



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

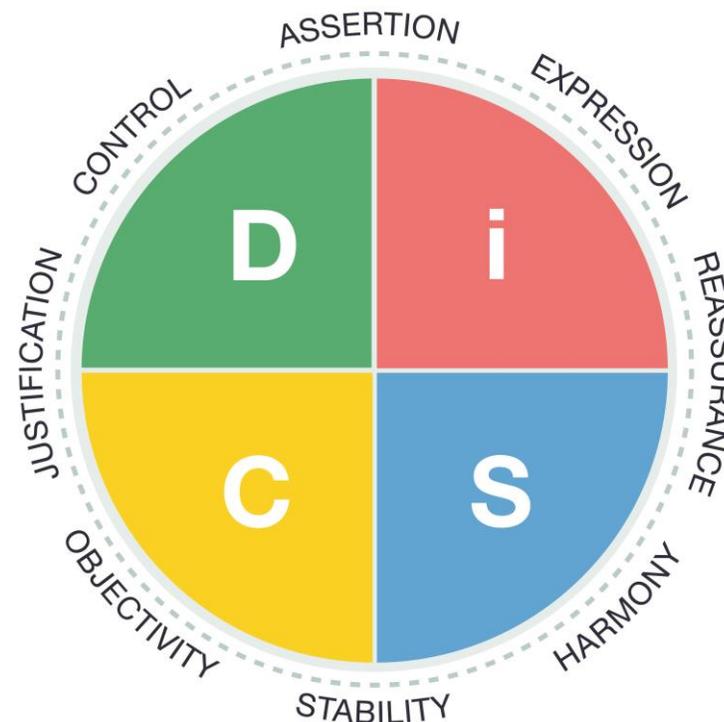
- the destructive and productive conflict behaviors of each DiSC style,

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.

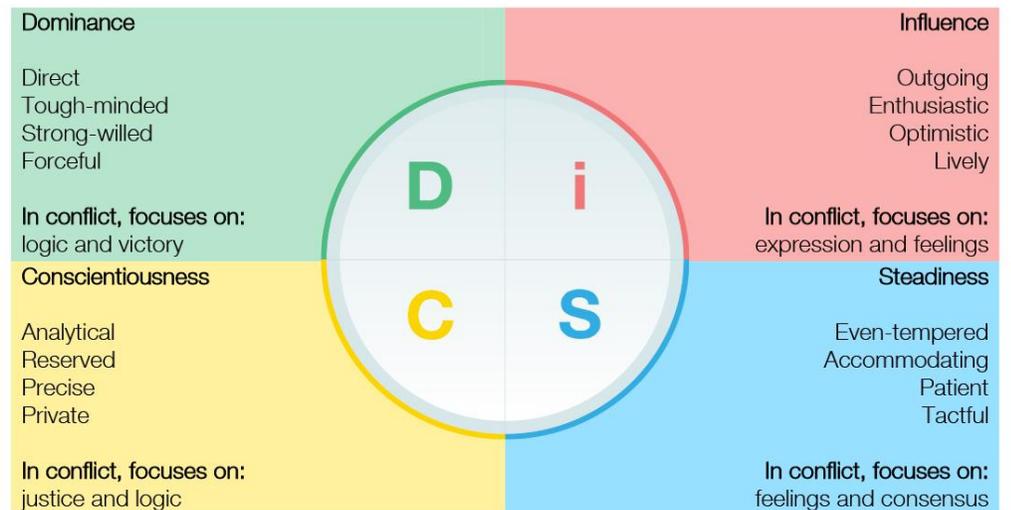
Because conflict will look different depending on the people and situations involved, there is no one-size-fits-all answer to making it productive. Instead the solution starts with you.

