

FinxS® - My Leadership Self-Study Workbook

FinxS®

This workbook is based on the responses given in the Extended DISC® Behavioral Analysis Questionnaire. The purpose of this workbook is to provide supporting information for the respondent in self-development, especially in leadership role. The workbook should not be the sole criterion for making decisions about oneself..



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Date:

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My Leadership Self-Study Workbook - Table of content

- Page 3: Introduction to the Workbook
- Page 5: Brief Introduction to the Extended DISC® Model
- Page 6: Considerate vs. Spontaneous leader
- Page 7: Task-oriented vs. People-oriented leader
- Page 8: DISC Style Leaders - Dominance / Influence / Steadiness / Compliance
- Page 11: My Results
- Page 13: My Leadership Communication
- Page 17: My Team and I
- Page 21: My Way of Developing People
- Page 24: My Way or Highway
- Page 27: My Leadership Style
- Page 30: Personal Action Plan

In case you need support interpreting this workbook or with the exercises, you can contact:

Introduction to My Leadership Self-Study Workbook

Karolina, this workbook is designed to help you to identify your natural style and to develop some of the key components of becoming and being a good leader. There is no one ideal leadership style. Everyone can be a good leader if they focus on the positive aspects of their personality. Also, every leadership role is unique and requires, in addition to using your leadership strengths, ability to adjust your leadership style to the situation. Identifying how you naturally lead other people and how different people perceive your leadership style, what adjustments each situation requires and how to best adjust to the situation can make you a leader who earns the respect and trust of the people who count on you.

This workbook is designed for you. It does not identify whether or not you should be hired for a certain position. It does not evaluate if you are a good or bad leader. It is a workbook you can study alone or with your coach / facilitator. Its sole purpose is to help you become a better leader.

This workbook focuses more on leadership than management. Most of the workbook focuses on how you relate to the people you are leading instead of processes, finance, operations, logistics or other aspects of management.

A common trait with successful leaders is that they understand that:

People are different. Every person they lead has unique characteristics, both strengths and weaknesses. Understanding and utilizing these unique traits produces unique results.

People have different dreams. Not everyone gets excited about the same things as you do. Every person has their very own reasons to be where they are. And they all are on their own journey to achieving their aspirations. Understanding the aspirations of others helps you to get them to help you achieve your aspirations and goals.

People are interested in different things. A task may be the same, but different people have different reasons why they like it. Understanding why your employees like, or dislike, parts of their jobs helps you to increase their motivation and performance.

People reason things in different ways. If there is a problem, challenge or opportunity, allow everyone to use their own ways of solving it. Looking at an issue from all angles provides a better understanding.

People communicate in different ways. All of your employees express their emotions and opinions in their unique way. The better you understand everyone's natural way of communication, the less often you misinterpret what they are communicating.

People react differently to pressure. Our unique behavioral style and life experiences cause us to react to stress in different ways from others. Also, different things cause us stress and different methods help us to alleviate stress. Understanding that this is also true for others, helps you to lower the stress level of your employees increasing their productivity.

People relax in different ways. If you want to reward your people or organize something fun, first understand what is fun for everyone. Someone's fun may well be another one's misery.

You are different. Similarly, as all of your team members are unique personalities, so are you. Your people do not know you - unless you open up to them. The better they understand you, the easier it is for you to get their commitment to your goals.

Prerequisites to the My Leadership Self-Study Workbook

We recommend you first read the "Extended DISC® My Self-Study Workbook" and only then focus on this, "My Leadership Self-Study Workbook". In case this is not possible, we have included in this workbook the sections that introduce you to the core components of the Extended DISC® System; the 4-Quadrant Model, the four behavioral traits (D, I, S and C) and the Extended DISC® Diamond before diving into the content of this workbook.

The rest of the workbook is divided into five sections. You can focus on sections that are of more interest to you first and come back to the other sections later. It is a good idea to work on one section at a time only. Next, take a break before moving on to the next one.

Take your time - **Your team members deserve the best possible leader!**

A Brief Reminder of the Basics of the Extended DISC® Model

The Extended DISC® System is based on behavioral theories that have been widely used for over 100 years. The power of this model is that it is easy to learn, understand, and use because, at its basic level, it identifies only four behavioral styles of individuals. More in-depth introduction to the styles can be found in "My Self-Study Workbook".

People can be divided in four main styles by identifying if they are more:

1. **People- or Task-oriented.**
2. **Considerate or Spontaneous.**

The resulting four styles are called:

D Style (Dominance)

I Style (Influence)

S Style (Steadiness)

C Style (Compliance)

The following pages describe in detail how the four styles were developed from the two continuums (People vs. Task-oriented and Considerate vs. Spontaneous).

The DISC Behavioral Styles - The Key Points:

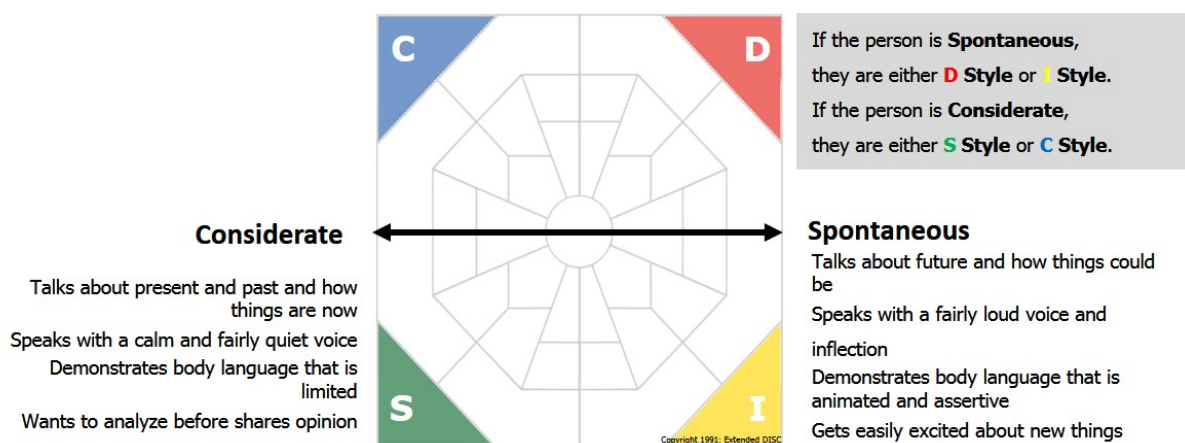
In the following pages you will learn more about the four DISC Styles. As you get comfortable with their own unique traits and tendencies, please keep the following important points in mind:

- None of the styles are better or worse.
- All the styles have strengths and development areas. They just happen to be different.
- Your style does not limit what you can accomplish or how successful you can be. It simply predicts how you tend to do things.
- Very few people have just one of the DISC styles dominating their behavior. Typically people have two or three DISC styles.

