

# 363 FOR LEADERS PROFILE

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EVERYTHING **DiSC**  
363® FOR LEADERS

ASSESSMENT TO ACTION.

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# Welcome to Everything DiSC 363<sup>®</sup> for Leaders

## Introduction

360° Feedback with 3 Personalized Strategies

When you think about people who exemplify leadership—historical figures, contemporary standouts, or people in your organization—do the words *generic* or *cookie cutter* come to mind? Probably not. Most likely, you can describe unique aspects of their leadership style that help them succeed. In fact, two equally successful leaders may take two very different approaches to leadership.

And so, why in the world should leadership training involve following one set of narrowly defined principles? This program aims to help you reflect on your use of a broad range of highly effective approaches to leadership. You'll receive **constructive 360° feedback** on your leadership approaches, and you'll discover **three personalized strategies** to help you become a more effective leader.



### Cornerstone Principles of Everything DiSC 363 for Leaders

- ▶ Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity
- ▶ *Everything DiSC 363<sup>®</sup> for Leaders* focuses on the **interpersonal aspects** of leadership
- ▶ All eight approaches **contribute to leadership success**
- ▶ While you don't need to excel in every area, you need at least some level of **competency in each** to be a great leader
- ▶ Leaders are most likely to have strengths in areas that reflect **their own styles**
- ▶ **Understanding yourself** better is the first step to becoming more effective when leading others

*Everything DiSC 363 for Leaders* describes a rich spectrum of behaviors called **Eight Approaches to Effective Leadership**. This model, pictured at left, is based on DiSC<sup>®</sup>, a simple tool that's been helping people to connect better for over thirty years.

Individual leaders, followers, and organizations may prefer certain approaches over others. Effective leaders tend to use a range of approaches.

### A Three-Step Process

Using multi-rater feedback and your self-assessment, Taylor, this program will help you identify which aspects of the eight approaches are your strengths—those that you use *most* frequently—and which areas you might benefit from developing further.

In this report, you'll have the opportunity to elevate your leadership effectiveness by:

- Understanding how others see you as a leader
- Exploring your tendencies on the eight approaches
- Learning three strategies to become a more effective leader

# Your Leadership Outlook

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## Introduction

What follows is an overview of your tendencies as a leader based on your own responses to the assessment. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.

Taylor, you're probably a dynamic leader who pushes yourself and the group to reach ambitious goals. You expect others to maintain a fast pace, and you have little patience for people or processes that hinder the group's progress. Sitting still may be agonizing for you. Since you have a strong need for variety, you're often eager to seize new opportunities, especially when bold action is required.

Most likely, you want to have the freedom to set your own course as a leader. While you're probably quite collaborative at times, you want to reserve the right to decide how to spend your time and energy. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that stand in the way of creative ideas that stretch current boundaries.

Because you have grand ambitions for yourself as a leader, you're probably attracted to high-profile assignments that will allow you to showcase your talents. You're often happy to accept responsibility, and you probably enjoy being in charge. Since you have the ability to create forward momentum in a group, you avoid getting bogged down in the details and may prefer to delegate more methodical responsibilities to others.

You tend to be a bold and adventurous leader. Because you like being spontaneous, you probably struggle with situations that require you to exercise highly disciplined analysis. You're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. As a result, you may find your goals and decisions challenged by more systematic colleagues who stress objectivity.

Like other leaders with your style, you probably leverage personal connections to help get the results you want. Your charisma and enthusiasm allow you to effortlessly rally others to support your goals. Most likely, you're quite candid and self-confident, and other people may naturally look to you for leadership. You may have discovered that tapping into other people's ideas brings a better chance of success, so you often create brainstorming opportunities.

When conflict arises, you probably approach it proactively in an attempt to get back on task. However, when put under a great deal of pressure, you may become combative or belligerent, lashing out at others with little concern for the consequences. While unleashing your anger may seem cathartic, this may cause others to find you intimidating or unapproachable.

Because you want to be heard, you tend to become frustrated when you feel that others aren't on board with your plans for the group. You may even run the risk of closing yourself off to input and becoming too insistent if you feel your ideas aren't taken seriously. You expect some public acknowledgement of your accomplishments, but you don't require a lot of gushing praise. And, because you value recognition yourself, your leadership approach often involves generously complimenting others.

Taylor, all of these behaviors reflect your top leadership approaches. Your most valuable contributions as a leader may include your pioneering attitude, your commanding presence, and your ability to energize people.

In the report that follows, you'll discover other people's perceptions of your leadership approaches. Some of these will agree with your own view of yourself, while others may disagree or even contradict. Through this process, you will be able to build self-awareness and a better understanding of what you can do to be a more effective leader.

