EVERYTHING DiSC WORK OF LEADERS®

Work of Leaders Facilitator Report

Sample Report

(8 People)
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Introduction

WELCOME TO WORK OF LEADERS® FACILITATOR REPORT

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 people get better leadership outcomes.

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.

ABOUT THIS FACILITATOR REPORT

- The report provides group-level data on preferred behaviors based on **leadership best practices.**
- The best practices are **context specific,** so the preferred behaviors will change depending on the needs of the situation.
- **Group data** is presented in graphs, along with individual data for each continuum.
- The group data will help facilitators understand **which best practices come most and least naturally** to the group.
- **Discussion questions** can help group members have a dialogue about the implications of the group's tendencies.
- Summary pages provide information on the group's **greatest strengths** and challenges, as well as concrete **steps toward action.**

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.

The work of leaders includes crafting a vision of new possibilities for the future through exploration, boldness, and testing assumptions.

Leaders build alignment by communicating with clarity, engaging in dialogue, and providing inspiration, so everyone is moving in the same direction.

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.

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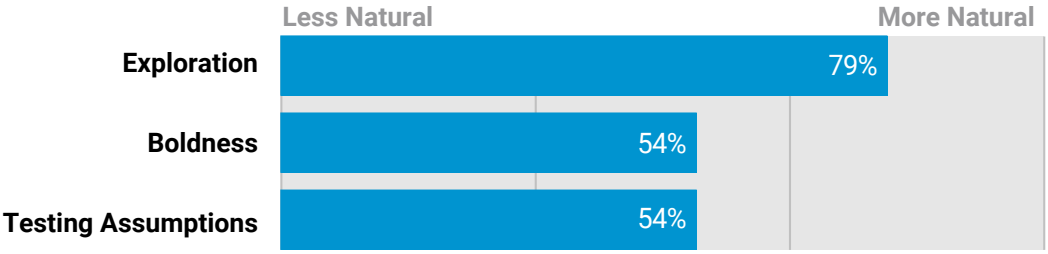
Group Summary

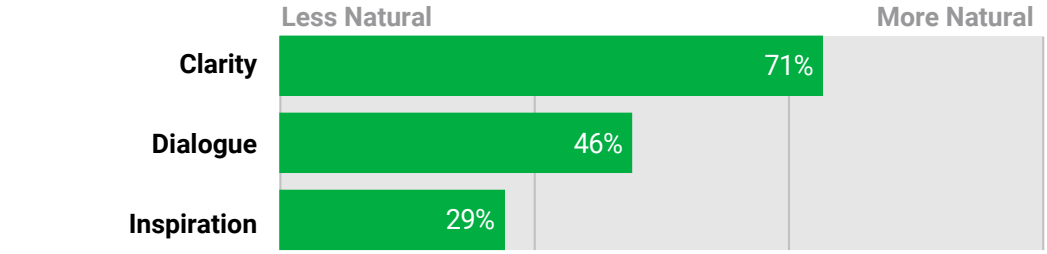
WHAT COMES NATURALLY TO THIS GROUP?

Below are estimates of how naturally each leadership driver comes to this group. These estimates are based on aggregate data, so specific individuals may differ from the group score. Furthermore, keep in mind that each of these leadership areas is also influenced by factors beyond the aggregate tendencies of its members.

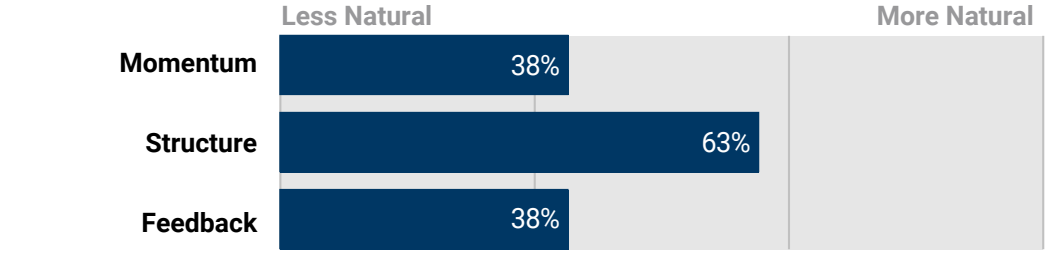
VISION



ALIGNMENT



EXECUTION



Group scores fall in the center column when the group average is in the middle range. This can happen for several reasons, including: many participants received mid-range scores on the driver's two continua; some group members are high on the continua while others are low; group members are high on one continuum but not the other.

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Vision, Alignment, & Execution

GROUP SUMMARY

The chart below shows how naturally each of the drivers and best practices come for your group. The more each bar graph is shaded with color, the more natural inclination your group has in that area of leadership.

EXPLORATION

- Remaining Open
- Prioritizing the Big Picture

BOLDNESS

- Being Adventurous
- Speaking Out

TESTING ASSUMPTIONS

- Seeking Counsel
- Exploring Implications

CLARITY

- Explaining Rationale
- Structuring Messages

DIALOGUE

- Exchanging Perspectives
- Being Receptive

INSPIRATION

- Being Expressive
- Being Encouraging

MOMENTUM

- Being Driven
- Initiating Action

STRUCTURE

- Providing a Plan
- Analyzing In-Depth

FEEDBACK

- Addressing Problems
- Offering Praise

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Vision > Exploration

This page includes three continua derived from group data: Exploration (overall), Remaining Open, and Prioritizing the Big Picture. The two pie charts show the number of people in your group who are low, medium, and high on Remaining Open and Prioritizing the Big Picture.

OVERALL, HOW NATURAL IS EXPLORATION FOR THIS GROUP?

Low Exploration — **High Exploration**

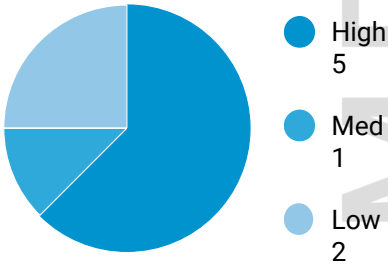
Most likely, exploration comes very naturally to this group. In fact, members of this leadership group probably have fundamental qualities that make the process of exploration seem effortless.

VISION > EXPLORATION > REMAINING OPEN

Seek Closure — **Remain Open**

Leaders who allow plenty of time for the exploration process give the best ideas a chance to emerge. The willingness to remain open and explore new directions often leads to a solid vision. As you can see to the right, there are many leaders in this group who are naturally inclined toward open exploration when creating a vision.

- In this organization, is there a culture of committing to exploration?
- In this group, what are the benefits of remaining open to new ideas and directions?
- How does the organization typically act toward those who push for more time to explore?



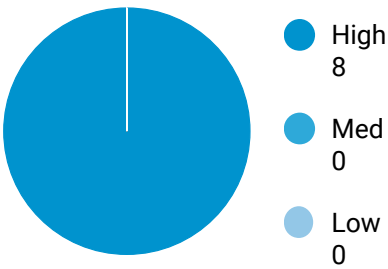
Does your group allow enough time for exploration?

VISION > EXPLORATION > PRIORITIZING THE BIG PICTURE

Prioritize Details — **Prioritize Big Picture**

Exploration is most effective when leaders keep the big picture in mind. This allows them to grasp underlying trends and root causes so they can more clearly see strategic opportunities for the group's future. As shown to the right, many leaders in this group are naturally inclined to prioritize the big picture while exploring a vision.

- In this organization, does the culture support big-picture thinking?
- What are the benefits of thinking more broadly about how everything fits together?
- How could the organization bolster this group's tendency toward big-picture exploration?



Does your group focus on big-picture, conceptual exploration?

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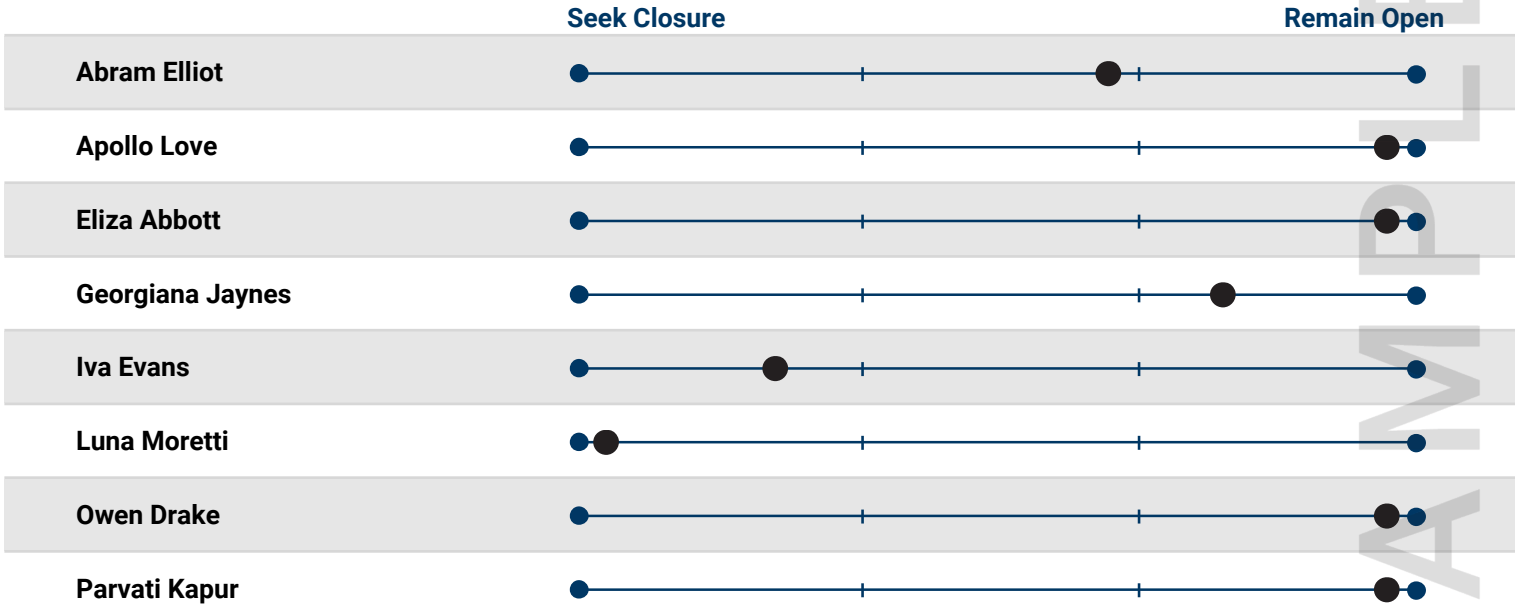
Remaining Open

VISION > EXPLORATION > REMAINING OPEN

Some leaders have a tendency to remain open, and others seek closure. **In the context of exploration,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward remaining open will help when exploring a vision.

People who tend to **seek closure** often have a high need for structure and prefer practical ideas over fanciful ones. People who prefer to **remain open** want to avoid closing off their options too quickly, and this can be an asset when exploring a vision.



