WORK OF LEADERS PROFILE

EVERYTHING **DiSC**
WORK OF LEADERS™

ASSESSMENT TO ACTION.

Casey Tyler

Thursday, September 22, 2011

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Welcome to Work of Leaders
Everything DiSC® Work of Leaders™

Everything DiSC® Work of Leaders™ provides a simple, compelling process that helps leaders get real results. The program improves self-awareness in key areas that will help you get better outcomes in your role as a leader.

Introduction to Work of Leaders

Where did *Work of Leaders* come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? *Work of Leaders* approaches leadership as a one-to-many relationship, as opposed to the one-to-one relationship of management.

How does leadership connect to DiSC®? Your DiSC style influences how you approach each of the steps of the process. DiSC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DiSC profiles? Unlike other DiSC reports, which emphasize understanding the differences between people, *Work of Leaders* focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

Cornerstone Principles of Work of Leaders

► *Work of Leaders* focuses on tangible steps directed at **leading a group or organization** toward desired outcomes

► The concepts in this report are relevant for **leaders at all levels**

► Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity

► All four DiSC styles **contribute to leadership success**, and most likely your strengths reflect **your own DiSC style**

► Your report focuses on developing **preferred behaviors** that are based on **best practices**

► The best practices are **context specific**, so the preferred behaviors will change depending on the needs of the situation

Work of Leaders: Vision, Alignment, and Execution

Work of Leaders provides a simple, three-step **process** to help you reflect on how you approach the most fundamental work of leaders: Creating a **Vision,** building **Alignment** around that vision, and championing **Execution** of the vision.
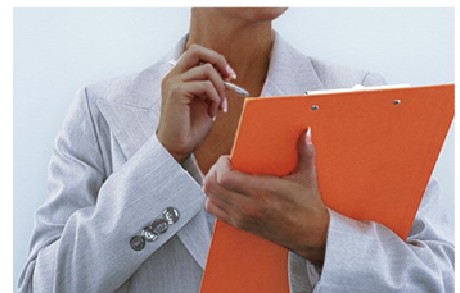
VISION
The work of leaders includes crafting a vision of new possibilities for the future through **exploration, boldness,** and **testing assumptions.**

ALIGNMENT
Leaders build alignment by communicating with **clarity,** engaging in **dialogue,** and providing **inspiration,** so everyone is moving in the same direction.

EXECUTION
Finally, leaders need to champion execution through **momentum, structure,** and **feedback,** to enable the group to capitalize on its talents while making the vision a reality.

Your DiSC® Style

Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

Casey, the picture below shows your **Everything DiSC® Leadership Map.** Your dot **location** shows your DiSC® style. Because your dot is in the D region, this is your **primary style**. However, your dot is located near the line dividing the D and i regions, so i is your **secondary** style, and you also have many characteristics associated with this region.

The eight words around the map represent the **leadership priorities** of the styles. When we talk about priorities, we mean the primary areas where leaders focus their energy. The three priorities that are closest to your dot are the top priorities of your DiSC style.

Your Style: Di
Primary Style: D
Secondary Style: i
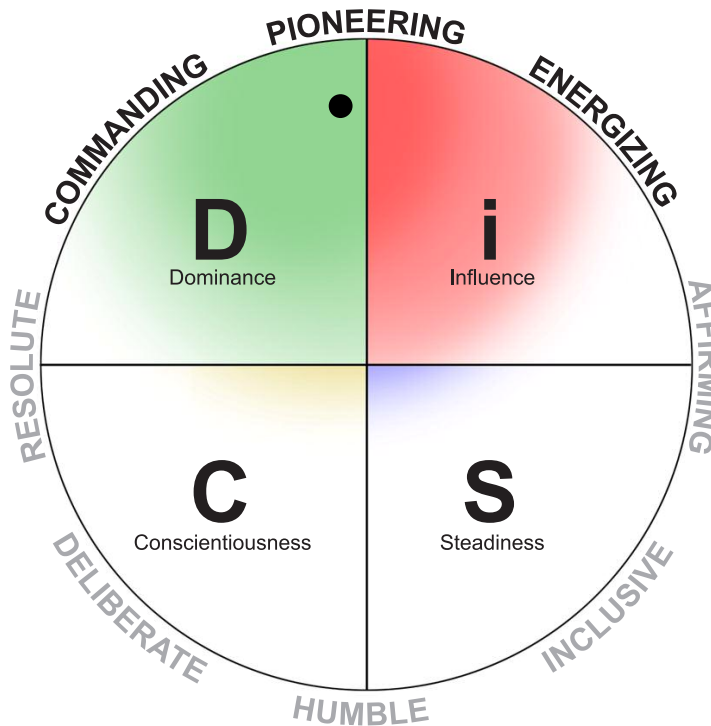
Your Leadership Map

The position of your dot shows that you are **strongly inclined** toward the Di style. Because your dot is very close to the edge of the circle, it's also quite close to the priorities of being Pioneering, Commanding, and Energizing. Therefore, these things are probably highly important to you.

On the other hand, the priorities of being Humble, Inclusive, and Deliberate are pretty far away from your dot. So, if you have to choose between being Humble and being Pioneering, the choice will probably be clear: you'll usually choose Pioneering because it's much closer to your dot.

Note that the map **shading** also illustrates how inclined you are to use each style. The more of the region that is shaded, the more likely you are to show characteristics of that style.

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Overview of the DiSC® Styles
Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

The graphic below provides a snapshot of the four basic DiSC® styles. Keep in mind that while **everyone is a blend of all four styles**, most people tend most strongly toward one or two styles.

