

WORKS WELL WITH OTHERS

Is your workplace taking advantage of circumplex?



What is circumplex? Is it a new technology, a tax credit, training program or measurement tool? It's not any of these, although it does involve some measurement. No need to check the dictionary, you won't find the word. Circumplex is the model used by Everything DiSC® to create an intuitive way to represent different workplace styles. The illustration here includes four DiSC styles; one in each quarter, plus priorities typical of each style written on the outside of the circle.

I'm Conscientious; I Must be a C

Maybe. Or you may be a CD, or even an i who shares the priority of

accuracy that is more typical of a C. Everything DiSC® uses 12 styles to describe individual approaches in the workplace.

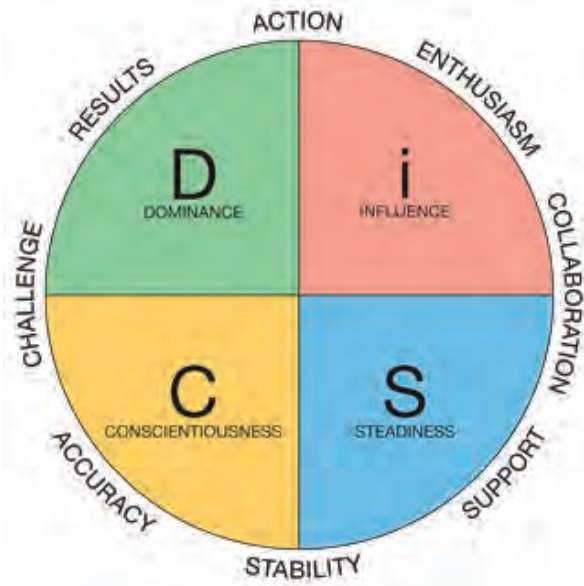
The four primary styles and their core characteristics are:
Dominance – direct, results oriented, firm, strong willed and forceful.
Influence – outgoing, enthusiastic, optimistic, high-spirited and lively.
Steadiness – even tempered, accommodating, patient, humble and tactful.
Conscientiousness – analytical, reserved, precise, private and systematic.

The additional eight styles are combinations of two styles. Within these one is primary and the individual is very close to a second, or their tendencies are evenly distributed between both. Combinations are

between two styles adjacent on the circumplex. You are not going to find an SD; someone who is strong willed, forceful, patient and humble.

What Does DiSC Have to Do With Work?

Understanding individual work styles builds and improves relationships in the workplace. The first step is to gain a clear picture of individual workplace approaches, priorities and preferences. Using this knowledge team members learn to connect



better with colleagues whose priorities and preferences are different, and understand the strengths and potential obstacles when working with someone with the same DiSC style.

DiSC awareness and understanding is used to avoid actions or behaviors that damage relationships and ultimately productivity. A supervisor with an S style will not seek a thoughtful, detailed explanation from their i subordinate. The department head who is an i will not bombard their C boss with a brainstorming conversation of creative ideas. The i manager will learn to focus on the facts with their D colleague.

None of this is designed to minimize expectations or challenge outcomes. While a D style has a natural inclination towards results everyone is responsible to meet targets. And even though C and S styles tend towards detail orientation the other approaches can, and should, be tasked with building back-up whenever necessary.

How Did They Know?

Everything DiSC®, a Wiley Brand, begins the process of identifying individual styles with an online set of questions that results in a twenty-page individualized profile report. This assessment developed, validated and continuously researched by Wiley, uses adaptive testing to fine tune results. During completion of the profile when answers are inconsistent, the technology adds additional assessment items to clarify the rating. The result is a more precise picture of workplace style.

Wiley reports that assessment takers have described the experience as personalized often saying, “it validates me.” The reaction I often hear after the first read of a DiSC profile report is, “How did they know?” The DiSC experience does not claim to be perfect and allows opportunity, working with the report, to strike observations that do not ring true. But some content that does not seem to be a match at first reading resonates after a closer look, and observations from co-workers reinforce the description. An HR Director took the profile went to his staff and said, “I can’t believe I’m a D.” They told him, “Oh, you’re a D for sure.”

The report includes a DiSC map that represents the recipient’s style with a dot and displays the intensity and their priorities. The map on this page with a dot in the i section reflects a person who has the typical Influence priorities of enthusiasm, collaboration and support in addition to accuracy, a priority regularly associated with the C style. The *circumplex* concept creates a visual that identifies where a person might be less comfortable, out of the range of their natural style in activities with priorities other than their own.

The ideal team is not composed of one person with each style, D, i, S and C. Team effectiveness is built on members understanding their own, and each other’s style.

Individual Strategies to Increase Effectiveness

The DiSC profile report includes customized sections to apply to a variety of work situations. Strategies to increase effectiveness when trying to connect, solve problems and handle conflict are key components. A summary includes specific recommendations to build effectiveness with people in the workplace.

Participants in the Council of Industry Manufacturing Leadership Certificate Program experience DiSC, the Fundamentals of Leadership. The session includes an opportunity to present a day in the life at work by groups with like DiSC styles. The exercise produces vivid illustrations and lots of ‘aha’ moments that explain interactions back on the job.



I like to describe DiSC as giving people permission to be who they are. It helps explain to a D why they can be perceived as too direct, and to an S how they must push themselves to speak up in the face of potential conflict. I've watched two people with these styles, D and S, use this information to understand how they allowed conflict to hamper effectiveness. Using knowledge about their different styles, they made a plan to ask the right questions, and take a different approach, before tensions escalated.

