

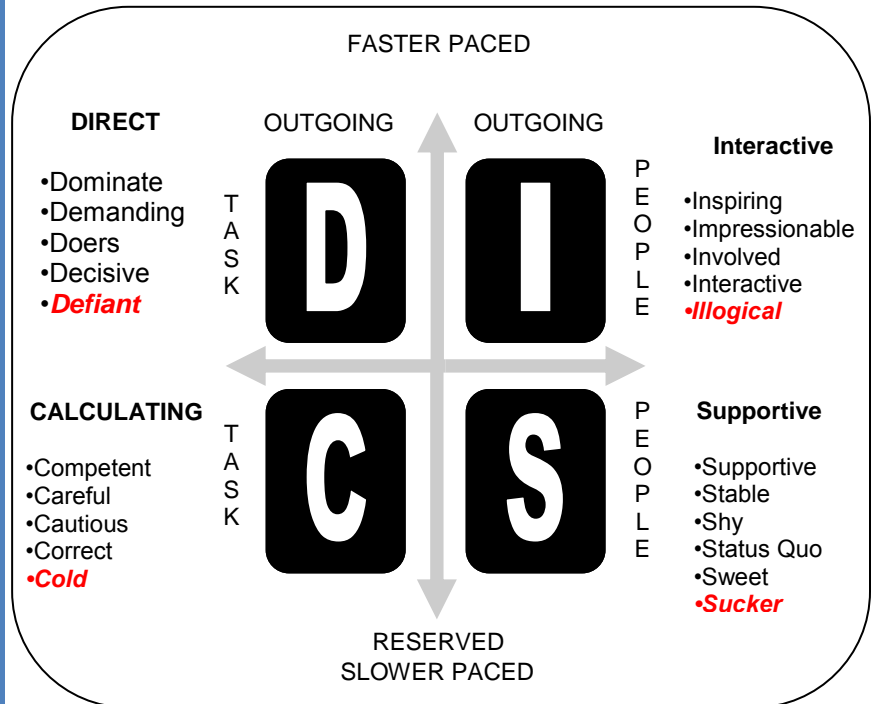
# Understanding Behaviors

Quick Reference Guide by Tom Fulmer

## Tips for Supervisors and Managers who are leaders...

- ❑ Don't get frustrated when things don't come together as quickly as you'd like.
- ❑ Identify the priorities of your job. Then concentrate on how to handle these tasks. Focus your energies on what matters most.
- ❑ Find yourself a seasoned mentor/become a mentor.
- ❑ Be a good listener and ask relevant questions. The more you ask and listen, the more you learn. It is essential to ask lots of questions (of employees, your boss, and your colleagues) especially if in a difficult situation. Objective, fact based questions lower emotions and move people towards solutions.
- ❑ Read anything pertaining to your job that you can get your hands on as long as it is relevant.
- ❑ Get out into the working area and observe as much as you can. Not only will this keep you in the loop, but it will show your team you are interested in what they are doing.

## D.I.S.C. Model of Human Behavior



**\*Red Text: Trait to be aware of... it is a trait that may be observed by others (often incorrectly) and seen as a negative.**

**Key:** Everyone is a blend of these and may display characteristics of each at different times; it is essential to deal with the person in the mode they are in at the time not how they "usually are"...

**For more details on the behavior styles, on page 2**

## How to A.C.T. (or to say no)

### ✓ Acknowledge

"I can see that you are upset (frustrated, etc)"  
 "I can see that this is important to you"  
 "I appreciate your coming to me with this."

**\*\*you can acknowledge without agreeing with the other person\*\***

### ✓ Clarify

"The situation is... (my policy is...,etc)

**\*\* the less you say the better\*\***

### ✓ Transform

"While I cannot ..., what I can do is...."

"I hope you find the help you need"

"Have you tried asking... or doing..."

## Key Actions in Constructive Feedback

- ✓ State the constructive purpose of the feedback and what you hope to accomplish.
- ✓ Describe the behaviors that you have specifically observed.
- ✓ Give the other person an opportunity to respond.
- ✓ Offer specific suggestions.
- ✓ Summarize and express your support.
- ✓ Start and end with something positive.

