About the Presenter

Marilyn Manning, Ph.D., founder of Manning Management Consultants, works with organizations to solve difficult people problems and with managers who want their teams to work together better. She gives speeches and workshops, facilitates teams, and coaches one-on-one for conflict resolution. Dr. Manning, an international expert in group dynamics and processes, is a guest lecturer at the University of Chicago Graduate School of Business. She is one of only 12 speakers internationally who hold both the Certified Management Consultant (CMC) and Certified Speaking Professional (CSP) designations. She has an M.A. in Social Science and an M.A. and Ph.D. in Psychology. She was president of the world's largest chapter of the National Speaker's Association. She moderated a national cable television series on business topics that aired on over 500 stations.

Dr. Manning’s books include: The One-Stop Guide to Workshops (with a section on handling difficult situations and behaviors), Leadership Skills, Office Management, and Professional Excellence for Secretaries. This year she is featured in three of the best selling Chicken Soup for the Soul books. For more information on her books or to get a free copy of her articles - Meetings, Bloody Meetings, Temper Those Tantrums, Teamwork in the 90’s - see Dr. Manning’s website at www.MManning.com

Areas of Expertise:

- Communication
- Customer Service
- Facilitation
- Conflict Mediation
- Partnerships
- Strategic Planning
- Building Better Teams
- Leadership, Coaching
- Managing Change, Stress, Difficult People
- Presentation & Meeting Skills

Partial Client List:

- Hewlett-Packard
- National Semiconductor
- GTE
- Oracle
- Stanford University & Hospital
- University of Chicago - Graduate School of Business
- University of California - Berkeley
- Contra Costa County - Office of Education
- Security Pacific National Bank
- Salinas Valley Fair
- General Electric
- AT&T
- Apple Computer
- Symantec
- City of Mountain View
- Solano County Library
Communication Styles
Sending Communication

Sender

Filter

style
experience
values
knowledge
assumptions
customs
beliefs
expectations

Receiver

Result/Action

The rock is not disturbed by the wind, the mind of a wise man is not disturbed by either honor or abuse. Buddha
“D-I-S-C” Behavioral Tendencies

High “D”: Driving Controller

High ego strength
Results, “bottom-line” approach
Motivated by directness & challenges
Basic fears: being taken advantage of, boredom, failure
Tends to be insensitive of others’ views and feelings
“What’s the bottom line?” “Watch out-Here I come.”
“Can you get to the point?”

Approach: No small talk, don’t waste time.

High “I”: Influencing Promoter

Optimistic visionary
Social, charismatic, friendly
Motivated by recognition and approval
Basic fears: social rejection, inadequacy, boredom
Tends to be disorganized, impulsive, aggressive
“Wow, do I have a deal for you.” “What’s up...”

Approach: Be personable, listen well, keep on track.

High “S”: Stable Supporter

Pragmatic, loyal team player
Concrete action-oriented
Motivated by tradition, order, and relationships
Basic fears: loss of stability, rejection, conflict
Tends to be possessive and overly-yielding
“How can I help you?” “We can smooth this over.”

Approach: Be friendly, emphasize team, draw them out.

High “C”: Conventional Analyzer

Accurate, precise, and systematic
Intuitive and sensitive
Motivated by the “proper way”
Basic fears: criticism, error, confrontation
Tends to be overcritical of self and others
“Do it right or don’t do it at all.”

Approach: Offer facts and written follow-up, no small talk.

Used with Permission from Carlson Learning
My Style

1. Share something specific about your style, focus on experiences that are relevant to the current tasks.

2. Say clearly what works best for you in respect to communication about problems, suggestions, progress reports, and how decisions are made.

3. Write down the items for clarity.

4. Share what clearly does not work and would create confusion or conflict.

5. State what you hope will grow out of the group relationship.

for example:

My Style . . .
- say what I mean
- hear about things directly
- short memos
- like initiative
- willing to be flexible
DiSC Group Activity

In your group, discuss the following questions and record your responses on flip chart paper. Be prepared to present to the large group.

