



Life and Leadership Coaching

# Everything DiSC® Work of Leaders



**Brian Zaas**

“Good leadership is a channel of water controlled by God;  
He directs it to whatever ends He chooses.”

Proverbs 21:1, MSG

# Exploring Together

## A Model for Coaching Leaders



### VISION

The work of leaders includes crafting a vision of new possibilities for the future through exploration, boldness, and testing assumptions.



### ALIGNMENT

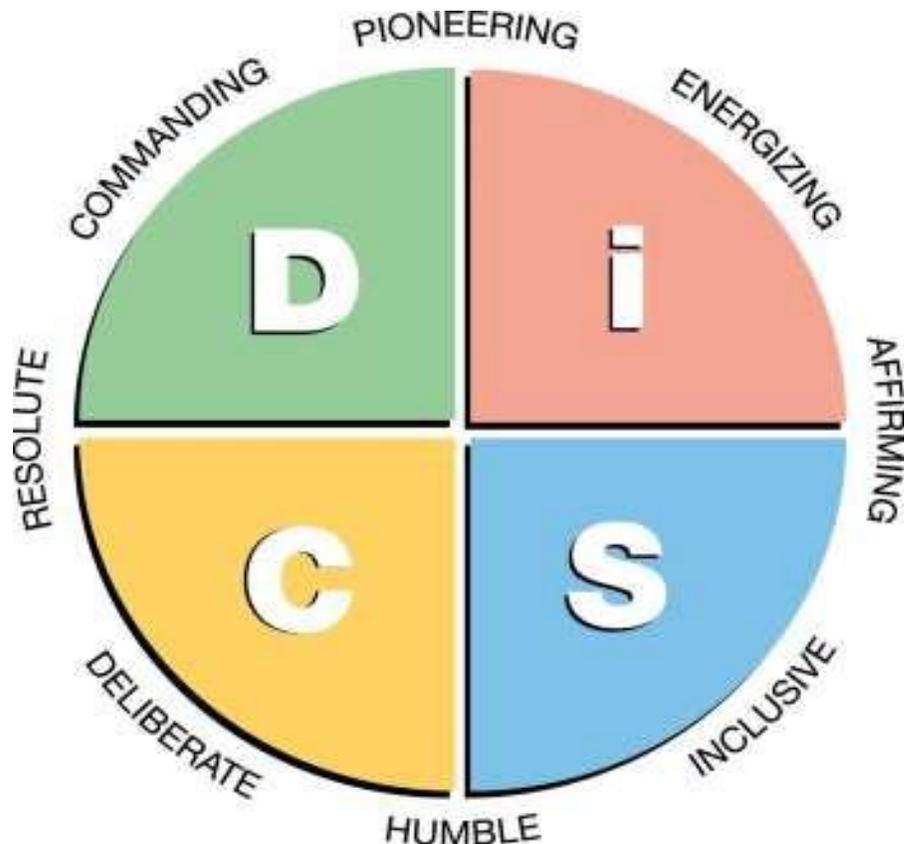
Leaders build alignment by communicating with clarity, engaging in dialogue, and providing inspiration, so everyone is moving in the same direction.



### EXECUTION

Finally, leaders need to champion execution through momentum, structure, and feedback, to enable the group to capitalize on its talents while making the vision a reality.

Focuses on understanding how tendencies influence effectiveness in specific leadership situations



## Cornerstone Principles

- ▶ Work of Leaders focuses on tangible steps directed at **leading a group or organization** toward desired outcomes.
- ▶ The concepts in this report are relevant for **leaders at all levels.**
- ▶ Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity.
- ▶ All four DiSC styles **contribute to leadership success**, and most likely your strengths reflect **your own DiSC style.**
- ▶ Your report focuses on developing **preferred behaviors** that are based on **best practices.**
- ▶ The best practices are **context specific**, so the preferred behaviors will change depending on the needs of the situation.

