WORK OF LEADERS PROFILE

EVERYTHING **DiSC**
WORK OF LEADERS™

ASSESSMENT TO ACTION.

Batch Batchelder

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Welcome to Work of Leaders
Everything DiSC® Work of Leaders™

Everything DiSC® Work of Leaders™ provides a simple, compelling process that helps leaders get real results. The program improves self-awareness in key areas that will help you get better outcomes in your role as a leader.

Introduction to Work of Leaders

Where did *Work of Leaders* come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? *Work of Leaders* approaches leadership as a one-to-many relationship, as opposed to the one-to-one relationship of management.

How does leadership connect to DiSC®? Your DiSC style influences how you approach each of the steps of the process. DiSC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DiSC profiles? Unlike other DiSC reports, which emphasize understanding the differences between people, *Work of Leaders* focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

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**

► Your report focuses on developing **preferred behaviors** that are based on **best practices**

► The best practices are **context specific**, so the preferred behaviors will change depending on the needs of the situation

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.
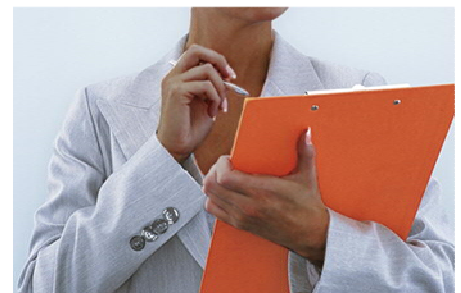

VISION
The work of leaders includes crafting a vision of new possibilities for the future through **exploration, boldness,** and **testing assumptions.**

ALIGNMENT
Leaders build alignment by communicating with **clarity,** engaging in **dialogue,** and providing **inspiration,** so everyone is moving in the same direction.

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

Your DiSC® Style
Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

Batch, the picture below shows your **Everything DiSC® Leadership Map.** Your dot **location** shows your DiSC® style. Because your dot is in the D region, this is your **primary style**. However, your dot is located near the line dividing the D and i regions, so i is your **secondary** style, and you also have many characteristics associated with this region.

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: Di
Primary Style: D
Secondary Style: i
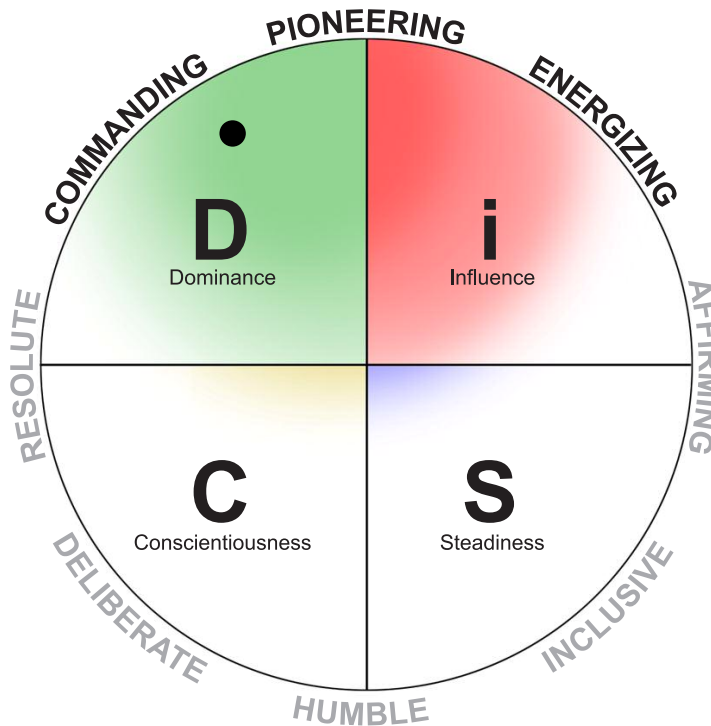
Your Leadership Map

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

On the other hand, the priorities of being Humble, Inclusive, and Deliberate are pretty far away from your dot. So, if you have to choose between being Humble and being Pioneering, the choice will probably be clear: you'll usually choose Pioneering 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
Everything DiSC® Work of Leaders™

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

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

Active
Fast-paced
Assertive
Dynamic
Bold

Questioning
Logic-Focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

D
Dominance

i
Influence

C
Conscientiousness

S
Steadiness

Thoughtful
Moderate-Paced
Calm
Methodical
Careful

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

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
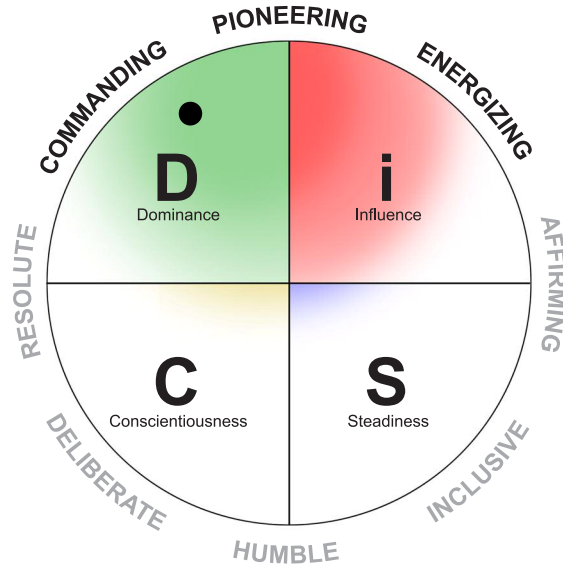
Your Leadership Priorities
Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

