

Team Mastery™

Session 3

Building Your Team Through Behavioral Styles



To your Achievement of Excellence in Life

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OBJECTIVES

During this session you will:

- Understand Behavioral Styles and how they influence the performance of your team.
- Use Behavioral Style analysis to build your team.
- Learn the most ideal and effective Behavioral Style for Administration team members.
- Learn the most ideal and effective Behavioral Style for Sales team members.

4 DIMENSIONS OF NORMAL BEHAVIOR

Behavioral Profile (DISC)

- **Dominance (“D” Factor):**
How you handle problems and challenges
- **Influence (“I” Factor):**
How you handle people and influence others
- **Steady (“S” Factor):**
How you handle change and pace yourself
- **Compliance (“C” Factor):**
How you handle rules and procedures set by others

BEHAVIORAL STYLE

Align job descriptions with Behavioral Style:

Match people to tasks:

Right people + wrong positions = _____

Right people + right positions = _____

Forcing adaption can kill a team:

ADMINISTRATIVE TEAM MEMBERS

Your first hire – Find the ideal Behavioral Style

The magic of a Coordinator 6, 20, or 21

Why hire these people?

Pros and Cons of Coordinators:

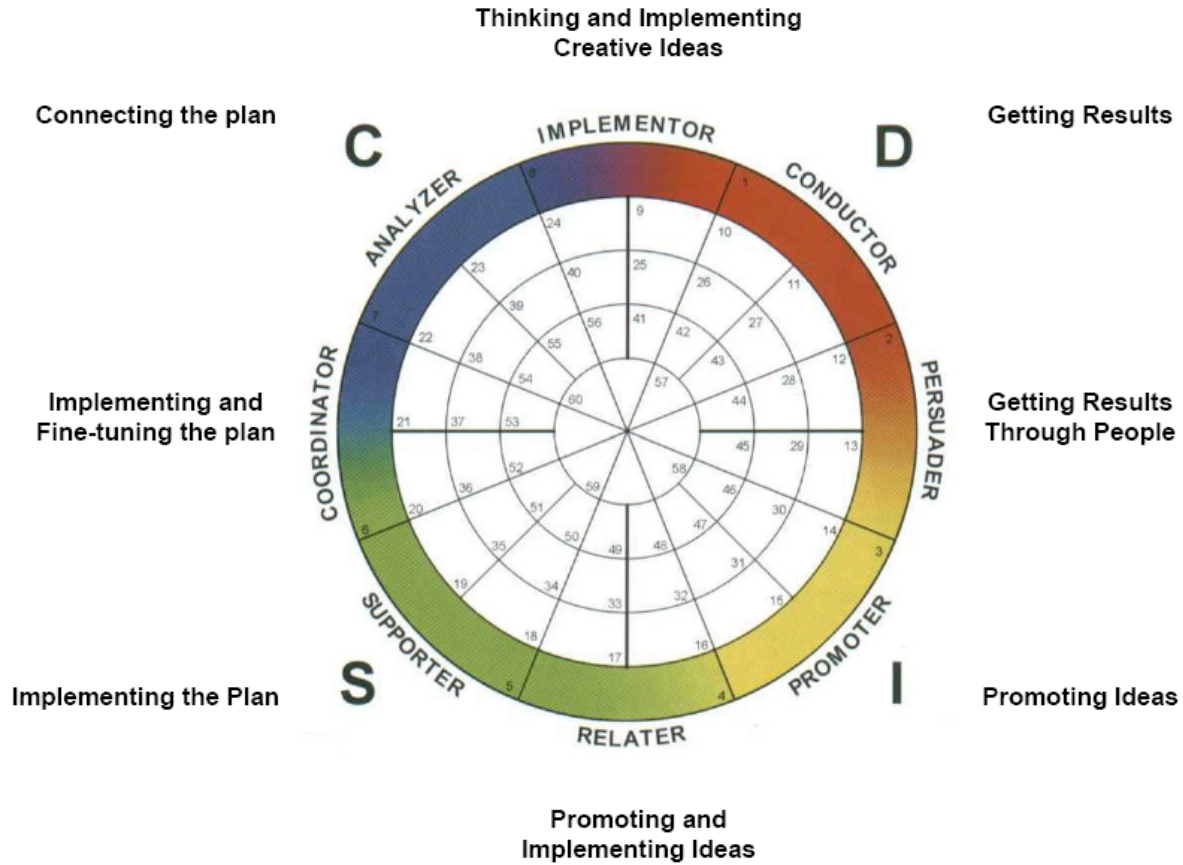
Pros	Cons
Ability to set and accomplish high standards of work and conduct	Can become offensive or stubborn
Sensitive to problems, rules, errors, and procedures	Difficulty in establishing priorities because, to them, everything is a priority
Can make tough decisions without letting emotions interfere	Can focus too much on details
Ability to understand and preserve the need for quality systems	Can yield to avoid controversy
The skill to begin a project and take it to completion	Changing quickly is a challenge
Works for a leader and a cause	Too focused on standard operating procedures
Leadership through consideration to all others on the team	May become introverted and bunkered when overwhelmed