# Helping Leaders Gain Perspective



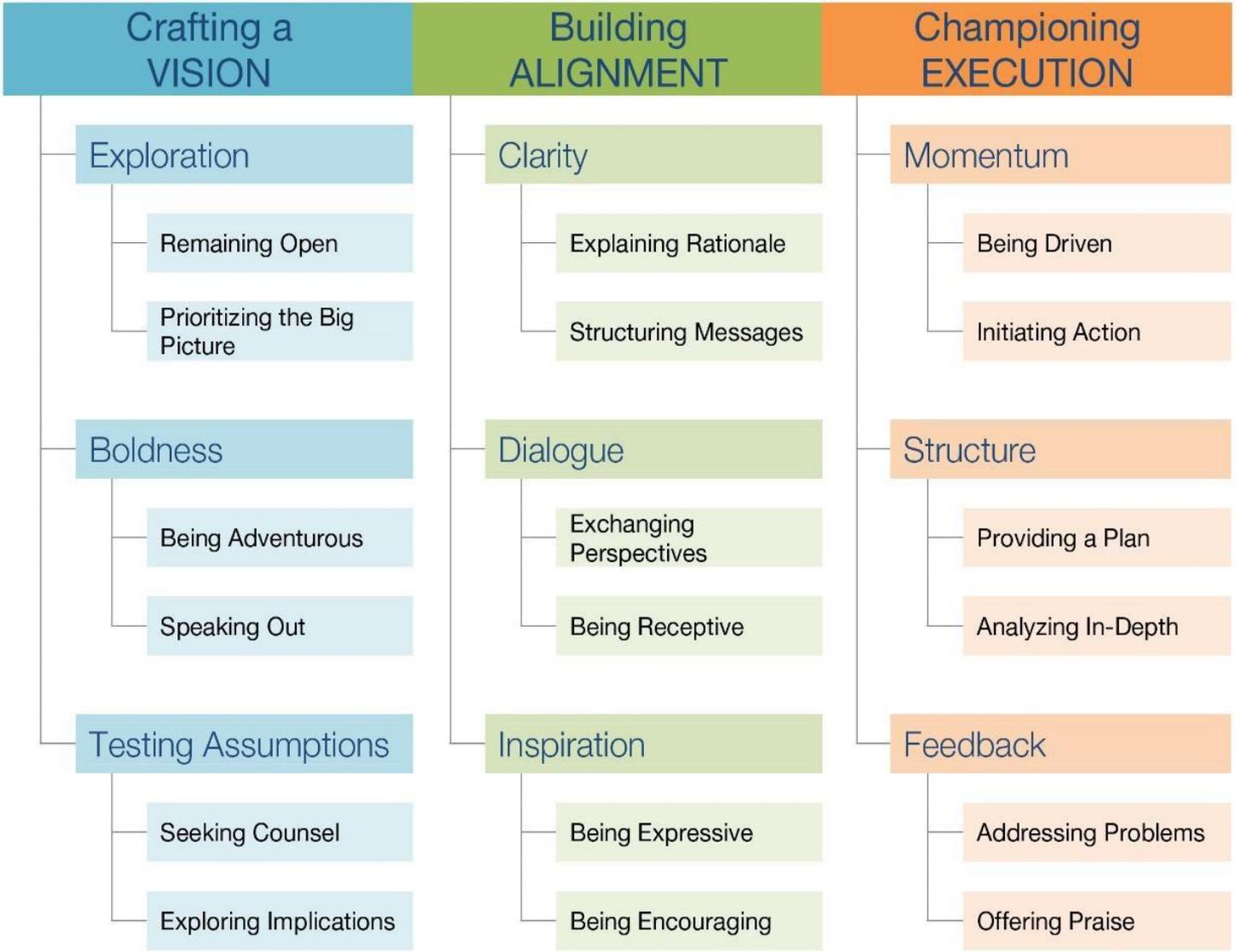
VISION

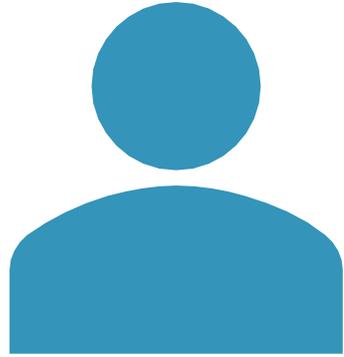


ALIGNMENT



EXECUTION





# Personalized Insights

- Connects to real-world challenges
- Guides powerful coaching conversations
- Provides ways to uncover paths for action

