
Revisiting DiSC – Teams & Styles

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Agenda

- Introductions
- Review Styles & Culture
- Team Activity
- The 4 Group Styles
- Team Assessment
 - Scale
 - Definition
- 5 Team Dysfunctions
 - General Strategies
- Motivation
 - Video & Group Discussion
- Applications
- Case Study
- Summary

Objectives

- Deeper understanding of how styles affect group & team performance
- Understand & utilize group styles
- Know the qualities of an effective team
- Recognize team dysfunctions & the strategies to minimize their negative affects
- Apply workshop content to typical business situation

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Review of Styles

Refer to your own Style Assessment
& Relate to Group Culture

Group Culture

- The way in which a group interacts with one another
 - Leader Style
 - Dominant team member(s) styles
 - Cohesion or tension in group
 - Goals & objectives

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Team Activity

“Life Boat”

Guidelines

- Read the Background Information
- Make your choice individually
- Meet with team & reach consensus on choices
- Select Spokesperson to present to large group

Background Information

You are all on a cruise to nowhere when a storm sinks your ship. The only survivors who are in the lifeboat are those who are on your team. You will make the assumption that everyone on the lifeboat is in good physical shape and it will be days or weeks before you are rescued, if at all.

There is a deserted island about 50 miles south, and the current will probably get you there in a few days. The ocean water is cold, and the people in the water will last no more than 20 minutes.

Guidelines:

Because of the size of the lifeboat, you have room for only **4** more people.

- Your team needs to make a decision: Who is to be let into the lifeboat?
- You and your team must reach consensus on the decision. Whatever your team decides must be acted upon by all of the team members.
- You have some information about the people in the water.
- Select a spokesperson to present your team's findings and the rationale for the choice

Who?	Your Choice	Team's Choice
A 24-year-old pregnant woman		
A 67-year-old man		
A doctor (general practitioner)		
The ship's captain		
A 38-year-old professor of astronomy & physics		
A minister		
A 25-year-old man in good physical condition		
A 6-year-old child		
An injured teenager (broken arm and 2 ribs)		
A lawyer (the pregnant woman's husband)		
A retired Air Force captain		
A horticulturist		
A former Olympic track medalist		

TEAM BREAKOUT

Lifeboat Activity Debrief:

- What went well during the activity?
- What could you have done (in hindsight) differently?
- How would you describe your “Group Culture”?
- What DiSC styles / dynamics did you observe?

Dominant Style (Lion)

The D Culture Rewards:

- Independence
- Decisiveness
- Directness
- Victory
- Results

The D Culture Criticizes:

- Oversensitivity
- Hesitation
- Overanalysis
- Foot-dragging
- Weakness

Advantages of the D Culture:

- Offers a dynamic and engaging environment
- Makes decisions without wasting time
- Drives toward results
- Provides opportunities to prove oneself
- Rewards determination and persistence
- Continually pushes for new accomplishments
- Encourages innovation
- Gives straightforward feedback

Drawbacks of the D Culture:

- Leads to tension and burnout
- Fails to spend time on thorough analysis
- Overwhelms those who are less aggressive
- Creates power struggles that lead to poor decisions
- Takes too many risks
- Overemphasizes status
- Discourages teamwork because of competitiveness
- Provides feedback without considering feelings

Influence Style (Dolphin)

The i Culture Rewards:

- Creativity
- Enthusiasm
- Optimism
- Collaboration
- Passion

The i Culture Criticizes:

- Rulemaking
- Caution
- Overanalysis
- Introversion
- Insensitivity

Advantages of the i Culture:

- Fosters creativity through high energy
- Provides a fun and optimistic atmosphere
- Encourages collective brainstorming
- Promotes frequent informal communication
- Excels at promoting ideas
- Cultivates self-starters
- Provides spontaneous recognition of good work
- Offers a warm and caring environment

Drawbacks of the i Culture:

- Changes direction frequently
- Avoids tending to repetitive or routine tasks
- Glosses over potential risks
- Holds too many meetings
- Spends too much time socializing
- Lacks clear guidelines
- Exerts pressure to be extroverted and energized
- Exhibits spotty planning

