

High D's around here and strategies for working with them:

<b>DISC</b>	<b>Hints for working with</b>		
<p><b><u>WHAT DO I WANT?</u></b> Authority, challenges, prestige, freedom, varied activities, difficult assignments, logical approach, opportunity for advancement</p>			
<p><b><u>TREAT ME LIKE THIS:</u></b></p> <ol style="list-style-type: none"> <li>1. Try to support their goals and objectives.</li> <li>2. Ask questions that allow them to discover things, rather than to be told.</li> <li>3. Keep your relationship business-like. Do not attempt to establish a personal relationship unless that is one of their objectives.</li> <li>4. If you disagree with the <i>High D</i>, argue the facts, not personal feelings.</li> <li>5. Give recognition to the <i>High Ds</i> ideas, not to them personally</li> <li>6. To influence the decisions of the <i>High D</i>, you should provide alternative actions with probabilities of their success (backed by facts, if available)</li> <li>7. Be succinct, efficient, time-disciplined and well organised with the <i>High D's</i>.</li> <li>8. Be prepared to negotiate with them.</li> <li>9. Emphasise their efficiency</li> </ol>			
<p style="text-align: center;"><b>HIGH D</b></p> <p><b>To have an effective Relationship.</b></p> <p>Mutual respect must exist to avoid conflict. Both people must understand one another's realms and boundaries of authority.</p>	<p style="text-align: center;"><b>HIGH I</b></p> <p><b>To have an effective Relationship</b></p> <p>Be friendly, complimentary, listen to ideas and recognise <i>High I's</i> accomplishments.</p>	<p style="text-align: center;"><b>HIGH S</b></p> <p><b>To Have An Effective Relationship</b></p> <p>Avoid pushing; recognise with sincerity the <i>High S</i> good work; be friendly, easy going &amp; steady-paced</p>	<p style="text-align: center;"><b>HIGH C</b></p> <p><b>To Have An Effective Relationship</b></p> <p>Slow down the pace; give information in a clear form &amp; provide many facts. In discussion, expect <i>High C's</i> to voice doubts, concerns and questions. Remove any potential threats. Allow time for <i>High C's</i> to consider issues &amp; details before making a decision.</p>

High I's around here and strategies for working with them:

<b>DISC</b>	<b>Hints for working with</b>		
<p><b>WHAT DO I WANT?</b> Social recognition, popularity, people to talk to, freedom of speech, freedom from control and detail, favourable working conditions, recognition of abilities, to help others, chance to motivate people.</p> <p><b>TREAT ME LIKE THIS:</b></p> <ol style="list-style-type: none"> <li>1. Get them to talk about opinions and ideas and try to support them.</li> <li>2. Do not hurry the decision; try to develop mutually stimulating ideas.</li> <li>3. Be entertaining and fast moving.</li> <li>4. The "I" does not like to lose arguments so try not to argue. Instead explore alternative solutions you can both share with enthusiasm.</li> <li>5. When you reach agreement, iron out specific details concerning what, when, who and how. Be sure you both agree on the specifics.</li> <li>6. Summarise in writing what you both agree upon even though it may not appear necessary.</li> <li>7. Make sure you are both in full agreement concerning when the action must be performed (specification).</li> <li>8. The "I's" decisions are positively affected if you use testimonials from important people or companies with which this person can identify.</li> </ol>			
<p style="text-align: center;"><b>HIGH D</b></p> <p><b>To Have an Effective Relationship</b></p> <p>Must have direct communication, deal with issues in a straightforward manner; negotiate commitments/goals on an equal basis.</p>	<p style="text-align: center;"><b>HIGH I</b></p> <p><b>To Have an Effective Relationship</b></p> <p>Be friendly, complimentary, acknowledge each other's accomplishments. Listen sincerely instead of planning what to say next.</p>	<p style="text-align: center;"><b>HIGH S</b></p> <p><b>To Have an Effective Relationship</b></p> <p>Slow down; be easier going; show appreciation sincerely and establish a friendship with the High S. Above all, don't be pushy.</p>	<p style="text-align: center;"><b>HIGH C</b></p> <p><b>To Have an Effective Relationship</b></p> <p>Present facts clearly and be well prepared for discussion. Remove any potential threats. Expect High C's to express doubts and give them time to evaluate data before making a decision.</p>

