First Slide: We’ll go ahead and get started now, so welcome everyone to our continuing career management webinar series. Today’s session will be recorded and uploaded to our website. As we go through the webinar, feel free to type questions for the presenter in the chat section, and we’ll respond as we go along, and there will be time at the end for questions also.

So today we’re very fortunate to have RIT alumna France MacDonald, and France is the president and CEO of France MacDonald Group Inc. She’s a recognized coach, mentor and sought after speaker. She specializes in transforming individual and team contributors into synchronized, results-oriented delivery units with proven methodologies designed to increase trust, enhance communications, establish accountabilities and create operational efficiencies. She has over 21 years of diversified software development, information management, and IT experience, she has successfully managed a variety of cross-functional teams, multiple departments and third party resources. Her efforts have resulted in annual operational savings exceeding $7 million. She has driven a variety of first-time endeavors and comprehensive high-profile projects for non-profit, as well as Fortune 500 companies, including international launches, process improvements and development initiatives. She holds a MS degree in Software Development and Management at RIT, BS in Computer Science and Information Management at St. John Fisher College, and she has certifications in PMP (Project Management Professional), Lean Six Sigma, DICS Human Behavior and Communication, and PIAV (Personal Interest, Attitudes, and Values). She also holds a US Patent for Method and System for improving Print Quality. So welcome France, and we’ll turn it over to you.

Thank you so much Kris for allowing me to talk to your community, I really appreciate it. I wanted to give back to RIT and when I was talking to Kris it came up that this would be a great opportunity. So one of the things that I’ve had to do for many years was having to deal with different teams and different team members, and a lot of times just going in and creating the teams in the first place. One of the things I’ve noticed with all of my projects was that if you were going in and if there’s going to be an issue, it’s going to be in the area of communication, because sometimes the communication issue is not always related to different cultures, where it can be, but also that we’re misperceiving something that someone said or did, and on the other hand what ends up happening is that you’re going to get scope creep and you’re going to get delays, and this is going to be something that you should have uncovered during requirements gathering, or while you were developing, and because you were afraid to communicate to the other person, never came out until the very end which makes it very costly for the company.

One of the things about communication management and team building is that I am certified in DISC, and DISC is a behavioral assessment; what it stands for is Dominance, Influence, Steadiness and Compliance. So I’ll start my presentation, and one of the things we’re going to play off words – DISC isn’t just something that you put in a computer. As you see, it’s part of the Success Insights Wheel; it tells
you where you actually are, and where you adaptively are, and it if works best together, and where you can be best for the organization.

**Next slide:** So let’s see, the next one is Dream. As a project manager, or even as an executive, or even as a manager, our dream is to deliver whatever is expected, whatever projects, on time, on budget, with high customer quality. We can do something on time, it can be on budget, when you deliver something to the customer if it’s a piece of garbage, it’s worthless. So, how are we going to accomplish this? One of the ways is through teamwork. We all have our own niches, we all know something specific, we all are unique and all have our own passions. We can’t all be the same; if we were, we’d never move a project forward. So through teamwork, we’re successful, and able to get a project through. So the next question is how do we get individuals to become synchronized teams? Not as easy as it sounds.

**Next slide:** So what are you going to learn on this webinar within the next 55 minutes are the following. The importance of communication management related to team building, the DISC behavioral assessment tool, and what’s part of the DISC assessment tool, which includes the four styles – Dominance, Influence, Steadiness and Compliance, and with those four different styles you’re going to see that you need to have an alternate approach with each style, and you might be one style, or a blend of styles, but you’re not going to be all styles. If you’re all styles, something went wrong when you did the online assessment. Next is each style’s importance to the team. If you don’t have each style within the team, what’s going to happen is that you’re not going to achieve the results you need, and you won’t move forward. If you’ve heard before, sometimes you’ll be come analytically frozen in the “analysis paralysis” and they can’t move forward. So you need leaders that will move you forward, but they need to be able to take risks, they can’t have all the I’s dotted and t’s crossed. But if you have someone on your team that does that for you, then you know it’s safe to be able to move forward with whatever decision you have to make.

