

My Team Report: Manager's Playbook

The Extended DISC® My Team Report: Manager's Playbook is a multi-person tool to help managers better understand their team and how to lead them more effectively. It is designed to be a behavioral action plan for the manager. The Team Assessment combines the results of the team members' Individual Assessment results with the team manager's Individual Assessment results.



To order this report for your team, contact
Results@EnvisionSuccessInc.com | 402-915-3007

Sample Team

Organization:

ABC Inc.

Date:

08.14.2018



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1.800.257.7481

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Introduction

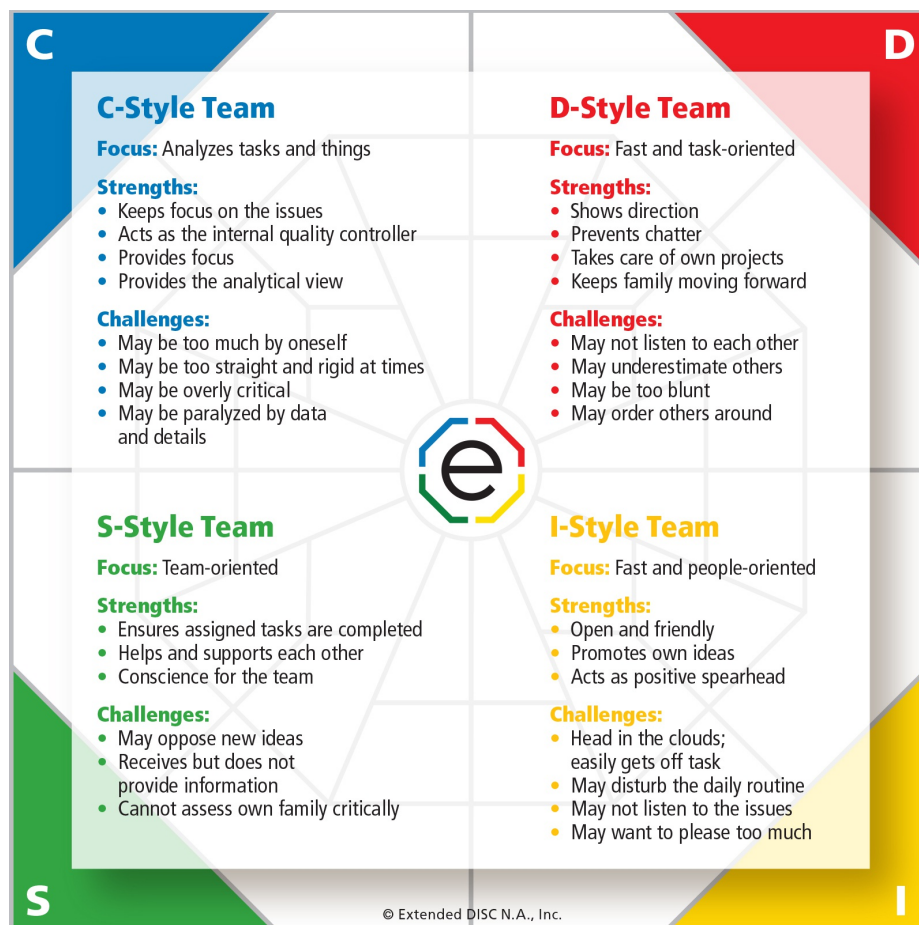
This workbook is designed to help you, the team manager, better understand your team in order to lead them more effectively. The questions and worksheets are a guide to interpreting your team assessment results and creating an effective behavioral action plan to improve your performance as a team manager.

Write down your team's primary goals.