High S's around here and strategies for working with them:

<b>DISC</b>	<b>Hints for working with</b>		
<p><b><u>WHAT DO I WANT?</u></b> Status quo, security of situation, time to adjust, appreciation, identification with group, work pattern, limited territory, areas of specialisation</p> <p><b><u>TREAT ME LIKE THIS:</u></b></p> <ol style="list-style-type: none"> <li>1. Provide a sincere, personal and agreeable environment.</li> <li>2. Provide a sincere interest in me as a person.</li> <li>3. Ask "how" questions to get my opinions.</li> <li>4. Be patient in drawing out my goals</li> <li>5. Present ideas or departures from status quo in a non-threatening manner-give chance to adjust.</li> <li>6. Clearly define roles or goals and my place in the plan.</li> <li>7. Provide personal assurances of support.</li> <li>8. Emphasise how my actions will minimise their risk.</li> </ol>			
<p style="text-align: center;"><b>HIGH D</b></p> <p><b><i>To Have an Effective Relationship</i></b>            Must have direct communication; deal with issues in a straightforward manner; negotiate commitments/goals on an equal basis.</p>	<p style="text-align: center;"><b>HIGH I</b></p> <p><b><i>To Have an Effective Relationship</i></b>            Be friendly, complimentary, listen to ideas and recognise <i>High I's</i> accomplishments.</p>	<p style="text-align: center;"><b>HIGH S</b></p> <p><b><i>To Have an Effective Relationship</i></b>            Move at steady pace; express appreciation; establish a friendship with another <i>High S</i>.</p>	<p style="text-align: center;"><b>HIGH C</b></p> <p><b><i>To Have an Effective Relationship</i></b>            Present the facts clearly and in an organised fashion. Be well prepared for discussion, and expect <i>High C</i> to express doubts and questions. Provide time for them to evaluate all information before making a decision.            Remove any potential threats.</p>

High C's around here and strategies for working with them:

<b>DISC</b>	<b>Hints for working with</b>		
<p><b><u>WHAT DO I WANT?</u></b> Security, no sudden changes, personal attention, less responsibility, exact job descriptions, controlled work environment, status quo, reassurance, to be part of a group.</p> <p><b><u>TREAT ME LIKE THIS</u></b></p> <ol style="list-style-type: none"> <li>1. Try to support the high "C's" organised and thoughtful approach. Any contributions towards the high "C's" objectives should be demonstrated through actions rather than words.</li> <li>2. than words.</li> <li>3. Be systematic, exact, organised and prepared with the high "C" person</li> <li>4. List advantages and disadvantages of any plan you propose and have viable alternatives for dealing effectively with the disadvantages</li> <li>5. Give the high "C" time to clarify your words and actions (because this person will need the time).</li> <li>6. The high "C" likes things in writing so follow up your discussion with a memo or letter.</li> <li>7. Provide solid, tangible evidence (not someone's opinion) that what you say is true and accurate</li> </ol>	34		
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**RECOGNISING  
AND  
MANAGING  
DISC**

**CHARACTERISTICS  
IN THE  
WORKPLACE**

## Encouraging and managing the HIGH D

### FIRST

#### **Some clues for recognising the HIGH D**

Basic Style:	Direct and straightforward
Style under pressure:	Impatient
Response to a direct confrontation:	Attacks
Type of aggressiveness:	Overt
Prefers others who:	Move quickly

### THEN,

#### ***This is what they want***

- ★ Rewards and results
- ★ Opportunity for personal growth
- ★ Diversification and innovation
- ★ To be tested and measured
- ★ Plenty of “action”
- ★ New frontiers
- ★ Very few details
- ★ Freedom and authority

### BUT,

#### ***This is what they may need***

- ★ Some empathy
- ★ Controls
- ★ Increased capacity for relaxation
- ★ Moderation in approach
- ★ Genuine sensitivity
- ★ Some patience

### THEREFORE,

#### ***The best approach is***

High D people become active in situations perceived as antagonistic (personally challenging or even threatening). They only know one direction, forward and only one approach, charge! The Dominant person will identify best with a friend or superior who “tells it like it is”! In other words, be direct, straightforward, and always on the level. Give the High D tough assignments, a heavy workload and plenty of opportunity to show what can be done. The Dominant person loves to compete, thrives on pressure and needs CHALLENGE. The High D cannot tolerate inactivity so extend them as they bore quickly when things become routine.