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 **Pioneering**, **Commanding**, and **Energizing**. This means that you're probably a bold leader who looks for exciting new opportunities. Others might describe you as passionate, enterprising, and driven. Most likely, you push yourself to achieve ambitious goals, and you're usually able to rally others to get on board.

PIONEERING

COMMANDING   ENERGIZING

RESOLUTE

D
Dominance

i
Influence

AFFIRMING

C
Conscientiousness

S
Steadiness

DELIBERATE   INCLUSIVE

HUMBLE

What Priorities Shape Your Leadership Experience?

► **Being Pioneering**

Batch, leaders with your Di style are attracted to bold ideas that stretch the boundaries of what's possible. In fact, you tend to be much more adventurous and daring than most people, and you probably like to jump on opportunities to explore new avenues for growth. As a result, you don't spend too much time reviewing details. You make decisions quickly, and you may overlook important considerations in your drive to move forward. Because you're eager to advance your ideas, you may become impatient with red tape or cautious people.

► **Being Commanding**

As a leader who values achievement, you set ambitious goals that will yield the biggest payoff for your effort. In fact, you may be so impatient for immediate results that you can come across as demanding at times. And because you have a strong internal drive, taking charge and maintaining control are probably important to you. While your intensity and confidence may sometimes be intimidating for those who are more reserved, you're probably also quick to share your victories with others.

► **Being Energizing**

Leaders with your Di style have a dynamic and enthusiastic approach to their work. Even in the face of obstacles, you're unlikely to let your momentum lag. Because you tend to be passionate and self-assured, you're probably quite persuasive and enjoy rallying others to achieve group goals. Your dynamic and positive approach lets people know that you are confident that they can contribute to the team effort. Furthermore, your outgoing nature probably means you have a knack for connecting the group to resources and opportunities through networking.

Your DiSC Style: Di

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

Batch, like other leaders with your Di style, you tend to see daring ideas as an essential aspect of a strong leadership vision. Because you want to stretch the boundaries of what is possible, you often pursue opportunities that others might reject as too uncertain. Most likely, you are a high-energy leader who looks at creating a vision as an adventure.

You also have a willingness to speak out, 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 risky 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.

Furthermore, your openness to exploring multiple ideas and possibilities strengthens your ability to create a vision. Rather than rush to closure, you take the time to weigh options that may initially seem like a stretch. Your tendency to remain open increases the odds of landing on an idea that will move your group forward.

Alignment

You tend to be expressive, which is typical of leaders with your Di style. When you're working to gain alignment, your energetic approach probably catches people's attention. Because you tend to be persuasive and sociable, you may be effective at creating a positive group dynamic and getting people fired up.

Furthermore, your tendency to explain the rationale behind your ideas probably helps you communicate clearly with others. Most likely, you lay out your points carefully, and others probably appreciate that they can follow your train of thought. When you need to get people on board, this approach can be highly effective.

Your tendency to be challenging is another leadership quality that affects your ability to gain alignment. Because you often bring a skeptical stance to others' ideas, you may push people to be more specific and to back up their ideas with data. Your challenging nature may make for tense dialogue at times, but you probably aren't afraid to engage people.

Execution

True to your Di style, you tend to be quite driven, and this can help you create a sense of momentum for those around you. Most likely, you prefer to maintain a brisk pace, and you probably expect the same of others. People in your group may feel more compelled to push toward results when they see you setting the example.

Your tendency to address problems is an important asset when it comes to executing a vision. When you see inefficiencies, you don't just look the other way—you step in to ensure that things run more smoothly. When done prudently, providing constructive criticism is an important leadership tool to improve productivity.