Why the small i?

DiSC theory is not proprietary to Wiley. It grew out of work by psychologist William Marston who identified four "primary emotions" and associated responses in the way people react to their environment. These are described in Marston's 1928 book, *Emotions of Normal People*.

Wiley brand products use the small i in DiSC as part of their trademarked Everything DiSC® products.

OK, Time to Hire D's for Every Leadership Role

Not so fast. DiSC is not designed as a pre-employment tool. It has not been validated for this purpose and is not a predictor of success. Additionally, everyone is a blend of all four styles and each one is equally valuable. DiSC styles are also influenced by life experience, education and maturity. If you completed a DiSC profile 5 years ago, when you worked in a highly-structured environment, and you now work in an entrepreneurial setting your profile may be different today.

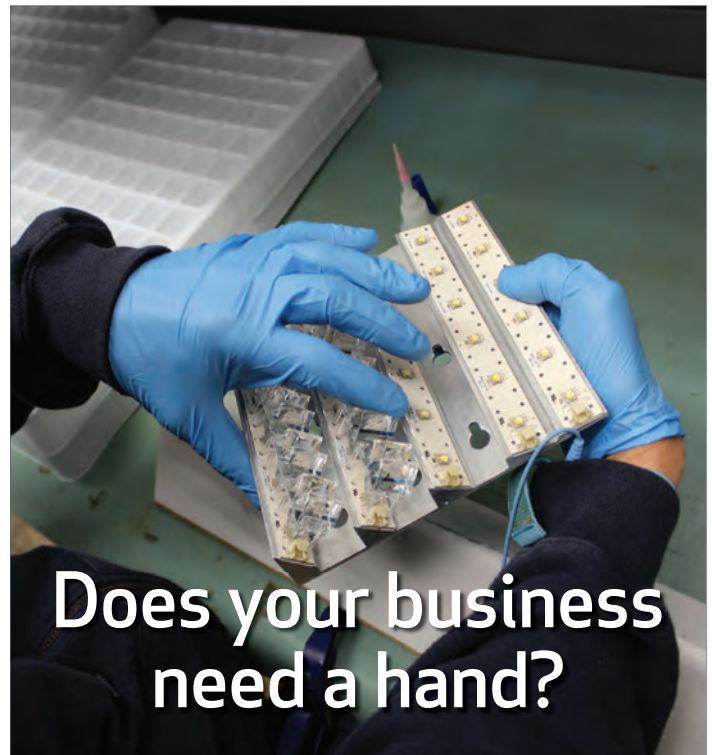
The ideal team is not composed of one person with each style, D, i, S and C. Team effectiveness is built on members understanding their own, and each other's style. When I'm writing an e-mail to a Company President who is a D, I keep it short, direct and use 1-3 bullet points. I work diligently to give clear explanations to the C Controller. She doesn't want to hear a description of gray areas; she wants reasons, facts and analysis. With an iD company owner I can brainstorm potential structure for a sales incentive plan. What about the people interactions with an S? I love their dependability and ability to sit down and work through a lengthy task, but I remind myself to look for signs of disagreement, they won't volunteer this information.



How can you put the DiSC circumplex to work at your company?



Rebecca Mazin is a Tarrytown based Human Resources Consultant and Everything DiSC Authorized Partner.



Does your business need a hand?

Assembly.
Fabrication.
Fulfillment.
Co-Packing.

midhudsonworkshop.org 845-471-3820



**Mid-Hudson
Workshop**

celebrating 70 years of service



Offering
Safety Training Services:
HAZWOPER, Forklift,
Construction 10/30, First Aid,
Rigging & Scaffolding, Arc Flash,
Confined Space & More

chazencompanies.com • 888.539.9073

Hudson Valley • Capital District • North Country • Central New York • Nashville

**PROJECT MANAGEMENT DISCIPLINES
INTEGRATED WITH YOUR COMPANY'S
STRATEGIC PLAN CAN SIGNIFICANTLY
INCREASE GROWTH AND PROFIT.**



- | | |
|---|---|
| CONTRACT PROJECT MANAGEMENT
Manufacturing
Product Development | CONSULTING/MENTORING/AUDITING
FDA cGMP Auditing / Quality
Management Systems |
| FACILITATED WORK SESSIONS
Strategic Planning
Strategic Project Selection | TRAINING
Project Management
FDA-cGMP Awareness |

ACTION PLUS PROJECT MANAGEMENT, INC.

PO Box 825 | Monroe NY | 10949
845.783.0812 office 845.325.5903 mobile
info@actionplusprojectmanagement.com
www.actionplusprojectmanagement.com



Fair-Rite Products Corp.
Your Signal Solution®



WE ARE GROWING

- Are you...
- Ambitious
 - Confident
 - Reliable
 - Positive
 - Committed

Does this describe you? Please visit our website for opportunities or stop in and fill out an application.



We Want You to Join the Fair-Rite Team

Our Mission...

We, a team of dedicated professionals, create the finest ferrite products and innovative solutions for the global electronics industry, with the commitment to improve the future for our customers, our company, our families, our community and ourselves. WE ARE COMMITTED!

Phone 845.895.2055 | Fax 845.895.2629 | www.fair-rite.com | 1 Commercial Row, Wallkill NY 12589