

Implementing DISC to Drive Organizational Culture

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Disclosures

- No disclosures related to topic
- Regeneron – S, I
- Apellis – A
- Genentech – A, I
- Lumata Health - C
- Aviceda - I
- EyePoint Pharmaceuticals - I
- Janssen - I
- Alkermes Pharmaceuticals - I
- Kodiak - I

S – Speakers Bureau, A – Advisory Board, I – Investigator, C – Consultant

What Value Do You Add to Your Organization?

If you could pick a part of the EYE that best represents your style, what would it be?

Today's Goal



Objectives.

- ☐ Why is DISC Important
- ☐ Overview of the DISC Model
- ☐ Identify and Adjust to Others
- ☐ Apply it to your Organization

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Keys to Success: Understanding Self & Others

- Achievers throughout history have had one thing in common...**they know themselves.**
- Achievers **care about others** and learn to modify/adjust to get the best out of **themselves and others.**
- Achievers adapt to **thrive** rather than survive by developing plans to **overcome** their shortcomings and **take advantage** of their strengths.

"Your success in life is largely determined by how well you interact with others."

— William Marston



Why DISC?

• My Story



• Other Options:

- Enneagram
- Kolbe Index
- Clifton Strengths
- Myers-Briggs

Three Type of Conflicts

Me – Me



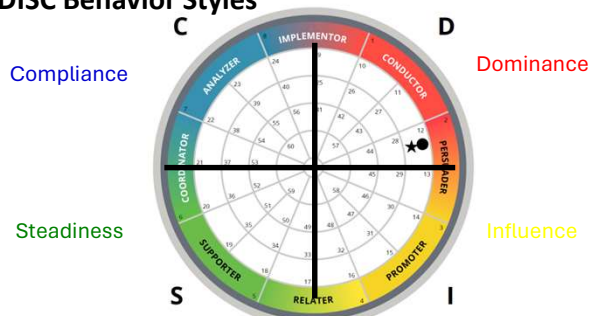
Me – You



Me – Job

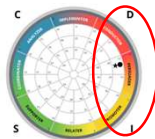


ME – ME DISC Behavior Styles



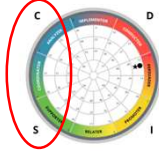
ME – ME DISC Behavior Styles

- If someone has an **EXTERNAL style**, they will be at the right of the grid.
- Identifiable characteristics include:
 - Assertiveness
 - Fast paced
 - Dynamic
 - Shaping people or situations to meet their needs



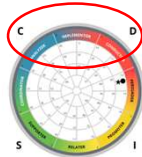
ME – ME DISC Behavior Styles

- If someone has **INTERNAL** style, they will be at the left of the grid.
- Identifiable characteristics include :
 - Structured
 - Cautious
 - Moderately paced
 - Guarded behavior



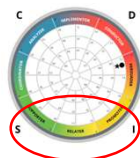
ME – ME DISC Behavior Styles

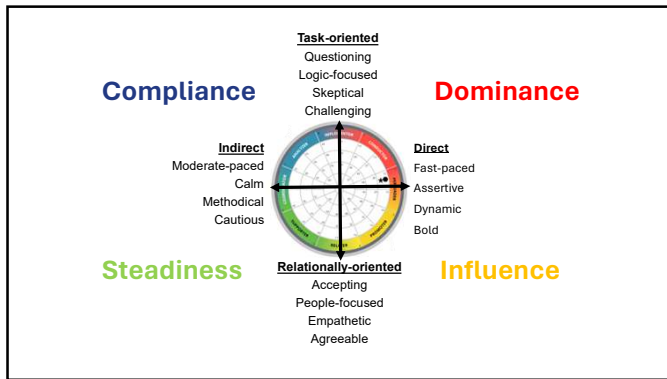
- If someone is **TASK ORIENTED**, they will be at the top of the grid.
- Identifiable characteristics include :
 - A need to control
 - Logic based
 - Skepticism
 - Perceives things to be "negative"