Steadiness Style (St. Bernard)

The S Culture Rewards:

- Cooperation
- Loyalty
- Humility
- Thoughtfulness
- Team focus

The S Culture Criticizes:

- Aggressiveness
- Pushiness
- Disruptiveness
- Nonconformity
- Sudden change

Advantages of the S Culture:

- Commits to getting the job done right
- Provides a relaxed atmosphere
- Works toward dependable and reliable results
- Promotes feelings of comfort and security
- Cultivates work-life balance
- Encourages a strong sense of duty
- Allows a high level of teamwork
- Fosters polite, tactful behavior

Drawbacks of the S Culture:

- Fails to challenge ideas
- Lacks a competitive edge
- Avoids tough decisions to spare feelings
- Inhibits change and stifles innovation
- Avoids giving even constructive criticism
- Struggles with indecisiveness
- Discourages strong individual accomplishment
- Allows resentment to brew beneath the surface

Conscientiousness Style (Fox)

The C Culture Rewards:

- Accuracy
- Completeness
- Attention to detail
- On-time performance
- Dependability

The C Culture Criticizes:

- Mistakes
- Illogical behavior
- Lateness
- Spotty research
- Exaggerated enthusiasm

Advantages of the C Culture:

- Calculates risks thoroughly
- Delivers exceptional quality control
- Makes decisions logically
- Ensures accuracy
- Clarifies policies and expectations
- Emphasizes reliability and precision
- Respects people's rights
- Provides well-defined goals

Drawbacks of the C Culture:

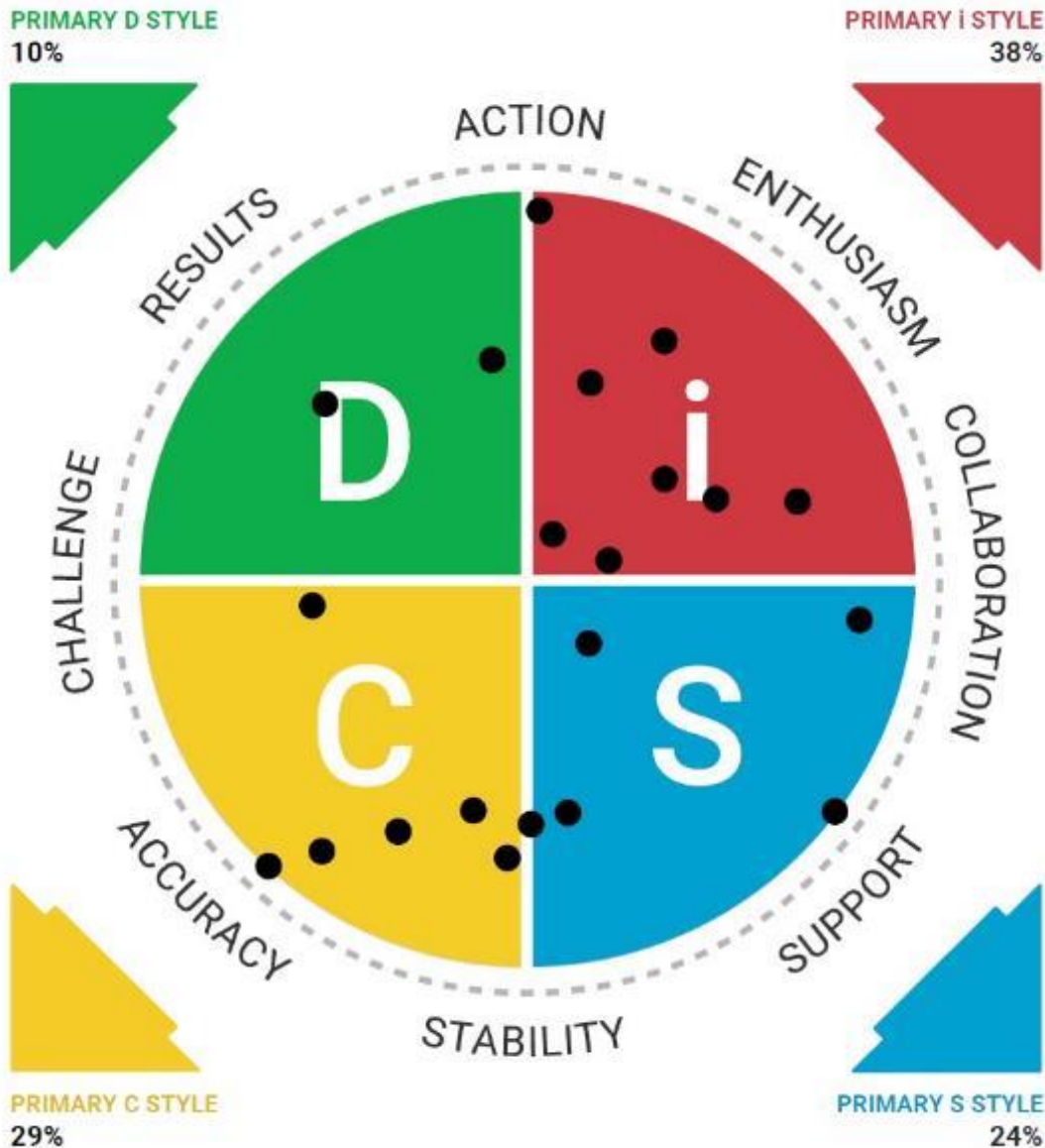
- Overanalyzes
- Misses opportunities due to excess caution
- Lacks outward excitement and energy
- Stifles informal communication
- Fails to foster a strong sense of community
- Ignores people's feelings
- Feels critical, cold, or cynical to some
- Closes itself off to outsiders

