



*The Ultimate  
Discovery System*<sup>TM</sup>

# ***How to Build a Stronger Team Using DISC***



Learn the skills to implement DISC for strong teams!



The Ultimate  
Discovery System™

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# ***How to Build a Stronger Team Using DISC***

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Learn the skills to implement DISC for strong teams!



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# Start by Understanding Yourself!

Everyone is “wired” differently. To understand yourself better, ask yourself these two questions:

## Question 1 of 2

Am I more Outgoing, or am I more Reserved?

What is my “speed” or PACE?

Outgoing



Reserved



**Outgoing people** tend to speak and move with high levels of energy. Even their gestures and facial expressions have more “**energy**” than more Reserved individuals.

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**Reserved people** tend to speak more quietly, less forcefully. Their gestures and facial expressions seem more “**guarded**” than the expressions of Outgoing individuals.

Outgoing



Reserved

## First Question

1. Am I more outgoing, or am I more reserved?

**NOTE:** 10% - 20%  
of all challenges  
occur over this  
issue.

**Most are simply  
minor irritations  
which can be  
easily resolved.**



# Understanding Outgoing vs. Reserved Traits

## Outgoing / Active

- Fast - paced
- Involved
- Energetic
- Optimistic
- Positive
- Enthusiastic

*Focus is on talking things out.*

Outgoing



Reserved

## Reserved / Passive

- Slower – paced
- Cautious
- Concerned
- Reluctant
- Critical thinking
- Discerning

*Focus is on thinking things through.*

## Understanding Outgoing vs. Reserved Traits

**Again** - Regarding the “Outgoing-Reserved” issue, 10% - 20% of most conflict occurs over this issue.



## Question 2 of 2

Am I more Task-oriented or People-oriented?

Which way is my “compass” pointed or what is my main PRIORITY.



Task-oriented



People-oriented

**Task-oriented people** tend to focus more on the job to be done or the goal to be accomplished. They seem to be **less** influenced by the opinions of others. They are more logic-based in their approach.

**People-oriented individuals** tend to enjoy the company of others and seem to focus on people as being the priority rather than the project-at-hand. They seem to be **more** influenced by the opinions of others and more sensitive or emotional and less “fact-based.”