**WORK OF LEADERS  
PROFILE**

EVERYTHING **DiSC**  
WORK OF LEADERS®

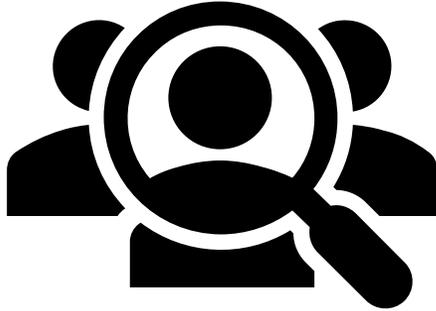
**Brian Zaas**  
Tuesday, October 22, 2013  
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DAGETYHESC



# The Dot begins the Leader's Story

- Reveals inclination to DiSC Style
- Brings insights to behavioral biases
- Contributes to priorities and passions

## YOUR DiSC® OVERVIEW

How is this report personalized to you, Brian?

In order to get the most out of your Everything DiSC Work of Leaders® Profile, you'll need to understand your personal map.

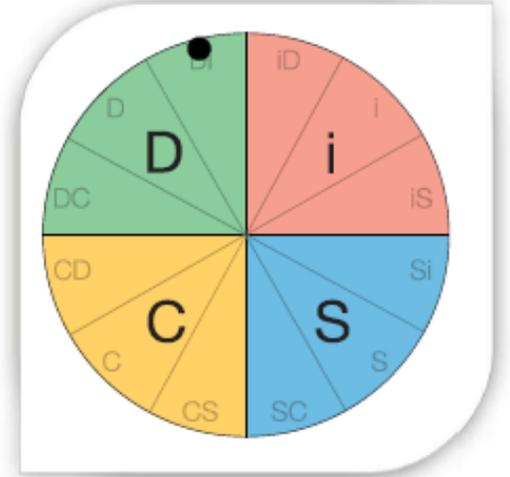
### Your Dot

The Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: Di

Your dot location shows your DiSC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.



### Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the Di style.

Now that you know more about the personalization of your Everything DiSC Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities and discover how this affects your leadership style.

# Exploring Leadership - Closer Look

## YOUR DISC® OVERVIEW

How is this report personalized to you, D?

In order to get the most out of your Everything DISC Work of Leadership personal map.

### Your Dot

The Everything DISC® model is made up of four basic styles: D, I, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DISC® Style: D

Your dot location shows your DISC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DISC® styles are equal and valuable in their own ways.

### Close to the Edge or Close to the Center

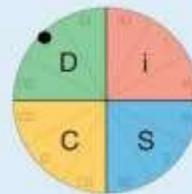
A dot's **distance from the edge** of the circle shows how natural characteristics of his or her DISC style. A dot positioned toward the edge indicates a strong inclination toward the characteristics of the style. A dot located in the center indicates a moderate inclination. And a dot positioned close to the center indicates a weak inclination. A dot in the center of the circle is no better than one near the edge of the circle, so you are **strongly inclined** and associated with the D style.

Now that you know more about the personalization of your Everything DISC Work of Leadership personal map, you'll learn about your dot location and how this affects your leadership style.

## YOUR DISC® STYLE & DOT

EVERYTHING DISC

### Your Dot Tells a Story Your DISC® Style is: D



Because your style is **D**, your natural ambition helps you blaze a trail toward your goals. The promise of victory compels you to move quickly and to set high expectations for yourself and others.

Most likely, you're driven to accomplish great things. In fact, this might be the **first thing people notice about you**. Leaders with the D style are rated by their followers, peers, and managers as being more results-focused than any of the other DISC® leadership styles. Because of this determination to triumph, you may become impatient and in turn frustrated if your expectations aren't met. In your pursuit of measurable results, you don't hesitate to pressure the group to keep pushing forward. You tend to exhibit a direct, take-charge approach, and people probably know what you expect of them.