**Next slide:** Communication management. According to the PMBOK, there are two things that they deal with in communication. One is the communication channels or pathways; I’ll show you the calculations in a minute, and the other is communication models. So n times n minus 1 divided by 2 means that when you have two individuals on a team, the communication channel is one. So usually that’s pretty easy to handle, to do what we call clarification without hurting anyone’s feelings, and the other thing is you can be more concise, more clear, and you have more time to have the person’s ear, to clarify – can you clear up what you mean by what you said. The problem is when you have a team of twelve, and I’ve had anywhere from a team of two to a team of twelve, I’m not so lucky with just the team of two. Because remember that not only do you have the team members that are working with you directly, but you have stakeholders, and you need to communicate with them as well. Some of those stakeholders are inside your community, and sometimes they’re outside your community. So with a team of 12 in mind, there are now 66 communication channels. Now we also know that sometimes we’re communicating with people around the world. Let’s go back to the communication models. In communication models you do encoding, messaging and feedback messaging, medium, noise and decoding. It’s not bad when it’s just one or two individuals, but when you have twelve people in your team, then you’re talking about 66 channels of all this decoding, and noise on the line. And we know
that when there’s noise on the line, it’s hard to hear over the phone. Just think about having to communicate internationally with individuals or even people in your room.

**Next slide:** So the importance of communication management; with the number of communication channels that you’re going to be looking at, and different communication modules, it’s very easy to misinterpret and misunderstand anything along the way. What are the results when you do that? Well, there’s going to be scope creep, like I talked earlier about, arguments that may not have happened at all, or didn’t have to happen at all, bad quality because there was misinterpretation, and because you didn’t feel comfortable talking to the other individual that was never vetted out. Therefore you were handed something that wasn’t what the customer was looking for. And your end result is failure in delivery.

One of the things in one of the groups I was in; it was “well I’ve done my part and I’ve delivered.” That’s great that you have done your part and you have delivered, but it doesn’t matter how well you delivered and what your quality was that you delivered. If one person on the team fails, we all fail. That’s why we all need to work together. And that’s why we need to get the communication clear amongst ourselves. And this is your result. We’re always talking about money and time; with miscommunication, you’re wasting money and time, and you can’t get it back. How many of us wish we could get our teenage lives back because we know so much more now. So remember the telephone game we played as kids; you would start at one line, and by the time you got to the very end the message was totally different. Either there was misinterpretation, the tonality changed along the way, or somebody just redefined what was being said. I have a friend who does webinars, then she turns around and sends it to a translator. She sends the video to someone in India; the person translated parent to be mother and father, and that wasn’t what she was looking for. She needed the word to be parent. Something that simple can cause issues down the road.

**Next slide:** Methodologies and techniques. These are the things that I want to be able to teach you. I created a methodology along the way when I was working with so many teams. And with it, the methodology was like the shape of a pyramid, but the problem is the base. If the base is not constructed properly, and the base has to have trust, crucial conversations, and accountability. On top sits the results, and then you get the pyramid. Later on I’ll show you the framework. But the problem is you can’t have trust, without crucial conversations and accountability, and you can have accountability without trust and crucial conversations, and you can’t have crucial conversations without trust and accountability. If any one of those smaller pyramids on the bottom are not positioned in the most powerful position they should be in, it won’t work. When constructed properly, the results will be in proportion to the efforts put in, and to the resources that are outputted.

Using different communication techniques diffuses the us versus them rivals. A lot of times the us versus them rivals is just misinterpretation on even acronyms. All the kids, they’re texting today; LOL means laugh out loud, there’s one that says parent over shoulder, and you look at this and it means something different to this group, and something different to this group, and something different to this group. For my results, because I use this methodology, and I created my base correctly, with trust, and with crucial conversations coming later to the game, and accountability; the trust and accountability
triangles had to be on the bottom and they had to be set in stone, they already had to be each section of this huge triangle; without it, I wouldn’t have gotten the results I did. Using this methodology, my results were, with 20 teams within 11 years we created or updated 20 applications and features, that are being used by over 1000 engineers domestically and internationally, and one of them ended up being a US patent. Another result was that in 4 years, within 3 organizations I was able to save $7 million annually. None of this was by me; we had to do this as a team. Because we were able to have the crucial conversations, on one of my applications we found out that the stakeholder, and I had just come new to the team, the stakeholder and the executive sponsor were expecting something to be outputted automatically, whereas the team that I just had received thought it was being done manually. And because we were going through a third party, we needed it to be done automatically because the information that was coming in would have never been able to have been manually processed. When I came onto the team, because I was able to ask the questions even though I came late to the game, that’s when we found the disconnect. Had we gone live, it would have been a disaster, the team would never have been able to deal with it within the first two weeks of the new year, they would have been overwhelmed, and the chances are, as we became more and more backlogged, we would have gone against government restraints, and we would have gotten fined, and not done the output that was necessary.