Task-  
oriented

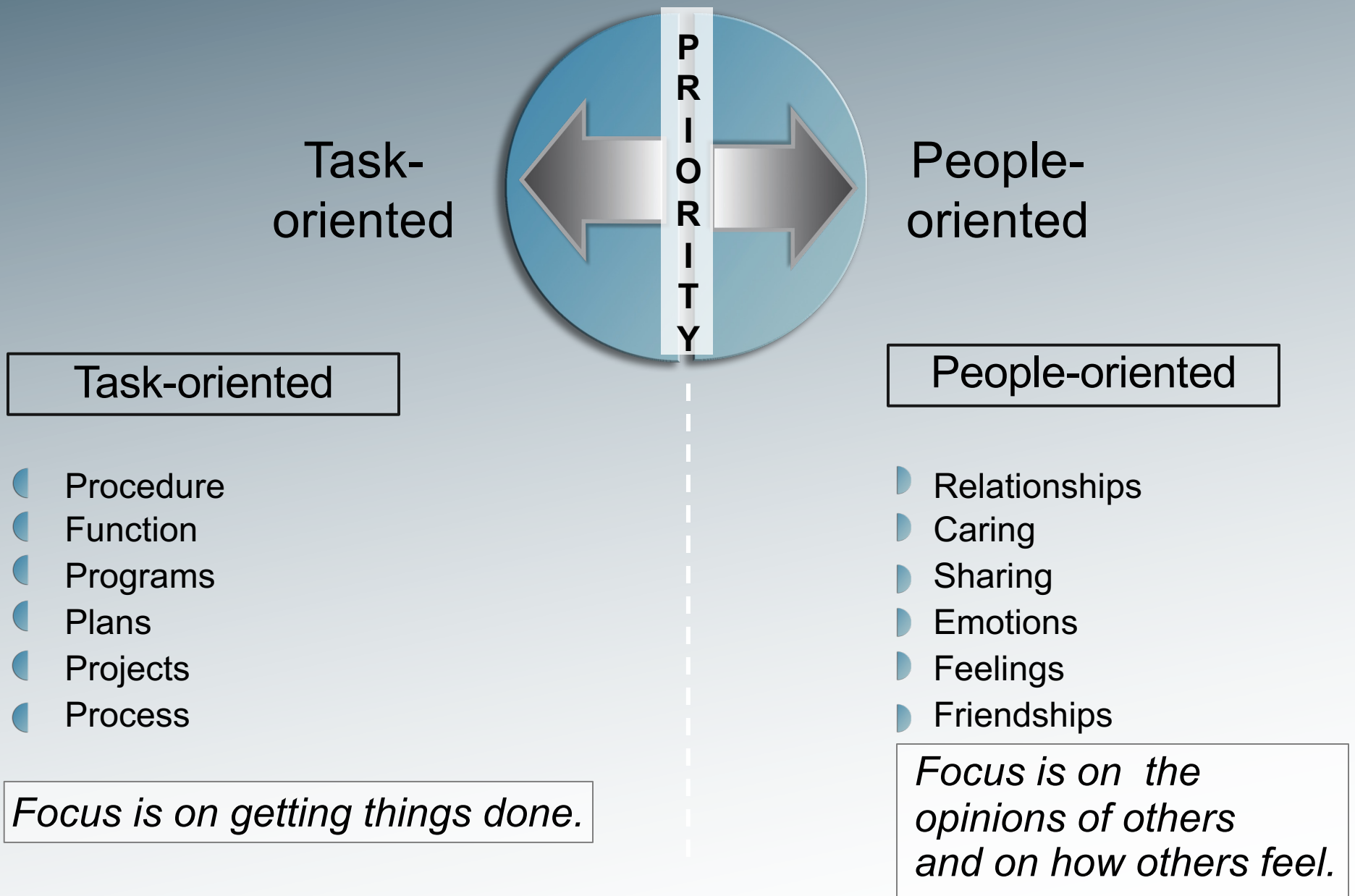


People-  
oriented

**NOTE:** 80% - 90% of all challenges occur over this issue.

**Most are major conflicts which cannot be easily resolved.**

# Understanding Task-oriented vs. People-oriented Traits



## Understanding Task-oriented vs. People-oriented Traits

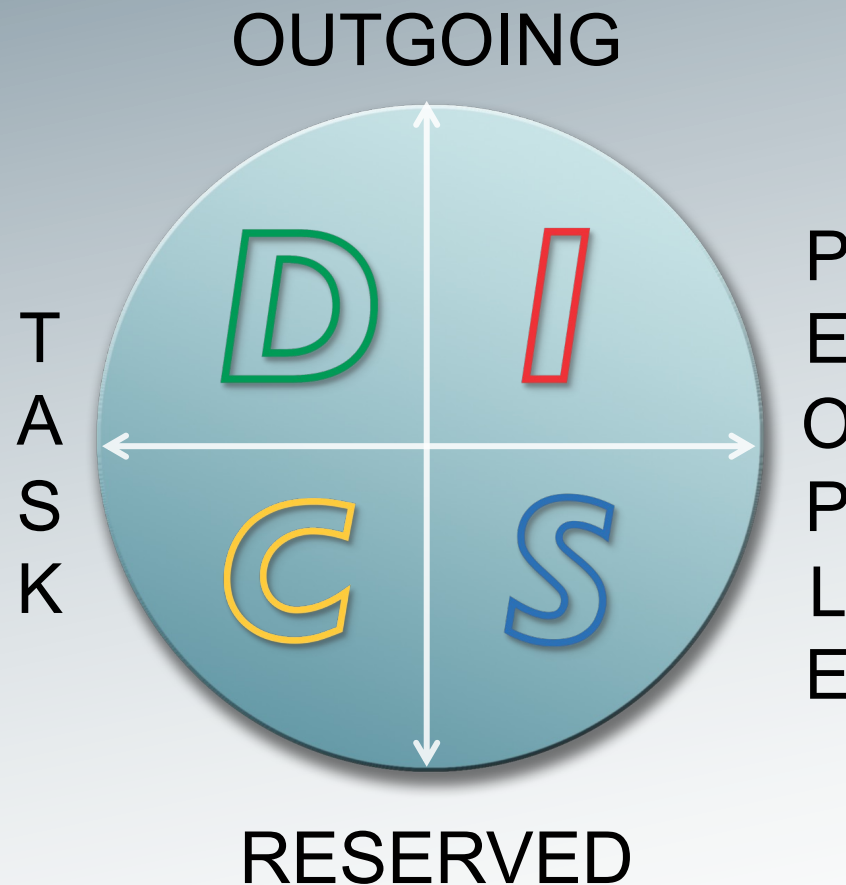


**Again** - Regarding the “Task-oriented - People-oriented” issue, 80% - 90% of most all conflict occurs over this issue.

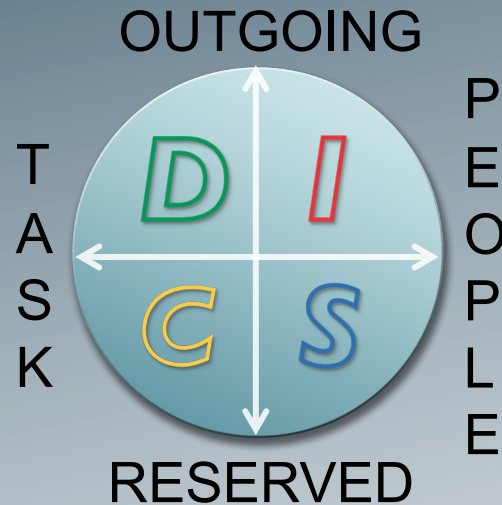
## Combining all 4 Traits

When you combine these two ways to divide the circle, you will see they give the circle four parts, so you can visualize the four temperament types.

