



Effective Relationships Series  
I'm An I and My Direct Is A D

## **[Blog Post]**

**This cast provides guidance to a manager who is a High I in the DiSC model, who has a High D direct working for them.**

## **[Cast]**

Understanding your directs' behavioral tendencies is a core part of what makes effective managers effective. They know that great managers manage individuals, not the entire team. They know that one direct can be pushed, and will respond with energy and drive, while another needs to be encouraged and reinforced. Great bosses know that respect for diversity is at the heart of what they do. If we only manage our directs based on what would make sense to *us*, we run the risk of getting it right about 25% of the time.

We're all different, sure enough. As managers, we have to get the most out of every individual. Here's how to do that.

- 1. Your Direct's Tendencies And Desires**
- 2. What Your Direct Wants From You As a Manager**
- 3. What Your Direct *Doesn't* Want From You as a Manager**
- 4. How Your Direct Works With Others**
- 5. How Your Direct Handles Deadlines**
- 6. How Your Direct Handles Conflict**
- 7. How Your Direct Wants To Be Recognized**
- 8. How Your Direct Communicates Overall**
- 9. How Your Direct Communicates Face To Face**
- 10. How Your Direct Communicates in Meetings**
- 11. How Your Direct Communicates By Email**
- 12. How Your Direct Handles Projects**
- 13. Manager Tools Managerial Behaviors – One on Ones**
- 14. Manager Tools Managerial Behaviors – Feedback**
- 15. Manager Tools Managerial Behaviors – Coaching**
- 16. Manager Tools Managerial Behaviors – Delegation**

## 1. Your Direct's Tendencies And Desires

**As a High D, your direct is most motivated the attainment of goals.**

- A High D just wants to get things done.
- She believes that the completion of the goal outweighs everything else – especially other's feelings.
- She believes, and to some extent she's right, that every problem can be solved by hard work and application.

**Your direct is not necessarily communicative.**

- He is assertive – and will forcefully put his point across.
- He won't though, necessarily engage in conversation unrelated to the task at hand.
- High D's don't have the kind of general conversations that High I's have. They are frustrated when the conversation goes off topic.

**Your direct doesn't care whether you or any one else likes him.**

- The accomplishment of the task is enough for her.
- If you don't like the way it's being done or getting the task done gets in your way, that's your problem.
- A High D believes that getting the task done will keep everyone happy in the same way a High C does. He just does it a lot quicker.

**Your direct doesn't want to spend time telling you about or even thinking about fine details.**

- He doesn't *believe* that a small difference between two variables of ten is really the key to understanding something. Not only does he not believe it, he doesn't want to think about it.
- He believes that anything can be overcome with action. If we just did SOMETHING then we'd be moving. Waiting is the worst thing for a High D.
- Those details just don't matter to him because in his experience obstacles are overcome by action.

**Your direct hates detail work, or repetitive work.**

- Once she figures something out, once she's got the big decision made, and a roughed-out plan in place, she wants to move on to taking action.
- In fact, she'll take action before she has any of that in place.
- She doesn't like having to slog through the details in order to get to the prize.

Effective Relationship Series  
I'm A D And My Boss Is A C

## **[Blog Post]**

**This cast provides guidance to a professional who is a High D in the DISC Model, working for a manager who is a High C.**

## **[Cast]**

Understanding your boss's behavioral tendencies is a key part of being effective in any organization. Far too many professionals we know don't take their boss's approach to things into their own planning. They get frustrated by what they think the boss "ought" to do...which is usually what they themselves would have done. *But that only makes sense when you have similar tendencies to your boss.*

The fact that we can't change our boss, and we certainly can't manage our boss, doesn't mean that we can't understand her, and modify our behaviors to be more effective in working with her. Ideally, a manager will learn about the strengths and weaknesses of each of his direct reports. But even if he doesn't, you can still modify what you do in your interactions with him, to improve communication, reduce conflicts, and improve overall effectiveness. Here's how to do that.

- 1. Your Boss's Tendencies And Desires**
- 2. Work Product**
- 3. Communication - Overall**
- 4. Communication - Face To Face**
- 5. Communication - Meetings**
- 6. Communication – Briefings**
- 7. Communication – Email**
- 8. Communications – Telephone and Voicemail**
- 9. Communications – Reports/Reporting**
- 10. Manager Tools Managerial Behaviors – One on Ones**
- 11. Manager Tools Managerial Behaviors – Feedback**
- 12. Manager Tools Managerial Behaviors – Coaching**
- 13. Manager Tools Managerial Behaviors – Delegation**

## 1. Your Boss's Tendencies And Desires.

**As a High C, your boss spends a lot of his time thinking about the detail of the work that is being done.**

- He wants to be completely sure before he takes action.
- He needs to ensure he understands all the parameters and requirements in order to make the RIGHT decision.
- He is not one to forge a path and consider whether it's the right one later.
- He makes one decision, after much deliberation and care, and test and review, and it's the right one.
- As one might imagine, this means he takes longer to get to the decision than other styles.

**Your boss doesn't like chit-chat.**

- He doesn't like, or at least he likes to a lesser degree, the whole idea of "getting to know his people."
- Lots of High C bosses know that to get the most results, they have to "tolerate" some interaction with their team members.
- But frankly, they wish you'd just focus on the task at hand and not bring in all that 'feeling' stuff.

**Your boss wants complete communication.**

- She wants you to have clearly thought about all the issues around the subject, to have taken the time to have sorted the information in order communicate in a logical way, and to include definitive, accurate detail.
- She wants to know how you got to the conclusion you did.
- She doesn't want you to tell her stories. She wants facts.

**Your boss wants to hear the time you spent discerning fine details.**

- He *believes* that a small difference between two variables of ten is sometimes the key to understanding something.
- He doesn't want to make any decisions until he is sure that he understands all the details.
- He doesn't *believe* that how the team feels about a change he's already decided upon will make any difference in implementation – they just "ought" to do it, because it's the right thing to do.
- He believes that this overwhelming detail will convince others in the organization that his is the right decision and that they will acquiesce.