1

2

3



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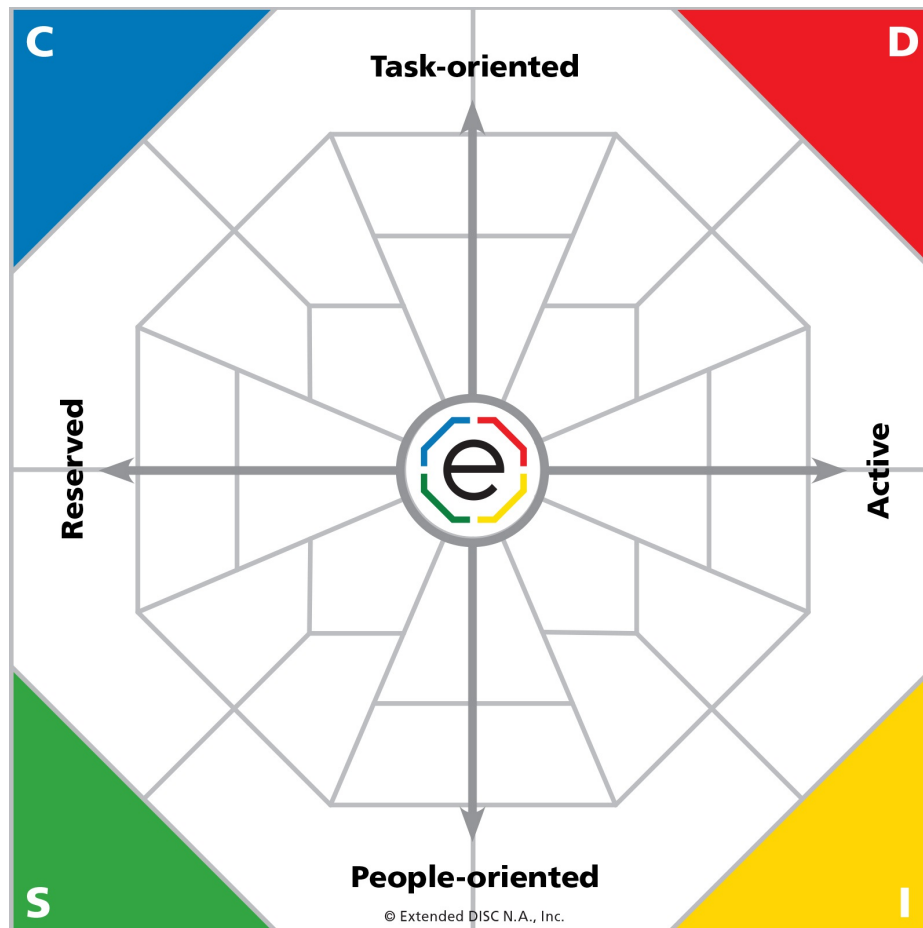
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Team Behavioral Goals Worksheet

Identify the behaviors needed for team members to accomplish these goals and plot them in the corresponding quadrants on the Extended DISC Diamond (e.g., "follow detailed instructions" in the C quadrant, "competitive approach to become first in our sales region" in D quadrant, etc).



What specific behavioral adjustments can you make as a manager to help your team reach these goals?

- 1 _____
- 2 _____
- 3 _____

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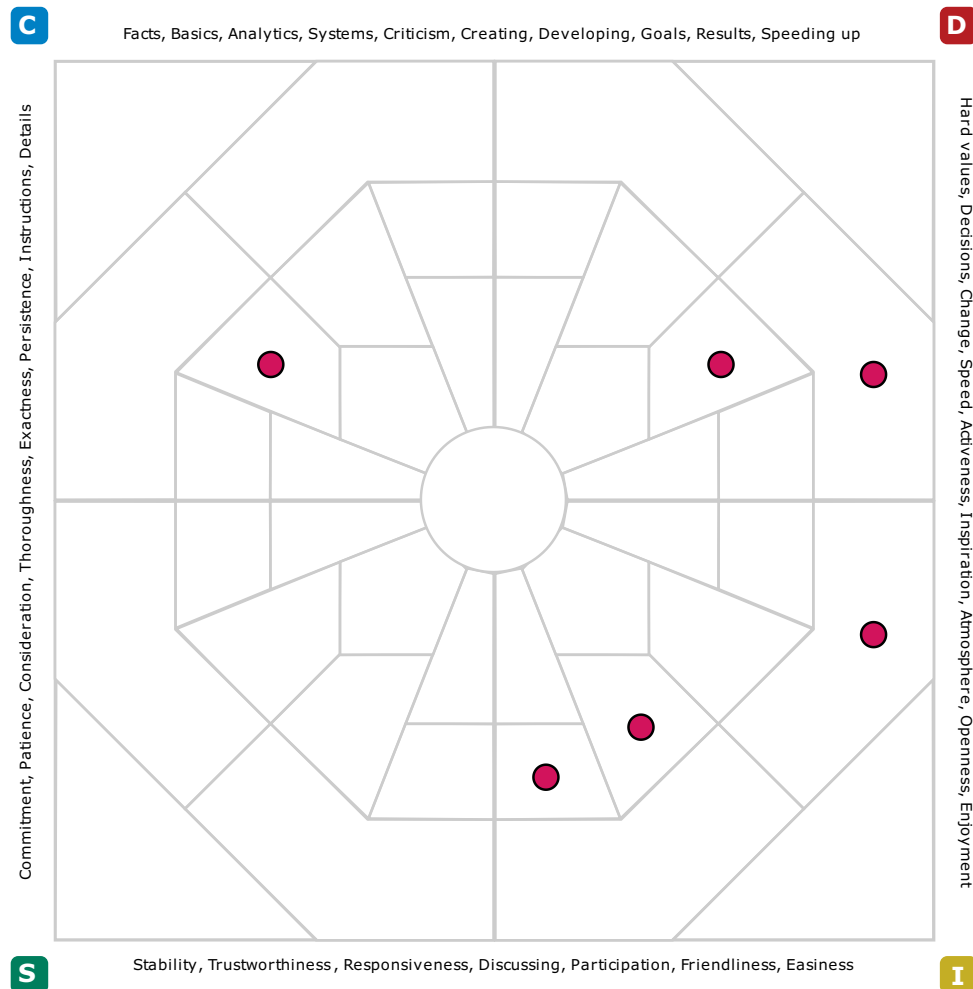
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Your Overall Team at a Glance