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[®] creates self-awareness and awareness of others

DiSC can help you to have productive conflict

INTRODUCTION

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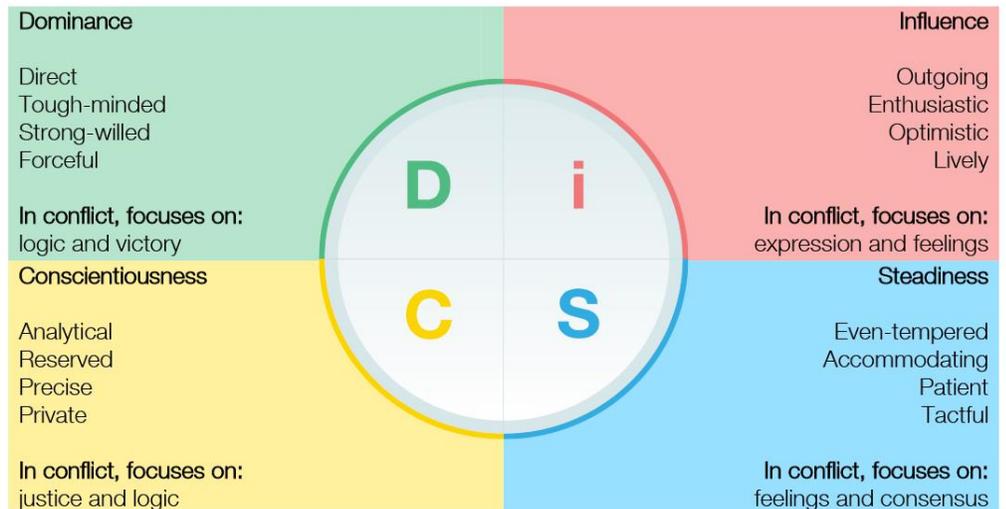
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The DiSC[®] model



DiSC® and Conflict

Page 2

D: logic and victory

i: expression and feelings

S: feelings and consensus

C: justice and logic

INTRODUCTION

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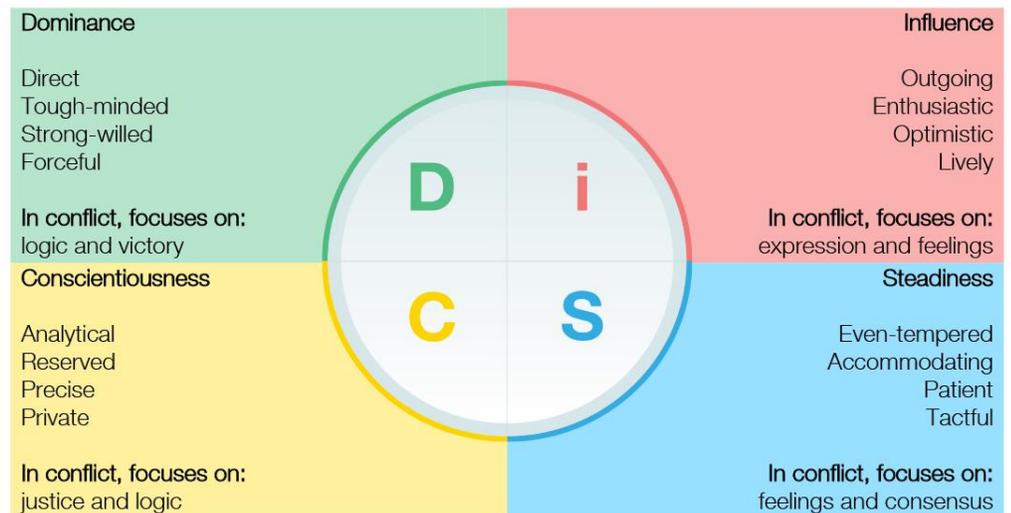
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The DiSC® model



Introduction to DiSC[®] 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® Style

Page 3 Activity

What questions might we ask coachee?

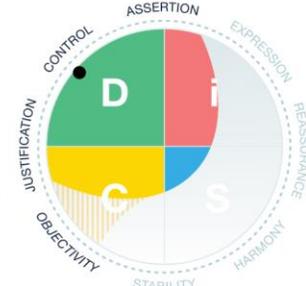
- What rang true?
- Were there any surprises?
- Any aha moments?