**Like other leaders with the D style**, you initiate action and help the group maintain momentum. You're probably comfortable introducing abrupt change, especially if it will get ideas off the ground. In addition, you're a quick thinker, so you have little trouble making on-the-fly decisions based on gut instincts. You're eager to find new opportunities, and you possess the courage to act on them quickly. Furthermore, you instill a sense of urgency in the group, pushing them to reach deadlines and achieve speedy results.

You gain satisfaction from clearing a path through obstacles, doubt, and resistance. You tend to wear your skepticism on your sleeve, and you're often the first to point out flaws and inconsistencies in other people's arguments. Research shows that the most pronounced strength of leaders who share your D style is a willingness to speak their minds. However, you're so focused on the challenge of finding flaws that you may not stop to think about the impact of your words. In fact, one of the most common pieces of constructive feedback for leaders with your style is that they sometimes fail to take other people's feelings into account.

Furthermore, because you have a competitive edge, you likely have a high tolerance for conflict. In fact, you may sometimes be eager to engage in a battle of rapid-fire ideas. Most likely, you'll fight tenaciously for your viewpoints in order to satisfy your win-at-all-costs instincts, especially if you see your ideas as most beneficial for the organization.

Leaders with the D style have a high level of confidence. This allows you to act decisively and maintain your drive to achieve. You strongly believe in your abilities, so once you've chosen a direction, you likely bury any peaky doubts that surface. However, keep in mind that at least 50% of leaders who share your D style get low marks for not being able to recognize their limitations and acknowledge when they're wrong. Still, because you have such a firm, steadfast approach, people often instinctively trust that you have a solid understanding of what's important, which may give you more credibility.

**Denard, your most valuable contributions as a leader** may be your tendency to move forward quickly, speak with conviction, make tough decisions, and step up to the plate when the group lacks direction. In fact, these are probably some of the qualities that others admire most about you.

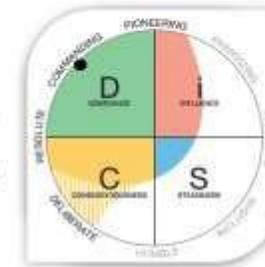
## SHADING

EVERYTHING DISC

style can also

are people who

that's. Your



## Leadership Experience?

sense of responsibility to get results, and you expect others to be confident and driven style may cause you to come across as you accomplish your goals, you may strive toward the next

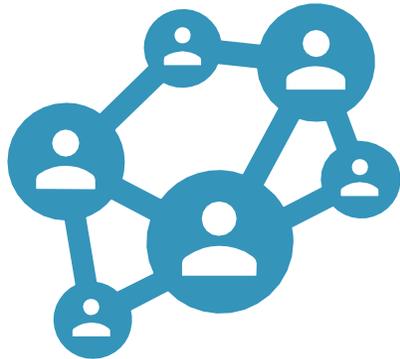
you prefer to seek out bold new opportunities rather than rely on probably avoid getting bogged down in details and tend to act and running, you may become frustrated with people who appear

willed about their beliefs, and they may hold their ground even show great persistence to overcome any obstacles that stand ns for yourself and others, and you aren't afraid to speak up

h isn't typical for someone with your style. Most likely, you if decisions based on facts and logic. Quality outcomes are are efficient and accurate results, you probably strive to - ss possible.



