

# Beyond the Horizons Consulting

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## Tools in your Success Kit, Part IV

This is the last in our four-part series on specific tools you can use to better understand yourself and others. In *September* we introduced the reader to the Personal Interests, Attitudes, and Values assessment, useful both in one's personal life and particularly applicable for managers to better motivate their employees. In *October* we gave you more information on Spiral Dynamics, a tool that can be used strategically in the workplace and in even larger entities on the national and international levels. Then in *November* we discussed the Myers-Briggs Type Indicator, an assessment with a proven track record that still enables people to take a fresh approach to interacting with others.



### The DISC

In this issue we will tell you something more about the DISC, an assessment which starts with a brief questionnaire of 24 items and results in a 25-page report about your observable behavior and emotions

that has been estimated to be 95% accurate. Not only that, the DISC generates 384 individual "portraits," along with valuable information on how to communicate with other types and helpful hints on self-improvement (plus action plan!).

Like the MBTI, the DISC does not measure either a person's intelligence or his/her skill level. Rather it is an indicator of behavioral and emotional preference. Let's take a moment to look at the four basic factors which, present in different proportions in each person, yield one of 384 individual "portraits." There are very few "pure" individuals — that is, persons whose dominant behavioral/emotional factor is expressed positively, while the other three factors are negative. However, to give the reader a brief idea of the "underpinning" of this instrument, we list the four factors with some descriptive terms.

First there is the D, which in its pure form encompasses only 1.2% of the population. Ds (Dominance) are

- ambitious                      direct
- forceful                         independent
- decisive                         challenging

Then there is the I (Influencing), which in its pure form encompasses 1.0% of the population:

- expressive                      enthusiastic
- friendly                         demonstrative
- talkative                         stimulating

The Ss (Steady), which comprise 0.9% of the population, may be described as

- methodical                      systematic
- reliable                         steady
- relaxed                         modest

Finally, the C (Compliant), making up only 0.3% of the population in its pure form, may be described as

- analytical                      contemplative
- conservative                  exacting
- careful                          deliberative

The DISC takes these four factors and generates two graphs, one based on the highest preferences of the respondent, the other on the respondent's least desired preferences. The relationships among the four points generates the "portrait" of the respondent. In addition, from one graph we obtain the respondent's natural style; from the other, how the person operates under stress. **This is a tremendous amount of information that both managers and employees can use to improve communication, individual performance, and OVERALL performance of the team, department, or business!**

## Motivating your Employees

We all bask in the sun of feeling understood and appreciated by another person. As a marriage and family therapist for over 20 years, I literally experience a new client "thawing out," warming up, relaxing and sharing from the heart when I turn *my* heart light on that person. What makes an employee any different?

As an employer or manager you can choose how you want to motivate your employees. There are three basic styles:

- 1 fear motivation
- 2 incentive motivation
- 3 causal motivation

We are all familiar with the "*do it or else*" motivation we may have experienced during the course of our formal education. Get the report in on time — or else! In fact, we often see people reliving this fear motivation in dreams in which they cannot find their assigned classroom, they fail their final exam, or they just "know" that they are not going to graduate. You *can* motivate your employees by locking them into fear, but more than likely they will try to sabotage you at the first opportunity.

We are also probably familiar with the "*carrot*" motivation that keeps the rabbit perennially running around the track. Like the fear motivation, we may often use this tactic on ourselves when we have a long-term goal which involves a series of tedious steps. We give ourselves a little reward each time we complete one of the steps. As employer you may give merit raises or other types of bonuses

to employees who demonstrate superior performance. This type of motivation is OK as far as it goes, but, let's face it, sometimes the "carrot" just isn't enough for an employee to justify continuing to make an extreme effort.

*Causal motivation*, unlike the other two tactics, is not an *extrinsic* but an *intrinsic* motivator. That is why it results in authentic behavior and truthful relationships. Most simply put, causal motivation results when people believe in a cause or a person/group so much that they are willing to give their **utmost** for its success. *The Universal Language: DISC* puts it this way, "People will work their hardest for something or someone they believe in, and **then the environment must be created that will cause the team to want to work toward the vision or goal.**" (italics mine)

The DISC can help create that positive, respectful environment in which the contribution of each team member is valued. Causal motivation then means essentially two things for the organization:

- 1 Everyone — from the CEO down to cleaning service personnel — knows *by heart* the mission statement of the organization and really believes in it
- 2 Everyone is motivated to act on this belief because they experience being valued for what they bring to the organization

***Enter the DISC!***

## Complimentary DISC Style Analysis Available through Beyond the Horizons Consulting

Would you like to try the DISC to help understand yourself better? Would you like an employee to take the instrument as well, so the two of you can discuss your differences in behavioral style and how you can better work together?

We currently have a number of complimentary assessments! They take only a few minutes to complete, and you'll be amazed at the wealth of information they generate. Jean Eva will gladly consult with you for an hour on each "portrait." See for yourself how valuable these assessments can be. You *will* enhance communication, motivation, and performance for a short investment of time. **Call Jean Eva today: (505) 466-4990.**