**Remember:** Everyone is a unique blend of these four parts.

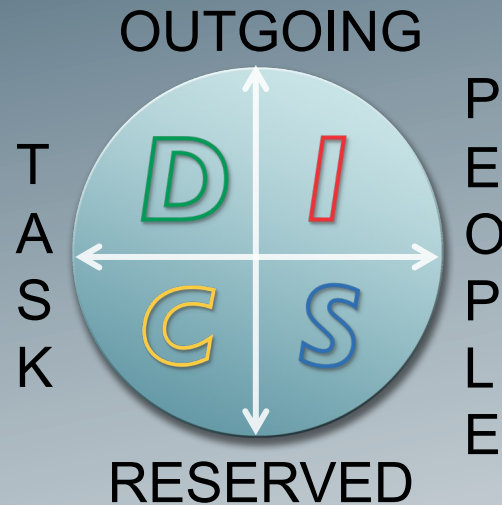


## Combining all 4 Traits



Most people have predictable patterns of behavior. They relate to specific personality styles. There are four basic personality styles: **D**, **I**, **S**, and **C**. They are also known as temperaments. They **blend together** to determine your unique personality style. The graphic overview of the Four Temperament Model of Human Behavior will help you understand why you often feel, think and act the way you do. Using The DISC Model of Human Behavior on page 9 - answer the following 4 questions.

## Combining all 4 Traits



Which of the 4 traits do you think is your strongest trait?

Put that letter by number 1.

Which of the 4 traits do you think is your second strongest trait?

Put that letter by number 2.

Which of the 4 traits do you think is your least or lowest trait or the one that needs the most help? Put that letter by number 4.

Which of the 4 traits do you think is your third trait?

Put that letter by number 3.

My Style Blend: 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_

(If you do not know for sure, make an “educated guess” - practice education!)

# The DISC Model of Human Behavior

## Outgoing – Task-Oriented

### Dominant

Direct  
Demanding  
Decisive  
Determined  
Doer

## Outgoing – People-Oriented

### Inspiring

Influencing  
Inducing  
Interactive  
Impressive  
Interested in people

## Reserved – Task-Oriented

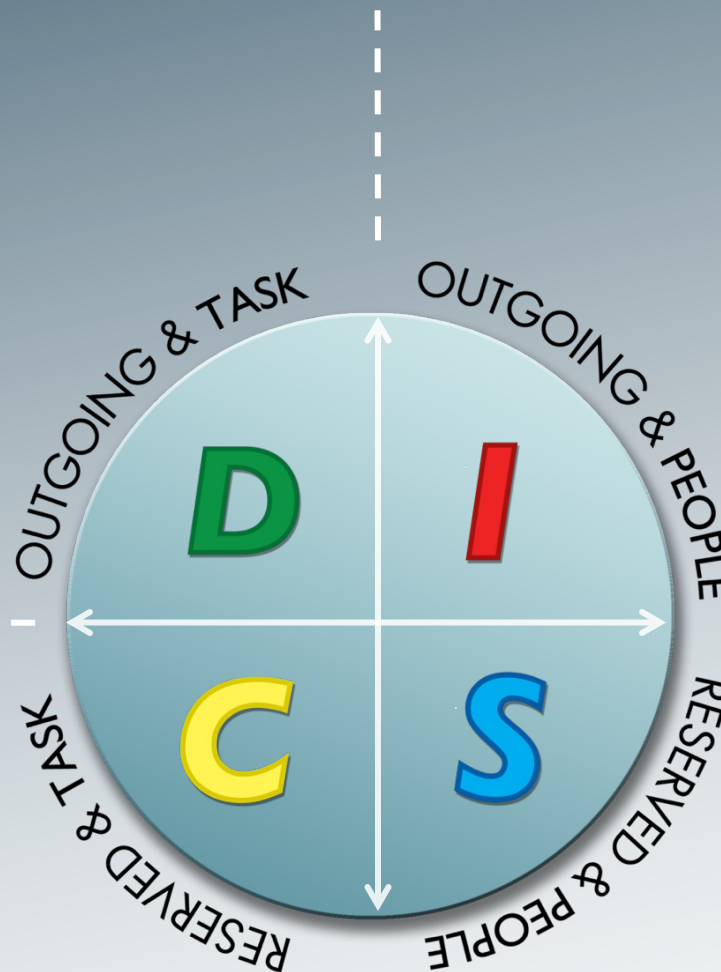
### Cautious

Calculating  
Competent  
Consistent  
Contemplative  
Careful

## Reserved – People-Oriented

### Supportive

Steady  
Stable  
Sweet (kind)  
Sensitive  
Status Quo



# Understanding **Pace** Perspectives

## Outgoing Individual Tendencies:

- Speak with high levels of energy
- Move and respond more quickly
- Interactive, talkative
- Engaging, involved
- Animated gestures and facial expressions