Blink and you can miss them

You only need one

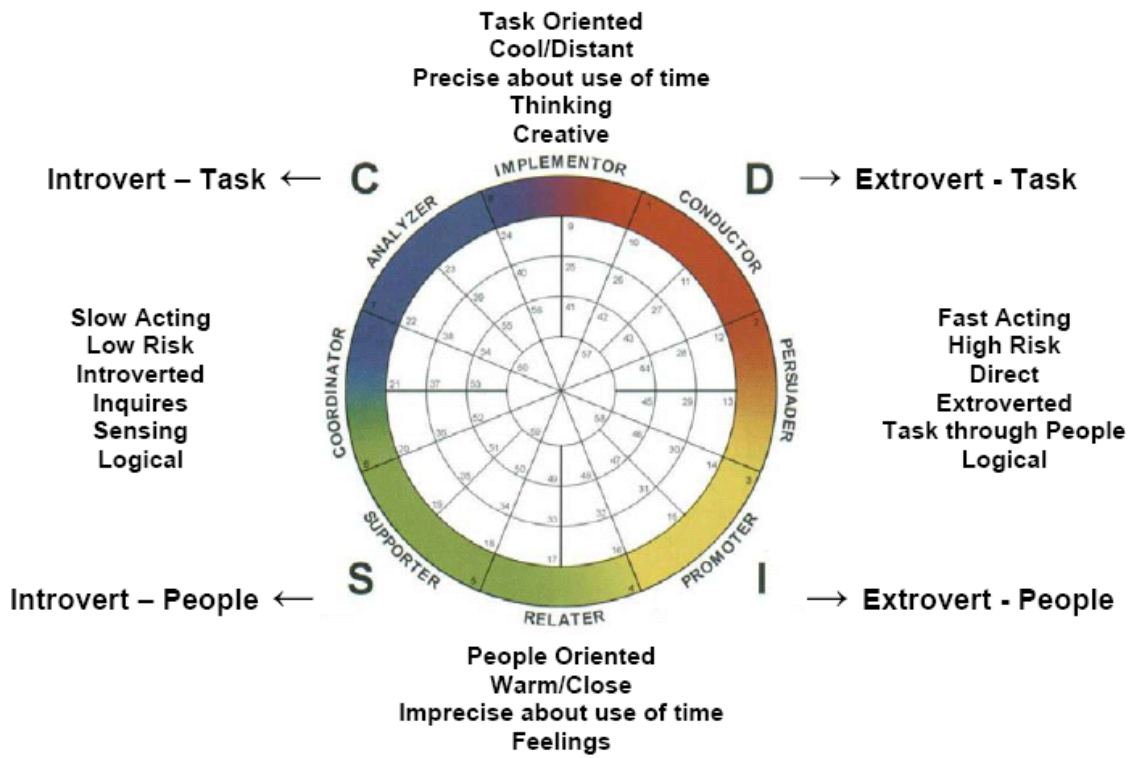
SUCCESS INSIGHTS® WHEEL

Value To The Team

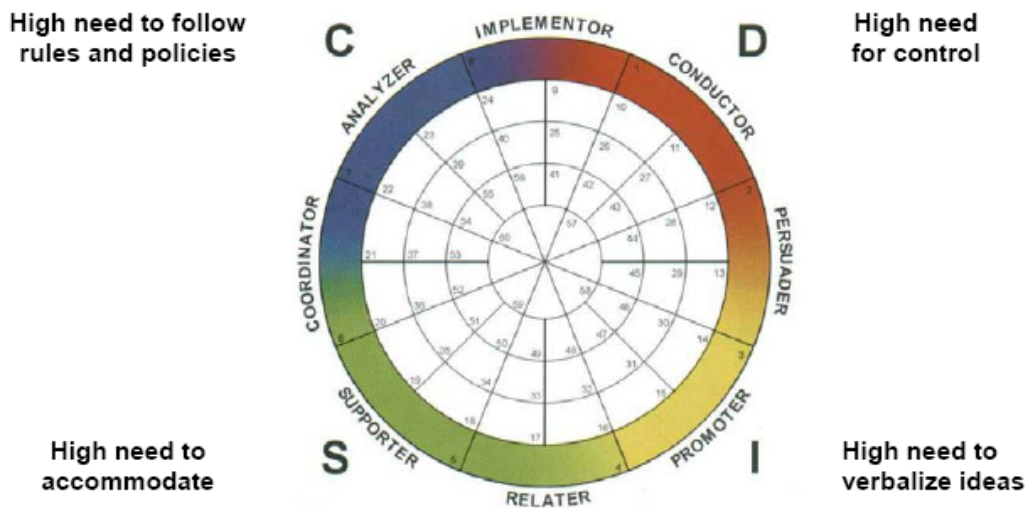


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People Reading Process



