APPENDIX 4
Table Time (Reflection Work)

Exercise: Your Behaviour Style (Advanced)

PART 1:

Reflect on or Disclose to the group one workplace behavior example that you think might be putting your team's performance at risk. Hold all discussion until everyone has presented an example of a potential problem behavior.

Now review the Leader Behaviour Assessment attached. Do any of the questions need to be adjusted or enhanced, is a new question necessary to capture the potential behaviour problems that were identified?

PART 2:

In contemplation of the various behaviour profiles by scale (attached), identify one behaviour of your personal scale type that another scale type might construe negatively. Why? Discuss with group.

APPENDIX 4
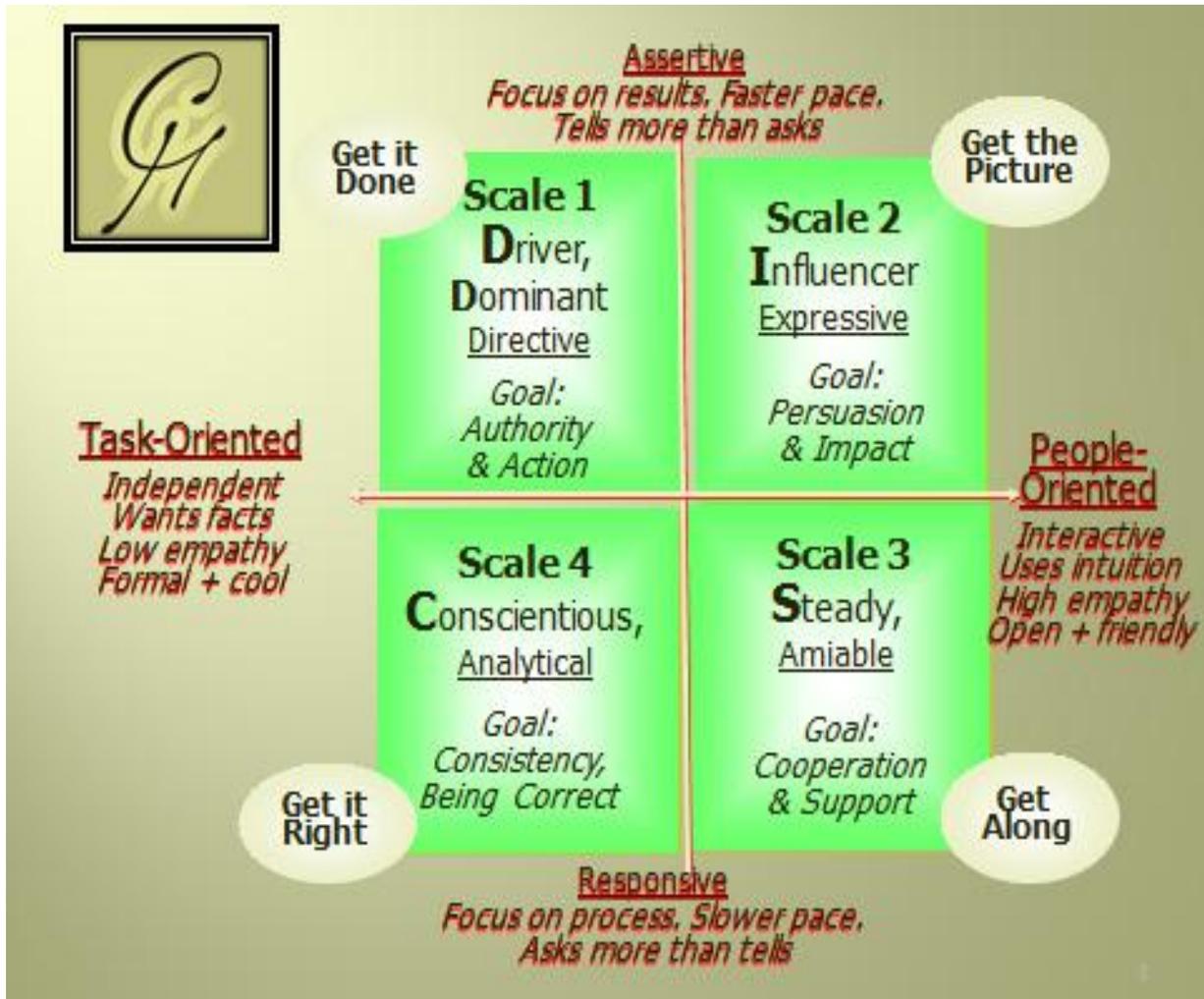# Table Time (Reflection Work)