1. Help us understand how to work more effectively with you. Make a list of specific things we can do. Label the list "ALWAYS:" (eg: always give me time to prepare)

2. What are specific behaviors/actions that we should avoid when dealing with you. Label this list "NEVER:" (eg: never force me to make a major decision on the spot)

3. How is your primary style effective? (eg: I question the depth and thoroughness of reports)

4. What behavior or secondary style(s) might enhance your effectiveness? Why? (eg: the influencing style would help me see the big picture)
Values & Norms
Tips on Coaching Through Situational Strategies

The most effective leaders are those who can motivate a diverse team. The strongest, best-working teams are composed of members who represent four general work-behavior styles: influencer “I”, diplomat “S”, driver “D”, and the analyzer “C”.

• Influencer (I)

The influencer is a social, friendly, and big picture person. Influencers like to be asked about themselves and their experiences. They enjoy getting credit and looking good, and need to feel part of a team that adds value. They need interaction and fun.

• Diplomat (S)

The diplomat is calm, cooperative, and supportive. The Diplomat is not a high risk-taker. They value committed relationships and need ample time to make most decisions. Keep them plugged into their teams and the information loop, use sincere praise to motivate.
• **Driver(D)**

The driver takes a focused & quick “bottom-line” approach. Drivers want to be in charge of change and keeping the organization functioning. They want facts quickly. As problem-solvers, they give a high level of commitment when challenges and stretch goals are presented. Let them feel in control.

• **Analyzer(C)**

The analyzer uses details, process, structure, & rules. Analyzers like to figure out how to get things done. They like consistency, details, clear expectations, perfection, and quality. They prefer to work independently. Give them time for decision-making.

The business of a leader is to turn weakness into strength, obstacles into stepping stones, and disaster into triumph.

A good leader inspires others to have confidence in him or her; a great leader inspires them to have confidence in themselves.
DISC and Stress

When do D’s feel stressed?

- Fail to get their point/s across or ideas ignored.
- Too many rules, structure, and formality.
- Too much socializing & verbalizing; not getting to the point.
- Too many details and too much paperwork.
- Can’t be in control; are told what and how to do it.
- Any attempt is made to force them into conforming.

When do I’s feel stressed?

- No time for socializing.
- Schedules are too tight.
- No personal appreciation and credit for work.
- Too many details or routine tasks.
- Others moving at a slower pace.
- When working alone for long periods.

When do S’s feel stressed?

- Pace is too fast and direction unclear.
- Work interferes with personal life; too much overtime.
- Not appreciated and taken for granted.
- No time to be thorough or analytical.
- Data and people not consistent.

When do C’s feel stressed?

- Lack of structure; rules not followed.
- Too much personal interaction; group activities.
- Tardiness of people.
- Not given the details or clear instructions.
- There is change over which they have no control; it seems illogical.
- Involved in highly emotional conflicts.

Activity:
In your team, discuss the stressors. Make a request of the large group for something from others that can help lower your work stress. Give examples of what works and what is frustrating.
Cite ways you can lower your own stress.
## Organization Values: Team

Values are standards and principles upon which behaviors and decisions are made. A value is a principle standard or quality considered inherently worthwhile or desirable. The root for value is valor, meaning strength. Values are sources of strength, giving people the power to take action.