The position of each dot on the map identifies a team member's natural behavioral style (Profile II). The accompanying legend identifies your team members by their dominant styles (DISC quadrant). Use this anonymous map and worksheet questions to start with a wider overall view of your team's behavioral style.



D	33%	2
I	50%	3
S	0%	0
C	17%	1
Total	100%	6



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DISC Styles Guide

You may notice more D-style behaviors if:

1. They offend others with their bluntness and insensitivity.
2. They work so quickly and independently that they frustrate or leave others behind.
3. They make decisions without input from others. They are not seen as team players.
4. They boss others around and exceed their authority.
5. They see meetings and group discussions as a waste of time.
6. They make risky decisions that can result in a lot of mistakes.

You may notice more I-style behaviors if:

1. They are easily side tracked and disorganized.
2. They always look for the silver lining and avoid unpleasant tasks.
3. They are animated and emotional.
4. They spend too much time socializing.
5. They lack follow up.

You may notice more S-style behaviors if:

1. They are rule-followers who tend to be slow to take action without clear direction.
2. They focus on the negatives.
3. They resist change and new ideas.
4. They are amiable, but require a lot of support.
5. They are the ones who listen more than speak.

You may notice more C-style behaviors if:

1. They prefer working alone.
2. They communicate using data and facts.
3. They prefer communication in writing.
4. They are quiet and reserved.
5. They are rigid rule followers.
6. They are overly critical of themselves and others.

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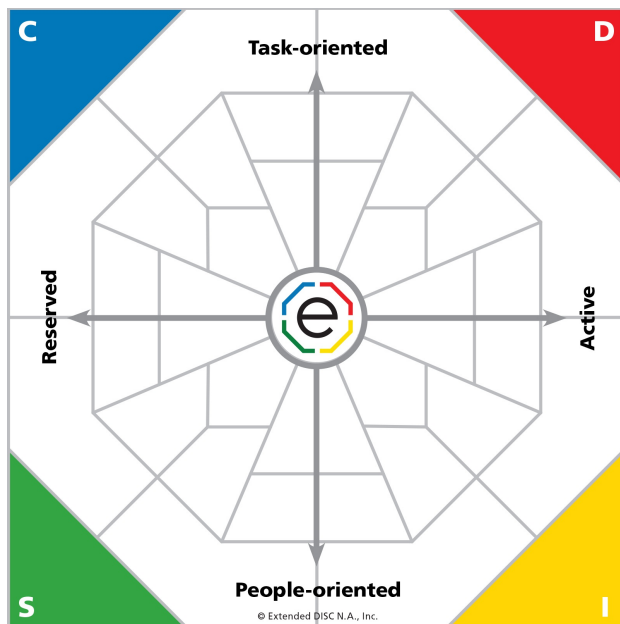
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Based on the groupings on your Team Map, is your team more:

Reserved or **Active**?