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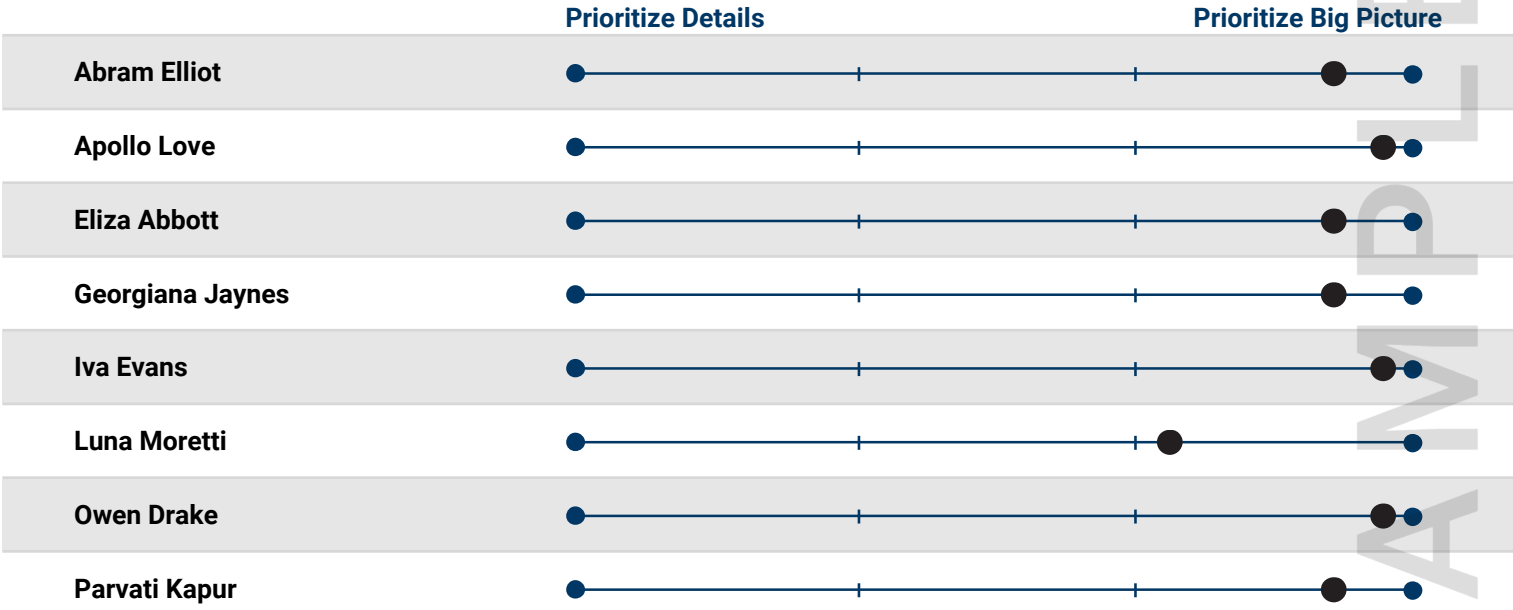
Prioritizing the Big Picture

VISION > EXPLORATION > PRIORITIZING THE BIG PICTURE

Some leaders have a tendency to prioritize the big picture, and others prioritize details. **In the context of exploration,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward prioritizing the big picture will help when exploring a vision.

People who tend to **prioritize details** often focus on "what is" versus "what might be." People who prefer to **prioritize the big picture** think broadly about how everything fits together rather than concentrating on individual elements.



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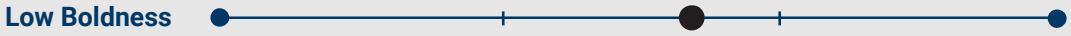
Vision > Boldness

This page includes three continua derived from group data: Boldness (overall), Being Adventurous, and Speaking Out. The two pie charts show the number of people in your group who are low, medium, and high on Being Adventurous and Speaking Out.

OVERALL, HOW NATURAL IS BOLDNESS FOR THIS GROUP?

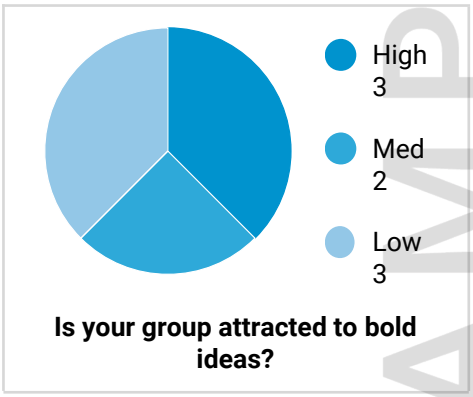


Boldness is probably moderately natural for this group. Creating an environment that encourages a bold vision may require some deliberate effort.

VISION > BOLDNESS > BEING ADVENTUROUS

Oftentimes, bold ideas keep organizations from becoming stagnant or being eclipsed by the competition. In fact, new initiatives that stretch the boundaries of what seems possible can often lead to growth and innovation. As you can see to the right, leaders in this group are moderately inclined to be adventurous when crafting a vision.

- To what degree does this group feel it's important to take chances on bold ideas?
- What constitutes a bold idea in this organization?
- How could the organization encourage leaders to take more chances when it comes to creating a vision?

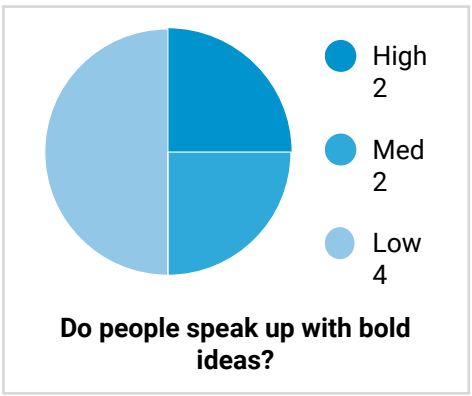


Is your group attracted to bold ideas?

VISION > BOLDNESS > SPEAKING OUT

To be most effective at creating a bold vision, leaders need to not only have unconventional ideas, but they must be willing to speak up with these ideas, even if it puts their credibility on the line. As shown to the right, this group tends to be more likely to hold back than speak out.

- What incentives are there in this organization for people to speak up with bold ideas?
- What deters leaders in this group from speaking out with bold ideas?
- What could the organization do to encourage people to voice their bold ideas?



Do people speak up with bold ideas?

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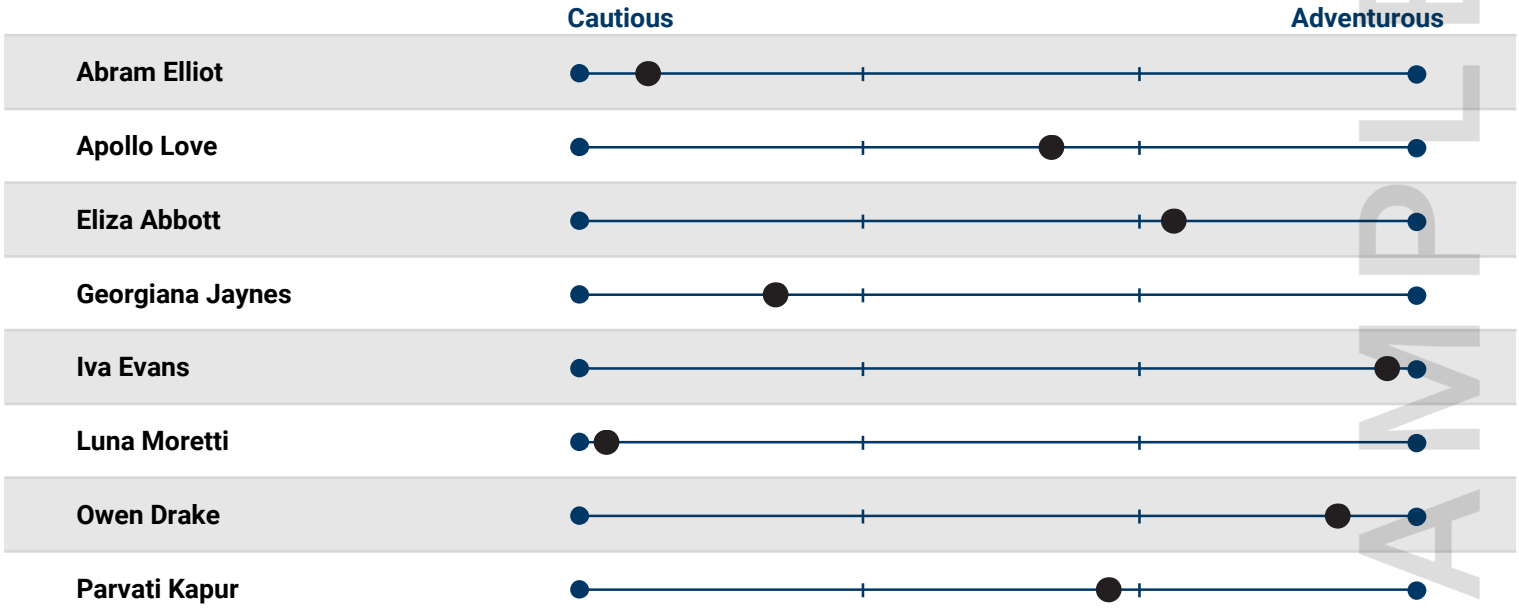
Being Adventurous

VISION > BOLDNESS > BEING ADVENTUROUS

Some leaders have a tendency to be adventurous, and others are more cautious. **In the context of boldness,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward being adventurous will help when creating a bold vision.

People who tend to be **cautious** often avoid adventurous visions that seem to pose too many risks. People who tend to be **adventurous** focus more on the potential benefits of taking a chance than on the possibility of failure.



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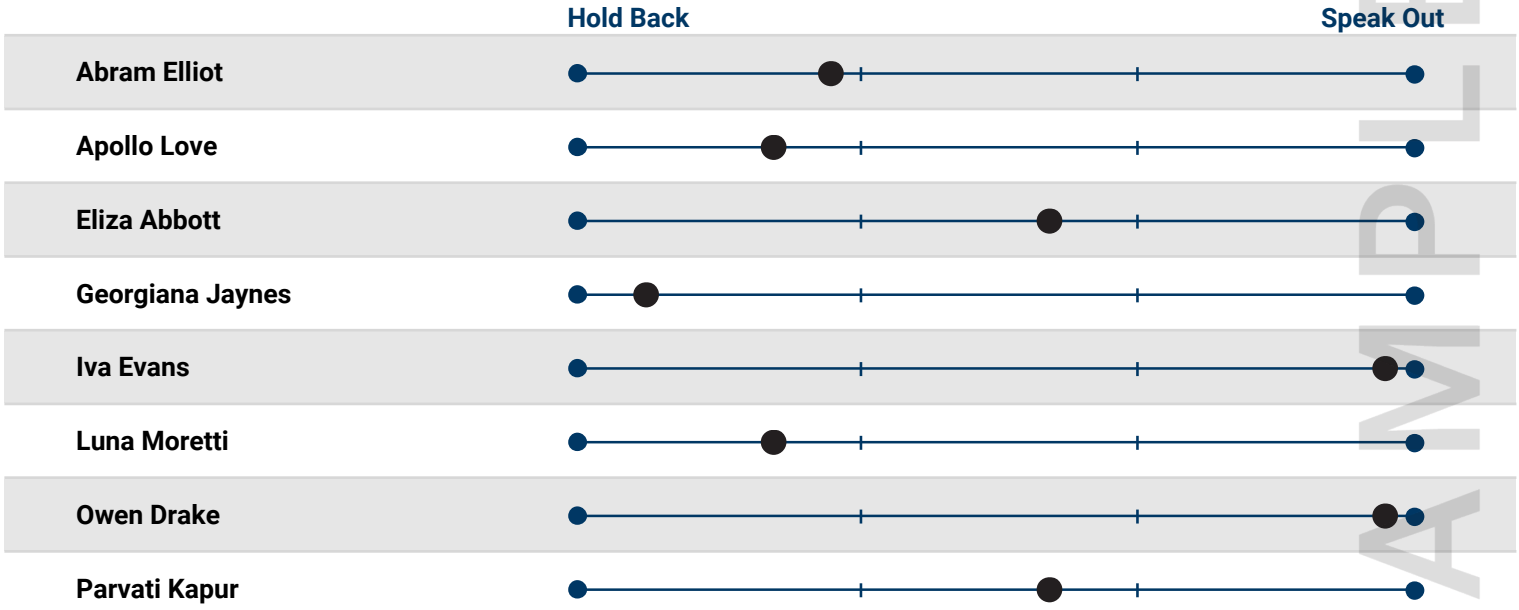
Speaking Out

VISION > BOLDNESS > SPEAKING OUT

Some leaders have a tendency to speak out, and others are more likely to hold back. **In the context of boldness,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward speaking out will help when creating a bold vision.

People who tend to **hold back** don't feel the need to be in the spotlight or speak their minds, no matter the consequences. People who are willing to **speak out** are often ready to put their credibility on the line with bold ideas.



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Vision > Testing Assumptions

This page includes three continua derived from group data: Testing Assumptions (overall), Seeking Counsel, and Exploring Implications. The two pie charts show the number of people in your group who are low, medium, and high on Seeking Counsel and Exploring Implications.

OVERALL, HOW NATURAL IS TESTING ASSUMPTIONS FOR THIS GROUP?

