

# WORK OF LEADERS PROFILE

## BETA VERSION 4

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EVERYTHING **DiSC**  
WORK OF LEADERS™

ASSESSMENT TO ACTION.

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## Introduction to Work of Leaders

Everything DiSC® Work of Leaders™

### Welcome to Work of Leaders

*Everything DiSC® Work of Leaders™* provides a simple, compelling process that helps leaders get real results. The focus is on breaking down the work that leaders do into intuitive, actionable components. The program is designed to improve your self-awareness in key areas that will help you get better outcomes in your role as a leader.

### Your DiSC Leadership Style

In the first section of this report, “Your DiSC® Leadership Style,” you’ll learn the basics of the DiSC model and gain an understanding of the four primary styles. Then, you’ll discover the top three **priorities** associated with your style—the things that come most naturally to you. Finally, you’ll read a detailed description of what it’s like to be a leader with your DiSC style when it comes to the essential work of leaders: **Vision, Alignment, and Execution**.

### Cornerstone Principles of Work of Leaders

- ▶ *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**
- ▶ **Understanding yourself** is the first step toward effective leadership
- ▶ Your report feedback is **context specific**— it applies only to the particular step of the Work of Leaders process in which it’s presented

### Work of Leaders: Vision, Alignment, and Execution

Work of Leaders provides a simple, three-step **process** to help you reflect on how you approach the most fundamental work of leaders: Creating a **Vision**, building **Alignment** around that vision, and championing **Execution** of the vision. You’ll discover the **three drivers** for each of these areas, and learn about your potential strengths and challenges on the **behavioral continua** that affect your work as a leader. You’ll also get specific action steps to improve your leadership effectiveness.



#### VISION

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



#### ALIGNMENT

Leaders must also build alignment by communicating with **clarity**, engaging others in **dialogue**, and providing **inspiration**, to ensure that everyone is moving in the same direction.



#### EXECUTION

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

## Your DiSC® Style

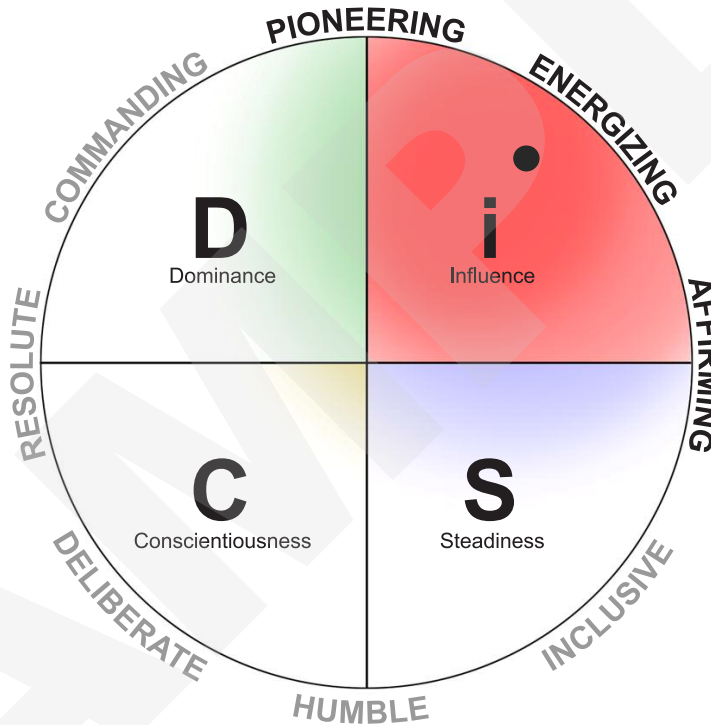
Everything DiSC® Work of Leaders™

## Your DiSC® Leadership Style

Avery, the picture below shows your **Everything DiSC® Leadership Map**. Your dot **location** shows your DiSC® style. Because your dot is in the **i** region, this is your **primary style**. You do not have a **secondary style** because you're centered in the **i** region rather than tending significantly toward either D or S.

The eight words around the map represent the **leadership priorities** of the styles. When we talk about priorities, we mean the primary areas where leaders focus their energy. The three priorities that are closest to your dot are the top priorities of your DiSC style.

**Your Style: i**  
**Primary Style: i**  
**Secondary Style: N/A**



### Your Leadership Map

The position of your dot shows that you are **strongly inclined** toward the **i** style. Because your dot is very close to the edge of the circle, it's also quite close to the priorities of being Energizing, Pioneering, and Affirming. Therefore, these things are probably highly important to you.

On the other hand, the priorities of being Deliberate, Humble, and Resolute are pretty far away from your dot. So, if you have to choose between being Deliberate and being Energizing, the choice will probably be clear: you'll usually choose Energizing because it's much closer to your dot.

Note that the map **shading** also illustrates how inclined you are to use each style. The more of the region that is shaded, the more likely you are to show characteristics of that style.

# Overview of the DiSC® Styles

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## Your DiSC® Leadership Style

The graphic below provides a snapshot of the four basic DiSC® styles. Keep in mind that while **everyone is a blend of all four styles**, most people tend most strongly toward one or two styles.