Based on the groupings on your Team Map, is your team more:

Task-oriented or **People-oriented**?

Is there a DISC quadrant where you have more team members (e.g., if you have more task-oriented and active team members than your team would likely be in the D quadrant)? How does that impact the team's dynamics and team goals?

How does your team's DISC distribution relate to your overall team objectives (e.g., do you have a lot of reserved S-styles who required more instructions and support)?

TIP: As you answer and address the questions in this report, keep in mind the DISC quadrant(s) where your team members tend to show up.



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Do you have any "lone wolf" team members? Are any team members plotted far away from the team on the DISC map? How does this impact the whole team in terms of bringing strengths or challenges to the team?

Are the team goal behaviors you identified at the beginning of this report already occurring? If not, what adjustments can you make or develop with team members to achieve the goals?

How can you use this data in your coaching conversation(s) with your team (e.g., build time for small talk with your I-style team member or provide support in coaching session for the S-style team member)?

Remember: *There is no ideal or better or worse team without an understanding of the context for which the team exists. A team does not require representation in all 4 DISC quadrants in order to be successful.*



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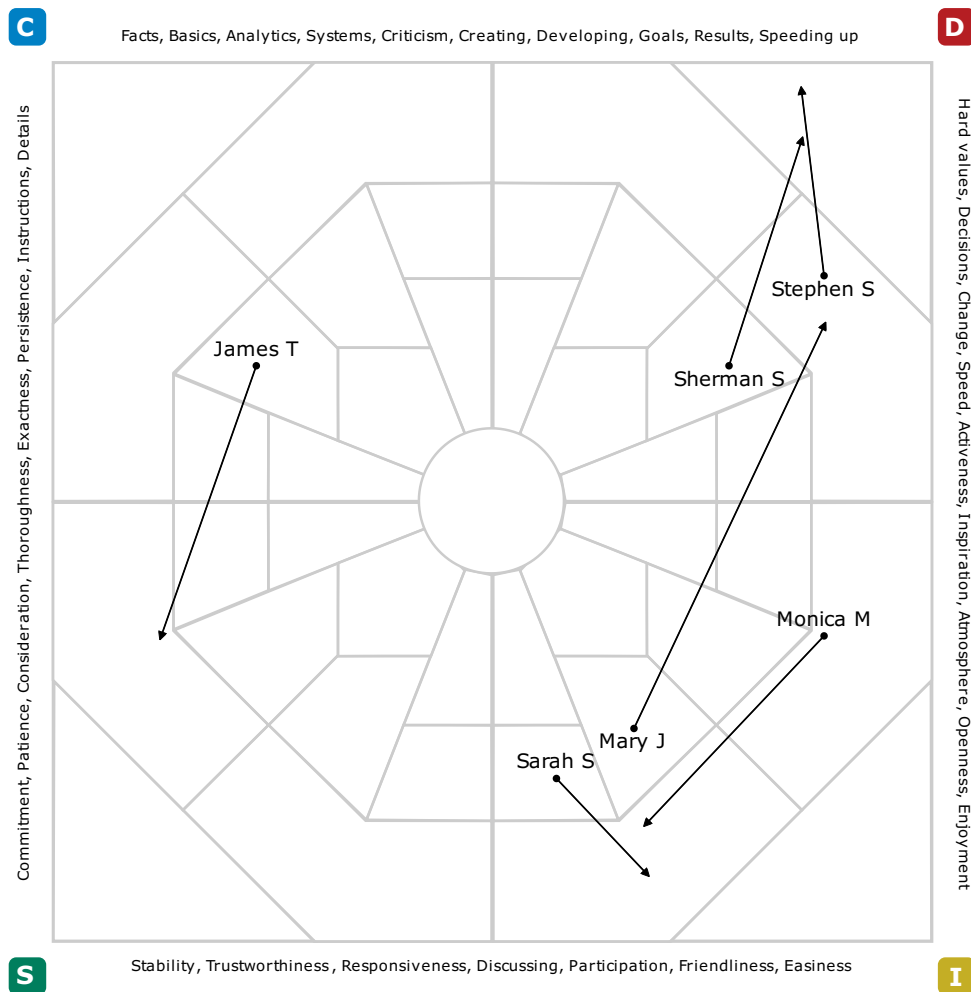
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Your Team at a Glance - Name View

This map uses team member's names to represent the position of a person's Profile II (Natural Style) and Profile I (Adjusted Style) on the Extended DISC Diamond. Each team member's Profile II is the starting point of the arrow (dot) and Profile I is the tip of the arrow.