D: Dominance

Priorities: being commanding, being pioneering, being resolute

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

i: Influence

Priorities: being energizing, being pioneering, being affirming

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Active
Fast-paced
Assertive
Dynamic
Bold

Questioning
Logic-Focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

D
Dominance

i
Influence

C
Conscientiousness

S
Steadiness

Thoughtful
Moderate-Paced
Calm
Methodical
Careful

C: Conscientiousness

Priorities: being deliberate, being humble, being resolute

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

S: Steadiness

Priorities: being inclusive, being humble, being affirming

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness
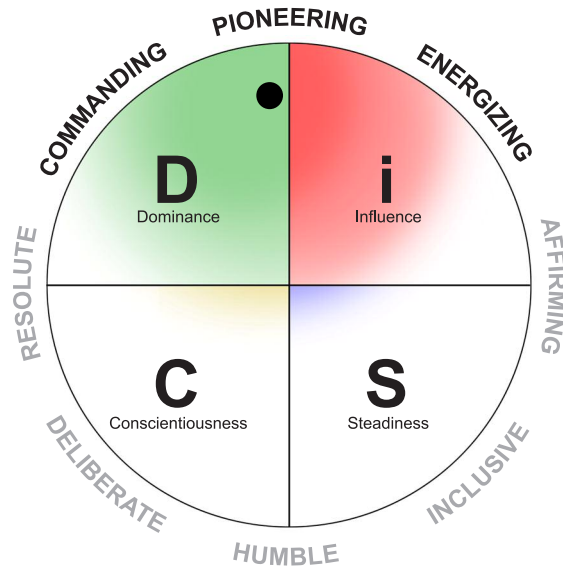
Your Leadership Priorities
Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

Your DiSC® style can say a great deal about what aspects of the job you see as most important, and it can influence how you interact with your colleagues.

Overall, your top leadership priorities are being **Pioneering**, **Commanding**, and **Energizing**. This means that you're probably a bold leader who looks for exciting new opportunities. Others might describe you as passionate, enterprising, and driven. Most likely, you push yourself to achieve ambitious goals, and you're usually able to rally others to get on board.

What Priorities Shape Your Leadership Experience?

► Being Pioneering
Casey, leaders with your Di style are attracted to bold ideas that stretch the boundaries of what's possible. In fact, you tend to be much more adventurous and daring than most people, and you probably like to jump on opportunities to explore new avenues for growth. As a result, you don't spend too much time analyzing options and reviewing details. You make decisions quickly, and you may overlook important considerations in your drive to move forward. Because you're eager to advance your ideas, you may become impatient with red tape or cautious people.

► Being Commanding
As a leader who values achievement, you set ambitious goals that will yield the biggest payoff for your effort. In fact, you may be so impatient for immediate results that you can come across as demanding at times. And because you have a strong internal drive, taking charge and maintaining control are probably important to you. While your intensity and confidence may sometimes be intimidating for those who are more reserved, you're probably also quick to share your victories with others.

► Being Energizing
Leaders with your Di style have a dynamic and enthusiastic approach to their work. Even in the face of obstacles, you're unlikely to let your momentum lag. Because you tend to be passionate and self-assured, you're probably quite persuasive and enjoy rallying others to achieve group goals. Your dynamic and positive approach lets people know that you are confident that they can contribute to the team effort. Furthermore, your outgoing nature probably means you have a knack for connecting the group to resources and opportunities through networking.

Your Leadership Style Overview
Everything DiSC® Work of Leaders™

Your DiSC Style: Di

Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.

Vision

Casey, like other leaders with your Di style, you tend to see daring ideas as an essential aspect of a strong leadership vision. Because you want to stretch the boundaries of what is possible, you often pursue opportunities that others might reject as too uncertain. Most likely, you are a high-energy leader who looks at creating a vision as an adventure.

You also have a willingness to speak out, which can be a helpful quality when you're striving to create a bold vision. You aren't afraid to suggest solutions that others might consider too risky or adventurous. In fact, your willingness to put yourself on the line by stepping forward with bold ideas can lead to better outcomes for your team.

Furthermore, your openness to exploring multiple ideas and possibilities strengthens your ability to create a vision. Rather than rush to closure, you take the time to weigh options that may initially seem like a stretch. Your tendency to remain open increases the odds of landing on an idea that will move your group forward.

Alignment

You tend to be expressive, which is typical of leaders with your Di style. When you're working to gain alignment, your energetic approach probably catches people's attention. Because you tend to be persuasive and sociable, you may be effective at creating a positive group dynamic and getting people fired up.

As a leader, you have a tendency to present information in a top-down manner. When working to gain alignment, you may not spend a lot of time or energy soliciting input from others. Some people may prefer your straightforward approach and appreciate that you simply tell them what they need to know to do their part.

You tend to be moderately receptive to other people's ideas when you're working to gain alignment. When you make an effort to be open, you are probably better able to engage others in meaningful dialogue. When people sense that you value their perspectives, they are more likely to come to you with their ideas and concerns.

Execution

True to your Di style, you tend to be quite driven, and this can help you create a sense of momentum for those around you. Most likely, you prefer to maintain a brisk pace, and you probably expect the same of others. People in your group may feel more compelled to push toward results when they see you setting the example.

Your tendency to address problems is an important asset when it comes to executing a vision. When you see inefficiencies, you don't just look the other way—you step in to ensure that things run more smoothly. When done prudently, providing constructive criticism is an important leadership tool to improve productivity.