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.
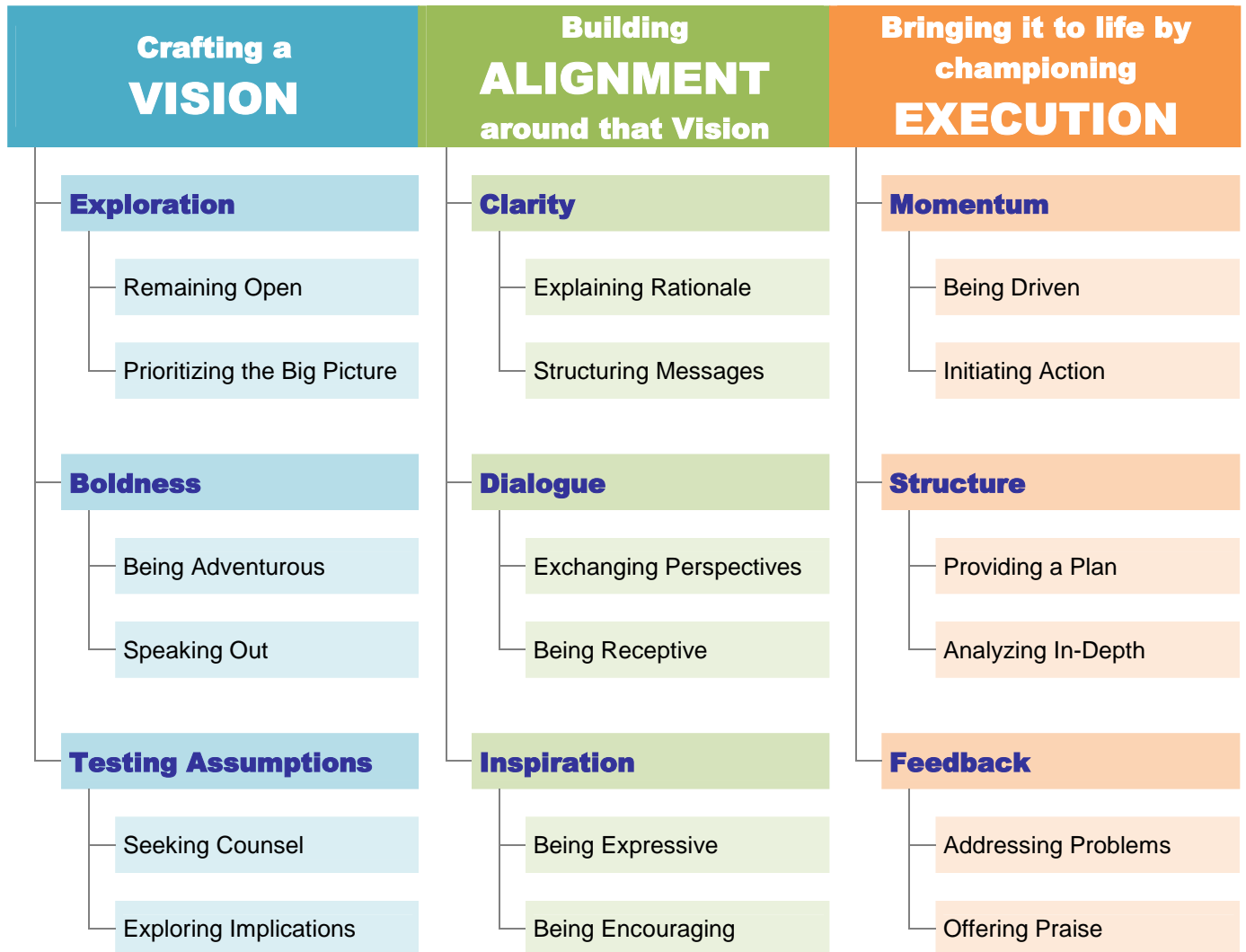
Vision, Alignment, and Execution
Everything DiSC® Work of Leaders™

How the Process Works
Three **steps**: Vision, Alignment, and Execution
└── Three **drivers** for each step (e.g., Exploration, Boldness, Testing Assumptions)
　　└── Two **behavioral continua** for each driver (e.g., Remaining Open, Prioritizing the Big Picture)

Crafting a VISION	Building ALIGNMENT around that Vision	Bringing it to life by championing EXECUTION
Exploration	**Clarity**	**Momentum**
Remaining Open	Explaining Rationale	Being Driven
Prioritizing the Big Picture	Structuring Messages	Initiating Action
Boldness	**Dialogue**	**Structure**
Being Adventurous	Exchanging Perspectives	Providing a Plan
Speaking Out	Being Receptive	Analyzing In-Depth
Testing Assumptions	**Inspiration**	**Feedback**
Seeking Counsel	Being Expressive	Addressing Problems
Exploring Implications	Being Encouraging	Offering Praise

Batch Batchelder　　**7**

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**.

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 > Exploration
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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.

Vision > Exploration > Remaining Open and Prioritizing the Big Picture

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 seek closure. Also, some leaders prioritize the big picture, while others prioritize the details. **In the context of exploration**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward remaining open and prioritizing the big picture will help when exploring a vision.