**Likes to engage externally** (talks about it or does something)

---

## Reserved Individual Tendencies:

- More systematic actions
- Reflective, taking time to comment
- Processing, gauging
- Speaks more quietly or softly
- Gestures and facial expressions tend to be more guarded and less obvious



**Likes to process internally** (thinks about it or contains feelings)

# Understanding **Pace** Perspectives

## Important Insight:

The difference between these **two perspectives** (or filters) is found in the **PACE** or speed at which things are done. It is how we talk, move, or accomplish activities. **When there is a difference at this level it is usually just an irritation, inconvenience or a misunderstanding. The difference between these two perspectives tends to be more noticeable because most people can usually tell if circumstances or situations need to go faster or slower.**



# Understanding **Priority** Perspectives



## **Task-oriented Tendencies:**

- Accomplishing tasks
- Taking action
- Planning activities
- Staying focused
- Finishing the job

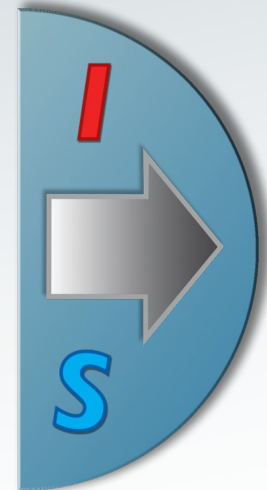
***Focused on the task!***

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## **People-oriented Tendencies:**

- Focus is on feelings
- Socializing with others
- Driven by relationships
- Interacting with others
- More sensitive to people

***Focused on people!***



# Understanding **Priority** Perspectives



## Important Insight:

The difference between these **two perspectives** (or filters) is found in the **PRIORITY** or importance on that which individuals tend to naturally focus. These two opposite perspectives tend to judge other viewpoints in a negative or critical manner. **When there is a different PRIORITY at this level, it usually creates a major difference in whether or not the individuals will work well together - or be able to work together at all!**

*The Task vs. People issue is usually the greatest area of conflict, tension and stress, both internally and with others. The difference between these two perspectives tends to be more internal and less visible. The majority of serious disagreements are found in this area.*



# Interacting with a Dominant Style Person

Remember that their basic motivations are:



- Challenge
- Choices
- Control

**D**

**They respond best when your approach provides them an environment where they can have:**

- Freedom
- Authority
- Varied activities
- Difficult assignments
- Opportunity for advancement

# Interacting with a Dominant Style Person

Remember that their basic motivations are:



- Challenge
- Choices
- Control

**D**

**They will respond best to your leadership when you:**

- Provide direct answers
- Stick to business
- Stress goals
- Provide pressure (have confidence, but don't overdo it)
- Emphasize freedom and personal accomplishment

# Interacting with a Dominant Style Person

Remember that their basic motivations are:



- Challenge
- Choices
- Control

**D**

**Remember, the D - Style person is still learning that:**

- People are important - don't be offended if they are abrasive.
- Relaxation is not a crime - know that they may be intense.
- Some procedures are necessary - be clear on what action you want them to take and don't be afraid to lead them to the next step.
- Everyone can benefit from other successful people - don't let their strong, self-assured manner fool you.
- Verbalizing conclusions helps others understand them better - they may not give you much feedback, but don't take that as a lack of interest.

# Interacting with a Dominant Style Person

Remember that their basic motivations are:



- Challenge
- Choices
- Control



## Interacting Success Keys with D - Styles:



Expect challenge and debate - that is how they show interest. Remain calm, and be direct and to the point. Emphasize a goal to be achieved or a problem that can be solved.

# Interacting with an Inspiring Style Person

Remember that their basic motivations are:



- Recognition
- Approval
- Popularity



**They respond best when your approach provides them an environment where they can have:**

- Prestige
- Friendly relationships
- Opportunities to influence others
- Opportunities to inspire others
- Chances to verbalize ideas

# Interacting with an Inspiring Style Person

Remember that their basic motivations are:



- Recognition
- Approval
- Popularity



**They will respond best to your leadership when you:**

- Are a democratic leader and friend
- Provide social involvement outside of business
- Provide recognition of abilities
- Offer incentives for risk-taking
- Create an atmosphere of excitement

# Interacting with an Inspiring Style Person

Remember that their basic motivations are:



- Recognition
- Approval
- Popularity



## **Remember, the I - Style person is still learning that:**

- Time must be managed - transfer your discussion into an action that has a deadline. Help them think things through.
- Too much optimism can be harmful - be enthusiastic but keep things realistic.
- Listening is important - do not expect them to listen very well or very long, so be brief and upbeat without extensive details.
- Tasks must be completed - clarify what tasks need to be done with a limit of 1 or 2 tasks at a time.
- Accountability is imperative - let them know in a friendly way that you will follow up with them. Do not use pressure, just be friendly and helpful.

# Interacting with an Inspiring Style Person

Remember that their basic motivations are:



- Recognition
- Approval
- Popularity



## Interacting Success Keys with I - Styles:



The key to connecting with them is your own level of enthusiasm. They will respond mainly to your energy and tone more than anything else, so be energetic! Let them talk and get excited. Show interest in their comments and stories. Make them feel part of the team.

