

Strengthening the Effectiveness of Teams

Creating Strong Teams

A Resource Guide for Managers

Teams are groups of individuals working together toward a common purpose. The role of the manager of a team is to make it easy for team members to pull together.

This Resource Guide looks at how we can do that by:

1. Understanding better what makes each other tick, and
2. Developing the behaviours that support effective team working - ourselves & in our teams

DISC Behavioural Styles

How DISC Works

The DISC system works on the basis of preferences in two areas:

- PACE (Faster or Slower) - how quickly we take in & use information: Do it now v. Let me think about it
- FOCUS (Task or People) - what we tend to think about first in any given situation: What needs to be done v. Who is involved & how they may be affected

Preferences measure what comes more naturally & automatically to us, our default settings. We can always act outside our preferences & do the 'other thing', it will just take more effort, thought & time, and will probably be less polished - like writing our name with our non-dominant hand.

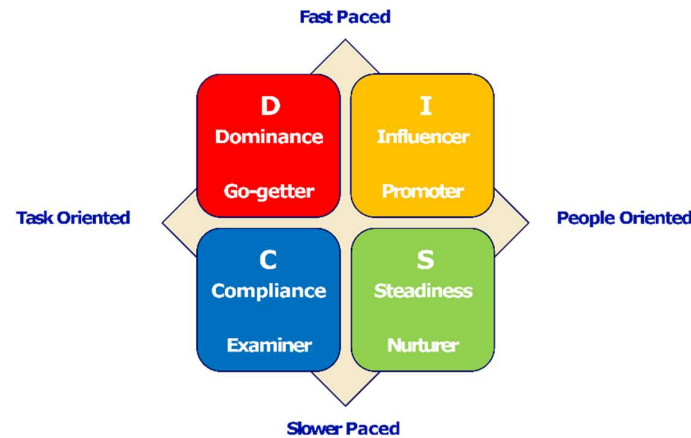
There are no right or wrong styles. Each has its own areas of strengths and its areas of challenge. The table on the next page identifies the core characteristics of & drivers for each style.

Understanding each style's strengths - what they find easier or more natural - can help us identify their most valuable contributions, which circumstances bring out the best in them and allow them to play to their strengths.

Understanding their areas of challenge - what they find harder or may be 'blind' to - allows us to recognise where they may feel less confident or be less comfortable. Acknowledging the similarities & differences between their style & our own, allows us to spot where we may get on easily and what might cause us to clash. We can also identify where we complement each other but also what might frustrate us about each other. All of these things can help us as leaders get the best out of a team, improve communication, defuse tension more quickly & maximise engagement.

Using these 2 dimensions, the DISC system identifies 4 main behavioural styles:

- D (Dominant) - Fast Paced & Task Focused
- I (Influencing) - Fast Paced & People Focused
- S (Supportive/Steady) - Slower Paced & People Focused
- C (Conscientious/Cautious) - Slower Paced & Task Focused



We are all a blend of all 4 styles, just in varying degrees of intensity.

The DISC Styles

Since our DISC Styles are driven by our underlying preferences, it's possible to identify some common characteristics and behaviours we may see from each style.

These are not foolproof but can be a good indication of what to expect, and often helpful to explain why we're seeing a particular behaviour or reaction.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
Tends to Act	Assertive	Persuasive	Patient	Contemplative
When in Conflict, This Style	Demands Action	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
Personal Strength	Problem solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation on goals over people	Speaking without thinking	Procrastination in addressing change	Over analyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
Measures Worth by	Impact or results	Acknowledgments Compliments	Compatibility Contributions	Precision, Accuracy Quality of results

NOTES:

High Performing Teams Model

Turning to the elements that make up a High Performing Team, New York Times bestselling author, Patrick Lencioni developed the 5 Behaviors® model to describe the core elements every team needs to be truly effective.

The Five Behaviors® Model



Some Questions To Consider:

- How strong is the Trust in your Team or area of Service?
- Where is the area in greatest need of improvement?
- What actions would make the biggest difference?

Trust

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

Doing your part to build trust:

- ▲ How often do you admit mistakes?
- ▲ How often do you admit weaknesses?
- ▲ Do you accept questions about your area of responsibility?
- ▲ Do you give others the benefit of the doubt?
- ▲ Do you offer and accept apologies without hesitation?

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Conflict

Healthy conflict is about debating important issues. It focuses on ideas and avoids mean-spirited, personal attacks.

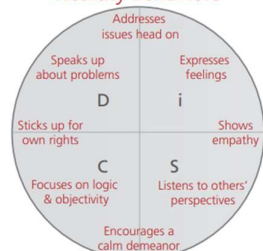
The DiSC® conflict map to the right shows healthy ways that people deal with conflict.

- ▲ Which behavior would you like to do more often?
- ▲ Which behavior is already a strength?

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Healthy Behaviors



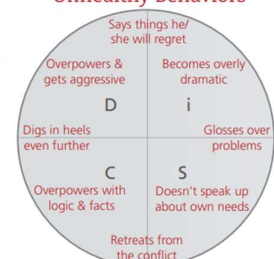
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The DiSC® conflict map on the right shows unhealthy ways that people deal with conflict.

When you find yourself engaging in unhealthy conflict with teammates:

- ▲ Ask yourself which of these unhealthy behaviors you may be using.
- ▲ Using the map, point out the behaviors you admit to using.
- ▲ Ask them if they see any behaviors they're willing to admit using.

Unhealthy Behaviors



Commitment

Commitment reflects the team's clarity around decisions, as well as its ability to move forward with complete buy-in from every member of the team, even those who initially disagreed with the decision.

How can I build commitment on my team?

- ▲ **Debate:** Make sure people have the chance to debate decisions and voice objections.
- ▲ **Clarity:** End meetings with a clear and specific summary of decisions.
- ▲ **Buy-in:** Remember that all members have the responsibility to commit to decisions, even if they don't agree with them.

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Accountability

When giving feedback...

- ▲ **Be specific.** Rather than saying, "You're so responsible!" say, "I can always count on you to meet your deadlines."
- ▲ **Use "I" messages.** Rather than saying, "You should get to meetings on time," say, "I would appreciate it if you would be on time to meetings."
- ▲ **Focus on behavior,** not on personality or personal traits. Rather than saying, "Sometimes you're rude," say, "Several times last week you didn't respond when I emailed you."
- ▲ **Provide positive feedback.** That way people know what to keep doing. For example, "Your proposal was clear and concise."

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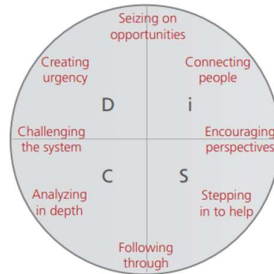
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Valuing Contributions

When people appreciate the talents that other team members bring to the table, they are much more likely to focus on collective, rather than individual, results.

In fact, one of the best parts of being on a team is that you get to tap into other people's unique skills. The DiSC® map shows just a few of the assets that your fellow teammates might have to offer.



Results

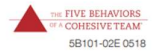
How the team pursues and reaches its shared goals

Below are characteristics of a team that is focused on collective results. How many describe your team right now?

- | | |
|---|---|
| <input type="checkbox"/> Celebrates successes | <input type="checkbox"/> Retains achievement-oriented members |
| <input type="checkbox"/> Is bothered by losses to competitors | <input type="checkbox"/> Avoids distractions |
| <input type="checkbox"/> Members willingly sacrifice for the team | <input type="checkbox"/> Minimizes individualistic behavior |
| <input type="checkbox"/> Members take personal responsibility to fix problems | <input type="checkbox"/> Members point out each other's contributions |

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