

Understanding How to Fit on a Team

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Understanding Temperaments Summary

| High Point | D | I | S | C |
|--------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Value to a Team | Takes Initiative | Influences people | Builds relationships | Focuses on details |
| Major Strengths | Strength of purpose; goal oriented, gets things done | Enthusiasm; gets people motivated, involved | Good skills; good team player or leader | Thoroughness, accuracy in analyzing all data |
| Major Weaknesses | Can be insensitive to feelings of others; impatient | Impulsive; may not focus attention on details/facts | May sacrifice results for harmony; reluctant to initiate | Overly cautious; can be too thorough and lose sight of time |
| Motivated By | Results; challenge, action | Recognition; approval, visibility | Relationships; appreciation | Being Right; quality |
| Time Management | Focus: Now; Efficient use of time... likes to get to the point | Focus: Future; Tends to rush to the next exciting thing | Focus: Present; Spends time in personal interaction sometimes to the detriment of the task | Focus: Past; Works more slowly to ensure security |
| Communication | One-way... not as good a listener, better at initiating communication | Enthusiastic, stimulating, often one-way, can inspire others | Two-way flow, a good listener | Good listener, especially in relation to tasks |
| Emotional Response | Detached; independent | Highs and lows, excitable | Warm, friendly | Sensitive, careful |
| Decision Making | Impulsive; Always makes decisions with goal in mind | Intuitive; Quick, lots of wins and loses | Relational; Makes decisions more slowly, due to input from others | Reluctant; thorough, Needs lots of evidence |
| Behavior Under Tension | Autocratic | Attacks | Acquiesces | Avoids |
| Would Improve Effectiveness By | Listening | Pausing | Initiation | Declaring |

Understand Relational Needs

| | D | I | S | C |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How to relate to a | <p><u>Be Direct</u></p> <ul style="list-style-type: none"> * Start with results/benefits first and then provide details only as needed * Be quick and to the point * Challenge them | <p><u>Be Enthusiastic</u></p> <ul style="list-style-type: none"> * Be positive, friendly * Provide praise * Validate their self worth * Give them a feeling of "I need you" | <p><u>Be Relational</u></p> <ul style="list-style-type: none"> * Use friendship * Be easy-going * Be low-key on objectives * Don't push * Let them respond at their own pace | <p><u>Be Analytical</u></p> <ul style="list-style-type: none"> * Give clear facts * Present ideas objectively * Don't rush * Be specific and thorough |
| How to persuade a | <p><u>Key Question: WHAT?</u></p> <ul style="list-style-type: none"> * Focus on results/ bottom line first * Answer their question, "What are the benefits?" | <p><u>Key Question: WHO?</u></p> <ul style="list-style-type: none"> * Provide emotion/be enthusiastic * Share testimonies of significant people * Answer their question, "Who else has done this?" | <p><u>Key Question: WHY?</u></p> <ul style="list-style-type: none"> * Be friendly with them * Take time with them * Answer their question, "Why do you want to change things?" | <p><u>Key Question: HOW?</u></p> <ul style="list-style-type: none"> * To them it is important to do it right * Show them step-by-step how to do it * Answer their question, "How do you want me to do this?" |
| How to lead a | <p><u>Goals/Results</u></p> <ul style="list-style-type: none"> * Give them the what—let them determine the how * Let them have control, be in charge of something | <p><u>Group/Recognition</u></p> <ul style="list-style-type: none"> * Consult/counsel with them about ideas, projects, people * Recognize their efforts in front of others * Let them have fun | <p><u>Group/Together</u></p> <ul style="list-style-type: none"> * Doing things together is important * Always, maintain the relationship * Let them have peace—minimize conflict | <p><u>Goals/Quality</u></p> <ul style="list-style-type: none"> * How to do it the best way is important * Be available to work closely with them * Let them have time to do things right |
| How to disagree with a | <p><u>Agree With Their Goal + Test</u></p> <p>Ask: Why do you think this is the best way? Have you considered other alternatives to reach your goal?</p> | <p><u>Agree on Their Vision + Time</u></p> <p>Allow time to pass. They get excited about so many things, they'll move on to something else.</p> | <p><u>Together</u></p> <p>Take the time to convince them that the disagreement will not disturb the relationship.</p> | <p><u>Facts</u></p> <p>Gather your facts. They will not be swayed by emotional appeals or verbal persuasiveness.</p> |

UNDERSTANDING BEHAVIORAL CONSTRUCTS SUMMARY

| Attribute | D | I | S | C |
|------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Their value in a Team | Provides the drive | Brings people alone | Builds stable bonds | Dwells on details |
| Their major Strengths | Strength of initiative; task oriented, gets things done | Excitement; gets people involved, motivated and enthused | Good people skills; team player or leader | Very thorough and accurate in looking at all of the facts |
| Their major Weaknesses | Can be oblivious to feelings of others; impatient with others' weaknesses | Can be impulsive and may not focus attention on details or facts | Can sacrifice results for harmony or stability; reluctant to initiate | Can be too cautious or too thorough and lose sight of time |
| They are motivated By | Getting the task completed, and a challenge | Being important and approval of others; being visibility | Stable environments and relationships; appreciation | Being recognized as right; high quality |
| Their time Management | Their Focus is on the Now; Efficient use of time... likes to get to the point quickly without process | Their Focus is on Future; Tends to rush to the next exciting thing without completing the Now | Their Focus is on Present; Spends time in personal interaction sometimes to the detriment of the task | Their Focus is on Past; Works more slowly to ensure utmost quality and all of the "bases are covered" |
| The way they communicate | Tends to be one-way... not great listeners, better at starting conversations; becomes forceful under pressure: | Tends to be enthusiastic, often one-way, can inspire others; becomes talkative under pressure | Tends to be very good listener to others; becomes quiet and withholds under pressure | Tends to be a considerate listener, especially in relation to tasks; becomes very precise and defensive under pressure |
| Decision Making | Quickly; Always makes decisions with goal in mind | Intuitive; impulsively with lots of wins and loses | Stability; moves slowly, seeks the input from others | Reluctant; usually wants lots of facts |
| Their behavior Under Tension | Domineering | Talkative | Concedes | Fact finding |
| They need more of | Listening to others | Pausing and listening | Initiate in spite of hesitation | Make decisions without all facts |
| | | | | |

Personal and Work compatibility:

| Styles | Excellent | | Good | | Fair | | Poor | |
|--------|-----------|-----|------|---|------|---|------|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| D - D | | | P | | W | | | |
| D - I | | | P | | | W | | |
| D - S | W | | | | | P | | |
| D - C | | | | | W | | | P |
| I - I | P | | | | | | W | |
| I - S | W | | | | P | | | |
| I - C | | | W | | | | | P |
| S - S | P | | W | | | | | |
| S - C | | P W | | | | | | |
| C - C | P | | W | | | | | |

| | |
|-------------|--------------------------------|
| K E Y | P ----- Personal Relationships |
| | W ----- Work Tasks |
| | 1 ----- Best Possible |
| | 8 ----- Poorest Possible |

How DISC relate?