You

Seek Closure ←——————————————————→ **Remain Open**
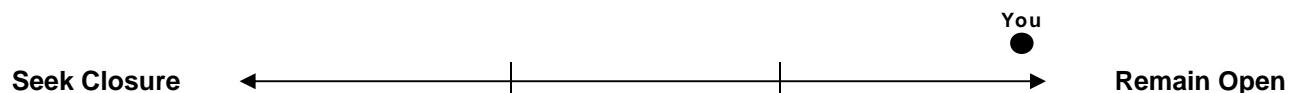
Batch, you probably like to remain open and unstructured. This can pose some leadership challenges, but when it comes to creating a vision, your tendency to avoid locking in on one idea too quickly is a real benefit. You don't need to fully understand how an idea could be executed to explore and appreciate it. Rather, you continue to develop the concept and gain understanding of the logistics as you go. Because you don't rush for closure, you're less likely to settle on a less than ideal solution, and this willingness to explore often leads to a solid vision.

You

Prioritize Details ←——————————————————→ **Prioritize Big Picture**

You tend to focus more on the big picture than on the details. This means that you think broadly about how everything fits together rather than concentrating on individual elements. This perspective allows you to better understand the relationships among different ideas and goals. When it comes to exploration, you are well equipped to see where a particular course *might* lead in the future or how new ideas *might* fit into current plans. Further, when you embrace a big-picture view, you are more likely to notice when outdated assumptions or practices are hindering your team or organization.

Since you see yourself as open and big-picture focused, you may already be doing a good job of exploring new ideas to create a vision.

Vision > Boldness
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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 stretch the boundaries of what seems possible and challenge people to rise to the occasion.

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

Vision > Boldness > Being Adventurous and Speaking Out

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 be adventurous, and others are more cautious. Also, some leaders aren't afraid to speak out with their bold ideas, while others tend to hold back. **In the context of boldness**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being adventurous and speaking out will help when creating a bold vision.

You

Cautious ⟵————————|————————|————————➤ **Adventurous**
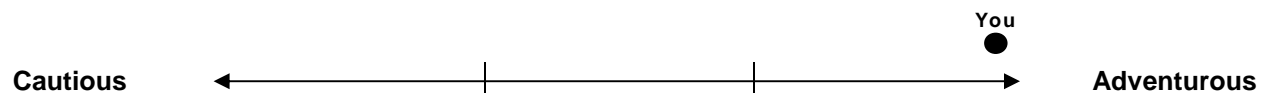
Batch, you tend to focus more on the potential benefits of taking a chance than on the possibility of failure. Most likely, your confidence in your team allows you to act, even when it's not clear how you will reach a successful outcome. Even if you occasionally fall short, creating a bold vision positions your group to grow and stay competitive. Others probably appreciate your sense of adventure and your confidence that your group will be able to overcome obstacles along the way.

You

Hold Back ⟵————————|————————|————————➤ **Speak Out**

You're usually ready to speak out, particularly when you feel that you have something important to say. Because you're willing to take chances socially and put your credibility on the line, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to go out on a limb probably helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

Since you see yourself as adventurous and willing to speak out, you may already be doing a good job of creating a bold vision.

Vision > Testing Assumptions
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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.

Vision > Testing Assumptions > Seeking Counsel and Exploring Implications

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 like to decide independently. Also, some leaders focus on exploring implications, while others prefer to push forward. **In the context of testing assumptions**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward seeking counsel and exploring implications will help when it's time to evaluate the vision.

You

Decide Independently ←——————————————————→ **Seek Counsel**
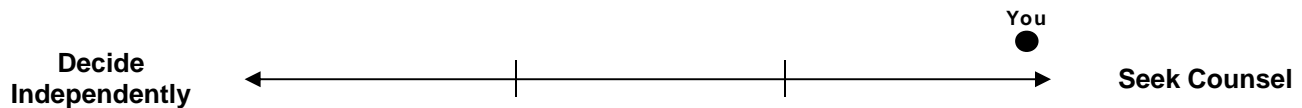
Batch, you recognize that other people bring fresh perspectives, so you tend to seek counsel before making decisions. In your mind, it makes sense to take advantage of the experience and knowledge of other people as you develop a vision. By gathering advice from people whose opinions you respect, you increase the likelihood of creating a vision that will work for your group. Consulting with others helps you define your ideas more clearly, and it also goes a long way when it comes to gaining buy-in.

You

Push Forward ←——————————————————→ **Explore Implications**
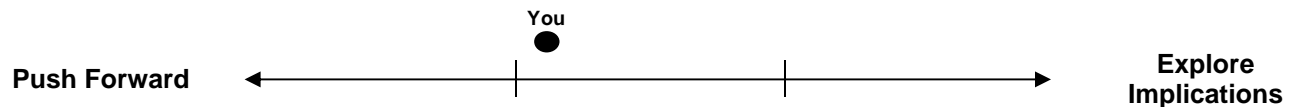
You probably take the time to evaluate ideas that you aren't entirely sure about, but you may also be eager to keep pushing forward. When facts aren't pivotal to the success of the vision, you may be less inclined to do your homework. You like to keep things moving in the interest of making faster progress. However, as a leader, it's important to check your assumptions carefully before pursuing a vision. By examining your ideas and exploring the implications, you increase your chances of a successful outcome.

