

WORK OF LEADERS PROFILE



ASSESSMENT TO ACTION.

Sue Hammond

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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.



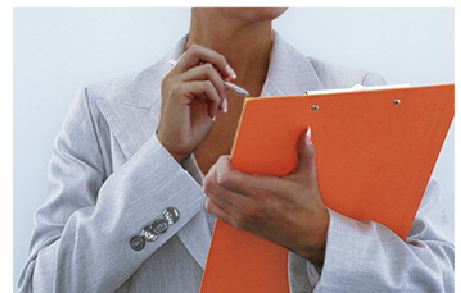
VISION

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

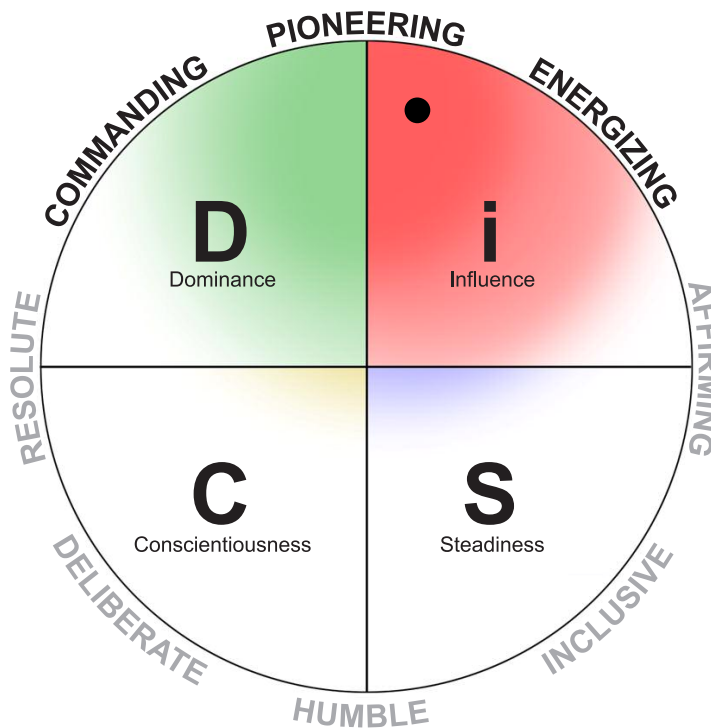
Everything DiSC® Work of Leaders™

Your DiSC® Leadership Style

Sue, the picture below shows your **Everything DiSC® Leadership Map**. Your dot **location** shows your DiSC® style. Because your dot is in the **i** region, this is your **primary style**. However, your dot is located near the line dividing the **i** and **D** regions, so **D** 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: iD
Primary Style: i
Secondary Style: D



Your Leadership Map

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

On the other hand, the priorities of being **Humble**, **Deliberate**, and **Inclusive** 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

Questioning
Logic-Focused
Objective
Skeptical
Challenging

C: Conscientiousness

Priorities: being deliberate, being humble, being resolute

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Active
Fast-paced
Assertive
Dynamic
Bold

i: Influence

Priorities: being energizing, being pioneering, being affirming

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Accepting
People-focused
Empathizing
Receptive
Agreeable

i
Influence

D
Dominance

S
Steadiness

C
Conscientiousness

S: Steadiness

Priorities: being inclusive, being humble, being affirming

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

Thoughtful
Moderate-Paced
Calm
Methodical
Careful

Your Leadership Priorities

Everything DiSC® Work of Leaders™

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**, **Energizing**, and **Commanding**. This means that you're probably a passionate leader who is interested in ideas that could result in exciting breakthroughs. Others might describe you as adventurous, charismatic, and outgoing. Most likely, you're quite expressive, and your positive energy can often inspire the group.

What Priorities Shape Your Leadership Experience?