Next slide: Case study. Do you know where you were January 28, 1986? I do. I was getting my bachelor of science in computer science at St. John Fisher college, and something had occurred, and it stopped all of us dead in our tracks. My major was computer science, and the people I hung around with were computer science, and we were looking at the latest technology, and at the time we were lucky enough to have a professor that worked for IBM that dealt with the servers that IBM were using for NASA. On that fateful day, the space shuttle Challenger blew up. They blew up within less than two minutes I believe 92 seconds after take-off. Why did this occur? The reason I’ve got Wikipedia is that I couldn’t remember the actual date, though I do remember the day. It was a flawed o-ring design. So why in this case study is communication important? Because NASA managers knew that there was a flaw in the o-ring in 1977, and here it was 1986, almost 10 years later, and nothing had been said. NASA managers disagreed with engineers that said the temperature that morning was just too low and we really need to think about not launching today. And because the people in charge thought not to notify their superiors, another communication channel they should have followed, the space shuttle did go up, everyone was watching because it was the first time we were going to have a teacher teaching in outer space, so her family, her students that she taught, as well as the rest of us – even in college we were riveted to that TV because we needed to see this. Unfortunately it was a very fateful day that could have been avoided had the communication channels been followed, and had trust, accountability and crucial conversations occurred.

Next slide: Another case study, dealing with NASA too. Does anyone recognize these pictures? Don’t see anyone saying it. Ok, if you love astronomy, you’ll notice it’s from the Hubble Telescope. One thing about the Hubble Telescope was again miscommunication. Because of miscommunication there was a flawed mirror. The miscommunication was I had gotten out of college but because Kodak was part of the Hubble telescope and I had a Kodak family, miscommunication was on measurements. At one point
it was done collectively, internationally, inches and metric system were mixed, as well as a decimal point. The result was that it made the Hubble telescope lens not do what it was supposed to do. When Kodak and another company were verifying their measurements on the lens before they put it in the Hubble telescope, they thought it was a misreading, and that there was a failure in the machine, and it wasn’t. Had anyone gone to their superiors saying something’s not right, something doesn’t seem to measure up, we wouldn’t have launched the Hubble telescope. Within a few weeks they found out that the mirroring that the lens itself was not correct near the edges. It was too expensive, too costly to bring it down to fix it, so what they had to do, which was thinking outside the box, because they had to come together to resolve this, was they created “spectacles,” little glasses like, I’m thinking Benjamin Franklin, like his, and that’s what they had to launch into outer space to fix the telescope. Now the images are beautiful today, but for 3 years they weren’t, and the astronomers always had to redo their calculations in order to deal with that defect in the Hubble measurements.

**Next slide:** The next thing we’re going to talk about is myths, because we all have them, and even I was following them, and come to find out, it was something that was contradictory, but yet you would think that it was something you should know. But no, and I broke those myths. So the first myth is when we work with partners, opposites attract. In life, when you look for your perfect partner, you say he or she completes me, opposites attract, that’s how we got together. But in actuality, it’s not so much that you have to deal with each difference; now remember with this, there’s four, not two, and the other thing is, it’s not so much the opposite attraction, it’s that when we have our team members, we need to accept their differences, and that their differences are their strengths and their passions. You have to know that if you have to do something you’re not passionate about, it’s hard to give it your all, it’s tedious, strenuous, and very draining. But if you’re passionate about it, and you’re working in a team that lets you use your passion, you can collaboratively work, and the end result will be bigger than it would have been by yourself. An example of this is when I went to get my Lean Six Sigma Green Belt certification. Prior to the actual in-class session, they had us read a book and they had us read questions. One of the first exercises we did because we read the Belben, they grouped us up accordingly, because they too realized that there were different individuals and different teams, everyone can’t be the facilitator, everyone can’t be the leader, everyone can’t be the instigator and not have the individuals that you need. So they set us up, and then they had us do the questions again. What came out of each team was that we had more correct answers collectively, as a team, than as individuals. No one out of the ten teams there was successful by themselves; it was a collaborative effort.