### D: Dominance

**Priorities:** being commanding, being pioneering, being resolute

**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

### C: Conscientiousness

**Priorities:** being deliberate, being humble, being resolute

**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

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

### i: Influence

**Priorities:** being energizing, being pioneering, being affirming

**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

**i**  
Influence

**S**  
Steadiness

### S: Steadiness

**Priorities:** being inclusive, being humble, being affirming

**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

Thoughtful  
Moderate-Paced  
Calm  
Methodical  
Careful

**D**  
Dominance

**C**  
Conscientiousness

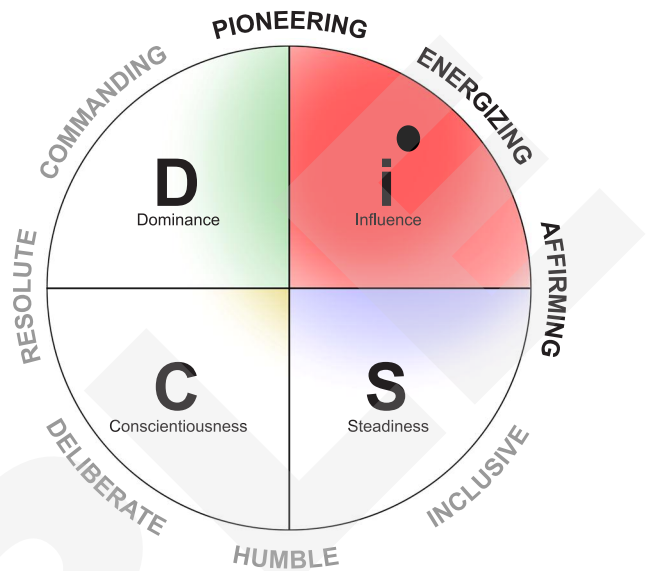
## Your Leadership Priorities

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Your DiSC® style can say a great deal about what aspects of the job you see as most important, and it can influence how you interact with your colleagues.

Overall, your top leadership priorities are being **Energizing**, **Pioneering**, and **Affirming**. This means that you're probably a fast-paced and enthusiastic leader. Others might describe you as lively, outgoing, and inspiring. Most likely, you have a strong sense of optimism that attracts you to adventurous ideas.

## Your DiSC® Leadership Style



### What Priorities Shape Your Leadership Experience?

#### ► Being Energizing

Avery, leaders with your i style are upbeat connectors who can often rally a group of people to achieve their goals. You tend to keep your energy level high, and you likely pitch your ideas with a lot of enthusiasm. Even during tough situations, you tend to maintain your optimism. Because it's more in your nature to inspire and encourage, you're probably less comfortable being critical. In fact, because you want to maintain harmony, you may sometimes fail to confront potential problems or lackluster performances.

#### ► Being Pioneering

As a leader who values adventure and excitement, you like to make progress toward innovative or groundbreaking solutions. Therefore, you may pass over traditional or safe ideas in favor of bold opportunities that ignite your energy. In fact, you may often trust your gut instincts to decide on the course of action that feels right. You don't mind stretching the boundaries, and when you've picked a direction that appeals to you, you may become so eager to act that you overlook key details.

#### ► Being Affirming

Leaders with your i style like to say "yes" whenever possible. Most likely, others see you as friendly and warm, and they're probably comfortable approaching you with problems and concerns. Because you want to create a positive environment where people can relax and do their best work, you strive to acknowledge everyone's contributions. In fact, you often take the time to celebrate both group and individual accomplishments, and this probably helps to build morale. Overall, your passion and positive attitude may greatly increase the sense of team spirit.

## Your Leadership Style Overview

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## Your DiSC® Leadership Style

### Your DiSC Style: i

Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.

#### Vision

Avery, like other leaders with your i style, you probably find it energizing to take risks. Because you want to find exciting opportunities for your group, you're not afraid to explore the unknown when creating your leadership vision. You have a tendency to be optimistic, and this may also help you to move forward with adventurous ideas.

You also have a preference to speak candidly, which can be a helpful quality when you're striving to create a bold vision. You aren't afraid to suggest solutions that others might consider too aggressive or adventurous. In fact, your willingness to put yourself on the line by stepping forward with bold ideas can lead to better outcomes for your team.

How often you seek counsel from trusted sources before making decisions is another characteristic that affects how you create a vision. At times, you may prefer to process decisions independently, while at others, you may ask for advice. When you test your assumptions by soliciting others' perspectives, you increase your chances of understanding the implications of the vision before moving ahead.

#### Alignment

You tend to be expressive, which is typical of leaders with your i style. Your outgoing and sociable approach can be a real benefit when you're working to gain alignment. Because you tend to be optimistic and enthusiastic, you're probably effective at creating a positive group dynamic and getting people fired up.

In addition, you tend to be encouraging, and this can help you get people on board and keep them engaged. When morale seems to need a boost, you're quick to step in with a dose of optimism and a few positive words. People probably appreciate that you make an effort to provide this type of inspiration.

Your tendency to be receptive to other people's ideas is another leadership quality that affects your ability to gain alignment. Overall, your receptivity makes you well-suited to engage others in meaningful dialogue. When people sense that you value their perspectives, they are more likely to come to you with their ideas and concerns.

#### Execution

You tend to be quite driven—more so than some with your i style—and this can help you create a sense of urgency for those around you. Most likely, you prefer to maintain an energetic pace, and you may expect the same of others. People in your group may feel more compelled to push toward results when they see you setting the example.

In addition, you tend to be quite open with praise and recognition, which can really help in terms of maintaining efficiency. By reinforcing positive behavior, you not only highlight your expectations for your team, but you make people feel like their contributions really matter. Good morale goes a long way in the seamless execution of a major goal.