Low Testing Assumptions — **High Testing Assumptions**

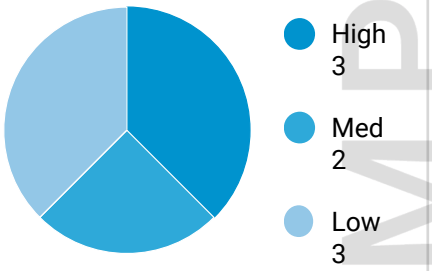
Testing assumptions is probably moderately natural for this group. Creating a grounded vision by testing assumptions may require some deliberate effort.

VISION > TESTING ASSUMPTIONS > SEEKING COUNSEL

Decide Independently — **Seek Counsel**

The best visions capitalize on many different perspectives. Effective leaders seek out trusted advisors to shape their understanding of the world around them and how it could be transformed in the future. As you can see to the right, leaders in this group are moderately inclined to consult others as they work toward a vision.

- Currently, how often do people reach out to others for advice when making a decision?
- In this group, what are the potential advantages of more actively soliciting input from each other?
- What could the organization do to encourage leaders to seek counsel from each other more often?



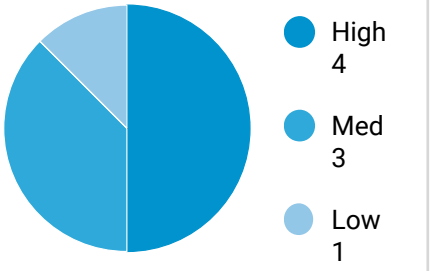
Do group members consult each other to test assumptions?

VISION > TESTING ASSUMPTIONS > EXPLORING IMPLICATIONS

Push Forward — **Explore Implications**

Ideas that look good on paper often fall flat when tested against real world standards. While creating a vision, leaders need to be rigorous about researching and evaluating ideas to ensure feasibility and minimize surprises. As shown to the right, many leaders in this group are naturally inclined to explore the implications.

- In this organization, is there a culture of carefully examining ideas before moving forward?
- What are the benefits of exploring implications, both for this group and for the organization as a whole?
- How could the organization encourage leaders to be even more deliberate about taking time for research?



Does your group do thorough research on its assumptions?

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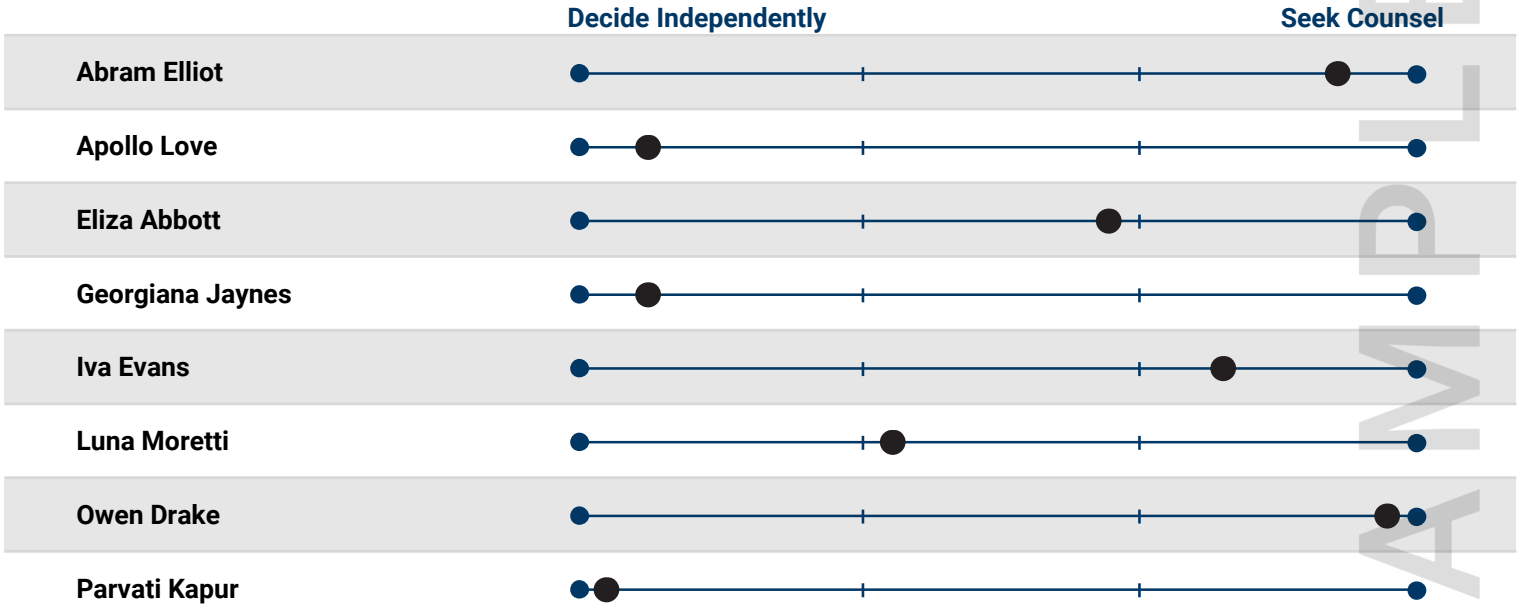
Seeking Counsel

VISION > TESTING ASSUMPTIONS > SEEKING COUNSEL

Some leaders have a tendency to seek counsel, and others are more likely to decide independently. **In the context of testing assumptions,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward seeking counsel will help when it's time to evaluate the vision.

People who tend to **decide independently** often rely heavily on their own assumptions when crafting a vision. People who prefer to **seek counsel** take advantage of the experience and knowledge that others have to offer as they develop a vision.



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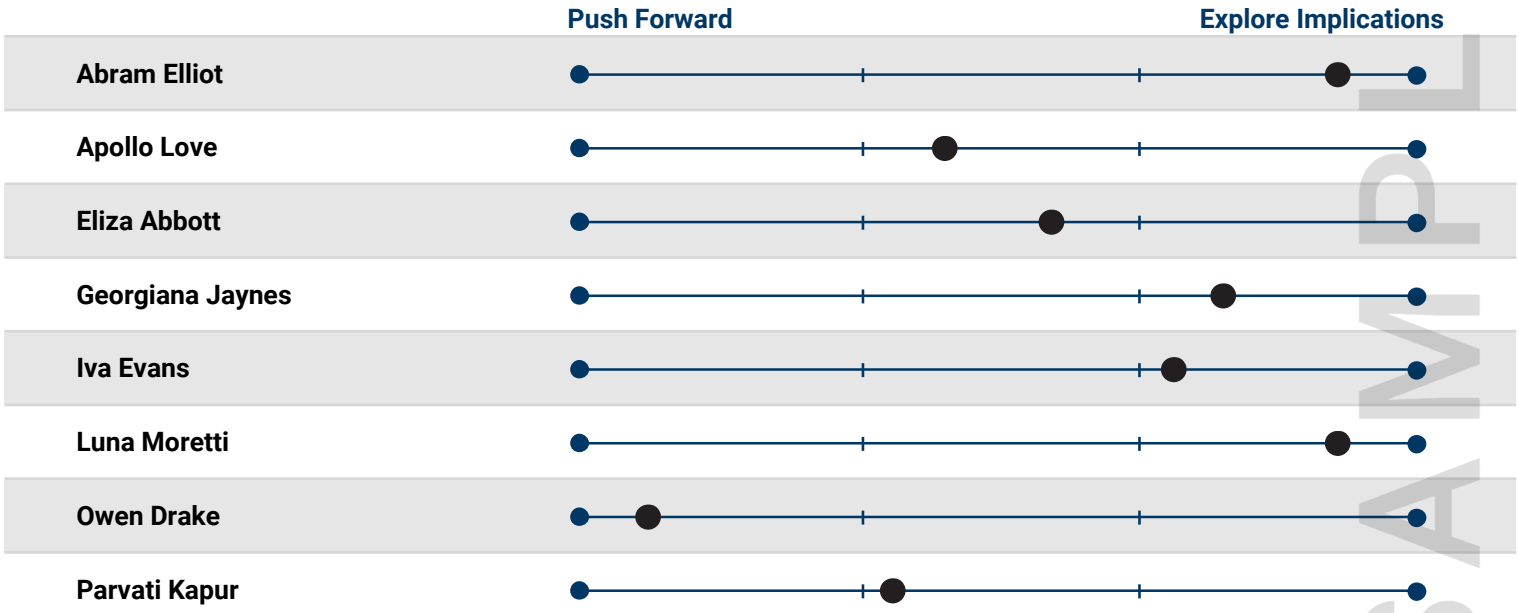
Exploring Implications

VISION > TESTING ASSUMPTIONS > EXPLORING IMPLICATIONS

Some leaders have a tendency to explore implications, and others are more likely to push forward. **In the context of testing assumptions,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward exploring implications will help when it's time to evaluate the vision.

People who tend to **push forward** may not always take the time to carefully examine their ideas before acting. People who prefer to **explore implications** usually do their homework to make sure that everything adds up, even when they're eager to move quickly.



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Alignment > Clarity

This page includes three continua derived from group data: Clarity (overall), Explaining Rationale, and Structuring Messages. The two pie charts show the number of people in your group who are low, medium, and high on Explaining Rationale and Structuring Messages.

OVERALL, HOW NATURAL IS CLARITY FOR THIS GROUP?

Low Clarity — **High Clarity**

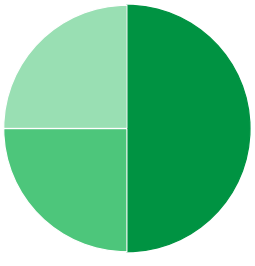
Most likely, clarity comes very naturally to this group. In fact, members of this leadership group probably have fundamental qualities that make communicating with clarity seem effortless.

ALIGNMENT > CLARITY > EXPLAINING RATIONALE

Offer Intuition — **Explain Rationale**

People often want more than instinct and experience if they are expected to buy in to a vision. Information tends to be clearer when the reasoning behind each idea is explained. As you can see to the right, there are many leaders in this group who are naturally inclined to lay out their rationale when explaining the group's vision, plans, or goals.

- What are the benefits of offering the data and logic behind ideas?
- In this organization, is there a culture of explaining the rationale behind plans, procedures, and goals?
- How could the organization encourage leaders to explain their reasoning even more clearly?



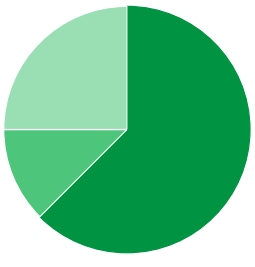
Does information get presented with a logical rationale?

ALIGNMENT > CLARITY > STRUCTURING MESSAGES

Impromptu Messaging — **Structured Messaging**

The clarity of a message often depends on thorough preparation and development. When leaders take the time to organize their thoughts before presenting the vision, people are more likely to understand the key points, which is critical for buy-in. As shown to the right, many leaders in this group are naturally inclined to structure their messages before delivering them.

- In this organization, are leaders expected to be well-prepared before delivering important information?
- What does structured messaging look like in this group?
- What are the benefits to the organization of messages that are well- structured and accessible to large groups?



Does information get presented in a structured manner?