We respect each other and do unto others as you would have them do unto you; it’s the Golden Rule. My parents taught me, I came from a Catholic background, and boy was I taught that Golden Rule. One thing is, especially when you’re dealing with international, and especially when you’re dealing with the four DISC types, is that we all appreciate other things differently. We all like our rewards differently, and we all in our cultures do things differently. When I was working with, right before I was going to start working with our Japanese counterpart, they had sent my team to a class, and it was a nice man from Japan came over and taught us what to do and what not to do. Things like when you’re at a meeting and you’re not going to get the answers you want, and they invite you to dinner, you don’t say how can I eat with these people, I’ve been fighting with them all day, they won’t give me answers, you
kindly accept, because it’s at dinner that they will do what they consider the open kimono, which means
they will give you information they couldn’t give you during the meeting. Now have you had a trying
day with an individual, you may not want to go out to dinner with them. But being trained this way, we
knew the culture was, if you want the answers to your questions, we will talk to you once we break
bread, once we have something to drink, once we are out of the office and we are socializing, then we
are willing to give you more information.

Another example that the teacher told us was there was a Japanese company, and the person in charge
was a Japanese elder, and he was flying in and meeting a counterpart and creating a huge deal. That
person was from Texas, and he happened to be sitting down on the couch and had his feet crisscrossed.
When the other Japanese delegate went to bring the person in charge to meet the Texan, he
crisscrossed his legs and got up. The person turned around and left, because it was a sign of being rude.
The chances are you could accidentally kick the person. For their culture, to even potentially have that
happen, and you’re not even sensing it, you’re not even concerned about it, the person in charge, the
elder Japanese person, told them the deal was off, he got on a plane and left. There was no saving that
deal. Something as simple as having your legs crossed in the first place when the person came in, and
uncrossing them cost that person a billion dollar deal. So treat each other the way they want to be
treated, that is the new Golden Rule.

And then the other one is we all get along, don’t rock the boat. That too is not a good idea because
assisting each other to be accountable is, you know, how are you doing, is there something you need
help with. Unfortunately in this day and age, when that happens, they usually think oh they’re going to
tell the supervisor I can’t do my job if I ask for help. No that’s not true; what it is is that you have
something due to me, but if you have any issues, please let me get the barricades away from you.
Because with the barricades out of the way you can do what you do best. Maybe it’s something that
you have a difficult time doing because it’s mundane and you don’t have a passion for it, but I do, and
let me do what I have a passion for, and you do what you have a passion for, and we will be able to
deliver on time high quality, and if not, maybe superior quality. It’s a win for everyone.

**Next slide:** One of the things we need to do is stop the stories in our heads. If you remember the four
areas – dominance, influence, steadiness and compliance, all four of those areas communicate in a
different way. You can blend, but you can only blend in a certain way. Dominance and influence can
blend, or dominance and compliance, but dominance and steadiness will not blend. Once you see the
circle I’ll point that out to you more. Why do you need to stop the stories in your head? Not knowing
how people work and not understanding their communication style may create hurt feelings,
misunderstandings and avoidance, and the biggest issue is you avoid the other person, and you have
critical information and you may not even know it. This can result in a disastrous event, and result in
hurt feelings due to rumors, when in actuality you could be your strongest ally.

So how do we find out how people work and communicate? There are different types of assessments,
and I’ve had a lot of them done. The DISC is called the universal language because you can observe it.
That’s how it came about, someone observing people. They found four different categories, and it deals
with their work, their action and their communication. The dominance, influence, steadiness and
compliance. This assessment is done by individual, and with my company, we have an online assessment and it’s takes between 10-15 minutes, and gives you this huge report, tells you how to communicate with others, what are you for the organization, you know, what asset are you to the organization, what motivates you, and other things as well.

The BELBIN, as I stated before, I had to have this done when I went for the Lean Six Sigma Green Belt. There are 9 roles, so it was hard for me to memorize all 9 roles. The other thing was, it wasn’t just me with my input, or my manager, I had to have peers, as well as people I worked with. When I saw the results, my manager and I, and one other individual, we were pretty much on the same mark, but the other people weren’t. The reason for that is that some people were just meeting me for the first time, starting a project with me, while others were in the middle. and the person who came closest had gone through multiple projects with me and had gone through the whole phase. So depending on where the people were in the project and what I needed the person to do in my project skewed, I thought, the BELBIN assessment.

The Myers-Briggs. According to the Myers-Briggs, I did take one online and I’m not sure how well that one was, but it indicates that you’re dealing with human metrics, and there’s 16 types, and the whole thing is it’s human metrics, where as with the DISC it’s pretty much the four areas.