► Being Pioneering

Sue, leaders with your iD style are adventurous and tend to be open to exciting opportunities that could lead to immediate progress. You like to hit the ground running and are probably quite comfortable taking some risks in the process. Because you may not spend a lot of time analyzing options and reviewing details, you may fail to anticipate the implications of some of your decisions and actions. Most likely, the status quo often feels stagnating to you, so you may try to inspire others to seek out ideas that could add excitement and have a big impact.

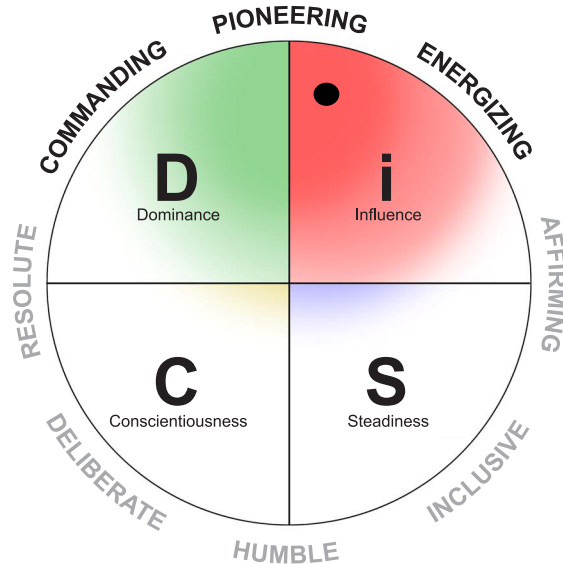
► Being Energizing

As a leader who values enthusiasm, you want to help people feel optimistic about their work. Your passion is probably easily noticed by other people, and you may be outspoken with your opinions. Consequently, you can inspire other people to be as excited about your ideas as you are. In fact, you may have a knack for rallying people to achieve goals without coming across as pushy. Because you tend to be outgoing, you're probably also good at building and maintaining professional networks.

► Being Commanding

Leaders with your iD style have a strong drive to reach ambitious goals quickly, and they encourage those around them to share this focus on results. You're probably quick to step up and offer direction for the group, especially when leadership seems to be lacking. You tend to have a strong vision for how things should proceed, and this confidence and certainty may make others comfortable with you in charge. Through your passion and conviction, you can get people to push themselves without coming across as too bossy or controlling.

Your DiSC® Leadership Style



Your DiSC Style: iD

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

Sue, like other leaders with your iD 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 find it exciting to 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.

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.

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.

Alignment

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

You also tend to strike a balance between presenting information and exchanging perspectives. At times, you may gain alignment through a two-way communication process, but at others, you may simply present information in a more top-down manner. These variable approaches may be useful if your group has diverse roles and communication needs.

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 iD 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 an energetic 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.

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.

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.