You like to initiate action, and this also has an impact on how effectively your group executes its plans. Because you're proactive, you probably model a sense of urgency for those around you. As a result, others may also be more likely to take the initiative rather than simply react.
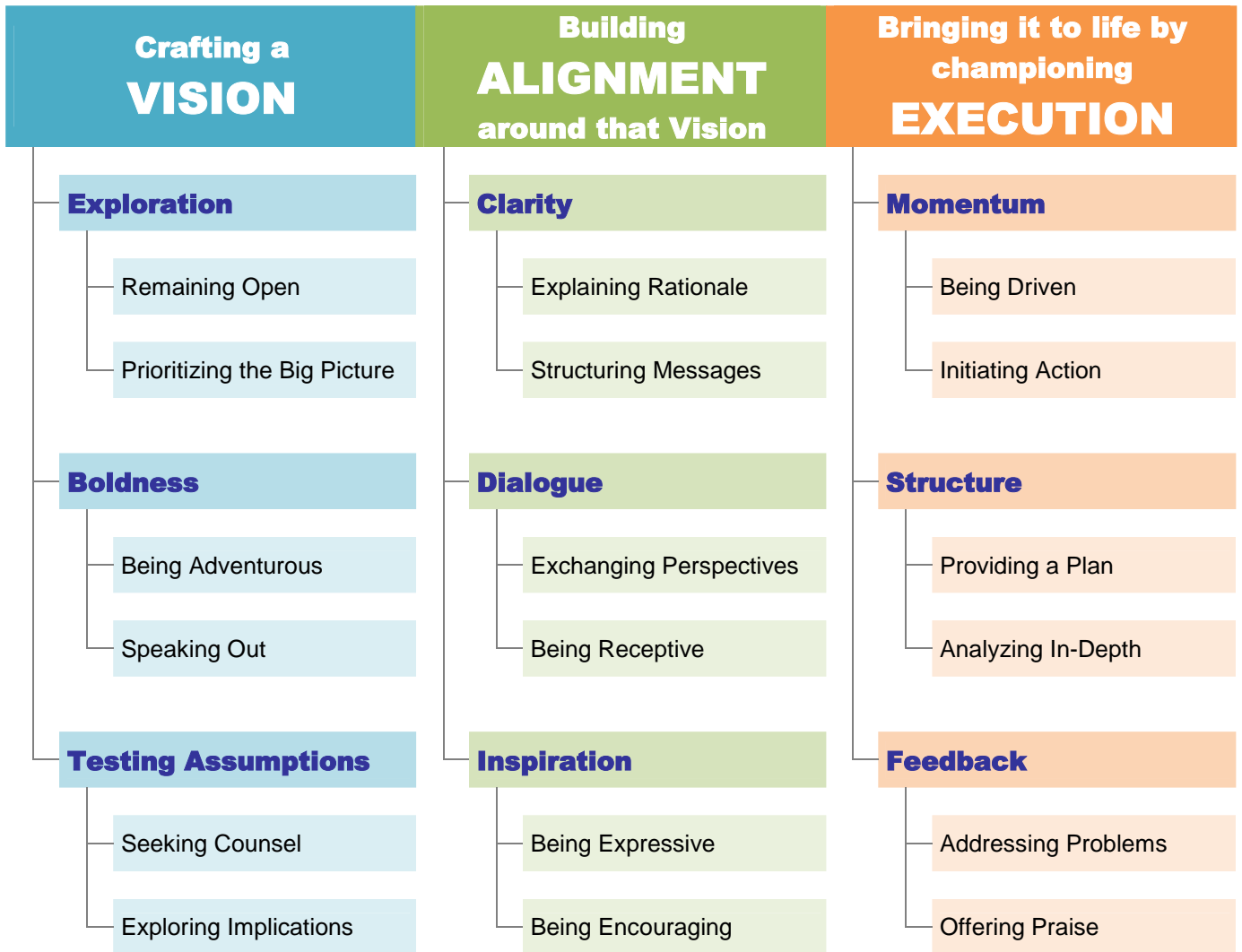
Vision, Alignment, and Execution
Everything DiSC® Work of Leaders™

How the Process Works
Three **steps**: Vision, Alignment, and Execution
└── Three **drivers** for each step (e.g., Exploration, Boldness, Testing Assumptions)
    └── Two **behavioral continua** for each driver (e.g., Remaining Open, Prioritizing the Big Picture)

Crafting a VISION	Building ALIGNMENT around that Vision	Bringing it to life by championing EXECUTION
Exploration	**Clarity**	**Momentum**
Remaining Open	Explaining Rationale	Being Driven
Prioritizing the Big Picture	Structuring Messages	Initiating Action
Boldness	**Dialogue**	**Structure**
Being Adventurous	Exchanging Perspectives	Providing a Plan
Speaking Out	Being Receptive	Analyzing In-Depth
Testing Assumptions	**Inspiration**	**Feedback**
Seeking Counsel	Being Expressive	Addressing Problems
Exploring Implications	Being Encouraging	Offering Praise

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What Do We Mean by "Vision?"
Everything DiSC® Work of Leaders™

VISION is an IMAGINED FUTURE CONDITION for the organization or team.

At any level of leadership, a vision is a *condition that is imagined—a future state* in which the organization or team creates something of unquestionable value, serves customers in unparalleled fashion, or reinvents the way it does business.

A well-crafted vision is broader in scope than a typical goal. For example, a goal might be: "Sell 20 million widgets this year."

Whereas, a vision is: "Be the world leader in widgets while maintaining the highest safety standards in the industry."

The terms "vision," "mission," "goals," and "values" are sometimes used interchangeably. However, in the context of this report, we will focus our discussion around the term "vision."

VISION is important because:

- It **expands assumptions** about what can be done.
- It **provides purpose** for organizations, teams, and individuals (including the leader).
- It **drives** the development of specific, vision-supporting **goals**.
- It **unifies people**.

LEADERS AT ALL LEVELS help craft the VISION.

While we think of vision as coming from the top down, crafting a vision is ideally a **shared process** that combines contributions from leaders at all levels. While visions may seem to spring full-blown from one person's head, they are generally the result of ongoing efforts over a period of time by a larger group.

While the CEO may be responsible for the overall vision, each leader within the organization needs to define a vision for their group that supports the main vision.

For example, the CEO's vision for the organization may be, "Our company will shift from domestic leader in the industry to international leader in the industry within five years."

A customer service manager within the same company might have the following supportive vision: "Our customer service will grow to offer 24 hour support in six major languages in the next three years."

Now that you have a better idea of what we mean by vision, let's look at each of the **three drivers** of vision: **Exploration**, **Boldness**, and **Testing Assumptions**.

Vision > Exploration
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How Exploration Drives Vision

Although a great vision often sounds simple and elegant, a good deal of effort and insight has usually gone into developing it. There is a discipline to exploring new ideas that involves thinking at a big-picture level. It also involves resisting the temptation to choose the "right" idea too quickly.

- Leaders need to be intentional about exploring new directions.
- It may help to suspend judgment and consider a variety of ideas.
- Exploration involves giving oneself the time to weigh options.

Vision > Exploration > Remaining Open and Prioritizing the Big Picture

When we talk about driving a vision by exploring, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to remain open, and others seek closure. Also, some leaders prioritize the big picture, while others prioritize the details. **In the context of exploration**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward remaining open and prioritizing the big picture will help when exploring a vision.