Strengths finders was another one, that just told me about my strengths. It doesn’t tell me how I communicate with other people, how am I an asset to the company, what’s the best way to communicate with me, and what’s the best way to communicate with others. So for me, unfortunately, I am biased, I like the DISC.

**Next slide:** With the DISC, what’s nice about it is it tells you how you work; it’s very observational, how you communicate, how you do your job, and that behavior is adaptable.

The other half of DISC is the why, and the why is PIAV. This is something we can talk about in another webinar. This personal interests, attitudes, values, this why you do what you do. There are 6 traits or values that we all have; 2 that we normally gravitate to, 2 that are situational, and 2 that we try to either repel or stay away from. If your bottom 2 are really extreme and you really don’t like them, and you’re working with someone who has them as their top 2, there’s always going to be a conflict. One thing with managers, we have to have a servitude attitude, we are there not to micromanage, not to beat our employees up. We are there to serve. We have such talented people, but we need them to do what they do best. In order to do that, it’s really taking blockades out of their way. Sometimes it’s shifting resources around, sometimes it’s getting the latest technology for them, sometimes it could be reassigning part of their work to someone else. Other times it’s just giving them time off because they really need to reenergize their batteries.

Skills. So you have the how and why, but there are always skills. You can teach the latest technology, you can teach the latest computer language. If you can’t, then RIT would be in trouble. So would Apple, and our computer technology world. One of the biggest interlocks you need is the how and the why.
Next slide: Why should we care? As I was saying earlier, our role as managers is changing to one of servitude, to our team members on the executive and organizational levels. We need our teams to follow us in order to succeed.

I have 2 friends that have written books. One is Camper Bull, whose book is Moving from Project Management to Project Leadership – a Practical Guide to Leading Groups. In this book he discusses how his father has always used the servitude leadership, which resulted in his team standing by him when he was about to be stoned. There’s a story to that. He was in Israel, and had all the proper papers, he was excavating in the proper place, and he was told by a religious group that you are on consecrated ground, and you need to stop, and if you don’t stop, we will come tomorrow and stone you. The next day he took his crew there and told them there’ll be men coming, and when they come, you need to leave – you are not safe here. But because his father had always had the attitude of servitude, these men really put down their lives for this man, and when the buses came – this was also a very important part; Camper’s dad realized you needed to communicate with different people differently – there were 3 buses full of men, and they got off the bus, asked him if he would stop, and he said no, I have the proper paperwork, I’m in the proper place and not digging up holy ground. The men picked up stones, and what he did was extend his hand to shake. In order to do that, the person had to drop his stone. He shook every man’s hand, and they all had to drop the stones. Instead of him or the people on his team being stoned, there was collaboration that went together, and it was determined that he was in the right area that he was supposed to be, and he was allowed to continue on his work. It could have been disastrous; he could have been there by himself, his team could have rioted back, which he told them not to, he told them to leave, and had he not communicated correctly with the person in charge, just by extending a hand – that’s all it took was an action. Stones were dropped, hands were shaken, and there was a resolution to this issue.

Wendy, a friend of mine – Shatter Your Speed Limit, Fast Track Your Success and Get What You Really Want in Business and Life - there was a discussion about when she was working with a manager and he wanted to promote an employee of his, but he said you know, he’s too quiet and I really can’t put him in this position, he needs to be more outgoing, more talkative. He said I don’t understand, something’s not quite right. So she came in as a consultant, and had a discussion with him, and found out that something had happened in his early childhood. This man was very intelligent, even as a child. His parents moved around a lot, and he went into a new school district. He wanted to show the teacher that he came into the school district, he’s not going to be a problem, he’s up to speed, she won’t have to hold his hand, and he would answer questions. This happened for about a week, and the kids in the classroom weren’t very happy about it, and they did a horrible prank on him. When he looked to the teacher for assistance, she said, well nobody likes a smarty-pants. He never said another word in class, he never participated. This went on into his adulthood. So the moral to the story is this: you’re going to be managers and leaders, and some of you are managers and leaders now, and you need to know how to communicate with different individuals. If you do not handle the situation correctly, what’s going to happen is you can have an introvert on your team clam up and that introvert might have the most important piece of information that you need, they might be the linchpin and you don’t realize it. This could be a catastrophe in the end.
Next slide: Back to the framework I told you about. Non functioning teams, synchronized teams – they all have the same elements. Let’s start with trust. As you see with the non functional team, triangles, pyramids, are strongest as its base. This pyramid is upside down, because in the non functioning team, trust is something that never occurs in the very beginning, and may never occur through the whole assignment. With the synchronized team, in the beginning of the project or assignment, trust has its base strong. We may not know what the assignment is going in, but we all know that we can truthfully talk to each other, and that we know it’s not a sign of weakness, and that we can trust that everyone is not going to have hidden agendas, and that we’re all going to be working on the same page.

