

WAG MORE BARK LESS: COMMUNICATIONS TIPS FOR WORKING WITH ALL BEHAVIORAL STYLES

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Research shows that having a positive work team leads to:

- 31% higher productivity
- 37% higher sales
- 3 times higher creativity
- 23% fewer health-related effects from stress

SO HOW DO WE CREATE A MORE POSITIVE WORK TEAM? BETTER COMMUNICATION TO IMPROVE TEAM ENGAGEMENT, ENERGY AND PROFITABILITY!

There are a number of behavioral assessments that can be used in businesses to help team members understand behavioral and personality differences. Some of those include:

- DiSC Behavioral Assessments
- Insights Discovery
- Myers Briggs Personality Testing

When using these tools with a work team, they provide a common language that people can use to discuss what behaviors they share with others, and what they do differently.

With DiSC, there are 4 main behavioral styles but everyone is a combination of all 4 styles:

- Dominance
- Influence
- Steadiness
- Conscientiousness

Dominance – focused on action, results, challenge, logic, and being fast-paced – Dominant people:

- Produce results and set high standards for performance.
- Enjoy new challenges and competition.
- Bore easily and are impatient.
- Take risks, challenge the status quo and break rules.
- Solve problems and achieve goals.
- Want to be in charge.
- Make decisions quickly and get frustrated quickly.
- “Tell it like it is.”

Dominant people might:

- Move too quickly.
- Appear insensitive or unapproachable.
- Demonstrate impatience.
- Attempt to get other moving before they are ready.

*Dominant people are energized by being in charge and taking on new challenges.
Under pressure dominant people may be blunt or even rude and make reckless decisions*

Influence – focused on action, enthusiasm, collaboration, people and being fast-paced – Influential people:

- Ⓜ Are optimistic, charming and outgoing (a “people person”).
- Ⓜ Trust people and bring out their best.
- Ⓜ Like people and want them to like them, too.
- Ⓜ Are master communicators and enjoy networking.
- Ⓜ Ignore the rules.
- Ⓜ Energize people and can be inspirational.
- Ⓜ Dislike details and can appear scattered.
- Ⓜ See the “big picture”.
- Ⓜ Are creative and innovative.
- Ⓜ Enjoy being in the “spotlight”.

Influential people might:

- Ⓜ Be a great starter, but have trouble following through.
- Ⓜ Appear too social or talkative.
- Ⓜ Have trouble working alone.

Influential people are energized by working with people in a fast-paced environment and being in the spotlight. Under pressure influential people may have to rely on their ability to “talk” their way out of things.

Steadiness – focused on collaboration, support, stability, people and being moderate-paced – Steadiness people:

- Ⓜ Are loyal, sympathetic, friendly and supportive.
- Ⓜ Are a good listener and a team player.
- Ⓜ Work hard to create a harmonious environment.
- Ⓜ Have the goal of helping people.
- Ⓜ Tend to be slow to change.
- Ⓜ Dislike conflict.
- Ⓜ Are patient.
- Ⓜ Like clearly defined rules.
- Ⓜ Like being recognized for loyalty and service.

Steadiness people might:

- Ⓜ Let themselves be intimidated, ignored or taken for granted.
- Ⓜ Not be consulted when changed are proposed.
- Ⓜ Be too indecisive.
- Ⓜ Take criticism as a personal attack.

Steadiness people are energized by being recognized for their service and having clearly defined rules. Under pressure steadiness people may wait for people to tell them what to do or take criticism as a personal attack.

Conscientiousness – focused on challenge, accuracy, stability, logic and being moderate-paced – Conscientious people:

- Ⓢ Want to be right.
- Ⓢ Often prefer to work alone.
- Ⓢ Read the fine print.
- Ⓢ Research every aspect of a situation.
- Ⓢ Value being accurate and logical.
- Ⓢ Like systems and procedures.
- Ⓢ Look for how it could go wrong.
- Ⓢ Have very high standards (perfectionist).
- Ⓢ Want access to data and information.
- Ⓢ Get it done right.

Conscientious people might:

- Ⓢ Get stuck in the details.
- Ⓢ Become paralyzed in decision-making.
- Ⓢ Not be able to accept times when “perfect” isn’t the best choice.
- Ⓢ Become overly critical of themselves and others.

Conscientious people are energized by being right and having access to information. Under pressure conscientious people may suffer from analysis paralysis and become overly critical of themselves and others.