Horizontal Axis: Considerate vs. Spontaneous

The following classification is not "one-or-the-other". People are not always either "considerate" or "spontaneous". Most of us are clearly "more considerate than spontaneous" or "more spontaneous than considerate". However, in order to make a clear distinction between the two ends of the continuum, here we assume people are either considerate or spontaneous.

The illustration below describes the two types of leaders: considerate and spontaneous. Try to think of leadership situations when you have to (or have had to) be more considerate and when more spontaneous. Which one do you need to be more now? Which one do you like more? Which one is more natural to you? How do people respond to them?



If a leader is Considerate, they are either S Style or C Style.

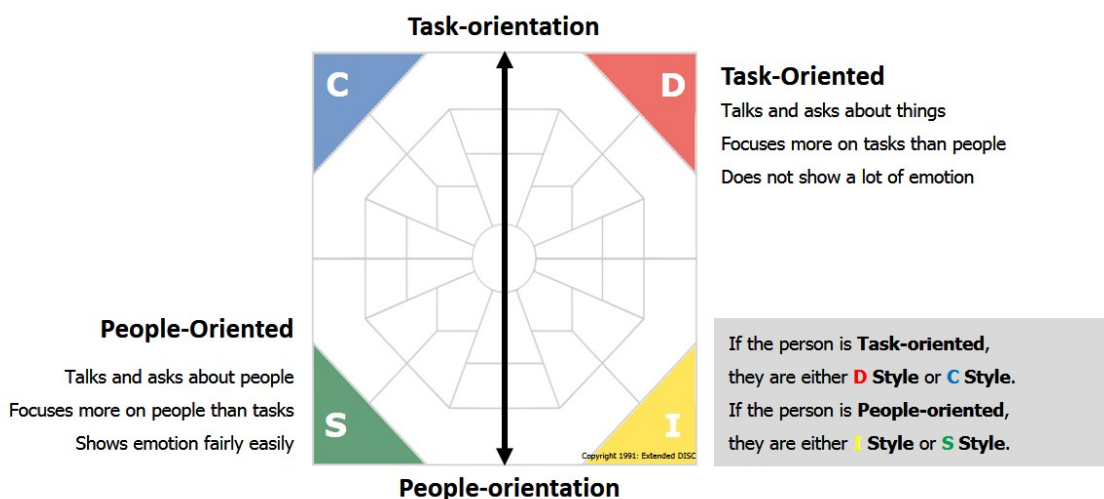
- Focuses on the daily tasks
- Communicates with a calm and fairly quiet voice
- Expresses a limited amount of emotions
- Wants to analyze before making a decision

If a leader is Spontaneous, they are either D Style or I Style.

- Focuses on the future and how things need to be changed
- Communicates actively and directly to influence people
- Demonstrates body language that is animated and assertive
- Gets easily excited about new things

Vertical Axis: Task-oriented vs. People-oriented

The illustration below describes the two types of leaders: task-oriented and people-oriented. Try to think of leadership situations in your life when you have to (or have had to) be more task-oriented and when more people-oriented. Which one do you need to be more now? Which one do you like more? Which one is more natural to you? How do people respond to them?



If a leader is Task-oriented, he/she is either D Style or C Style.

- Talks only about what is necessary
- Focuses more on tasks than people
- Does not express a lot of emotion

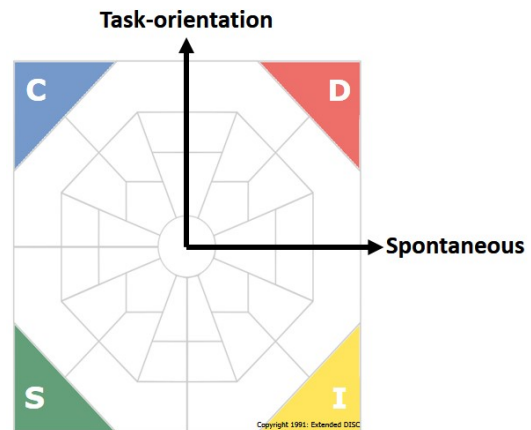
If a leader is People-oriented, he/she is either I Style or S Style.

- Talks actively and not only about the tasks
- Focuses more on people than tasks
- Expresses emotion fairly easily

D Style leader = Spontaneous and Task-oriented leader

This is how to recognize D Style leaders:

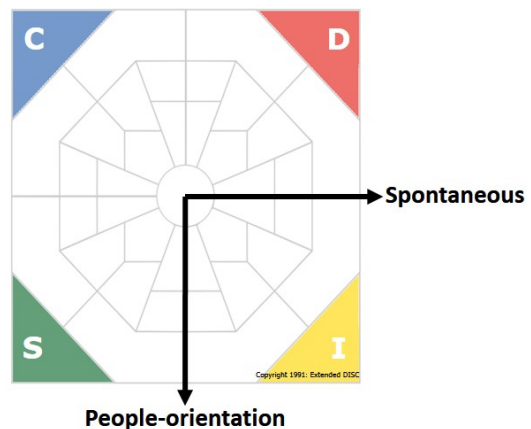
- Wants to win
- Does not listen
- Interrupts employees
- Is direct, says what thinks
- Challenges
- Focuses on the big picture
- States own opinions as facts
- Presents facts from their side only
- Often appears to be in a hurry
- Makes decisions quickly, almost hastily
- May talk to many people at the same time
- May have difficulty understanding others' viewpoints/feelings



