



PA SHRM ANNUAL CONFERENCE
SEPTEMBER 12-13, 2024
STATE COLLEGE, PA

Using DiSC To Improve Communication, Engagement, and Retention



ConfidentCommunicator.com
Training For Leaders, Managers & Teams



Crucial Conversations
FOR ACCOUNTABILITY



EVERYTHING
A Wiley Brand



Today's Objectives



- The 4 DiSC® Styles
 - Communication
 - Engagement
 - Retention
- New DiSC® Tools For HR

86%

Of employees and executives cite lack of collaboration or ineffective communication for workplace failures.

Salesforce



3x

Virtual teams are as much as 3x more likely to engage in backstabbing, gossip, undermining, passive aggression, etc.

Vital Smarts Research



69%

Of managers are not comfortable communicating with employees in general.

HR Technologist



97%

Of leaders agree that developing emotional intelligence is crucial to building an agile workforce.

John Wiley and Sons, Inc.



#1

Communication is the top-rated skill sought by hiring managers (even higher than teamwork)

MBA.com





of respondents reported a **change in their manager** over the past two years



of individual contributors surveyed agreed that **their manager has an impact on their well-being** at work



stated **they have left a job** in the past because of their manager



agreed **managers play a critical role** in building an engaged and connected organizational culture

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How to Stop The Great Resignation

Hint: It Starts with Managers

RATE THE FACTORS THAT KEEP PEOPLE IN A JOB

Employee Views

1. Valued by organization
- 2. Valued by manager**
3. Sense of belonging
4. Potential for advancement
5. Having caring and trusting teammates
6. Flexible work schedule

Employer Views

1. Looking for a better job
2. Inadequate compensation
3. Poor health
4. Development opportunities
5. Poached by another company
6. Ability to work remotely
- ...
- 18. Valued by manager**



The actual costs of ineffective teamwork



Employees spend
7 hours a week
dealing with the effects
of poor teamwork.

- Covering for someone else not pulling their weight
- Discussing problematic team members with others
- Redoing work because of unclear objectives.

71%

of respondents said a lack of trust created a toxic work environment.



Improve Communication, Improve Engagement, Retention, and Productivity

80%

Of workers feel stressed due to ineffective company communication, and

63%

of employees considered quitting due to frustration with poor communication.

Dynamic Signal's 2020 State of Employee Communication and Engagement Study

Top 5

Communication is one of the top five factors contributing to employee job satisfaction (and therefore retention).

SHRM's Employee Job Satisfaction and Engagement Report (2016)

3.5x

Organizations with strong communication practices are 3.5 times more likely to outperform their peers.

Quantum Workplace

DiSC[®] Review



Active, Assertive, Dynamic, Bold
Fast-paced & Outspoken



Cautious & Reflective
Moderate-paced, Calm, Methodical, Thoughtful

Questioning & Skeptical

*Logic-focused,
Objective, Reserved,
Challenging*



Accepting & Warm

*People-focused,
Empathizing, Receptive,
Agreeable*



*Fast-paced/Outspoken
&
Questioning/Skeptical*

*Fast-paced/Outspoken
&
Accepting/Warm*

Facts

People

*Cautious/Reflective
&
Questioning/Skeptical*

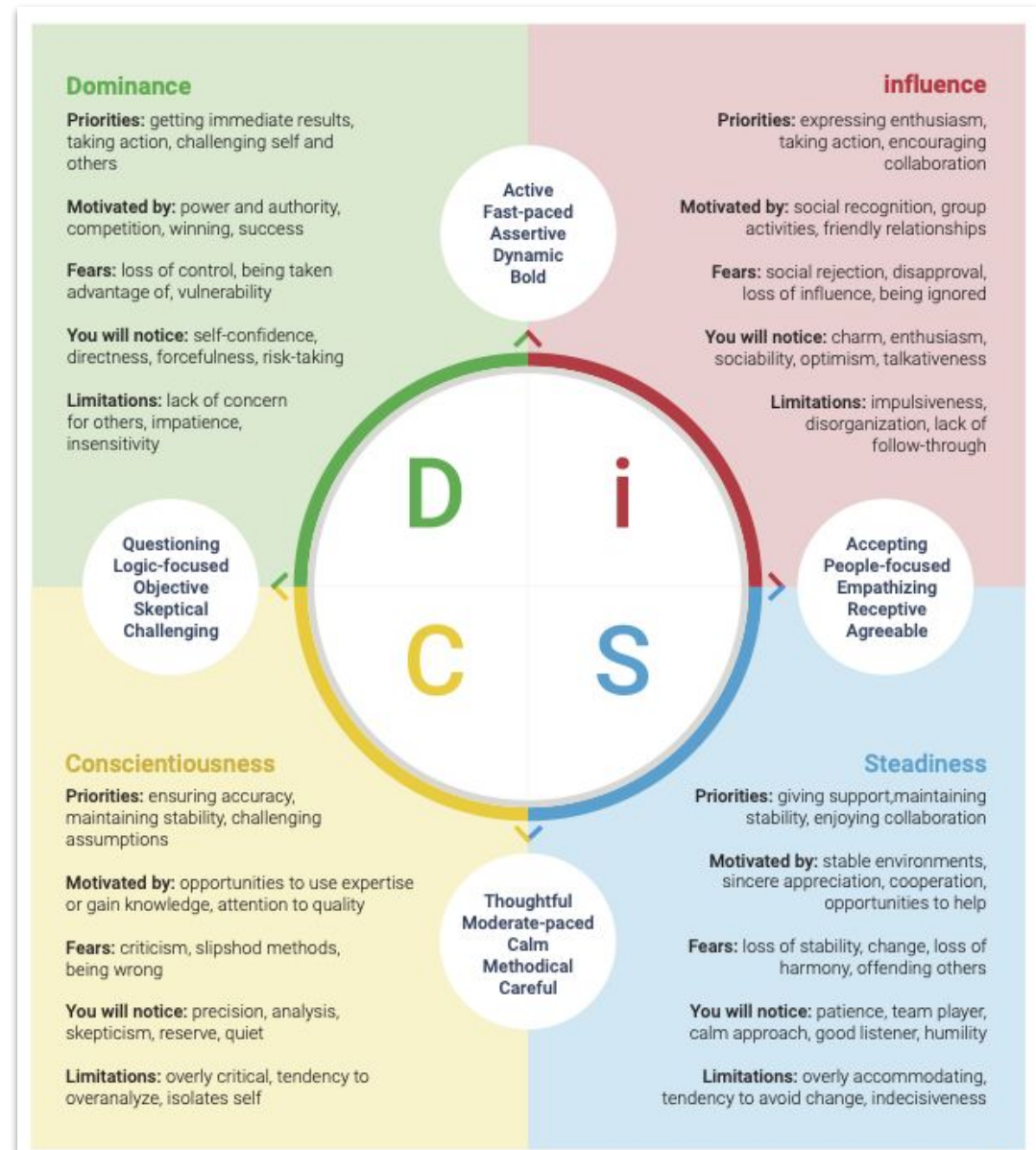
*Cautious/Reflective
&
Accepting/Warm*



Cautious

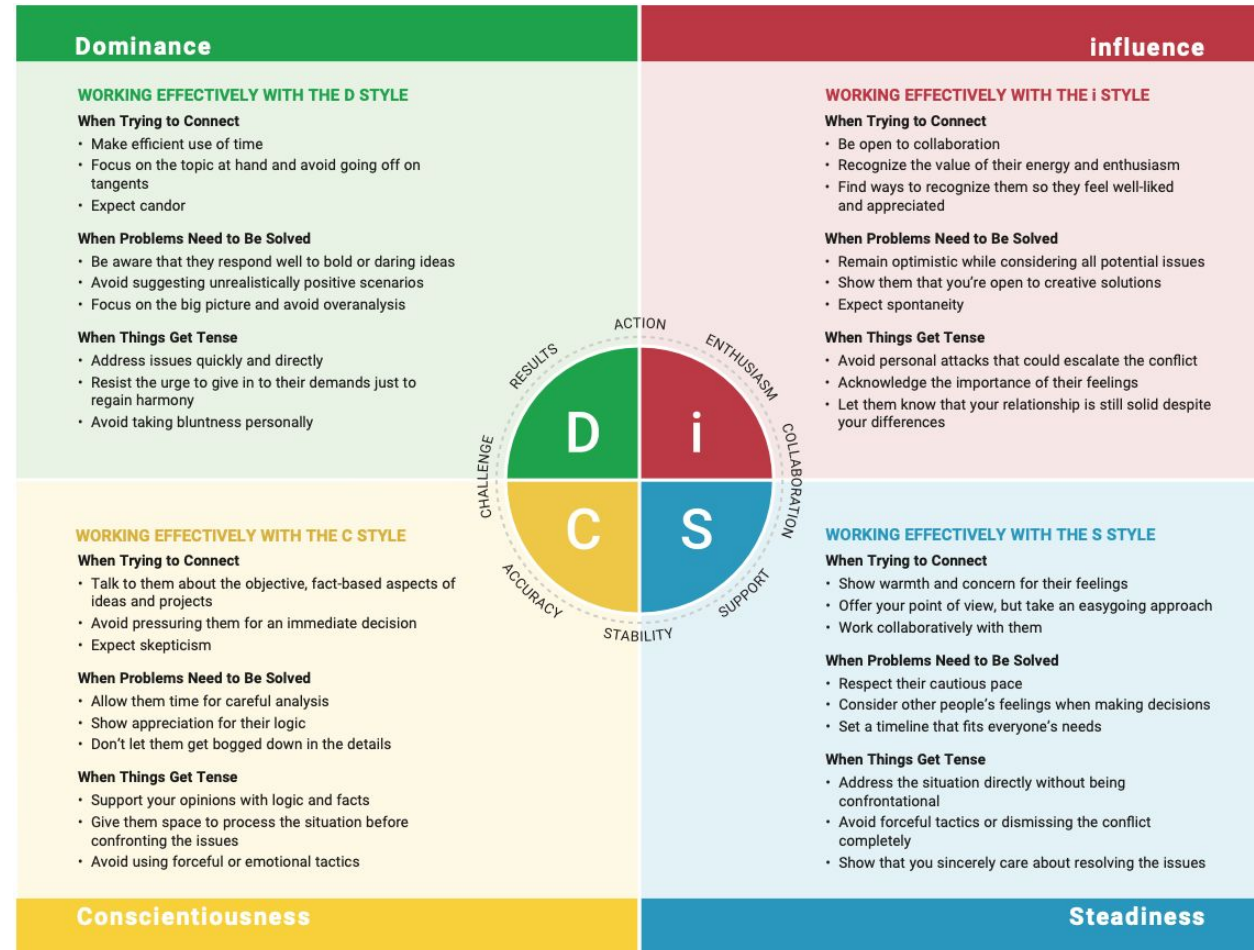
DiSC Map

- Each style has different communication needs and expectations
- Their style may not be yours
- Everyone communicates differently and has blind spots
- It's not what you say, but how you say it



Pocket Interaction Guide

- Anticipate the other person's communication needs
- Adapt as needed
- It's not what you say, but how you say it



Use DiSC[®] to Improve Interpersonal & Workplace Communication



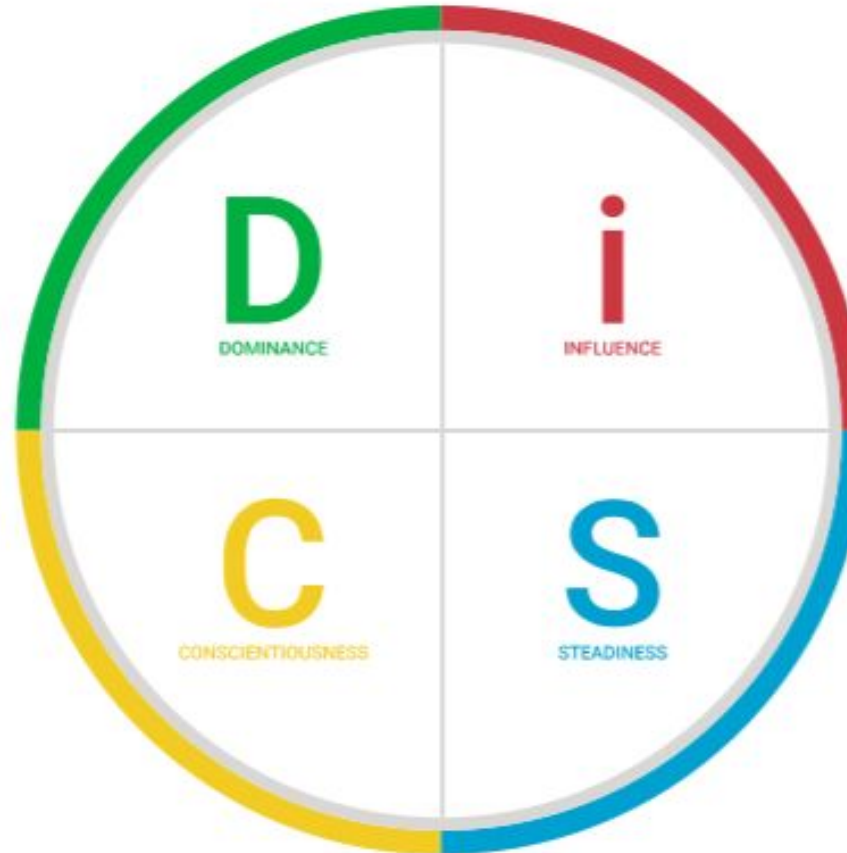
The DiSC® Model Helps Us Understand People