**Purpose:** To learn, acknowledge, and assess our values.

**Benefit:** To enable us to align our priorities.

Identify the five values you think are most important for your personal satisfaction in the workplace. Rank the values, giving 5 points to your 1st choice; 4 pts. to your 2nd choice; 3 pts to 3rd choice; 2 pts. to 4th choice and finally 1 pt. to your 5th choice.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>___ Accuracy</td>
<td>___ Flexibility, Resiliency</td>
</tr>
<tr>
<td>___ Aesthetics, Beauty</td>
<td>___ Freedom of Self-Expression, Openness</td>
</tr>
<tr>
<td>___ Camaraderie, Esprit de Corps</td>
<td>___ Harmony, Balance</td>
</tr>
<tr>
<td>___ Caring, Compassion</td>
<td>___ Honesty, Integrity, Trustworthiness</td>
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<tr>
<td>___ Commitment, Dedication</td>
<td>___ Initiative</td>
</tr>
<tr>
<td>___ Communication</td>
<td>___ Leadership, Clear Direction, Vision</td>
</tr>
<tr>
<td>___ Competence, Mastery</td>
<td>___ Motivation, Passion</td>
</tr>
<tr>
<td>___ Creativity</td>
<td>___ Open Learning Environment</td>
</tr>
<tr>
<td>___ Decisiveness</td>
<td>___ Positive Attitude</td>
</tr>
<tr>
<td>___ Effectiveness, Consistency</td>
<td>___ Pride of Work, Organization</td>
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<tr>
<td>___ Efficiency, Timeliness</td>
<td>___ Recognition</td>
</tr>
<tr>
<td>___ Empowerment</td>
<td>___ Respect, Honor Each Other, Dignity</td>
</tr>
<tr>
<td>___ Enthusiasm, Fun, Joy</td>
<td>___ Risk-Taking, Innovation</td>
</tr>
<tr>
<td>___ Ethical Behavior</td>
<td>___ Service</td>
</tr>
<tr>
<td>___ Excellence, Quality</td>
<td>___ Teamwork, Cooperation, Community</td>
</tr>
<tr>
<td>___ Fair &amp; Equal Treatment, Justic</td>
<td>___ ___</td>
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</tbody>
</table>
### Norms

I. Norms honor values and diversity through clarifying expectations. Complete grid for the value assigned.

<table>
<thead>
<tr>
<th>Value(s)</th>
<th>Why Important?</th>
<th>Reinforcing behaviors</th>
<th>Non-reinforcing behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Integrity</td>
<td>builds trust &amp; respect</td>
<td>consistently do what you say, when promised.</td>
<td>promise something &amp; not do it.</td>
</tr>
</tbody>
</table>

II. In the 4th column, which behavior is most disruptive to the project’s or team’s success?

III. Write a measurable expectation & agreement for a positive behavior that could prevent these disruptions.

IV. Ask for everyone’s agreement to abide by & enforce these agreements. What consequence will the group levy if the agreement is broken?
Norms: Examples

1. I meet my goals, on time, at the quality standards we agree to.

2. I agree to “carry my weight” for responsibilities and tasks.

3. I seek opportunities to work as a team, vs. individually.

4. I agree to confront conflicts in the early stages.

5. I ask for and give specific feedback.

6. I agree to be open about my style and willing to modify unproductive behaviors.

7. I ask in depth questions, always striving for excellence.

8. I agree to fully engage in all of our team activities and processes.

9. We evaluate all team meetings, giving constructive, instant feedback.

10. We develop, use, and review our team processes which include norms (ground rules) and consequences.

11. We use the OARR model for meetings.

12. We review the best use of our resources, making adjustments.
DiSC 8 CASES

Case 1
An analyzer (C) and a driver (D) are preparing a report. How can they use their style differences to an advantage? What could be the needs of each style and how can they address those?

Case 2
Two co-workers are on the same team. The influencing “I” is often late and incomplete with work, having too many things on his/her plate; overly committed to meetings, committees, etc. How can the co-worker (C: perfectionist) address their needs in timing, quality, responsibility?

Case 3
A (persuader: I) has deadline pressures and wants immediate results. Approaches an analyzer (C) who likes to be very thorough and take a lot of time. They have a priorities conflict. How can they communicate more effectively and get positive results?

Case 4
Co-worker (S: stable supporter) complains to another co-worker (D: direct) about work conditions, management, etc. How can the “D” encourage “S” to take a more direct approach?

Case 5
Supervisor (D: controller) has difficulty getting her staff motivated to get the results she wants in her timing. Her staff is primarily I’s and S’s who enjoy interactions and meetings. How can the supervisor modify her style or appeal to her staff?

Case 6
Co-worker (S: supporter) is often too accommodating and has difficulty saying “no”. She takes on more than she can finish, so often misses deadlines. Others get frustrated. How should they approach the “S”?