Needs-Driven Behavior of DISC



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SALES TEAM MEMBERS

Evaluating Buyer’s Agents behaviorally

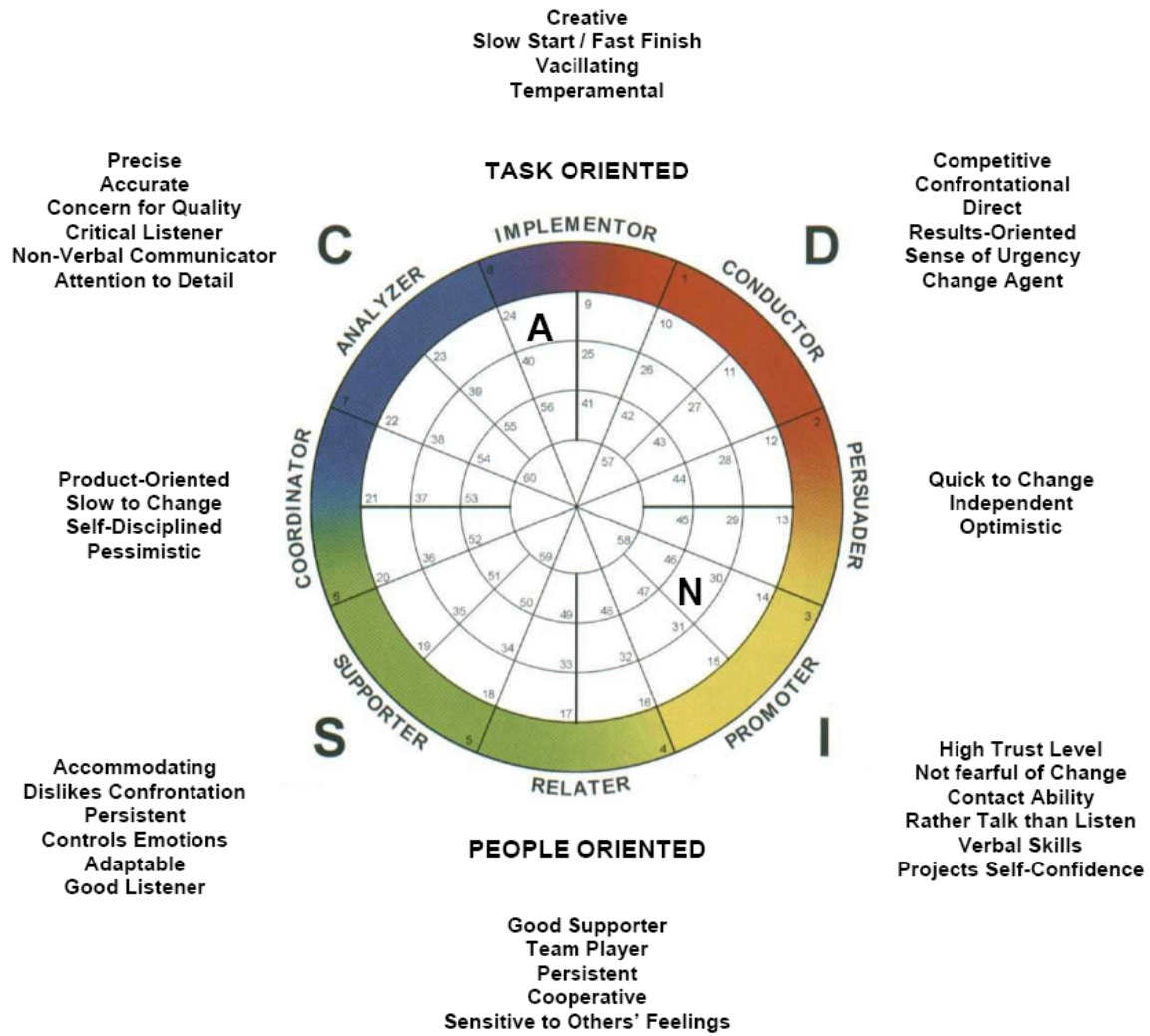
When you are evaluating the Behavioral Style of the Buyer’s Agents, you want to evaluate their:

- D – Dominance
- I – Influencing
- S – Steady
- C – Compliance

The dangerous Behavioral combinations:

The best Behavioral Style for Buyer’s Agents:

SUCCESS INSIGHTS® WHEEL



N = NATURAL
 A = ADAPTED

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THE QUESTION OF BALANCE

**At Best
(Good News)**

**At Worst
(Bad News)**

D - DOMINANCE

1. High ego strength
2. Gets things done quickly
3. Seeks change
4. Wants to win
5. Wants direct answers
6. Can move/act fast

1. Egotistical - resists criticism
2. Never slows down
3. Changes without planning
4. Fears losing – being taken advantage of
5. Impatient listener
6. Sometimes moves too fast

I - INFLUENCING

1. People-oriented
2. Open – willing to share feelings
3. Doesn't need to be neat
4. Wants to be liked
5. Optimistic
6. Verbal

1. Has difficulty staying focused
2. Can talk too much about themselves
3. Can be very disorganized
4. Fears not being liked/easily led
5. Pollyanna – out of touch
6. Verbose

S - STEADINESS

1. Loyal – predictable
2. Family and group oriented
3. Very well organized
4. Creates stability – safety
5. Makes changes carefully

1. Hold on too long/can be stuck
2. Martyr/takes on others' problems
3. Sometimes lacks creativity
4. Afraid to take risks
5. Procrastinates – paralysis

C - COMPLIANCE

1. Follows rules/expectations
2. Watches people carefully
3. Motivated to be accurate
4. Values work
5. Asks careful, thoughtful questions

1. Perfectionist/never satisfied
2. Overly sensitive
3. Nit-picky/efficient – not effective
4. Fears criticism of work
5. Self-questioning

“Most weaknesses are often our strengths overused.” – John Geier

<p>D</p> <p>DOMINANCE</p>	<p>VALUE TO THE TEAM:</p> <ul style="list-style-type: none"> • Bottom-line organizer • Forward-looking • Challenge-oriented • Initiates activity • Innovative 	<p>TENDENCY UNDER STRESS:</p> <ul style="list-style-type: none"> • Demanding • Nervy • Aggressive • Egotistical
	<p>DESCRIPTORS:</p> <p>Adventuresome</p> <p>Competitive</p> <p>Daring</p> <p>Decisive</p> <p>Direct</p> <p>Innovative</p> <p>Persistent</p> <p>Problem Solver</p> <p>Result-oriented</p> <p>Self-starter</p>	<p>IDEAL ENVIRONMENT:</p> <ul style="list-style-type: none"> • Freedom from controls, supervision and details • An innovative and futuristic-oriented environment • Forum to express ideas and viewpoints • Non-routine work • Work with challenge and opportunity
		<p>EMOTION OF THE HIGH D: Anger</p>