You like to initiate action, and this also has an impact on how effectively your group executes its plans. Because you're proactive, you probably model a sense of urgency for those around you. As a result, others may also be more likely to take the initiative rather than simply react.

## Vision, Alignment, and Execution

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## Work of Leaders

Now let's look at how leaders approach their work, specifically crafting a **Vision**, building **Alignment** around that vision, and bringing it to life by championing **Execution**. Each of these leadership **process** steps has three corresponding **drivers**, and each driver has two **behavioral continua**. Your results on the behavioral continua apply only to the particular driver and process step where they appear.

### DRIVERS OF VISION

#### EXPLORATION

The leader **remains open** to exploring uncharted territory.  
The leader **prioritizes the big picture** and lets go of any assumptions.

#### BOLDNESS

The leader is willing to **take risks** in hopes of great achievement.  
The leader is not afraid to be **candid** and to be seen as unconventional.

#### TESTING ASSUMPTIONS

The leader **seeks counsel** from trusted peers and advisors.  
The leader **explores the implications** of changes and risks.



### DRIVERS OF ALIGNMENT

#### CLARITY

The leader **communicates logic** with a well-defined rationale.  
The leader is **succinct**, using just enough words to get ideas across.

#### DIALOGUE

The leader **exchanges perspectives**, allowing for a participatory process.  
The leader is **receptive** to new ideas and cares about others' concerns.

#### INSPIRATION

The leader is **expressive** with energy and excitement.  
The leader **encourages** people to believe in themselves.



### DRIVERS OF EXECUTION

#### URGENCY

The leader is **driven**, inspiring others to push themselves.  
The leader prevents stagnation by **initiating** new projects.

#### STRUCTURE

The leader makes sure **plans** are in place so people can do their work.  
The leader **embraces complexity** in order to get the job done right.

#### FEEDBACK

The leader makes sure to promptly **address problems**.  
The leader **offers praise** and acknowledges contributions.



## What Do We Mean by “Vision?”

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## Work of Leaders: Vision

**VISION is an IMAGINED FUTURE CONDITION for the organization or team.**

At any level of leadership, a vision is a **condition that is imagined—a future state** in which the organization or team creates something of unquestionable value, serves customers in unparalleled fashion, or reinvents the way it does business.

A well-crafted vision is broader in scope than a typical goal. For example, a goal might be: “Sell 20 million widgets this year.”

Whereas, a vision is: “Be the world leader in widgets while maintaining the highest safety standards in the industry.”

The terms “vision,” “mission,” “goals,” and “values” are sometimes used interchangeably. However, in the context of this report, we will focus our discussion around the term “vision.”

**VISION is important because:**

- It **expands assumptions** about what can be done.
- It **provides purpose** for organizations, teams, and individuals (including the leader).
- It **drives** the development of specific, vision-supporting **goals**.
- It **unifies people**.

**Expands Assumptions**

**Provides Purpose**

**Drives Goals**

**Unifies People**

**LEADERS AT ALL LEVELS help craft the VISION.**

While we think of vision as coming from the top down, crafting a vision is ideally a **shared process** that combines contributions from leaders at all levels. While visions may seem to spring full-blown from one person’s head, they are generally the result of ongoing efforts over a period of time by a larger group.

While the CEO may be responsible for the overall vision, each leader within the organization needs to define a vision for their group that supports the main vision.

For example, the CEO’s vision for the organization may be, “Our company will shift from domestic leader in the industry to international leader in the industry within five years.”

A customer service manager within the same company might have the following supportive vision: “Our customer service will grow to offer 24 hour support in six major languages in the next three years.”

Now that you have a better idea of what we mean by vision, let’s look at each of the **three drivers** of vision: **Exploration, Boldness, and Testing Assumptions.**

## Vision Driver 1: Exploration

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## Work of Leaders: Vision



### How Exploration Drives Vision

Although a great vision often sounds simple and elegant, a good deal of effort and insight has usually gone into developing it. There is a discipline to exploring new ideas that involves thinking at a big-picture level. It also involves resisting the temptation to choose the “right” idea too quickly.

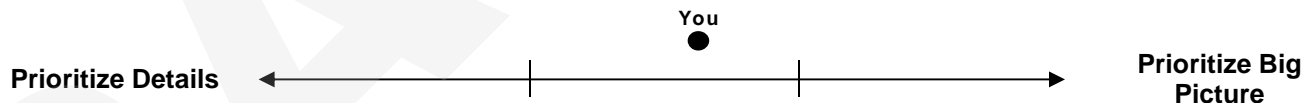
- Leaders need to be intentional about exploring new directions.
- It may help to suspend judgment and consider a variety of ideas.
- Exploration involves giving oneself the time to weigh options.

### How Do You Approach Exploration, Avery?

When we talk about driving a vision by exploring, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to remain open, and others have a tendency to get closure. Also, some leaders prioritize the big picture, while others prioritize the details. In general, the exploration of a vision is best accomplished by using the behaviors on the right-hand side of these scales, specifically remaining open and prioritizing the big picture.



Avery, you fall in the middle of the continuum between pushing for closure and remaining open. When it comes to creating a vision, it's important to remain open to a wide variety of ideas, even those that initially seem impossible. Oftentimes, organizational culture drives people to focus on forward momentum, but this can be at the expense of developing truly effective visions. Since you're in the middle of this scale, you can probably push yourself to think more broadly and creatively when working on the vision.