You

Seek Closure ←————————————————————→ **Remain Open**
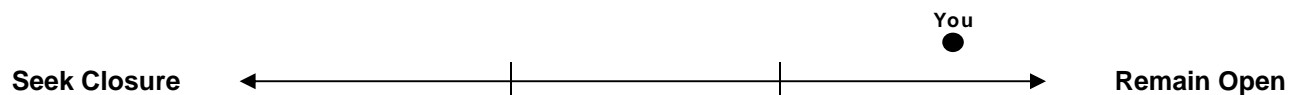
Casey, you probably like to remain open and unstructured. This can pose some leadership challenges, but when it comes to creating a vision, your tendency to avoid locking in on one idea too quickly is a real benefit. You don't need to fully understand how an idea could be executed to explore and appreciate it. Rather, you continue to develop the concept and gain understanding of the logistics as you go. Because you don't rush for closure, you're less likely to settle on a less than ideal solution, and this willingness to explore often leads to a solid vision.

You

Prioritize Details ←————————————————————→ **Prioritize Big Picture**

You tend to focus more on the big picture than on the details. This means that you think broadly about how everything fits together rather than concentrating on individual elements. This perspective allows you to better understand the relationships among different ideas and goals. When it comes to exploration, you are well equipped to see where a particular course *might* lead in the future or how new ideas *might* fit into current plans. Further, when you embrace a big-picture view, you are more likely to notice when outdated assumptions or practices are hindering your team or organization.

Since you see yourself as open and big-picture focused, you may already be doing a good job of exploring new ideas to create a vision.

Vision > Boldness
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Work of Leaders: Vision

How Boldness Drives Vision

Creating a bold vision doesn't necessarily mean doing something on a big scale. But it does mean that the leader has a willingness to go out on a limb to champion bold new directions. Great leaders stretch the boundaries of what seems possible and challenge people to rise to the occasion.

- Leaders don't make a big impact without being a little adventurous.
- People look to leaders for a compelling vision that excites them.
- Every great accomplishment begins with a bold idea.

Vision > Boldness > Being Adventurous and Speaking Out

When we talk about driving a vision with boldness, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be adventurous, and others are more cautious. Also, some leaders aren't afraid to speak out with their bold ideas, while others tend to hold back. **In the context of boldness**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being adventurous and speaking out will help when creating a bold vision.

You

Cautious ←——————————————→ **Adventurous**
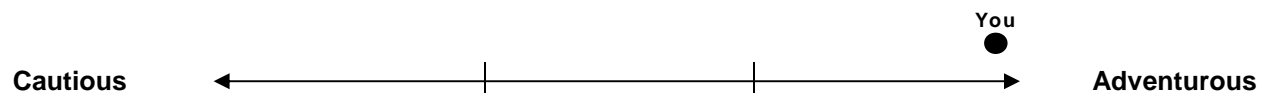
Casey, you tend to focus more on the potential benefits of taking a chance than on the possibility of failure. Most likely, your confidence in your team allows you to act, even when it's not clear how you will reach a successful outcome. Even if you occasionally fall short, creating a bold vision positions your group to grow and stay competitive. Others probably appreciate your sense of adventure and your confidence that your group will be able to overcome obstacles along the way.

You

Hold Back ←——————————————→ **Speak Out**

You're usually ready to speak out, particularly when you feel that you have something important to say. Because you're willing to take chances socially and put your credibility on the line, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to go out on a limb probably helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

Since you see yourself as adventurous and willing to speak out, you may already be doing a good job of creating a bold vision.

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Vision > Testing Assumptions

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How Testing Assumptions Drives Vision

Creating a vision requires exploring ideas and being bold, but it's also crucial that the vision be grounded. Leaders can test their assumptions through several means, including seeking the advice of others and doing more formal research. This is not about looking for support, but instead is about soliciting objective input and surfacing potential problems.

- Leaders need to look beyond their own thinking to test assumptions.
- It's important to recognize obstacles when developing a vision.
- Consider a variety of methods in checking your hypotheses.

Vision > Testing Assumptions > Seeking Counsel and Exploring Implications

When we talk about driving a vision by testing assumptions, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to seek counsel, and others like to decide independently. Also, some leaders focus on exploring implications, while others prefer to push forward. **In the context of testing assumptions**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward seeking counsel and exploring implications will help when it's time to evaluate the vision.

You

Decide Independently ←————————————————→ **Seek Counsel**

Casey, you tend to process your decisions independently, and this makes it easy to rely too heavily on your own assumptions. As a leader, you may believe that you have a handle on the issues that will affect the vision. While you may enjoy the responsibility of making major decisions autonomously, you may miss out on tapping into valuable resources. Seeking counsel may make the process less smooth in some ways, but it's a great way to get the fresh perspective that is often needed to make sound decisions.

You

Push Forward ←————————————————→ **Explore Implications**
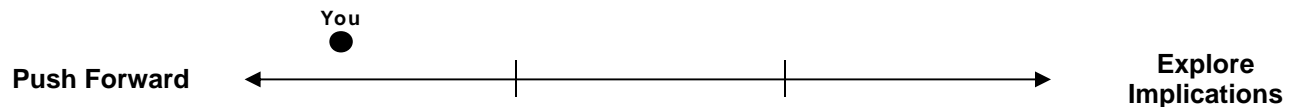
You have a tendency to jump right into a project, and you may not always take the time to explore the implications by carefully examining your ideas. Leadership is often about pushing forward, but when you are creating a vision for your group, gathering objective data is an important step. Doing your homework takes time, and you may see it as unnecessary busy work when you are eager to keep things moving. However, evaluating your ideas helps test your assumptions against reality, and it also gives you the facts you need to gain alignment.

Since you see yourself as tending to decide independently and push forward, you'll need to test your assumptions more by seeking counsel and exploring implications as you create a vision.

Casey Tyler   **11**

What Do We Mean by "Alignment?"
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ALIGNMENT is GAINING BUY-IN from the organization and your team.

Alignment refers to the act of *getting buy-in for the vision* from everyone who will have a role in making it a reality. Alignment ensures that people are on the same page, both from a task and an emotional perspective.

Alignment requires ongoing **one-way and two-way communication**. In fact, the failure of a vision, no matter when it happens, can often have more to do with a lack of alignment than with the strength of the vision or the efficiency of execution.

Too often, leaders treat alignment as something to check off a to-do list. In reality, alignment is a **dynamic, ongoing process** that requires the leader to continually monitor and realign as conditions and needs change.

ALIGNMENT is important because:

- It **sets the stage** by proposing a plan for effective implementation.
- It **provides a forum** for questions and concerns.
- It **brings people together** behind the vision.
- It **generates excitement** for the vision.