# Interacting with a Supportive Style Person

Remember that their basic motivations are:



- Security
- Appreciation
- Assurance



**They respond best when your approach provides them an environment where they can have:**

- An area of specialization
- Identification with a group
- An established work pattern
- Stability within a given situation
- A consistent, familiar environment

# Interacting with a Supportive Style Person

Remember that their basic motivations are:



- Security
- Appreciation
- Assurance



## They will respond best to your leadership when you:

- Are relaxed and amiable
- Allow them to have time to adjust to changes or new ideas
- Serve them as a friend
- Allow them to move at their own pace
- Clearly define goals and the means of reaching them

# Interacting with a Supportive Style Person

Remember that their basic motivations are:



- Security
- Appreciation
- Assurance

**S**

## Remember, the S - Style person is still learning that:

- Change provides opportunity - do not let their lack of enthusiasm be interpreted as not being interested.
- Friendship isn't everything - do not make them feel obligated to you just because you are friends.
- Discipline is good - help them get started by suggesting a specific action for them to take, even if it is a small step.
- It is all right to say, "No!" - realize that they will avoid conflict at all costs, even if it means speaking as a "yes" and acting as a "no."
- Being a "servant" does not mean being a "sucker" - be careful to not ask too much of this person too soon, because they will over-extend themselves for you, not wanting to disappoint you.

# Interacting with a Supportive Style Person

Remember that their basic motivations are:



- Security
- Appreciation
- Assurance

A large, stylized blue letter 'S' with a white outline, positioned to the right of the list of motivations.

## Interacting Success Keys with S - Styles:



Emphasize people and security with them. Give them time to absorb your message. Be patient and non-threatening in your approach, including using a softer, gentler tone. They respond best to a warm, genuine, friendly approach.

# Interacting with a Cautious Style Person

Remember that their basic motivations are:



- Quality answers
- Excellence
- Value



**They respond best when your approach provides them an environment where they can have:**

- Clearly-defined tasks and explanations
- Sufficient time and resources to accomplish tasks
- Team participation
- Limited risks
- Assignments that require planning and precision

# Interacting with a Cautious Style Person

Remember that their basic motivations are:



- Quality answers
- Excellence
- Value



**They will respond best to your leadership when you:**

- Provide reassurance
- Maintain a supportive atmosphere
- Provide an open-door policy
- Define concise operating patterns
- Are detail-oriented

# Interacting with a Cautious Style Person

Remember that their basic motivations are:



- Quality answers
- Excellence
- Value



## Remember, the C - Style person is still learning that:

- Total agreement is not always necessary - prepare them for the reality that not everyone will “see” the opportunity like they do.
- Thorough explanation is not always possible - don’t be afraid to say that you do not know the answer to one of their questions. They express interest by asking questions.
- Deadlines must be met - set a deadline for any tasks that you ask them to do, because it is easy for them to get lost in striving for perfection.
- Taking a calculated risk can be profitable - emphasize the benefits and results they can achieve. Help them to offset any perceived risks by redirecting concerns in light of the desired results.
- There are varying degrees of excellence - realize that they tend to over-analyze everything. Do not be overwhelmed by their strong desire for information. Be proud and confident of what you have to offer.

# Interacting with a Cautious Style Person

Remember that their basic motivations are:



- Quality answers
- Excellence
- Value



## Interacting Success Keys with C - Styles:

Emphasize the quality and value of the business opportunity in a logical manner. Give them reassurance that there is no risk involved in evaluating your material. Give them time to think things through and process any information you provide. They will respond best to a rational, specific, and calm approach.



# How to Talk to Your Team Members

When communicating with **D** personality types:



- Be clear, specific, brief, and to the point.
- Stick to business. Stay focused!
- Be prepared with support material in a well-organized “package.”

# How to Talk to Your Team Members

When communicating with I personality types:



- Provide a warm and friendly environment.
- Ask “feeling” questions to draw their opinions or comments.
- Don’t deal with a lot of details, but when you do, put them in writing.

# How to Talk to Your Team Members

When communicating with **S** personality types:



- Present your case softly, and in a non-threatening manner.
- Ask “How?” questions to draw their opinions. (“How do you feel about this?”)
- Begin with a personal comment in order to break the ice.

# How to Talk to Your Team Members

When communicating with **C** personality types:



- Be accurate in your details and realistic in your projections.
- Prepare your “case” in advance. Have everything well thought-out. (What do you think about this?)
- Stick to the agenda. Trying to mix business and fun does not work well.

# How NOT to Talk to Your Team Members

When communicating with **D** personality types avoid:



- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

# How NOT to Talk to Your Team Members

When communicating with I personality types avoid:



- Going on and on about facts and figures, and different alternatives.
- Controlling the conversation.
- Being curt, cold or tight-lipped.