Leader Behavior Questionnaire

1. I am generally a positive person. I may have the odd 'off' day but 90% of the time I bring a positive attitude to the work environment.
2. I have a high energy level at work most of the time.
3. Most people are relaxed and at ease in my presence.
4. I am seldom judgmental of others.
5. I am open and accepting of diversity and new ideas.
6. When I am angry it does not show and I find it easy to let it go and not carry a grudge.
7. I am happy at work most of the time.
8. I am seldom frustrated at work.
9. I enjoy being at work most days.
10. I deal immediately with people problems when they are brought to my attention.
11. I do everything within my power to assist my team/group members when needed.
12. I am very consistent and even-tempered when interacting with my team/group members.
13. I am likable and pleasant nearly 100% of the time.
14. When I need to have a candid conversation with one of my team/group members, I follow through and don't allow too much time to go by.
15. I never discuss a team/group member where others can see or hear me.
16. I consistently meet deadlines that impact all of us.
17. I have developed a good relationship with everyone on my team/group.
18. I treat all team/group members with respect and professionalism.
19. I meet with my team/group on a regular basis.
20. I communicate regularly, consistently, and in a timely manner.
21. When deadlines loom or work becomes urgent, I do not cancel or opt out of our regularly scheduled team/group meetings.
22. I embrace the organization's mission, vision and values and demonstrate and/or articulate them on a regular basis.
23. I feel supported by my superiors in my role as a leader.

APPENDIX 4
Table Time (Reflection Work)

BEHAVIOUR PROFILES BY SCALE

Behaviour Dimension Matrix*:

(*with permission from Michael Frisina, The Fisina Group)

APPENDIX 4
Table Time (Reflection Work)

BEHAVIOUR PROFILE BY SCALE - COMMUNICATION

CHARACTERISTICS	SCALE 1 DRIVER	SCALE 2 EXPRESSIVE	SCALE 3 AMEABLE	SCALE 4 ANALYTICAL
Behavioral Patterns	Direct	Direct	Indirect	Indirect
	Controllng	Supporting	Supporting	Controlling
Pace	Faster	Faster	Slower	Slower
	Decisive	Spontaneous	Relaxed	Systematic
Priority	Task	Relationship	Relationship	Task
	Result	Interaction	Communication	Process
Fears	Being Taken Advantage of	Loss of Social Recognition	Sudden Change Instability	Personal Criticism of their work
Gains Security Through	Control Leadership	Playfulness	Friendship	Preparation
		Others' Approval	Cooperation	Thoroughness
Measures Person's Worth By	Quality or impact of Results	Acknowledgements	Compatibility with others	Precision
	Tracks records	Applause	Depth of contribution	Accuracy
	Tracks process	Compliments		Quality of Results
Internal Motivator	"Win"	"Show"	"Participation"	"Process"
Appearance	Businesslike	Fashionable	Casual	Formal
	Functional	Stylish	Conforming	Conservative
Workplace	Efficient	Interacting	Friendly	Formal
	Busy	Busy	Functional	Functional
	Structured	Personal	Personal	Structured

*(*with permission from Michael Frisina, The Fisina Group)*

CHARACTERISTICS BY SCALE*:

PPI Scale	Charateristics of High Scores
Scale 1	• Decisive and direct, likes to control the work environment • Works best with mnimal supervision and control • Takes a challenge easily • Comfrtable with change • Takes action, not patient • Self-starter • Competitive • Results-oriented
Scale 2	• Generally optimistic and enthusiastic • A good promoter and motivator • Enjoys freedom of expression • Extroverted • People-oriented • Enjoys persuading others • Better with the big picture than the details
Scale 3	• A dependable and steady team worker • Prefers a stable and predictable work environment • Friendly and usually works to get along with coworkers • May need time to adjust to change • Cooperative • Avoids conflict
Scale 4	• An analytical individual who is accurate and good with details • Enjoys working where critical thinking is needed • A conscientious person with a well-developed idea of 'right and wrong' • Maintains high standards • Tends to be organized

*(*with permission from Profiles International)*

APPENDIX 4
Table Time (Reflection Work)

BEHAVIOUR PROFILE SCALE NOTES:
(Adapted from https://www.discinsights.com/whatisdisc#.V7yKWygrLIU)

SCALE 1 = D Personality Style

What are the general characteristics of the *D Personality Style*?
The **D Personality Style** tends to be direct and decisive, sometimes described as dominant. They would prefer to lead than follow, and tend towards leadership and management positions. They tend to have high self-confidence and are risk takers and problem solvers, which enables others to look to them for decisions and direction. They tend to be self-starters.

