



Life and Leadership Coaching

# Everything DiSC

## Productive Conflict



**Patti Damiani**

Guard your heart above all else,  
for it determines the course of your life. -  
Proverbs 4:23

# Welcome and Introductions

What's the first word that comes to mind when you think about conflict?

# Destructive Responses



# Changing Your Response



## The Everything DiSC Productive Conflict PROFILE focuses on:



- Deepening understanding of self and others in conflict



- Understanding and recognizing destructive behaviors



- Exploring techniques to redirect destructive behaviors into more productive responses

# Agenda



Goal: To handle conflict more productively



**Part 1:** How do you react to conflict?



**Part 2:** How can you better recognize your destructive behaviors and potential triggers?



**Part 3:** How can you choose a more productive response?

# SELF-AWARENESS around CONFLICT BEHAVIORS

## Explore

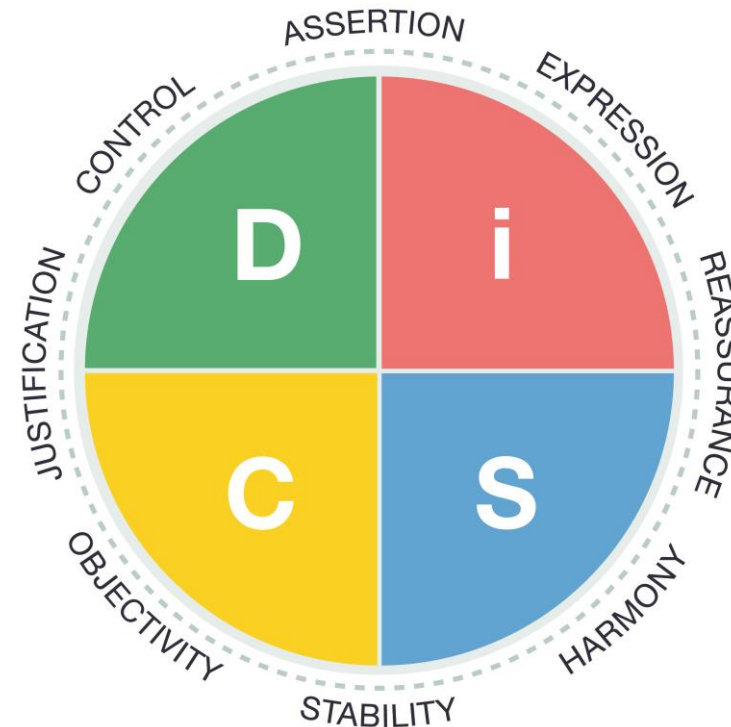
- the destructive and productive conflict behaviors of each DiSC style,

## Learn

- how to manage their responses to conflict situations, and

## Gain

- personalized communication strategies when engaging in productive conflict with colleagues.



# What Is Conflict?

## Page 2

Difference of opinions  
involving strong emotions

Productive and  
destructive behaviors

From brief, explosive  
disputes to subtle, long-  
lasting issues

## INTRODUCTION

### What is conflict?

Ruby, when you think of workplace conflict, what comes to mind? Arguing? Compromise? Finding solutions? Do you think of gossiping and hurt feelings? Or colleagues taking ownership for mistakes?

Whatever you think of, conflict comes down to **a difference of opinions involving strong emotions**. It can range from brief, explosive disputes to subtle, long-lasting issues. Either way, conflict triggers different behaviors in each of us, from destructive to productive responses. And while conflict can be very uncomfortable, it is a natural and inevitable part of relationships.

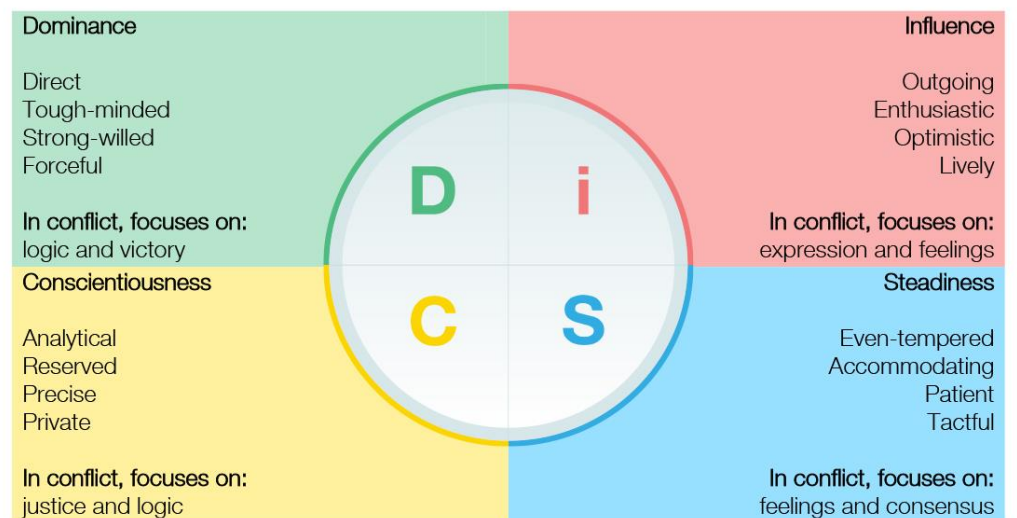
Because conflict will look different depending on the people and situations involved, there is no one-size-fits-all answer to making it productive. Instead the solution starts with you.

*Everything DiSC® Productive Conflict* is designed to improve self-awareness around conflict behaviors. It isn't about conflict resolution; rather, it's focused on helping you curb destructive thoughts and behaviors so that conflict can become more productive, improving your workplace results and relationships.

### Cornerstone Principles

- ▶ Conflict is an **inevitable** part of workplace relationships, and it can also be **productive**.
- ▶ Your conflict interactions may be influenced by **other factors**: hierarchy, culture (organizational or social), business atmosphere, personal experiences, etc.
- ▶ Your response to conflict situations is **in your own control**. You cannot control how others respond to conflict.
- ▶ Learning about other people's DiSC® styles can help you **understand their conflict behaviors** and how they may differ from your own.
- ▶ You can have **productive conflict** by using DiSC to more effectively engage with others.