DOMINANCE

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

CONSCIENTIOUSNESS

- Analytical
- Reserved
- Precise
- Private
- Systematic



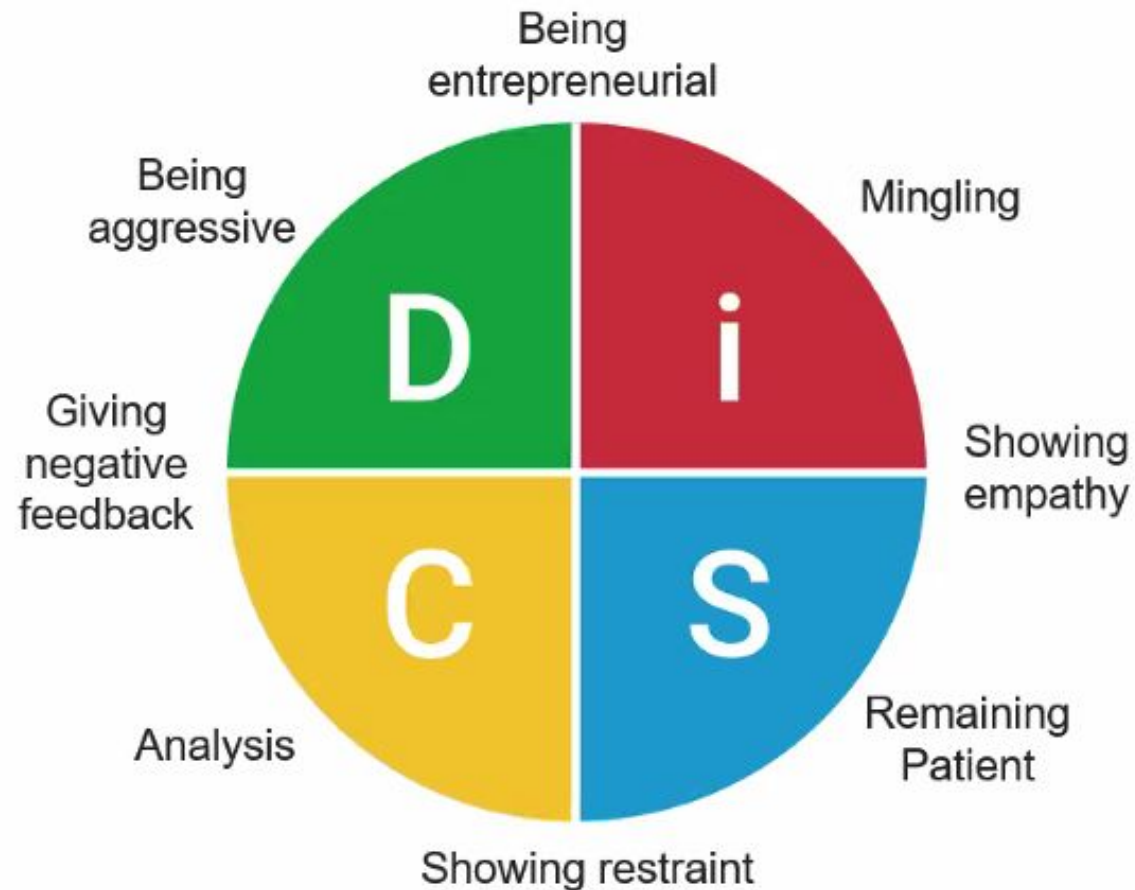
INFLUENCE

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

STEADINESS

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

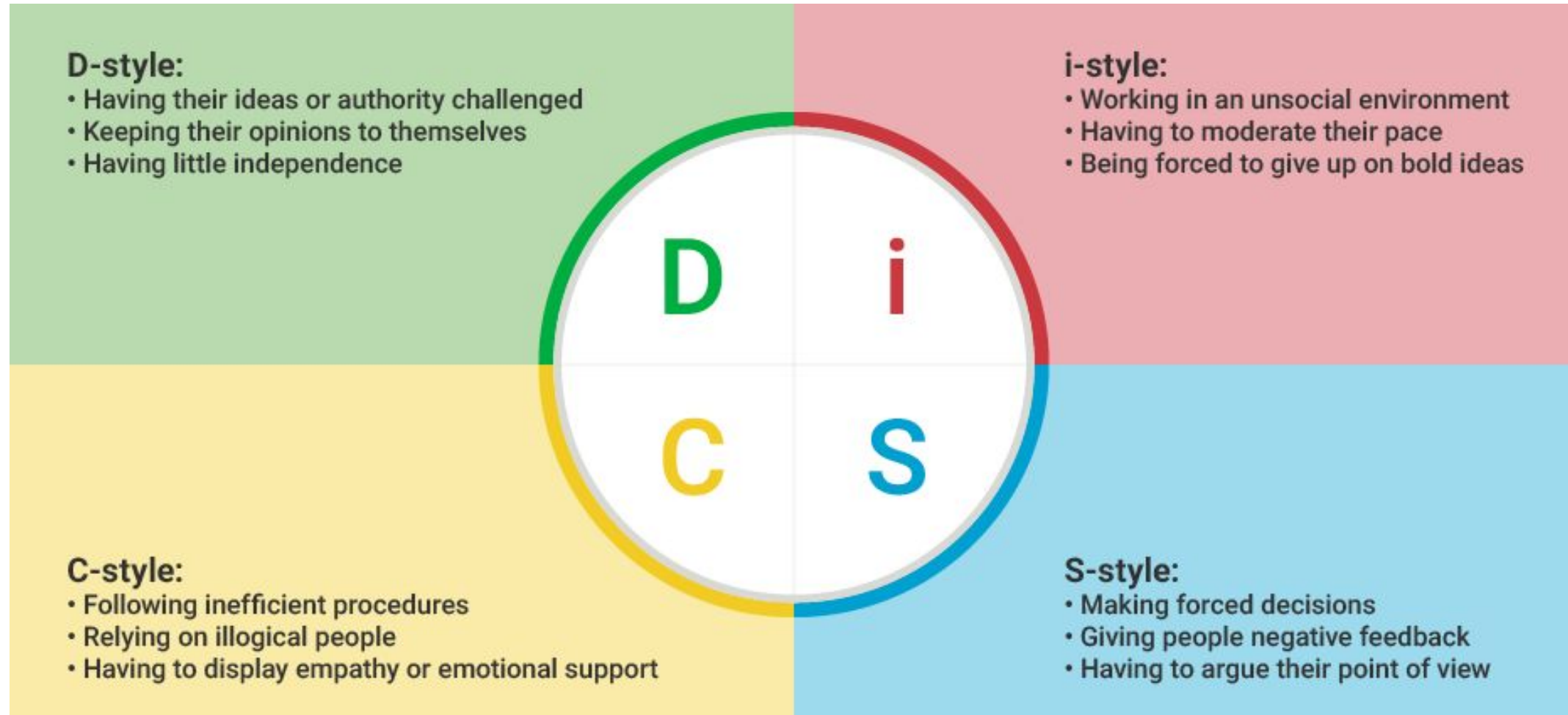
What's natural to them



How they prefer to meet



Some of their stressors



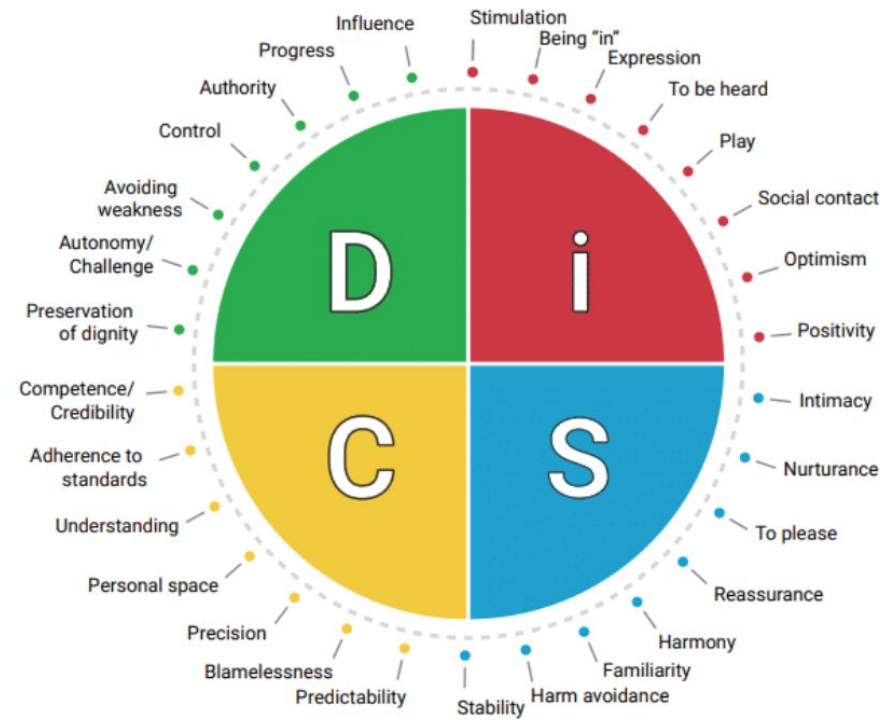
Decision Making Tendencies

“Let’s get to the root cause.”

- Wants to make decisions
- Independent
- Wants only essential facts
- Big picture reasoning
- Risk-taker
- Quick

“Let’s analyze all the angles.”

- Avoids risk
- Wants to make the correct decision
- Cautious / won’t rush
- Follows rules
- Focuses on data and details



“Let’s talk about it.”

- Wants the popular decision
- People-focused
- Doesn’t need lots of information
- Optimistic
- Uses gut feeling / intuition
- Quick / impulsive

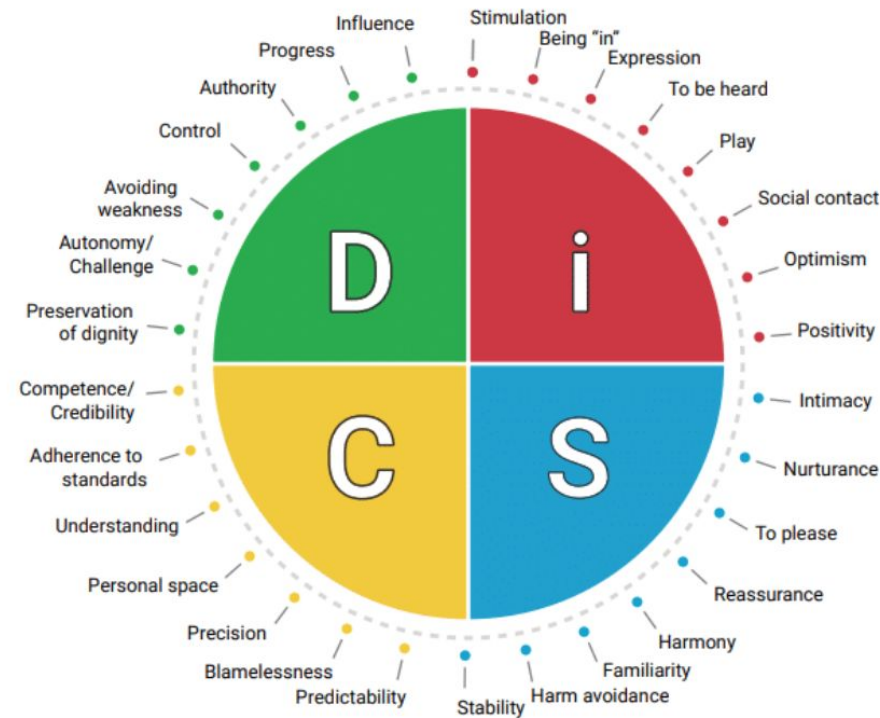
“Let’s make sure we hear all the perspectives.”

- Considers people close to the issue / team
- Looks for sounding board / support for ideas
- Cautious & slower
- Doesn’t want to disappoint

Reaction To Lack Of Clarity

Likely to push back and resist, showing overconfidence.