## Three Practices of a Resolute Approach

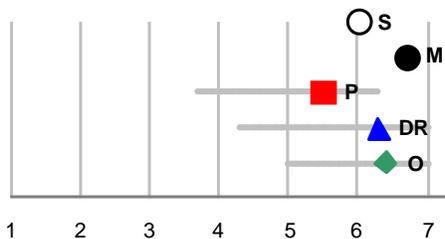
## Detailed Feedback

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### Your Highlights:

- You tend to rate yourself about the same on the Resolute Approach as your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Resolute Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Resolute Approach more often than your other raters think you do.

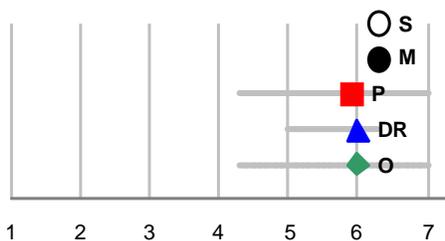
**Setting High Expectations:** Since Resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.



### Comments

- He seems comfortable holding people accountable. (11 raters)
- He clearly states his expectations and lets us know what we need to do to exceed them. (10 raters)
- He already does this, but he would be more effective if he did it even more often. (3 raters)
- (Additional comments in the Appendix)

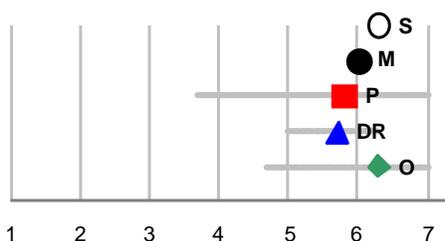
**Speaking Up About Problems:** Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they don't let problems slip through the cracks.



### Comments

- He's not afraid to speak his mind. (15 raters)
- He's not pushy, but he will ask questions if he thinks there's a problem. (9 raters)
- He already does this, but he would be more effective if he did it even more often. (4 raters)
- (Additional comments in the Appendix)

**Improving Methods:** Resolute leaders find ways to improve the group's methods, and others may appreciate how their practical, common-sense approach leads to greater efficiency.



### Comments

- He takes the time to step back and evaluate how we can improve our methods. (8 raters)
- He's very efficient, but he could spend more time helping others improve the way they do things. (5 raters)
- He can see when we're frustrated and helps us become more efficient. (4 raters)
- (Additional comments in the Appendix)

### Legend

○ Self      ● Manager      ■ Peers\*      ▲ Direct Reports\*      ◆ Others\*

\*Data point shows average; grey lines show score range for groups of three or more.

## Your Greatest Strengths as a Leader

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Taylor, the next step is taking all the feedback you've been given and using it to become a more effective leader. First, let's take a look at your strengths. Below, you'll find the top three areas that your raters identified as your greatest assets. By staying focused on these strengths, you can put them to best use to increase your leadership effectiveness.

### Strength #1: Being Approachable

Because people see you as **being approachable**, they are likely to feel comfortable coming to you for help or advice. You come across as warm and friendly, and you rarely appear too busy to talk. Because of this, you're more likely to be tuned into the needs and morale of your group, which can be a major asset to you as a leader. Your strengths likely include:

- You welcome casual conversations with people at all levels of the organization.
- You give others your undivided attention when they come to you for advice.
- Because you're not intimidating, people are more likely to let you know when problems arise, so you can address them in a timely manner.

### Strength #2: Showing Confidence

Leaders need to speak and act with conviction in order to maintain the confidence and trust of the people around them. Since you **show confidence** and you aren't afraid to speak assertively, people probably feel assured of your abilities and see you as a leader who can steer them toward greater success. Your strengths likely include:

- You're confident in your opinions.
- You model self-assurance that can help the group feel more confident about its work.
- You're likely a strong champion for ideas and goals you think are important.

### Strength #3: Taking Charge

It's hard to imagine an effective leader who doesn't provide direction for the group. Because you're willing to **take charge**, people can count on you to step up and make decisions, especially when no one else will. Your ability to see that decisions get made can instill a sense of confidence in the group, since they know that you'll provide the guidance they need. Your strengths likely include:

- You take charge of situations when leadership seems to be lacking.
- You're able to effectively step in and take control to maintain momentum.
- You take the lead in group situations so that people know whom to follow.

### Your Three Strategies for Development

Now that you have a better idea of your strengths as a leader, let's take a closer look at the areas where your raters indicated you have the greatest opportunities for improvement. We'll explore the **three practices** that were chosen for you based on recommendations by your raters: **Showing Diplomacy**, **Communicating with Clarity**, and **Staying Open to Input**. Each of the next three pages will include the following three steps:

1. **Discover** why this strategy was chosen for you based on your raters' feedback.
2. **Personalize** the information by choosing from bullet points that help explain how your raters responded.
3. **Apply** what you've learned by selecting tips to increase your effectiveness.