You fall on the middle of the scale between prioritizing the details and prioritizing the big picture, so you are probably comfortable balancing both. The process of exploration, however, involves a high level of conceptual thinking that may be outside the norm for you. It requires entertaining theories about how the pieces might fit together or about patterns and trends that might affect your plans for the future. You may have to fight the temptation to focus on the concrete details of what is real and practical, because this can lead you to prematurely write off undeveloped ideas.

Since you see yourself as only moderately inclined to remain open and to prioritize the big picture, you may need to be a bit more intentional about exploring new ideas to create a vision.

## Vision Driver 2: Boldness

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## Work of Leaders: Vision



### How Boldness Drives Vision

Creating a bold vision doesn't necessarily mean doing something on a big scale. But it does mean that the leader has a willingness to go out on a limb to champion bold new directions. Great leaders take risks to stretch the boundaries of what seems possible and challenge people to rise to the occasion.

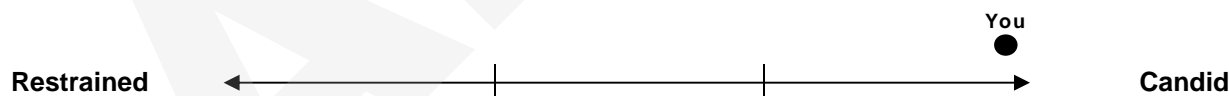
- Leaders don't make a big impact without taking some chances.
- People look to leaders for a compelling vision that excites them.
- Every great accomplishment begins with a bold idea.

### How Do You Approach Boldness, Avery?

When we talk about driving a vision with boldness, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to take risks, and others have a tendency to be more cautious. Also, some leaders are candid with their bold ideas, while others are restrained. In general, creating a bold vision is best accomplished by using the behaviors on the right-hand side of these scales, specifically being risk-taking and candid.



Avery, you tend to focus more on the potential benefits of taking chances than on the possibility of failure. Most likely, your confidence in the abilities of your team allows you to act, even when it's not clear how success will be reached. Even if you occasionally fall short, creating a bold vision positions your group to grow and stay ahead of the rest of your industry. Others probably appreciate your confidence that your group will be able to overcome obstacles along the way.



You tend to be quite willing to be candid, particularly when you feel that you have something important to say. Because you're willing to take chances socially and to put your credibility on the line, you're more likely to speak up about bold ideas, even if they seem rash to others. Your willingness to go out on a limb probably helps create a culture where others feel comfortable throwing out adventurous ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

Since you see yourself as a risk-taker and willing to be candid, you may already be doing a good job of creating a bold vision.

## Vision Driver 3: Testing Assumptions

## Work of Leaders: Vision

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### How Testing Assumptions Drives Vision

Creating a vision requires exploring ideas and being bold, but it's also crucial that the vision be grounded. Leaders can test their assumptions through several means, including seeking the advice of others and doing more formal research. This is not about looking for support, but instead is about soliciting objective input and surfacing potential problems.

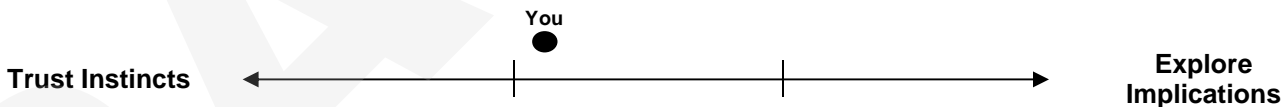
- Leaders need to look beyond their own thinking to test assumptions.
- It's important to recognize obstacles when developing a vision.
- Consider a variety of methods in checking your hypotheses.

### How Do You Approach Testing Assumptions, Avery?

When we talk about driving a vision by testing assumptions, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to seek counsel, and others have a tendency to decide independently. Also, some leaders focus on exploring implications, while others prefer to trust their instincts. In general, testing assumptions is best accomplished by using the behaviors on the right-hand side of these scales, specifically seeking counsel and exploring implications.



Avery, you may occasionally check in with people whose opinions you respect when you're faced with a major decision. You also may look to others for guidance when you're feeling particularly indecisive or are facing an issue on which you have little expertise. However, you may be less likely to make a regular practice of seeking counsel before making decisions. As a consequence, you may sometimes pass up opportunities to understand different perspectives as you check your assumptions.



You are probably comfortable trusting your instincts, but you also take the time to analyze ideas that you may not feel entirely sure about. When facts aren't pivotal to the success of the vision, you may be less inclined to do your homework. You may have confidence that your initial impressions are reasonably accurate, and you may see little need to probe further. As a leader, it's important to carefully check your assumptions before pursuing a vision. By exploring the implications, you increase your chances of a successful outcome.

Since you see yourself as being only moderately inclined to seek counsel and explore implications, you may need to be a bit more intentional about testing your assumptions as you create a vision.

## What Do We Mean by “Alignment?”

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## Work of Leaders: Alignment

**ALIGNMENT is GAINING BUY-IN from the organization and your team.**

Alignment refers to the act of **getting buy-in for the vision** from everyone who will have a role in making it a reality. Alignment ensures that people are on the same page, both from a task and an emotional perspective.

Alignment requires ongoing **one-way and two-way communication**. In fact, the failure of a vision, no matter when it happens, can often have more to do with a lack of alignment than with the strength of the vision or the efficiency of execution.

Too often, leaders treat alignment as something to check off a to-do list. In reality, alignment is a **dynamic, ongoing process** that requires the leader to continually monitor and realign as conditions and needs change.