### The DiSC® model





# Cornerstone Principles

## Page 2

Inevitable—and productive

Influenced by other factors

In your control

DiSC<sup>®</sup> creates self-awareness and awareness of others

DiSC can help you to have productive conflict

## INTRODUCTION

### What is conflict?

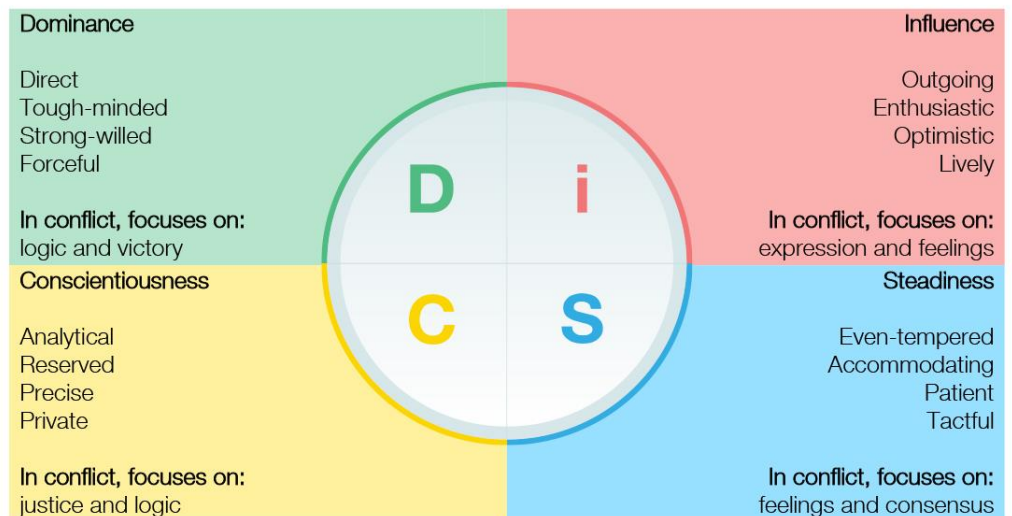
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# DiSC<sup>®</sup> and Conflict

## Page 2

**D:** logic and victory

**i:** expression and feelings

**S:** feelings and consensus

**C:** justice and logic

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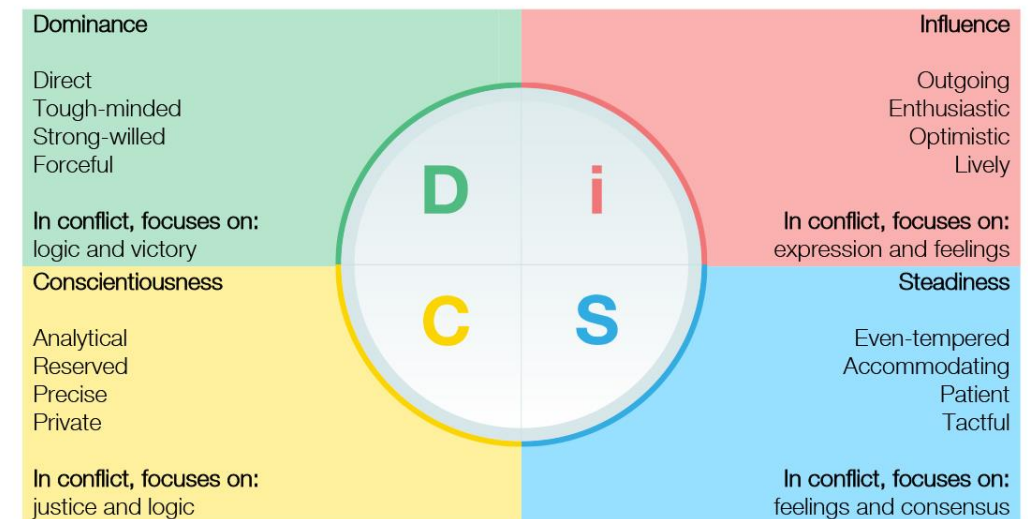
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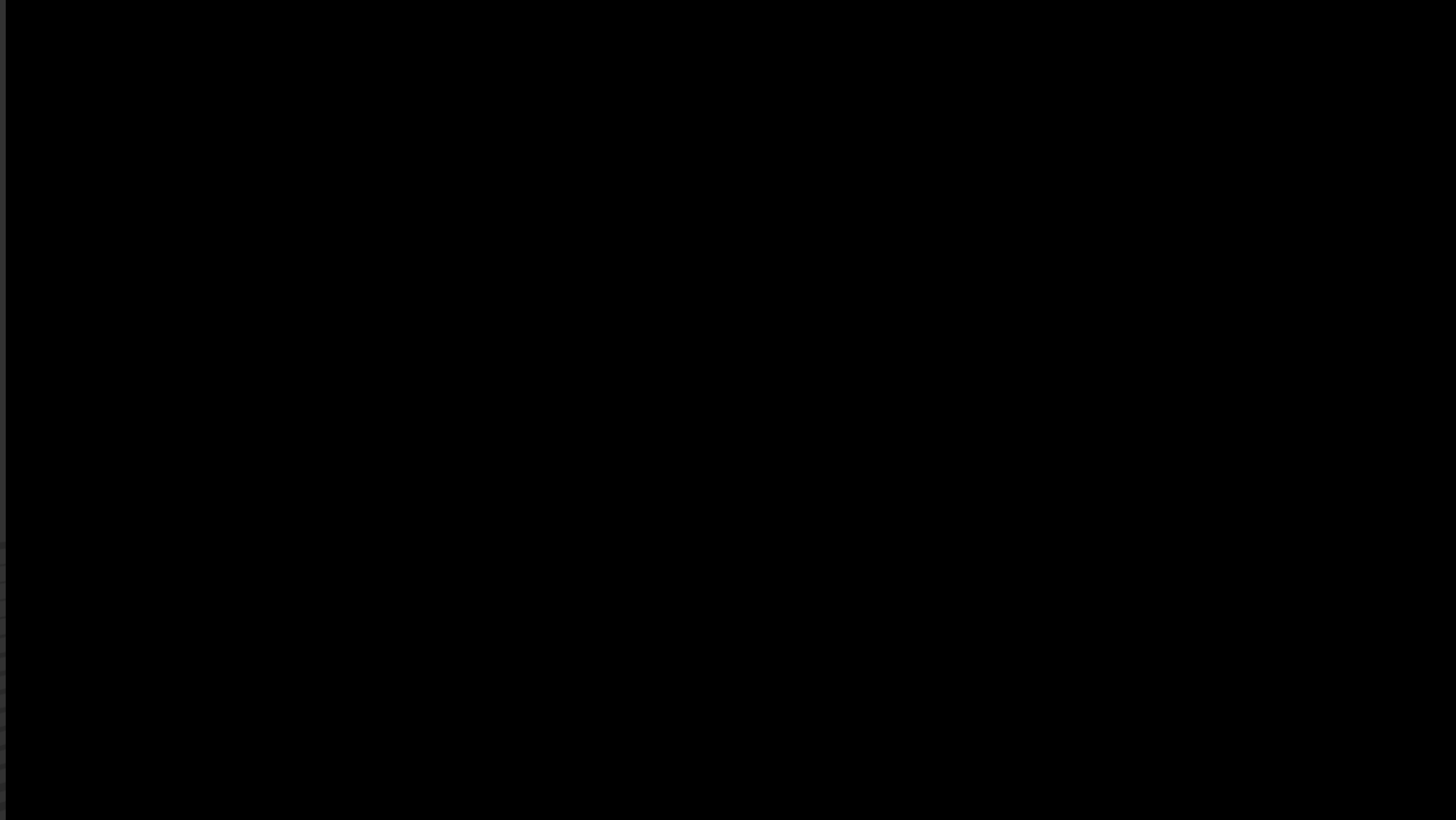
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### The DiSC<sup>®</sup> model



# Introduction to DiSC<sup>®</sup> and Conflict



# Your DiSC® Style

## Page 3

Read and personalize:

✓ = like you

X = not like you

? = not sure

EVERYTHING DiSC

Part 1 YOUR DiSC® STYLE IN CONFLICT

Your DiSC® style: D

Ruby, your dot and shading say a lot about how you respond in conflict. Because your dot is located in the middle of the D region, you have a D style. Your shading indicates your priorities and where you focus your energy. During conflict, you prioritize control, assertion, justification, and objectivity.