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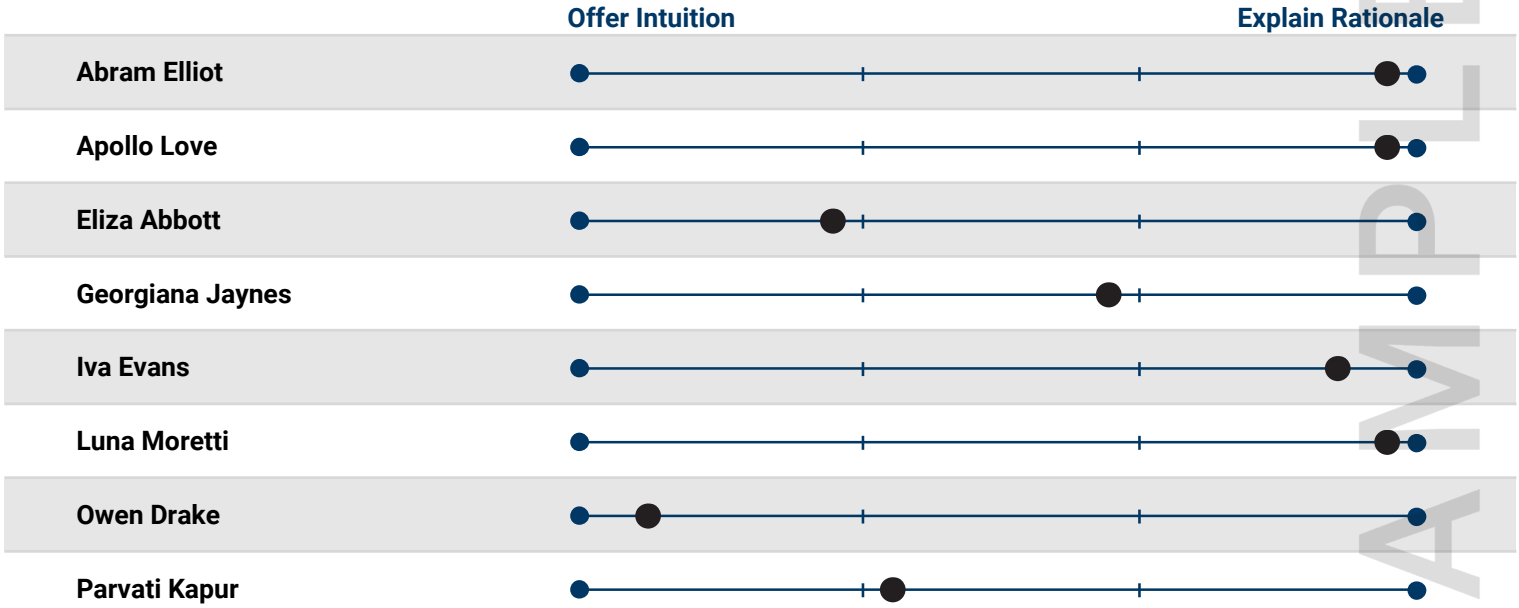
Explaining Rationale

ALIGNMENT > CLARITY > EXPLAINING RATIONALE

Some leaders have a tendency to explain rationale, and others are more likely to offer intuition. **In the context of clarity,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward explaining rationale will help when you need to be clear to get people's buy-in.

People who tend to **offer intuition** may fail to provide the data and reasoning that others will need to truly buy in to the vision. People who tend to **explain rationale** and back up their ideas with data may have an easier time getting others on board.



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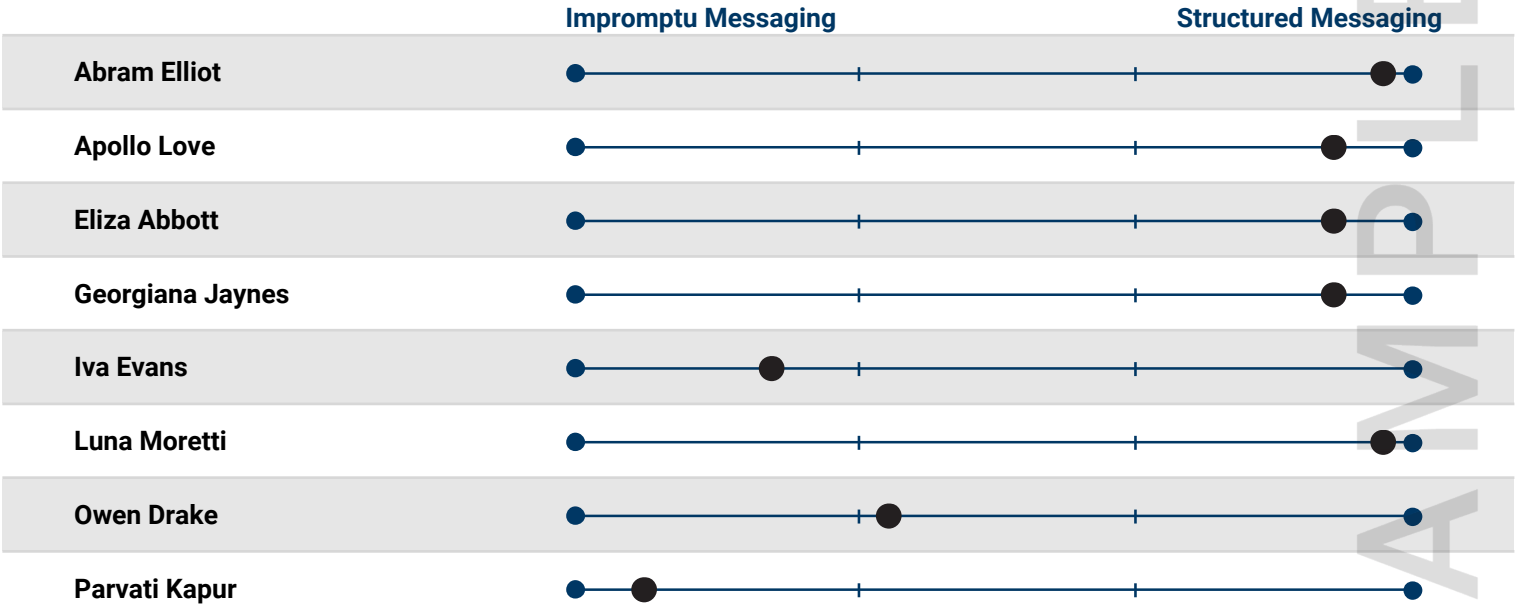
Structuring Messages

ALIGNMENT > CLARITY > STRUCTURING MESSAGES

Some leaders have a tendency to structure messages, and others are more prone to impromptu messaging. **In the context of clarity,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward structured messaging will help when you need to be clear to get people's buy-in.

People who tend to use an **impromptu messaging** style may lose others' attention by providing unnecessary details or going off on tangents. People who tend to use a **structured messaging** style take the time to organize their thoughts before conveying them.



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Alignment > Dialogue

This page includes three continua derived from group data: Dialogue (overall), Exchanging Perspectives, and Being Receptive. The two pie charts show the number of people in your group who are low, medium, and high on Exchanging Perspectives and Being Receptive.

OVERALL, HOW NATURAL IS DIALOGUE FOR THIS GROUP?

Low Dialogue — **High Dialogue**

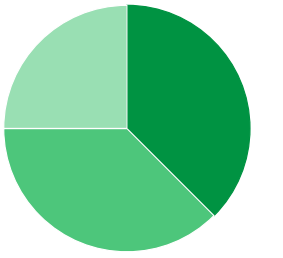
Dialogue is probably moderately natural for this group. Creating an environment that encourages a two-way dialogue may require some deliberate effort.

ALIGNMENT > DIALOGUE > EXCHANGING PERSPECTIVES

Present Information — **Exchange Perspectives**

When leaders encourage a participatory approach, people learn that their ideas are valued. This leads to greater engagement and commitment, and ultimately can increase buy-in to the vision. As you can see to the right, leaders in this group are moderately inclined to promote an exchange of perspectives.

- To what degree do people at all levels of the organization feel that leadership cares about their opinions?
- How do leaders in this group show that they value the perspectives of those lower in the hierarchy?
- What could the organization do to encourage leaders to more actively exchange perspectives?



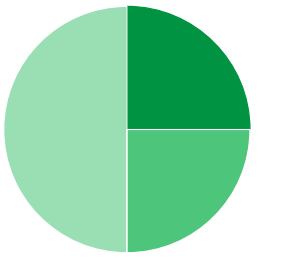
Does your group encourage the exchange of perspectives?

ALIGNMENT > DIALOGUE > BEING RECEPTIVE

Challenging — **Receptive**

In a receptive environment people are much more likely to share their reservations, their confusion, and their unconventional ideas. While this may seem to slow the process, leaders who are open to this kind of candid feedback are often more effective at achieving alignment. As shown to the right, this group seems more inclined to use a challenging approach than a receptive one.

- Does this organization seem to foster a more challenging or a more receptive atmosphere?
- What are the potential advantages of being more open to people's questions and concerns?
- What could the organization do to encourage leaders to be deliberate about creating a receptive environment?



Is there a receptive atmosphere in your group?

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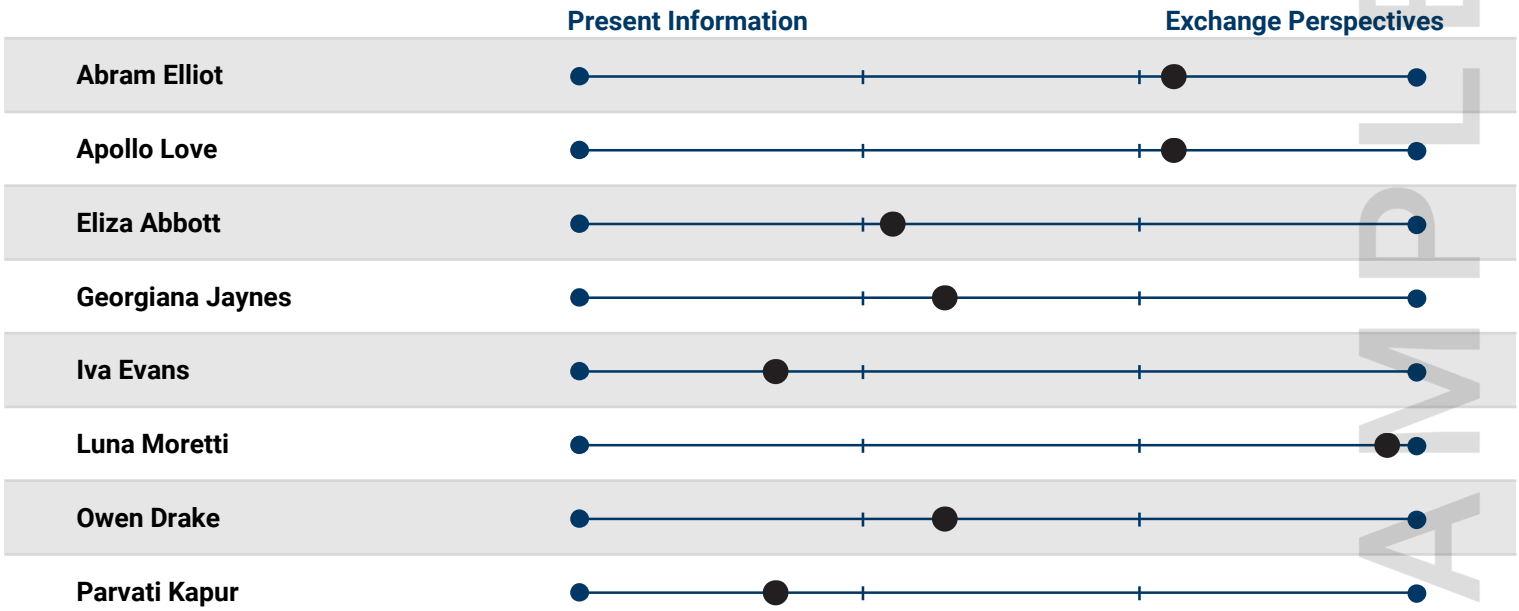
Exchanging Perspectives

ALIGNMENT > DIALOGUE > EXCHANGING PERSPECTIVES

Some leaders have a tendency to exchange perspectives, and others are more likely to present information. **In the context of dialogue,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward exchanging perspectives will help when creating an atmosphere of open dialogue.

People who tend to **present information** may fail to make others feel like they're part of the process. People who want to **exchange perspectives** often gain alignment by soliciting others' opinions and feedback.