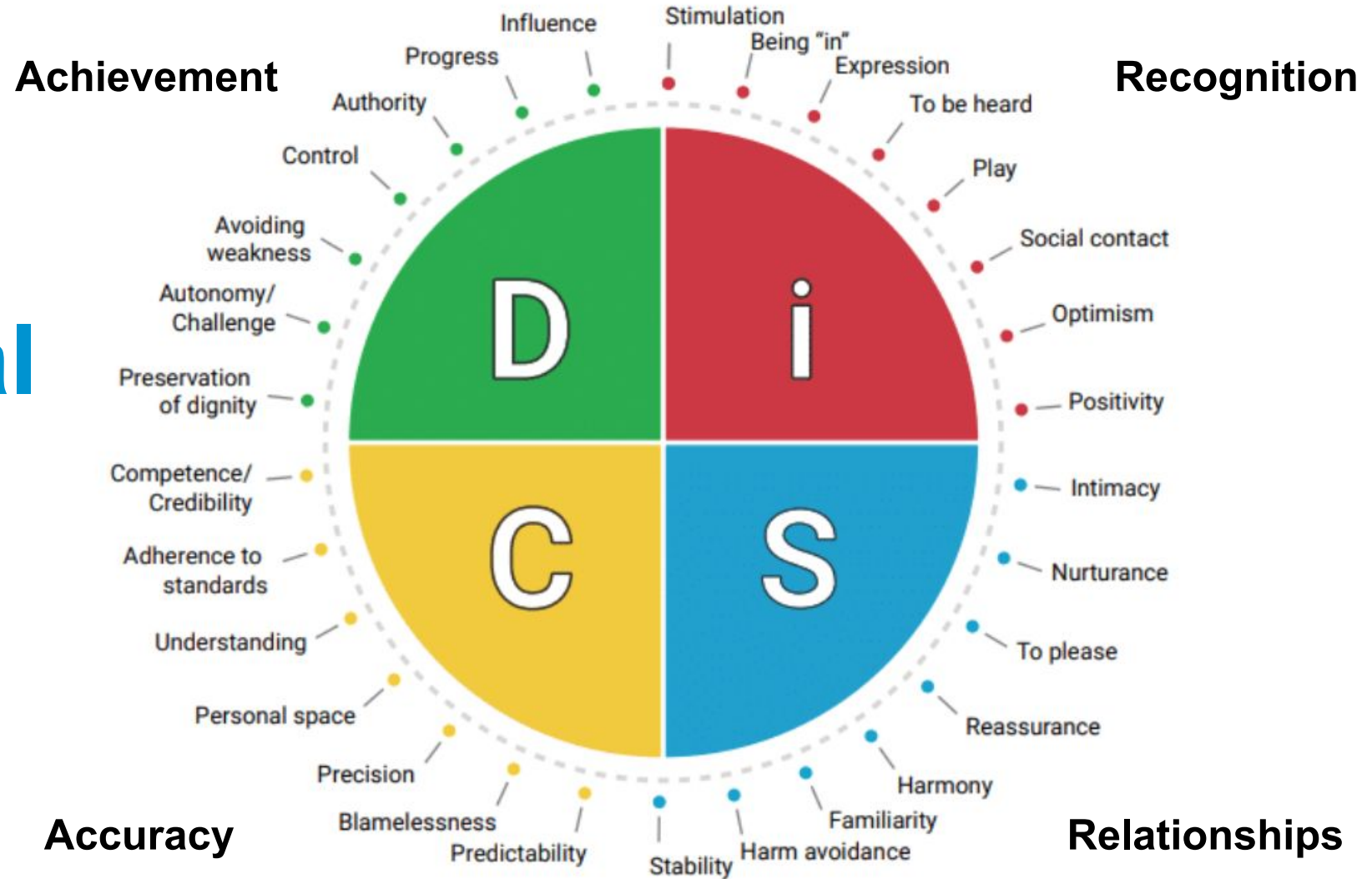
Tend to be solitary and may simply focus on on their own objectives, deepening the sense of misalignment



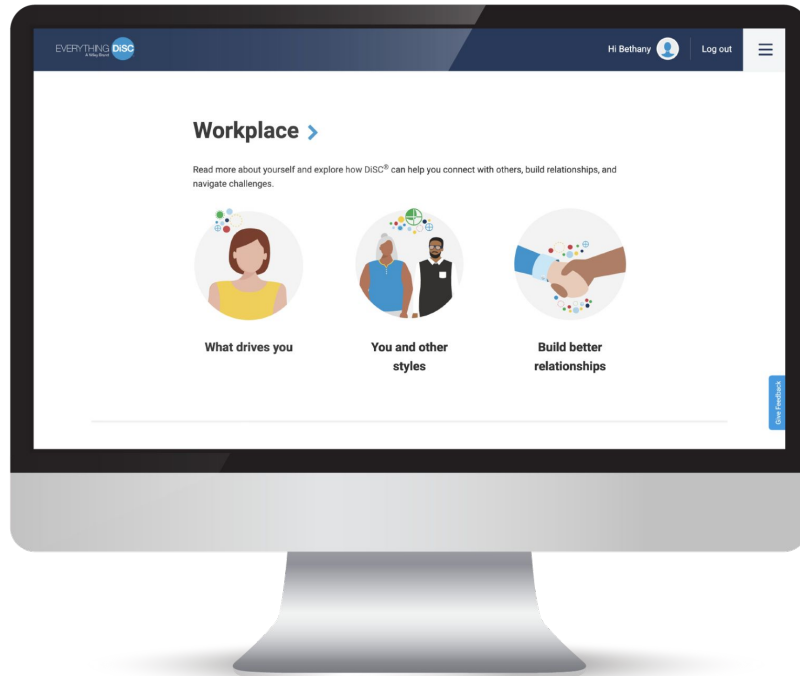
Prone to impulsiveness and may be disorganized at times, so without clear goals they may simply fail or not follow through.

May second-guess themselves and their work, which may impede their productivity.

Psychological Needs

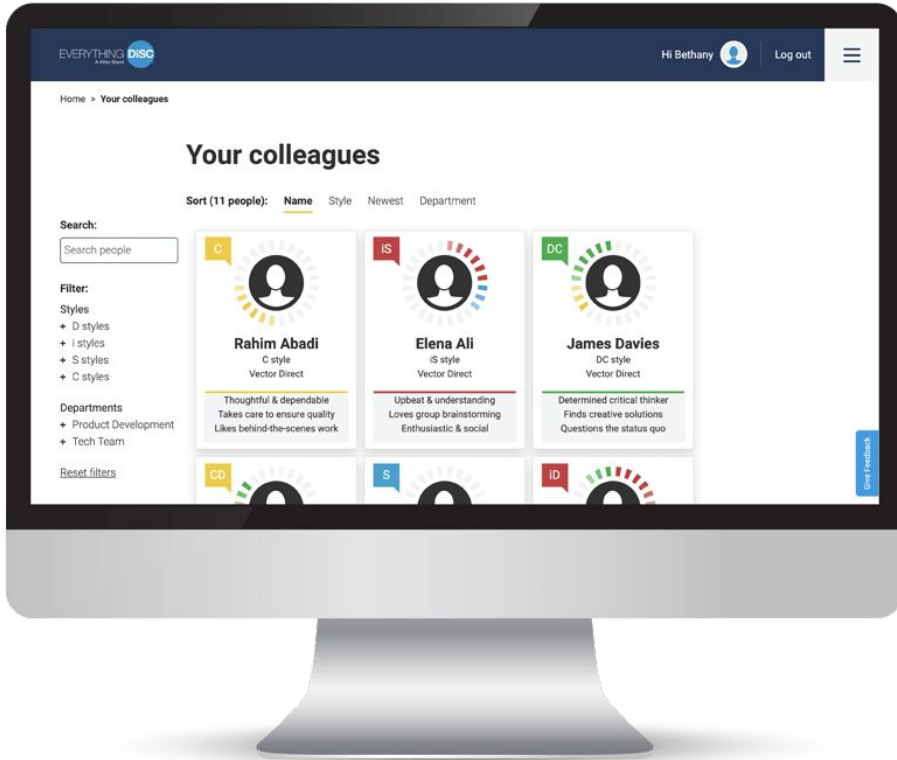


Catalyst™



- Customized to the individual
- Learning Modules
 - Self awareness
 - Empathy
 - Mutual Objectives
- Podcasts
- Videos
- Groups
- Conversation Starters
- Staff Directory





Hi Mateo [Log out](#)

Home > Your colleagues > Dominic Perez

Dominic Perez

Production | KRT Industries

Dominic has a DI style. You might've noticed that Dominic is confident and outspoken, enthusiastic about new ideas and unafraid to assert a position or take risks to achieve results. And Dominic is probably right at home in the center of the action. That's pretty typical of someone with the DI style.

Dominic cares about:

- having independence & control
- achieving results quickly
- being able to express opinions freely

Pull Dominic in when:

- a conversation needs a candid voice
- a no-nonsense approach is needed
- an initiative needs drive & determination

Dominic may be stressed by:

- wasting time
- getting bogged down in routine tasks
- lacking autonomy & authority

Your maps together

To understand how you and Dominic can better work together, start by checking out your DiSC® maps side by side. How do your workplace priorities compare?

[Give Feedback](#)

[Chat with an Expert](#)

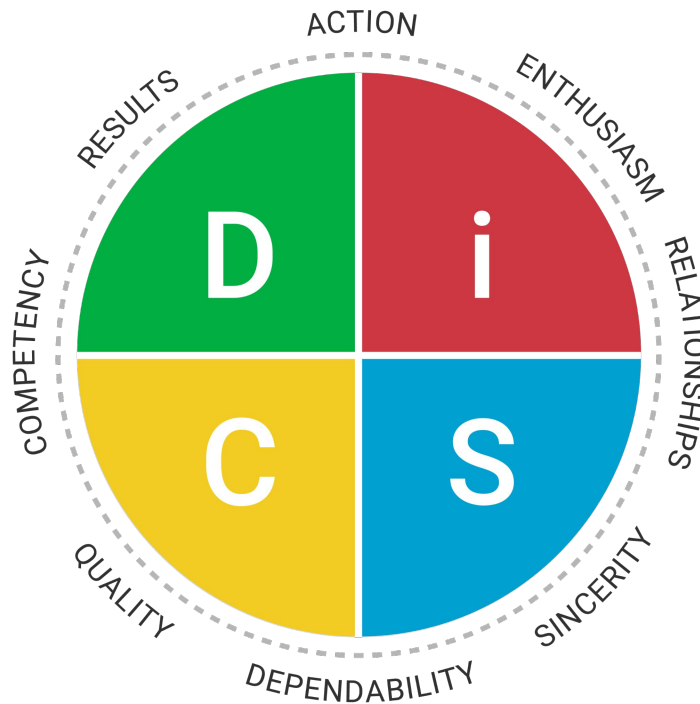


Use DiSC[®] to Improve Peer to Peer Feedback



Frame Your Feedback For The Individual

- Get to the point
- Show how it helps achieve their results
- Keep it brief and direct
- Offer a sense of control in the situation
- Be prepared for pushback





- Be logical
- Show how it impacts process, effectiveness, or efficiency
- Be formal, possibly in writing
- Provide details, examples, and data
- Be prepared to answer questions

- Be personable
- Show how it helps/affects people
- Focus on their accomplishments
- Frame in the positive
- Avoid too much detail
- Be prepared for them to gloss over it or brush it aside

- Slow down
- Be sincere & build rapport
- Show how it affects harmony or disruption
- Explain carefully
- Give assurances & support
- Be prepared for sensitivity



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Hi Matas  Log out 

What do you need advice about?

To get help working with a colleague, start by choosing a topic.


Connecting

Want to build trust with a coworker? Or get more comfortable communicating with a teammate?




Collaborating

Looking to work more effectively with a colleague? Or figure out why you both take different approaches to a project?




Getting buy-in

Want to get a teammate excited about your ideas? Or get a coworker to really consider your perspective?



Managing tension

Are conversations with a coworker leaving you frustrated? Looking for effective ways to disagree?