Conversations. With the non functioning teams, crucial conversations, you’ve been in the beginning of the project you have 3 hour meetings, kick off meetings, and 2 hour follow up meetings after that, you go out of the room and go what did we accomplish? That’s 2 hours or 4 hours that I’ll never get back. I could have been busy doing something else, or moving a project forward. In synchronized teams, crucial conversations are the next component, but it does not need to come in right away, and it should not come in right away. You do not have all your requirements, you do not know all the ins and outs of what’s going to be required or needed for this project. If you’re having crucial conversations, one, you’re wasting time, and what you’re doing is the magic, and reading of the crystal ball. That’s why you need your stakeholders’ information, you need your charter, you need your requirements. You need to know what are our end results, what do we have to have by the time we cross the end of that finish line and hand it to the customers, what are the criteria – what is it, and what is the project going to be. This has to be very carefully communicated, as well as what it’s not, so the assumptions have to be carefully communicated. So these crucial conversations come later in the project.

Then of course accountability. In non functioning teams there is no trust, so where is the accountability? The accountability is for me, not for anybody else, I’m not accountable for the whole team. In actuality, with the synchronized team, yes you are accountable. Just like when you were teaching your kid how to ride a bike. You were there helping them when they got the training wheels off. They were a little wobbly, but as a team, your child wasn’t going to learn how to ride a bike themselves, but with your assistance, guess what? Not only can they ride a bike, but they can ride a bike with no hands and they stand on that metal frame part that gives you a heart attack, but hey, you know, I did teach them how to ride a bike.

The next thing is results. Both of these teams are going to have results. The major difference is with the non functioning team, either the result is bad quality, or we end up having to cancel the project. You’ve put in all this energy and time, but it doesn’t equal what your results should be. Having your base created correctly at the bottom of the pyramid, the results will make a perfect pyramid, which of course is as we all know, pyramids are one of the strongest things we have. If you look at it, the input will equal the output, so that you do have a perfect pyramid.

Next slide: DISC. We have Dominance, Influence, Steadiness and Compliance. 45% is in Steadiness. These are individuals that love the pace to be consistent, they are definitely team players, they’re good listeners, they’re patient and they’re steady. 18% is Dominance. What they love is problems, they love a challenge, they’re adventurous and competitive, daring and direct. Your Influence is 29% and your
Compliance is 8%. Though Compliance is only 8%, this too is very important that you have somebody in that realm. You’re going to have a lot of people in the steady realm, and you’re going to have influencers – these are the people that love to talk, they’re enthusiastic and outgoing. But the problem is without compliance, you can be ready to deliver a project and it’s an actual widget. The widget is ready to go, but if you have one I not dotted or one T not crossed, especially if you’re dealing with the government, all those resources, all the work you did, was for nothing, because you can’t deliver it. So now we know Dominance are the problem changers, they take risk, but they really need to be able to take risk with information that they’ve been given, that’s why you need someone who’s Compliant. You have people like the Steadiness and Compliants who don’t like change, they fear the change, so if you have someone with Influence, you can get the team - you’ve been up nights where you’ve thought this is the twelfth hour and we really need to get the team to go – it’s the person with the influence that’s going to rally you and get the team to move forward.

**Next slide:** One of the things about Dominance, people with Dominance, remember they’re very strong willed, very goal oriented. So when you’re communicating with them you need to be very clear, specific, brief and to the point. They don’t have much time, you’re not going to have much time to talk to them, and you need to stick to business. They eventually will talk, they are people persons too, but that’s not going to happen until the end of the conversation, so that when time runs out, they know they’ve talked about everything that’s business oriented, so they can make some more guesses to move things forward. That’s the other thing, packaging up your information, well organized. I’ve had to do presentations to VPs, and one of the things was the presentation was only 12 pages, but behind it, the back up copy, that was over 70 pages, with all the statistics and surveys and every piece of information they would need. What don’t you want to do? You don’t want to talk about things that aren’t relevant – don’t go on a tangent with them. Don’t leave loopholes with cloudy issues, they do need the facts so they can make that guess and move the team forward. Don’t appear disorganized; if you appear disorganized they’re going to question the data that you’ve given them, have you really done a thorough job.