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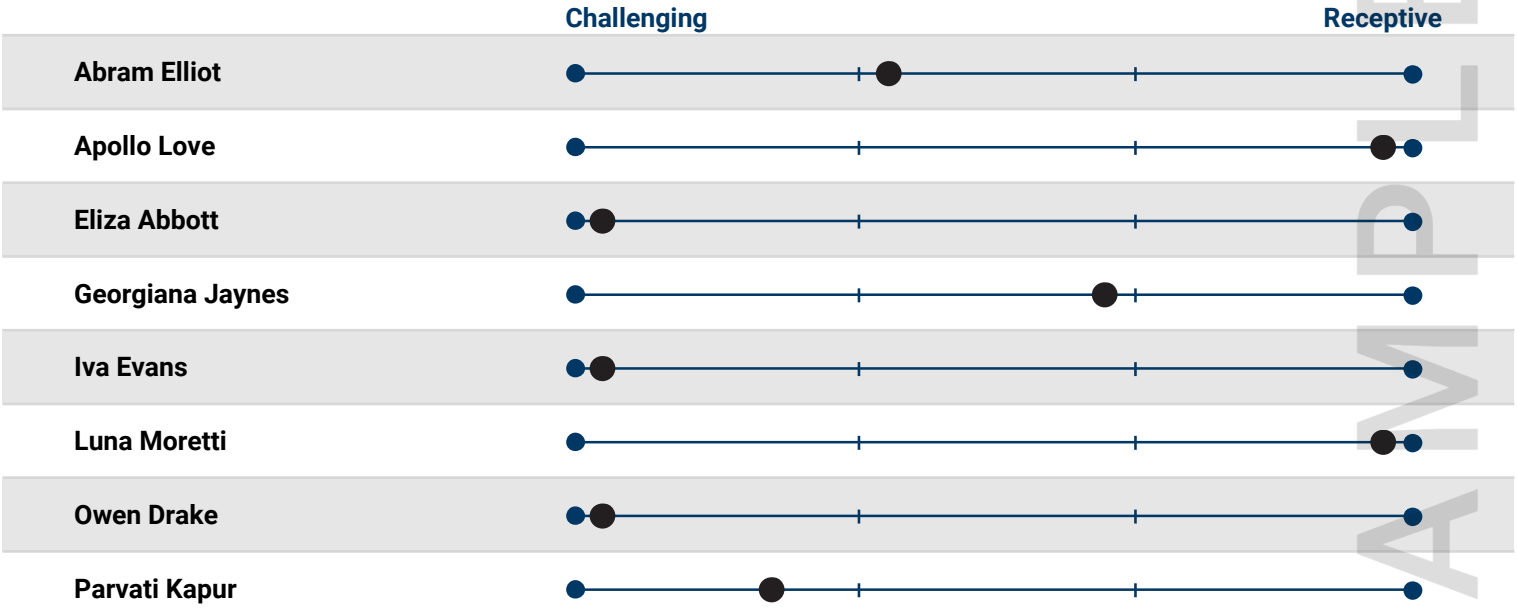
Being Receptive

ALIGNMENT > DIALOGUE > BEING RECEPTIVE

Some leaders have a tendency to be receptive, and others are more likely to be challenging. **In the context of dialogue,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward being receptive will help when creating an atmosphere of open dialogue.

People who tend to **challenge** can sometimes inadvertently create a culture where people are afraid to share their ideas, even if they are asked. People who tend to be **receptive** are more likely to help create a culture where people feel comfortable engaging in candid dialogue.



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Alignment > Inspiration

This page includes three continua derived from group data: Inspiration (overall), Being Expressive, and Being Encouraging. The two pie charts show the number of people in your group who are low, medium, and high on Being Expressive and Being Encouraging.

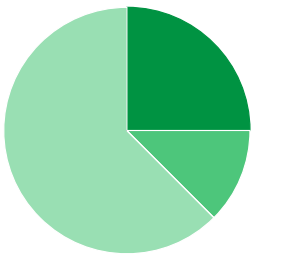
OVERALL, HOW NATURAL IS INSPIRATION FOR THIS GROUP?

In general, inspiration may not be particularly natural for this group. Creating an inspirational environment to encourage buy-in may require more deliberate effort and practice.

ALIGNMENT > INSPIRATION > BEING EXPRESSIVE

When leaders express their excitement and passion, they are more likely to create an environment that feels active and vibrant. At the same time, they help people connect better with their ideas, which can increase the likelihood of buy-in to the vision. As you can see to the right, this group seems more inclined to exercise reserve than to be expressive.

- How energetic is the culture of the organization?
- To what degree does this group think it's important to have an animated, energized environment?
- What steps could leaders in this group take to shed some of their reserve when inspiration is needed?

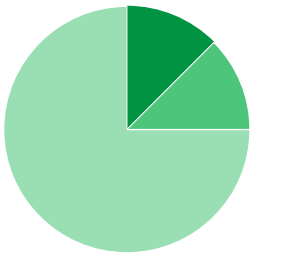


Is there an outward sense of energy and passion in your group?

ALIGNMENT > INSPIRATION > BEING ENCOURAGING

People need to feel good about the direction they're headed and the work that they're doing. Leaders who provide optimism and emotional support give people confidence that they can contribute to the group's success. As shown to the right, this group tends to be more matter-of-fact than encouraging.

- To what degree does this organization actively work to create an optimistic culture?
- What would be the advantages for this group of creating a more supportive environment?
- What could the organization do to help leaders provide more encouragement?



Do group members encourage others?

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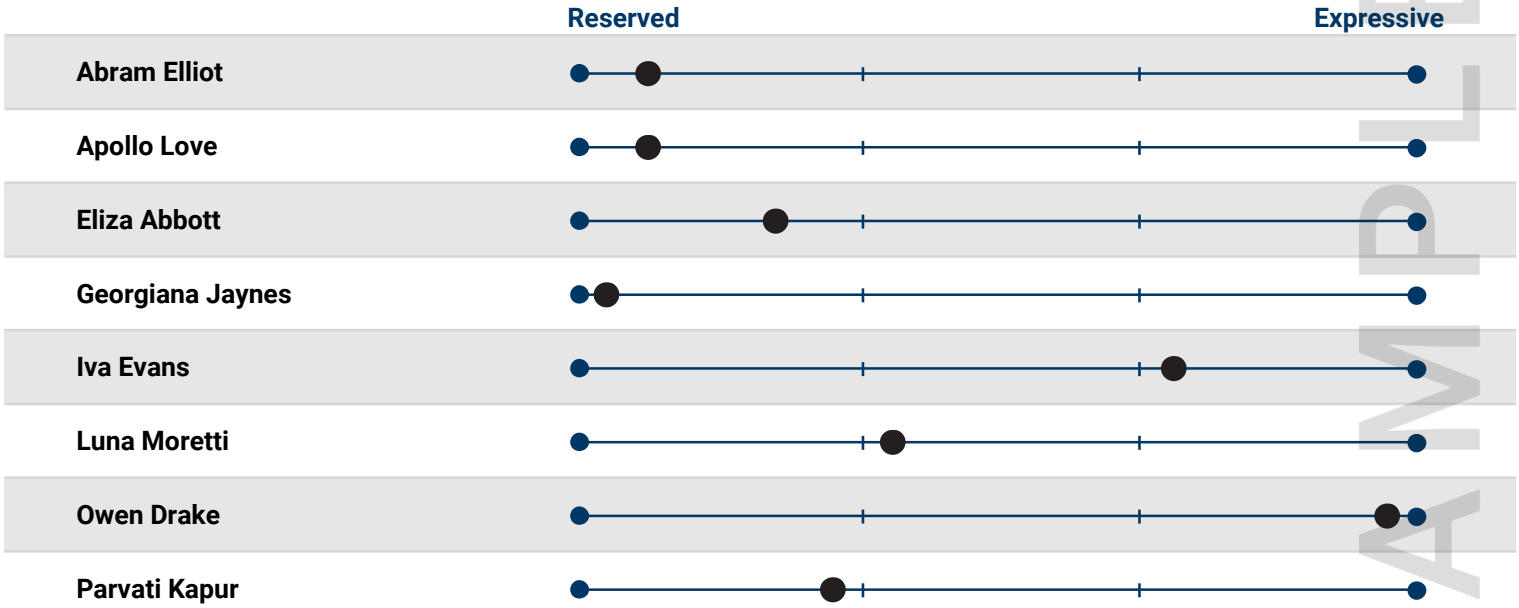
Being Expressive

ALIGNMENT > INSPIRATION > BEING EXPRESSIVE

Some leaders have a tendency to be expressive, and others are more likely to be reserved. **In the context of inspiration,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward being expressive will help when people need to be inspired to get on board with the vision.

People who tend to be **reserved** may worry that showing emotion could hurt their credibility, but it may make it difficult for others to perceive genuine excitement. People who tend to be **expressive** often bring up the group's energy level and help people get excited about an idea.



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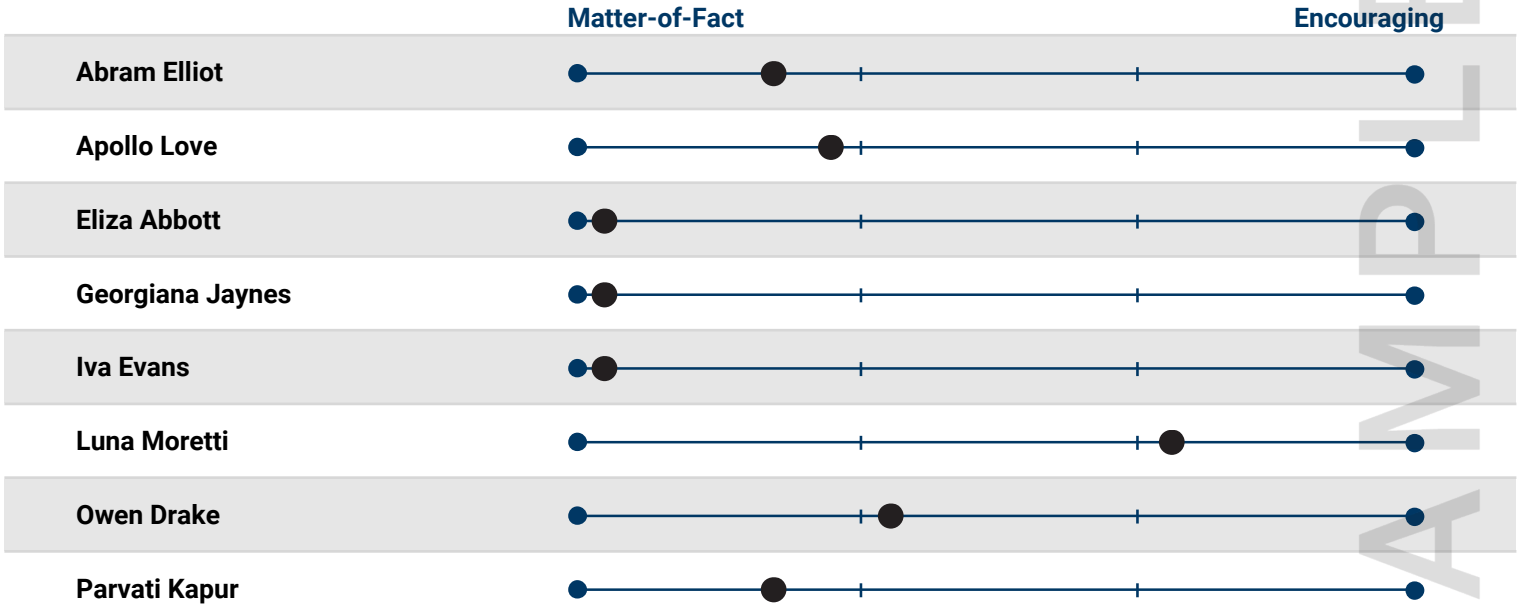
Being Encouraging

ALIGNMENT > INSPIRATION > BEING ENCOURAGING

Some leaders have a tendency to be encouraging, and others are more likely to be matter-of-fact. **In the context of inspiration,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward being encouraging will help when people need to be inspired to get on board with the vision.

People who tend to be **matter-of-fact** may fail to provide the optimism that many people need to envision the good that will come of their efforts. People who tend to be **encouraging** often give people courage to try new things as they keep moving toward the goal.



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Execution > Momentum

This page includes three continua derived from group data: Momentum (overall), Being Driven, and Initiating Action. The two pie charts show the number of people in your group who are low, medium, and high on Being Driven and Initiating Action.

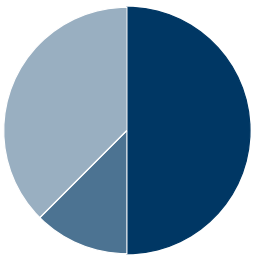
OVERALL, HOW NATURAL IS MOMENTUM FOR THIS GROUP?