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Group Culture

Group Culture of your teams back
on the job . . .

Our Workshop Group Culture Map

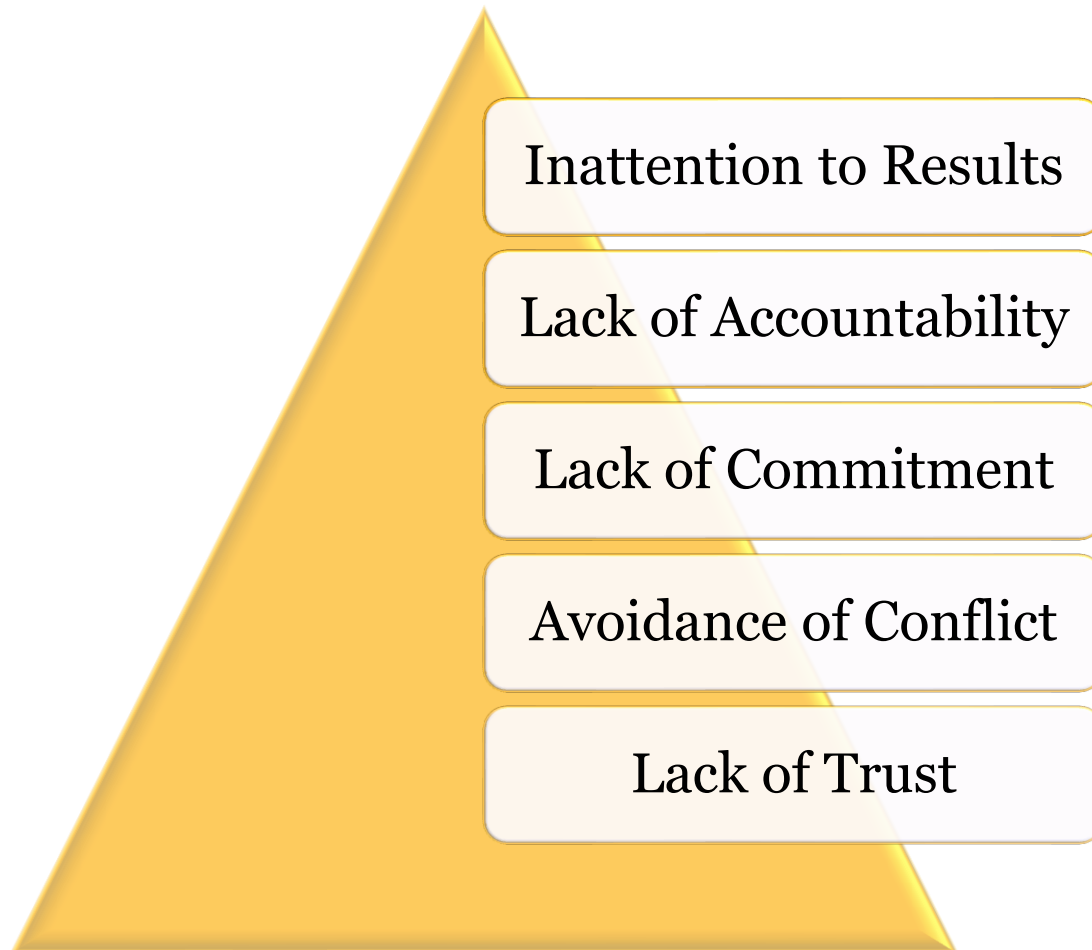


- What does this tell you about our group?

Definition of a Team

- A small number of people with complementary skills who are committed to a common purpose, performance goals and approach, for which they hold themselves mutually accountable.

The 5 Team Dysfunctions



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Which of the team dysfunctions
are the most challenging to
address?

General Strategies

- **Building Trust**
 - Ensure you have met your objectives
 - Ask how you can assist others
 - Provide feedback Share something of a personal nature
- **Addressing Conflict**
 - Acknowledge the conflict
 - Ask how the conflict can be resolved
 - Offer ways to solve the conflict
 - Participate in the problem solving
- **Commitment**
 - Ensure you do what you say you will do
 - Discover other's commitment
 - Discuss consequences
 - Discuss mutually beneficial outcomes
- **Accountable**
 - Agree on ground rules
 - Clearly define expectations
 - Agree upon standards
 - Develop realistic measurements
 - Monitor milestones
- **Results Oriented**
 - Discuss and agree upon team vs. personal goals
 - Agree on roles & responsibilities
 - Establish & understand team interdependencies

Motivation

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In yourself and team

What can you do?

- Think about the people with whom you work:
 - What motivates them?
 - How can you increase the “autonomy” on your team/group?
 - What can you do to assist in them “mastering” their skills?
 - How can you highlight the real “purpose” of what they do?
- Meet with your team:
 - Choose two examples from your group:
 - Detail tactics / strategies to take to increase motivation
 - Select a spokesperson to present to the large group

BREAKOUT