Case 7
Supervisor (C: analytical) is often abrupt, very brief, and factual when communicating. Doesn’t act “warm and friendly and avoids small talk. How can the staff be heard and get time for discussions?

Case 8
A team member is a loner D-C (controlling perfectionist) who avoids interfacing with others. When people with a question, he/she acts like it’s an interruption and usually “snaps” an angry response. How do others get the loner to participate and be more approachable?
Appendix
Training Materials

Most of the products below are from Carlson Learning Company. The validity factor is high and the products are dependable. They are only available through a certified consultant. (I have certification information as well).

**Personal Profile System (self assessment) - $14.00**

The personal profile system presents a plan to help you understand self and others in a specific environment. You are the central focus as you heighten understanding of your behavioral profile and identify the environment most conducive to your success. At the same time you learn about the differences of others and the environment they require for maximum productivity and teamwork in the organization.

**Interpersonal Profile Report (Computer-generated Report /40+ pages) - $195.00**

You along with five selected individuals profile your behavioral style, performance flexibility, and versatility. Computer-generated graph and report that displays relationship of your 4 behavioral tendencies, comparing your input to the other five. Includes a range of intensity of over 30 behaviors such as "advocates, assumes, praises." Invaluable feedback for managers, administrators, and leaders. Good skill-building tool for coaching and supervising. A skill-building tool which allows individuals to identify work behavioral styles and the environment in which a person works most effectively. The Profile helps team members capitalize on their strengths, appreciate, and utilize their differences. Excellent for skill-building in the areas of communication, conflict management, and team building. Computer report includes behavioral highlights and overview, motivating factors, preferred environment, strategies for increased effectiveness, demotivating factors, and behaviors in conflict situations.

**Personal Listening Profile- $14.00**

It's estimated that people screen out or change the intended purpose of what they hear in over 70% of all communications! The biggest factor contributing to such miscommunication is our listening approach. The Personal Listening Profile helps people learn how listening approaches impact listening effectiveness, improve their ability to understand the purpose of different communications, overcome listening barriers and reduce conflict, and enhance individual and team performance.

**Discovering Diversity Profile- $14.00**

This profile helps people discover their own personal comfort level with people different from themselves, understand the impact of their behaviors and others, assess the accuracy of their knowledge about differences, and embrace diversity as a source of organizational strength.

**Time Mastery Profile- $15.00**

Setting priorities and managing time effectively is basic to organizational performance. Let this profile help you discover time management strengths, develop new skills for improved performance, increase productivity and reduce stress, and focus on the priorities.

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Continued. . .

**DiSC Management Action Planner- Set of 10 for $45.00**
Become a better manager with this action-oriented planning tool that bridges DiSC and situational leadership theory. Develop management strategies to meet diverse needs. Use this to plan your coaching sessions.

**Stress Map- $16.00**
An individual appraisal to assess stress-coping skills. An excellent skill/needs assessment tool for designing stress management or team building sessions. Measures 21 stress producing areas including change, personal, and work pressures, and time management.

**Thomas-Kilmann Conflict Mode Instrument- $7.00**
Available through XICOM (800) 759-4266. Shows five modes of managing conflict.

**Stress Resiliency Profile**
Shows thinking and perceptions about capabilities and degree of control. Helps reset priorities to reduce stress. Call XICOM (800) 759-4266.

**Group Process Questionnaire**
Rates group and individual dynamics. Tool for group members to give and receive feedback to each other. Available through Orion (313) 663-2234.

Please add CA state tax of 8.25% to all items, and shipping at $1.00 per item.
Personal & Interpersonal (360’) Profile Systems

The Personal and Interpersonal Profile Systems, the result of 20+ years of field research and testing, set a reliable standard for behavioral-based learning and coaching. They have been tested with over 20 million people worldwide. They address behaviors across four primary dimensions: dominance, influence, steadiness, and conscientiousness. Participants receive customized, personal feedback and strategies to modify behaviors in order to become more effective communicators and leaders.