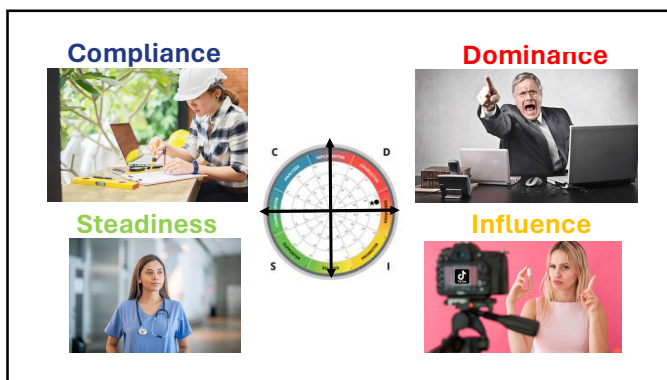


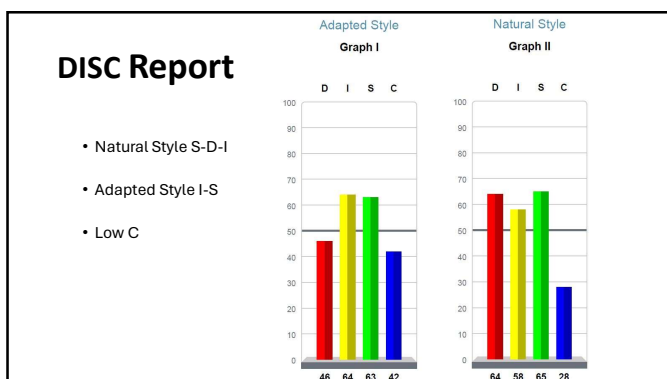
ME – ME DISC Behavior Styles

- If someone is **RELATIONALLY ORIENTED**, they will be at the bottom of the grid.
- Identifiable characteristics include :
 - Accepting
 - Agreeable
 - Receptive
 - Perceives things to be favorable

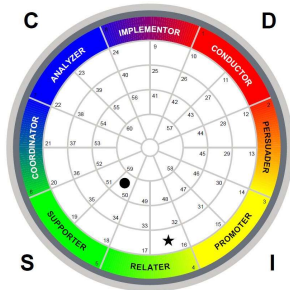






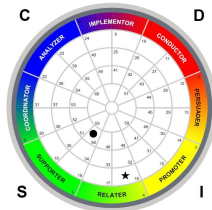


Success Insights Wheel



Leadership Styles

- Superpowers
- Kryptonite



Comparison with Direct Reports

Checklist for Communicating



Most people are aware of and sensitive to the ways in which they prefer to be communicated to but may not understand the styles of others. Most find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides a list of things the other should DO when communicating with the other. Read each statement and highlight the 3 or 4 statements which are most important to each person.

Ways to Communicate with Scott

- Use a motivating approach, when appropriate.
- Understand his defiant nature.
- Present your case softly, non-threateningly, with a sincere tone of voice.
- Clearly define (preferably in writing) individual contributions.
- Start, however briefly, with a personal comment. Break the ice.
- Use a balanced, objective and emotional approach.
- Provide solutions—not opinions.
- Flatter his ego.

Ways to Communicate with Heather

- Be isolated from interruptions.
- Use her jargon.
- Put projects in writing with deadlines.
- Provide time for fun and relaxing.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Verify that the message was heard.
- Understand her sporadic listening skills.
- Be specific and leave nothing to chance.

Comparison with Direct Reports

Checklist for Communicating

Continued

This section of the report is a list of things NOT to do while communicating with either Scott and Heather. Review each statement and highlight those that cause frustration. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate with Scott

- Ramble.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Give him your opinion unless asked.
- Be paternalistic.
- Patronize or demean him by using subtlety or incentive.
- Let him overpower you with verbiage.
- Be abrupt and rapid.
- Muffle or overcontrol.

Ways NOT to Communicate with Heather

- Direct or order.
- Talk too slowly or dwell on details to excess.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Use a paternalistic approach.
- Let her change the topic until you are finished.
- Speculate wildly or offer guarantees and assurances where there is a risk in meeting them.
- Try to convince by "personal" means.

Comparison with Direct Reports

Value to the Organization

This section of the report identifies the specific talents and behavior Scott and Heather each bring to the job. These statements showcase the value each person brings to the organization. This can be used to develop a system to capitalize on the particular value each person contributes.

Scott's Value:

- Has the confidence to do the difficult assignments.
- Can support or oppose strongly.
- Creative approach to problem solving.
- Builds good relationships.
- Service-oriented.
- People-oriented.
- Big thinker.
- Dedicated to his own ideas.

Heather's Value:

- Challenge-oriented.
- Usually makes decisions with the bottom line in mind.
- Thinks big.
- Change agent—looks for faster and better ways.
- Creative in her approach to solving problems.
- Sense of urgency.
- Spontaneity.
- Will join organizations to represent the company.