TIP: Profile I (tip of arrow) reflects the adjustments each team member thinks they should make at the time they complete the questionnaire. Consequently, one should be careful in interpreting the results if there are significant gaps in the time each team member completed the questionnaire.

TIP: Keep this name map visible as a reminder to adjust your behavioral style to facilitate effective interactions with your employees.



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What observations can be made from **Your Team at a Glance - Name View** map, if any? For example, if there is a noticeable pattern in the direction of your team member's arrows, what could be pressuring the group's direction?

Identify ways to better manage each team member using their natural behavioral strengths. Complete the following for each member of your team using the following **Matching Strengths to Responsibilities** worksheet.

- **Name:** Name of your team member.
- **Strengths:** What specific strengths does each team member have? **Tip:** you can refer back to the Strengths Section in their Individual report or use DISC Style Descriptors in the How Similar and Different are Your Team Member's Styles and Your Style.
- **Key Current Job Responsibilities:**
- **Match:** How well do the key job requirements match the individual strengths?
- **Reassign/Support:** Do some responsibilities need to be reassigned or provided additional support?



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Matching Strengths to Responsibilities Worksheet

Team Member's Name:

Identified Descriptor Strengths:

1

2

3

Key Responsibilities:

1

2

3

Strength matched to responsibilities?: YES or NO

Responsibilities to consider for reassignment or specific ways to support if not reassigned:

1

2

3

TIP: Remember the Extended DISC results focus on the behavioral styles of your team members. The results do not account for your team member's experiences, skills, attitudes, and values.

TIP: Copy this page to identify ways to better manage **each** team member.



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How Similar and Different are Your Team Members' Styles and Your Style?

Review the descriptors that best describe the DISC style for each of your team members:

Mary Jones

Extroverted, sociable, pleasant, well-mannered, easy to approach, "soft supervisor," decisive, independent, calm, thorough, hardheaded, communicative, open.

Monica Martin

Extroverted, sociable, independent, active, busy, stubborn, strong-willed, freedom-loving, demanding, direct, ambitious, competitive, inspiring.

Sherman Sample

Decisive, purposeful, bold, social, motivating, competitive, active, alert, exact, smart, open, strong-willed, goal-oriented, creative, conscientious.

Sarah Sample

Open, sociable, calm, steady, exact, modest, non-aggressive, approachable, conversationalist, listening, kind, receptive, social, understanding, nice, adjustable.

Stephen Sampleship

Strong-willed, decisive, mobile, alert, busy, active, independent, self-initiative, talkative, communicative, appealing, straightforward, ambitious, speaker.

James Taylor

Exact, punctual, demanding, thorough, determined, handles details, shy, considerate, punctilious, concentrating, handles standards, patient, specializing.

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How Similar and Different are Your Team Members' Styles and Your Style? Worksheet

Identify the descriptors that are most comfortable or similar for your style (circle or highlight). Are you using those behaviors with the team member(s)? If not, what can you do to start using them?

Identify your team member's descriptors that are most challenging or different for your style (circle or highlight). What behaviors can you practice or start using with them to make the appropriate adjustments?

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How to Manage Your Team Based on Each Team Member's Ideal Supervisor

Here is a snapshot of each team member's ideal supervisor:

Mary Jones

Her supervisor should treat her as an individual but emphasize identifying with and getting along with the team. The supervisor cannot be distant, but ready to help and support. Mary should be supported, especially in situations of change and where people criticize things that are important to her.

Monica Martin

Her supervisor must be bold and demanding, so that she sticks to her responsibilities and tasks. The supervisor must provide her with tangible challenges and clear goals, and refrain from interfering in her daily activities. Monica must be "fed" new challenges and project obligations constantly.

Sherman Sample

His supervisor should be able to keep some distance. Goals and limitations have to be presented clearly, also the way results are evaluated. The supervisor must help him to keep his feet on the ground as he tends to disappear in his creative ideas. The supervisor should also keep in mind that he has to be given freedom to express his ideas.

Sarah Sample

The supervisor should support her when Sarah has people problems and when risky decisions are to be made. A positive, helping and inspiring atmosphere is the key to this employee's success.