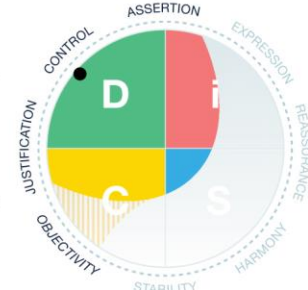
As someone with the D style, because you have a strong vision of how things should be, you likely have a desire to take **control** of conflict situations. Therefore, to prevent others from influencing your agenda, you may take charge of the conversation and do what needs to be done to stay in the driver's seat. Your candid and focused approach can help minimize misunderstandings and help direct others to focus on the task at hand. At the same time, some people may withdraw or become defensive when you're perceived as dominating, impatient, or overly blunt. These reactions could ultimately stall progress, which is counter to your intent.

Most likely, you want to be seen as projecting strength and as someone of authority. Therefore, when there is a difference of opinions, your instinct may be to try to influence others by **asserting** your views in a forceful, dominant way. While this approach is likely due to the confidence you have in your ideas, others may feel overpowered or disregarded by this behavior at times.

Similar to others with a D style, you may have little self-doubt, and, as such, you tend to **justify** your side of the story while challenging or dismissing others' misgivings. In fact, you may handle differences with people in a competitive way, viewing the situation as a personal challenge that you want to win by finding ways to support your opinions. At times, this could lead to some destructive arguments where you may say things just to get the upper hand and uphold your position. However, your natural inclination to say exactly what's on your mind and challenge others can get people to not only focus on what needs to be done but also to acknowledge the tough issues, both of which can be very productive.

You tend to take an **objective** approach when engaging with others. You likely analyze things carefully so you can make precise, logical decisions. During conflict, you are probably good at separating emotions from facts. However, when this is taken too far, you may appear unsympathetic. And, because you don't like to be wrong, your instinct will often be to use your prowess with logic to justify your position, overpower others with facts, or disregard other points of view that you believe to be unsound.

While conflict can be uncomfortable and unwanted, it can help solve problems, as long as everyone feels heard and issues are resolved in a healthy way. When used constructively, your willingness to take control and be assertive with your ideas as well as your ability to challenge others and justify your point of view can be great assets in resolving conflict.



Your dot location is near the edge of the circle, so you probably relate well to the characteristics associated with the D style.

# Your DiSC<sup>®</sup> Style

## Page 3 Activity

What questions might we ask coachee?

- What rang true?
- Were there any surprises?
- Any aha moments?

EVERYTHING DiSC

Part 1 YOUR DiSC<sup>®</sup> STYLE IN CONFLICT

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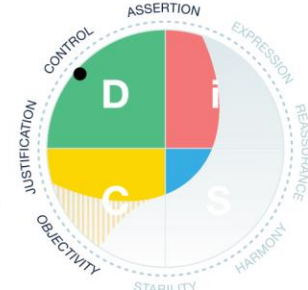
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# Your DiSC® Style: Values

## Page 4 Activity

- **Individually**, read “What is important to you during conflict?”
- Review the **value** bullets
- Pick the 3 that seem most important

### Part 1 YOUR DiSC® STYLE IN CONFLICT

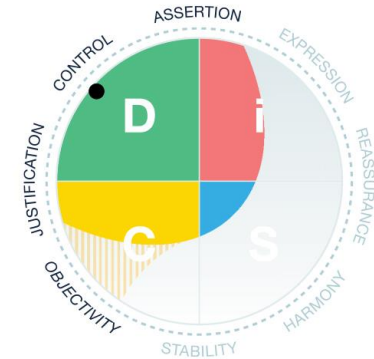
EVERYTHING DiSC®

#### What is important to you during conflict?

Different people find different aspects of conflict to be most significant. For instance, like other people with the D style, you probably feel it's important to take charge of discussions and have some level of control. You also want your opponent to justify their position, as you tend to do, in a convincing way. And, since you're prepared to hear it like it is, you also want the freedom to assert your opinions directly. Finally, you may also place more weight on arguments that are logical and objective, which is less typical of the D style.

You may **value** many of the following approaches during conflict:

- Standing up for your point of view
- Appearing confident or self-assured
- Having authority
- Calling it like you see it
- Convincing others
- Winning arguments
- Using sharp, critical-thinking skills
- Emphasizing objectivity and precision
- Using logic to solve problems



#### What drains your energy during conflict?

Then there are also those aspects of conflict that are particularly stressful for you. Because you tend to focus on the end result and achieving your goals, you may find it particularly frustrating when your authority is challenged or you feel you don't have control over the situation. In addition, you probably get irritated when you have to take time to deal with misunderstandings or people's hypersensitivity. At the same time, unlike others with the D style, you have a strong appreciation for objectivity during conflict. And so, when emotions die down, you may find it frustrating when people are still unwilling to separate feelings from facts.

Many of the following approaches or behaviors may be **stressful** for you during conflict:

- Feeling like you have to censor everything you say
- Being unable to interrupt or defend yourself
- Lacking control over situations
- Keeping opinions and skepticism to yourself
- Feeling like the argument keeps going around in circles
- Having your ideas or authority challenged
- Dealing with people who aren't straightforward
- Dealing with illogical arguments
- Being wrong or unprepared

# Your DiSC® Style: Stressors

## Page 4 Activity

- Individually, read “What drains your energy during conflict?”
- Review the stressful bullets
- Pick the 3 that you would want others to know