Since you see yourself as having a tendency to seek counsel but only moderately inclined toward exploring implications, you may need to spend a bit more time testing your assumptions as you create a vision.

What Do We Mean by "Alignment?"
Everything DiSC® Work of Leaders™

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.

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.

Alignment in Your Organization

A number of structural and cultural factors can affect how you go about creating and maintaining alignment. Consider how these affect alignment within your organization.

· Formal vs. informal communication
· Face-to-face and virtual environments
· Lateral and hierarchical organizational structures
· Negotiating 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 > Clarity
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How Clarity Drives Alignment

When communicating with others, it's important to deliver a rational, structured message. 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 explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.

Alignment > Clarity > Explaining Rationale and Structuring Messages

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 explain their rationale, and others offer their intuition. Also, some leaders tend to deliver structured messages, while others tend to deliver impromptu messages. **In the context of clarity**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward explaining your rationale and structuring your message will help when you need to be clear to get people's buy-in.

You

Offer Intuition ←————————————————————→ **Explain Rationale**
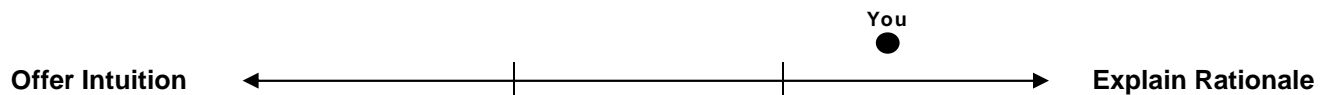
Batch, you tend to explain the rationale behind your ideas, so it's probably easy for you to convey a compelling message when it's time to gain others' buy-in. People probably appreciate being able to understand your logic and reach the same conclusion. Because you take the time to explain the data and reasoning behind the vision, people are more likely to trust what you say and understand how your decisions are in the best interest of the group.

You

Impromptu Messaging ←————————————————————→ **Structured Messaging**

You fall on the middle of the scale between delivering impromptu messages and delivering structured messages. To communicate clearly, leaders need to take time to prepare a message that includes all the necessary details while also sticking to the main point. You're probably capable of this, but you may also feel comfortable improvising on the fly. To communicate most effectively during alignment, take the time to fully develop and organize your thoughts before conveying your message. Remind yourself that people need to clearly understand the vision before they can buy into it.

Since you see yourself as inclined to explain your rationale but only moderately likely to deliver structured messages, you may need to spend a bit more time organizing your thoughts to provide the clarity that others need.

Alignment > Dialogue
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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.

Alignment > Dialogue > Exchanging Perspectives and Being Receptive

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 present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. **In the context of dialogue**, the behaviors on the right-hand side of these scales leadership are best practices. Any movement toward exchanging perspectives and being receptive will help when creating an atmosphere of open dialogue.

You

Present Information ←————————————————→ **Exchange Perspectives**
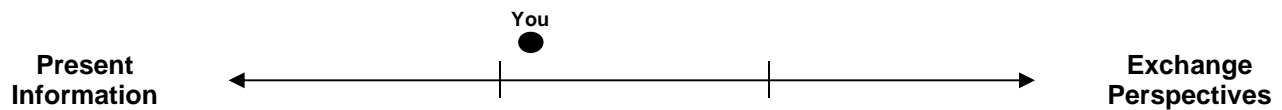
Batch, you fall on the middle of the scale between presenting information and engaging others in a two-way exchange. While there may be times when people feel comfortable commenting and asking questions, you may not always go out of your way to solicit their opinions and feedback. Exchanging perspectives with others can be challenging because it means giving up some control and opening yourself up to potential criticism. Even though it is sometimes appropriate to simply present information, gaining alignment around a vision calls for a more participatory approach.

You

Challenging ←————————————————→ **Receptive**

You have a tendency to challenge other people's ideas. While this helps ensure that your solutions are logical, it can also leave people feeling deflated when their ideas or concerns are criticized or minimized. This may create a culture where people are afraid to share, even if they are asked, and it could limit the exchange of knowledge that can be so valuable in gaining alignment. People want to know that their words will be met with openness when they decide to speak up.

Since you see yourself as challenging and only moderately inclined to exchange perspectives, you may need to be more receptive and focus a bit more on two-way communication to provide the dialogue that others need.

EVERYTHING DiSC®

Alignment > Inspiration
Everything DiSC® Work of Leaders™

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.

Alignment > Inspiration > Being Expressive and Being Encouraging

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 are more reserved. Also, some leaders tend to communicate encouragement, while others tend to be more matter-of-fact. **In the context of inspiration**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being expressive and encouraging will help when people need to be inspired to get on board with the vision.