Stephen Sampleship

His ideal supervisor has to be frank, direct and determined. The supervisor cannot interfere all the time but also cannot lack courage to intervene if needed. The supervisor has to determine the goals and make them so challenging that Stephen does not get bored and his energy is led to the right direction.

James Taylor

He values a supervisor who is practical. Work discussions must be systematic, true and thorough. He must be given explicit instructions to complete the assignment. The supervisor has to take work seriously and cannot be superficial.

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In identifying the ideal supervisor for each of your team members, consider ways to make small behavioral adjustments in your interactions with them. Start by choosing one team member, but consider adjustments for all of your team members.

What are 3 things you will **START** doing with _____ (e.g., be more direct, provide explicit instructions, be more positive)

1 _____

2 _____

3 _____

What are 3 things you will **STOP** doing with _____ (e.g., be too chatty, spontaneously checking in, not checking in regularly)

1 _____

2 _____

3 _____

What are 3 things you will **CONTINUE** doing with _____ (e.g., be supportive, allow independence to make decisions)

1 _____

2 _____

3 _____

TIP: Make copies of this page to use with each team member.
GOAL: Complete this exercise for each member of your team.



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How You Motivate Your Team

This provides a snapshot of how each team member prefers to be motivated:

Mary Jones

Mary likes to perform tasks that involve human contacts and positive, enthusiastic and encouraging atmosphere. She needs a chance to talk and meet with different people. She wants to work independently, without anyone breathing down her neck.

Monica Martin

Monica is motivated by diverse human contacts, opportunities to work with people, independent work and variety in time, places, tasks and people. This person has a special natural gift and desire to meet people.

Sherman Sample

Sherman is motivated by the chance to complete a task where he has to produce new ideas in connection with people. Finding new approaches to old things is one of his best qualities. He is not necessarily an entrepreneur, as he values the existing structures of an organization.

Sarah Sample

Sarah is motivated by the chance to work where everybody is treated equally, teamwork thrives and nobody fights for personal interests. She likes to help people, giving explanations and instruction until everybody agrees. She is motivated by a pleasant working atmosphere and having attention directed to her.

Stephen Sampleship

Stephen is motivated by the opportunities to rule himself and his actions. He likes freedom, variety, challenges, and clear projects. This person should decide work-related matters for himself and after that, have the freedom to complete them. He likes measurable goals.

James Taylor

James is good in the role of a specialist where he can immerse himself in his work. He likes research opportunities and explicit instructions. He values stability and sincere gratitude for work done well. James likes work to be performed precisely and not randomly.

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In reviewing the motivators that best describe the DISC style for each of your team members:

- Identify the motivators that are most comfortable for your style (e.g., underline, circle or highlight most comfortable descriptors). Are you using those behaviors with the team member(s)?
- Identify the motivators that are most challenging for your style (e.g., underline, circle or highlight most challenging descriptors). Are you using those behaviors with the team member(s)?

What can you do to **START** using them?

1 _____

2 _____

3 _____

What can you do to **STOP** using them?

1 _____

2 _____

3 _____

What can you do to **CONTINUE** using them?

1 _____

2 _____

3 _____



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How Your Team Members Communicate

This provides a snapshot of how you perceive other team member's communication:

Mary Jones

Her style is not very aggressive nor competitive - more like teaching, helping and arousing trust. She is very pleasant, although she promotes her own will. This person has no difficulty getting along with others. She can encourage and motivate, discuss and listen.

Monica Martin

She is often considered a pleasant conversationalist, although Monica may not bother to listen to the answers to her questions. She looks for ways to control people in ways they are not aware of. She is not necessarily a balanced communicator since she usually has a goal which she wants to achieve by influencing people.

Sherman Sample

He can often explain why some things need to be done and motivate others, but not always. Sometimes he tends to be too outspoken. Although people do not find him easy to approach nor identify with, he is still interesting to listen to.

Sarah Sample

She is a very nice and positive person. People who do not know her find her easy to approach. She succeeds in tasks that need contacts with new people. These situations should not be focused on results. She could be good in advising, teaching, training, etc.

Stephen Sampleship

His way to approach people may fluctuate greatly. He can be inspiring and encouraging when he wants, then another time be demanding, outspoken, commanding and unyielding. The latter behavior occurs in forced situations or when he is very enthusiastic about something and wants everyone to come along immediately.