I Style leader = Spontaneous and People-oriented leader

This is how to recognize I Style leaders:

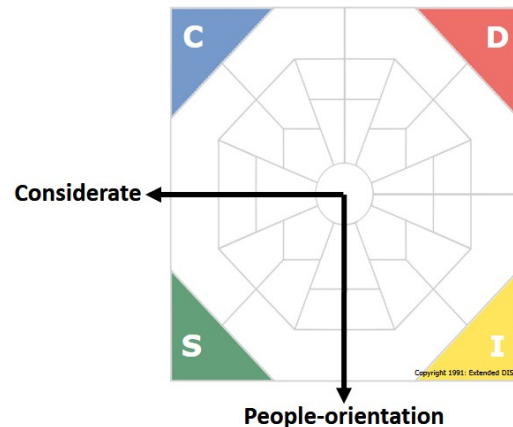
- Talks a lot and seems to like everyone
- Is animated and shows excitement
- Does not follow up
- Gets occasionally very emotional
- Does not listen well what people have to say
- Stays away from the hard facts
- Does not pay close attention
- Jumps from subject to subject
- Does not focus much on details



S Style leader = Considerate and People-oriented leader

This is how to recognize S Style leaders :

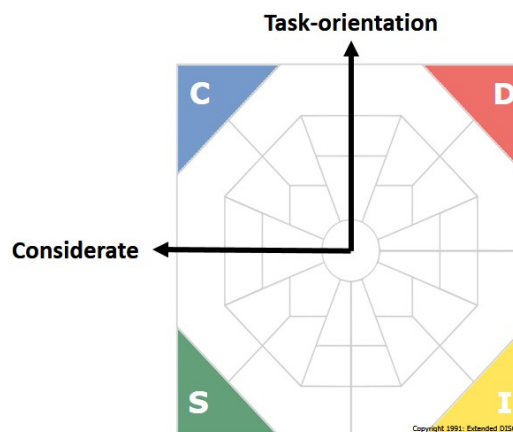
- Is easy-going and accepting
- Listens carefully to what people have to say
- Tries to adjust decisions to people's wishes
- Appears thoughtful
- Prefers to maintain the existing way of working
- "Let me think about it"
- Likes own physical space
- Does not get easily excited
- Ponders alternatives, slow in making decisions
- Prefers to make decisions after thorough consideration
- Finds it important that people trust them
- Completely new situations seem to make them uncomfortable



C Style leader = Considerate and Task-oriented leader

This is how to recognize C Style leaders :

- Is quiet
- Lets people do their work in private
- Proceeds cautiously
- Ponders in front of employees
- Appears reserved and somewhat timid
- Doesn't react to disagreeing views
- Does not always express their opinion clearly
- Not very interested in people
- Makes decision after studying issues carefully
- Does not push people to be faster



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In your current or past life, you certainly have met leaders with different styles. Based on your observation, what was special about them? How did you relate to them?

Typical to **D Style** leaders I have met is:

Typical to **I Style** leaders I have met is:

Typical to **S Style** leaders I have met is:

Typical to **C Style** leaders I have met is:

My Results

The rest of this workbook will focus on your natural leadership style. Your results will be mirrored against the different aspects of leadership. Please note that all feedback in this workbook is the result of your answers to the scientifically validated Extended DISC® Behavioral Analysis Questionnaire. The results are a description of how a leader with the same DISC Style as yours typically behaves and is seen by other people. It may well be that you have already given special focus on developing some aspects of your behavior, thus extending your flexibility zone from what it naturally is. However, your natural flexibility zone is what this workbook can and will focus on.

Before you start, consider if there are any specific leadership areas:

- You consider challenging at the moment
- You would like to feel more confident

Alternatively, if you are thinking about your current or future career, are there any specific leadership roles that you are wondering how well you will succeed in them?

Write down these reflections before you start working with your results. It always helps if you know what you want to improve.

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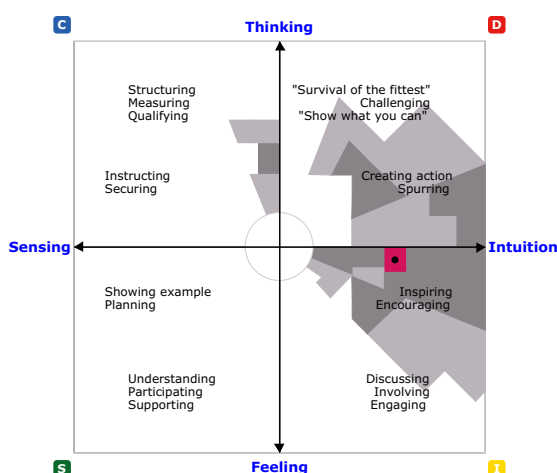
5

6

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My DISC Leadership Style - Extended DISC® 4Q Model

The below image shows your flexibility zone on the Extended DISC® 4Q Model. The shaded area illustrates the area that is most comfortable to you. That area requires the least amount of energy from you and is natural to you. When you need to leave your comfort zone, it requires more conscious behavior, such as more thorough preparation, planning and concentration. Even though you can succeed well with these behaviors, they consume more energy from you. As a result, you will benefit if you have support when moving away your comfort area.



Look at the above image and identify tasks in your current/past leadership roles that were clearly **IN** your comfort zone requiring LESS energy from you.

Look at the above image and identify tasks in your current/past leadership roles that were clearly **OUTSIDE** your comfort zone requiring MORE energy from you.

My Leadership Communication

Communication is at the core of leadership. As a leader, you need to know how to communicate in different situations, when to communicate and when not to, with whom to communicate, and what to communicate. Your natural communication style may not be the best style in all leadership situations. Understanding how you naturally communicate, how people with different behavioral preferences listen and how to adjust your communication style in a particular situation with a particular person to achieve a specific goal separates good leaders from "leaders" who completely rely on the power provided by their position.

My natural communication style

The following describes your communication style in general and lists some of your greatest natural strengths and challenges in communication.

