

The Secret to Success with Difficult

(and not so difficult)

People.

B Balance

Coaching & Consulting

Objective

You will walk away with a powerful, easy-to-apply method for dealing successfully with difficult and not so difficult people.

Overview

- Why?
 - What is your largest issue?
- What?
 - What approach do you take?
- How?
 - Behavioural Styles
- Where? Who? When?
 - Here, Us, Now.

Why?

- We all have technical and “people” obstacles to success.
 - Deadlines, strategies & tactics, training
 - Team members, bosses, employees, peers, “politics”
- People issues count more!

People:	2
Tech:	1

Source:
Working with Emotional Intelligence
by D. Goleman

Why?

What is your biggest issue involving difficult people?

What approach?

- Apply this process...
 1. Understand self
 2. Understand others
 3. Flex for success
- Examples:
 - Sales people proven to sell more
 - Technician, not fired, in line for promotion
 - Yours truly...

How?

- Many models
- One easy, rich, coherent one:
behavioural style

What is Behavioural Style?

- Behavioural style: age-old area of study
 - The language of people watching.
 - Most “difficulty” with others is style.
- Best today: **DISC**
 - D** – Dominance
 - I** – Influence
 - S** – Steadiness
 - C** – Compliance
- We have all four
 - They are “continua:” low to high
 - One is normally our “core” style

D – Dominance

- How you deal with

Problems and Challenges

High D:

Ambitious, Forceful, Decisive, Direct,
Independent, Challenging

Famous “D”s?

I – Influence

- How you deal with

People and Contacts

High I:

Expressive, Enthusiastic, Friendly,
Demonstrative, Talkative, Stimulating

Famous "I"s?

S - Steadiness

- How do you deal with

Pace and Consistency

High S:

Methodical, Systematic, Reliable, Steady,
Relaxed, Modest

Famous "S"s?

C – Compliance

- How you deal with

Procedures and Constraints

High C:

Analytical, Contemplative, Conservative,
Exacting, Careful, Deliberate

Famous "C"s?

Your Style

Can you guess your style?

How did you do?

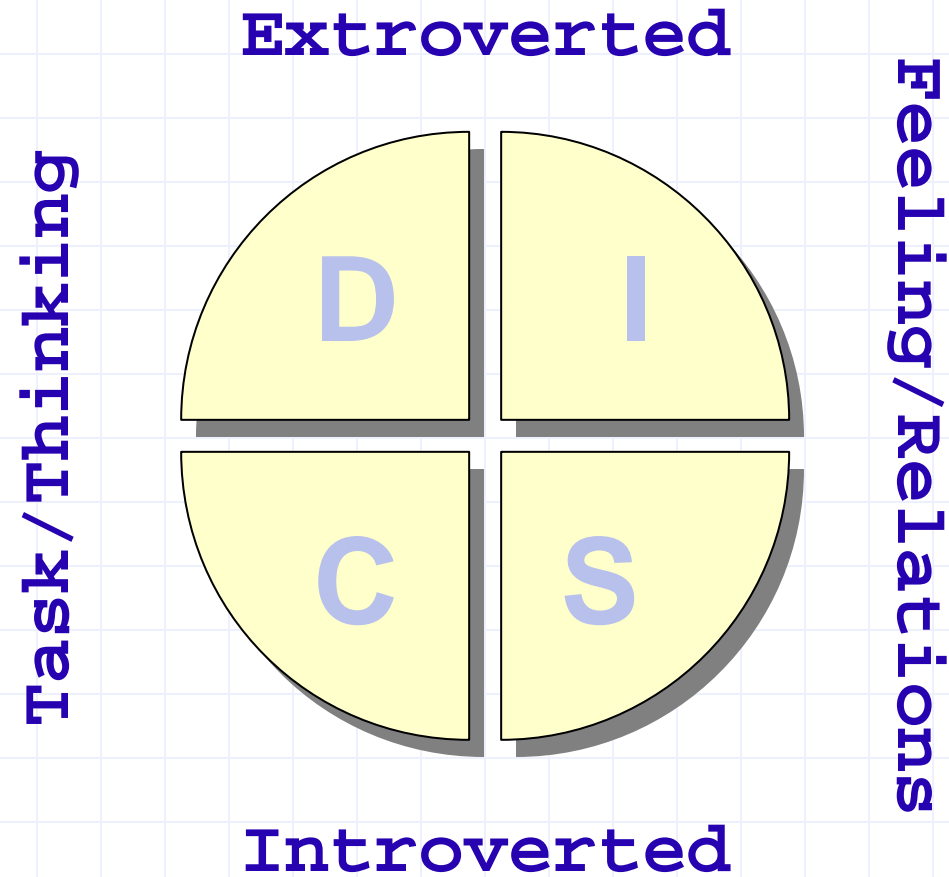
- Did you know your core style immediately?
- Do you seem to have qualities of more than one style?