## Remember a HIGH D may want

Authority, varied activities, prestige, freedom, assignments promoting growth, “bottom line” approach, opportunity for advancement..

### DO

- ★ Be brief and to the point.
- ★ Ask “what” not “how” questions.
- ★ Focus on business; remember they desire results.
- ★ Suggest ways for him/her to achieve results, be in charge, and solve problems.
- ★ Highlight logical benefits of featured ideas and approaches.
- ★ When in agreement, agree with facts and ideas rather than the person.
- ★ When problems exist, discuss them in light of how they will hamper accomplishment.

### DON'T

- ★ Ramble
- ★ Repeat yourself
- ★ Focus on problems
- ★ Be too sociable
- ★ Make generalisations
- ★ Make statements without support

### While analysing information a HIGH D may:

- ★ Ignore potential risks.
- ★ Not weigh the pros and cons.
- ★ Offer innovative and progressive systems and ideas.
- ★ Not consider the opinions of others.
- ★ Assume responsibility for agreed actions.

## Encouraging and managing the HIGH I

### **FIRST**

#### ***Some clues for recognising the HIGH I***

Basic Style:	Outgoing and enthusiastic
Style under pressure:	Optimistic
Response to a direct confrontation:	Attempts to sell, then backs off.
Type of aggressiveness:	Verbal
Prefers others who:	Listen and get "sold" easily.

### **THEN,**

#### ***This is what they want***

- ★ Personal popularity
- ★ Prestige and status
- ★ Group interaction
- ★ Friendly relationships
- ★ Favourable working conditions
- ★ The democratic process
- ★ Very few details
- ★ Variety of assignments and activities

### **BUT,**

#### ***This is what they may need***

- ★ A sense of urgency
- ★ Control of impulsiveness
- ★ More objectivity
- ★ Personal money management help
- ★ Less concern with criticism
- ★ More initiative
- ★ Better follow through
- ★ Time control

### **THEREFORE,**

#### ***The best approach is***

High I become active in situations perceived as favourable. They like it best when things are "nice", the need for disciplining others "slight" and the opportunity to be influential "great".

Their most often used approach is to be suggestive and indirect rather than blunt and demanding. The influential person will identify best with a friend or superior who is democratic and takes a strong personal interest in him/her both on and off the job. Give the HIGH I plenty of assignments involving people, motivating others along with variety in both assignments and location and you should find a willing worker. The Influential person loves to "sell", thrives on people – contact and needs personal RECOGNITION. The HIGH I cannot tolerate feeling unnoticed so make them feel important in an environment that is relatively free of routine and regimentation.

## Remember a HIGH I may want

Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others.

### **DO**

- ★ Build a favourable, friendly environment
- ★ Give opportunity for them to verbalise about ideas, people and their intuition.
- ★ Assist them in developing ways to transfer talk into action.
- ★ Share testimonials from others relating to proposed ideas.
- ★ Allow time for stimulating, social activities
- ★ Develop a participative relationship.
- ★ Create incentives for following through on tasks.

### **DON'T**

- ★ Eliminate social time
- ★ Do all the talking
- ★ Ignore their ideas or accomplishments
- ★ Tell them what to do

### **While analysing information, a HIGH I may:**

- ★ Lose concentration
- ★ Miss important facts and details
- ★ Interrupt
- ★ Be creative in problem solving

## Encouraging and managing the HIGH S

### FIRST

#### ***Some clues for recognising the HIGH S***

Basic Style:	Friendly and low-key
Style under pressure:	Slows things down
Response to a direct confrontation:	Bends to authority
Type of aggressiveness:	Passive
Prefers others who:	Are sincere and accommodating

### THEN,

#### ***This is what they want***

- ★ Opportunity to specialise
- ★ Limited or no travel
- ★ Appreciation and acceptance
- ★ A stable environment
- ★ To maintain the “status quo”
- ★ To maintain a “low profile”
- ★ To be a “team player”
- ★ To be needed

### BUT,

#### ***This is what they may need***

- ★ To be in charge if there is opportunity
- ★ To realise friendship isn't everything
- ★ A sense of urgency
- ★ More flexibility
- ★ To delegate more
- ★ To be less secretive
- ★ Not to bear “grudges”
- ★ To be less possessive