What does the *D Personality Type* contribute to a team?
They think about big picture goals and tangible results. They are bottom-line organizers that can lead an entire group in one direction. They place great value on time frames and seeing results.
The D may challenge the status quo and think in a very innovative way.

What are the possible weaknesses of the *D Personality Style*?
They tend to overstep authority, as they prefer to be in charge themselves. At times they can be argumentative and not listen to the reasoning of others. They tend to dislike repetition and routine and may ignore the details and minutia of a situation, even if it's important. They may attempt too much at one time, hoping to see quick results.

What motivates the *D Personality Style*?
The D is highly motivated by new challenges, setting and achieving goals, and seeing tangible results. They appreciate receiving verbal recognition from others as well as rewards. They enjoy power and authority to take risks and make decisions. Freedom from routine and mundane tasks is important. Since repetition is frustrating for the D, changing environments in which to work and play can be highly motivating.

What should one remember to do when working with *D Personality Types*?
When working with a D, be direct, to the point, and brief. Focus on tangible points and talk about "what" instead of "how". Focus on business instead of social topics and try to be results oriented. Make suggestions for how to achieve the goal instead of talking about why it won't work. Try to thinking like a D, be confident and focus on problem solving.

What should one remember not to do when working with an *D Personality Type*?
When working with a D, it's important not to focus too much on the problems, the negative points, and the small details. They are big picture thinkers and may perceive you as negative. When speaking, try to speak confidently. Avoid repeating yourself or rambling. Don't make generalizations and make statements without support. Focus on the topic and do not be too sociable, they want to get right to the point.

APPENDIX 4
Table Time (Reflection Work)

<u>**SCALE 2 = I Personality Style**</u>

What are the general characteristics of the *I Personality Style*?
The **I Personality Style** is not afraid to be the center of attention. They are enthusiastic, optimistic, talkative, persuasive, impulsive and emotional. This Personality Type will trust others naturally, truly enjoys being around others, and functions best when around people and working in teams.

What does the *I Personality Type* contribute to a team?
The I style are naturally creative problem solvers who can think outside of the box. They are great encourages and motivators of others. They keep environments positive with their enthusiasm and positive sense of humor. They will go out of their way to keep things light, avoid and negotiate conflict and keep the peace.

What are the possible weaknesses of the *I Personality Style*?
The I Personality Style is likely not good with detail. They are more concerned with people and popularity than with tangible results and organization. It's also possible that they are not great listeners, and may give the impression of waiting to speak instead of truly listening to what someone else is saying. In some cases, gestures and facial expressions are overly used.

What motivates the *I Personality Style*?
The I DISC Style is motivated by the approval, flattery, praise, popularity or acceptance by others. They enjoy freedom from too many rules or regulations and gravitate towards a friendly and fun environment. They excel most when they can be the talker, the presenter, the one who builds rapport or works in teams, but needs another person to handle the details.

What should one remember to do when working with *I Personality Types*?
When working with an I Personality Type, it's important to build rapport and be friendly. Approach them in a favorable and friendly environment. Give them plenty of opportunity to verbalize their ideas, as they usually have very create thoughts and are great problem solvers. Because they have so many ideas and enjoy discussing them, it may take some planning for them to turn their verbal ideas into action. It helps to write details down for them or check back in on occasion to make sure action items are being done to expectation and to detail. Allow time for sociable activities at work, they are great motivators of others.

What should one remember not to do when working with an *I Personality Type*?
Don't eliminate social time, as this is a very motivating factor for them. Don't do all the talking or strictly tell them what to do, you'll miss the opportunity to hear about their ideas and creative solutions to problems. Don't react to them in a way that makes them feel rejected, this is a great fear of theirs and will result in them feeling insecure instead of playing to their strengths.

APPENDIX 4
Table Time (Reflection Work)

<u>**SCALE 3 = S Personality Style**</u>

What are the general characteristics of the *S Personality Style*?
The **S Personality Type** is known for being steady, stable, and predictable. They are even-tempered, friendly, sympathetic with others, and very generous with loved ones. The S is understanding and listens well. Preferring close, personal relationships, the S is very opened with loved ones, but can also be possessive at times and hold them close.

