
Revisiting DiSC – Teams & Styles

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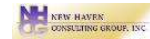


Welcome back Team!

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

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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”



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Guidelines

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

BREAKOUT

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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

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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

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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

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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 Group Culture Styles

What does this tell you about our group?

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Team Assessment



Team Assessment Scale

I | Your team could use some immediate assistance.

It appears that there is significant room for improvement for this team. It is difficult to determine which of the team dysfunctions might be occurring and it will be important to find out and make needed change. Look at the fol

- Trust
- Conflict
- Commitment
- Accountability
- Results

II | Your team is effective.

While you work on an effective team, there is room for improvement. Think about the last few meetings you have attended. Was there a noticeable degree of trust among the team members? Were conflicts resolved? Was everyone held accountable, commitments made and achieved?

Focus your thinking on these 5 areas:

- Trust
- Conflict Resolution
- Commitment
- Accountability
- Results

III | Your team is very effective.

Don't stop here! with some additional focus on success strategies, your team might go to the next level. think about ways you can enhance:

- Trust
- Conflict Resolution
- Commitment
- Accountability
- Results



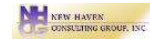
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Where does your team
fall on the assessment
scale?

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.

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The 5 Team Dysfunctions



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General Strategies

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

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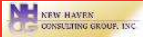
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Which of the team dysfunctions
are the most challenging to
address?

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

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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

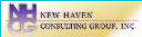
- How would you describe the Group Culture? Why?
- Which of the 5 Team Dysfunctions are operating here? Describe.
- What do you think is the primary motivator of the team members? Why?
- If you were Margaret, what actions would you take?

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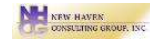
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Summary

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

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“THANK YOU”

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