Vision, Alignment, and Execution

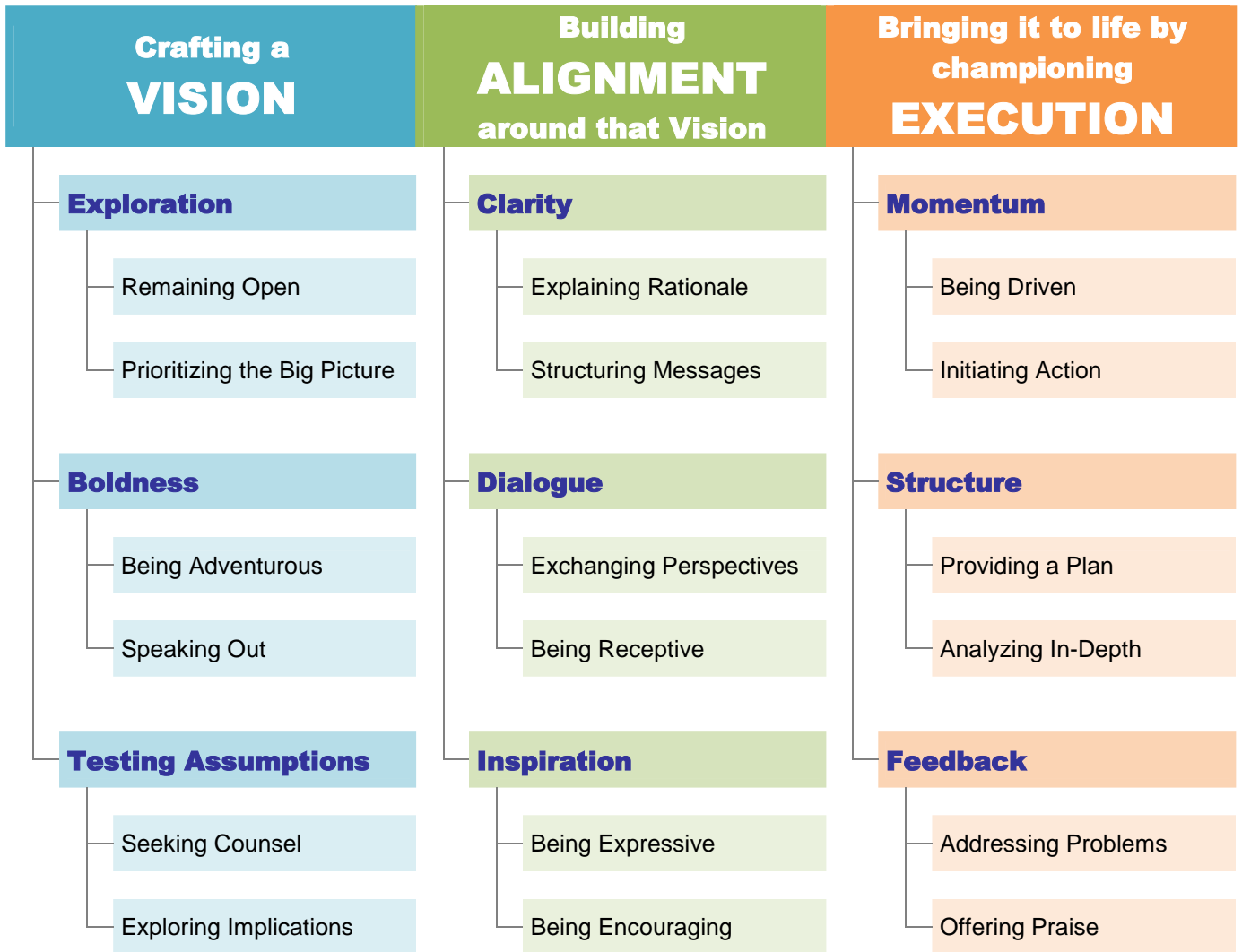
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Work of Leaders

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)



What Do We Mean by “Vision?”

Everything DiSC® Work of Leaders™

Work of Leaders: Vision

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

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

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

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

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

VISION is important because:

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



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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Work of Leaders: Vision



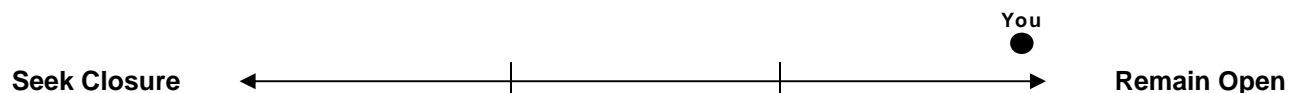
How Exploration Drives Vision

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

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

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.



Sue, 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 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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Work of Leaders: Vision



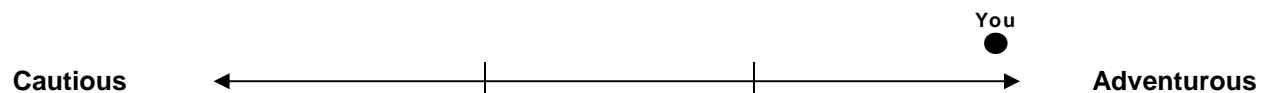
How Boldness Drives Vision

Creating a bold vision doesn't necessarily mean doing something on a big scale. But it does mean that the leader has a willingness to go out on a limb to champion bold new directions. Great leaders 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.