I INFLUENCE	VALUE TO THE TEAM: <ul style="list-style-type: none"> • Optimism and enthusiasm • Creative problem solving • Motivates others toward goals • Team player • Negotiates conflicts 	TENDENCY UNDER STRESS: <ul style="list-style-type: none"> • Self-promoting • Overly optimistic • Gabby • Unrealistic
	DESCRIPTORS: Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Popular Sociable Trusting	IDEAL ENVIRONMENT: <ul style="list-style-type: none"> • High degree of people contacts • Freedom from control and detail • Freedom of movement • Forum for ideas to be heard • Democratic supervisor with whom he can associate
		EMOTION OF THE HIGH I: Optimism

I – INFLUENCE

What challenges they are going to have:

- Influencers have the attention span of a flash bulb
- Talk more than they ask questions
- Lack of structure to their schedule
- High level of trust
- Staying on track to goals
- Swayed by the latest gadget or gimmick to success
- Confrontation with clients and prospects they like
- Highly optimistic of the outcome even when the deck is stacked against them
- Doesn't focus on details whether done by themselves or others

Solutions that must be implemented:

- Specific time for all activities that need to be done daily
- Have script structure to what they say so they ask more questions
- Set specific qualifying process
- Clear definition of what a lead and client should be

<p>S</p> <p>STEADINESS</p>	<p>VALUE TO THE TEAM:</p> <ul style="list-style-type: none"> • Dependable team player • Work for a leader and a cause • Patient and empathetic • Logical step-wise thinker • Service-oriented 	<p>TENDENCY UNDER STRESS:</p> <ul style="list-style-type: none"> • Non-demonstrative • Unconcerned • Hesitant • Inflexible
	<p>DESCRIPTORS:</p> <p><i>Amiable</i> Friendly Good Listener</p> <p><i>Patient</i></p> <p><i>Relaxed</i> Sincere</p> <p><i>Stable</i> Team Player Understanding</p>	<p>IDEAL ENVIRONMENT:</p> <ul style="list-style-type: none"> • Stable and predictable environment • Environment that allows time to change • Long-term work relationships • Little conflict between people • Freedom from restrictive rules
		<p>EMOTION OF THE HIGH S: Non emotional</p>

S – STEADY

What challenges they are going to have:

- Slow to change because they like security of status quo
- Getting in front of enough people
- Client selection – wants to service everyone
- Disengaging with the problem client
- Can have problems asking for referrals directly...doesn't want to bother people

Solutions that must be implemented:

- Specific client disqualifying process
- Prospecting goals – either time or contacts daily
- Lead follow up goals and targets
- Scripting to disengage from the problem client
- Scripted referral process that asks for referrals
- Long-term lead follow up system that nurturers leads

<p>C</p> <p>COMPLIANCE</p>	<p>VALUE TO THE TEAM:</p> <ul style="list-style-type: none"> • Maintains high standards • Conscientious and steady • Defines, clarifies, get information and tests • Objective – “the anchor of reality” • Comprehensive problem solver 	<p>TENDENCY UNDER STRESS:</p> <ul style="list-style-type: none"> • Pessimistic • Picky • Fussy • Overly critical
	<p>DESCRIPTORS:</p> <p><i>Accurate</i></p> <p><i>Analytical</i></p> <p>Conscientious Courteous Diplomatic Fact-finder</p> <p><i>High Standards</i></p> <p>Mature Patient</p> <p><i>Precise</i></p>	<p>IDEAL ENVIRONMENT:</p> <ul style="list-style-type: none"> • Where critical thinking is needed • Technical work or specialized area • Close relationship with small group • Familiar work environment • Private office or work area
		<p>EMOTION OF THE HIGH C: Fear</p>

BREAKOUT SESSION

BREAKOUT SESSION 3

Discuss: Share an “Aha” or insight you got today on Behavioral Style and your team. What changes do you need to make in your hiring or training process to increase performance through Behavioral Styles?

ACTION PLANS – WEEK 3

1. Review all team members’ Behavioral Styles either through a basic assessment or more advanced assessment.
2. Identify patterns of non or low performance based on Behavioral Style of team members.
3. Set up a monitoring and corrective action plan to improve performance.