Relating to DiSC Styles

	FOCUS	BEHAVIORS	TENDENCIES	NEEDS	STRESSORS	HOT SPOTS
D	Directing environment by overcoming opposition and challenge	Self-confidence, decisiveness, risk-taking and faster pace	Getting immediate results, taking action and accepting challenges	Challenge, power, authority, direct answers, control, respect and independence	Loss of environmental control, being taken advantage of and being challenged	Lack of concern for others, impatience and can move too quickly
i	Shaping environment by persuading and influencing others	Enthusiasm, charm, flexibility, sociability and go with the flow pace	Involvement with people, working in groups, making a favorable impression and seeking approval	Praise, social environment, recognition, acceptance, relationships and group work	Social rejection, disapproval, loss of influence and being left out	Impulsiveness, disorganization and lack of follow through
S	Stability and accomplishing tasks through cooperation with others	Patience, team player, methodical approach and takes time to process	Calm, steady demeanor, prefers background over spotlight, loyalty and good listener	Consistency, sincerity, collaboration, teamwork and knowing the rules	Loss of stability, the unknown, change, unpredictability and conflict	Overly willing to give, putting their needs last and slower pace than others may need
C	Precision, getting it right and a disciplined method	Cautious, precise, diplomatic, restrained and takes time to evaluate	Attention to standards and details, analytical thinking and valuing accuracy	Defined expectations, supporting data, quality, accuracy, time alone and business-like environment	Criticism of their work, slipshod methods, lack of information and lack of promptness	Overly critical of self and others, indecision because of desire to collect and analyze data

BY UNDERSTANDING YOUR OWN STYLE AND THE STYLE OF OTHERS, YOU MOVE TOWARDS VALUING OTHERS AND WHAT THEY BRING TO THE “TABLE.”



- Ⓢ Remember that VALUE can look and feel differently depending on another's style.
- Ⓢ Learn about those around you – how they see situations and deal with stress, change and conflict.
- Ⓢ Adjust your behaviors accordingly.
- Ⓢ You cannot change anyone but you – new approaches come from you, not them.

Conflict Management

Thomas and Kilman's Conflict Styles – Assertiveness versus Cooperativeness

- Ⓢ Competing – You force
- Ⓢ Avoiding – You withdraw
- Ⓢ Accommodating – You give in
- Ⓢ Compromising – You both give up something
- Ⓢ Collaborating – You work together

Types of Conflict:

- Ⓢ Work-Style – Do you complete things fast or take time to think about them?
- Ⓢ Role Definition – Who is responsible for this task/service/program?
- Ⓢ Change-Based – Do some employees disagree with new policies/procedures?
- Ⓢ Interdependence – Are the people we depend on performing duties the way we need them to?
- Ⓢ Personality & Interpersonal – Are personalities, genders, ages or cultural backgrounds affecting the team?

Conflict Resolution Tips:

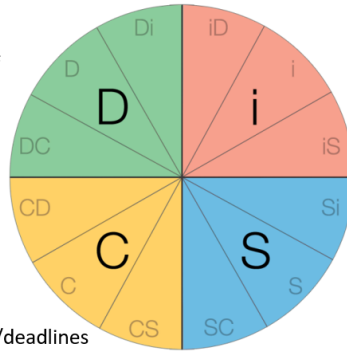
- Ⓢ "Do unto others as others prefer to be done unto."
- Ⓢ Use facts verses judgements.
- Ⓢ Language matters: "You are always late and not very reliable." vs. "We started MRIs today at 7:30 and you weren't here. This is the 2nd time this week this has occurred."
- Ⓢ Or: "You really need to keep your cool with clients." vs. "I heard you raise your voice with Mrs. Smith at the front desk this morning."
- Ⓢ Reach out to team members to offer support and suggestions instead of withdrawing or competing.
- Ⓢ Begin conversations from a place of curiosity and respect and have an open mind.

PRACTICE THE PAUSE. PAUSE BEFORE JUDGING. PAUSE BEFORE ASSUMING. PAUSE BEFORE ACCUSING. PAUSE WHENEVER YOU'RE ABOUT TO REACT HARSHLY AND YOU'LL AVOID DOING AND SAYING THINGS YOU'LL LATER REGRET.

WHAT SHOULD WE DO FOR CONFLICTS WITH OTHER STYLES?