# How NOT to Talk to Your Team Members

When communicating with **S** personality types avoid:



- Forcing them to respond quickly to your recommendations.
- Being domineering or demanding.
- Rushing into business too quickly.

# How NOT to Talk to Your Team Members

When communicating with **C** personality types avoid:



- Being silly, casual, informal and loud.
- Being disorganized or messy.
- Pushing too hard or being unrealistic with deadlines.

# 12 Strengths to Emphasize with Each of Your Different Team Member Styles!

## When Working with **Dominant** Styles

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### Emphasize:

1. Results
2. Opportunity
3. Solutions
4. Goals
5. Plans
6. Use time wisely
7. Leadership role
8. Authority
9. Their challenging nature
10. Bottom line
11. Ownership
12. Efficiency

# 12 Strengths to Emphasize with Each of Your Different Team Member Styles!

## When Working with **Cautious** Styles

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### Emphasize:

1. Quality
2. Value
3. Logic
4. Principles
5. Honesty
6. Integrity
7. Consistency
8. Validation
9. Their inquisitive nature
10. Details
11. Loyalty
12. Correctness

# 12 Strengths to Emphasize with Each of Your Different Team Member Styles!

## When Working with **Inspiring** Styles

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### Emphasize:

1. Fun
2. Enjoyment
3. Recognition
4. Dreams
5. People
6. Lifestyle
7. Energy
8. Enthusiasm
9. Their outgoing nature
10. Expectations
11. Stories
12. Success

# 12 Strengths to Emphasize with Each of Your Different Team Member Styles!

## When Working with **Supportive** Styles

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### Emphasize:

1. Support
2. Reliability
3. Teamwork
4. Service
5. Peace
6. Family
7. Steadiness
8. Relationships
9. Their cooperative nature
10. Understanding
11. Security
12. Friendships

# Personality Clues:

Use the chart below to help you quickly identify a person's primary personality style. This can help you adapt your style to better relate to them.

|                                 | D - Style                                                     | I - Style                                            | S - Style                                               | C - Style                                           |
|---------------------------------|---------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------|
| Like to Do things               | The fast way                                                  | The fun way                                          | The traditional way                                     | The proper way                                      |
| Personal Décor                  | Large desk, awards, useful accessories                        | Flashy, trendy, with fun pictures                    | Family pictures, personal mementos                      | Aesthetically pleasing, unique, functional          |
| Body Language                   | Big gestures; leans forward, advancing                        | Expressive, Friendly posture; amusing                | Gentle gestures; reassuring                             | Unemotional, controlled gestures; assessing         |
| Speech Pattern                  | Directive tones, abrupt, interrupting, always doing something | Talkative, varied tones, personal, easily distracted | Conversational, warm tones, friendly, prefers listening | Clarifying, monotone, logical, focused, emotionless |
| Processes Information by asking | What?                                                         | Who?                                                 | How?                                                    | Why?                                                |
| Key strength                    | Firm                                                          | Fun                                                  | Friendly                                                | Factual                                             |

## Special Secret Tips that each Personality Style should remember:

A large, bold, green letter 'D' with a slight 3D effect, set against a light green square background.

- Do not push
- Give people time to process
- Use softer tones

A large, bold, red letter 'I' with a slight 3D effect, set against a light red square background.

- Be more organized
- Stay focused
- Be credible

A large, bold, blue letter 'S' with a slight 3D effect, set against a light blue square background.

- Be more confident
- Remember that challenges are okay
- Do not be controlled by FEAR  
(False Evidence Appearing Real)

A large, bold, yellow letter 'C' with a slight 3D effect, set against a light yellow square background.

- Do not overdo details
- Remember the person, not the task
- Smile more and lighten up a little



When speaking to a **D** type personality, certain words can make a big difference:

| Persuading words | Discouraging words |
|------------------|--------------------|
| Money            | Maybe              |
| Results          | Pretty good        |
| Discovery        | Probably           |
| Powerful         | I will try         |
| Fast             | Perhaps            |
| Confident        | I am not sure      |
| Goals            | I think            |
| Win              | I am pretty sure   |
| Best             | I believe          |
| To the point     | I could            |



When Selling to a **C** type personality,  
certain words can make a big difference:

| Persuading words | Discouraging words |
|------------------|--------------------|
| Specific         | Casual             |
| Details          | Spontaneous        |
| Consistency      | Unplanned          |
| Logical          | Unscheduled        |
| Analysis         | Carefree           |
| Research         | Quick              |
| Accurate         | Impetuousness      |
| Plan             | Push ahead         |
| Excellence       | Small errors       |
| Procedure        | Unorganized        |



When speaking to a **I** type personality, certain words can make a big difference:

| Persuading words | Discouraging words |
|------------------|--------------------|
| Fun              | Plan               |
| People           | Alone              |
| Social           | Rigid              |
| Prestigious      | Agenda             |
| Short term       | Orchestrate        |
| Entertaining     | Long-term          |
| Friendly         | Gradual            |
| Flexible         | Repetitive         |
| New              | Timetable          |
| Popular          | Budget             |



When speaking to a **S** type personality, certain words can make a big difference:

| Persuading words | Discouraging words |
|------------------|--------------------|
| Easy             | Conflict           |
| Safety           | Change             |
| Helpful          | Redo               |
| Guarantee        | Rush               |
| Family           | Hurry              |
| Dependable       | Faster             |
| Pleasant         | Fluctuate          |
| Stable           | Risk               |
| Reliable         | Challenge          |
| Loyal            | Uncertain          |

## How Each Style Perceives “Time”

It is important to understand each **DISC** personality style and their perception of time in order to make the best interaction possible in any given situation.