What does the *S Personality Type* contribute to a team?
The S style is reliant and dependable. They are patient, good listeners, who want to work with teams in a harmonious way. They strive for consensus and will try hard to reconcile conflicts as they arise. They are compliant towards authority and a loyal team player. The S is also good at multi-tasking and seeing tasks through until completion.

What are the possible weaknesses of the *S Personality Style*?
The S is described as stable and predictable, this is because they like to get into a routine and what feels secure and stick with it. This results in an opposition towards change. However, when change is occurring, they adjust best when given a long enough period of time to adjust and an explanation of why the change is occurring. Because the S style is passive and avoids conflict, they may also hold grudges when they experience frustrations and resentments, instead of facing the issue head on. They strive for positive environments and relationships and can be especially sensitive when it comes to criticism. They want to please others, therefore may have a difficult time saying no or establishing priorities.

What motivates the *S Personality Style*?
The S Personality Type is motivated by safety and security. They want to avoid conflict and exist in peaceful environments and around groups that are at harmony. They truly appreciate recognition for their loyalty and dependability.

What should one remember to do when working with *S Personality Types*?
When working with S Personality Types, try to be personable and build rapport. The sooner they feel comfortable with you, the sooner they will open up to you, especially if they see genuine interest in them as a person. Provide them with specifics and clarifications for tasks they are asked to do and try to explain the "how" questions. If instituting change, be patient with them, explain your reasoning, and give them time to adjust. It will make them uncomfortable at first.

What should one remember not to do when working with an *S Personality Type*?
When working with an S Personality Type, it's important to be kind and patient. Avoid being confrontational, using strong tone or body language, being overly aggressive, pushy, or demanding. They avoid confrontation and will recoil if approached in this way.

APPENDIX 4
Table Time (Reflection Work)

<u>SCALE 4 = C Personality Style</u>

What are the general characteristics of the *C DISC Styles*?
The **C DISC Styles** are accurate, precise, detail-oriented, and conscientious. They think very analytically and systematically and make decisions carefully with plenty of research and information to back it up. The C has very high standards for both themselves and others. Because they focus on the details and see what many other styles do not, they tend to be good problem solvers and very creative people.

What do the *C DISC Styles* contribute to a team?
The C style brings perspective to groups and tend to be the "anchor of reality" in team thought. When something is proposed, it is the C who will think through every detail of how it works and the process. They will make realistic estimates and will voice the problems that they see with the plan or already existing system. The C is conscientious and even tempered. They will complete tasks they've committed to and will be very thorough. They take great pride in doing their work accurately and are excellent people to analyze, research, or test information.

What are the possible weaknesses for the *C DISC Styles*?
The C Personality Type is one of the passive styles, which results in avoiding conflict. They will avoid conflict rather than argue, and it is difficult to get them to verbalize their feelings. They need clear cut boundaries in order to feel comfortable at work, in relationships, or to take action. Sometimes the C can be bound by procedures and methods and find it difficult to stray from order. Sometimes they can get too bogged down in the small details, making it difficult to see the next steps or big picture.

What motivates the *C DISC Styles*?
The C is motivated by information and logic. They have very high standards of quality and are motivated by being well informed, researching before deciding, having clear parameters and instructions, doing work accurately and correctly, and seeing a project through to the end.

What should one remember to do when working with *C Personality Types*?
When working with a C Personality Style, it's best to be prepare when possible. Do your research and prepare your case in advance. Pay attention to the details because this is what the C focuses on. When you can support a statement or idea with accurate data or examples, that is helpful. Submit a job description or specs for the project to give them parameters and details and talk about how different tasks fit into the big picture plan. Be systematic and logical in your thinking and planning and specific when agreeing or disagreeing. When disagreeing, work with facts instead of people examples. Be patient, persistent, and diplomatic and remember that they fear criticism.

What should one remember not to do when working with *C Personality Type*?
Do not speak in broad generalizations with no specifics, use details and explanations when possible. Try not to answer questions too vaguely or casually, as they need information and details to make sense of new plans and decisions. Do not criticize the work they've already done as they take great pride in their work. If you do need to criticize, be specific with your examples and be diplomatic. Avoid being confrontational as they will not respond well to this and will close off.