Natural & Adapted

- Natural style: relaxed, at home, or very stressed
- Adapted style: how we believe we can best survive/thrive in any given environment.

We humans are great adapters.

Other's Style



Source: "The Universal Language DISC" by TTI, Ltd 1993
based on W.M. Marston's "Emotions of Normal People."

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More ways to tell

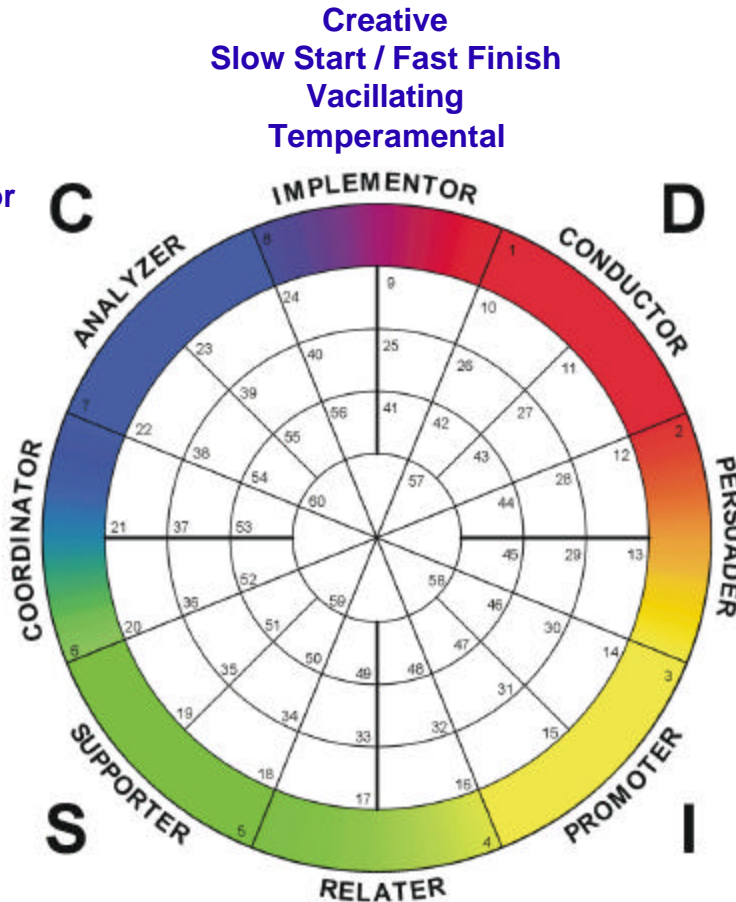
- Formal DISC assessments
- “Success Insights Wheel” plotting

Success Insights® Wheel

Precise
Accurate
Concern for Quality
Critical Listener
Non-Verbal Communicator
Attention to Detail

Product-Oriented
Slow to Change
Self-Disciplined
Pessimistic

Accommodating
Dislikes Confrontation
Persistent
Controls Emotion
Adaptable
Good Listener



Creative
Slow Start / Fast Finish
Vacillating
Temperamental

Competitive
Confrontational
Direct
Results-Oriented
Sense of Urgency
Change Agent

Process-Oriented
Quick to Change
Independent
Optimistic

High Trust Level
Not Fearful of Change
Contactability
Rather Talk than Listen
Verbal Skills
Projects Self-Confidence

Good Supporter
Team Player
Persistent
Cooperative
Sensitive to Other's Feelings



Case Studies

Case #1

Known for his loyalty to friends and as a team player. Hard worker and a thorough researcher. Puts a premium on friendship, sometimes to a fault. A man at peace with himself. Relates easily and warmly in small groups but freezes in public forums. Is a worrier. Top achiever who is cool under pressure. Family is sacred. Shortcoming may be his inability to act quickly to unexpected turns of events.