## Top Tips For Giving Feedback

- ✓ Give the feedback in private if your comments can be embarrassing, but don't forget that sincere praise in front of others is usually very welcome.
- ✓ We should start any feedback with a positive comment about some aspect of the employee's work. Similarly, we should always close on a positive note, such as our confidence in the employee or in her/his potential.
- ✓ Feedback that is delivered in specific terms, and in a sincere manner, is usually accepted well.
- ✓ The feedback has to be relevant (job related). It also must be something over which the employee has control.
- ✓ Avoid general statements.
- ✓ Don't rely on hearsay, rumor, or second-hand reports. Base your comments on documentation, facts, and your own observation.
- ✓ Make your comments personal to that employee. Compliments or criticisms that are directed generally toward the unit are meaningless to an employee.
- ✓ Judgments are unfair and not very helpful.
- ✓ Describe the behavior that is unsatisfactory, rather than judge a person because of it.

## A Supervisor's Responsibilities

### To Management

- Projects are on time, on budget
- Kept informed of progress and of possible problems
- To defend their position/point of view in public, while you address your criticisms to them in private

### To Their Workgroup

- Your support and recognition in public, while you address criticisms to them individually and in private
- Fair and consistent interpretation of rules/regulations/policies
- Opportunities for them to grow and develop
- Safe work environment
- Communication

### To Yourself

- Recognize your competence and your successes
- Recognize you can't do it all. Learn from failure and go on
- Commit to continuous learning
- Balance. Nobody ever said on their deathbed, "I wish I'd spent more time in the office."

## D.I.S.C. – Driving Factors & Motivations

**Let's GO!**

**Outgoing**  
(Fast Paced)

**STOP!...Look at me!**

**DIRECT:**

- I like to WIN
- I like to plan for the FUTURE
- I like NEW IDEAS
- I Like RESULTS
- I like to be my OWN BOSS
- I like to move FAST
- I like a CHALLENGE

**INTERACTIVE**

- I like to be LIKED
- I like to EXPRESS MY IDEAS and FEELINGS
- I Like SURPRISES
- I like to be my OWN BOSS
- I like FUN ACTIVITIES
- I like RECOGNITION

**Task**

**People**

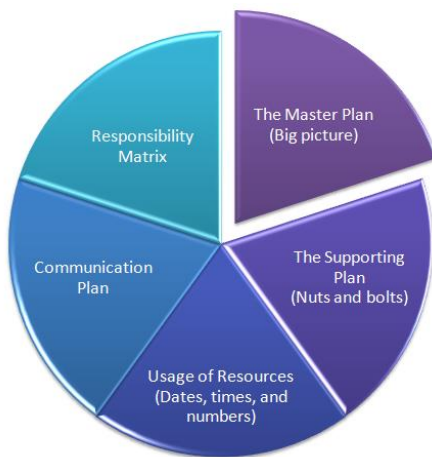
**CALCULATING**

- I like to be CORRECT
- I like to know WHAT IS EXPECTED
- I like an Established PATTERN
- I Like FINISHING WHAT I START
- I like CLEAR INSTRUCTIONS
- I like ORGANIZING Things

**STEADY**

- I like to be ACCEPTED
- I like TEAMWORK and COOPERATION
- I like HARMONY
- I Like the FAMILIAR
- I like SECURITY & SAFETY

## Five Parts of a Good Plan

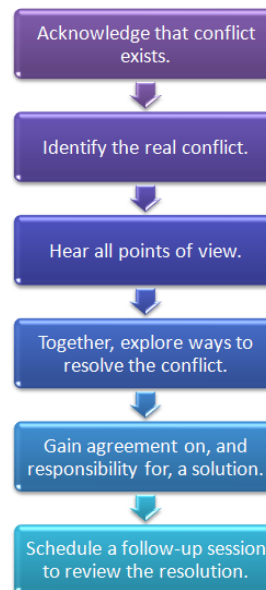


**Whooh! Slow Down...  
Let's be careful!**

**Reserved**  
(Slow Paced)

**I am here  
to Help...**

## A Conflict Resolution Process



### Seven Steps to Ironing Things Out

- 1) Remove all masks. No conflict can be resolved unless people are sincere about making things work out.
- 2) Identify the real problem.
- 3) Communicate in a manner certain to be received.
- 4) Give up a must win attitude.
- 5) Develop several possible solutions. Most situations can be resolved in a variety of ways if enough time is given to finding possibilities.
- 6) Evaluate options and select a solution.
- 7) Acknowledge and preserve the value of the relationship. Resolving conflict is about preserving relationships. Otherwise we wouldn't try to resolve disputes.

## Flipping the Switch

Negative Phrase	Positive Phrase
I'll have to	I'll be glad to
I'll try	I will (or what I can do is...)
I'd hate to	I want to
I can't	What I can do is...
If you can...	Can I count on you to...
That's impossible	What can be done is...