She has no problem approaching people and discussing any subject. As she is a strongly emotional person, she may have difficulty hiding her bad mood even when she wants to. She is able to sell if reminded of the importance of the final results.

Turning negative into positive in people's minds: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Inspiring and motivating influencing of people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Encouraging people to be more open-minded with details: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Communicating details in a rapidly changing environment: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Communicating details in a goal-oriented way: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Active sharing of ideas: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Positive, lively and inspiring communication: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Considerate and careful communication: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Active listening, paying attention to understanding everything: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Clear and fact-based communication: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Detailed and logical communication: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Empathic, positive, understanding: -5 -4 -3 **-2** -1 0 1 2 3 4 5

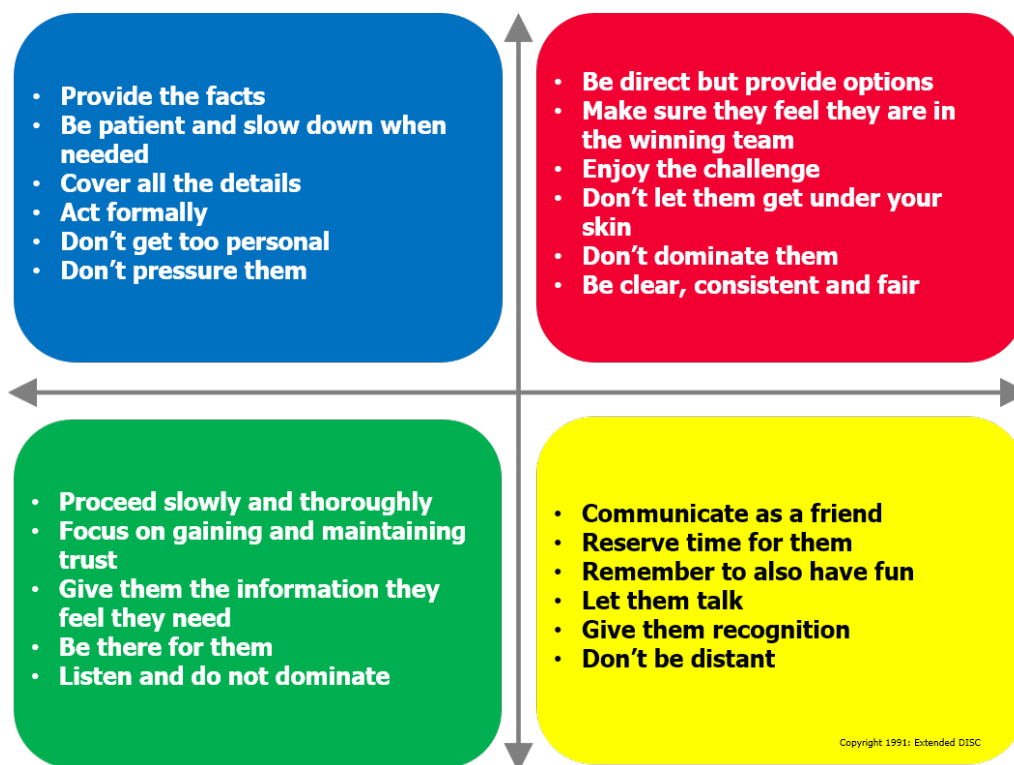
How do different styles respond to my natural leadership communication?

If your employees have the same behavioral preferences as you, they are more likely to respond well to your natural leadership communication style. This, however, is not always the case but you need to get your message across to people who prefer and react best to some other type of communication. In these cases, there is a chance they misunderstand you (as in following examples).

As I is your dominant leadership communication style, your employees (especially those who do not have much I in their style) may perceive you as:

- When you try to be positive, they may perceive you do not understand the seriousness of the situation
- When you try to be encouraging, they may perceive you are not honest with them
- When you try to be engaging, they may perceive you only want to discuss and not take action

The below image provides some general tips how to adjust your leadership communication with different styles.



Communicating with employees with different styles

If, as a leader, you want to improve communication, you need to adjust your communication style to the situation. This section provides you with more details on how to adjust your communication style with different styles of employees.

Communicating with D Style.

Have you ever worked with employees who are clearly D Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalized tips on how to adjust your behavior with a D Style employee.

- Let them control the pace
- Ask them what information they want
- Stick to the point - do not get side-tracked
- Do not pressure them into a decision - they may become suspicious
- Offer them other topics of discussion but let them decide what to talk about

Communicating with I Style.

Have you ever worked with employees who are clearly I Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalized tips on how to adjust your behavior with an I Style employee.

- Be prepared to listen a lot
- Double-check what the prospect's true needs are
- Show that you are also interested in the topic and are not just trying to sell
- Try to get them to talk
- Let them tell the best story

Communicating with S Style.

Have you ever worked with employees who are clearly S Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalized tips on how to adjust your behavior with a S Style employee.

- Cover all issues step-by-step
- Give them information beforehand so that they will have time to review it
- Confirm in writing as much as possible
- Slow down, progress carefully
- Progress logically - do not rush

Communicating with C Style.

Have you ever worked with employees who are clearly C Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalized tips on how to adjust your behavior with a C Style employee.

- Be brief, detailed, and not too social
- Be prepared to explain in detail the main points
- Confirm everything in writing
- Leave as much as possible to written communication
- Be prepared to present all possible details but do not do it before they ask for them

Leadership Communication - My Focus Areas

Based on the information in "My Leadership Communication" section of this report, please come up with 3 focus areas on how to improve your leadership communication. You can select a certain type of situation where you want to improve your leadership communication, certain person / team with whom you want to focus on or any other aspect that you feel you can improve your communication.

Once you have decided what the three areas of focus area, list some simple tips on what you should remember to do in those situations.

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My Team and I

It is not possible to be a leader without people to lead. Leader's success depends on the performance of their team. A good leader has a committed team that works for the vision of their leader. In addition to the effective communication skills discussed in the previous section, leading a team requires an ability to connect with people. A good leader is both a team member and a team leader. The team members trust their leader. They are not afraid of their leader and have the courage to demonstrate initiative and take responsibility. There is no one singular way to achieve this, but every leader should use their unique personality to become a respected leader.