# Overview of DiSC® styles



## DOMINANCE

**Priorities:** getting immediate results, taking action, challenging self and others

**Motivated by:** power and authority, competition, winning, success

**Fears:** loss of control, being taken advantage of, vulnerability

**You will notice:** self-confidence, directness, forcefulness, risk-taking

**Limitations:** lack of concern for others, impatience, insensitivity

Questioning  
Logic-focused  
Objective  
Skeptical  
Challenging

**Priorities:** ensuring accuracy, maintaining stability, challenging assumptions

**Motivated by:** opportunities to use expertise or gain knowledge, attention to quality

**Fears:** criticism, slipshod methods, being wrong

**You will notice:** precision, analysis, skepticism, reserve, quiet

**Limitations:** overly critical, tendency to overanalyze, isolates self

## CONSCIENTIOUSNESS

## INFLUENCE

**Priorities:** expressing enthusiasm, taking action, encouraging collaboration

**Motivated by:** social recognition, group activities, friendly relationships

**Fears:** social rejection, disapproval, loss of influence, being ignored

**You will notice:** charm, enthusiasm, sociability, optimism, talkativeness

**Limitations:** impulsiveness, disorganization, lack of follow-through

Accepting  
People-focused  
Empathizing  
Receptive  
Agreeable

**Priorities:** giving support, maintaining stability, enjoying collaboration

**Motivated by:** stable environments, sincere appreciation, cooperation, opportunities to help

**Fears:** loss of stability, change, loss of harmony, offending others

**You will notice:** patience, team player, calm approach, good listener, humility

**Limitations:** overly accommodating, tendency to avoid change, indecisiveness

## STEADINESS

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