You

Reserved ←————————————————→ **Expressive**

Batch, you probably don't worry about filtering your emotions, and when you're excited, your passion can be contagious. When people see your confidence about an idea, they're more likely to believe the vision is worthy of their attention. With your expressive approach, you help 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

Matter-of-Fact ←————————————————→ **Encouraging**

Even though you're quite expressive, you tend to see yourself as more of a realist than a cheerleader. You have a matter-of-fact approach that may sometimes prevent you from painting an optimistic view of the future. However, part of a leader's job is to inspire people to see the good that will come of their efforts. This doesn't require you to abandon your realistic ways. Rather, it means that you need to focus on emphasizing the aspects of the vision that are truly positive. If people can't visualize a compelling future, they are likely to be less engaged with their work.

Since you see yourself as being expressive but matter-of-fact, you may need to place more emphasis on encouragement to provide the inspiration that others need.

What Do We Mean by "Execution?"
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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.

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.

Your Role in Executing the Vision

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 or less hands-on
- Advocating for resources or providing resources
- Creating strategy or following strategy
- Establishing culture or 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: **Momentum**, **Structure**, and **Feedback**.

Execution > Momentum
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How Momentum 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 momentum 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 momentum.
- People tend to perform to whatever level of momentum is expected.
- Without a sense of momentum, projects can stall out and fail.

Execution > Momentum > Being Driven and Initiating Action

When we talk about driving execution with momentum, 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 are more low-key. Also, some leaders tend to initiate action, while others tend to be more reactive. **In the context of momentum**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being driven and initiating action will help create the momentum your group needs.

**You**

Low-Key ⟵——————|——————|——————⟶ **Driven**

Batch, creating a sense of momentum is probably second nature to you. Because you like to make rapid progress, you may grow restless when energy 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 drive and a competitive spirit. You tend to root out complacency and inaction, and you expect people to strive to succeed, even it means going beyond their comfort zones. By creating a sense of momentum for others, you encourage them to push themselves to do their best.

You

Reactive ⟵——————|——————|——————⟶ **Initiating**
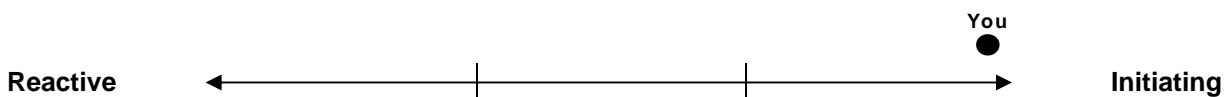
As a leader who tends to initiate, you identify fresh opportunities, call attention to areas for improvement, and kick off new projects. Your entrepreneurial spirit probably helps create a culture where being proactive is valued. In this kind of climate, people don't just wait for their next responsibility—they are constantly on the lookout for new ways to contribute. When a leader shows initiative, the group is more likely 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 momentum.

Execution > Structure
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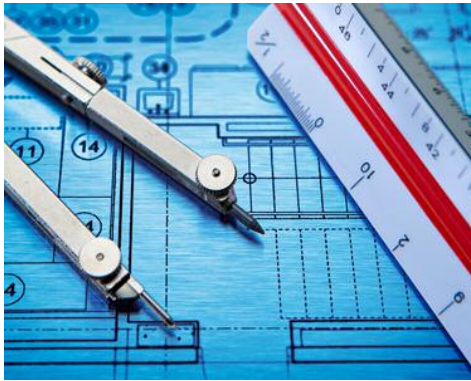
How Structure Drives Execution

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 analyze 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.

Execution > Structure > Providing a Plan and Analyzing In-Depth

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 like to improvise. Also, some leaders tend to analyze in-depth, while others tend to follow their first impressions. **In the context of structure**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward planning and analyzing in-depth will help when it's time to create the structure needed to execute well.

You

**Improvise** ←————————————————————————→ **Plan**

Batch, you have a tendency to improvise and figure things out along the way. This can be beneficial in situations where preparation isn't possible, such as in emergencies or social situations. On the other hand, even if a lack of planning doesn't bother you, many people get very anxious when they don't have a well-defined structure to depend on. Without clear processes, your group can suffer considerable inefficiencies, redundancies, and frustrations that can threaten the successful execution of the vision.

You

Follow First Impressions ←————————————————————————→ **Analyze In-Depth**
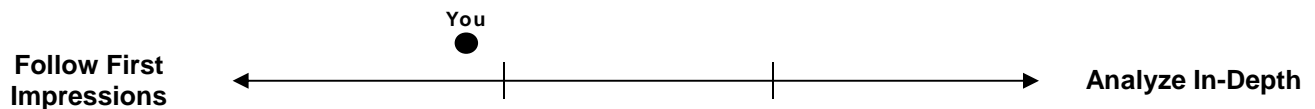
You have a tendency to follow your first impressions rather than to analyze deeper trends and patterns. You might not push yourself to truly understand the root causes of problems or investigate all the implications of a decision. You may prefer to make a quick decision and move ahead rather than explore the complex underlying issues. This certainly can save time when you're trying to move rapidly, but it might prevent you from creating the kind of robust structure that leads to long-term efficiency.