EVERYTHING DiSC

Part 1 YOUR DiSC® STYLE IN CONFLICT

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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

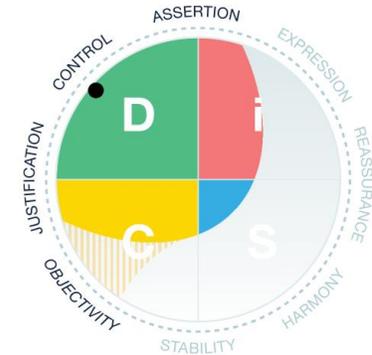
Part 1 YOUR DiSC® STYLE IN CONFLICT

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

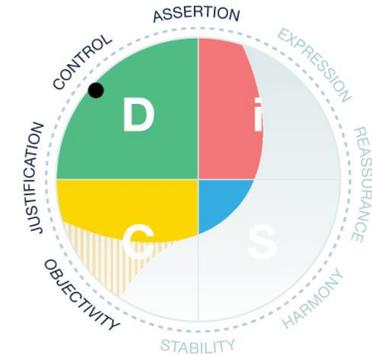
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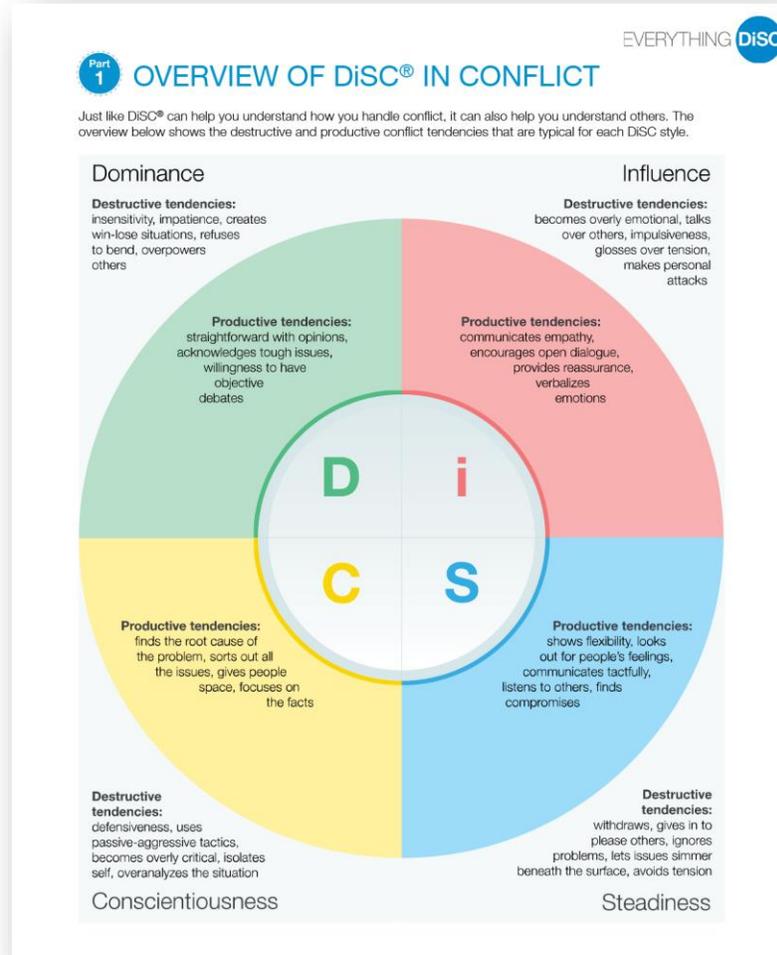
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DiSC[®] and Conflict

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?

The image shows three overlapping cards from the 'EVERYTHING DiSC' series, each focusing on conflict with a specific DiSC style. The top card is 'CONFLICT WITH THE D STYLE', the middle is 'CONFLICT WITH THE S STYLE', and the bottom is partially visible 'CONFLICT WITH THE D STYLE'. Each card includes a circular DiSC model with a dot indicating the style's position, explanatory text about their conflict behaviors, and a list of characteristics or advice.