Thoughtful  
Moderate-paced  
Calm  
Methodical  
Careful

D

i

C

S

# Leadership: Crafting → Building → Championing



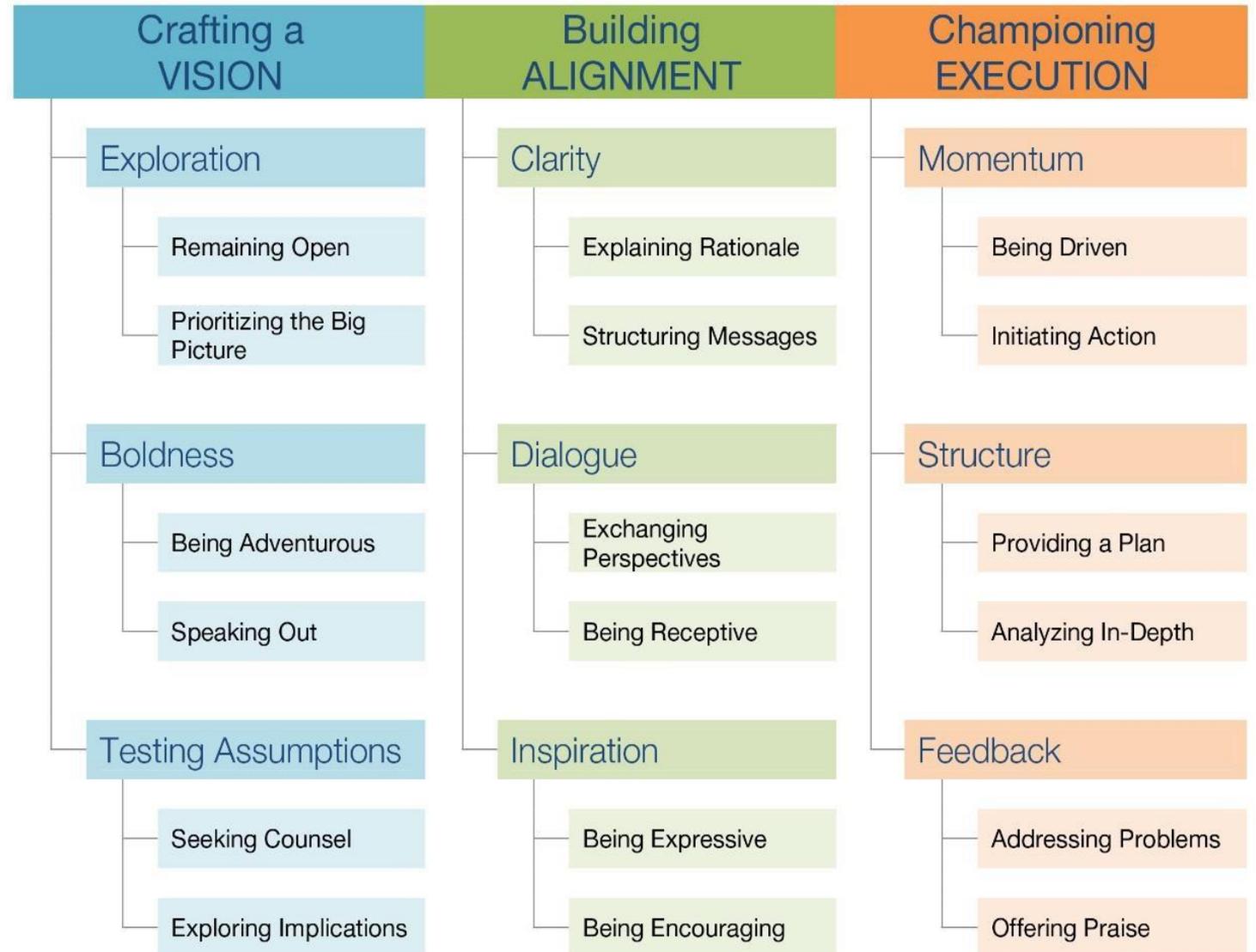
VISION



ALIGNMENT



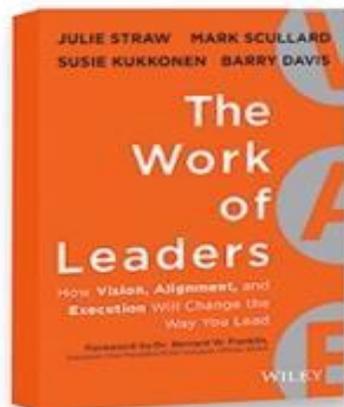
EXECUTION



# Vision: Exploration and Boldness

“Experienced leaders didn't say that vision was just critical to *their* work.

... They said vision is critical to *every* leader's work.”



**The Work of Leaders: How Vision, Alignment, and Execution Will Change the Way You Lead**  
Julie Straw, Barry Davis, Mark Scullard, Susie Kukkonen, Bernard W. Franklin  
April 2013

# Vision to Reach the Next Generation

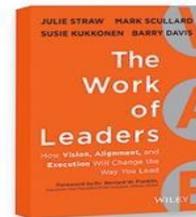
“Millennials don’t only demand to know the organization’s purpose – its reason for being – but are prepared to leave the firm if that purpose doesn’t align with their own values.”

— Bob Moritz, chairman and senior partner, Price Waterhouse  
[The U.S. chairman of PWC on keeping Millennials engaged](#), *Harvard Business Review*

# Alignment

Clarity,  
Dialogue,  
Inspiration

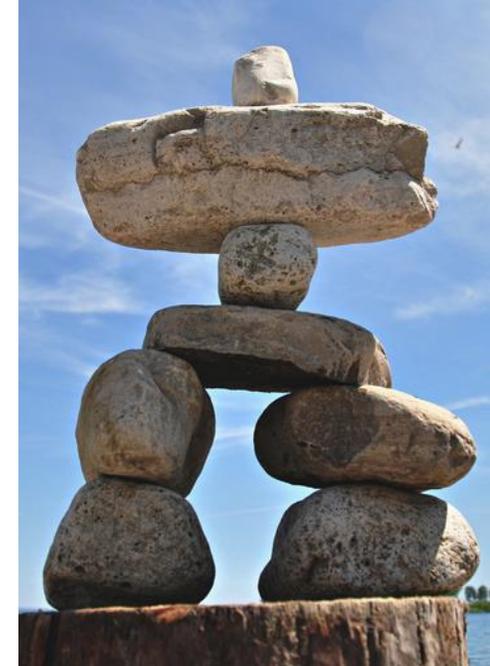
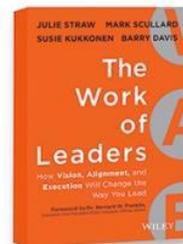
“Building alignment is the act of *gaining buy-in for your vision* and it’s absolutely critical in moving from imagination to reality.”



# Alignment

## Establishing the Team Dynamics

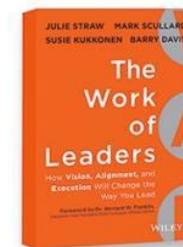
Building alignment means ensuring that each and every person understands his or her role in making the vision a reality.



