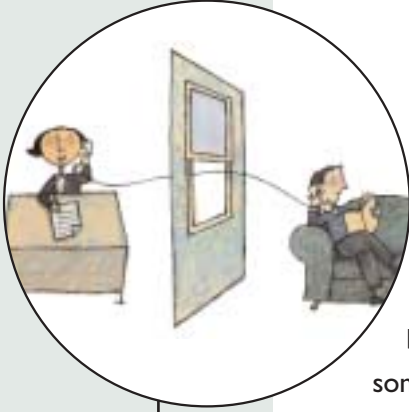


March 2002 - Volume I



Q and A

Q. What should I do if I question the validity of someone's natural graph? For example, I ran a report on a client that views himself as more "D-like". I was surprised to see that his D-factor is below the line.

A. I have learned to trust the validity of the reports. All report versions of the Style Analysis instrument measure HOW one prefers to solve problems and make decisions, interact with and influence people, pace him/herself and approach rules, regulations and risk. People who have a high drive to get results and influence others (high Utilitarian and Individualistic attitudes) can appear to have a high D-factor. But when you think carefully about HOW they satisfy those drives, they may be very inclusive, team-oriented, collaborative, etc. as opposed to dominating. Also, remember that having other factors high (especially the I-factor) will 'soften' the high D-factor. Human beings are complex and the DISC profile provides insights into one aspect of a person – his/her behavioural style. By using the PIAV tool as well, you can add information about his or her attitudes and values (the WHY of one's actions). This will provide additional insights and can explain seeming inconsistencies.

Feeling DISConnected?

Try this simple, yet powerful exercise that I use in my team building workshops!

Using the Style Consequences Matrix (next page), individuals will better understand the intended impact of their style and also identify some of the unintended consequences of it. It's designed for use with a team of people who have a basic understanding of the DISC model and who already know the implications of being high or low on a factor.

Here's an example. The High-D style is motivated to get results, to get the job done, to meet objectives, to realize a vision, etc. (Natural Intent)

The High-D style intends the following consequences from his/her behaviour on others: others will be motivated to get results; others will get down to business and not 'waste' time or resources; others will buy into the vision; etc. (Intended consequences)

However, the High-D style can influence others' behaviours in ways he/she did NOT intend E.g., alienation, frustration, stubbornness, passive-aggressive reactions, sabotage, resistance, etc. (Unintended consequences)

Ask your workshop participants to work together to complete the matrix. Each style will have the most difficulty completing the 'unintended consequences' section for their own style. They should look to the team-members with different styles to help them understand how their style can create the negative consequences they do not intend. This exercise is an extension of the "Perceptions" page in the report. It is also useful for the different styles to be able to 'forgive' each other for behaving the way they do. Once people truly grasp that each style is motivated from a positive place, the unintended negative consequences are seen in a different light.

Style Consequences

	Natural Intent	Intended Consequences (for team)	Unintended Consequences (for team)
D			
I			
S			
C			

New Product!!

TTI has launched a new online assessment: **Insights to Success – Interactive**

This assessment is **unique** in these ways:

- 1) Participants complete the Style Analysis response form online and are immediately presented with an online **debriefing** process.
- 2) The online debriefing process then leads to a personalized **Action Plan**, called the Blueprint for Success, which the participant also completes online.

- The Interactive process takes 20-30 minutes.
- The respondent may log-in and log-out at any time during the process
- When the interactive process is complete, respondent immediately receives two reports via email – the Insights to Success and Blueprint for Success
- The Insights to Success report is identical to the Employee-Manager report except in the following ways:
 - ◆ There is NO DISC graphs page
 - ◆ There is NO Wheel page
 - ◆ It includes a section called Time Wasters (and possible causes/solutions based on the style)
 - ◆ It includes a section called Strengths and Weaknesses
 - ◆ Because no DISC graphs are presented, you do not need an in-house DISC ‘expert’ in order to apply and benefit from the tool.
 - ◆ Therefore, no consultant debriefing time is required.
- Please NOTE: The DISC graphs and Wheel page are available for account holders for any purpose you want – e.g., team-building, benchmarking, etc.

**PLEASE CONTACT ME IF YOU WOULD LIKE PRICING,
INFORMATION AND/OR SAMPLE REPORTS.**

Teamwork is important

Even though my typewriter is an old model, it works quite well, except for one of the keys. I wish many times that it worked perfectly. It is true that there are forty-one keys that function well enough, but just one key not working makes the difference. Sometimes it seems to me that our organization is somewhat like this typewriter. Not all the people are working. You say to yourself: "Well, I am only one person! It won't make or break a program." But it does make a difference! Any program, to be effective, needs the active participation of every member. So the next time you think you are only one person, and that your efforts are not needed, remember my typewriter and the story it tells.

Helpful Resources:

- [Effective Communication Skills for scientific and technical professionals.](#)

Harry E. Chambers, 2001. ISBN 0-7382-0287-8

This is a great book to help you coach the technically proficient (high C-factors) whose neglect of the emotional impact of their message interferes with their effectiveness. The book has lots of self-assessments, concrete scripts and examples. It does an excellent job of presenting the 'business case' for improving one's communication skills to the high C-style communicator. Very respectful yet doesn't pull any punches. You will find applications to use with the other styles as well (especially the high D and high S). (And it's well-priced at \$24.00 Canadian range).

Would you like to recommend a book or resource?

Please just send a review and why you like it and we'll post your recommendation!