Our Leadership Team

Doctors

Directors

- Executive
- Clinic
- Operations
- Imaging

ME – YOU

People Are Different

3 out of 4 people important to your success...

- Think differently
- Decide differently
- Use time differently
- Handle emotions differently
- Manage stress differently
- Communicate differently
- Deal with conflict differently



Source: Bolton, Robert and Bolton, Dorothy, (2008), *People Styles at Work and Beyond*, Second Edition, New York, NY: American Management Association.

ME – YOU

Adapt/Adjust Your Style for Maximum Results

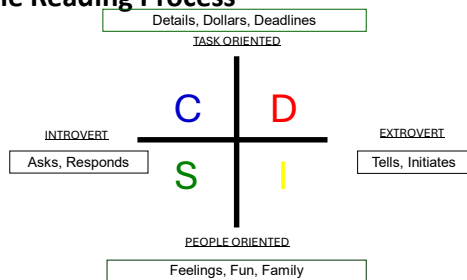
"It's not what style you are; it's what you do with what you are and how you adapt to another's style."

- Richard S. George

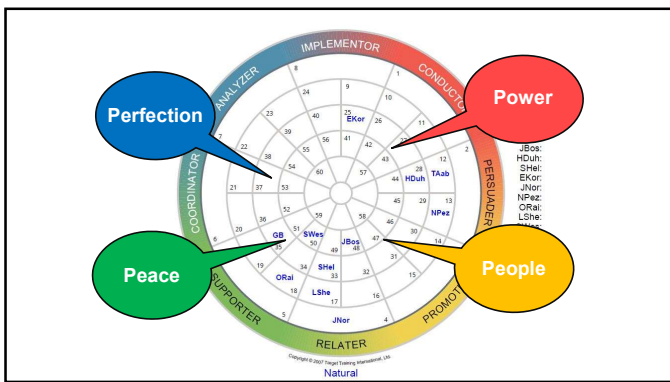


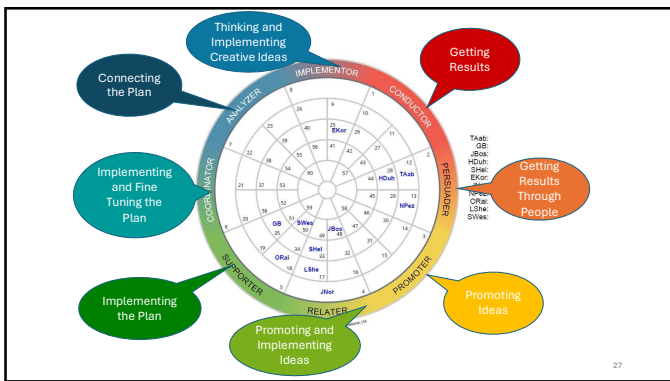
ME – YOU

People Reading Process



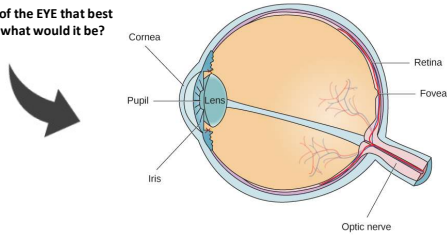
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What Value Do You Add to Your Organization?

If you could pick a part of the EYE that best represents your style, what would it be?



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ME – ORGANIZATION Putting It Together

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • What are your strengths? • What are your weaknesses? • How do you leverage strengths? • How do you mitigate weaknesses? | ➔ | <ul style="list-style-type: none"> • What skillset does this job require? • Am I a good fit for the job? • How might different styles perform this job well? |
|--|---|---|

ME – ORGANIZATION Putting It Together

Communication

- How do you naturally communicate?
- How do you adjust to better communicate to the individuals on your team?
- How can you help teammates better communicate with you?

Motivation

- What are some examples of things that motivate you?
- How do you think other individuals on your team are motivated?
- What specific things can you do to get the most out of individuals on your team?
- What are examples of things that may be motivating to a large number of people on your team?

My Personal Action Steps...



- Take a DISC Assessment
- Start Looking For DISC Styles in People around YOU
- Practice Adjusting
- Make a Plan to Implement in your Organization

Resources

- Positive Personality Profiles – by Robert Rohm
- TTI Success Insights - www.ttisi.com/
- Crystal Knows - www.crystalknows.com/
- Other Related Topics:
 - The Ideal Team Player – by Patrick Lencioni
 - Emotional Intelligence 2.0 – by Travis Bradberry and Jean Greaves
