

# MANAGEMENT PROFILE

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ASSESSMENT TO ACTION.

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## Your Management Priorities

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Your Di style says a great deal about how you approach your position as a manager and what aspects of the job you see as most important. Overall, you probably put a priority on action, drive, and encouragement. This means that you're fast-paced, upbeat, and not afraid to be bold. Others might describe you as outspoken and daring. Most likely, you set impressive goals and encourage others to join you in working to achieve them. Below is a more in-depth discussion of the priorities associated with your style.

### Taking Action

Like other managers with your Di style, Casey, you like to take command of situations and hit the ground running. As a result, you probably don't spend a great deal of time analyzing options and reviewing details. In fact, you're more likely to keep moving forward while pushing your team members to keep up with your rapid pace. At times, you may overlook important specifics in your enthusiasm for immediate results, and you may become impatient with people who stand in the way of quick forward progress.

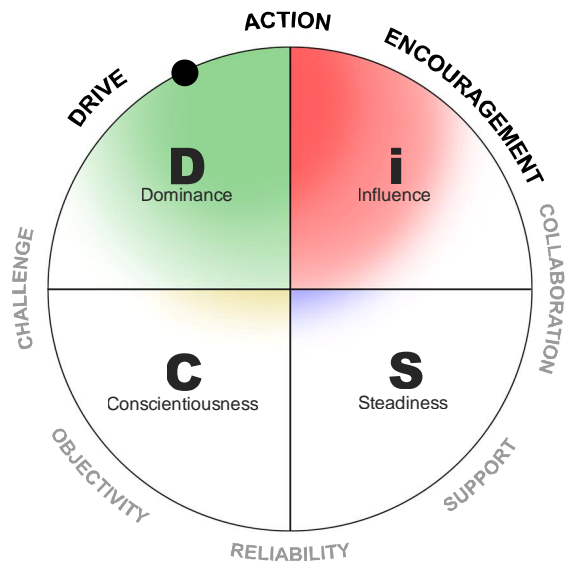
### Displaying Drive

You tend to set ambitious goals, and you may encourage your team to share this focus on achievement. Because you have strong internal drive, maintaining control and authority is probably important to you. Like other people with your Di style, you value innovative solutions and are willing to take some risks along the way. New ideas and adventurous options energize you, and you may favor strategies that yield the biggest payoff for your effort. While your push for concrete accomplishments may sometimes intimidate slower-paced team members, you're probably also quick to share your victories with others.

### Providing Encouragement

Managers with your Di style want members of the team to feel good about their contributions, so you often emphasize what they're doing right when discussing their work. At the same time, your focus on results means that you point out issues and problems as they relate to the bottom line. Still, you probably avoid appearing overly critical to ensure that people feel energized and optimistic about their work. Your dynamic and positive approach lets them know that you have confidence that they can contribute to the team effort.

## Your DiSC® Management Style



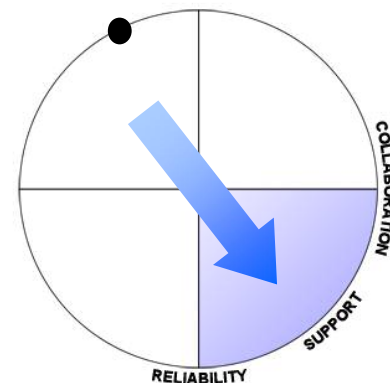
## Directing & Delegating to the S Style

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## Directing & Delegating

### How does the S style like to work?

People with the S style appreciate a methodical pace, and they like to focus on their tasks without being interrupted by sudden changes or radical developments. For this reason, they may view the high-speed environment that you prefer as intimidating or stressful. They seek a calm and orderly culture where collaboration and group effort are valued. They are cautious when approaching projects, and they may need more hands-on support than you naturally provide. These individuals accept direction easily, and they will seldom push for more authority, because they are much more comfortable working behind the scenes.



### Potential problems when working together

People with the S style are often accommodating and flexible. However, abrupt changes in plans or direction can rattle them. At the same time, they may be so intent on avoiding confrontations that they keep their concerns to themselves. As a result, you may not know about their discomfort until it's too late. Their hesitation to speak up or assert themselves could also lead you to underestimate their abilities. Your tendency to present bold plans enthusiastically might overshadow their ideas. Furthermore, they may believe that while your goals and expectations are high, your instructions are not clear or specific enough.