**D**

OUTGOING

T  
A  
S  
K



The **D** personality style can be impatient because they generally want to get things done quickly and check the task off of their list. The **D** personality style will, however, take the necessary time to get information or learn what is needed to get things done effectively.

## How Each Style Perceives “Time”

It is important to understand each **DISC** personality style and their perception of time in order to make the best interaction possible in any given situation.

### OUTGOING



P  
E  
O  
P  
L  
E

The **I** personality style can be impatient at times, but more commonly, they simply tend to have a shorter attention span. They usually spend more time on activities that are exciting or fun. They tend to do best in the present moment, but often quickly move on to the next adventure when the excitement is over.

## How Each Style Perceives “Time”

It is important to understand each **DISC** personality style and their perception of time in order to make the best interaction possible in any given situation.



RESERVED

P  
E  
O  
P  
L  
E

S

The **S** personality style is typically patient in most circumstances because they want to be polite, considerate, and listen carefully so they can be helpful. They often place another person's needs before their own. They have a gentle way about them which causes them to be well liked by everyone they meet.

## How Each Style Perceives “Time”

It is important to understand each **DISC** personality style and their perception of time in order to make the best interaction possible in any given situation.

T  
A  
S  
K



C

RESERVED

The **C** personality style will usually take time in evaluating information and listening to others. This is a by-product of their tendency to make sure they have enough information to make intelligent and accurate decisions. The **C** personality enjoys learning accurate information and will commit extra time in situations when the information being presented is important and informative.

# Practice Building a Stronger Team!

Practice each of these skills daily to get better at building your team.

---

## 1. Practice listening

Focus on listening instead of talking. This takes effort. Do not interrupt the one talking. Allow them to get everything out. Show sincere interest. You can eventually say something like, “That is interesting, tell me more about that situation.” **Ds** will need to be patient and resist trying to “solve the problem.” **Is** will need to work on being quiet. **Ss** love to listen, so they will feel right at home in this exercise! **Cs** will need to hold their questions for later and let the other person talk.

## EXERCISE

---

List 3 people you can practice listening to this week:

Keep up with how many times you **DID NOT** interrupt someone this week, even though you wanted to, but deliberately caught yourself “holding your tongue” until another person finished all they wanted to say. This will be difficult but will set you apart from everyone else.

---

# Practice Building a Stronger Team!

Practice each of these skills daily to get better at building your team.

---

## 2. Practice being open vs. resisting

It can be easy to be argumentative or resistant vs. being open to new ideas or suggestions. One way to be open is to **practice responding openly to others** by saying the key phrases, “*You may be right!*”, or “*That may work.*” Realize that the other person may be offering valid input or a viable solution. There may not be one “right way” or “right view” just because you have your own opinion. They may see something you don’t see. A coin actually has 3 sides: heads, tails and the edge! Remember, you are developing a TEAM and a team is made up of different types of people. Allow others to participate. Consider implementing their input instead of holding tightly to your position. Even if you are “right,” trying to change someone’s mind is like turning around a battleship. It is not a quick or easy process. Let them feel safe and come towards you rather than feeling pushed away or disregarded by you! **Ds** may need to release some control. **Is** may need to step back and let others have a say in the matter. (continue on page 26)

# Practice Building a Stronger Team!

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## 2. Practice being open vs. resisting

**S**s tend to not like change, so they may need to work on thinking about how “new” can potentially be “better.” **C**s may need to force themselves to think about additional possibilities in order to give other options a chance.

### EXERCISE

---

List 1 new idea or project that you can reconsider and be open to for additional input this week:

---

### 3. Practice being positive

Take your attitude to a higher level. Be the leader in demonstrating a positive mental attitude. Don't wait for everything to be perfect before you start communicating in a positive manner. Remember what Zig Ziglar used to say, "A positive attitude won't MAKE you do anything, but it will HELP you do EVERYTHING better!"

**“Positive thinking does not ALWAYS work, but it ALWAYS works better than negative thinking does.”**

**Ds** may need to soften their reactions. **Is** tend to be more “upbeat” naturally, so they may be good on this point. **Ss** may need to verbalize excitement. **Cs** will find this hardest to do, they can still focus on “what can go right” vs. “what can go wrong.”

### **EXERCISE**

---

Count how many positive sentences come out of your mouth today. Also, count how many negative sentences come out of your mouth today as well. Keep your positive numbers much higher than your negative ones!

