

INSPIRE

On Leadership

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Understand Yourself and Others

As we work with leaders to support their development, an understanding of behavioral tendencies of humans is a favorite part of the process. We rely on the use of the DISC Behavioral Style profile. In this column, I will summarize the key attributes the four styles.

The Dominant Driver, who has a direct nature with a task orientation while doing work, is valuable to an organization because of their drive for results. They take on challenges and make quick decisions, relying on a combination of data and instinct. They need to be careful as they work with others because of a natural tendency to be abrupt and abrasive. They are motivated by having a sense of control for both themselves and others.

The Influencing Expressive, who has a direct nature with a relationship orientation while doing work, is valuable for their creativity and ability to rally groups of people around key initiatives. Their relationship orientation is 'one to many,' and they tend to be the cheerleaders, known for participating in teams, sharing ideas and energizing others. They need to be careful about their tendency to be easily distracted when, in fact, they may have additional details to attend to on things already in motion. They are motivated by acknowledgment for their contributions.

The Steady Amiable, who has an indirect nature with a relationship orientation while doing work, is valuable to an organization because of their genuine care for others. Their relationship orientation is 'one to one,' and they like working behind the scenes, performing in consistent and predictable ways and being good listeners. They need to be careful about their tendency to avoid uncomfortable situations because of the need to preserve relationships.

The Compliant Analytical, who has an indirect nature with a task orientation while doing work, is valuable because of their typically extreme attention to detail. They are often sticklers for quality, planning ahead, employing systematic approaches, and checking and rechecking their work for accuracy. They need to be careful about their tendency to take too long or to strive for a sure thing.

Without an understanding of the innate differences of people, it is too easy for us to get caught up in what annoys us about others, particularly when their behaviors do not match our own. The ultimate goal of strengthening this understanding is to help foster tolerance for and appreciation of differences.

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