**Next slide:** For your Influence style, they’re magnetic, they’re friendly, demonstrative and also political, and they want to be everybody’s friend. How will you communicate with them? You’re going to provide a warm and friendly atmosphere with them, don’t deal with a lot of details, just put it in writing, because you’re just going to distract them with the details, they can read about it later. The other thing is when you want to get information out of them ask them the feel questions, not how would you do this but how do you feel about this. This is one of those things that you’re really listening to them and you’re providing the style that really makes it more comfortable for them. The things that you don’t want to do are: you can’t be cold, curt or tight-lipped, you can’t be controlling the conversation, there’s got to be some give and take. Driving on facts and figures and abstractions, they cannot deal with that. I’ve had to deal with people with Influence, and some of them can be gruff barn pole individuals. When I worked in a security department I had to deal with the individual in charge of the barn pole. One day we had a security officer come in stamping his feet and it was because he just got done talking to the person in charge of the pole barn and the director of the pole barn gave him a hard time – it didn’t go well and he stormed out. I asked the security director why when I talked to the director of the pole barn
you and I don’t seem to have a problem. The director gave me the best piece of information. He said France, you talked to people the way they want to be talked to. What’s the first thing you said to the director of the pole barn when you saw him a few days ago? I said, oh, cool red truck, when did you get it? And then I told him that we had an issue with some of his employees, that unfortunately this was during the summer, and some of the girls like to wear their bathing suits, and it was something that was not professional, because this was a professional college. I had to ask him to please tell them to put on shorts and a tank top. The conversation went well, no problem. George said, you talked about his truck first. Bob goes and yells at him first, and then talks about his truck. The biggest piece of information I can give you is to communicate and treat people the way they want to be treated, and that will go a lot further.

Next slide: The next one is Steadiness. Steadiness deals with patience, reliability, they’re relaxed and modest, they like to have a nice smooth flow of things. You begin with a personal comment, just like you would with an Influencer. You present your case softly, non-threatening, not telling them you’ve got to do this or else, and you ask them how questions. Not feel, like how do you feel, but how would you do this, because they are introverts, and they will be able to give you a lot of information, especially with the how questions. One thing you don’t want to do is not rush headlong into business, you don’t want to be demanding or domineering or controlling in the conversation, and you don’t want to force them to respond quickly. They like a nice path, they like to think about things.

Next slide: The next one is Compliance. These are the guys that have the I’s dotted and T’s crossed. You need to have your case prepared in advance, especially if you want them to change. One of their biggest emotions is fear, they fear change because it’s something that’s not structured, and that’s what they have to have. You need to stick to business with these individuals, and you need to be accurate and realistic. If they find a flaw in something you’ve told them, it’s very hard to get that trust back from them. You don’t want to go in there casual or giddy. If you’re pushing too hard and asking for unrealistic demands you will shut them down – yet again, these are introverted individuals. Being disorganized and messy – they do not have the patience to watch you put things back together. Make sure, just like with the Dominance, you have everything packaged up, ready to go, when you go talk with them.

Next slide: Why is it important that you need all four of these to complete a puzzle? Well, one of the things is dots the I’s and crosses the T’s – I don’t know if we want to do this Kris; do you guys want to guess which one that would be? Dominant, Influence, Steadiness or Compliant? Looks like no one wants to respond, so it’s a C – compliant. The red box, leader to move project forward, will take the risk. That’s a D for dominant. The next one under dominant, enthusiastic, keeping the team spirits up during difficult times, and that’s going to happen when – oh sorry, I didn’t realize it went down to the non-emotional one. So the Steadiness is non-emotional, follows time tested and proven ways, and of course the other one is the Influence. Why do we need all this? I have the C and the D on top for a reason. Any project, especially when you start out with the latest technology, especially with – I was working with a Fortune 500 company, and we were doing a printer system worth $65,000 a unit, and it was the latest technology. Because it was the latest technology and we were cutting edge, we needed to take risks. In order to take risks we needed to make sure the compliant part was done – the I’s were dotted
and T’s crossed. One of the things for compliance was the power cord. Had we not had someone in the compliance area and the power cord – I believe it’s UCL? – hadn’t gotten through that certification, no matter how ahead of schedule we were on the project, we could not deliver even one of those machines. And we were pulling them off the assembly line, they were $65,000 a piece. That’s pretty expensive to be stockpiling them while you’re waiting for a power cord of all things to be certified. You need your I and your S; your I is your influence. When things are looking like we’re near the end of delivering something, but it’s been really hard, it’s been a tough row, you need someone to cheerlead the team. Not only that, but if the dominance person is making you take a major risk for the team, it’s your influencer that’s going to get the team to move forward in order to do that. Steadiness – they’re the hardest individuals to read, because these are not emotional individuals. They’re thinking a lot, and they’ve got things going, but you can’t read it on their face.