### Part 1 YOUR DiSC® STYLE IN CONFLICT

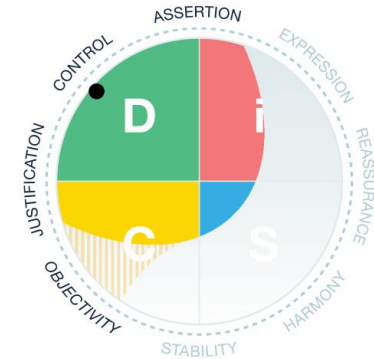
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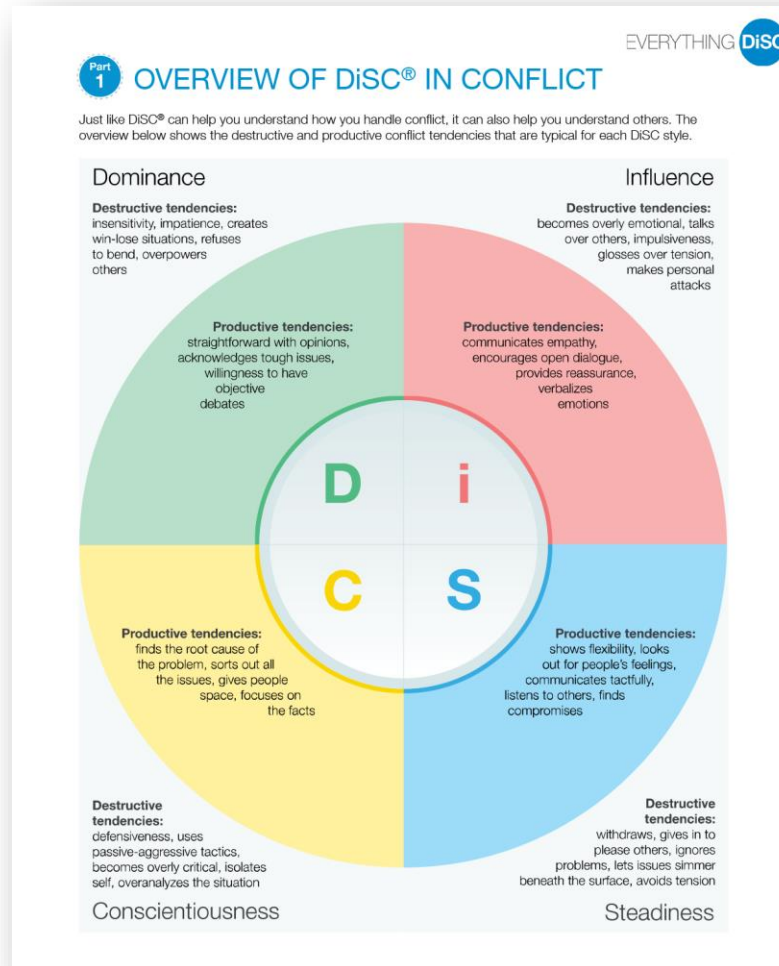
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# DiSC® and Conflict

## Page 5

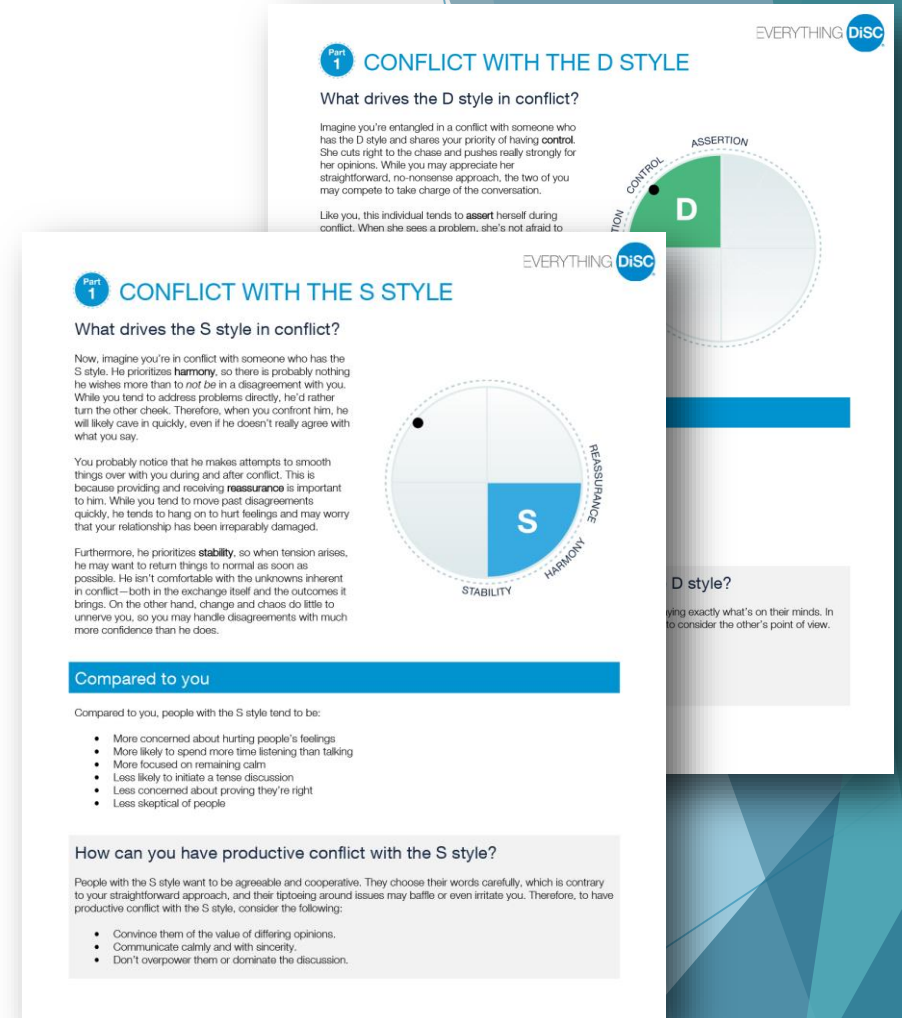




# How DiSC® Styles Interact in Conflict

## Pages 6-9

- What drives each DiSC® style in conflict?
- How does each DiSC style compare to you?
- How can you have more productive conflict with other DiSC styles?



# How DiSC® Styles Interact in Conflict

## Pages 6–9 Activity

Have coachee choose one relationship

Read the items in gray box:

- Would one be most helpful?
- If not, something else?

Then discuss:

- Differences in your approaches to conflict
- Advice on dealing with you

EVERYTHING DiSC

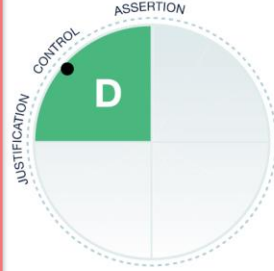
Part 1 CONFLICT WITH THE D STYLE

**What drives the D style in conflict?**

Imagine you're entangled in a conflict with someone who has the D style and shares your priority of having **control**. She cuts right to the chase and pushes really strongly for her opinions. While you may appreciate her straightforward, no-nonsense approach, the two of you may compete to take charge of the conversation.

Like you, this individual tends to **assert** herself during conflict. When she sees a problem, she's not afraid to tackle it head-on. She doesn't spend a lot of time hemming and hawing over what should be said or done—she just takes care of it. It's the same way with you, which is probably something you can appreciate about each other.