**ALIGNMENT is important because:**

- It **sets the stage** by proposing a plan for effective implementation.
- It **provides a forum** for questions and concerns.
- It **brings people together** behind the vision.
- It **generates excitement** for the vision.

**Sets the Stage**

**Provides a Forum**

**Brings People Together**

**Generates Excitement**

**ALIGNMENT is for LEADERS AT ALL LEVELS**

Gaining and maintaining alignment is a critical role for leaders at all levels. Alignment requires attention to upward, downward, and lateral communication. Leaders in certain positions may need to use more time and energy to maintain alignment at all levels.

### What does alignment look like for you?

A number of structural and cultural factors can affect how you go about creating and maintaining effective alignment. Consider which of these are relevant for you and your organization.

- Formal vs. informal communication
- Face-to-face vs. virtual environment
- Lateral vs. hierarchical structure
- Common vs. competing interests

Now that you have a better idea of what we mean by alignment, let’s look at each of the **three drivers** of alignment: **Clarity, Dialogue, and Inspiration**.

## Alignment Driver 1: Clarity

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## Work of Leaders: Alignment



### How Clarity Drives Alignment

When communicating with others, it's important to explain things in a logical, succinct manner. Some leaders have trouble translating their great ideas into words. Others struggle to stay on topic or fail to relay the most important points. When people don't understand your vision, how can you expect them to get on board?

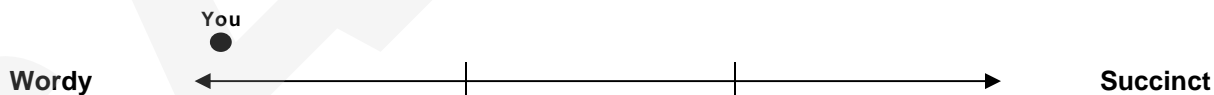
- Clear communicators present salient ideas logically and succinctly.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.

### How Do You Approach Clarity, Avery?

When we talk about driving alignment with clarity, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to communicate logic, and others have a tendency to communicate intuition. Also, some leaders tend to be succinct, while others tend to be more wordy. In general, clarity is best accomplished by using the behaviors on the right-hand side of these scales, specifically communicating logic and being succinct.



Avery, you tend to be highly intuitive when making decisions, and this can make it more challenging to communicate the vision with clarity. This isn't to say that you aren't capable of making good decisions—insight can be drawn from your own personal experiences. However, it's important not only to fully understand for yourself what's behind the vision, but you also need to be able to explain the vision in logical terms to others. When not checked against logic, your intuitive approach can fail to give people the data and reasoning they need to truly buy in to the vision.



You have a tendency to present so much information that people can get lost in your words. You may be quite good at telling a colorful story, but this communication style doesn't always help when the goal is alignment. If people have trouble identifying your main point, you may lose their attention. Leaders who tend to be wordy often provide unnecessary details and go off on tangents when presenting a vision. To improve your communication when it's time to get buy-in, take the time to fully organize your thoughts before conveying your message.

Since you see your communication style as intuitive and wordy, you may need to put more effort into explaining things logically and being succinct to provide the clarity that others need.

## Alignment Driver 2: Dialogue

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## Work of Leaders: Alignment



### How Dialogue Drives Alignment

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue about the “who,” “what,” “why,” “where,” “when,” and “how” questions. When leaders involve others in two-way conversations like this, it not only increases buy-in, but also gives leaders invaluable information.

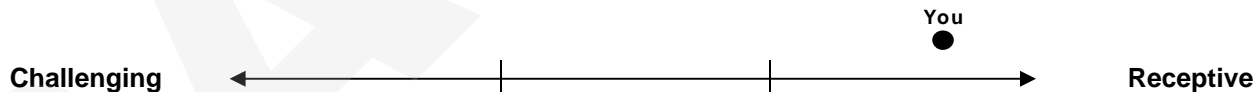
- Gaining alignment requires openness to others’ ideas and concerns.
- People want the chance to ask questions and share their insights.
- Dialogue helps leaders identify potential problems or disconnects.

### How Do You Approach Dialogue, Avery?

When we talk about driving alignment with dialogue, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to exchange perspectives, and others have a tendency to present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. In general, dialogue is best accomplished by using the behaviors on the right-hand side of these scales, specifically exchanging perspectives and being receptive.



Avery, you tend to fall between presenting information and engaging others in a two-way exchange. While people may feel that they’re able to speak their minds, you may not go out of your way to solicit their opinions and feedback. Exchanging perspectives with others can be challenging because it means giving up some control of your message and opening up to potential criticism. While there are times when simply presenting information can be appropriate, gaining alignment around a vision often calls for a more participatory approach.



You tend to take an open-minded approach to others’ ideas. People probably feel that they can bring their opinions and concerns to you without fear of being shot down or made to feel incompetent. Because you’re so receptive, you may help to create a culture of openness where people can engage in candid dialogue. By listening to everyone’s concerns upfront, you’re more likely to gain alignment. Not only will people give you feedback when you ask for it, but they’re probably willing to speak up along the way as well.

Since you see yourself as receptive to ideas but only moderately inclined to exchange perspectives, you may need to spend a bit more time engaging in two-way communication to provide the dialogue that others need.

## Alignment Driver 3: Inspiration

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## Work of Leaders: Alignment



### How Inspiration Drives Alignment

How do leaders get people truly excited to start a new project or initiative? They inspire others by painting an exciting picture of the future, sharing their own passion, and showing confidence in the team's ability to succeed. Leaders who are able to inspire others in this way tend to be much more successful in gaining and maintaining buy-in.