In general, momentum may not be particularly natural for this group. Creating an environment where drive and initiative are encouraged may require more deliberate effort and practice.

EXECUTION > MOMENTUM > BEING DRIVEN

There are times during the execution process when leaders need to instill a sense of momentum in the group and encourage people to stretch outside their comfort zones to make rapid progress. As you can see to the right, many leaders in this group are naturally inclined to be driven, but there are also many leaders who are likely to take a more low-key approach. The group is split.

- To what degree does the culture of this organization instill a sense of urgency and the need to move quickly?
- How would this group benefit if leaders were more active about cultivating a sense of momentum and drive?
- What could the organization do to encourage everyone to execute with more drive?

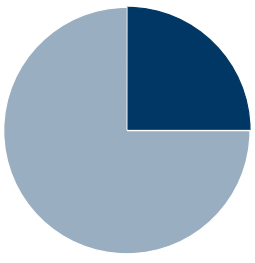


Are group members good at pushing themselves and others?

EXECUTION > MOMENTUM > INITIATING ACTION

Leaders are often best positioned within the organization to take action and jump on new opportunities. By showing this kind of initiative, the leader can enable the group to grow and extend its reach while ensuring a successful execution. As shown to the right, this group tends to be more reactive than initiating.

- Does this organization seem to offer incentives or deterrents to those who start new initiatives?
- How would this group benefit from being more active about taking on new initiatives?
- How could the organization encourage leaders to initiate more action?



Is your group active about starting new initiatives?

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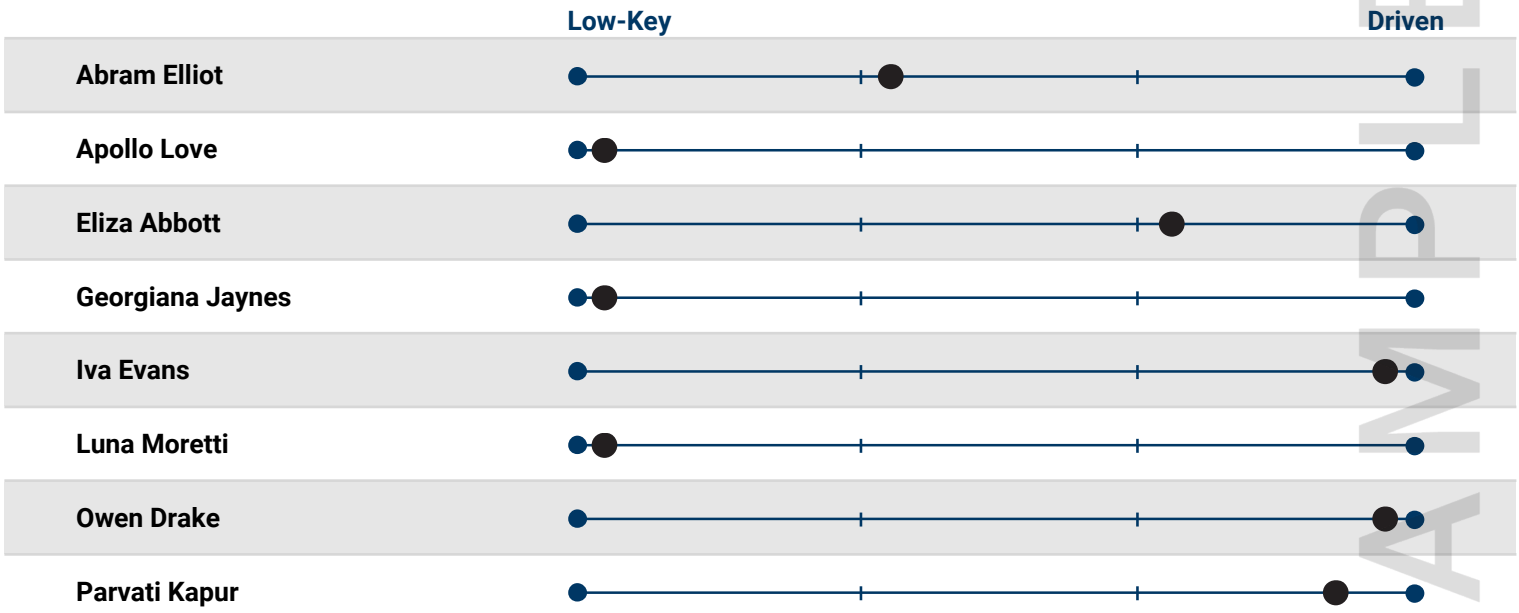
Being Driven

EXECUTION > MOMENTUM > BEING DRIVEN

Some leaders have a tendency to be driven, and others are more low-key. **In the context of momentum,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward being driven will help create the momentum your group needs.

People who tend to be **low-key** sometimes create a comfortable environment in which others perform just well enough to get by. People who tend to be **driven** are more likely to instill a goal-oriented, competitive spirit that keeps people on their toes.



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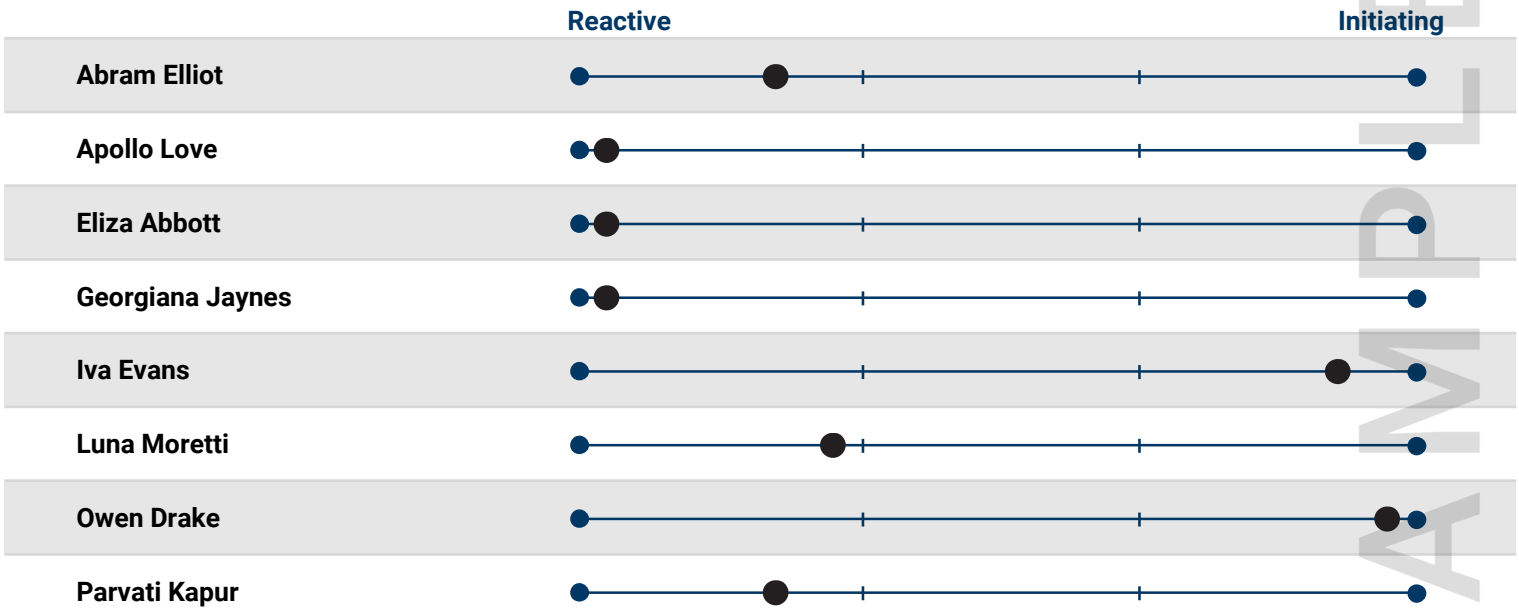
Initiating Action

EXECUTION > MOMENTUM > INITIATING ACTION

Some leaders have a tendency to initiate action, and others tend to be more reactive. **In the context of momentum,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward initiating action will help create the momentum your group needs.

People who tend to be **reactive** may get so absorbed in their current projects that they forget to scan the environment for new work to be done. People who tend to be **initiating** often help create a culture where being proactive is valued above maintaining the status quo.



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Execution > Structure

This page includes three continua derived from group data: Structure (overall), Providing a Plan, and Analyzing In-Depth. The two pie charts show the number of people in your group who are low, medium, and high on Providing a Plan and Analyzing In-Depth.

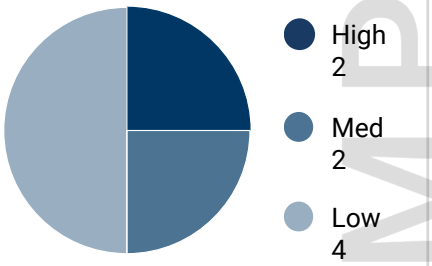
OVERALL, HOW NATURAL IS STRUCTURE FOR THIS GROUP?

Some aspects of structure are probably natural for this group, while others are not. More specifically, doing in-depth analysis may come very naturally to group members, but they may be less inclined to plan ahead.

EXECUTION > STRUCTURE > PROVIDING A PLAN

Groups are more likely to have a solid structure in place if the leader sees the inherent value of planning for execution. When people have clear processes and procedures, they can avoid the anxiety that affects the quality of their work. As you can see to the right, this group seems more inclined to improvise than to provide well-defined plans.

- To what degree does this group believe that inefficiencies could be eliminated with more detailed plans?
- How often does a lack of planning lead to frustration at different levels of the organization?
- In what specific areas could the organization use better plans and processes?

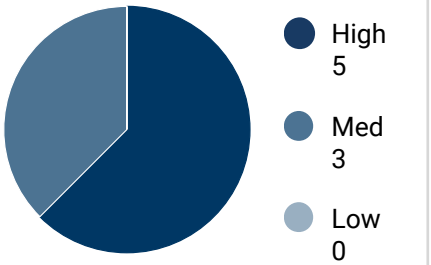


Does your group provide detailed plans and processes to follow?

EXECUTION > STRUCTURE > ANALYZING IN-DEPTH

Just because plans and processes are detailed doesn't mean they will be immune to problems or inefficiencies. Effective structure often requires leaders to undertake deep analysis to account for errors and non-obvious outside factors. As shown to the right, many leaders in this group are naturally inclined to do in-depth analysis.

- How often does this organization encourage leaders to take the time to deeply analyze plans?
- What are the advantages of having a rigorous method for thinking through implications?
- How does the organization ensure that plans and processes receive thorough examination?



Are plans and processes thoroughly reviewed and analyzed?