Benefits:
- individual assessment of behavioral strengths & understanding of style differences
- identify areas for personal and team development
- enhance team learning, communication, and interaction
- improve leadership and role effectiveness
- plan appropriate performance coaching strategies

Costs:
- $14.00 (plus tax, shipping) for PPS Test & Booklet (Self Evaluation)
- $195.00 (plus tax, shipping) for IPPS: 5 forms for others to fill out on “Your Style”

This 40+ pages, computer-generated graph and report that displays relationship of your 4 behavioral tendencies, comparing your self evaluation to that of 5 co-workers. Also includes a range of intensity of over 30 behaviors such as “advocates, assumes, praises.” A very useful coaching tool. Some examples of computer report feedback is as follows:

<table>
<thead>
<tr>
<th>Behavioral highlights</th>
<th>“He uses indirect approaches to resolving conflict; good at calming upset people; values accuracy and quality”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral overview</td>
<td>“He tends to be a precise, systematic thinker who may prefer to follow established procedures. May be restrained and cautious. May resist making changes until the initial decision has been fully implemented and tested.”</td>
</tr>
<tr>
<td>Motivating factors</td>
<td>“Needs quality, accuracy rewarded, needs team cooperation.”</td>
</tr>
<tr>
<td>Preferred environment</td>
<td>“Reserved, task-oriented; methodical approaches.”</td>
</tr>
<tr>
<td>Tends to avoid</td>
<td>“Having to be aggressive; uncertain outcomes.”</td>
</tr>
<tr>
<td>Strategies for increased effectiveness</td>
<td>“Learn assertiveness techniques.”</td>
</tr>
<tr>
<td>Demotivating factors</td>
<td>“Loose structure, informal socializing.”</td>
</tr>
<tr>
<td>Behaviors in conflict situations</td>
<td>“Quiet, reserved; may become defensive.”</td>
</tr>
</tbody>
</table>
Resource Books & Tapes

“Using Stress and Conflict Positively” $25.00 for 2 cassette audio album
“One of the most well-thought-out, succinctly presented and practical treatments yet encountered on how to deal creatively with life’s tension.” (Personal Selling Power Magazine)
- Develop a stress-resistant personality
- Relaxation & problem-solving techniques

“Personal Power Strategies” $25.00 for 2 cassette audio album
“One excellent discussion of the nature, diversity and application of power. The ideas are invaluable to all business people and professionals. Dr. Manning never unveils a provoking concept without telling how to implement it.” - Personal Selling Power Magazine
- Elevating self-esteem & risk taking
- Creating balancing

All BOOKs available at my website (www.MManning.com)

Leadership Skills for Women - $10.95 per book
“An action-oriented book that gives the busy working woman an ‘extra edge’ to succeed in her job.”
- Director, National Association of Female Executives
  - Team Building & organizational skills
  - Conflict management & delegation

Professional Excellence for Secretaries - $12.95 per book
“An excellent blend of no-nonsense, practical advice and positive motivation all in one book.”
- 1st V.P., Professional Secretaries International
  - Self-assessment
  - Role as office manager

Office Management: A Productivity and Effectiveness Guide - $12.95 per book
“A practical guide for increasing office productivity. I recommend it for beginners as well as experienced managers. ‘Must’ reading for anyone in an office environment.”
- Exec. Dir. Leadership Academy
  - Office planning, measurements & control
  - Customer relations

The One-Stop Guide to Workshops - $40 per book
"Handle virtually any problem that could arise in meetings and workshops. Everything you could possibly need to design, organize, facilitate, and evaluate meetings and workshops. There are worksheets, surveys, and case studies galore; plus, tips for handling any problem situation.”
- President, TPG/Learning Systems & Author

The NAFE Guide to Starting Your Own Business - $16.95 per book
Filled with information, worksheets, and exercises to help women assess their strengths and abilities to create their own businesses. You’ll find strategies for improving skills and overcoming obstacles, and checklists and resources to organize the many tasks that starting a new business requires.

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website: www.MManning.com / email: M@MManning.com
Reading List


Note: Marilyn Manning’s books can be ordered from her website at [www.MManning.com](http://www.MManning.com).