# Execution:

# Leadership Commitment

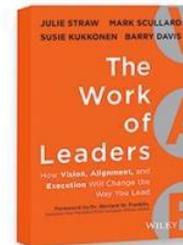
“Championing execution is as much about **establishing and defining your credibility** as an effective leader as it is about helping the organization or team achieve the vision.”



# Execution:

Momentum,  
Structure,  
Feedback

“Support and advocacy from a leader **confirms the vision** is not just talk, not just aspiration, and is something that **can really be done**, something that is within reach.”





# Recognizing Leadership Strengths

## YOUR LEADERSHIP STRENGTHS

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your three strongest areas in the process of Vision, Alignment, and Execution. Take a moment to read and reflect on how to maximize your use of these strengths in your current role.

### Execution >> Momentum >> Initiating Action

**Reactive** ←—————|—————|—————●————→ **Initiating**

You like to initiate action and get new projects moving. Leaders like you don't sit around waiting for someone else to tell them what to do—they act. Because you're often so proactive, you help create a sense of momentum for others, and your colleagues probably appreciate that you:

- Provide an entrepreneurial spirit
- Encourage others to find new ways to contribute
- Create an environment conducive to initiative and growth

### Execution >> Momentum >> Being Driven

**Low-Key** ←—————|—————|—————●————→ **Driven**

Because being driven comes naturally to you, you probably create a fast-paced culture where people put pressure on themselves to perform. Leaders like you provide real momentum for the entire group. As a result, the people you work with are likely to respond to your sense of urgency, and they might also appreciate that you:

- Contribute a sense of energy and a competitive spirit
- Provide a focus on timely results
- Keep the group from becoming complacent or stagnant

### Vision >> Boldness >> Being Adventurous

**Cautious** ←—————|—————|—————●————→ **Adventurous**

You like adventurous ideas, and as a result, you probably create bold visions that capture people's imaginations. You often pursue opportunities that more cautious leaders would pass up, and this can give your group a competitive advantage. Your boldness might encourage people to take on new challenges that could lead to exciting outcomes, and others probably appreciate that you:

- Take chances in pursuit of success
- Display confidence in the capabilities of your team
- Focus on the potential rewards of adventurous ideas

# Considering Leadership Challenges

## YOUR LEADERSHIP CHALLENGES



Now that you have a better idea of your strengths as a leader, let's take a closer look at the three behavioral continua where you have the greatest opportunities for improvement.

1. Explaining Rationale 2. Exploring Implications 3. Being Receptive

### Alignment >> Clarity >> Explaining Rationale

Offer Intuition ← ● ————— Explain Rationale

Since you see your communication style as intuitive, you may need to put more effort into explaining your rationale to provide the clarity that others need.

#### Tips for Improvement

- Be straightforward with your reasoning. When people understand how your decisions are made, they're more likely to trust what you're saying.
- When you're communicating important information to a group, monitor people's reactions for comprehension. If you sense confusion, take time to ask about any areas of misunderstanding or uncertainty.
- Be ready with data to back up your intuition. You might be inherently drawn to an idea, but you need to substantiate it with more than gut feelings if you want your team to rally behind you.

#### Case In Point

##### Evelyn's Example:

*Evelyn was sure she was on the right track as she developed a new idea. However, she knew that it needed validation beyond her own reasoning, so she collected some data to back up her thoughts. She made this information available to her team, and when they gained some insight into her conclusions, they readily bought in to the idea.*

##### Michael's Example:

*Michael was explaining the decision to change directions to his team when he noticed that some of the team members looked confused. He paused to ask them if it was making sense, and they began asking questions that made it clear they weren't following his rationale. Michael stepped back to reframe his message, making sure to pause frequently and ask questions to check their understanding.*

#### How Can You Adapt Your Behavior to Become a Better Leader?

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

## Tips for Improvement

- Be straightforward with your reasoning. When people understand how your decisions are made, they're more likely to trust what you're saying.
- When you're communicating important information to a group, monitor people's reactions for comprehension. If you sense confusion, take time to ask about any areas of misunderstanding or uncertainty.
- Be ready with data to back up your intuition. You might be inherently drawn to an idea, but you need to substantiate it with more than gut feelings if you want your team to rally behind you.