Sue, 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'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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Work of Leaders: Vision



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.



Sue, 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.



Even though you often seek counsel from trusted advisors, you do like to jump right into a project, and you may not always take the time to explore the implications by carefully examining your ideas. Leadership is often about pushing forward, but when you are creating a vision for your group, gathering objective data is an important step. Doing your homework takes time, and you may see it as unnecessary busy work when you are eager to keep things moving. However, evaluating your ideas helps test your assumptions against reality, and it also gives you the facts you need to gain alignment.

Since you see yourself as having a tendency to seek counsel but also to push forward, you may need to spend more time exploring implications as you create a vision.

What Do We Mean by “Alignment?”

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Work of Leaders: Alignment

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

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

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

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

ALIGNMENT is important because:

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



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.**



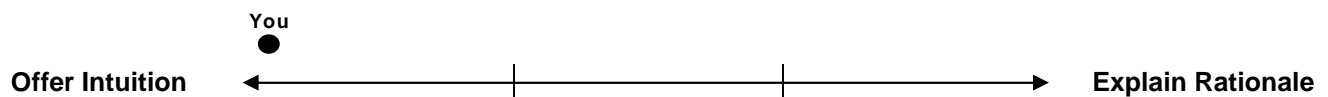
How Clarity Drives Alignment

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?

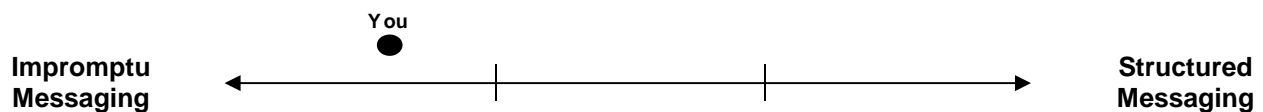
- Clear communicators explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.

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.



Sue, you tend to be highly intuitive when making decisions, and this can make it more challenging to communicate the vision with clarity. While relying on your personal experience and insight can have many advantages for you as a leader, when it's time to get alignment, you also need to be able to explain the rationale behind the vision to others. When not checked against logic, your intuitive approach can fail to give people the data and reasoning they need to truly buy in to the vision.



You have a tendency to deliver your ideas without a lot of structure, and this might cause people to get lost in your message. You may be quite good at thinking on your feet, but this communication style doesn't always help when the goal is gaining alignment. Leaders who tend to deliver impromptu messages often provide unnecessary details and go off on tangents. If people have trouble identifying your main point, you may lose their attention. To improve your communication when it's time to get buy-in, take the time to fully organize your thoughts before presenting the vision.

Since you see your communication style as intuitive and impromptu, you may need to put more effort into explaining your rationale and structuring your messages to provide the clarity that others need.



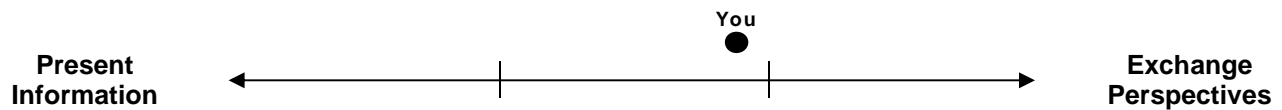
How Dialogue Drives Alignment

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.



Sue, 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 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.



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.

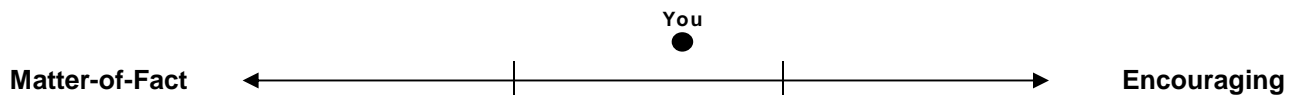
- Real buy-in isn't just getting people to go through the motions.
- When you express your passion, others become more committed.
- People need to see how their efforts will contribute to success.