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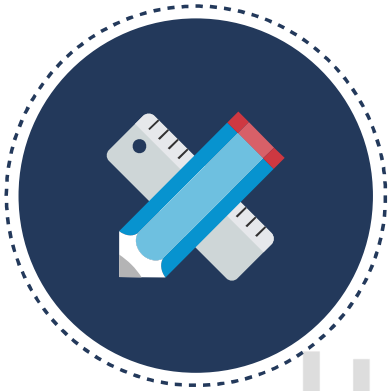
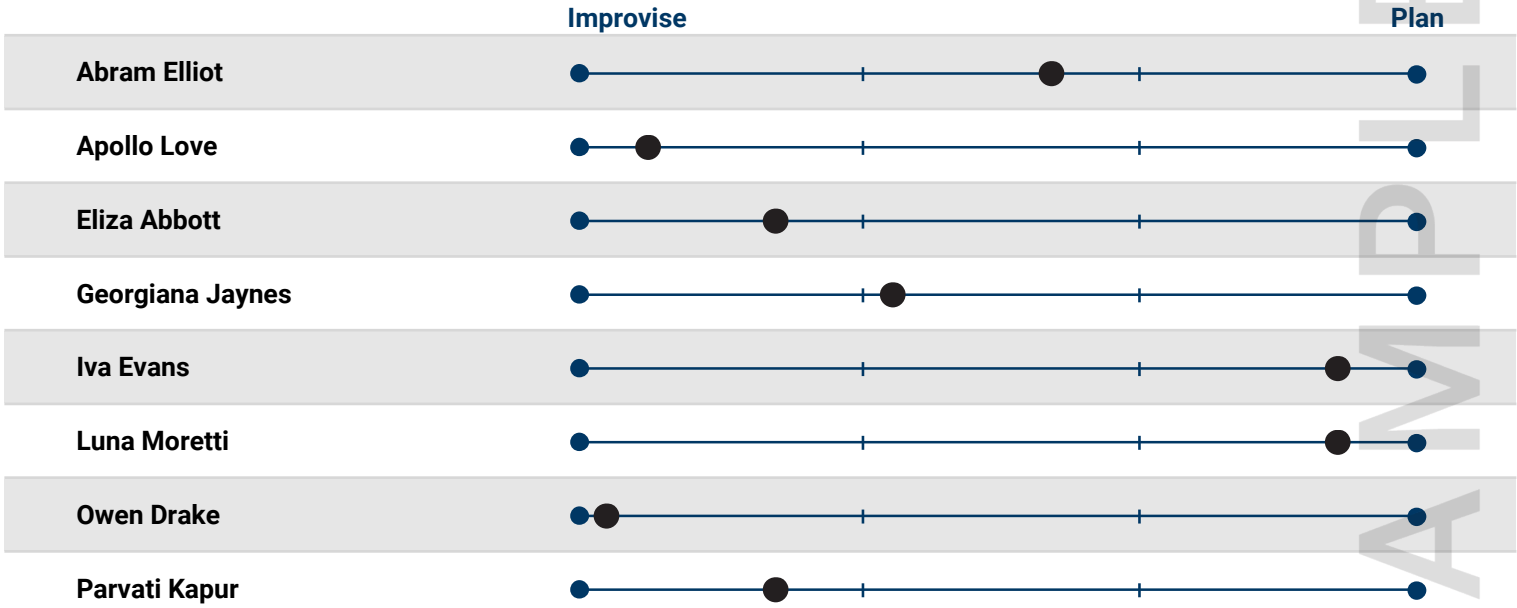
Providing a Plan

EXECUTION > STRUCTURE > PROVIDING A PLAN



Some leaders have a tendency to plan, and others tend to improvise. **In the context of structure,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward providing a plan will help when it's time to create the structure needed to execute well.

People who tend to **improvise** often figure things out along the way, which can lead to inefficiencies that can stand in the way of successful execution. People who tend to **plan** set clear expectations and concrete deadlines that give others a sense of stability.



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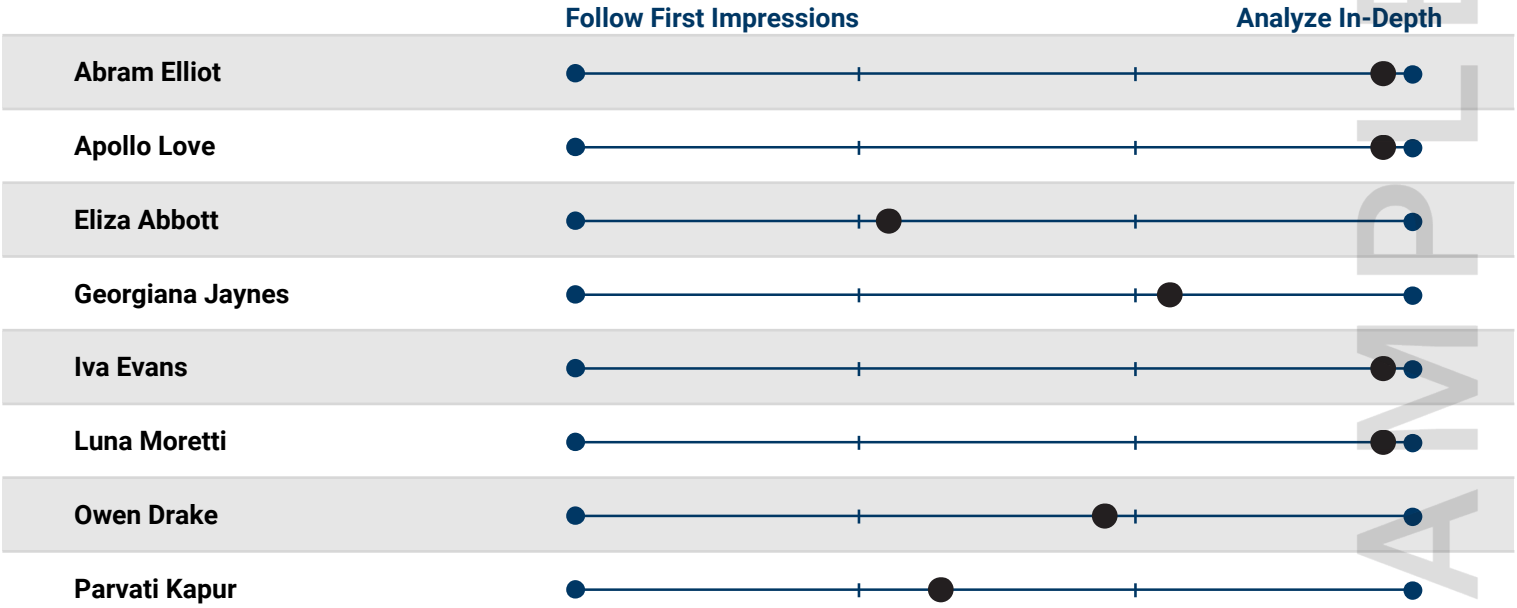
Analyzing In-Depth

EXECUTION > STRUCTURE > ANALYZING IN-DEPTH

Some leaders have a tendency to analyze in-depth, and others tend to follow first impressions. **In the context of structure,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward analyzing in-depth will help when it's time to create the structure needed to execute well.

People who tend to **follow first impressions** like to make quick decisions and may not push themselves to truly understand the root causes of problems. People who tend to **analyze in-depth** usually want to understand all of the moving parts in a situation, even if it requires complex analysis.



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Execution > Feedback

This page includes three continua derived from group data: Feedback (overall), Addressing Problems, and Offering Praise. The two pie charts show the number of people in your group who are low, medium, and high on Addressing Problems and Offering Praise.

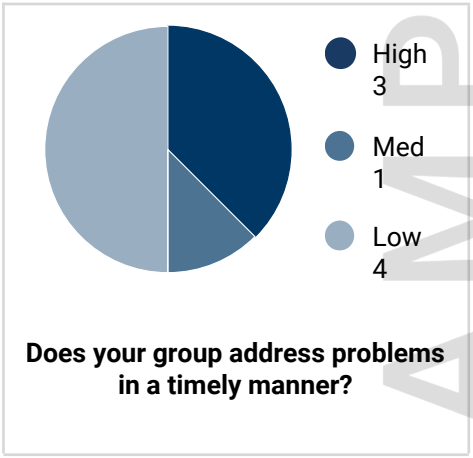
OVERALL, HOW NATURAL IS FEEDBACK FOR THIS GROUP?

In general, giving feedback may not be particularly natural for this group. Creating an environment that provides both critical and positive feedback may require more deliberate effort and practice.

EXECUTION > FEEDBACK > ADDRESSING PROBLEMS

Leaders who are proactive about addressing problems can keep inefficiencies and frustrations from piling up during the execution process. They need to be willing to let people know when work isn't measuring up to their standards. As you can see to the right, many leaders in this group naturally address problems, but there are also many leaders who prefer to maintain harmony. The group is split.

- How often are inefficiencies, poor performance, and interpersonal problems overlooked or glossed over?
- How would this group benefit if leaders were more active about addressing problems in the organization?
- How could the organization ensure that leaders address problems more proactively?

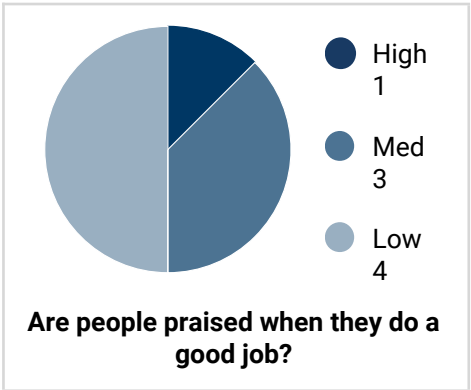


Does your group address problems in a timely manner?

EXECUTION > FEEDBACK > OFFERING PRAISE

Another critical aspect of providing feedback is letting people know when they've done a good job. When leaders give ample praise and recognition, people are more likely to feel that their high quality work and extra effort is appreciated. As shown to the right, this group is probably not very active about giving praise.

- How often are people recognized for their contributions?
- In what ways might more praise improve morale and productivity in the organization?
- How could this group help to create a culture where praise is more the norm?



Are people praised when they do a good job?

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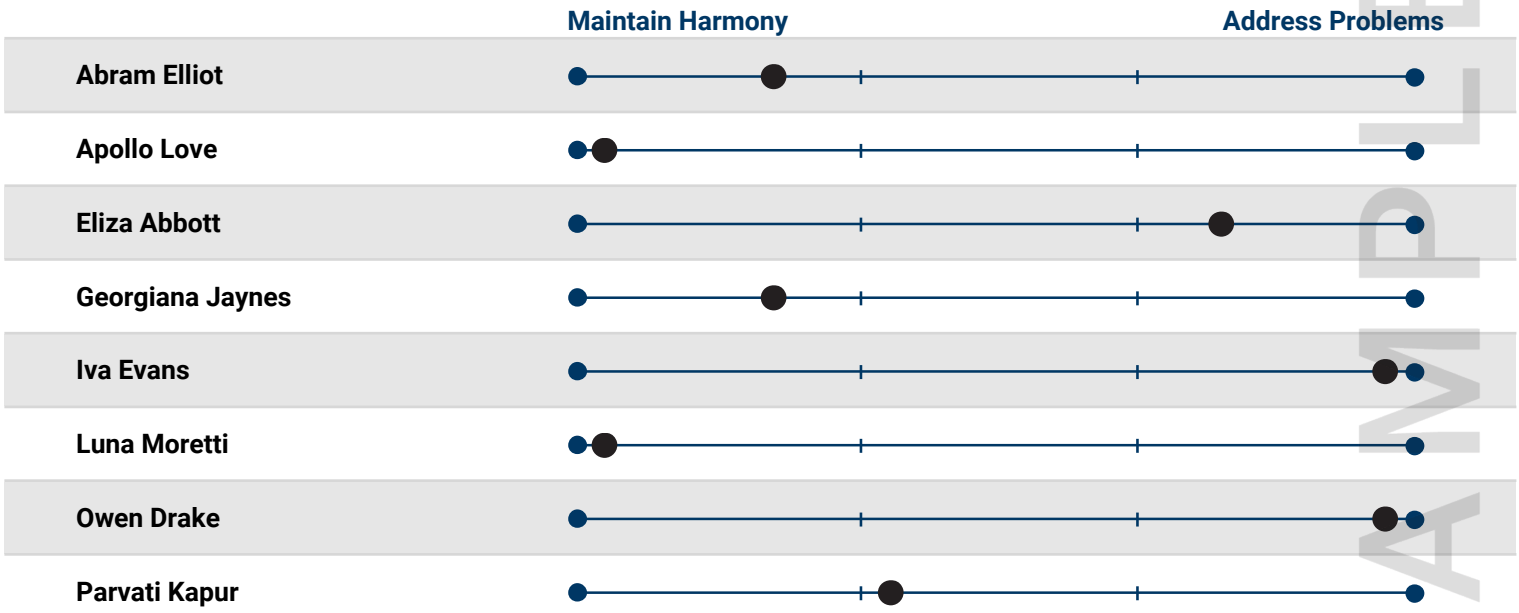
Addressing Problems

EXECUTION > FEEDBACK > ADDRESSING PROBLEMS

Some leaders have a tendency to address problems, and others are more likely to maintain harmony. **In the context of feedback,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward addressing problems will help you be more effective with feedback.

People who tend to **maintain harmony** often avoid confrontation, and this can make it difficult for them to work through problems. People who tend to **address problems** are usually more willing to speak up when things aren't being done to their standards.