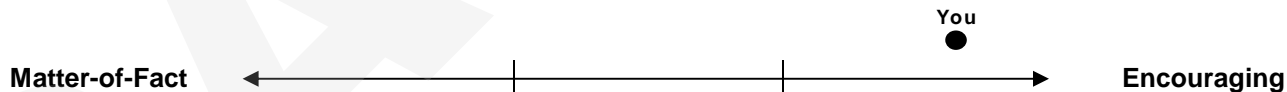
- Real buy-in isn't just getting people to go through the motions.
- When you express your passion, others become more committed.
- People need to see how their efforts will contribute to success.

### How Do You Approach Inspiration, Avery?

When we talk about driving alignment with inspiration, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be expressive, and others have a tendency to be reserved. Also, some leaders tend to communicate encouragement, while others tend to be more matter-of-fact. In general, inspiration is best accomplished by using the behaviors on the right-hand side of these scales, specifically being expressive and encouraging.



Avery, you probably don't spend any energy trying to filter your emotions, and when you're excited, your passion can be contagious. When people sense your enthusiasm, they're more likely to believe a vision is worthy of their attention. With your expressive approach, you help to create a dynamic environment that brings up the group's energy level. Your willingness to share your emotions makes it easier for people to relate to you, and it also makes it clear that you really care about the vision for the group.



You probably have a natural interest in making people feel good about themselves and the work that they're doing. Most likely, you have an optimistic outlook, and others get the sense that if they work hard toward the vision, positive results will follow. As an encouraging leader, you may give people the courage to try new things and to find their inner strength when things get difficult. You tend to maintain a positive tone, and you make an effort to show support. Ultimately, your encouragement helps people to focus on the promise of their work rather than the challenges.

Since you see yourself as both expressive and encouraging, you may already be doing a good job of providing the inspiration that others need.

## What Do We Mean by “Execution?”

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## Work of Leaders: Execution

### EXECUTION is TURNING THE IMAGINED FUTURE CONDITION into REALITY

At the most basic level, execution is **making the vision a reality**. The leader must make sure that all conditions are in place so that everyone can do the work necessary to fulfill the vision.

Often people think of execution as something that happens in the trenches, while the leader sits in an office thinking up the big ideas. But the truth is that successful execution of a vision can't happen without the **deep commitment and support** of the leader.

### EXECUTION is important because:

- It **propels** the development of concrete **strategies**.
- It **makes** the **vision actionable**.
- It **gives** people a **sense of achievement**.
- It **fulfills the promise** of the vision.

**Propels Strategies**

**Makes Vision Actionable**

**Gives Sense of Achievement**

**Fulfills the Promise**

### EXECUTION is for LEADERS AT ALL LEVELS

The role of the leader at every level is to make sure the strategies and people are in place for the vision to become a reality. However, certain aspects of this role may look different depending on where you are in the organization.

#### What does leading execution look like for you?

Your position in the organization can affect how you participate in ensuring execution. Consider which of the following best describe your role in the process.

- More hands-on vs. less hands-on
- Advocating for resources vs. providing resources
- Creating strategy vs. following strategy
- Establishing culture vs. supporting the culture

Now that you have a better idea of what we mean by execution, let's look at each of the **three drivers** of execution: **Urgency**, **Structure**, and **Feedback**.

## Execution Driver 1: Urgency

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## Work of Leaders: Execution



### How Urgency Drives Execution

Leaders often set the pace for the group, so when they tend to be too low-key, people may not feel a sense of urgency that's needed to realize the vision. By being driven and proactive—and also by acknowledging others who take initiative—leaders send the message that getting things done at a brisk pace is important.

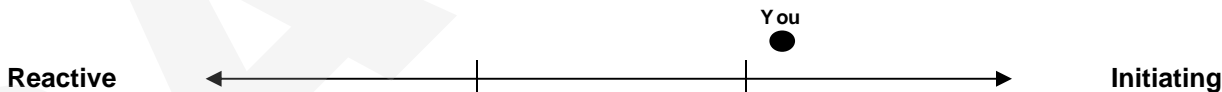
- Leaders often set an example when it comes to urgency.
- People tend to perform to whatever level of urgency is expected.
- Without a sense of urgency, projects can stall out and fail.

### How Do You Approach Urgency, Avery?

When we talk about driving execution with urgency, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be driven, and others have a tendency to be low-key. Also, some leaders tend to initiate action, while others tend to be more reactive. In general, instilling a sense of urgency is best accomplished by using the behaviors on the right-hand side of these scales, specifically being driven and initiating.



Avery, creating a sense of urgency is probably second nature to you. Because you like to maintain a fast pace, you may grow restless when momentum seems to lag. As a leader, you tend to create a culture with a substantial focus on results. This keeps people on their toes and provides a sense of energy and a competitive spirit. You tend to root out complacency and inaction, and you expect people to strive to succeed rather than seek comfort. By creating a sense of urgency for others, you encourage them to push themselves to do their best.