Part 1 CONFLICT WITH THE D STYLE
EVERYTHING DiSC

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

Part 1 CONFLICT WITH THE S STYLE
EVERYTHING DiSC

What drives the S style in conflict?
Now, imagine you're in conflict with someone who has the S style. He prioritizes **harmony**, so there is probably nothing he wishes more than to not be in a disagreement with you. While you tend to address problems directly, he'd rather turn the other cheek. Therefore, when you confront him, he will likely cave in quickly, even if he doesn't really agree with what you say.
You probably notice that he makes attempts to smooth things over with you during and after conflict. This is because providing and receiving **reassurance** is important to him. While you tend to move past disagreements quickly, he tends to hang on to hurt feelings and may worry that your relationship has been irreparably damaged.
Furthermore, he prioritizes **stability**, so when tension arises, he may want to return things to normal as soon as possible. He isn't comfortable with the unknowns inherent in conflict—both in the exchange itself and the outcomes it brings. On the other hand, change and chaos do little to unnerve you, so you may handle disagreements with much more confidence than he does.

Compared to you

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

- More concerned about hurting people's feelings
- More likely to spend more time listening than talking
- More focused on remaining calm
- Less likely to initiate a tense discussion
- Less concerned about proving they're right
- Less skeptical of people

How can you have productive conflict with the S style?

People with the S style want to be agreeable and cooperative. They choose their words carefully, which is contrary to your straightforward approach, and their tiptoeing around issues may baffle or even irritate you. Therefore, to have productive conflict with the S style, consider the following:

- Convince them of the value of differing opinions.
- Communicate calmly and with sincerity.
- Don't overpower them or dominate the discussion.



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

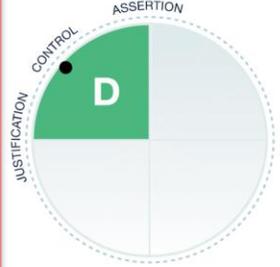
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Like you, this individual tends to **assert** herself during conflict. When she sees a problem, she's not afraid to tackle it head-on. She doesn't spend a lot of time hemming and hawing over what should be said or done—she just takes care of it. It's 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
			
Goals: Victory, results, personal accomplishment	Goals: Approval, understanding, openness	Goals: Agreement, acceptance, peace	Goals: Fairness, rational decisions, accuracy
Overuses: The need to win, impatience, bluntness	Overuses: Passion, impulsivity, outspokenness	Overuses: Passive resistance, compromise	Overuses: Restraint, analysis, rigidity
Fears: Being taken advantage of, appearing weak	Fears: Rejection, not being heard, disapproval	Fears: Letting people down, facing aggression	Fears: Being wrong, strong displays of emotion
			

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

EVERYTHING DISC

Part 2 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"/>	<input checked="" type="checkbox"/> Passive-aggression
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?

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

EVERYTHING DISC

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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

The image shows two overlapping pages from the book 'Everything DISC'. The top page is titled 'Part 2 WHY DO I DO THIS?' and contains the following sections:

- 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 continues even as you know that neither the best solution. At this point, you may act out a little ground rule.
- Belittling**
Making someone else feel inferior
By belittling someone, you're summing up their worth in a way that's easier to control. Belittling is a way to shut a person out when you know you're frustrated.
- Caving**
Giving in to someone else's demands
Giving in to someone else's demands is a path to ensure that you're on the right side of the other person. We seek shelter in the satisfaction of a relationship that's a norm for you. The quickest way to get what you want is to give in to someone else's demands.

The bottom page is also titled 'Part 2 WHY DO I DO THIS?' and contains the following sections:

- 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

Why Do I Do This?

Pages 12–17

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

Part 2 WHY DO I DO THIS?
EVERYTHING DISC

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 centers more on winning than finding the best solution. At this point, you may act out a little grudge.