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.



Sue, 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 probably provide encouragement to others when you spot a specific need for it. For example, you may concentrate more on encouraging those who are down rather than making a point to provide steady encouragement. Because you don't tend to place a heavy focus on this kind of support, you may miss out on opportunities to inspire others to try new things or help people find their inner strength when things get difficult. When it comes to gaining alignment around a vision, you may find it more effective to show more support by maintaining a consistently positive tone.

Since you see yourself as expressive but only moderately encouraging, you may need to place a bit more emphasis on optimistic support to provide the inspiration that others need.

What Do We Mean by “Execution?”

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Work of Leaders: Execution

EXECUTION is TURNING THE IMAGINED FUTURE CONDITION into REALITY

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

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

EXECUTION is important because:

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



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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Work of Leaders: Execution



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.

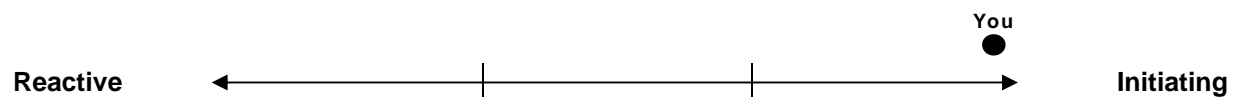
- Leaders often set an example when it comes to momentum.
- People tend to perform to whatever level of momentum is expected.
- Without a sense of momentum, projects can stall out and fail.

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.

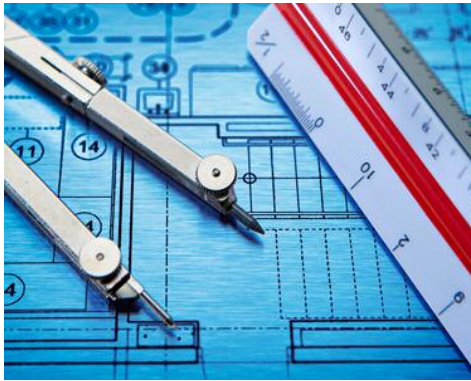


Sue, creating a sense of momentum is probably second nature to you. Because you like to make rapid progress, you may grow restless when energy seems to lag. As a leader, you tend to create a culture with a substantial focus on results. This keeps people on their toes and provides a sense of drive and 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.



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.



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.

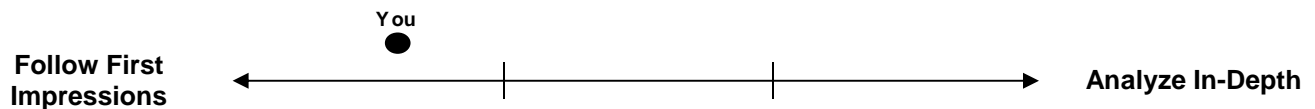
- To work productively, people need to know what is expected of them.
- Effective leaders pay attention to the structure needs of their teams.
- Structure helps to produce predictable, reliable outcomes.

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.

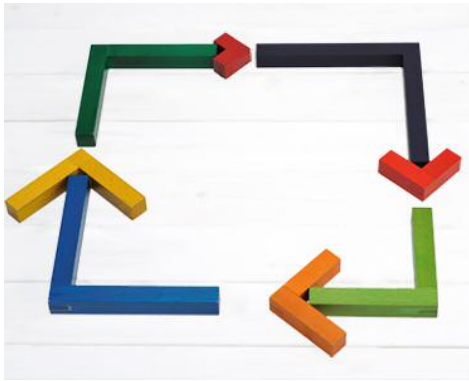


Sue, you have a tendency to improvise and figure things out along the way. This can be beneficial in situations where preparation isn't possible, such as in emergencies or social situations. On the other hand, even if a lack of planning doesn't bother you, many people get very anxious when they don't 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 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.



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.