ALIGNMENT is for LEADERS AT ALL LEVELS

Gaining and maintaining alignment is a critical role for leaders at all levels. Alignment requires attention to upward, downward, and lateral communication. Leaders in certain positions may need to use more time and energy to maintain alignment at all levels.

Alignment in Your Organization

A number of structural and cultural factors can affect how you go about creating and maintaining alignment. Consider how these affect alignment within your organization.

- Formal vs. informal communication
- Face-to-face and virtual environments
- Lateral and hierarchical organizational structures
- Negotiating competing interests

Now that you have a better idea of what we mean by alignment, let's look at each of the **three drivers** of alignment: **Clarity**, **Dialogue**, and **Inspiration**.

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# Alignment > Clarity
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How Clarity Drives Alignment

When communicating with others, it's important to deliver a rational, structured message. Some leaders have trouble translating their great ideas into words. Others struggle to stay on topic or fail to relay the most important points. When people don't understand your vision, how can you expect them to get on board?

- Clear communicators explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.

Alignment > Clarity > Explaining Rationale and Structuring Messages

When we talk about driving alignment with clarity, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to explain their rationale, and others offer their intuition. Also, some leaders tend to deliver structured messages, while others tend to deliver impromptu messages. **In the context of clarity**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward explaining your rationale and structuring your message will help when you need to be clear to get people's buy-in.

You
●

Offer Intuition ◄─────────┼─────────┼─────────► **Explain Rationale**
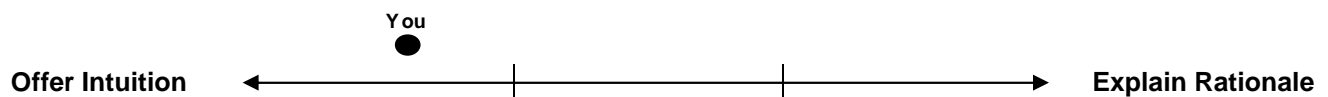
Casey, you tend to be highly intuitive when making decisions, and this can make it more challenging to communicate the vision with clarity. While relying on your personal experience and insight can have many advantages for you as a leader, when it's time to get alignment, you also need to be able to explain the rationale behind the vision to others. When not checked against logic, your intuitive approach can fail to give people the data and reasoning they need to truly buy in to the vision.

You
●

Impromptu Messaging ◄─────────┼─────────┼─────────► **Structured Messaging**
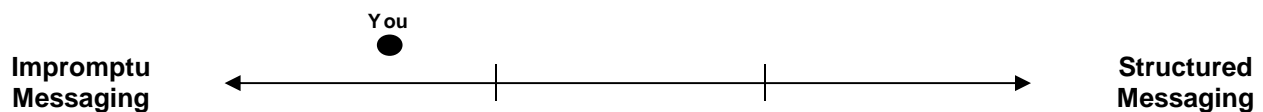
You have a tendency to deliver your ideas without a lot of structure, and this might cause people to get lost in your message. You may be quite good at thinking on your feet, but this communication style doesn't always help when the goal is gaining alignment. Leaders who tend to deliver impromptu messages often provide unnecessary details and go off on tangents. If people have trouble identifying your main point, you may lose their attention. To improve your communication when it's time to get buy-in, take the time to fully organize your thoughts before presenting the vision.

Since you see your communication style as intuitive and impromptu, you may need to put more effort into explaining your rationale and structuring your messages to provide the clarity that others need.

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Alignment > Dialogue
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How Dialogue Drives Alignment

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue about the "who," "what," "why," "where," "when," and "how" questions. When leaders involve others in two-way conversations like this, it not only increases buy-in, but also gives leaders invaluable information.

- Gaining alignment requires openness to others' ideas and concerns.
- People want the chance to ask questions and share their insights.
- Dialogue helps leaders identify potential problems or disconnects.

Alignment > Dialogue > Exchanging Perspectives and Being Receptive

When we talk about driving alignment with dialogue, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to exchange perspectives, and others present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. **In the context of dialogue**, the behaviors on the right-hand side of these scales leadership are best practices. Any movement toward exchanging perspectives and being receptive will help when creating an atmosphere of open dialogue.

You

Present Information ←————————————————→ **Exchange Perspectives**
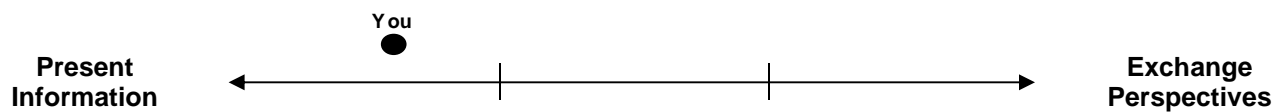
Casey, because you tend to be more directive when communicating, you probably don't focus on soliciting others' opinions and input. This can be a positive thing when you need to deliver a straightforward message, but when it comes to gaining alignment around a vision, a participatory approach is often more effective. When you communicate the vision without inviting people to respond, they may think their perspectives or concerns don't matter. And if they don't feel like they're part of the process, engagement and morale can suffer.

You

Challenging ←————————————————→ **Receptive**
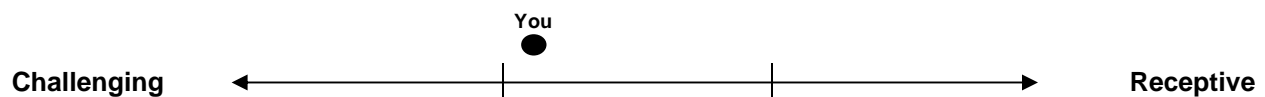
You tend to strike a balance between being challenging and receptive. People probably feel they can bring certain questions and concerns to you without fear of having their ideas criticized or ignored. However, because you aren't consistently receptive, people may hesitate to bring up sensitive concerns, even if they are asked. When it's time to gain buy-in for the vision, showing receptivity to people's ideas and opinions can go a long way. People want know that their words will be met with an open mind when they decide to speak up.

Since you see yourself as inclined to present information and only moderately receptive to ideas, you may need to focus on exchanging perspectives and being a little less challenging to provide the dialogue that others need.