Automatic thoughts that may lead to this response:

- There's no other way to do it.
- I don't want to give in.

Belittling
Making someone else feel inferior
By belittling someone, you may feel a sense of superiority. It's easier to feel better about yourself if you can make someone else feel worse. Belittling someone can be a way to vent your frustration. When a person shuts you out, you may feel frustrated.

Automatic thoughts that may lead to this response:

- I'm going to win.
- I'm going to show them.

Caving
Giving in to someone else's demands
Giving in to someone else's demands can be a way to avoid conflict. In some situations, the shelter in the cave is a realistic option. However, if you're always giving in, you may feel like a doormat. It's a quick way to end a relationship, but it's not always the best choice.

Automatic thoughts that may lead to this response:

- I don't want to argue.
- Putting up with this is easier than dealing with it.

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 exclude 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.
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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.

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

The image shows two overlapping pages from a manual titled "EVERYTHING DISC". Both pages are labeled "Part 2 WHY DO I DO THIS?".

Page 1 (Left):

- Arguing:** Exchanging differing points of view in a heated or tense way. Includes an illustration of two people talking.
- Belittling:** Making someone feel inferior. Includes an illustration of a person with a speech bubble saying "Idiot!".
- Giving in:** Giving in to someone's demands. Includes an illustration of a person with a speech bubble saying "I'm sorry".

Page 2 (Right):

- Defensiveness:** Becoming anxious or protective in the face of criticism. Includes an illustration of a person with a speech bubble saying "I'm not!".
- Dismissing opinions:** Treating other people's views as unworthy or unimportant. Includes an illustration of a person with a speech bubble saying "That's not my business".
- Drama:** Displaying an over-the-top reaction to a situation. Includes an illustration of a person with a speech bubble saying "OMG!".

Recognizing Automatic Thoughts

Page 18

Review the automatic thoughts

Select 3 that are most common for you

Feel free to write in additional thoughts

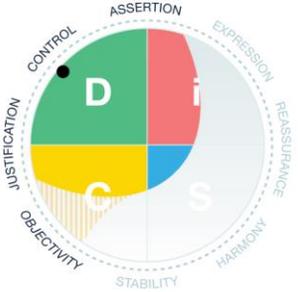
EVERYTHING DiSC

Part 2 **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?

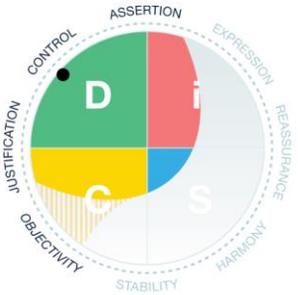
EVERYTHING DISC

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- 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?

Changing Your Response

The background features a series of overlapping, semi-transparent geometric shapes in various shades of blue and teal. These shapes, including triangles and polygons, are arranged in a way that creates a sense of depth and movement, primarily concentrated on the right side of the frame. The overall aesthetic is clean and modern.

Changing Your Response



Changing Your Response



Stepping Back



Changing Your Response

Page 19

Read and personalize:

✓ = most true for you

EVERYTHING DiSC

Part 3 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.

CONFLICT → AUTOMATIC THOUGHT → PRODUCTIVE RESPONSE

First, step back
Then, reframe

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?

EVERYTHING DiSC

Part 3 CHANGING YOUR RESPONSE

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CONFLICT → AUTOMATIC THOUGHT → [First, step back Then, reframe] → PRODUCTIVE 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.

Automatic thought: They have no idea what they're talking about.
Reframed thought: They're coming at this from a completely different angle than me.

Automatic thought: If they push me, I'll push back harder.
Reframed thought: 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?

Automatic thought:
Reframed thought:

Automatic thought:
Reframed thought:

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

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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	←	←

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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?

Reflection

Page 21

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EVERYTHING DiSC

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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)?

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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.

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

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Authorized Wiley Everything
DiSC Partner

ACC ICF Certified Coach

