationship/ Interaction	The Relationship/ Communication	The Task/Process
Fears	Being taken advantage of	Loss of Social Recognition	Sudden Changes/ Instability	Personal criticism of their work efforts
Gains Security Through	Control, Leadership	Playfulness, Others Approval	Friendship Cooperation	Preparation Thoroughness
Measures Personal Worth By	Quality or impact of results Track record or process	Acknowledgements Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
Internal Motivator	The "Win"	The "Show"	The "Participation"	The "Process"
Appearance	Businesslike/ Functional	Fashionable Stylish	Casual Conforming	Formal Conservative
Workplace	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

Reviewing My Behavioral Tendencies

1. Record three of your greatest strengths and how they help you on your job.

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2. Record one or two of your limitations and how they hinder your job effectiveness

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3. Record two or three of your strongest motivators. Are they currently in your environment?

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4. Record one thing you could do at work to be more effective.

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Compatibility Chart

Styles	Excellent		Good		Fair		Poor	
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
D - D			S		W			
D - I			S			W		
D - S	W					S		
D - C					W			S
i – i	S						W	
i – S	W				S			
i - C			W				S	
S-S	S		W					
S-C		S	W					
C-C	S		W					

Key

S = Social Interaction
W = Work Tasks
1 = Best Possible
8 = Poorest Possible

Strategies for Blending and Capitalizing

Dominance	Influence
Remember, a High **D** May Want:	Remember, a High **i** May Want:
Authority, challenges, prestige, freedom, varied activities, growth assignments, "bottom line" approach, opportunity for advancement.	Social recognition, popularity, people to talk to, freedom from control and detail, favorable working conditions, recognition of abilities, chance to motivate people, inclusion by others.
Provide direct answers, be brief and to the point. **Ask** "what" questions, not how. Stick to business, results they desire.	**Provide** favorable, friendly environment.
Outline possibilities for person to get results, solve problems, be in charge.	**Provide** chance for them to verbalize about ideas, people and their intuition.
Stress logical benefits of featured ideas, approaches.	**Offer** them ideas for transferring talk into action.
	Provide testimonials.
When in agreement, agree with facts and ideas rather than the person.	**Provide** time for stimulating, sociable activities.
If timeliness or sanctions exist, get these into the open as related to end results or objectives.	**Provide** details in writing, but don't dwell on these.
	Provide a participative relationship. **Provide** incentives for taking on tasks.
Conscientiousness	**Steadiness**
Remember, a High **C** May Want:	Remember, a High **S** May Want:
Personal autonomy, opportunity for careful planning, exact job descriptions, precise expectations.	Security of situation, time to adjust to change, appreciation, identification with group, limited territory, areas of specialization.
Take time to prepare your case in advance. **Provide** straight pros and cons of ideas.	**Provide** a sincere, personal and agreeable environment.
Support ideas with accurate data. **Provide** reassurance that no surprises will occur.	**Provide** a sincere interest in them as a person.
Provide exact job description with precise explanation of how it fits the big picture.	**Focus** on answers to "how" questions to provide them with clarification.
Review recommendations to them in a systematic and comprehensive manner.	**Be** patient in drawing out their goals.
If agreeing, be specific.	**Present** ideas or departures from current practices in a non-threatening manner; give them a chance to adjust.
If disagreeing, disagree with the facts rather than the person.	**Clearly** define goals, roles or procedures and their place in the overall plan.
Be prepared to provide explanations in a patient, persistent, diplomatic manner.	**Provide** personal assurances of follow-up support.
	Emphasize how their actions will minimize risks involved and enhance current practices.

Flexing to Different Styles

"D" DOMINANCE

- Be clear, specific, brief and to the point. Use time to be efficient.
- Stick to business. Come prepared with all requirements, objectives, support material in well-organized "package".
- Present the facts logically; plan your presentation efficiently, concisely.
- Ask specific (preferably "what") questions.
- Provide key alternatives and choices for making their decisions.
- Provide facts and figures about probability of success and effectiveness of options.
- If you disagree, take issue with facts, not the person.
- Motivate and persuade by referring to objectives and results.
- After talking business depart graciously.

S" STEADINESS

- Start (briefly) with a personal commitment. Break the ice. Use time to be agreeable.
- Show sincere interest in them as people; find areas of common involvement; be candid and open.
- Patiently draw out 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 their options.
- If you agree easily, look for possible areas of early disagreement or dissatisfaction.
- If you disagree, look for hurt feelings, personal reasons.
- Move in an informal, though orderly fashion.
- Define clearly (preferably in writing) individual contribution.
- Provide guarantee their decision will minimize risks, and assurances that provide them benefits.
- Provide personal assurances, clear specific solutions with concrete guarantees.

Flexing to Different Styles

"i" INFLUENCING

- Plan interaction that supports their dreams, feelings, and intuitions. Use time to be stimulating. Use enough time to be sociable, yet fast-moving.

- Leave time for relating, socializing.

- Talk about people and their goals; opinions they find stimulating.

- Don't deal with extensive details; put them in writing; pin them to modes of action.

- Ask for their opinions/ideas regarding people.

- Provides ideas for implementing action.

- Provide testimonials from people they see as important, prominent.

- Offer special, immediate and extra incentives for their willingness to take risks.

- Continue supporting the relationship, be casual.

"C" COMPLIANCE

- Prepare your "case" in advance. Use time to be accurate.

- Approach them in a straightforward, direct, but low-keyed way; stick to business.

- Support their logical, methodical approach; build your credibility by listing pros and cons to any suggestion you make.

- Make an organized 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 with step-by-step timetable; assure them there won't be surprises.

- If you agree, follow through.

- If you disagree, make an organized presentation of your position and ask for their input.

- Give them time to verify predictability of your actions; be accurate, realistic.

- Provide solid, tangible, practical evidence.

- Indicate guarantees over long period; but provide options.