- ▶ How do you see Vision, Alignment and Execution as contributing to your coaching clients growing as a leaders?
- ▶ In what ways, can your coaching clients explore and be transformed by knowing their leadership strengths and challenges?



# Breakout Session #1

# Work of Leaders — Coaching:

Jonathan Woolridge,  
WeAlign Certified Coach



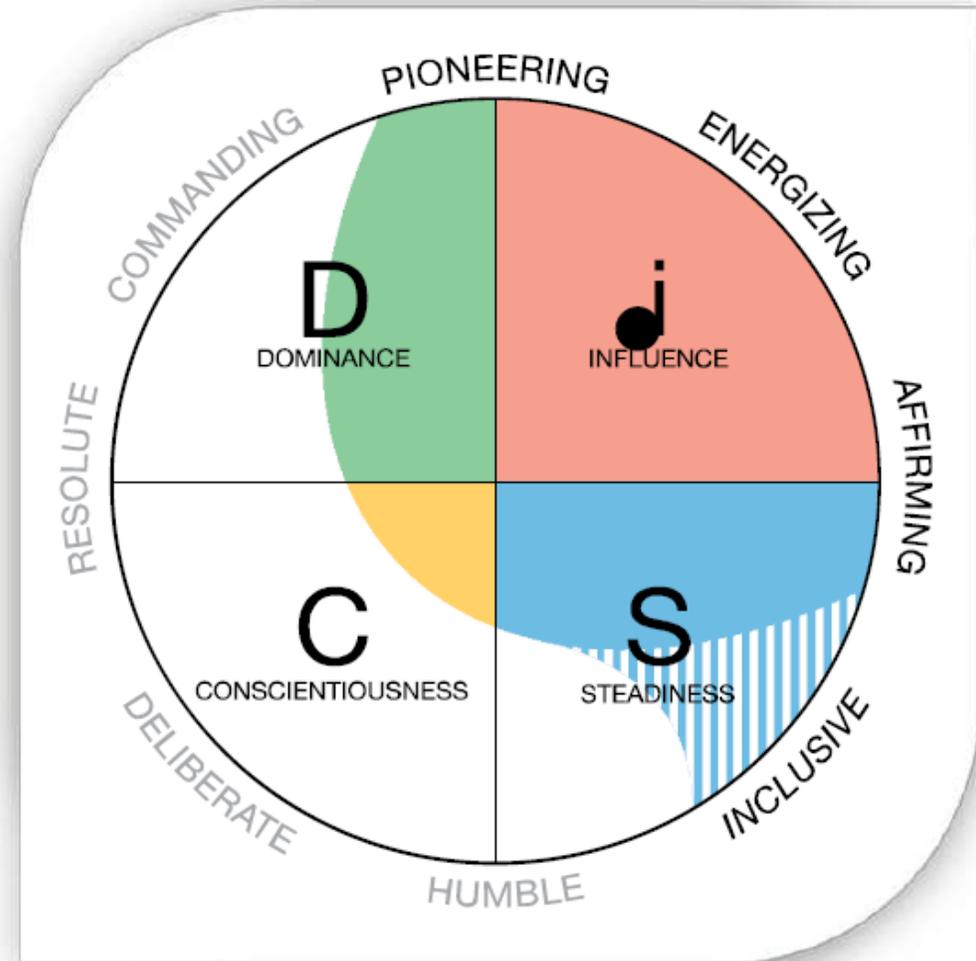
# Priorities Shaping Leadership Experience

Being Energized

Being Pioneering

Being Affirming

Being Inclusive



Jonathan W.



- ▶ How does coaching your clients through a leadership assessment help them explore and expand their perspective?
- ▶ In what ways can you see coaching leaders using the Everything DiSC Work of Leaders Profile used most effectively?

## Breakout Session #2

- ▶ As a result of our time together, what do you see as the key takeaways?
- ▶ How do you see your role in coaching leaders impacted by what you learned?



# Questions and Take Aways