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## 4. Practice being nice

Over 50% of the population is “shut down” when they experience conflict and tension. Make a conscious effort to be nicer to other team members, clients or customers. This is most important when the situation is tense or when the other person seems to be more difficult or when things are not going your way. However, the payoff is that you will build a better team environment.

**Ds** may find this hardest to do under tension, but it can be done. **Is** can place the focus on others. **Ss** will find this natural to do. **Cs** can work on being expressive and showing that they care.

## EXERCISE

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Today, say the following words: “Please”, “Thank you”, “You’re welcome”, “Have a great day!”, “I appreciate you.”, “That was very kind of you!” “You are a very helpful person!”, “I think you have a great heart!” Watch how people respond to you. Being genuinely nice is a great virtue that unfortunately very few people possess.

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## 5. Focus on working smarter

Even if you are a hard worker, we can all work smarter. How can you get more done in less time? Are there good systems in place to help you do things more quickly or more efficiently? Write down a list of repetitive tasks that your team handles regularly and write down suggestions on how to streamline or eliminate those tasks. Share your ideas with your team.

Work with your ENTIRE team on this. Everyone has something to contribute. This process takes time and can be a little “painful.” **Ds** will need to be patient with others. **Ds** can think outside the box for great results. **Is** can come up with great ideas, so allow them to brainstorm. **Ss** tend to be quiet, so draw them into the process. They can sense things that others may not, so make sure you include their input. And when they give you their input, ask “Anything else?” **Cs** love this kind of exercise, so let them pour into it and patiently consider their input. Consider the “task-side” of the process and the “people-side” of the process for healthy improvements to your team.

## EXERCISE

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Find at least one new way to do something you have always done in the same old way. When was the last time you did something for the first time?

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## **6. Consider the STRENGTHS of others – especially those with whom you find it hardest to get along!**

Review the training notes on pages 18-19 in this booklet regarding the STRENGTHS of each personality style. Think about how each person CONTRIBUTES to your team. That will help you better appreciate others who normally might irritate you. Make a list of each team member with a short statement next to their name on how they contribute to the team.

Example: Joe always gets things done quickly and efficiently. Mary is always nice and patient to all of our customers.

## **EXERCISE**

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Tell at least 1 person today that you admire the way they demonstrate a skill set or trait that is difficult for you. Let them know you are working to become more like them in that area and you appreciate the good example they set for you to follow!

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## 7. Help create a peaceful environment

You can be the one to consciously add stability and reduce conflict within your team. Don't underestimate the value of smiling or just having a cheerful demeanor. Someone wisely noted that it takes more facial muscles to frown than it does to smile. So, smile more to create a happier environment and give the muscles in your face a rest. You will be amazed at how others respond to your cheerful disposition.

### **EXERCISE**

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Look at 3 different people today and smile at them. Keep smiling at them until they ask you, "What are you smiling about?" Then say, "I am practicing smiling, because I heard it helps you live longer!" Then watch what happens next. They will start smiling, too!

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## 8. Say things in ways that others can receive them

Remember, when you do say something, say it in such a manner that people can receive what you are trying to say. Ernest Hemingway wrote the final chapter to Farewell to Arms 39 times, trying to say exactly what he wanted to communicate. Maybe that is why it sold 11 million copies. Most of us could be far better off in life if we would learn to say the same thing in a different way, or in a better way!

### **EXERCISE**

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Write an email today. Then proofread it. Do not send it until you have made at least 10 improvements or corrections in your email. Look for ways to be uplifting and clear. Ask yourself this question, “What kind of world would this be if everyone in this world were just like me?”

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## 9. Lead through influence but manage when necessary

Last word... there is a big difference between being a leader and being a manager. A leader leads by influence and has forward movement or growth as a priority. A manager “manages things” as part of the responsibility of his or her position and usually has more administrative duties in handling day-to-day activities. Both leadership and management skills are important. Successful team building requires both skill sets. You need to develop leadership traits which will inspire your team to move forward in order to have the vision and purpose to do the next right thing and make things happen. However, not everyone moves with you at the same pace or knows what to do next - so sometimes you must oversee or coach or manage your team to help them get to the place they need to be. If you have ever led a team, developed a business or been part of a family, then you have learned by experience that you always are leading others in some way by example. However, there is always some aspect that requires management skills in order for things to run smoothly. Both leadership and management require understanding and attention to both “people” and “tasks.” That is the heart of building a strong team.

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## 9. Lead through influence but manage when necessary

### **EXERCISE**

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To be effective in both leadership and management skills you must see both sides of an issue. Today find an activity where you can lead then find a different activity that you can manage. Ask yourself if you are leading or managing in each activity. Notice the difference in how you feel and think about each separate activity! The secret to life is to know when to lead and when to manage.

**Get our free “Team Building Exercise Worksheet” online. Go to:  
[www.personality-insights.com/team-exercise-sheet](http://www.personality-insights.com/team-exercise-sheet)  
You can do it! Just get started today!**



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