Furthermore, you may appreciate that she doesn't take things at face value. Her tendency to come up with airtight **justification** for her side of the story matches your own tendency to offer a rationale for your argument. Similarly, she will often dissect and counter your position, which you will likely find fair and reciprocate.



**Compared to you**

Compared to you, people with the D style tend to be:

- Just as likely to address issues head-on
- Equally direct or blunt
- Similarly prone to control the discussion
- Equally focused on getting to the point
- Just as likely to question others' conclusions
- Similarly interested in compelling arguments

**How can you have productive conflict with the D style?**

Like you, your "D" coworkers tend to be very direct and opinionated, often saying exactly what's on their minds. In fact, you both may be so focused on your own message that you don't stop to consider the other's point of view. Therefore, to have productive conflict with the D style, consider the following:

- Refrain from getting into a power struggle.
- Reflect on the situation and be willing to compromise.
- Take turns speaking, and avoid talking over each other.

# Summary and Reflection

## Page 10

- Briefly describe a conflict situation that you wish you would have handled better
- How did your DiSC® style impact the outcome?

EVERYTHING DiSC®

Part 1 SUMMARY OF DiSC® IN CONFLICT

D Style in conflict	I Style in conflict	S Style in conflict	C Style in conflict
<b>Goals:</b> Victory, results, personal accomplishment	<b>Goals:</b> Approval, understanding, openness	<b>Goals:</b> Agreement, acceptance, peace	<b>Goals:</b> Fairness, rational decisions, accuracy
<b>Overuses:</b> The need to win, impatience, bluntness	<b>Overuses:</b> Passion, impulsivity, outspokenness	<b>Overuses:</b> Passive resistance, compromise	<b>Overuses:</b> Restraint, analysis, rigidity
<b>Fears:</b> Being taken advantage of, appearing weak	<b>Fears:</b> Rejection, not being heard, disapproval	<b>Fears:</b> Letting people down, facing aggression	<b>Fears:</b> Being wrong, strong displays of emotion
DC D Di	iD i iS	Si S SC	CS C CD

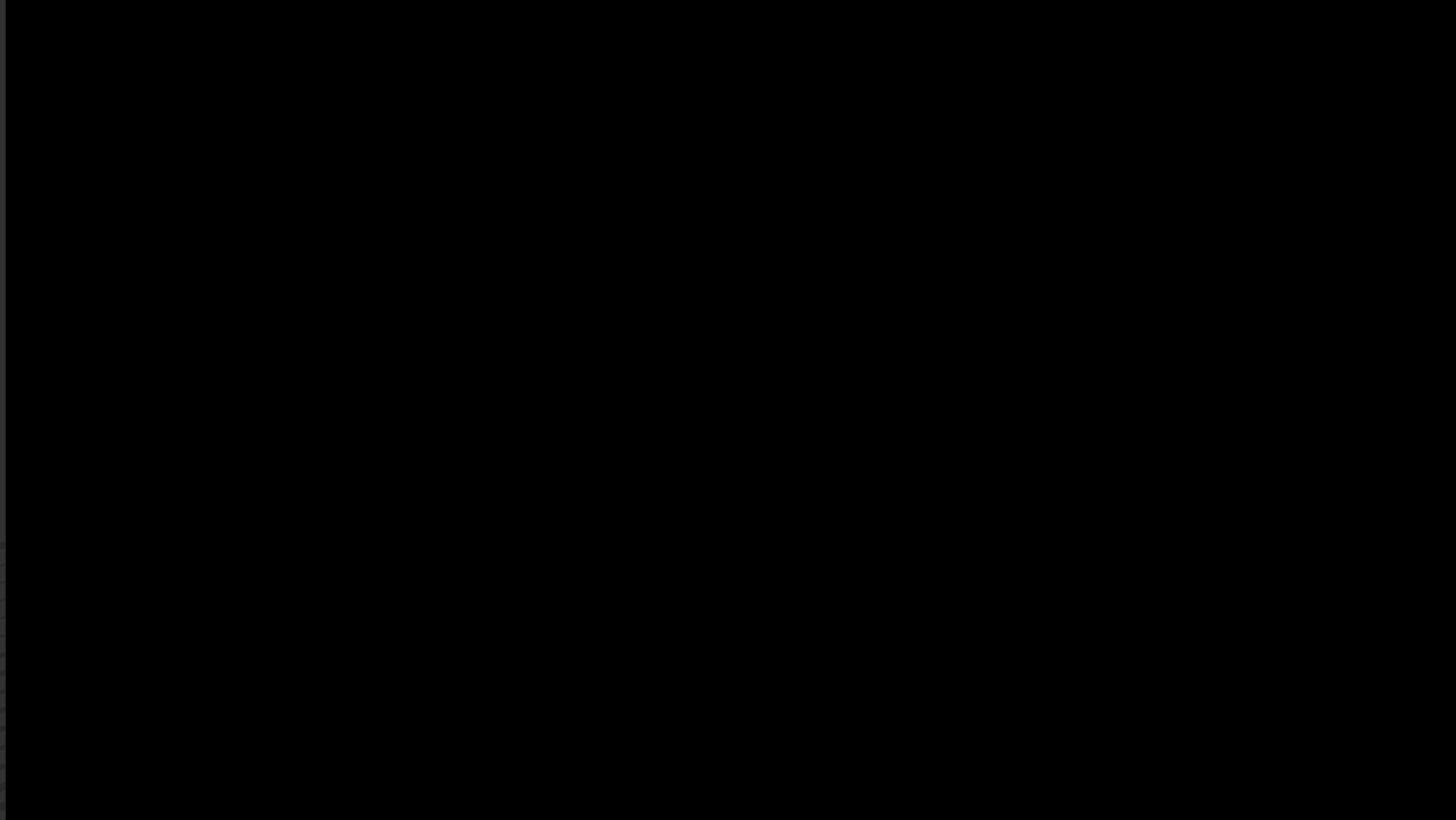
### Reflection

Think of a conflict situation you were in that you wish you would have handled better. Briefly describe it below.

What impact do you think your DiSC® style had on the situation?

# Destructive Responses

# Destructive Responses



# Destructive Responses



# Destructive Responses: Others

## Page 11

Place a checkmark next to the three behaviors **others** do that bother you the most in conflict

Part 2

EVERYTHING DISC

DESTRUCTIVE RESPONSES

Now that you know more about DISC® and conflict, let's look at why we sometimes respond destructively instead of productively to conflict. For most of us, conflict situations are threatening, and it's our instinct to protect ourselves. We may react so quickly that we don't even think about what we're doing. But beneath the surface, there's a process playing out: a conflict event triggers an automatic thought, which in turn triggers a destructive response.

CONFLICT → AUTOMATIC THOUGHT → DESTRUCTIVE RESPONSE

What are some common destructive responses?