Alignment > Inspiration
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How Inspiration Drives Alignment

How do leaders get people truly excited to start a new project or initiative? They inspire others by painting an exciting picture of the future, sharing their own passion, and showing confidence in the team's ability to succeed. Leaders who are able to inspire others in this way tend to be much more successful in gaining and maintaining buy-in.

- Real buy-in isn't just getting people to go through the motions.
- When you express your passion, others become more committed.
- People need to see how their efforts will contribute to success.

Alignment > Inspiration > Being Expressive and Being Encouraging

When we talk about driving alignment with inspiration, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be expressive, and others are more reserved. Also, some leaders tend to communicate encouragement, while others tend to be more matter-of-fact. **In the context of inspiration**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being expressive and encouraging will help when people need to be inspired to get on board with the vision.

You

Reserved ←————————————————————→ **Expressive**

Casey, you probably don't worry about filtering your emotions, and when you're excited, your passion can be contagious. When people see your confidence about an idea, they're more likely to believe the vision is worthy of their attention. With your expressive approach, you help create a dynamic environment that brings up the group's energy level. Your willingness to share your emotions makes it easier for people to relate to you, and it also makes it clear that you really care about the vision for the group.

You

Matter-of-Fact ←————————————————————→ **Encouraging**

You probably provide encouragement to others when you spot a specific need for it. For example, you may concentrate more on encouraging those who are down rather than making a point to provide steady encouragement. Because you don't tend to place a heavy focus on this kind of support, you may miss out on opportunities to inspire others to try new things or help people find their inner strength when things get difficult. When it comes to gaining alignment around a vision, you may find it more effective to show more support by maintaining a consistently positive tone.

Since you see yourself as expressive but only moderately encouraging, you may need to place a bit more emphasis on optimistic support to provide the inspiration that others need.

Casey Tyler   **15**

What Do We Mean by "Execution?"
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EXECUTION is TURNING THE IMAGINED FUTURE CONDITION into REALITY

At the most basic level, execution is *making the vision a reality*. The leader must make sure that all conditions are in place so that everyone can do the work necessary to fulfill the vision.

Often people think of execution as something that happens in the trenches, while the leader sits in an office thinking up the big ideas. But the truth is that successful execution of a vision can't happen without the **deep commitment and support** of the leader.

EXECUTION is important because:

- It **propels** the development of concrete **strategies**.
- It **makes** the **vision actionable**.
- It **gives** people a **sense of achievement**.
- It **fulfills the promise** of the vision.

EXECUTION is for LEADERS AT ALL LEVELS

The role of the leader at every level is to make sure the strategies and people are in place for the vision to become a reality. However, certain aspects of this role may look different depending on where you are in the organization.

Your Role in Executing the Vision

Your position in the organization can affect how you participate in ensuring execution. Consider which of the following best describe your role in the process.

- More hands-on or less hands-on
- Advocating for resources or providing resources
- Creating strategy or following strategy
- Establishing culture or supporting the culture

Now that you have a better idea of what we mean by execution, let's look at each of the **three drivers** of execution: **Momentum**, **Structure**, and **Feedback**.

Execution > Momentum
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How Momentum Drives Execution

Leaders often set the pace for the group, so when they tend to be too low-key, people may not feel a sense of momentum that's needed to realize the vision. By being driven and proactive—and also by acknowledging others who take initiative—leaders send the message that getting things done at a brisk pace is important.

- Leaders often set an example when it comes to momentum.
- People tend to perform to whatever level of momentum is expected.
- Without a sense of momentum, projects can stall out and fail.

Execution > Momentum > Being Driven and Initiating Action

When we talk about driving execution with momentum, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be driven, and others are more low-key. Also, some leaders tend to initiate action, while others tend to be more reactive. **In the context of momentum**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being driven and initiating action will help create the momentum your group needs.

You
●

**Low-Key** ←——————|————————|————————→ **Driven**

Casey, creating a sense of momentum is probably second nature to you. Because you like to make rapid progress, you may grow restless when energy seems to lag. As a leader, you tend to create a culture with a substantial focus on results. This keeps people on their toes and provides a sense of drive and a competitive spirit. You tend to root out complacency and inaction, and you expect people to strive to succeed, even it means going beyond their comfort zones. By creating a sense of momentum for others, you encourage them to push themselves to do their best.

You
●

Reactive ←——————|————————|————————→ **Initiating**

As a leader who tends to initiate, you identify fresh opportunities, call attention to areas for improvement, and kick off new projects. Your entrepreneurial spirit probably helps create a culture where being proactive is valued. In this kind of climate, people don't just wait for their next responsibility—they are constantly on the lookout for new ways to contribute. When a leader shows initiative, the group is more likely to grow and extend its reach rather than simply maintain the status quo.

Since you see yourself as driven and initiating, you may already be doing a good job of providing a sense of momentum.

Execution > Structure
Everything DiSC® Work of Leaders™
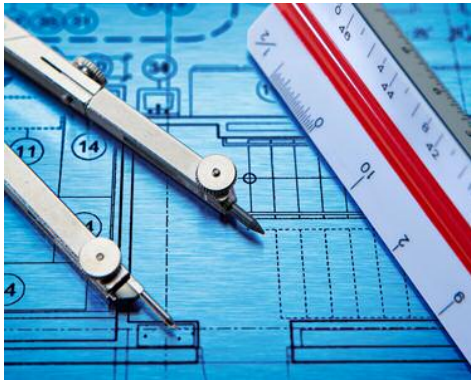
How Structure Drives Execution

To execute on a vision effectively, leaders need to ensure that people have enough structure to follow. Without appropriate processes, policies, and expectations in place, teams operate inefficiently and are less likely to create high-quality outcomes. To create structure, leaders need to make well thought out plans and analyze complex problems.

- To work productively, people need to know what is expected of them.
- Effective leaders pay attention to the structure needs of their teams.
- Structure helps to produce predictable, reliable outcomes.

Execution > Structure > Providing a Plan and Analyzing In-Depth

When we talk about driving execution by providing structure, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to plan, and others like to improvise. Also, some leaders tend to analyze in-depth, while others tend to follow their first impressions. **In the context of structure**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward planning and analyzing in-depth will help when it's time to create the structure needed to execute well.