How do I naturally connect with people?

If they are allowed, every behavioral style has a preferred role they naturally assume in a team. Below describes the role you would naturally assume in a team. This role is also the role on which you should base your team leadership role. But, at the same time, you should be able to develop beyond that role. This section will first focus on your natural role in a team. Next, it provides you with tips on how to develop beyond your natural team role.

The role you will naturally take in a team is described below. The role is called:

Influencer

An Influencer is someone who creates ideas and wants to move forward. He/she has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his/her instinct and spontaneity. He/she likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he/she is so active that he/she does not have time to stop and think about others, even if he/she would like to. The Influencer likes to express his/her opinions and tries to persuade others to agree. He/she is not a very patient listener. He/she has to stand out in a group somehow; he/she finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he/she is better at creating and starting ideas than implementing them.

A role as a decision maker

- Wants to make quick decisions
- Brings up decisive ideas
- Does not analyze all the alternatives

A role as a motivator

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

What benefits do I bring to the team?

Every team member, as part of their role in the team, brings some benefits to the team work. The benefits you bring are:

Being a positive change agent, able to eliminate boredom: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being an introducer of a new perspectives: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Maintaining trust by inspiring people: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Influencing team performance by inspiring them with new ideas: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Making the team work together to achieve the goal: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Being a lively team member who involves others: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Determined speeding up of others: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

How do I naturally lead people?

In addition to a natural role every team member assumes, the team manager also has their natural strengths in leading their team. The list below shows your greatest natural strengths in team leadership.

Initiating change in a team: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Finding creative ways of doing old routines: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Maximum utilization of the skills of each team member: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Inspiring the team to achieve challenging goals: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Delegating tasks easily: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

How can I raise above my team?

Until now, everything described is easy for you; we have focused on what is natural to you. Developing into a successful team leader may require you to occasionally get out of your comfort zone. Also, as with communication, leading some people comes more naturally to you while leading certain styles may require a more conscious effort.

The list below provides some general tips for you. The tips are based on your natural behavioral style and apply to most styles in your team. It is followed by specific tips when managing different types of team members.

- Try to proceed consistently
- If your help is needed, try to provide it
- Before you make changes, think how they will affect others
- You get people to follow you - make sure you know where you are going
- Try to be careful about telling others how often you have changed your mind

When leading team members with D style, remember to...

- Stick to the point with them
- Give them also the possibility to "win"
- Make sure they do not lose their position in the team (unless that is your intent)

When leading team members with I style, remember to...

- They trust you easily - make sure you do not cause disappointments
- They need a manager who is in control and does not let them get side-tracked
- Do not leave the details up to them, but make sure someone gets them done

When leading team members with S style, remember to...

- Be sincere and honest - if you lie to them once, they know you can lie again
- Keep your promises - do not make promises you cannot keep
- Give them time to think before they have to react or respond

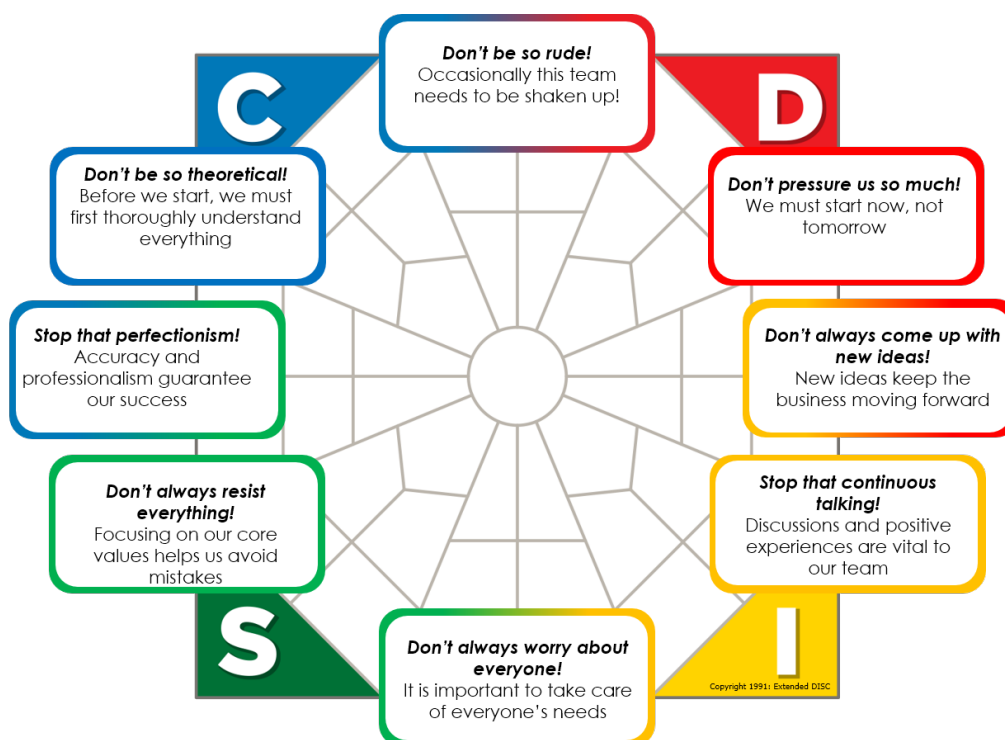
When leading team members with C style, remember to...

- Whatever you ask them to do, demonstrate that it is a fail-safe thing to do
- Explain everything thoroughly and patiently - they will not buy into it if you are superficial
- Provide them with all the information they may need

How to avoid losing contact to my team?

This page does not focus on how to become a successful team leader but how to avoid failing as a team leader. Similarly, as in any development activity, there are things to improve (to do's) and things to avoid (not to do's).

The below table provides some insight into how team members with the opposite behavioral preference may perceive a team leader. The first sentence comes from the team member on the opposite side of the Extended DISC® Diamond and the second sentence is a typical "defense" by the team leader.



Have you ever had experience with the above - either as a team member or as a team leader?

As the team leader, what would be the key aspects to pay attention to in the future?