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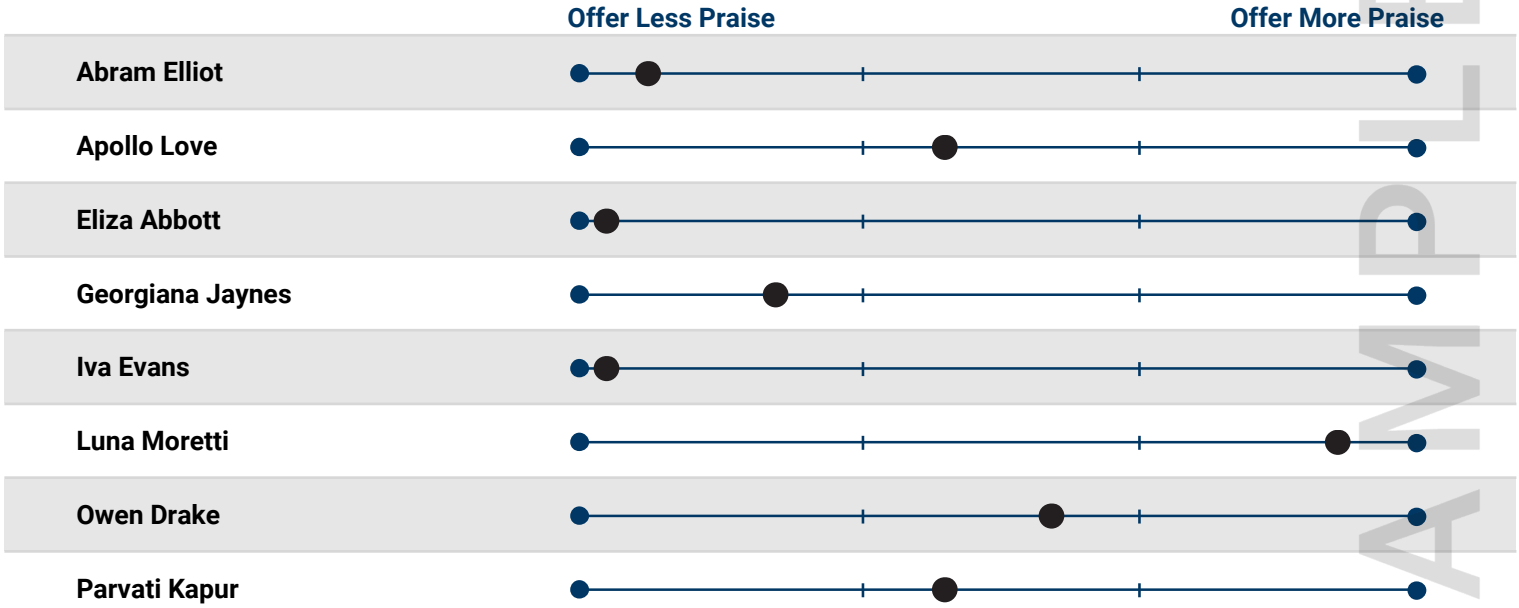
Offering Praise

EXECUTION > FEEDBACK > OFFERING PRAISE

Some leaders have a tendency to offer more praise, while others tend to offer less. **In the context of feedback,** the behavior on the right-hand side of this scale is the leadership best practice. Any movement toward offering more praise will help you be more effective with feedback.

People who tend to **offer less praise** may miss out on opportunities to positively reward good behavior and outstanding performances, and this can affect morale. People who tend to **offer more praise** often create a motivating environment where people stretch themselves to achieve the vision.



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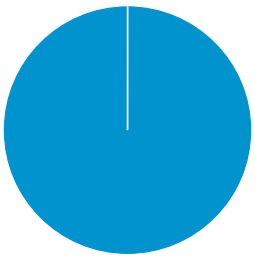
Your Group's Strengths

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

Vision > Exploration > **PRIORITIZING THE BIG PICTURE**

Many leaders in your group have the ability to step back and look at the big picture rather than getting caught up in the details. This broad perspective can help you identify common threads among different systems and ideas. As a result, the group probably envisions possibilities while also spotting practices that are outdated or no longer working.
Continue to focus on these strengths:

- Thinking broadly about how all the pieces fit together
- Visualizing how a particular idea or direction might affect the future
- Noticing when out-of-date systems are limiting success

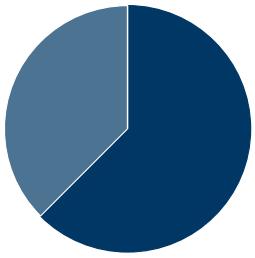


#1: Prioritizing the Big Picture

Execution > Structure > **ANALYZING IN-DEPTH**

Because many leaders in this group have a tendency to embrace in-depth analysis, you can help create the structure needed for successful execution of the vision. If something isn't working, your group probably understands the importance of finding the source of the problem and is willing to devote the time needed to create a long-term solution.
Continue to focus on these strengths:

- Using analysis to develop a thorough understanding of the implications of a plan
- Dedicating time to comprehending systems at a deeper level
- Understanding the root causes of problems before moving on

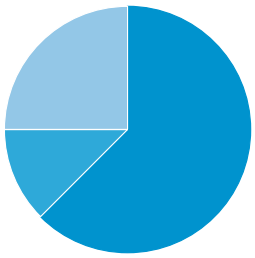


#2: Analyzing In-Depth

Vision > Exploration > **REMAINING OPEN**

Leaders in your group tend to keep an open mind while exploring new directions, which gives a real advantage when it comes to developing a vision. When you don't rush to advance a particular solution, it leaves time to imagine multiple possibilities. This increases the chances of landing on groundbreaking ideas.
Continue to focus on these strengths:

- Championing real innovation
- Thinking broadly and creatively about the future
- Exploring a wide variety of ideas before honing a vision



#3: Remaining Open

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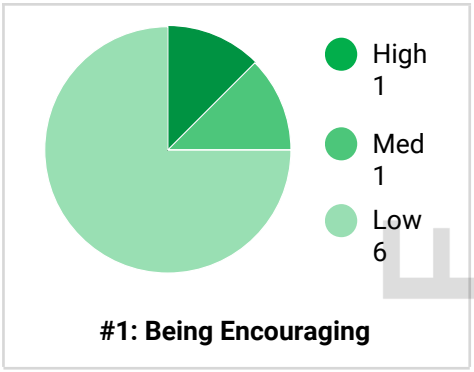
Your Group's Challenges

Now that you have a better idea of your strengths as a group of leaders, let's take a closer look at the three areas where your group has the greatest opportunities for improvement.

Alignment > Inspiration > **BEING ENCOURAGING**

To work on being encouraging to provide inspiration, you and other leaders in your group could consider the following:

- As a group, work to create a culture that encourages people to focus on the promise of their work rather than the challenges.
- Show people you have a genuine interest in their welfare. Each leader should listen to and acknowledge people's concerns.
- Work together to demonstrate confidence in your team. Invite the people you lead to try new things and articulate your faith in their abilities.

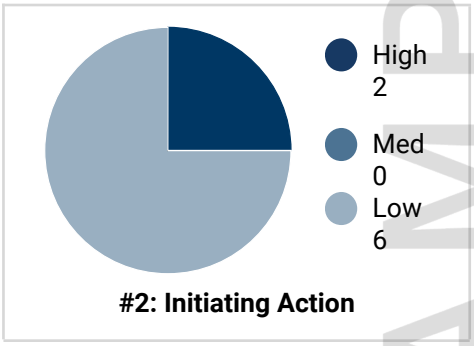


#1: Being Encouraging

Execution > Momentum > **INITIATING ACTION**

To work on initiating action to increase momentum, you and other leaders in your group could consider the following:

- As a group, consciously avoid focusing all of the attention on day-to-day demands. Instead, foster an entrepreneurial attitude and kick-off new projects whenever there is an opportunity.
- Initiating new directions might seem overly demanding, but it will increase your group's chances of implementing a bold vision. Focus on seeing it as an exciting challenge rather than a burden.
- Challenge each other to seek new initiatives on a daily basis. Discuss what single accomplishment would make the biggest difference, and then line up your team to tackle it.

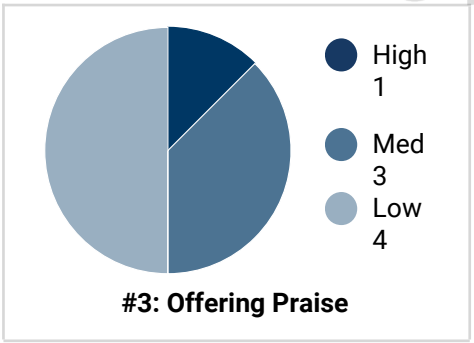


#2: Initiating Action

Execution > Feedback > **OFFERING PRAISE**

To work on offering more praise to improve feedback, you and other leaders in your group could consider the following:

- As leaders, it's important to commend the people responsible for a job well done. If an accomplishment is significant enough to be noticed, then it's significant enough to be applauded.
- Ease into the habit of giving recognition by regularly praising someone you're more comfortable with, or someone you're less familiar with, whichever helps make the process more rewarding.
- As a group, build recognition into your plans and remind each other to celebrate accomplishments before moving on. Placing praise on a to-do-list might prevent you from overlooking it.



#3: Offering Praise

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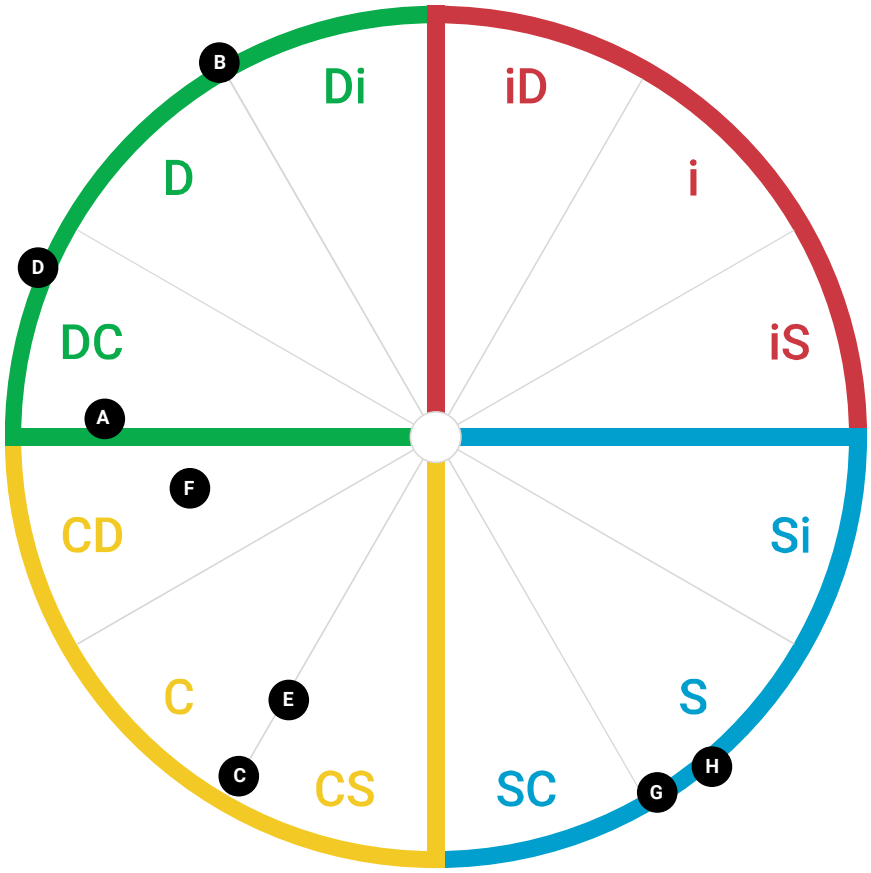
Appendix: Group Map

The Everything DiSC® Map below shows the names and dot locations of all group members. This bonus page is only generated for groups of 26 or fewer participants.



The list below indicates which letter on the Group Map corresponds to your group members.

	Group Member	Style
A	Eliza Abbott	DC
B	Owen Drake	Di
C	Abram Elliot	C
D	Iva Evans	DC
E	Georgiana Jaynes	CS
F	Parvati Kapur	CD
G	Apollo Love	S
H	Luna Moretti	S

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