Case #2

This person is motivated to be amiable, easy-going, and relaxed. Is a natural team player, and enthusiastic. Likes to get results through others. May make some decisions without gathering all the facts necessary. Usually very optimistic, may be seen as unrealistic. Dislikes conflict. Comfortable talking with all types of people; may tend to judge others by their verbal skills. Shortcoming may be a lack of time control and his natural tendency to trust others may cause him to trust the wrong people.

Case #3

Highly competitive and somewhat egotistical, is always looking for a new challenge. High energy level may keep many co-workers frustrated trying to keep up. Truly visionary in her thinking, always looking at the big picture. Well informed on many subjects, can talk spontaneously on almost anything and has an opinion on everything. Has a very private side to her personality few people see and, therefore, requires a place where she can be alone to think periodically. Shortcoming may be her inability to sustain energy for project completion after the challenge has been conquered.

Case #4

Likes to do things "her way." Needs structure and control. Doesn't like surprises; therefore may develop elaborate plans to prevent them. May be seen as cool and aloof by others because of her private nature. Can be overly critical of herself and others. May have difficulty developing a sense of team cohesiveness. Is pragmatic but may resist change unless given reasons. Under pressure may become overly autocratic. Can be very intuitive but may not know how to express feelings. May become possessive of people she lets inside her "wall."

Case #5

Very empathetic and patient. A good listener. Needs private time and is well-disciplined. Tremendously objective and unemotional. May not display a sense of urgency that others may feel is necessary to win. Can be rigid and may resist change, but very spontaneous and friendly in familiar social environments. Prefers not to “rock the boat” and may conceal grievances to maintain harmony in the work team. Adds stability to any work group. Is consistent, dependable, and remains calm under pressure.

Now what do you do?

- Flex for success
- Avoid pitfalls

Why Flex?

“We see the world not as it is, but as we are.” -S. Covey (via Anais Nin)

Flexing creates a “space” to see more of what’s going on and allow relationships to go beyond their prototypical ruts.

What is Flexing?

- Flexing is adapting, *consciously*.
- Stimulus -> Response
becomes
Stimulus -> Choice -> Response
- You actually change the "situation."

Flexing result

“When I flex to meet the style of the other, I open a new door to communication and cooperation.”

(repeat daily)

Put another way

“When I notice a lack of communication or cooperation, that’s my signal to flex.”

Obstacles to Flexing

- "I am what I am."
- "It's too hard."
- "Why should I change? I'm not gonna change. You change."

How to Flex

- Recognize their style
- Match their
 - Tone of voice & volume,
 - Pace,
 - Body language,
 - Etc.
- Anticipate and align with their needs

Flexing Exercise

- Separate into groups based on core style: D, I, S, C.
- Write a list of "Do's" and "Don'ts" for communicating with your style.
- Write a list of what you appreciate about each of the other styles
- Write a list of what you want from each of the other styles.
- Pick a spokesperson

Avoid Pitfalls

- Please:
 - Remember style is observable behaviour
 - ✓ Nothing about motive or personality.
 - Create win-win
 - ✓ Everyone can be successful regardless of style
 - Flex and avoid pigeonholing
 - ✓ Avoid "Oh, you're that way because you're a D (or I, S, C)"

Teams & DISC

- Each style is valuable
 - D – Get it done
 - I – New ideas & energy
 - S – Objectivity & cohesion
 - C – Thoroughness & the “right” way
- Team composition
- Team life-cycle
 - Forming, Storming, Norming, Performing

Summary

- DISC helps you deal with difficult people by
 - Understanding your style
 - Understanding others' styles
 - Flexing to open communication
 - Anticipating needs

Next Steps

- Try it!
 - Bring it to work tomorrow.
- Get a full, formal DISC assessment.
 - Draw for 5 now.
- Questions? Call me!

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Grow the business by
growing the people.

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