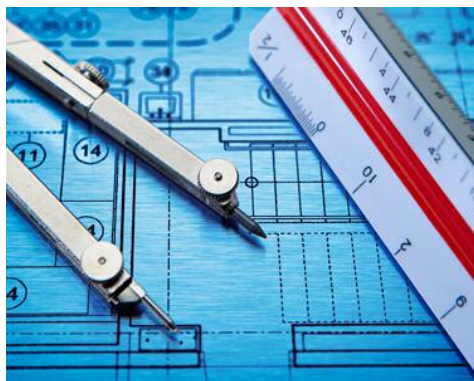
As a leader who tends to initiate, you identify fresh opportunities, call attention to areas for improvement, and kick off new projects. Your entrepreneurial spirit probably helps to create a culture where being proactive is valued. In this kind of climate, people don't just wait for their next responsibility—they are constantly on the lookout for new ways to contribute. When a group develops a high-initiative culture, it's able to grow and extend its reach rather than simply maintain the status quo.

Since you see yourself as driven and initiating, you may already be doing a good job of providing a sense of urgency.

## Execution Driver 2: Structure

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## Work of Leaders: Execution



### How Structure Drives Execution

To execute on a vision effectively, leaders need to ensure that people have enough structure to follow. Without appropriate processes, policies, and expectations in place, teams operate inefficiently and are less likely to create high-quality outcomes. To create structure, leaders need to make well thought out plans and wrestle with complex problems.

- To work productively, people need to know what is expected of them.
- Effective leaders pay attention to the structure needs of their teams.
- Structure helps to produce predictable, reliable outcomes.

### How Do You Approach Structure, Avery?

When we talk about driving execution by providing structure, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to plan, and others have a tendency to improvise. Also, some leaders tend to embrace complexity, while others tend to prefer simplicity. In general, providing a sense of structure is best accomplished by using the behaviors on the right-hand side of these scales, specifically planning and embracing complexity.



Avery, because you're in the middle of this scale, it's likely that you see the benefit of planning and providing structure. Indeed, you may do a good job of laying out basic processes and policies that help people execute on the vision efficiently. However, you are also probably comfortable improvising as well, and you may let planning slide from time to time. So, while you're capable of providing order, you may create just enough structure to avoid confusion or chaos, which not be enough for your team to truly maximize its efficiency.



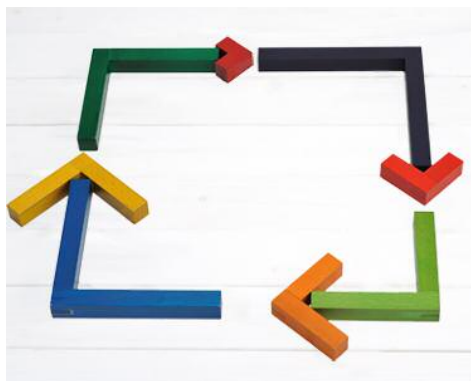
You have a tendency to stick with the simple approach rather than to analyze deeper trends and patterns. You may not push yourself to truly understand the root causes of problems or investigate all of the implications of a decision. You may prefer to focus on concrete issues rather than explore the complex, abstract concerns that dwell beneath the surface. This can certainly save time when you're trying to move quickly, but it may prevent you from creating the kind of robust structure that leads to long-term efficiency.

Since you see yourself as having a tendency prefer simplicity and only moderately inclined to plan, you may need to spend more time analyzing complex problems and be a bit more intentional about creating detailed plans in order to provide the structure that others need.

## Execution Driver 3: Feedback

## Work of Leaders: Execution

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### How Feedback Drives Execution

In order to ensure that the vision is executed, leaders must provide both critical *and* positive feedback. When inefficiencies and complications are evident, leaders need to be willing to speak up. And, when leaders see people performing well, it's equally important to provide the appropriate praise and recognition to keep everyone engaged.

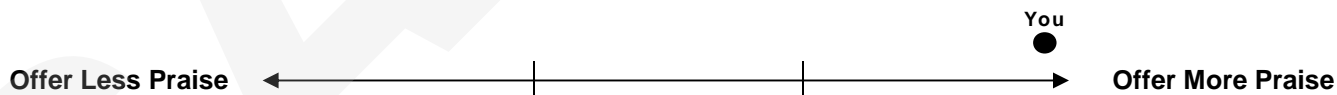
- Feedback from leaders helps people know how they're performing.
- Leaders need to be willing to address problems head-on.
- Recognizing contributions encourages ownership and engagement.

### How Do You Approach Feedback, Avery?

When we talk about driving execution by providing feedback, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to address problems, and others have a tendency to maintain harmony. Also, some leaders tend to offer more praise, while others tend to offer less praise. In general, providing the feedback people need is best accomplished by using the behaviors on the right-hand side of these scales, specifically addressing problems and offering more praise.



Avery, you have a strong distaste for tension, which can be a benefit when tact is needed. However, when a confrontation is called for, you may avoid stirring things up in favor of letting the problem work itself out. It's probably difficult for you to take a stand when you fear that others might push back, but as a leader, you risk creating a culture where dealing with problems is not seen as a priority. When people sense that poor performance or inefficiencies are tolerated, it can have a negative impact on morale and on the successful implementation of the vision.



You look for opportunities to compliment people and acknowledge their contributions. Because you're open with praise and recognition, people can tell when you appreciate their hard work, creativity, and loyalty. There are many benefits to this leadership quality. Overall, you probably create a motivating environment where people feel confident they will be rewarded if they do a good job in executing the vision. And, they may see you as a leader who really cares about their progress and well-being.

Since you see yourself as inclined to offer plenty of praise but preferring to maintain harmony, you may need to spend more time providing constructive criticism to ensure that things run smoothly.