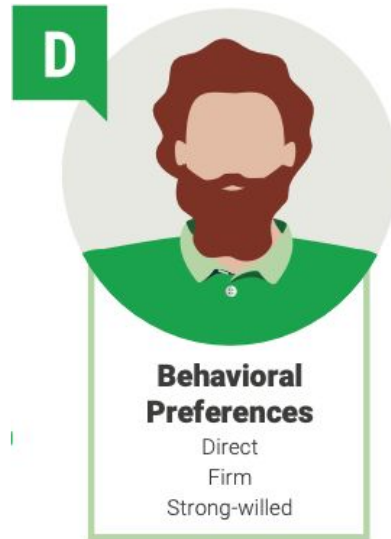


Use DiSC® to Improve Management Communications

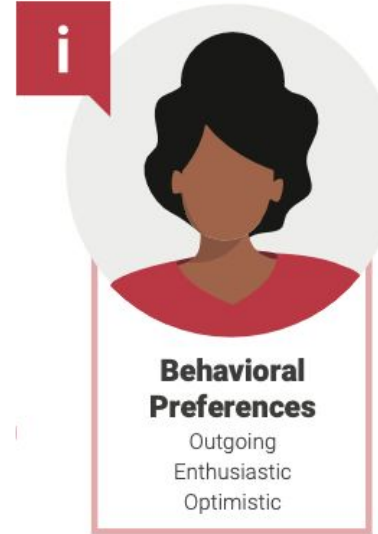


Managers' Blind Spots & What Their Teams Are *Really* Thinking

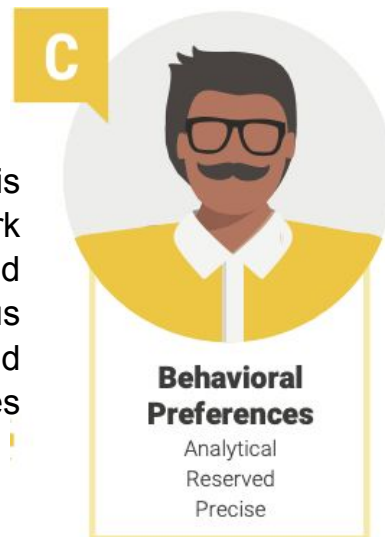
We're burned out
We don't dare challenge the boss
We don't take risks to innovate
We waste energy covering our butts
We hide our mistakes
We don't trust the organization



We don't have the stability we need
We move too fast and quality suffers
There's a lot of big talk that goes nowhere
Problems get glossed over
Work feels chaotic
We don't have the space we need to do our work



We get bogged down in over-analysis
Lack of shared excitement for our work
We don't feel like our hard work is appreciated
We miss opportunities because we're too cautious
Our processes are too rigid
We don't feel connected to our teammates



Problem behavior doesn't get called out
We don't get the resources we need
There's no sense of urgency
We don't get the feedback we need to grow
There's no support for big changes
Decisions take way too long



DiSC Can Help Them Rethink Their Approaches

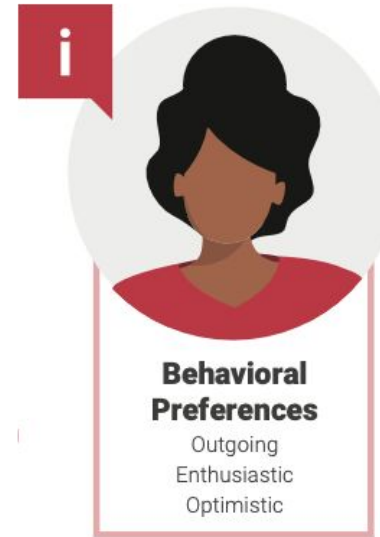
These leaders can get better results in the end by showing compassion in the moment.

Not everyone shares their sense of urgency.



Sometimes these leaders need to take a more task-oriented or tough-minded approach

Not everyone shares their comfort with improvisation or emotional expression.



These leaders often need to embrace the humanity of their direct reports on a deeper level.

The people they manage often need more praise, excitement, optimism, camaraderie, or risk-taking.



These leaders would benefit actually inviting tension and instability into their teams.

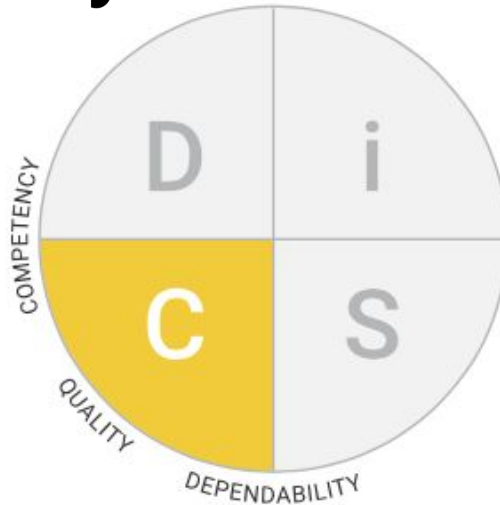
Not everyone shares their need for harmony.



People with the C Style have high standards, tend to think things through, and want all the information necessary to do their job well.

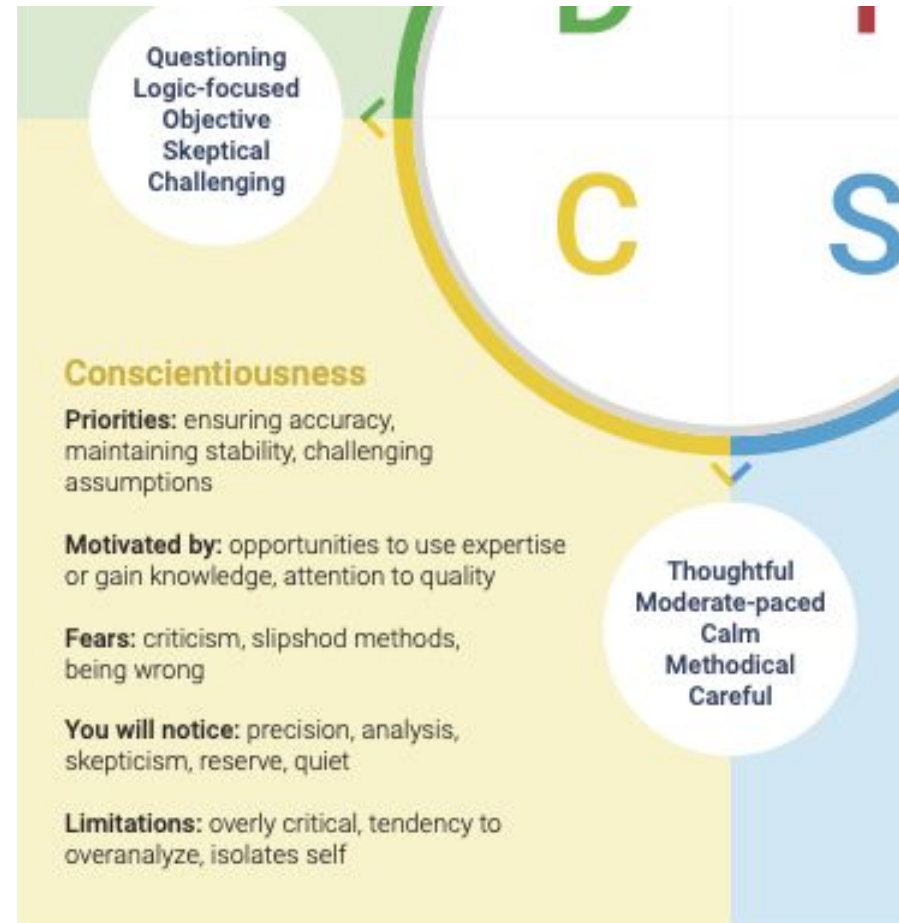


Drives toward accuracy



Dante is a C Style Employee

Recognize the C Style's Needs



What was different?



Dante

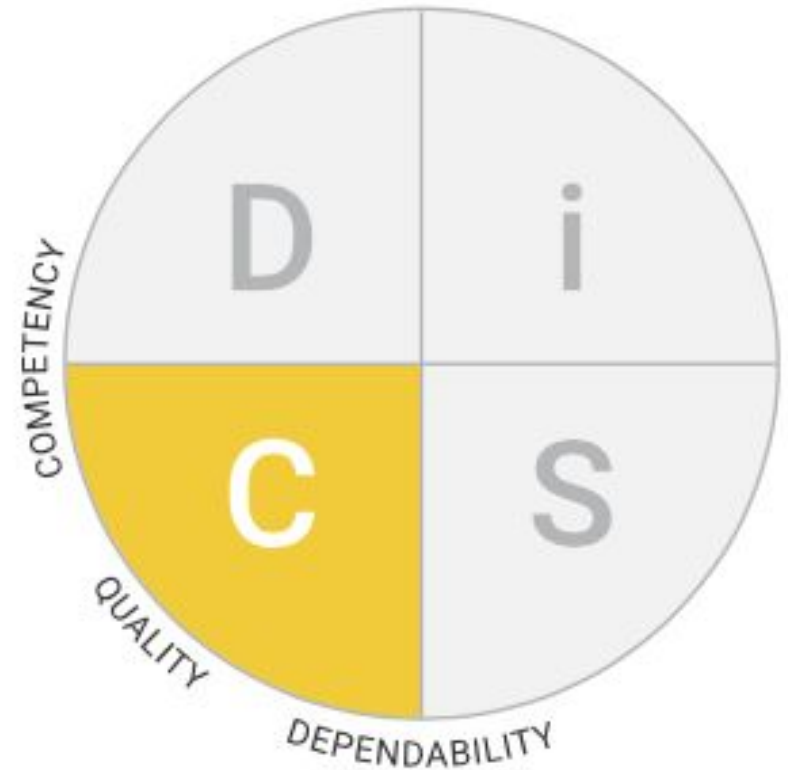


Ian

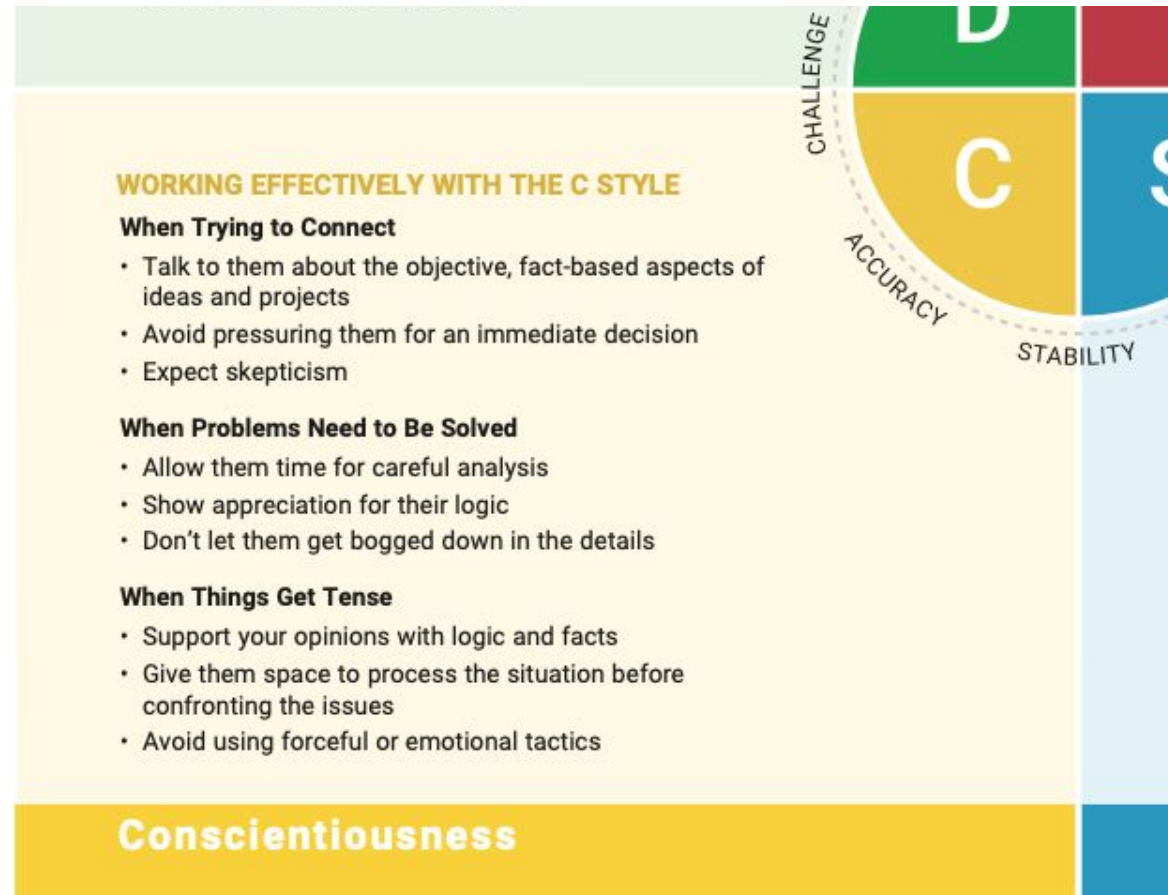
Understand the C Style

C-Style Tendencies

- Taking care to get things right
- Calling out when something doesn't work or make sense
- Tackling in-depth analysis and complex problems
- Thinking things through



Tips for Adapting to the C Style



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Catalyst.

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Management overview >

DiSC is a valuable tool for managers. It gives you insight into your own management approach. And it helps you understand when and how to adapt your approach to the people you manage. Get a quick overview of how it works.



Your management style >

There's more than one way to be a good manager. DiSC sheds light on what *you* bring to this role—your priorities and preferences, the parts you enjoy, and the moments that stress you out.



Your management style >

There's more than one way to be a good manager. DiSC sheds light on what *you* bring to this role—your priorities and preferences, the parts you enjoy, and the moments that stress you out.

Direct & delegate >

You've got your own approach to directing and delegating. But the people you manage may have different ideas about how they want to be supported and empowered to do their work. Learn how to bridge the gap.