James Taylor

This type of person is very correct, factual, thorough and thorough yet sometimes also direct and even strong in communication. He does not give unnecessary color to his speech when speaking - he tells it like it is. He masters details and does not avoid using them nor presenting things through them. He should sometimes be slightly more enthusiastic and open.

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What specific communication styles are the most challenging for you?

Create a plan to help avoid any potential communication breakdowns. Be as specific as possible. Practice these communication adjustments.

1

2

3

4

Tips: Use your Extended DISC Individual Assessment and the 4 Steps to Effective Communication (see Resources for Team Manager/Leader) to increase your self-awareness of adjustments that tend to be less natural and take more energy.



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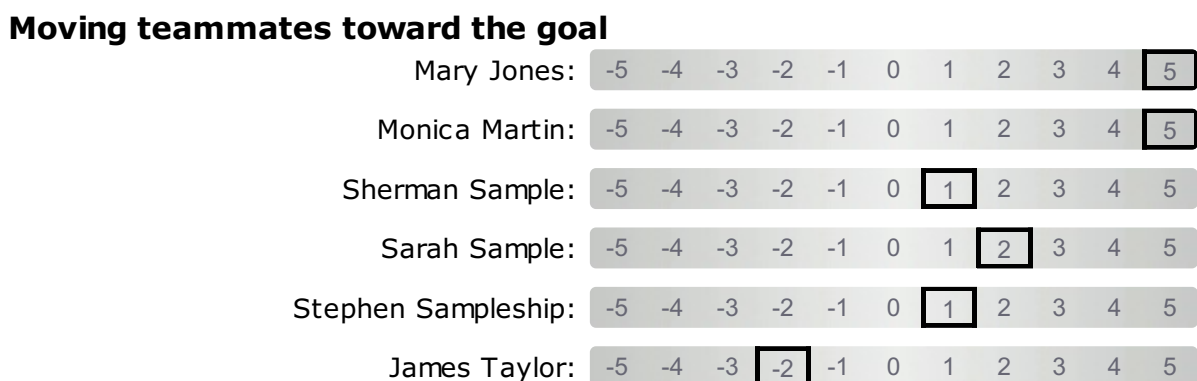
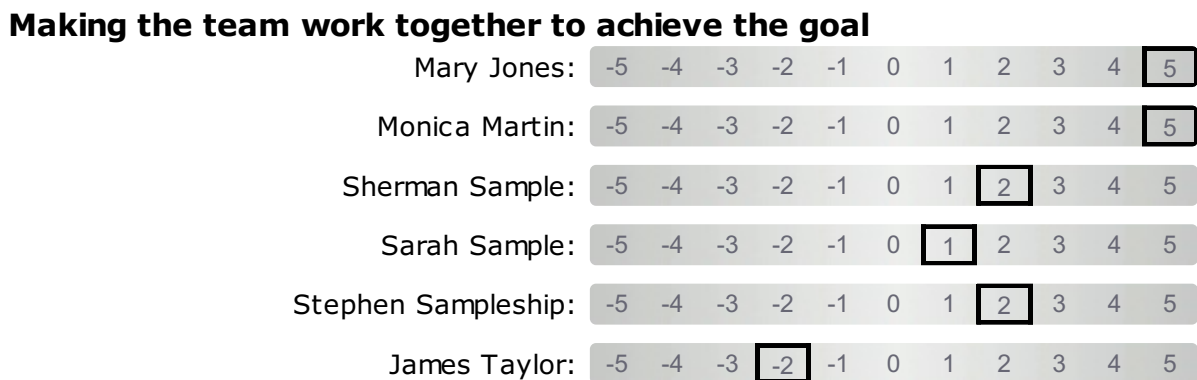
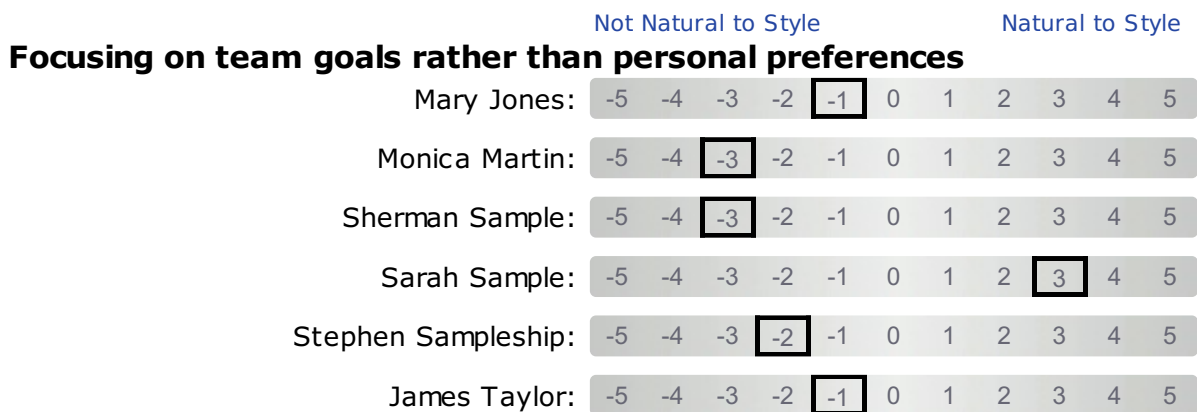