- 1 _____
- 2 _____
- 3 _____
- 4 _____

My Way of Developing People

Third role of a leader, in addition to communicating in the best way and identifying with the team, is to develop their team. Developing a team requires understanding of what skills and competences are required from the team in the future, what competences are there now and how to close the gap. Not only how to close the gap but also how to motivate the team members to close the gap. This includes clear communication about the vision, engagement of the team, detailed instructions, regular constructive feedback, and supporting the team members. Of course, there are other critical actions that are required from the team leader.

Just like you have your own unique way of communication and your most comfortable role connecting with your team, you have your own natural way of developing other people. This part of the report focuses on some of your natural strengths as well as possible development areas. It also provides you with some tips that might help you.

Below is a presentation of some of your most natural strengths in skills development followed by skills that may require more conscious effort from you.

Identifying the gap between existing and needed sales skills: 

Goal-focused training of details: 

Looking to the future and anticipating the required skills: 

Developing people's ability to influence other people: 

Understanding what skills an organization needs and it currently has: 

Being alert to one's own mistakes and willing to fix them: 

Conducting a step-by-step plan for developing peoples' skills: 

Patently developing others' professional skills: 

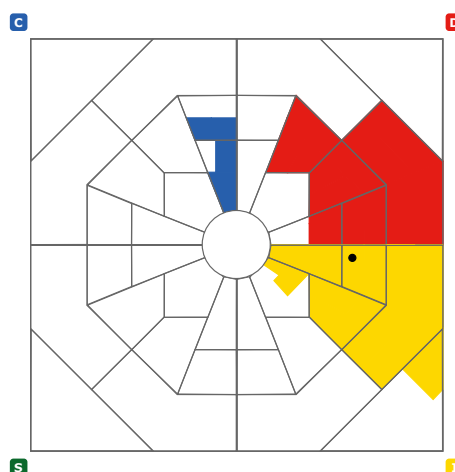
Can you think of an example of a situation when your natural strengths have been useful? Also, think of a situation when you did not properly identify development needs?

Identifying the development needs

If you ask individuals what is wrong with something and how they prefer to fix it, you will hear very different approaches to the same problem. This is because we have, based on our behavioral style, our unique way of analyzing things and approaching problems.

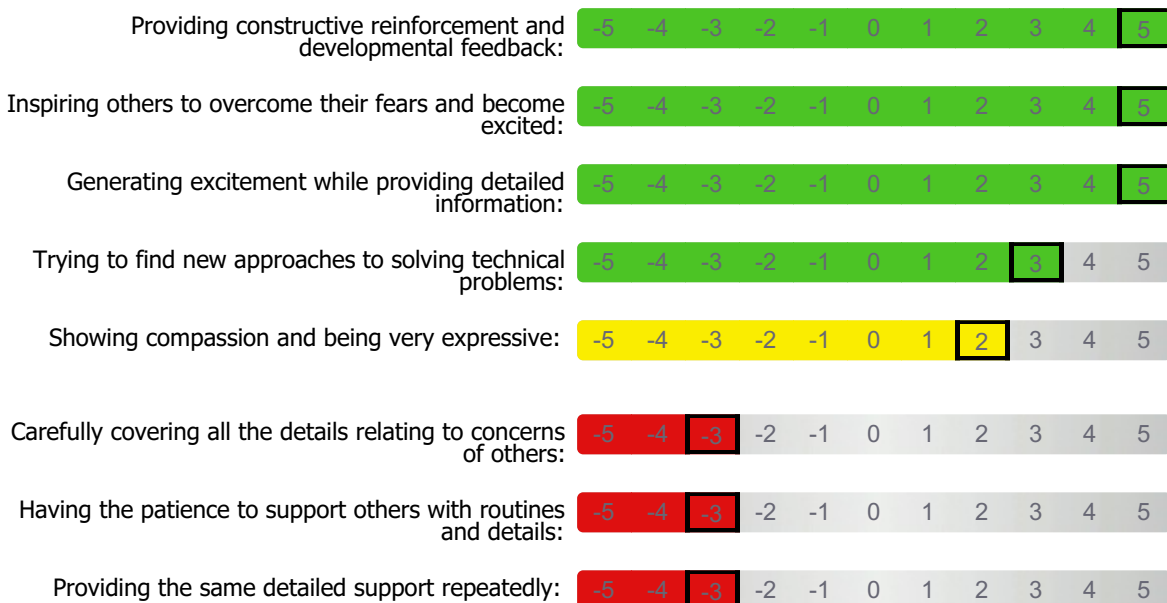
On the right you can find your Flexibility Zones on Extended DISC® Diamond.

Below, you find an image providing an overview how the different styles analyze things and how they naturally approach solving them.



My way of providing feedback and supporting others

"My Leadership Communication" section of this report focuses on communication in general. This section focuses specifically on your natural style of providing feedback. Providing feedback is not about finding shortfalls but helping others to become more successful. As a result, the below behavioral competences relating to supporting other people include not only the ones that are comfortable to you but also competences that may not be natural to you.



Below you find some personalized tips relating to how to provide negative feedback. These tips are useful regardless of what style the other person is.

As I is your dominant style, the following tips could be useful when you provide feedback to others:

- Give clear deadlines by when things should be fixed
- Be more firm and less accommodating
- Stay on topic - avoid interruptions
- Be punctual and show up prepared to provide feedback
- Be direct

What is your most significant takeaway from this section?

1

My Way or Highway (valuing diversity)

A good leader knows how to communicate, finds their role in the team, develops their people and values diversity. A textbook error occurs when a manager bases hiring decisions on how well they get along with candidates during interviews. If you do this, you will end up with a team where everyone thinks the same way (no new ideas, solutions, etc.), everyone is having fun (nobody challenges anyone or anything), everyone wants to do the same tasks (division of responsibilities becomes difficult) and the team becomes isolated from others.

A good leader understands what behavioral styles the team needs, how to motivate every team member, how to divide responsibilities and how to create a team culture that values and benefits from the diversity of team members. This part of your Leadership Self-Study Workbook focuses on how you naturally perceive different styles of people. The objective is to learn to go beyond our initial reactions to differences and learn to value them.