Direct & delegate >

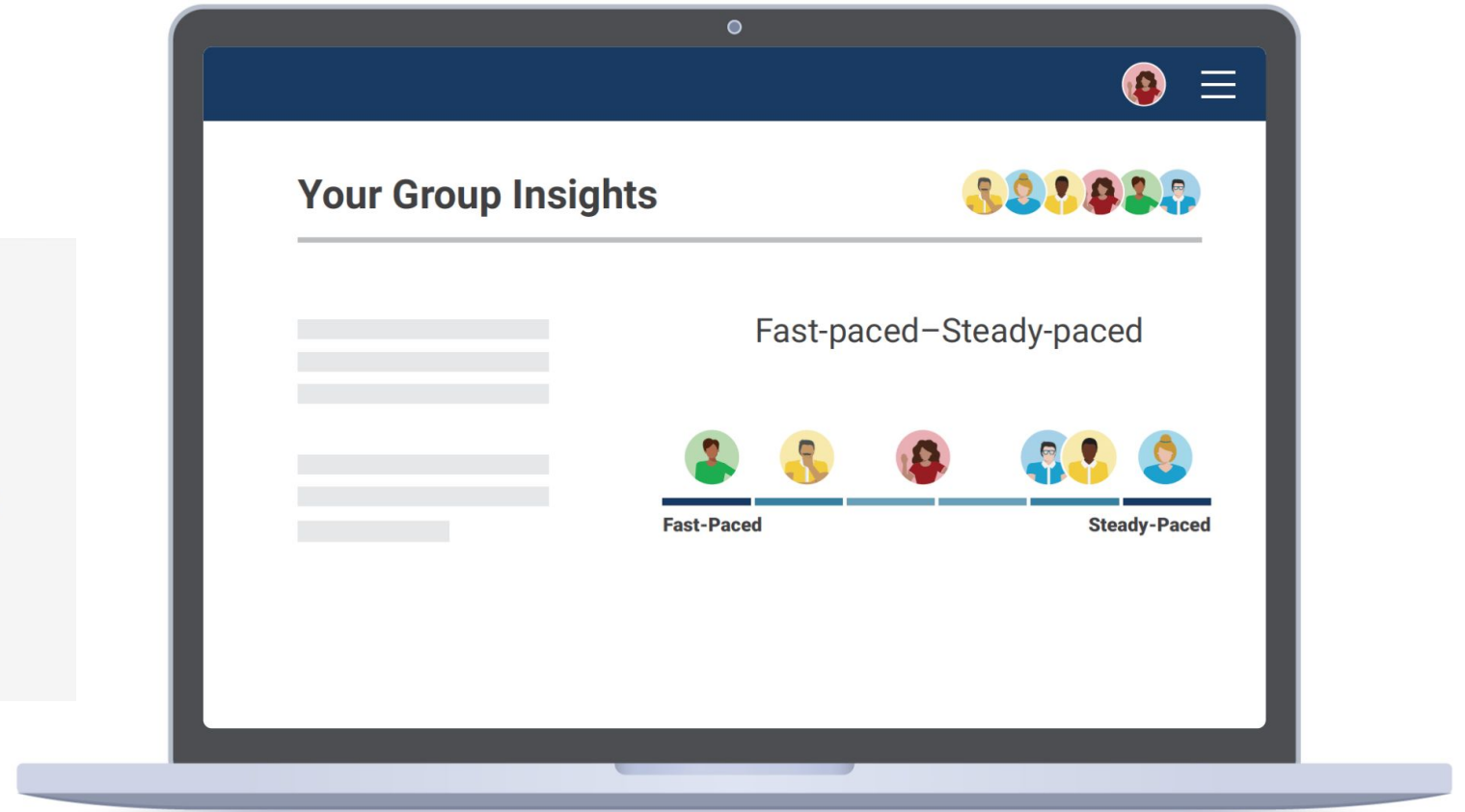
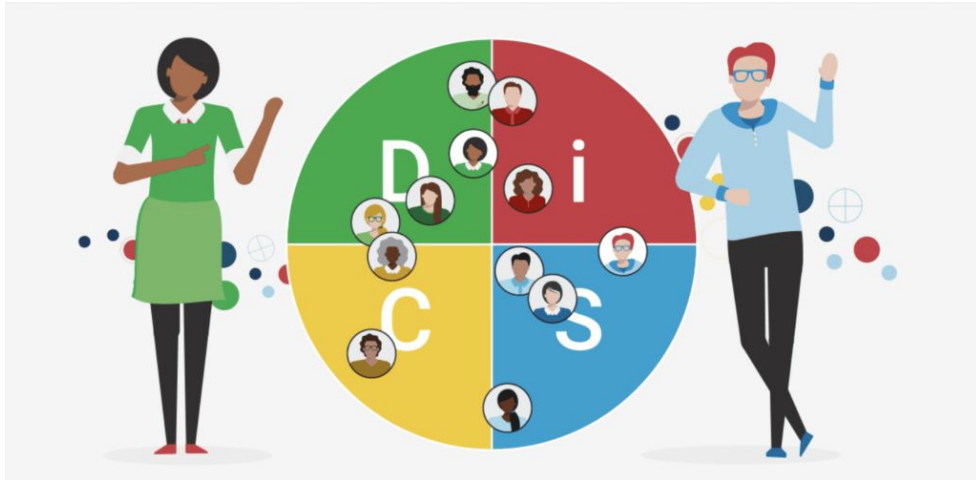
You've got your own approach to directing and delegating. But the people you manage may have different ideas about how they want to be supported and empowered to do their work. Learn how to bridge the gap.



Motivation >

You can't motivate people. They have to motivate themselves. But as a manager, you *can* create an environment where it's easy for people to find their own natural motivation. Discover how DiSC can help.

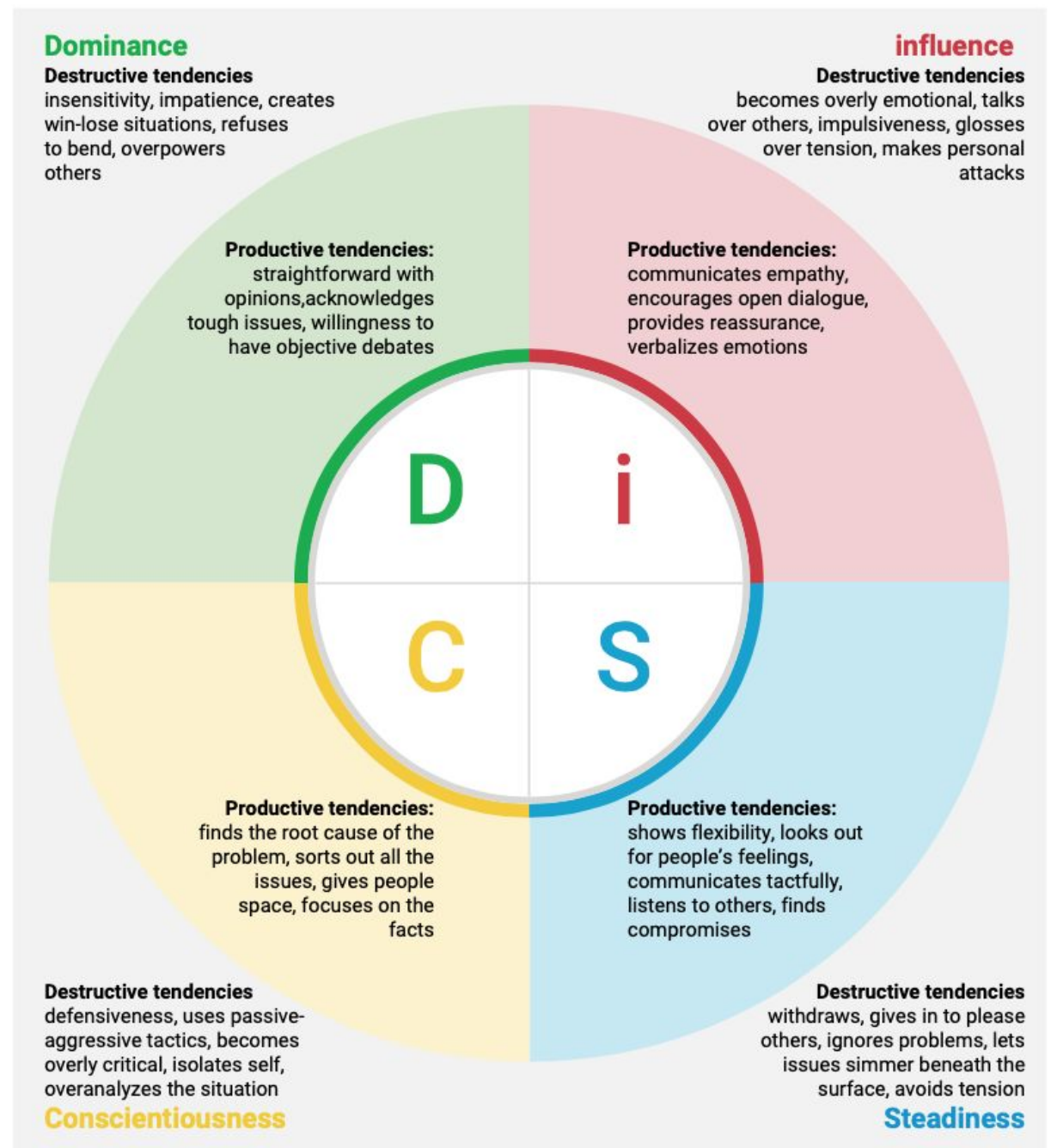
Create Groups



Use DiSC[®] to Improve Productive Conflict



Can you recognize when your teammates go to silence or violence?



EVERYTHING DiSC[®]

PRODUCTIVE CONFLICT

D Style in conflict



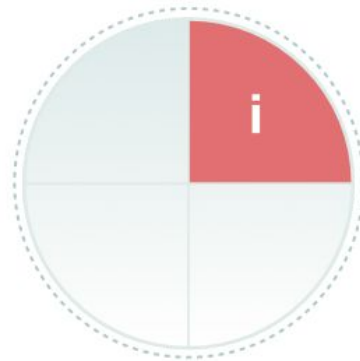
Goals: Victory, results, personal accomplishment

Overuses: The need to win, impatience, bluntness

Fears: Being taken advantage of, appearing weak



i Style in conflict



Goals: Approval, understanding, openness

Overuses: Passion, impulsivity, outspokenness

Fears: Rejection, not being heard, disapproval



S Style in conflict



Goals: Agreement, acceptance, peace

Overuses: Passive resistance, compromise

Fears: Letting people down, facing aggression



C Style in conflict



Goals: Fairness, rational decisions, accuracy

Overuses: Restraint, analysis, rigidity

Fears: Being wrong, strong displays of emotion



1

Part One

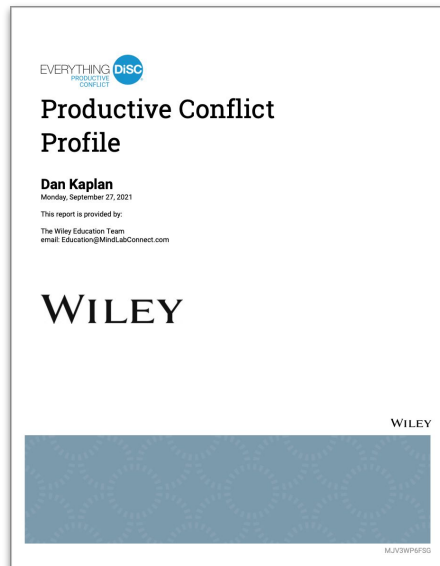
Your DiSC[®] Style in Conflict

Your DiSC Style: DI

Judith, your dot and shading say a lot about how you respond in conflict. Because your dot is located in the D region, but near the i region, you have a Di style. Your shading indicates your priorities and where you focus your energy. During conflict, you prioritize assertion, expression, control, and justification.

As someone with the Di style, you're likely driven and ambitious, which can lead you to be **assertive** with your opinions. In conflict, you can often be quite direct and strong-willed. There is a healthy side to this trait because it lets others know when a line has been crossed. However, when you're angry, your assertiveness may turn into aggressiveness, which can intimidate others. This feeling of intimidation can erode trust and discourage your coworkers from communicating directly with you.





DEFENSIVENESS

Becoming anxious or protective in the face of criticism

For you and others with the CS style, even the slightest hint of criticism or blame may create an immediate sense of anxiety because it disrupts the stability and predictability that are so important to you. In fact, you may go out of your way to make sure you're *not* exposed to criticism. So if your sense of security is challenged in this way, you're more likely to assume a self-protective stance than to go on the offensive. When your brain is telling you the stakes are high, it may be tempting to cover up any vulnerabilities or weaknesses. Since you're unlikely to make a big scene, this behavior may be so subtle that to others it just looks like you're shutting down.

Automatic thoughts that may lead to this response:

- I shouldn't be blamed for this
- This isn't my fault





What do you need advice about?

To get help working with a colleague, start by choosing a topic.

Connecting

Want to build trust with a coworker? Or get more comfortable communicating with a teammate?



Collaborating

Looking to work more effectively with a colleague? Or figure out why you approach projects differently?