To change our responses in conflict, we need to recognize both the automatic thoughts that lead to the behaviors and the responses themselves. Let's start by looking at typical destructive behaviors.

- First, put a **checkmark** in the **circle** next to the three behaviors **others** do that bother you the most in conflict.
- Then, put a **star** next to the three behaviors that **you do most often** in conflict.

*Note: You can learn more about these destructive responses on pages 12–17.*

Arguing <input checked="" type="checkbox"/>	Gossiping/ complaining about someone <input type="checkbox"/>
Belittling <input type="checkbox"/>	Becoming hypercritical <input type="checkbox"/>
Caving in <input type="checkbox"/>	Overpowering <input type="checkbox"/>
Defensiveness <input type="checkbox"/>	Passive-aggression <input checked="" type="checkbox"/>
Dismissing others' opinions <input checked="" type="checkbox"/>	Revenge/looking to even the score <input type="checkbox"/>
Becoming overly dramatic <input type="checkbox"/>	Sabotage/ introducing obstacles <input type="checkbox"/>
Exaggerating the problem <input type="checkbox"/>	Sarcasm <input type="checkbox"/>
Exclusion/ leaving people out <input type="checkbox"/>	Stonewalling/ becoming non-receptive <input type="checkbox"/>
Finger-pointing/ blaming/scapegoating <input type="checkbox"/>	Withdrawing <input type="checkbox"/>

# Destructive Responses: Others

## Page 11 Activity

Why did the behavior bother you?

How did the behavior make you feel?

How did you react?

Part 2

EVERYTHING DISC

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# Destructive Responses: Self

## Page 11

Place a star next to the three behaviors that **you** do most often in conflict

Part 2

EVERYTHING DISC

DESTRUCTIVE RESPONSES

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# Why Do I Do This?

## Pages 12–17

Read about the behaviors that you starred on page 11

Review the automatic thoughts associated with each behavior



# Why Do I Do This?

## Pages 12–17

- How do you think this behavior affects others?
- Why do you engage in this behavior?



# Why Do I Do This?

## Pages 12–17

Individually:

Find the behavior you just discussed with a partner and put a checkmark next to the automatic thought(s) you've had

If neither thought listed fits for you, write one in

EVERYTHING DISC

**Part 2 WHY DO I DO THIS?**

Destructive responses can range from immediate reactions in the heat of the moment to delayed or drawn-out responses that prolong the conflict. The following descriptions provide information about what's behind the behaviors listed on page 11, as well as some common automatic thoughts that might lead to each response.

**Arguing**  
Exchanging differing points of view in a heated or tense way  
Like others with the D style, you may sometimes have so much confidence in your vision that it's frustrating when others can't or won't see what's so obvious to you. As that frustration grows, you may defend your position more and more aggressively, especially if you believe that pushing hard enough will make people back down. If that doesn't happen, it may intensify your need to assert yourself. The result may be an unhealthy exchange that neither person can win. You may feel like you're the only one who's right.

**Automatic thoughts that may lead to this response:**

- There's no one else who can do this better than I can.
- I don't want to be wrong.

**Belittling**  
Making someone feel inferior  
By belittling, you sum up a situation in a way that's easier to control. Belittling is a way to shut a person out when you know you're frustrated.

**Automatic thoughts that may lead to this response:**

- I'm going to win.
- I'm going to be right.

**Caving in**  
Giving in to someone's demands  
Caving in is a path to ending a conflict. In some situations, the shelter in the storm is a relationship norm for you. The quickest way to end a conflict is to give in.

**Automatic thoughts that may lead to this response:**

- I don't want to be wrong.
- Putting up with this is easier than arguing.

**Defensiveness**  
Becoming anxious or protective in the face of criticism  
When we trust that things will be okay no matter what the outcome of the conflict, there's no reason to be defensive. We can be open to different opinions. On the other hand, at the heart of defensiveness is insecurity. We don't want to admit failure or shortcomings. When our brain is telling us that the stakes are incredibly high, we cover up any vulnerabilities or weaknesses. As someone with the D style, you may sometimes see conflict as a win-lose situation and, so, may find yourself getting defensive when you sense another person is gaining the upper hand. Even when you do recognize your defensiveness, it can still be difficult to ask yourself what, beneath it all, you're really afraid of.

**Automatic thoughts that may lead to this response:**

- I shouldn't be blamed for this.
- This isn't my fault.

**Dismissing opinions**  
Treating other people's views as unworthy or unimportant  
Like others with the D style, in some conflict situations you may be prone to dismissing others' opinions to ensure that the outcome swings in your favor. That's what dismissing opinions is—a blocking strategy to win an argument. But it's also a common way to protect our ego. We do this when we're scared of the thoughts or views expressed by another person. We are afraid to give them space to paint a picture that we don't like. And because we feel challenged, insecure, or fearful, we adopt the strategy of overriding the other person. We exude absolute certainty in our position and effectively relieve ourselves of any obligation to hear the other side of the story. And by making the conversation as one-sided as possible, we feel empowered and righteous.

**Automatic thoughts that may lead to this response:**

- Nothing that anyone says will change my mind.
- There's really no other way to think about this.

**Drama**  
Displaying an over-the-top reaction to a situation  
People with the D style typically have a strong instinct to control their environment, and in the heat of conflict, sometimes it can feel like a grand gesture of anger or impatience will give us that control. In essence, when we create drama, we are drawing attention to a situation that is troubling for us. This attention validates that the dilemma is, in fact, extremely important and that the injustice that's been done to us is, in fact, extremely unjust. Creating drama can also produce a feeling of control in a situation where we otherwise feel powerless.

**Automatic thoughts that may lead to this response:**

- Everyone hates me!
- This situation is awful/hopeless.

# Recognizing Automatic Thoughts

## Page 18

Review the automatic thoughts

Select 3 that are most common  
for you

Feel free to write in additional  
thoughts

Part 2

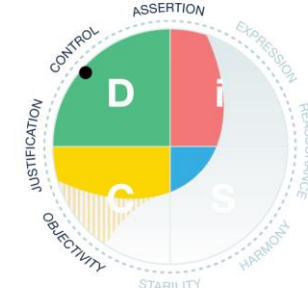
EVERYTHING DiSC

## RECOGNIZING AUTOMATIC THOUGHTS

### Your D style and automatic thoughts

Ruby, like others with the D style, you may find some common themes shaping your automatic thoughts, such as projecting strength, being respected, and having control. Take a look at the list below. When you find yourself tempted toward a destructive reaction, which (if any) of the following automatic thoughts do you sometimes find going through your head?

- I need to come out on top.
- Why don't you get that I'm right?
- If you push me, I'll push back harder.
- You're being completely unreasonable.
- You're not in charge of me.
- You have no idea what you're talking about.
- I can use intimidation to win.
- You're showing me no respect.
- You're not hearing a word I'm saying.
- How dare you challenge me?
- I need to get control of this again.