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Case Study

Culture, Dysfunctions, Motivation

Case Study: Margaret

Margaret is the team leader on a newly formed team to review the current benefits package to see how costs can be reduced while maintaining a high level of satisfaction with the new proposed benefits package. Since Margaret has been with the organization the longest, she has a very good understanding of what has been offered in the past, how the benefit packages have changed over time, and how the employee population has reacted to those changes.

The team is comprised of:

- Ted from accounting
- Richard from human resources/benefits
- Michelle from information systems
- Ruth from administration
- George the Account Executive from the Health Insurance company

The first meeting went OK, but Margaret quickly found out there were some strongly held opinions and beliefs about a new benefits package. It seems there are two camps – one wants to cut the benefits package and not increase the employee contributions and the other wants to maintain a similar benefits package but increase the employee contribution.

The discussions became fairly heated, and it was clear there was little movement by either side. Some of the comments were getting a bit personal – stating that one group really does not care about the employees and the other is only interested in making themselves look good.

If the situation remains the same, very little will be accomplished by this team.

Discussion Questions

- How would you describe the Group Culture? Why?
- Which of the 5 Team Dysfunctions are operating here? Describe.
- What do you think is the primary motivator of the team members? Why?
- If you were Margaret, what actions would you take?

BREAKOUT

Summary

- Reviewed DiSC & Group Culture
- Discussed Team Dysfunctions & Strategies
- Discussed & Applied Motivational Theory

“THANK YOU”

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