Getting buy-in

Want to get a teammate excited about your ideas? Or convince a coworker to really consider your perspective?



Managing tension

Are conversations with a coworker leaving you frustrated? Looking for effective ways to disagree?



Managing tension with Stephanie

So—what are some of the tendencies that could be causing tension between you and Stephanie?

Well, first of all, keep in mind that you're somewhat tactful, and Stephanie is very frank. That means Stephanie may feel pretty comfortable speaking up when they have an issue, while you're less likely to be straightforward about problems. You may sometimes feel like Stephanie is being too forceful and not taking the time to draw out your perspective.

SC



D

Tactful

Frank



You're somewhat tactful. Stephanie is very frank.

Mateo's tendencies:

- Finds a diplomatic way to convey information
- Tends to think before speaking
- May come across as somewhat vague or indirect at times

Stephanie's tendencies:

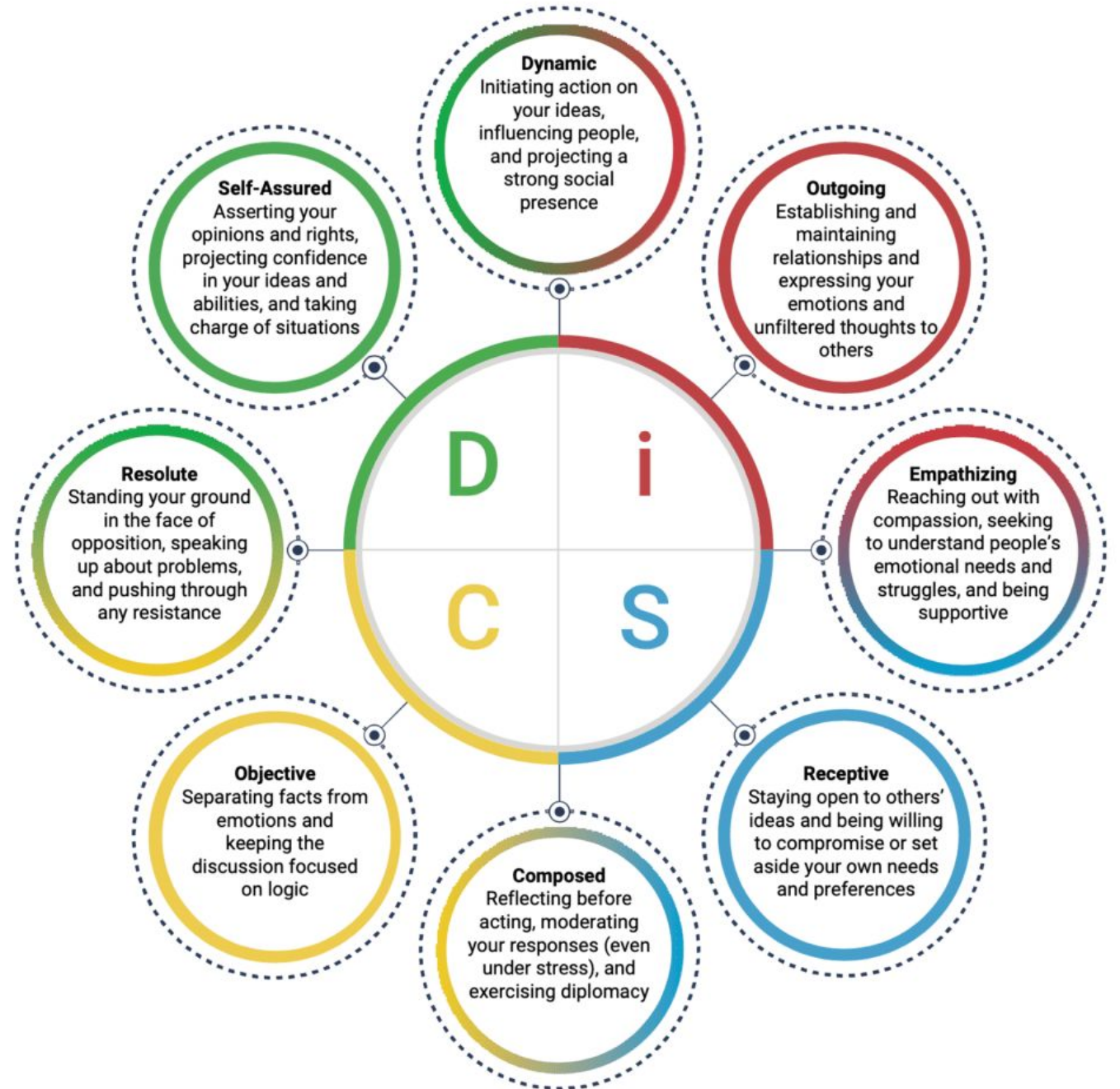
- Speaks directly and gets right to the point
- Tends not to hold back thoughts and feelings
- May come across as blunt or insensitive at times



Use DiSC[®] to Improve Emotional Intelligence



DiSC Agile EQ





A learning experience that equips people with the social and emotional know-how for more effective interactions at work...

No matter who or where they are.

Intro

Receptive mindset

Composed mindset

Objective mindset

Resolute mindset


Self-assured mindset

Beyond your comfort zone

Learning about the responses outside your comfort zone will help you understand when and why to use them. That's the first step in developing the agility to respond effectively to whatever situation or challenge you're facing.

Receptive mindset

Staying open to others' ideas and being willing to compromise or set aside your own needs and preferences



An EQ introduction

Watch this video to learn more about EQ and DiSC.



What is EQ? >

Emotional intelligence, or EQ, is about reading the emotional and interpersonal needs of a situation and responding accordingly. Learn more about EQ and the different forms it can take.



Your EQ strengths >

Did you know that there are different ways to be emotionally intelligent? And that we all have certain EQ strengths? Discover where your strengths lie.

Beyond your comfort zone >

If you never stretch beyond what's comfortable, you're going to miss out on more effective ways to navigate certain situations. Learning about responses outside your comfort zone is the first step to growing your EQ and becoming more agile.

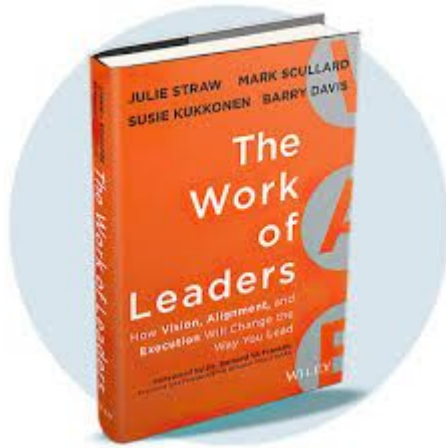


Develop your EQ >

To develop your EQ, you need to reach for responses that may be uncomfortable or unfamiliar. Practice stretching to these responses with personalized tips and action steps.

Use DiSC[®] to Improve Leadership Communications





Crafting a Vision

EXPLORATION

- Remaining Open
- Prioritizing the Big Picture

BOLDNESS

- Being Adventurous
- Speaking Out

TESTING ASSUMPTIONS

- Seeking Counsel
- Exploring Implications



Building Alignment

CLARITY

- Explaining Rationale
- Structuring Messages

DIALOGUE

- Exchanging Perspectives
- Being Receptive

INSPIRATION

- Being Expressive
- Being Encouraging



Championing Execution

MOMENTUM

- Being Driven
- Initiating Action

STRUCTURE

- Providing a Plan
- Analyzing In-Depth

FEEDBACK

- Addressing Problems
- Offering Praise



Alignment > Clarity

HOW CLARITY DRIVES ALIGNMENT

When communicating with others, it's important to deliver a rational, structured message. Some leaders have trouble translating their great ideas into words. Others struggle to stay on topic or fail to relay the most important points. When people don't understand your vision, how can you expect them to get on board?

- Clear communicators explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.



EXPLAINING RATIONALE & STRUCTURING MESSAGES

When we talk about driving alignment with clarity, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to explain their rationale, and others offer their intuition. Also, some leaders tend to deliver structured messages, while others tend to deliver impromptu messages. **In the context of clarity**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward explaining your rationale and structuring your message will help when you need to be clear to get people's buy-in.

Offer Intuition ● ————— ● Explain Rationale

Dan, you tend to explain the rationale behind your ideas, so it's probably easy for you to convey a compelling message when it's time to gain others' buy-in. People probably appreciate being able to understand your logic and reach the same conclusion. Because you take the time to explain the data and reasoning behind the vision, people are more likely to trust what you say and understand how your decisions are in the best interest of the group.

Impromptu Messaging ● ————— ● Structured Messaging

You tend to structure your messages, and this probably helps you communicate a vision with clarity. You're intentional about how much detail to include, and you tend to keep distractions from your main message to a minimum. Leaders with your structured communication style usually take the time to fully develop and organize their thoughts before conveying them. Because you only include the key points and deliver them as clearly as possible, people are more likely to understand you, and this is an important step toward gaining buy-in.

Since you see yourself as inclined to explain your rationale and structure your messages, you may already be doing a good job of providing the clarity that others need.

Alignment > Dialogue

HOW DIALOGUE DRIVES ALIGNMENT

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue about the "who," "what," "why," "where," "when," and "how" questions. When leaders involve others in two-way conversations like this, it not only increases buy-in, but also gives leaders invaluable information.

- True alignment requires openness to others' ideas and concerns.
- People want the chance to ask questions and share their insights.
- Dialogue helps leaders identify potential problems or disconnects.



EXCHANGING PERSPECTIVES & BEING RECEPTIVE

When we talk about driving alignment with dialogue, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to exchange perspectives, and others present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. **In the context of dialogue**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward exchanging perspectives and being receptive will help when creating an atmosphere of open dialogue.

Present Information ● ————— ● Exchange Perspectives

Dan, when conversing, you often encourage people to comment or ask clarifying questions. Rather than presenting information in a way that suggests no room for discussion, you gain people's alignment by going out of your way to solicit their opinions and feedback. Since most of your decisions as a leader affect everyone in your group, a two-way exchange of perspectives is likely to make people feel included and engaged.

Challenging ● ————— ● Receptive

You tend to be open-minded about others' ideas. People probably trust that if they bring their opinions and concerns to you, you won't criticize their ideas or make them feel incompetent. Because you're so receptive, you may help create a culture where people feel comfortable engaging in candid dialogue. When you remain open to ideas and concerns, not only are people more likely to give you honest feedback when you ask for it, but you're more likely to gain their alignment as well.