## Your Leadership Strengths

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## Your Action Steps

### First Step Toward Action

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 > FEEDBACK > OFFER MORE PRAISE



You tend to be generous with your praise, going out of your way to compliment others for a job well done. You create an environment where people feel truly appreciated, and this may motivate them to do their best work. Your tendency to provide positive feedback helps create an environment where people feel confident and engaged, and your colleagues probably appreciate that you:

- Boost morale by recognizing large and small achievements
- Create a motivating environment where success is celebrated
- Keep people on track by letting them know when they're heading in the right direction

#### VISION > BOLDNESS > RISK-TAKING



You like to take risks, 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 risky ideas

#### VISION > BOLDNESS > CANDID



You're not afraid to say what you think, and as a result, you probably suggest bold ideas. You're willing to take chances socially, even if it means sharing ideas that might put your credibility on the line. For example, you may often expose ideas that more restrained individuals would hesitate sharing, and this can have a big impact. People probably appreciate that you:

- Blaze the trail for others to be bold
- Show your passion for your ideas by putting your credibility on the line
- Speak up with possibilities that excite the team

### Next Steps Toward Action

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.

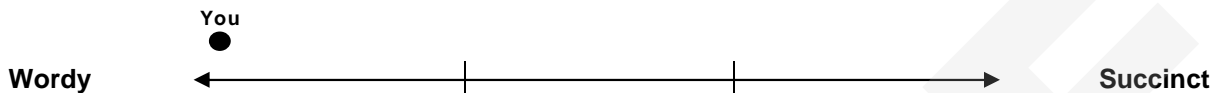
1. **Being Succinct**
2. **Communicating Logic**
3. **Addressing Problems**

# Your Leadership Challenges: Being Succinct

## Your Action Steps

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**ALIGNMENT > CLARITY > SUCCINCT**



Since you see your communication style as wordy, you may need to focus on being more succinct to provide the clarity that others need. Below are tips and examples to get you started.

### Tips for Improvement

- Make your main point obvious by referring back to it frequently. This will help your listeners understand the focus of your message.
- Avoid talking off the top of your head. If you think through the entire message before you begin speaking, you'll improve your chances of communicating with clarity.
- Before you begin, write down and organize your main talking points. Use these key messages to structure a concise delivery of your message.

### Case In Point

**Evelyn's Example:**  
*Evelyn knew that she had a tendency to get wordy when she didn't prepare ahead of time. So when it was time to announce an important new direction to the group, she spent time identifying her three main points. When she delivered her message, she made sure that everything she said directly related to her outline.*

**Michael's Example:**  
*Michael challenged himself to communicate his ideas more concisely by including the necessary details without any extra information. Whenever he finished speaking, he would ask the group to recap what they had heard him say. Using this process, he was not only sure he had delivered his message clearly, but he became more proficient at choosing his words carefully.*

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

<p>How would your group and/or organization benefit if you were doing more of this behavior?</p>	<p>Write action steps based on the tips you found most useful.</p>
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# Your Leadership Challenges: Communicating Logic

# Your Action Steps

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## ALIGNMENT > CLARITY > COMMUNICATE LOGIC



Since you see your communication style as intuitive, you may need to put more effort into explaining things logically to provide the clarity that others need. Below are tips and examples to get you started.

### 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:**  
*As Michael was explaining a decision to change directions to his team, he noticed that some of the team members looked confused. When he paused to ask them if it was making sense, they asked questions that made it clear that they weren't following his logic. 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?

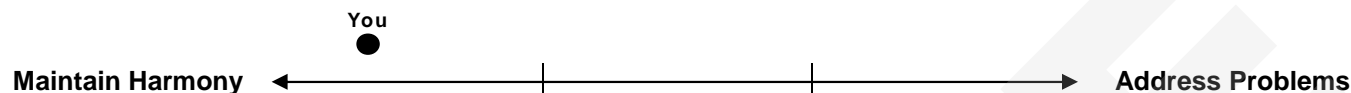
<p>How would your group and/or organization benefit if you were doing more of this behavior?</p>	<p>Write action steps based on the tips you found most useful.</p>
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# Your Leadership Challenges: Addressing Problems

## Your Action Steps

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### EXECUTION > FEEDBACK > ADDRESS PROBLEMS



Since you see yourself as inclined to maintain harmony, you may need to focus on providing constructive criticism to ensure that things run smoothly. Below are tips and examples to get you started.

### Tips for Improvement

- Address problems in a timely manner. If you avoid the issue, the situation might get worse and cause frustration and conflict on your team.
- Focus on the performance, not the person, and reaffirm your faith in their abilities. It's okay to soften the blow as long as the problem has been addressed.
- Be consistent with your feedback. If people aren't performing to the set standard, it's important to let them know. Giving inconsistent or erratic feedback will discourage the team and result in sub-par performances.

### Case In Point

**Evelyn's Example:**  
*Evelyn had to deliver some critical feedback to an employee, and to make it less difficult, she cushioned the negative with some positive. She opened by telling him that while she valued his attention to detail, it sometimes verged on perfectionism, and he had failed to meet an important deadline. In closing, she assured him that she had confidence in his ability to balance quality with timeliness.*

**Michael's Example:**  
*Michael was consistent about giving critical feedback to his team, and this gave them a sense of security. Because they could rely on him to speak up if they weren't meeting expectations, they always knew where they stood with him. This gave them a sense of confidence, and they didn't have any insecurities inhibiting their ability to work efficiently.*

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

<p>How would your group and/or organization benefit if you were doing more of this behavior?</p>	<p>Write action steps based on the tips you found most useful.</p>
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