Sue, 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.



While you're quite candid about addressing problems, you're equally likely to look for opportunities to compliment people and acknowledge their contributions. Because you're open with praise and recognition, people can tell when you appreciate their hard work, creativity, and loyalty. There are many benefits to this leadership quality. Overall, you probably create a motivating environment where people feel confident they will be rewarded if they execute the vision successfully. Furthermore, they may see you as a leader who really cares about their progress and well-being.

Since you see yourself as ready to address problems and offer praise, you may already be doing a good job of providing the feedback that others need.

Your Leadership Strengths

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Your Action Steps

First Step Toward Action

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your three strongest areas in the process of Vision, Alignment, and Execution. Take a moment to read and reflect on how to maximize your use of these strengths in your current role.

VISION > EXPLORATION > REMAINING OPEN



You like to keep an open mind while you're exploring new directions, and this gives you a real advantage when it comes to developing a vision. You don't rush to advance a particular solution, and you leave yourself time to imagine multiple possibilities. This increases your chances of landing on groundbreaking ideas. Because you tend to remain open during exploration, others probably appreciate that you:

- Champion real innovation
- Think broadly and creatively about the future
- Explore a wide variety of ideas before honing a vision

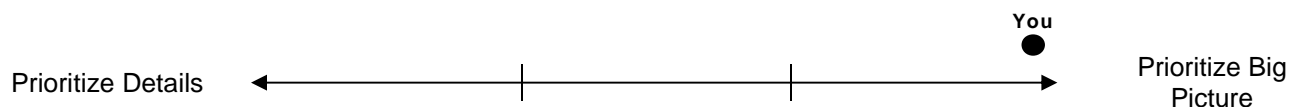
VISION > BOLDNESS > SPEAKING OUT



You're not afraid to say what you think, and as a result, you are likely to champion a bold vision. You're willing to take chances socially, even if it means sharing ideas that might put your credibility on the line. You may often step forward with thoughts and theories that others would hold back, and this can have a big impact. People probably appreciate that you:

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

VISION > EXPLORATION > PRIORITIZING THE BIG PICTURE



You have the ability to step back and look at the big picture rather than getting caught up in all the details. You tend to have a broad perspective, which helps you recognize the relationships among different systems and ideas. Not only can you envision what might be possible, but you are also adept at spotting practices that might be outdated or are no longer working. Your colleagues probably appreciate that you:

- Think broadly about how all the pieces fit together
- Visualize how a particular idea or direction might impact the future
- Notice when out-of-date systems are limiting success

Your Leadership Challenges: Providing a Plan

Your Action Steps

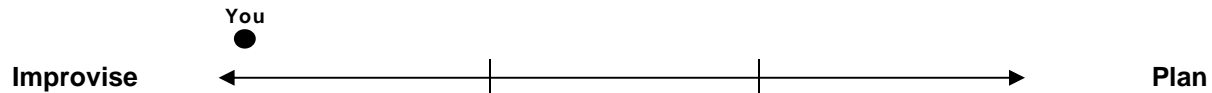
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Next Steps Toward Action

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. Providing a Plan
2. Exploring Implications
3. Explaining Rationale

EXECUTION > STRUCTURE > PROVIDING A PLAN



Since you see yourself as having an inclination to improvise, you may need to spend more time planning in order to provide the structure that others need. Below are tips and examples to get you started.

Tips for Improvement

- Recruit people who are good at planning to help you put together a blueprint for successful execution. Use the resources available to you, including colleagues, to ensure a solid system is in place.
- Work with your team to identify all of the details that need to be addressed. Write them down on slips of paper and place them in a proposed sequence. This will give you an outline for your plan.
- Don't expect the design to suddenly fall into place. Set some time aside each day for planning, and understand that providing a reliable structure for people will increase the likelihood of consistent results.