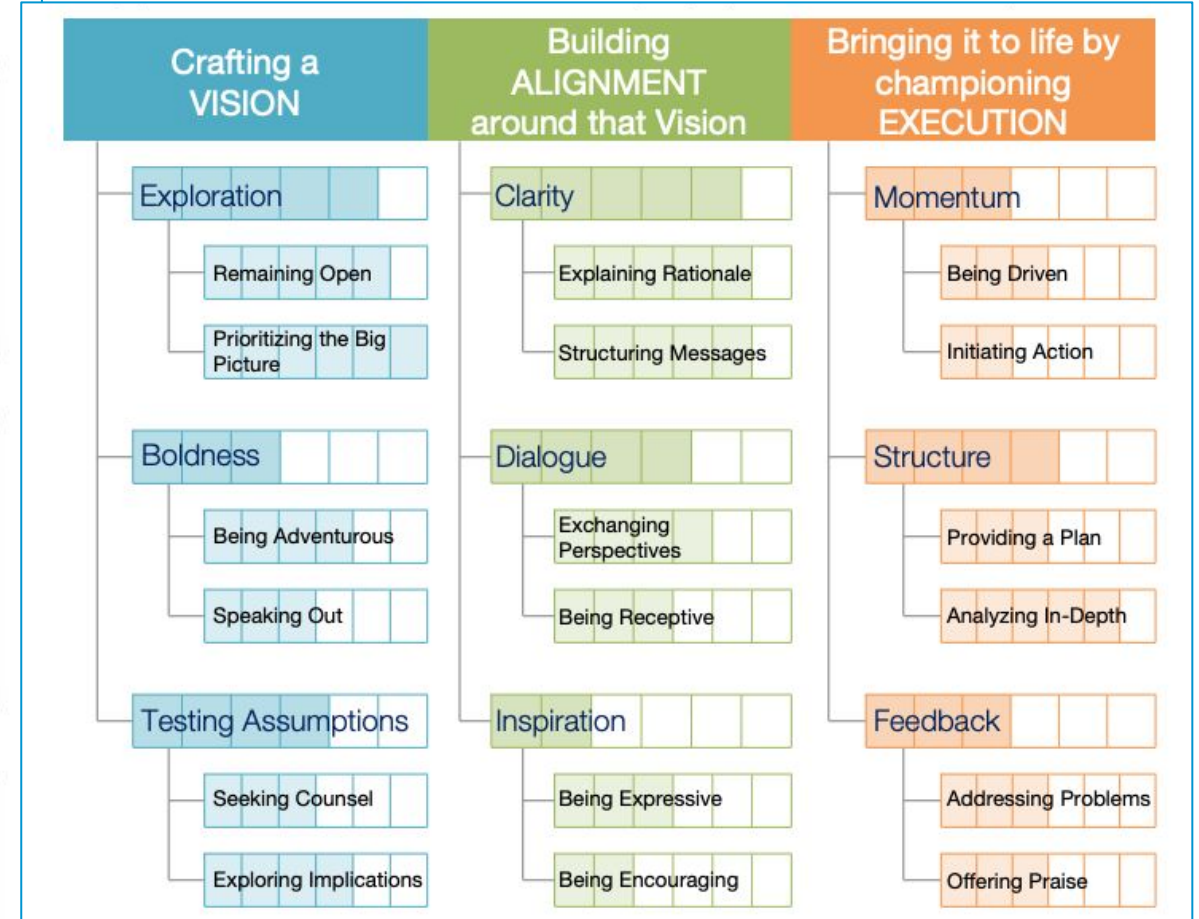
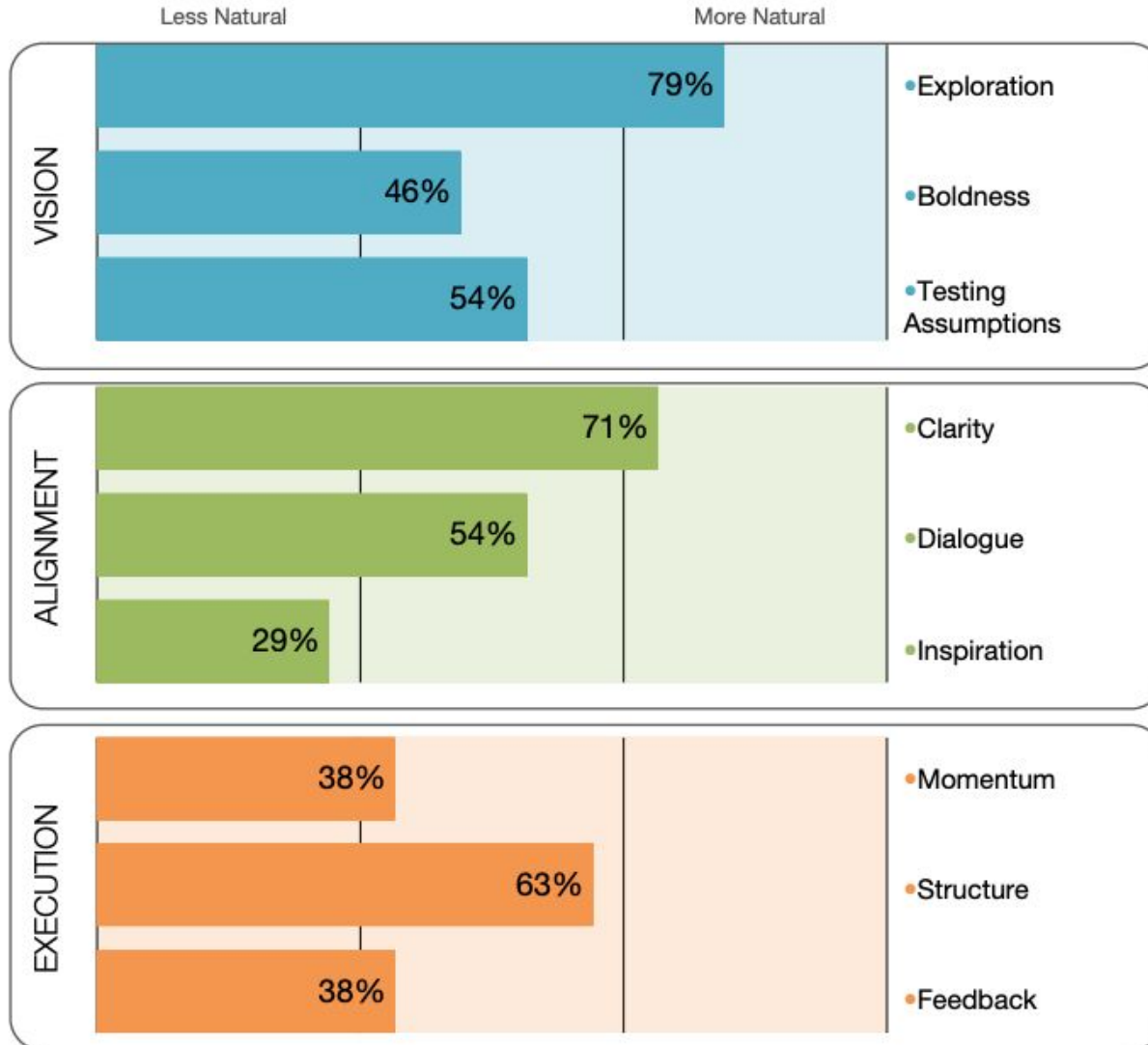
Since you see yourself as inclined to exchange perspectives and as receptive to ideas, you may already be doing a good job of facilitating the dialogue that others need.



GROUP SUMMARY

What comes naturally to this group?

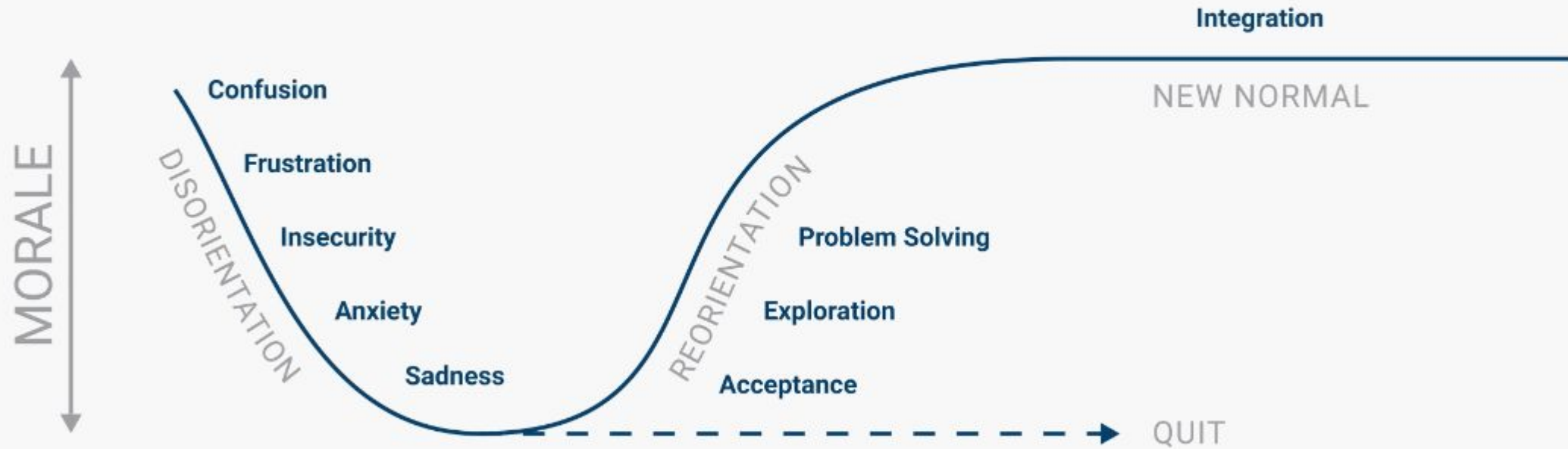
Below are estimates of how naturally each leadership driver comes to this group. These estimates are based on aggregate data, so specific individuals may differ from the group score. Furthermore, keep in mind that each of these leadership areas is also influenced by factors beyond the aggregate tendencies of its members.



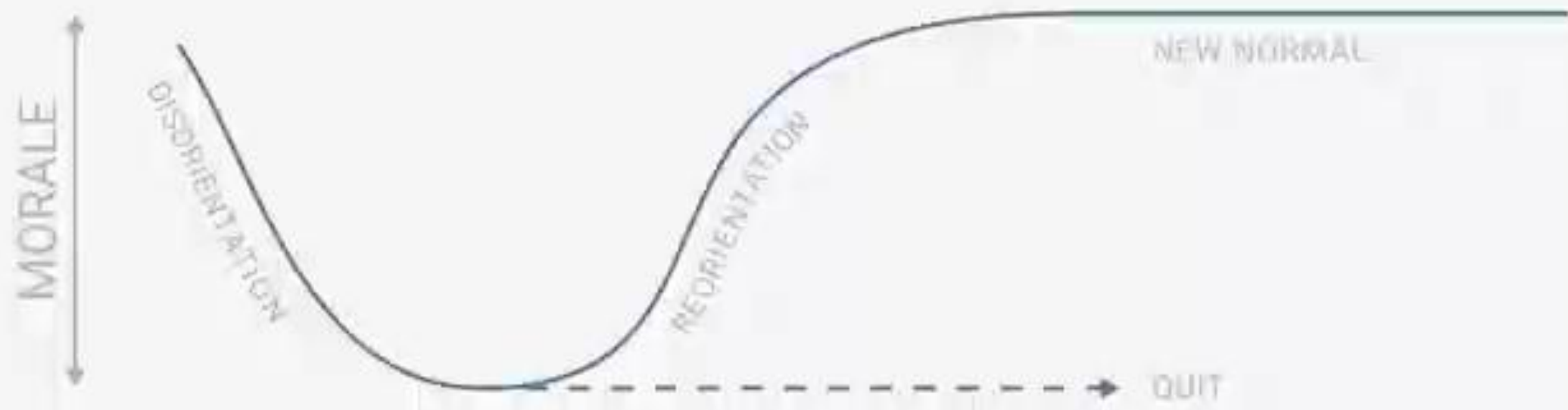
Communicating Change (& Cascading Messages)