Be sure to:

- Make communication brief
- Let them initiate
- Stick to the topic
- Eliminate time-wasters



Be sure to:

- Be relaxed and sociable
- Let them verbalize feelings
- Give public recognition
- Use humor

Be sure to:

- Provide clear expectations/deadlines
- Be tactful and emotionally reserved
- Be precise and focused
- Value high standards

Be sure to:

- Provide a secure environment
- Use sincere appreciation
- Acknowledge their importance
- Let them adapt slowly to change

Change the Way You Talk at Work:

- 🎯 Use a positive power lead
- 🎯 Spotlight the right
- 🎯 Focus on successes
- 🎯 Replace “and” with “but”
- 🎯 Tell people you’re in this together
- 🎯 Take a step back from negative people
- 🎯 Express gratitude

UTILIZING DISC FOR STRESS MANAGEMENT

Different personality types react to stress in different ways and from different situations. Knowing your style and others enables you to respond in a positive, thoughtful manner. What is stressful to one type may be entirely non-stressful to another. Here are a few common situations or circumstances to consider:

Situation	Stressful to:	Non-Stressful to:
Loss of control	D	I
Taking orders	D	S
Slow deliberation	D and I	S and C
Lack of deliberation	C and S	D and I
Not being liked	I	D and C
Precision and detail	I	C
Public speaking	S and C	I

D-Style

Causes of Stress:

- Loss of control or the ability to make independent decisions

Signs of Stress:

- Becomes aggressive and pressuring with short-term goals
- Is impatient and does things even if they are wrong
- Becomes irritating, blunt and demanding

Alleviating Stress:

- Give them an opportunity to act independently.
- Focus on the big picture and quantifiable goals.
- Avoid power struggles.

Coping Ideas: Start a new project

- Get yourself involved in a new project or think of new ways to optimize and delegate some of your workflow and processes.
- For a full detachment from work stress, consider whether your yard could use a makeover.
- Get the ball rolling and create a task list for each family member to get them involved in helping too.

I-Style

Causes of Stress:

- Losing of influence or being sidelined
- Restrictions on flexibility
- Lack of social acceptance
- Focusing on very detail-oriented tasks with limited interactions

Signs of Stress:

- Becomes over-caring of human relationships
- Seeks attention from everywhere
- Is too interested in others' opinions
- Has strong emotional opinions and defends them critically or rebelliously

Alleviating Stress:

- Give them an opportunity to move, meet people, and interact.

Coping Ideas: Have a virtual party

- Brush up on Teams or Zoom for work.
- Download the HouseParty app to connect with others.

S-Style

Causes of Stress:

- Unexpected changes or surprises
- Unstructured situations

Signs of Stress:

- Becomes overcautious – wants to maintain the present ways of doing things
- Becomes withdrawn and resists everything
- Becomes difficult to approach and stubborn

Alleviating Stress:

- Create a predictable environment and include in it the planning of new things.
- Create a cozy atmosphere.
- Encourage them to delegate.

Coping Ideas: Schedule “one-on-one” time

- Schedule some one-on-one projects with friends or co-workers.
- Write a handwritten note and send it to a friend through postal mail.

C-Style

Causes of Stress:

- Lack of information or unclear roles
- Absence of rules and guidelines
- Conflicts and chaos

Signs of Stress:

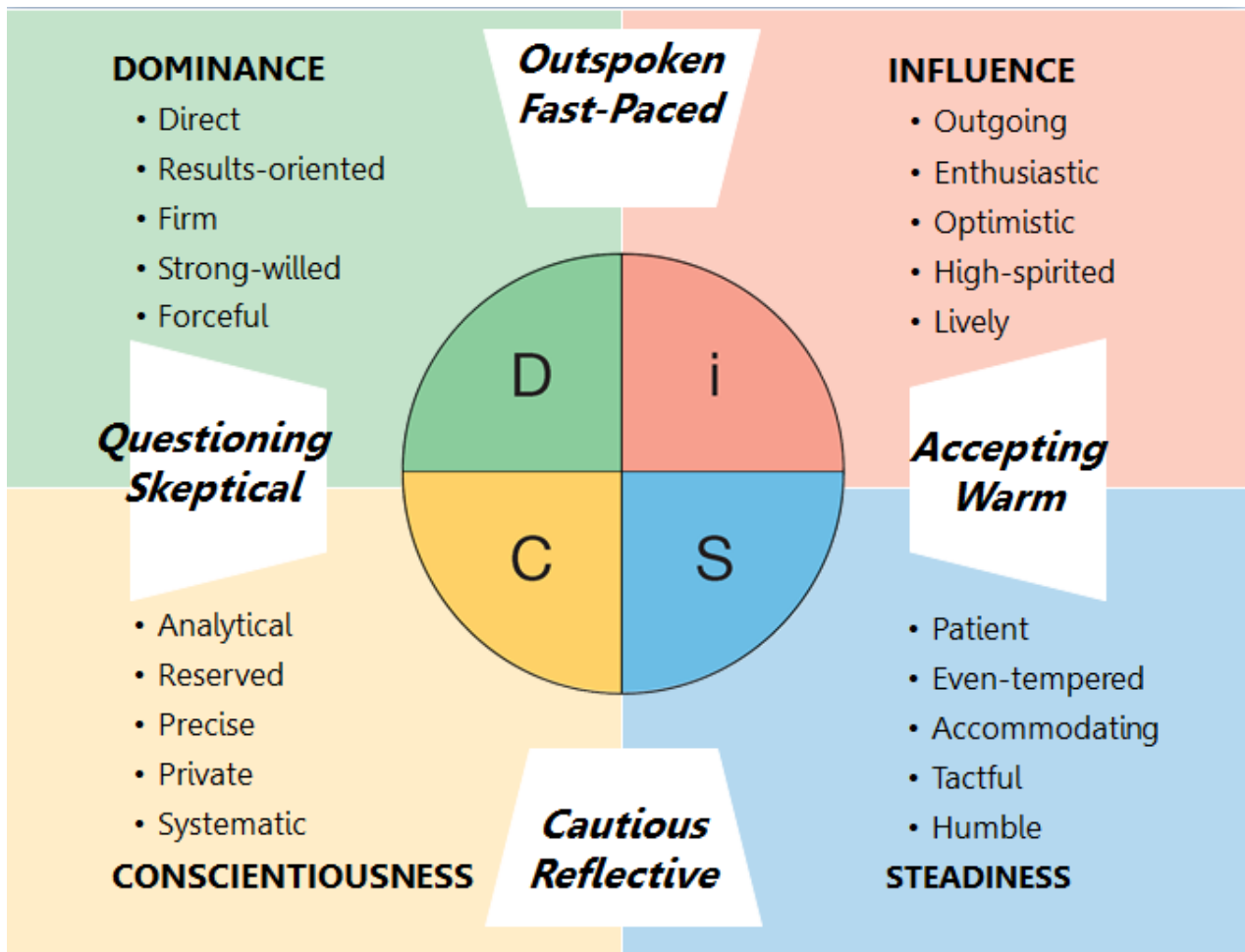
- Questions everything, overly interested in the causes/consequences of issues
- Trusts only in logic and even doubts that
- Fears the worst
- Withdraws and becomes distant

Alleviating Stress:

- Provide information, feedback, clear instructions and defined roles.
- Encourage them to try to let go of perfectionism.

Coping Ideas: Get organized

- Reformat older PowerPoint or Excel spreadsheets.
- Organize and upgrade your closet with a storage shelf, cube bins, and color-code those t-shirts.



Try people reading to know how to better interact with others.

Principles

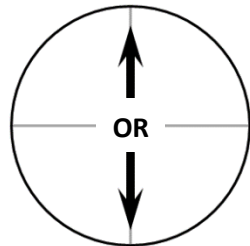
- People reading isn't meant to label people. Instead, it's a way to help us understand their needs.
- There are no good or bad styles.
- All styles have strengths and limitations.
- Everyone is a blend of all four styles, so it may be difficult to read people correctly.

Watch for Other Observable Behaviors

- Body language, such as posture, use of hands, facial expressions, etc.
- Tone of voice and expression, such as pace, inflection, volume, etc.
- Words chosen to deliver the actual messages.

1 Consider whether this person tends to be more:

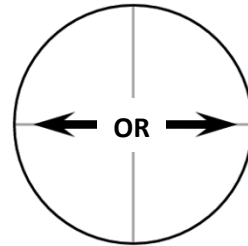
FAST-PACED & OUTSPOKEN



CAUTIOUS & REFLECTIVE

2 Then, consider whether this person also tends to be more:

QUESTIONING & SKEPTICAL



ACCEPTING & WARM

3 Now, combine this person's tendencies to determine his or her DiSC® behavioral style.

Dominance

FAST-PACED & OUTSPOKEN
QUESTIONING & SKEPTICAL



Influence

FAST-PACED & OUTSPOKEN
ACCEPTING & WARM

Conscientiousness

CAUTIOUS & REFLECTIVE
QUESTIONING & SKEPTICAL

Steadiness

CAUTIOUS & REFLECTIVE
ACCEPTING & WARM