Case In Point

Evelyn's Example:

Evelyn discovered that her team needed more concrete plans from her, but she had always been more comfortable improvising. With a new project on the horizon, she asked for help from her colleague, Karen, who was brilliant at constructing clear processes. When it came time to introduce the project to her team, people were observably relieved to have such a solid plan in place.

Michael's Example:

Michael pulled a couple of his colleagues together to discuss the details of his latest plan. After they laid out the necessary steps, he wrote each one on a separate notecard. They worked together to place the cards in a workable sequence, reordering them as the discussion progressed. When they reached consensus, Michael put the plan in writing and introduced it to the rest of the team.

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?

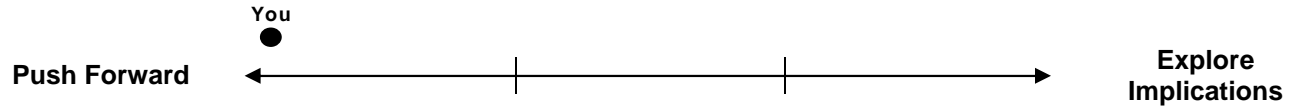
Write action steps based on the tips you found most useful.

Your Leadership Challenges: Exploring Implications

Your Action Steps

Everything DiSC® Work of Leaders™

VISION > ASSUMPTIONS > EXPLORING IMPLICATIONS



Since you see yourself as having a tendency to push forward, you may need to spend more time exploring implications as you create a vision. Below are tips and examples to get you started.

Tips for Improvement

- Conduct a pilot study or a beta test. This will help give you a deeper understanding of the implications of the vision.
- View this process as a required step rather than a delay. Exploring the implications is necessary prep work, and it will increase your chances of producing a solid vision.
- Find people in your industry or organization who have pursued similar goals. Use their experience as a resource to deepen your understanding of the implications.

Case In Point

Evelyn's Example:

Evelyn was ready to move forward with a new vision, but a colleague urged her to survey key customers in order to obtain more insight. The results surfaced a number of problems that she hadn't realized existed, and Evelyn recognized the value of testing her assumptions more thoroughly.

Michael's Example:

Michael had a great idea, but he knew he needed to test his assumptions before pushing forward. He remembered that a similar system had been implemented in another department, and he decided to research their experience. Not only did he discover some valuable tips, but he also surfaced several potential roadblocks that he hadn't even considered.

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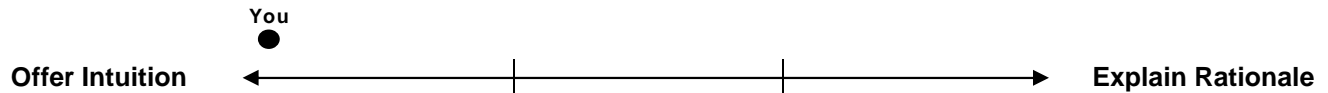
Write action steps based on the tips you found most useful.

Your Leadership Challenges: Explaining Rationale

Your Action Steps

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ALIGNMENT > CLARITY > EXPLAINING RATIONALE



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

Tips for Improvement

- Be straightforward with your reasoning. When people understand how your decisions are made, they're more likely to trust what you're saying.
- When you're communicating important information to a group, monitor people's reactions for comprehension. If you sense confusion, take time to ask about any areas of misunderstanding or uncertainty.
- Be ready with data to back up your intuition. You might be inherently drawn to an idea, but you need to substantiate it with more than gut feelings if you want your team to rally behind you.

Case In Point

Evelyn's Example:

Evelyn was sure she was on the right track as she developed a new idea. However, she knew that it needed validation beyond her own reasoning, so she collected some data to back up her thoughts. She made this information available to her team, and when they gained some insight into her conclusions, they readily bought in to the idea.

Michael's Example:

Michael was explaining the decision to change directions to his team when he noticed that some of the team members looked confused. He paused to ask them if it was making sense, and they began asking questions that made it clear they weren't following his rationale. Michael stepped back to reframe his message, making sure to pause frequently and ask questions to check their understanding.

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

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.