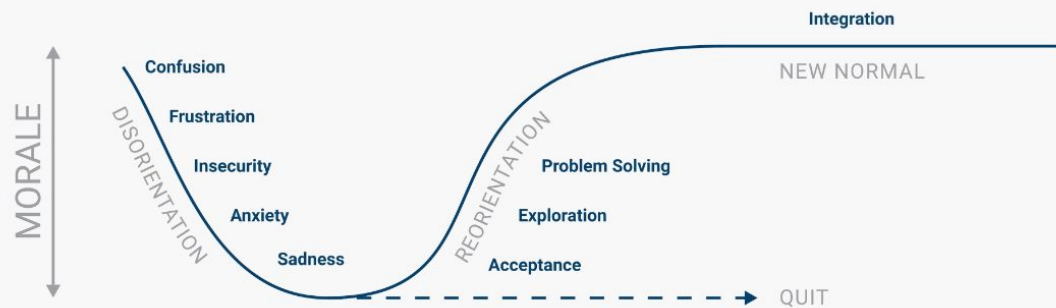
The Change Curve



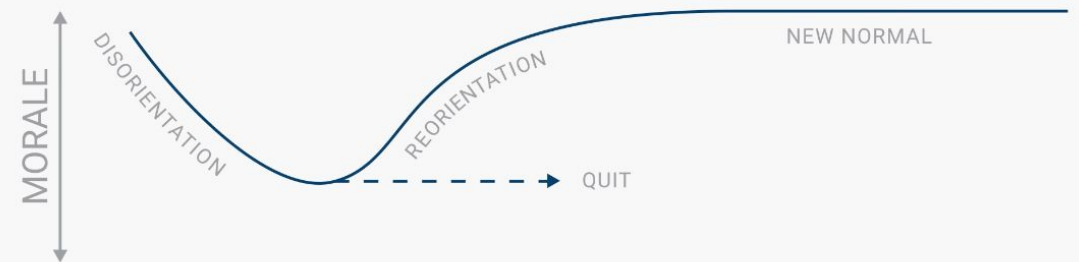
The Change Curve

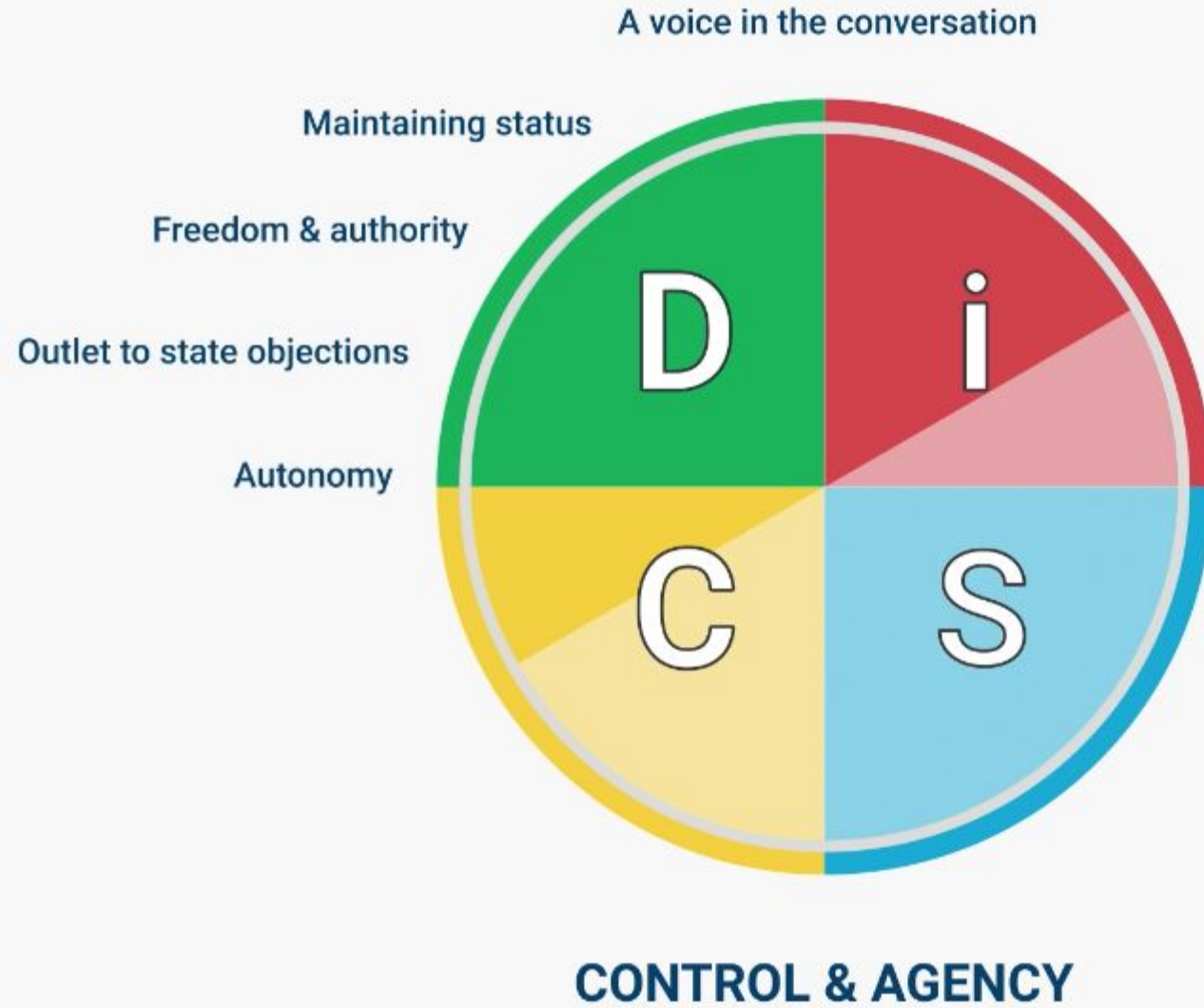


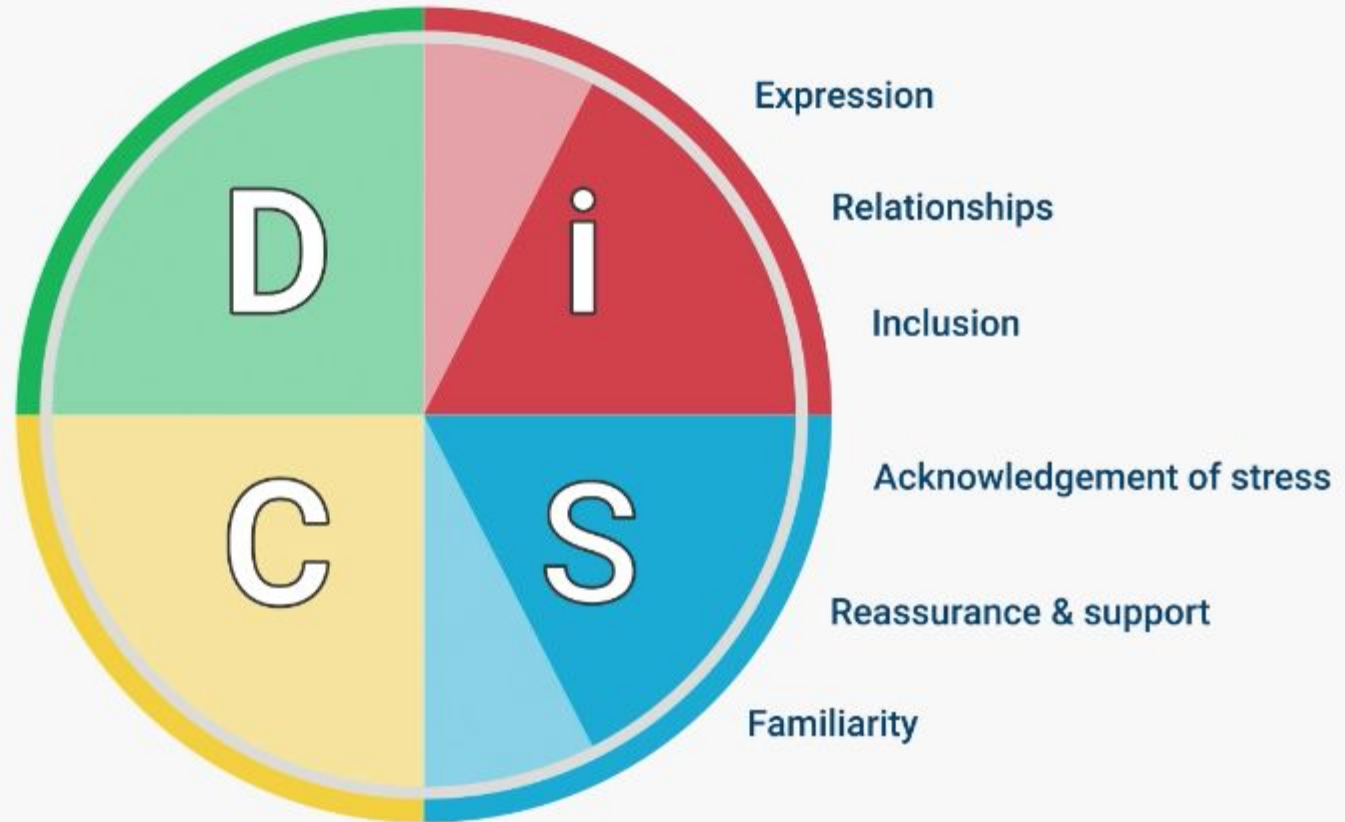
The Change Curve

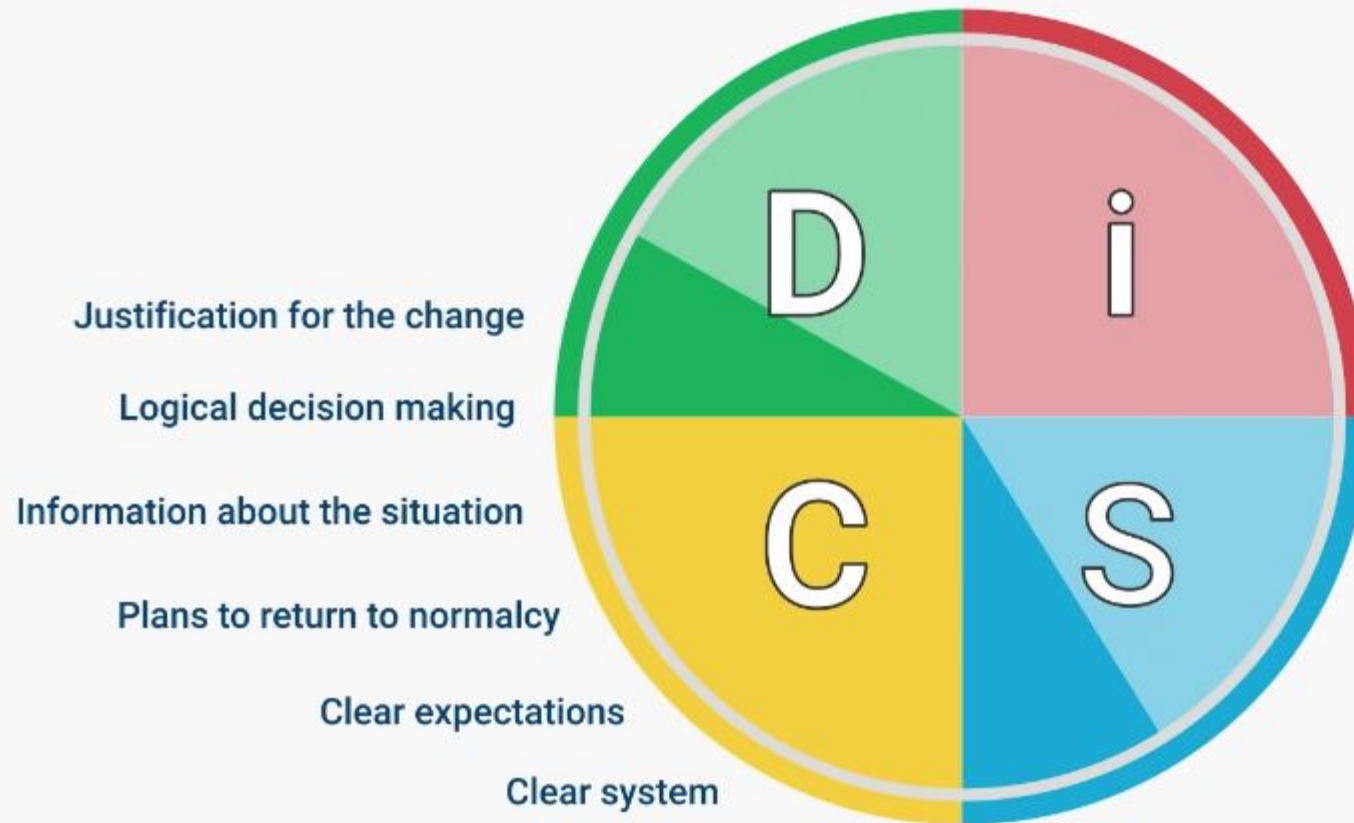


The Change Curve









INFORMATION & UNDERSTANDING

CONTROL & AGENCY

- Freedom & authority
- Maintaining status
- A voice in the conversation
- Outlet to state objections
- Autonomy

CONNECTION

- Expression
- Relationships
- Inclusion
- Acknowledgement of stress
- Reassurance & support
- Familiarity



INFORMATION & UNDERSTANDING

- Clear systems
- Clear expectations
- Plans to return to normalcy
- Justification for the change
- Logical decision making
- Information about the situation

STABILITY & SAFETY

- Predictability
- Confidence things will work
- Privacy & space to adjust
- Freedom from pressure

Your maps together

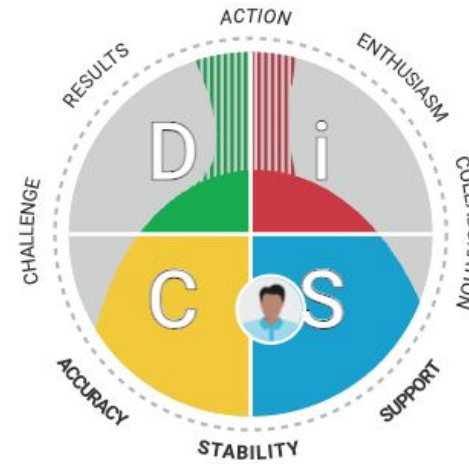
To understand how you and Stephanie can better work together, start by checking out your DiSC® maps side by side. How do your workplace priorities compare?



Stephanie's D style

At work, Stephanie tends to prioritize:

- Results
- Action
- Challenge



Your SC style

At work, you tend to prioritize:

- Stability
- Support
- Accuracy
- Action

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Compassion vs. empathy

Apr 15, 2021



What to do when the other person isn't fighting fair

Apr 14, 2021



8 rules of fair fighting

Apr 13, 2021



The virtual elevator pitch

Mar 09, 2021



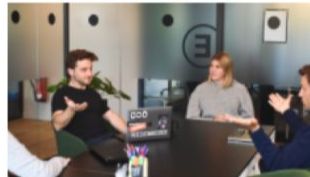
Stepping back into a tough conversation

Mar 08, 2021



If you're overwhelmed, take a break

Mar 05, 2021



7 tactics of unfair fighting

Apr 12, 2021



Interrupt gracefully

Apr 09, 2021



3 ways to end an argument productively

Apr 08, 2021



Can I remain in dialogue with someone I don't respect?

Mar 04, 2021



Mutual respect is up to you

Mar 03, 2021



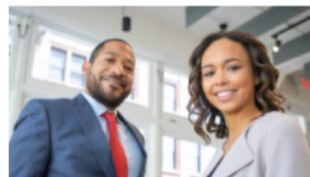
Mutual purpose is the super-intention

Mar 02, 2021



How to be vulnerable

Apr 07, 2021



5 reasons you lack confidence, and 1 rule to get it

Apr 06, 2021



Learning soft skills

Apr 05, 2021



Intention influences everything

Mar 01, 2021



An apology can keep you in dialogue

Feb 26, 2021



What's my style under stress?

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Thank You!