You

**Improvise** ←――――――――|――――――|――――――→ **Plan**

Casey, you have a tendency to improvise and figure things out along the way. This can be beneficial in situations where preparation isn't possible, such as in emergencies or social situations. On the other hand, even if a lack of planning doesn't bother you, many people get very anxious when they don't have a well-defined structure to depend on. Without clear processes, your group can suffer considerable inefficiencies, redundancies, and frustrations that can threaten the successful execution of the vision.

You

Follow First Impressions ←――――――――|――――――|――――――→ **Analyze In-Depth**
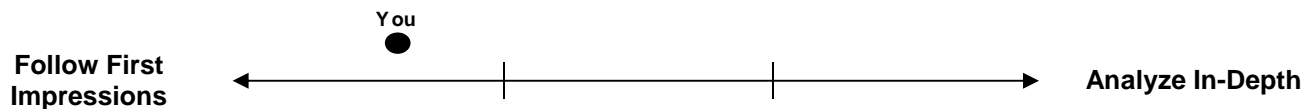
You have a tendency to follow your first impressions rather than to analyze deeper trends and patterns. You might not push yourself to truly understand the root causes of problems or investigate all the implications of a decision. You may prefer to make a quick decision and move ahead rather than explore the complex underlying issues. This certainly can save time when you're trying to move rapidly, but it might prevent you from creating the kind of robust structure that leads to long-term efficiency.

Since you see yourself as having a tendency to improvise and follow first impressions, you may need to spend more time on planning and analysis to provide the structure that others need.

Execution > Feedback
Everything DiSC® Work of Leaders™

EVERYTHING DiSC®
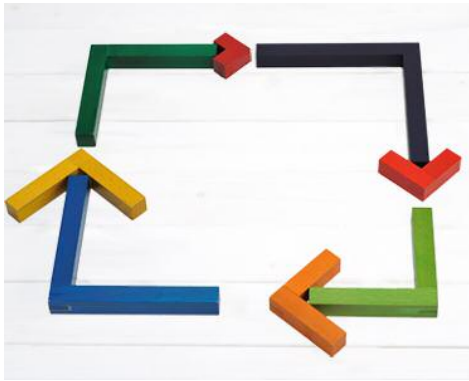
How Feedback Drives Execution

In order to ensure that the vision is executed, leaders must provide both critical *and* positive feedback. When inefficiencies and complications are evident, leaders need to be willing to speak up. And, when leaders see people performing well, it's equally important to provide the appropriate praise and recognition to keep everyone engaged.

- Feedback from leaders helps people know how they're performing.
- Leaders need to be willing to address problems head-on.
- Recognizing contributions encourages ownership and engagement.

Execution > Feedback > Addressing Problems and Offering Praise

When we talk about driving execution by providing feedback, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to address problems, and others like to maintain harmony. Also, some leaders tend to offer more praise, while others tend to offer less praise. **In the context of feedback**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward addressing problems and offering more praise will help you be more effective with feedback.

You

Maintain Harmony ←————————|————————|————●———→ **Address Problems**

Casey, when you see a problem, you're unlikely to sweep it under the rug. In fact, because you're so focused on successfully executing the vision, the problem will probably bother you until it's fixed. When it comes to giving feedback, you're usually willing to let people know when things aren't being done to your standards. In fact, you may be more concerned with things being done right than with protecting people's feelings. As a leader, this quality helps you ensure that inefficiencies in processes get addressed.

You

Offer Less Praise ←————————|———●————|————————→ **Offer More Praise**
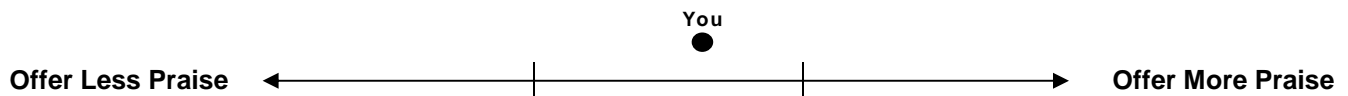
While you probably give praise for exceptional work, you may not go out of your way to look for opportunities to recognize others. Chances are that you don't object philosophically to giving recognition, but perhaps it's just not at the top of your mind. At times, you may miss out on opportunities to boost morale in your group when smaller achievements go unrecognized. Keep in mind that positive reinforcement can go a long way toward keeping people motivated while executing on the vision.

Since you see yourself as ready to address problems but only moderately inclined to offer praise, you may need to spend a bit more time giving positive feedback to make people feel appreciated.

Your Leadership Strengths

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First Step Toward Action

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your three strongest areas in the process of Vision, Alignment, and Execution. Take a moment to read and reflect on how to maximize your use of these strengths in your current role.

VISION > BOLDNESS > SPEAKING OUT

You

Hold Back ←————————————→ Speak Out
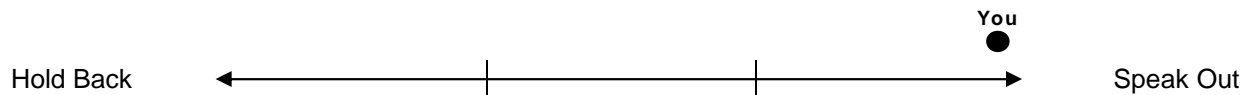
You're not afraid to say what you think, and as a result, you are likely to champion a bold vision. You're willing to take chances socially, even if it means sharing ideas that might put your credibility on the line. You may often step forward with thoughts and theories that others would hold back, and this can have a big impact. People probably appreciate that you:

- Blaze the trail for others to be bold
- Show your passion for your ideas by putting your credibility on the line
- Speak up with possibilities that excite the team

VISION > BOLDNESS > BEING ADVENTUROUS

You

Cautious ←————————————→ Adventurous

You like adventurous ideas, and as a result, you probably create bold visions that capture people's imaginations. You often pursue opportunities that more cautious leaders would pass up, and this can give your group a competitive advantage. Your boldness might encourage people to take on new challenges that could lead to exciting outcomes, and others probably appreciate that you:

- Take chances in pursuit of success
- Display confidence in the capabilities of your team
- Focus on the potential rewards of adventurous ideas

EXECUTION > FEEDBACK > ADDRESSING PROBLEMS

You

Maintain Harmony ←————————————→ Address Problems

You are comfortable addressing problems that come up, and this allows you to provide the critical feedback that people need. To ensure that the vision is executed successfully, you tend to be straightforward about suggesting improvements. As a result, you help to create an efficient operation where expectations are high. People probably appreciate that you:

- Ensure quality by dealing with inefficiencies head-on
- Prevent wasted time by speaking up when things go wrong
- Reduce frustration by letting people know where they stand

# Your Leadership Challenges: Exploring Implications

Everything DiSC® Work of Leaders™

Next Steps Toward Action

Now that you have a better idea of your strengths as a leader, let's take a closer look at the three behavioral continua where you have the greatest opportunities for improvement.
1. Exploring Implications 2. Seeking Counsel 3. Exchanging Perspectives

VISION > ASSUMPTIONS > EXPLORING IMPLICATIONS

You
●

Push Forward ◄───► **Explore Implications**
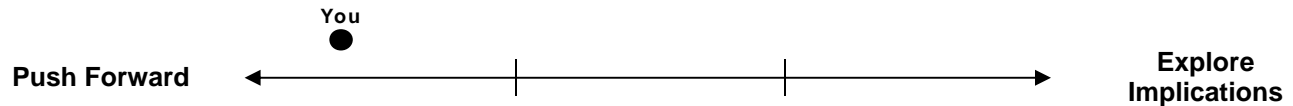
Since you see yourself as having a tendency to push forward, you may need to spend more time exploring implications as you create a vision. Below are tips and examples to get you started.

Tips for Improvement

- Conduct a pilot study or a beta test. This will help give you a deeper understanding of the implications of the vision.

- View this process as a required step rather than a delay. Exploring the implications is necessary prep work, and it will increase your chances of producing a solid vision.

- Find people in your industry or organization who have pursued similar goals. Use their experience as a resource to deepen your understanding of the implications.

Case In Point

Evelyn's Example:
Evelyn was ready to move forward with a new vision, but a colleague urged her to survey key customers in order to obtain more insight. The results surfaced a number of problems that she hadn't realized existed, and Evelyn recognized the value of testing her assumptions more thoroughly.

Michael's Example:
Michael had a great idea, but he knew he needed to test his assumptions before pushing forward. He remembered that a similar system had been implemented in another department, and he decided to research their experience. Not only did he discover some valuable tips, but he also surfaced several potential roadblocks that he hadn't even considered.

How Can You Adapt Your Behavior to Become a Better Leader?

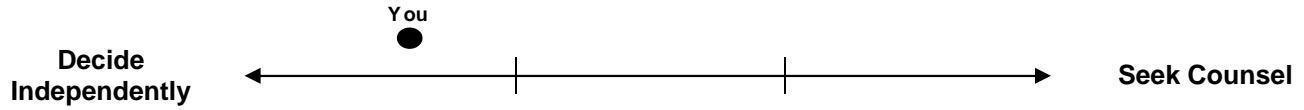How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Your Leadership Challenges: Seeking Counsel

Your Action Steps

Everything DiSC® Work of Leaders™

VISION > ASSUMPTIONS > SEEKING COUNSEL

You

Decide
Independently ←─────────────│─────────────│─────────────→ Seek Counsel

Since you see yourself as having a tendency to process decisions independently, you may need to reach out more to others as you create a vision. Below are tips and examples to get you started.

Tips for Improvement

- Make a list of all the people your decision will affect. Solicit feedback from as many of these people as possible, remembering that they might contribute valuable perspectives.

- Remember that people are usually flattered when asked for an opinion, so your colleagues will probably appreciate it when you seek their advice. Under these circumstances, it's more likely you'll gain helpful insight than harsh criticism.

- Establish a minimum number of people to run decisions by, and be sure to abide by your rule. Keep track of the positive outcomes that result from this guideline.

Case In Point

Evelyn's Example:
Evelyn had an idea that she considered solid, but she knew it meant changes that would significantly affect her colleague, Joe. She worried that he might be critical of her idea, but she asked for his insight anyway. In the end, Joe's perspective helped refine the vision, and he was also the first person in her corner when it came time to seek others' buy-in.

Michael's Example:
Michael preferred working independently, and he felt comfortable making decisions on his own. But in order to create a more well-rounded vision, he challenged himself to seek counsel from three of his colleagues whose judgment he trusted. In the process, Michael noticed that the vision evolved considerably into something he wouldn't have been able to produce on his own.

How Can You Adapt Your Behavior to Become a Better Leader?

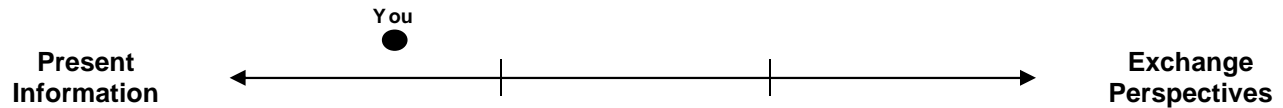How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Your Leadership Challenges: Exchanging Perspectives   **Your Action Steps**

Everything DiSC® Work of Leaders™

ALIGNMENT > DIALOGUE > EXCHANGING PERSPECTIVES

You

Present Information ←————————————————→ **Exchange Perspectives**

Since you see yourself as inclined to present information, you may need to focus more on exchanging perspectives to provide the dialogue that others need. Below are tips and examples to get you started.

Tips for Improvement

- Even if your first instinct is to dismiss an opinion, encourage a discussion so you can understand what's behind it. Not only will this help people feel that they are being heard, it might give you fresh insights as well.

- Highlight great ideas that people bring to the table, even if they don't end up being implemented. If you show your appreciation when people weigh in, they'll feel more comfortable participating in the discussion.

- Remember that you may have to give up some control in order to facilitate discussions along the way. If new information arises, be flexible to changing directions.

Case In Point

Evelyn's Example:
Evelyn worried that open dialogue would invite criticism, so she was tempted to explain her department's new direction without leaving room for comments. However, because she needed the team's buy-in, she urged them to express their concerns, even though it made her nervous. This led to a lively dialogue, and afterward, Evelyn realized that she had gained some new understanding that would make the change more effective.

Michael's Example:
When Michael presented the idea to his team members, their body language suggested that they weren't on board. He urged them to voice their hesitations, and after a few denials, one member of his team finally admitted that they were concerned about the effect that the potential changes could have on morale. After clearing up some misunderstandings, Michael continued the dialogue until he was certain they were on the same page.

How Can You Adapt Your Behavior to Become a Better Leader?

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.