### How to be effective with the S style

People with the S style want to be given clear guidance and time to perform their tasks, and they don't want to be rushed for quick answers. Therefore, provide them with the structure they require and slow down your pace to meet their needs. Because you usually assume that people can handle assignments without bothering you for details or reassurance, you may need to stretch to give them the support they need. For those who lack experience, be straightforward about your expectations for their performance and provide step-by-step guidance when possible. For those with more experience, let them know that they have the skills and talent to perform well, but make it clear that you are available to advise them if they face tough decisions.

#### If they have less experience:

- Give clear, step-by-step directions
- Check in with them frequently
- Make sure they are comfortable with their role before pushing them to move ahead
- Avoid overriding their decisions whenever possible
- Ask questions to confirm their understanding of the plan

#### If they have more experience:

- Give them more responsibility but avoid overburdening them
- Ask enough questions to elicit their concerns before sending them off with a task
- Encourage them to take the initiative at times
- Ask them directly about what kind of support they need and expect
- Make yourself available as an advisor throughout the process

## Motivation and the D Style

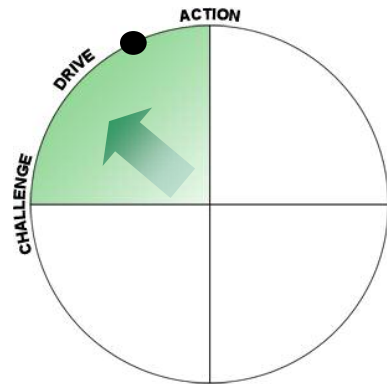
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### How do your motivational needs compare to those of the D style?

People with the D style are motivated to gain influence and respect, so they thrive on a fast pace that allows them to strive for success and make decisions quickly. Like you, they value results, and they may focus intently on the bottom line, sometimes at the expense of quality or people's feelings. Also, in their drive to achieve, they often focus on personal goals and prefer to work autonomously. Because they're so competitive, they may prefer to buckle down with their work rather than socialize or work collaboratively. Since they share your desire to be in charge, these individuals are motivated by opportunities to gain responsibility and authority.

### What demotivates them?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details



### How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations
- They may be energized by the competitive aspects of conflict

### How can you help create a motivating environment for the D style?

- Help them set results-oriented goals
- Let them work independently when possible
- Give them reasonable freedom to control their work environment
- Create opportunities for competition, but not at the expense of the team
- Avoid stepping in or overruling their decisions unless absolutely necessary
- Make new projects more compelling by outlining their big-picture purpose

### What's the best way to recognize and reward the D style?

- Step back to give them more autonomy when they deliver the results you look for
- Praise them in a direct manner by providing examples of their achievement
- Acknowledge their ideas and give them credit for their work
- Offer advancement opportunities when they have proven they're ready for further challenges

## Developing the C Style

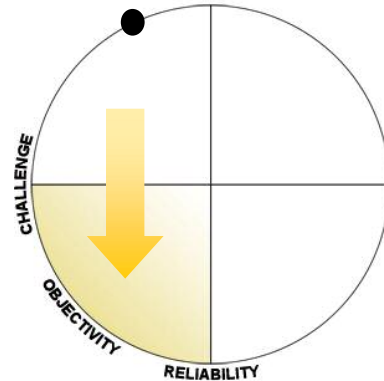
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## Developing Others

### Areas where they have strong potential

Consider ways that these individuals and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



### Obstacles and strategies in the development process

#### Objectivity

People with the C style want to be experts in their field, so they are probably more interested in superior outcomes than rapid advancement or public recognition. Because they are so focused on precision, they may become isolated and fail to plan beyond the task at hand, so they may need your guidance to visualize future growth.

- Consider that they may prioritize expertise more than achievement when it comes to development
- Remind them that their development may benefit from trusting their gut instinct more often
- Push them to move forward rather than overanalyze the specifics

#### Reliability

These individuals usually avoid the possibility of failure or incompetence, and this may affect their approach to development. Because they are more methodical than you are, they probably appreciate development plans that are clear and well planned, and they are likely to choose safe options over bold ideas that you may propose.

- Put development opportunities into a clear, well-organized framework
- Be aware that they may have trouble admitting their limitations or acknowledging mistakes
- Ensure that they see the drawbacks of playing it safe

#### Challenge

People with the C style rely so heavily on logic that they are often skeptical, and this means they are likely to be inflexible about changing course or listening to your ideas about their development. At times, their tendency to say, “no” may seem resistant, but they may just need more time or facts.

- Present your ideas for their development with sound rationales to back them up
- Listen to their questions, but hold them accountable if they become passive-aggressive
- Give them time to think over your development suggestions before making final decisions together