### THEREFORE,

#### ***The best approach is***

HIGH S people tend to remain passive even in situations perceived as favourable. They are at their best in a relaxed, low-pressure environment where work can easily be divided into tasks and then completed one at a time. The Steady person will identify best with a friend or superior who is amiable, friendly and easy going. Whenever possible, give the HIGHS specialised, repetitive work that they can do at a reasonable pace. Introduce change slowly, if at all, and remember that the HIGH S will work long and hard if he/she likes you – so stay a “friend”. When on occasion, you push too hard, you will find the HIGH S can become stubborn and rigid, and even defensive. The Steady person thrives on pacing him or herself and wants credit in the form of APPRECIATION for jobs well done. Don't ignore the HIGH S or take him/her for granted, just because they are less vocal, or you may end up with a “sulker” who will deliberately underachieve.

## Remember a HIGH S may want

Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialisation.

### DO

- ★ Create a favourable environment: personal and agreeable.
- ★ Express a genuine interest in them as a person.
- ★ Provide them with clarification for tasks and answers to “how” questions.
- ★ Be patient in drawing out their goals.
- ★ Present ideas of departures from current practices in a non-threatening manner, give them time to adjust.
- ★ Assure them of personal follow-up support.
- ★ Explain how their actions will minimize the risks involved and enhance current procedures.
- ★ Clearly define goals, procedures and their role in the overall plan

### DON'T

- ★ Be pushy, overly aggressive, or demanding
- ★ Be too confrontational

### While analysing information, a HIGH S may:

- ★ Be openly agreeable but inwardly unyielding
- ★ Internalise their concerns and doubts
- ★ Hesitate to share feedback during presentations
- ★ Slow down the action
- ★ Provide valuable support for team goals



## Encouraging and managing the HIGH C

### FIRST

#### ***Some clues for recognising the HIGH C***

Basic Style:	Perfectionist
Style under pressure:	Strict
Type of aggressiveness:	Defensive
Prefers others who:	Are logical and precise
Response to a direct confrontation:	Withdraws until fully prepared

### THEN,

#### ***This is what they want***

- ★ Limited exposure to risk
- ★ Time for checking and rechecking
- ★ Standards and deadlines
- ★ Freedom to explore before deciding
- ★ Support and backup
- ★ Personal attention
- ★ Time to do a thorough job
- ★ Quality

### BUT,

#### ***This is what they may need***

- ★ Support to be not always available.
- ★ To delegate more
- ★ To express “feelings” more
- ★ To be less defensive
- ★ Deadlines must be met – even with double-checking
- ★ To be less conventional
- ★ To take more risk
- ★ More confidence in ability

### THEREFORE,

#### ***The best approach is***

High C people become passive in situations perceived as antagonistic. They perform best in well-defined circumstances where explanations are complete and standard operating procedures clear. The Compliant person will identify best with a friend or superior who is “available” and willing to listen and then discuss key moves. Always give High C’s detailed assignments and sufficient lead-time so they can do a thorough and precise job. Keep in touch with the High C during completion stage, as he/she may bog down in details.

The High C person needs to be right and gains needed confidence from REASSURANCE, so be supportive and tolerant of the style or you will certainly frustrate the practitioner.

## Remember a High C may want

Autonomy and independence, controlled work environment, reassurance, precise expectation and goals, exact job descriptions, planned change.

### DO

- ★ Prepare your case in advance
- ★ Delineate pros and cons of proposed ideas
- ★ Support ideas and statements with accurate data
- ★ Reassure that no surprises will occur
- ★ Submit exact job description with precise explanation of how that task fits into the big picture
- ★ Review recommendations with them in a systematic and comprehensive manner
- ★ When agreeing, be specific
- ★ When disagreeing, disagree with the facts rather than the person
- ★ Be patient, and diplomatic while providing explanations

### DON'T

- ★ Refuse to explain details
- ★ Answer questions, vaguely or casually

### While analysing information, a HIGH C may:

- ★ Become overly cautious and conservative
- ★ Get too bogged down in details
- ★ Avoid or postpone decisions, especially if they perceive a task to be daunting
- ★ Be an effective trouble shooter