We begin by looking at how the different styles behave in job interviews. First, a few examples are provided showing what in different behavioral styles irritate an interviewer. The second part helps you to understand how you could benefit from these same differences.

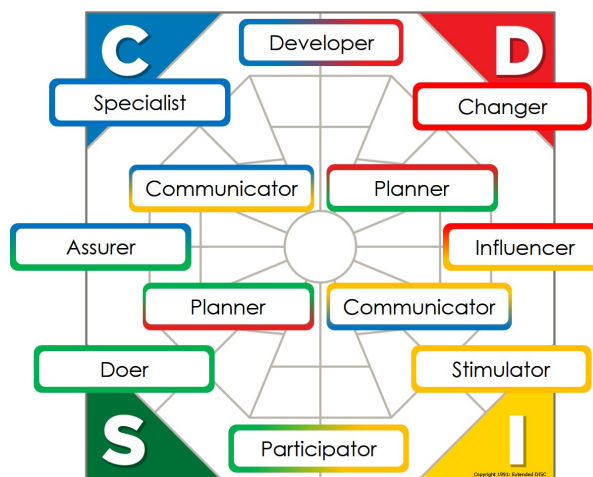
<p>C</p> <p><u>How the opposite style perceives them:</u></p> <ol style="list-style-type: none"> 1. Difficult to get to open up and talk 2. Sounds dull 3. Focuses on non-essentials 4. Does not look me in the eyes 5. Doesn't ask anything <p><u>How you should perceive them:</u></p> <ol style="list-style-type: none"> 1. Concentrates on their work 2. Focuses on their task 3. Gets details correct 4. Works well alone 5. Respects the authority and rules <p><small>Copyright 1991: Extended DISC</small></p>	<p>D</p> <p><u>How the opposite style perceives them:</u></p> <ol style="list-style-type: none"> 1. Seems to be full of oneself 2. Interrupts me 3. Starts advising me! 4. Has no patience (especially to listen) 5. Is rude and not a team player <p><u>How you should perceive them:</u></p> <ol style="list-style-type: none"> 1. Does not easily become afraid 2. Has the courage to stand up 3. Can take a leading role 4. Never delays to take an action 5. Can handle challenging situations <p><small>Copyright 1991: Extended DISC</small></p>
<p>S</p> <p><u>How the opposite style perceives them:</u></p> <ol style="list-style-type: none"> 1. Agrees with everything I say 2. Takes a long time to answer 3. Seems doubtful 4. Is not ready to commit 5. Does not take action <p><u>How you should perceive them:</u></p> <ol style="list-style-type: none"> 1. Is a good team player 2. Plans before takes actions 3. Always prepares also for the worst 4. Wants to plan well before taking action 5. Does what has been agreed together <p><small>Copyright 1991: Extended DISC</small></p>	<p>I</p> <p><u>How the opposite style perceives them:</u></p> <ol style="list-style-type: none"> 1. Is not listening at all 2. Me, me, me... 3. Is not interested in the details 4. Jumps from one thing to another 5. Does not respect my authority <p><u>How you should perceive them:</u></p> <ol style="list-style-type: none"> 1. Good at leading a conversation 2. Can promote oneself 3. Is ready to invent and experiment with new things 4. Multitasks and adjusts to new easily 5. Approaches new people easily <p><small>Copyright 1991: Extended DISC</small></p>

What benefits different styles bring to me

As you cannot be a superhero, you need to focus on your strengths and delegate the tasks others do more efficiently. To be able to do this, you need to know what tasks and responsibilities you should delegate and what style of people you need to perform them. This is a good time to remind you of the Relationship Roles that were discussed in My Self-Study Workbook. Make sure that all the required roles are represented in your team and responsibilities are divided accordingly.

Reminder, your natural role in a team is:

Influencer



Changer: The Changer is the group's lone wolf who wants to control themselves and their actions. The Changer does not care about titles or status, but believes that they are above those.

Influencer: An Influencer is someone who creates ideas and wants to move forward. They have a good ability to influence others. The Influencer does not hesitate and deliberate but believes in their instinct and spontaneity.

Planner: A Planner is an extremely methodical and systematic person who wants to know where things are going and how to get there. The Planner seeks development and change but wants them to take place with care and consciousness.

Developer: A Developer is a very issue-centered and rational person. Even in a group the Developer emphasizes their own individuality, sees things their way and does not typically let other people get close to them.

Stimulator: A Stimulator is an extremely open and positive person who wants to see - and sees - good in every person and in every situation. The Stimulator seeks positive opportunities and steers away from all negative situations.

Participator: A Participator is a pleasant and friendly conversationalist who likes to be with familiar people. They like exchanging thoughts and feelings before moving into action.

Communicator: A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. They have an excellent ability to make boring matters interesting.

Doer: A Doer is a calm person. They do their work at their pace and do not like people who unnecessarily harass or rush them.

Assurer: An Assurer is thorough and calm and concentrates on their work. They do not like when people disturb them, and they do not disturb others.

Specialist: A Specialist attends to their own matters carefully and lets others take care of their own business. They find it important to do their work as well as possible.

My team culture

The last part of this section focuses on team culture. Team culture is a sum of the behavioral preferences of its members with the team leader's preference weighted more heavily. This means that you, as the team leader, have the strongest influence on your team's culture. You either have the "My Way or Highway"-attitude or you decide to value diversity thus allowing your team to become a flexible and multi-talented team where every team members is allowed to achieve their goals the way that is most natural to them.

If you already are in a leadership position, we recommend you do the following.

In order to understand the behavioral preferences of your current team, we recommend you review one of the Team Culture reports that the FinxS® system provides. Also, reviewing the Extended DISC® Team Analysis reports will provide you with useful information.

Once you have done this, you can answer to the following questions.

1. Have I hired employees that are like me or does my team include various styles of members?
2. Do all my team members have the role that fits them best?
3. How would I describe our team culture?