Since you see yourself as having a tendency to improvise and follow first impressions, you may need to spend more time on planning and analysis to provide the structure that others need.

Execution > Feedback
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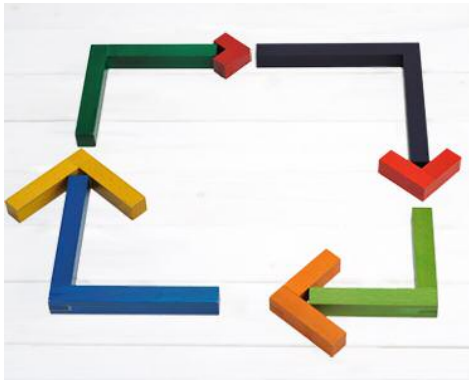
How Feedback Drives Execution

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.

Execution > Feedback > Addressing Problems and Offering Praise

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 like to maintain harmony. Also, some leaders tend to offer more praise, while others tend to offer less praise. **In the context of feedback**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward addressing problems and offering more praise will help you be more effective with feedback.

You

Maintain Harmony ←——————|——————|——————→ **Address Problems**

Batch, when you see a problem, you're unlikely to sweep it under the rug. In fact, because you're so focused on successfully executing the vision, the problem will probably bother you until it's fixed. When it comes to giving feedback, you're usually willing to let people know when things aren't being done to your standards. In fact, you may be more concerned with things being done right than with protecting people's feelings. As a leader, this quality helps you ensure that inefficiencies in processes get addressed.

You

Offer Less Praise ←——————|——————|——————→ **Offer More Praise**

You don't see yourself as particularly open with praise and recognition. Perhaps giving praise just doesn't occur to you since you have little need for it yourself. Or, you may be so task-oriented that recognition seems like a distraction. It's also possible that you feel that compliments aren't meaningful unless they're used sparingly. Be honest with yourself about what keeps you from showing your appreciation for others' work. If you don't positively reinforce good behavior, people are less likely to be motivated, loyal, and engaged.

Since you see yourself as ready to address problems but less inclined to offer praise, you may need to spend more time giving positive feedback to make people feel appreciated.

Your Leadership Strengths

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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 > MOMENTUM > BEING DRIVEN

You

Low-Key ←——————————————→ Driven

Because being driven comes naturally to you, you probably create a fast-paced culture where people push themselves to perform. Leaders like you provide real momentum for the entire group. As a result, the people you work with are likely to respond to your sense of urgency, and they might also appreciate that you:

- Contribute a sense of energy and a competitive spirit
- Provide a focus on getting timely results
- Keep the group from becoming complacent or stagnant

EXECUTION > FEEDBACK > ADDRESSING PROBLEMS

You

Maintain Harmony ←——————————————→ Address Problems

You are comfortable addressing problems that come up, and this allows you to provide the critical feedback that people need. To ensure that the vision is executed successfully, you tend to be straightforward about suggesting improvements. As a result, you help to create an efficient operation where expectations are high. People probably appreciate that you:

- Ensure quality by dealing with inefficiencies head-on
- Prevent wasted time by speaking up when things go wrong
- Reduce frustration by letting people know where they stand

VISION > BOLDNESS > BEING ADVENTUROUS

You

Cautious ←——————————————→ Adventurous
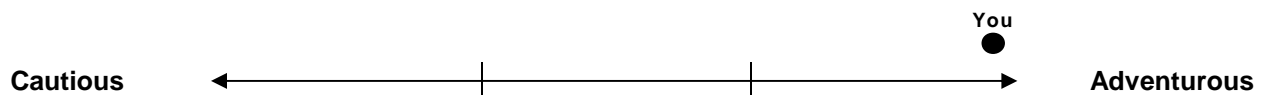
You like adventurous ideas, and as a result, you probably create bold visions that capture people's imaginations. You often pursue opportunities that more cautious leaders would pass up, and this can give your group a competitive advantage. Your boldness might encourage people to take on new challenges 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 adventurous ideas

Batch Batchelder **20**

## Your Leadership Challenges: Being Receptive

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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 Receptive 2. Being Encouraging 3. Offering Praise

ALIGNMENT > DIALOGUE > BEING RECEPTIVE

You

Challenging ← | | → **Receptive**
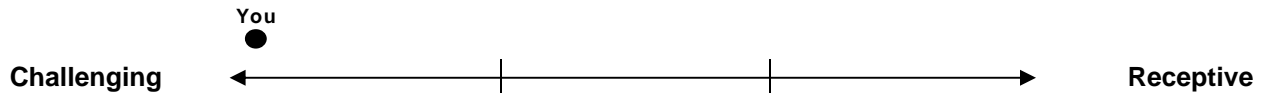
Since you see yourself as challenging, you may need focus on being more receptive to provide the dialogue that others need. Below are tips and examples to get you started.