C’s and D’s are task oriented, where the S’s and I’s are people oriented. This is where you need all four, so you can have balance in the team. Of course you have your introverted, which are your C’s and S’s, and your extroverted, which are your D’s and I’s. One thing I would do when I had a team; on one of my last projects, I was told to create a team and given four names, and by the time I was done I had 45 people on the team. The reason was that we had a deadline to meet, and the agenda, not only would I need the manager but his developer on the line, because we had applications that were co-dependent. But because there was never a team prior to this, we had processes on top of processes. The other one thought the other one could – we need you to make a change, and you should be able to do it in a week. The person had to say, that would be true IF. This part of the application is one of those cots, and guess what, the company I worked for needed those requirements 6 months ago. So we’re going to design a different solution. So that’s one of the things I brought together was the co-dependencies, the risk management that went with it, so people understood how each part worked. Because we were on such a very tight schedule, I did have my introverts speak up at meetings, but the only way they did that was because I knew they were introverted, but I also knew they had key information – I talked to them ahead of time, before the meeting. I had to coach them when I was going to bring them into the conversation. In this way, when we have a conversation, and needed Keith, I wouldn’t embarrass them, I would say Keith, didn’t you also mention to me yesterday about… and that stopped them from being embarrassed. It made them come out of their shell in this area, because I had already talked to them about the questions that would be said, so there were no surprises for them. The third thing was they were prepared, so they felt very confident to tell the other team members what needed to be done.

Next slide: The next thing, the wrap up. When creating or working with your team, here are the do’s and don’ts, at the very very high level. Be a leader of servitude. You need to know what your communication style is, that’s true, but you need to communicate with your other team members by their style. You’re the leader – you’re either the executive or the manager, or you’re the just the lead head for this group. So you are the leader, and because you’re the leader, you need to communicate on their levels. Your other team players, they need to know how the other individuals communicate as well, and that’s why you have to stop the stories in your head, saying this person doesn’t like me. No, this person just needs the facts, needs it written in a package 1-8, and then we can talk about the kids afterwards, if there’s time left. It’s not because he doesn’t like me, he needs to make, or she needs to
make, a critical decision, and I have to give the facts, then there’ll be time to talk later. You need to recognize the styles of each team member, and communicate in their style, and you need to ensure you have all four DISC types in your team. We love to work with people just like us, the problem is you’re not going to move anything forward. Missing one component can be devastating on a project, it can make or break the project.

Things you don’t want to do. Don’t communicate in your style if it’s different to the style of the individual you’re communicating with, needing to work with. Don’t let the extravert styles dominant the introvert styles; that’s what you’re there for. Each person on your team is extremely important, and they’re key to what you have to do in order to move forward. Without one piece, it’s just like a puzzle that will never be completed.

Next slide: Here is the Success Insight Wheel. When you do the assessment there is your natural state and your adaptive state, and there’s also where you are the best. If you would like to learn more about the wheel, let me know, and you can contact me – my contact information

Next slide: is right there. My email address is info@francemacdonald.com, there’s my phone number. My website is just getting put up this week; in another week I’ll have more parts to it. So if anyone would like something free, a surprise from me, give Kris – or email me at info@francemacdonald.com your name, email, and tell me you were on this webinar, tell me what you liked or might not have liked, or that you’re just interested in the free product that I have, and I’ll have a surprise for you and will send it to you by the end of next week.

So I hope this was informational, and I hope you liked it, and Kris and everyone on the phone, thank you for giving me your time, your lunch hour, so I could talk with you about this.

And thank you France as well, does anyone have any questions? It looks like we have a couple of thank you’s for the insights, does anybody have any questions or anything they would like to share? All right, at this point, France, it looks like we’re going to thank you again, this was very informative, and thank you everyone for attending, and we’ll see you at the next webinar!