1 _____

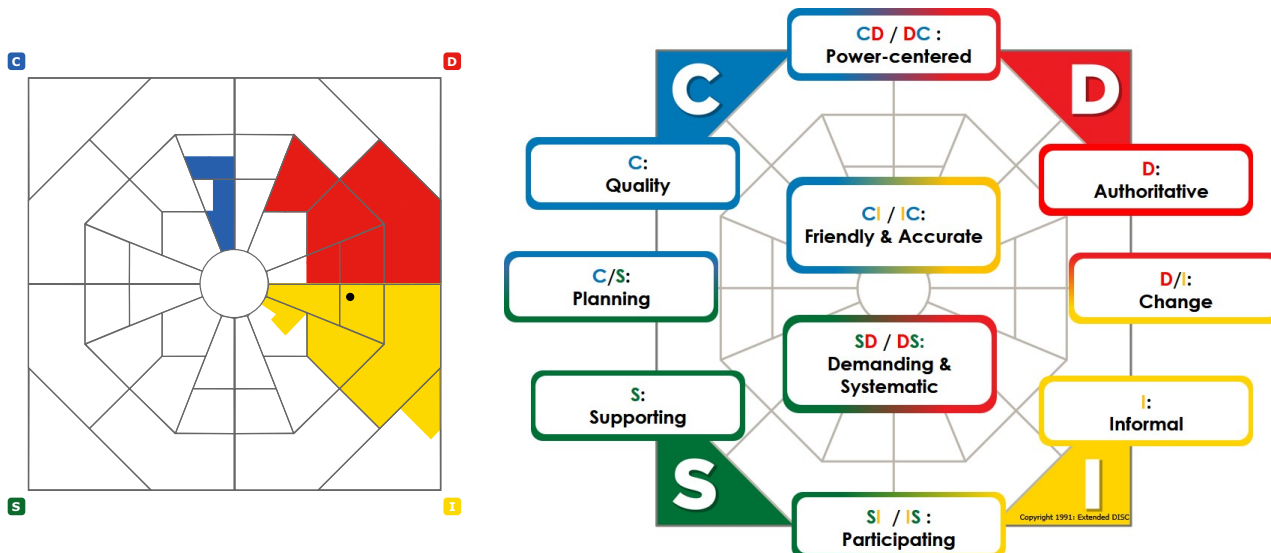
2 _____

3 _____

My Leadership Style

The last part of this report focuses on your leadership style. Your way of communicating as a leader, your way of being part of your team, your ability to develop your people and your willingness to accept diversity are all elements of your leadership style. It is important to note that there is no one leadership style that is ideal for all leaders in all leadership roles. For you the ideal leadership style is the one that is the closest to your natural behavioral style. The premise of this report is that leaders should remain in their natural leadership role as much as possible and learn to adjust it when needed.

Below you can find both your Flexibility Zones and the Leadership Culture Map. The areas your flexibility zones cover are usually also the leadership styles that come most naturally to you.



EXERCISE: The different leadership styles are described on the next page. Can you identify situations in your past when you have successfully used the styles natural to you and when you have had to adjust your leadership style to what is not natural to you?

Leadership Styles

Quality Leadership (C)

- Emphasis on rules and compliance more than motivation
- Leader is distant from the followers - limited emotional connection
- Systematic approach
- Ensuring everyone knows what is expected
- The system is the leader

Planning Leadership (SC/CS)

- Thoughtful, cautious, structured leadership
- Generally operating in known areas
- Calm leadership but determined to do things right
- Clear communication on processes and rules
- Careful preparation ensures objectives are met
- Leader is a planner

Supporting Leadership (S)

- The leader guides, teaches and supports their followers
- Emphasis on trust, loyalty and sincerity
- Help is mutual - given and expected
- No strong focus on goals - emphasis on gradual evolution
- Leader is a helper

Power-Centered Leadership (DC/CD)

- High individualism, leader distant from the followers
- Formal, hierarchical environment
- High standards, conformity expected, zero tolerance
- Rigid structures, inflexible, unexpected reactions
- The position has the authority
- Leader is the leader

Friendly and Accurate Leadership (IC/CI)

- Discussion is open to everyone
- Important that everyone understands and is involved
- Details are discussed but also forgotten
- Enormous flexibility on changing direction and opinion
- Atmosphere is open and encouraging
- Leader is open to discussion with everyone

Authoritative Leadership (D)

- Highly directive - leader tells the followers what to do
- Exerting pressure - demanding goals
- Emphasis on speed and achievement
- One-way communication
- The leader is in charge

Change Leadership (DI/ID)

- Persuasive, charismatic, maneuvering
- Competitive and demanding - wants results
- Future oriented - envisioning leadership
- Active and energetic - leading by enthusiasm
- Positive and optimistic - creating a positive atmosphere
- Leader is a pioneer

Informal Leadership (I)

- Relaxed atmosphere
- Creativity, positiveness and energy valued more than accuracy or rules
- Personal relationships emphasized
- Competitiveness encouraged through inspiration rather than pressure
- Leader is a friend

Demanding Systematic Leadership (DS/SD)

- Everything is based on principles and high level rules
- Every problem can have only one solution
- Slackness is not tolerated
- Leader has the answers
- Changes are difficult to implement
- Leader is the one with the plan

Participating Leadership (IS/SI)

- Team ethos
- Open, friendly and accepting environment
- Leader works with the followers - no hierarchy
- Shared goals and responsibilities
- Leader is a facilitator

Karolina Różowa

Organization:

Date:

XYZ Sp. z o.o.

03.03.2022

EXERCISE: In your current leadership role (if you are not currently in a leadership role, think of your current or previous leader) select three leadership styles that are required from you but are somewhat challenging to you. What could you do to become more "fluent" in adjusting to those roles when situation so requires?

Challenging role 1:

Challenging role 2:

Challenging role 3:

Personal Action Plan: My Next Steps

Experience has shown creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become a more successful leader.

My Top 3 Start and Stop List:

Based on what you have learned, discovered and realized through this workbook, list three important items you will **START** doing as a leader:

1 _____

2 _____

3 _____

Based on what you have learned, discovered and realized through this workbook, list three important items you will **STOP** doing as a leader:

1 _____

2 _____

3 _____

Based on what you have learned, discovered and realized through your workbook, list three important items you will **CONTINUE** doing as a leader:

1 _____

2 _____

3 _____