Tips for Improvement

- Avoid challenging or completely dismissing other people's opinions. Being receptive will create a culture in which the group feels comfortable contributing.

- Be proactive about thanking people for their feedback, even if you don't agree with what was said. This will help people feel that it's worth their efforts to be a part of the dialogue.

- Make sure your tone of voice and your body language verify your receptiveness. It's not always what you say but how you say it that will have the biggest impact.

Case In Point

Evelyn's Example:
When Evelyn's colleague, Ian, pointed out problems with the new direction she had proposed for her team, her initial reaction was to argue with him. However, she took a step back and remembered that Ian had a unique perspective on the work they did. Instead of pushing back, she urged him to elaborate on his concerns.

Michael's Example:
As Michael communicated a new vision to the team, people shared ideas that he and other senior leaders had already worked through and rejected. Rather than dismissing the ideas outright, he tried to make the team members feel valued and included by thanking them for contributing to the discussion and taking the time to explain the rationale behind the vision.

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

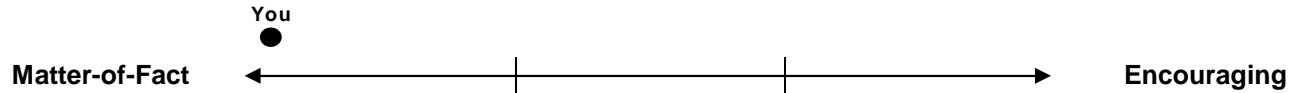How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Your Leadership Challenges: Being Encouraging

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ALIGNMENT > INSPIRATION > BEING ENCOURAGING

You

●

Matter-of-Fact ←————————|————————|————————→ **Encouraging**

Since you see yourself as being matter-of-fact, you may need to place more emphasis on encouragement to provide the inspiration that others need. Below are tips and examples to get you started.

Tips for Improvement

- Encourage people to focus on the promise of their work rather than the challenges. Let your team know that working toward the vision will generate positive results.

- Show people you have a genuine interest in their welfare. Listen to their concerns and acknowledge what is most important to them.

- Demonstrate confidence in your team. Invite the people in your group to try new things and articulate your faith in their abilities.

Case In Point

Evelyn's Example:
As the project advanced, things became particularly difficult for Evelyn's team, and she could tell they needed a boost in morale. She called everyone together to highlight specific contributions each person was making. She told them that even though things seemed tough, she believed they could pull together to reach their goal, and she reminded them of the improvements the end result would bring.

Michael's Example:
Michael knew that his team could sense his approval or disapproval by observing his body language, and this often left them feeling discouraged, even though that was far from his intention. In order to provide more encouragement, he made a point to smile more often, nod in approval, and verbalize his support whenever possible.

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

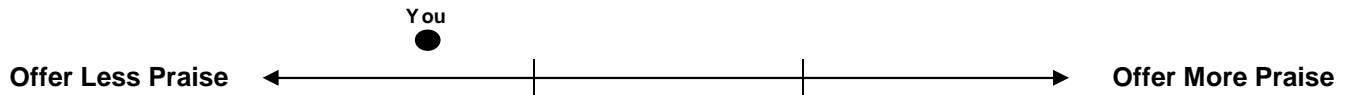How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Your Leadership Challenges: Offering Praise

Everything DiSC® Work of Leaders™

Your Action Steps

EXECUTION > FEEDBACK > OFFERING PRAISE

You

Offer Less Praise ← | | → Offer More Praise

Since you see yourself as less open with praise, you may need to spend more time giving positive feedback and making people feel appreciated. Below are tips and examples to get you started.

Tips for Improvement

- When you notice that improvements have been made, commend the people responsible for a job well done. If an accomplishment is significant enough to be noticed, then it's significant enough to be applauded.

- Ease into the habit of giving recognition by regularly praising someone you're more comfortable with, or someone you're less familiar with, whichever helps make the process more rewarding.

- Build recognition into your plans and remind yourself to celebrate accomplishments before moving on. Placing praise on your to-do-list might prevent you from overlooking it.

Case In Point

Evelyn's Example:
Evelyn came to realize that she needed to give more frequent recognition to the people on her team, so she decided to start small. She set a goal of complimenting each person's performance at least once a week, and after a while, she found herself looking for even more opportunities to praise others. It no longer felt like a chore, and she didn't have to remind herself to do it.

Michael's Example:
Michael outlined his plans for a new project, and at the end of each step, he tacked on a note that said, "acknowledge a job well done." After each phase of the project had been accomplished, his notes reminded him to thank the team and applaud specific contributions that had led to meeting the benchmark.

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

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.