The Relationship Behaviors of Your Team Members

Interpreting the bar graphs is simple:

The rectangles to the right side of the graph identify the preferred behaviors for each team member. They should be conscious not to overuse these behaviors.

The rectangles to the left side of the graph identify behaviors requiring more energy from each person. They may require more conscious effort and concentration.



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Organizing and ensuring team responsibilities

Mary Jones:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Monica Martin:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sherman Sample:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sarah Sample:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Stephen Sampleship:	-5	-4	-3	-2	-1	0	1	2	3	4	5
James Taylor:	-5	-4	-3	-2	-1	0	1	2	3	4	5

People-focused and conscientious doer

Mary Jones:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Monica Martin:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sherman Sample:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sarah Sample:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Stephen Sampleship:	-5	-4	-3	-2	-1	0	1	2	3	4	5
James Taylor:	-5	-4	-3	-2	-1	0	1	2	3	4	5

Taking care of the team atmosphere (as a team member)

Mary Jones:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Monica Martin:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sherman Sample:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Sarah Sample:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Stephen Sampleship:	-5	-4	-3	-2	-1	0	1	2	3	4	5
James Taylor:	-5	-4	-3	-2	-1	0	1	2	3	4	5

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How to Use the Relationship Behaviors of Your Team Members

One of your goals as a manager is to set your people up for success. The data in this report indicates the level of energy required by each individual on your team and not their ability.

Think of the energy that will be required when assigning projects/tasks, and coaching. Use this data to help set your team members up for success by anticipating the level of support that may be needed. For example, based on the behaviors and your knowledge of your team members, is there a possibility of better delegation of responsibilities and tasks?

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Resources for the Team Manager/Leader

4 Steps to Effective Communication

- Step 1: Understand the DISC Styles
- Step 2: Identify Your Style
- Step 3: Identify the DISC Styles of Others
- Step 4: Modify Your Behavior

Webinar Link: <https://blog.extendeddisc.org/4-steps-effective-communication>

4 Steps to Effective Communication: Self Development Guide - The Self-Development Guides provide reinforcement to learn new skills and easy-to-use steps to successfully modifying behaviors.

Support Materials Link: <https://www.extendeddisc.org/disc-support-materials/>

Extended DISC Videos

- Improving Your Understanding of DISC D-style Training Video
- Improving Your Understanding of DISC I-style Training Video
- Improving Your Understanding of DISC S-style Training Video
- Improving Your Understanding of DISC C-style Training Video

Training Videos Link: <https://www.extendeddisc.org/videos/>

Leadership Webinars

- Leading Your Team More Effectively Using DISC Development Tools - using My Team Report: Manager's Playbook
- Key to Managing Millennials for Managers Webinar
- Manager's Playbook: Using DISC Assessments
- Using Team Assessments: Team Application

Webinar Link: <https://www.extendeddisc.org/webinars/>

Leadership Blogs

- DISC and Leadership: Succeeding in Your Style
- Recruiting to Your DISC Development Areas
- Understanding, Motivating, and Leading Millennials
- Chairlift Management
- The Question Every Manager Needs to Ask

Blog Link: <https://blog.extendeddisc.org/tag/news>

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.

Douglas MacArthur