### Reflection

Think back to the conflict situation you described on page 10. What were some automatic thoughts you had?

What was your response to the situation? How did your automatic thoughts influence that response?



# Reflection

## Page 18

For your conflict situation, what were some automatic thoughts that you had?

What was your response to the situation?

Part 2

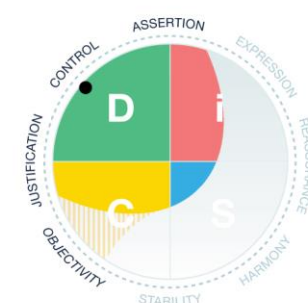
EVERYTHING DiSC

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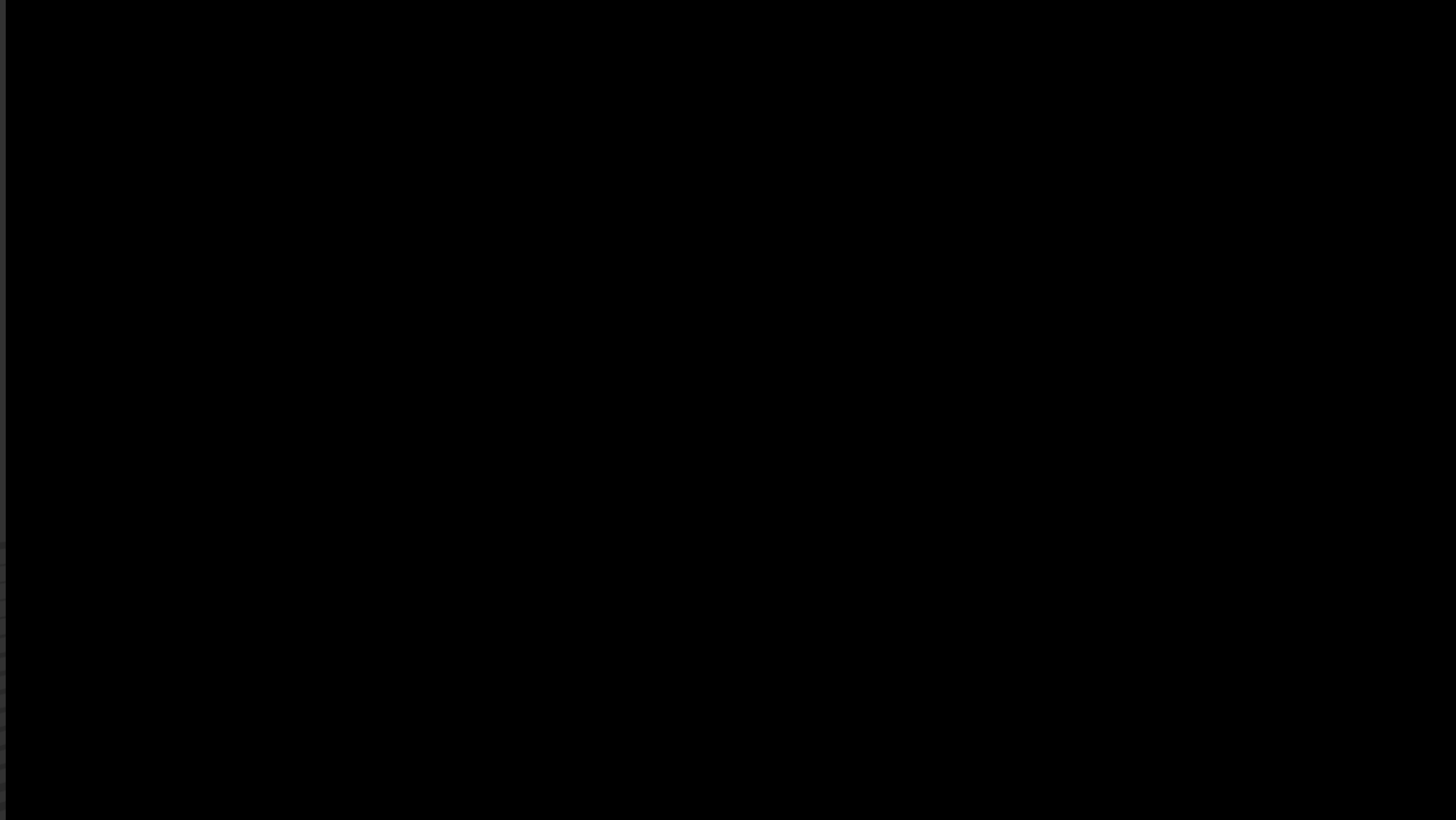
#### Reflection

Think back to the conflict situation you described on page 10. What were some automatic thoughts you had?

What was your response to the situation? How did your automatic thoughts influence that response?

# Changing Your Response

# Changing Your Response





# Changing Your Response



# Stepping Back



# Changing Your Response

## Page 19

Read and personalize:

✓ = most true for you

Part 3

EVERYTHING DiSC

### CHANGING YOUR RESPONSE

If automatic thoughts can lead to knee-jerk responses, how do we change our behaviors? As shown in the diagram below, the trick is to disrupt this process—to stop our automatic thoughts before they push us toward a destructive response. If we can **step back** from the automatic thought and the emotions around it, we can then **reframe** it. Doing so will put us back in control, so we can choose a more productive path forward.

```
graph LR; A[CONFLICT] --> B[AUTOMATIC THOUGHT]; B -.-> C[First, step back  
Then, reframe]; C --> D[PRODUCTIVE RESPONSE]
```

#### Stepping back from your emotions

It's tough to step back in the midst of a conflict, but it becomes easier if we first acknowledge our emotions and how they might influence our judgment. During conflict, our emotions can sometimes cloud our perspective and hinder our ability to make choices that are healthy and in our long-term best interests. Many of the emotions at play during conflict fall into two broad categories: **anger** and **anxiety**. Ruby, your D style can give some key insights into how these two emotions may affect you.

#### Anger and your D style

Anger: frustration, resentment, outrage, aggression

Anger is a normal emotion that compels us to stick up for our rights. But in its unhealthy form, it tempts us to punish or strike back at the person who we think has wronged us. With your D style, it may be particularly hard for you to resist this temptation because you have such a strong need for control. Stepping away from anger can feel like giving ✓ to the other person and letting them have their way at the expense of your rights. "I shouldn't have to let it go! They're the one who should change!" As a result, you might feel entitled to your ✓ anger, and stepping back from it may require a great deal of willpower.

#### Anxiety and your D style

Anxiety: fear, panic, worry, upheaval, disorientation

For people with the D style, anxiety can be subtle, often covered up by the more potent, outward feeling of anger. Even if it's only in the background ✓, however, anxiety often compels us to avoid a topic or person. And so, when you find yourself tempted to do this ✓ you can actually take it as a sign that there might be an undercurrent of fear or worry beneath the more overt feelings of frustration or resentment. Using this insight can help you better identify your automatic thoughts.

# Changing Your Response

## Page 19

- What makes stepping back difficult for you?
- What would help make you more successful?

Part 3

EVERYTHING DiSC

### CHANGING YOUR RESPONSE

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# Reframing



# Reframing



Is this thought actually valid/true?  
Am I overreacting or exaggerating?  
Is there another way to look at this?

# Reframing

## Automatic Thought

*“She’s never, ever, ever, going to like me again.”*

# Reframing

## **Automatic Thought**

*“She’s never, ever, ever, going to like me again.”*

## **Reframed Thoughts**

*“I screwed up, but I can make this right.”*



# Reframing

## Automatic Thought

*“She’s never, ever, ever, going to like me again.”*

## Reframed Thoughts

*“I screwed up, but I can make this right.”*

*“I probably didn’t handle that as well as I could have, but I think we can work it out.”*

# Reframing

## Automatic Thought

*“She’s never, ever, ever, going to like me again.”*

## Reframed Thoughts

*“I screwed up, but I can make this right.”*

*“I probably didn’t handle that as well as I could have, but I think we can work it out.”*

*“It’s natural for people to disagree. It doesn’t mean she’s angry at me personally.”*

# Reframing

*“He’s awful.”*

# Reframing

Jordan and Casey have been working on the same team for 3 years. Jordan typically takes the lead on team projects. Recently, Jordan proposed a project to their boss. Because their boss thinks it would be a good opportunity for Casey to get experience in managing projects, their boss asks Casey to take the lead. Now, Jordan is upset with their boss and thinks...

*“She doesn’t value me.”*

# Reframing Automatic Thoughts

Page 21

Complete bottom of page 21

Refer back to pages 12-18, 19  
as needed

3

Part Three

## Changing Your Response

**ARE YOU SURE?**

Once we're able to step back from any anger or anxiety that may be driving our automatic thoughts, the next step is to **reframe**—to change the way we think about the situation. The following questions can help us in this process.

1. Is this thought actually valid/true?
2. Am I overreacting or exaggerating the problem?
3. Is there another way I could look at the situation?

**REFRAMING YOUR AUTOMATIC THOUGHTS**

Ruby, because you have the D style, you tend to be very straightforward when relating your thoughts and opinions about problems. However, since you tend to be so fast-paced and self-assured, you may not always stop to consider other angles, especially in the heat of the moment. So once you've stepped back, you'll need to consciously challenge yourself to re-evaluate the situation. Below are two **examples** of automatic thoughts that are common for your D style and ways to reframe them.

<b>Automatic thought:</b>	They have no idea what they're talking about.
<b>Reframed thought:</b>	They're coming at this from a completely different angle than me.
<b>Automatic thought:</b>	If they push me, I'll push back harder.
<b>Reframed thought:</b>	Maybe they don't realize how aggressively they're coming across.

Thinking about your own experiences, **choose two automatic thoughts** that resonate with you. (For reference, you may want to look back at the "Why Do I Do This?" section on pages 12–18 or the list of automatic thoughts and the Reflection activity on page 19.) Like in the examples above, come up with a way to reframe each automatic thought. Is there another way you could think about it?

<b>Automatic thought:</b>	
<b>Reframed thought:</b>	

---

<b>Automatic thought:</b>	
<b>Reframed thought:</b>	

EVERYTHING DISC  
PRODUCTIVE  
CONFLICT

# Choosing Productive Responses



# Choosing Productive Responses

Page 21

Personalize the list of thoughts:

On each continuum, plot how easy or difficult each productive response is for you

EVERYTHING DiSC

**Part 3 CHOOSING PRODUCTIVE RESPONSES**

Once you have reframed your automatic thought, you can choose to respond in a more productive way. There are many different ways to respond productively to conflict, and some behaviors are probably easier for you than others. Given your D style, you may find, for example, that revisiting unresolved issues comes more naturally to you than giving reassurance. Take a moment to rate how easy each behavior listed below is for you. This can help you identify behaviors you'd like to work on as well as productive responses you can call on during future conflicts.

On each continuum, plot how easy or difficult each productive response is for you.

Easy	Difficult	Easy	Difficult
Apologizing		Finding compromises	
Determining the root of the problem		Communicating openly and honestly	
Stepping back to reflect		Separating emotions from facts	
Taking ownership of your part in the situation		Showing flexibility	
Giving people time and space		Revisiting unresolved issues	
Acknowledging others' feelings		Communicating respectfully	
Seeking active resolution		Introspecting/being aware of your feelings	
Giving reassurance		Listening	

**Reflection**

Think back again to your conflict situation from page 10 and the automatic response you described on page 18. How could you reframe your automatic thought(s)?

With your new way of thinking, what productive response might you have chosen? (Refer to the list above or choose a different productive response.) How would that response have changed the conflict?

# Choosing Productive Responses

## Page 21 Activity

Pick one response that is **easy** for you and share what it looks like when you use this behavior in conflict

Pick one response that is **difficult** for you and discuss why you think there would be value in using this behavior more during conflict

EVERYTHING DiSC

Part 3 CHOOSING PRODUCTIVE RESPONSES

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Stepping back to reflect	✓	Separating emotions from facts	✓
Taking ownership of your part in the situation	✓	Showing flexibility	✓
Giving people time and space	✓	Revisiting unresolved issues	✓
Acknowledging others' feelings	✓	Communicating respectfully	✓
Seeking active resolution	✓	Introspecting/being aware of your feelings	✓
Giving reassurance		Listening	

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# Reflection

## Page 21

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Part 3

EVERYTHING DiSC

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Giving reassurance	✓	Listening	✓

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# What's Next?

## Ongoing Reflection

Pulls together process used during Reflection activities

Changing behavior takes practice; this log can help you keep track of your efforts

EVERYTHING **DISC**

**HEY! YOU'RE NOT DONE YET.**

It may be tempting to ignore this page, but getting better at productive conflict takes time and continuous practice. Use this page to log and reflect on the next conflicts you have. Learning to step back and reframe your thoughts will ultimately help you have more productive conflict in the workplace.

<b>Part 1</b>	Briefly describe your conflict situation.	
<b>Part 2</b>	What were your automatic thoughts? What was your response?	<b>Part 3</b> How did you reframe your automatic thoughts? Could you have done better?

<b>Part 1</b>	Briefly describe your conflict situation.	
<b>Part 2</b>	What were your automatic thoughts? What was your response?	<b>Part 3</b> How did you reframe your automatic thoughts? Could you have done better?

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For more information contact:

Patti Damiani

Anchor Point Ministry

[pattidamiani@gmail.com](mailto:pattidamiani@gmail.com)

[anchorpointministry.org](http://anchorpointministry.org)

Authorized Wiley Everything  
DiSC Partner

ACC ICF Certified Coach

