

Frequently Asked Questions

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EVERYTHING DiSC WORK OF LEADERS® CONCEPTS

How does Everything DiSC Work of Leaders® relate to DiSC®?

Everything DiSC® profiles traditionally provide narrative feedback with a particular area of focus such as interacting with colleagues, selling to clients, or managing individuals. Leadership, as a concept, can be hard to grasp because of the multiple, and sometimes conflicting, theories available on the market.

Everything DiSC Work of Leaders® offers a clear, focused path toward leadership development through its Vision, Alignment, and Execution (VAE) model and the associated behavioral continua for each aspect of the model. A cornerstone principle of Everything DiSC is that all DiSC® styles are equally valuable. While all four DiSC styles contribute to leadership success, *Everything DiSC Work of Leaders* focuses on developing preferred behaviors that are based on best practices. Unlike other Everything DiSC profiles, which emphasize understanding the differences and similarities between people, *Work of Leaders* focuses on understanding how behaviors influence specific leadership situations.

Is the Everything DiSC Workplace assessment valid and reliable?

The *Everything DiSC Work of Leaders Profile* is one of a number of assessments within the Everything DiSC family of products. This assessment builds on over 40 years of DiSC research and knowledge. More information is available in the *Everything DiSC Research Report* and the *Everything DiSC Research Manual* (in English).

How did you determine the Work of Leaders Priorities?

First, we used the existing DiSC model research to derive the priorities of leaders with different DiSC styles. We then collected data to evaluate our hypotheses and from this research developed a model for the *Everything DiSC Work of Leaders* priorities. Finally, leaders were asked to rate how important they felt various priorities were in a work environment. Results showed strong support for the *Everything DiSC Work of Leaders®* model. This model accurately reflects real-life environments that are useful for understanding various approaches to leading teams. More information is available in the *Everything DiSC Research Report* and the *Everything DiSC Research Manual* (in English).

How do you define leadership and differentiate it from management?

A basic internet search of “leadership and management,” yields a vast number of results and, therefore, you will find that there are as many definitions for leadership and management as there are experts in the field. In developing *Everything DiSC Work of Leaders*, we conducted an analysis of experts in the field to identify the broadest commonalities between definitions. From this, we defined leadership as bringing out the best in an organization or in a collection of people—in other words, a *one-to-many* scenario. On the other hand, we defined management as bringing out the best in the individual people you manage on a *one-to-one* basis. As you might imagine, the two have overlapping skill sets; however, each requires unique skills. *Everything DiSC Work of Leaders* focuses on helping a leader effectively craft a vision for that team, build alignment amongst the team members, and execute that vision moving forward to lead to success. In each of these areas, leaders will learn to be more effective in their *one-to-many* professional relationships.

What's the difference between Everything DiSC Work of Leaders® and Everything DiSC® Management?

Everything DiSC Work of Leaders® defines leadership as a one-to-many relationship and focuses on increasing effectiveness in the areas of Vision, Alignment, and Execution using 18 behavioral continua based on leadership best practices. *Everything DiSC® Management*, on the other hand, defines management as a one-to-one relationship and focuses on improving effectiveness in directing and delegating, motivating, and developing others using the *Everything DiSC Management Map* as a guide.

How does Everything DiSC Work of Leaders relate to the book, The 8 Dimensions of Leadership?

Everything DiSC Work of Leaders and *The 8 Dimensions of Leadership* are complementary works. Thus, you can very easily use them together to explore different facets of leadership. *Everything DiSC Work of Leaders* helps leaders become more effective in the areas of Vision, Alignment, and Execution by concentrating on strengths and challenges using 18 behavioral continua. Ultimately, *Everything DiSC Work of Leaders* helps leaders take action with personalized tips and strategies for each behavior. *The 8 Dimensions of Leadership* focuses on the priorities around the *Everything DiSC Leadership Map* used in both *Everything DiSC Work of Leaders* and *Everything DiSC 363® for Leaders*. Overall, the book describes how DiSC® style affects leadership and gives steps for increasing leadership effectiveness.

Should I use Everything DiSC Work of Leaders and Everything DiSC 363 for Leaders with the same leaders?

Yes. *Work of Leaders* and *363 for Leaders* are complementary profiles and work well together by illuminating different aspects of leadership. The goal of *Work of Leaders* is to make a more effective leader by focusing on the leadership process of Vision, Alignment, and Execution. *363 for Leaders* uses rater feedback to help a leader better understand their strengths, challenges, and blind spots. With the *Everything DiSC 363 for Leaders*, a leader not only gets 360 feedback, but also is provided with three personalized strategies for increasing leadership effectiveness. In addition, normative data helps leaders understand how they align with other leaders.

Why is the feedback given in Everything DiSC Work of Leaders context-specific?

The behaviors on the right side of the behavioral continua in *Work of Leaders* are the best practices within a given context or situation. For example, challenging others' ideas helps ensure that logic is solid and solutions are well thought out. When you're trying to gain alignment through open dialogue, however, challenging others' ideas may leave people feeling deflated or intimidated. This can quickly shut down the conversations that lead to shared ownership and true buy-in. In this context, the best practice is to remain open.

Why does some of my feedback seem to contradict what I know about my DiSC® style?

There may be times that a person's continua score does not seem consistent with the typical characteristics of their DiSC® style. This can happen because DiSC style and *Work of Leaders* behavioral continua scores are calculated separately. For instance, we know that two people with the D style are not identical. This is because the D style is multidimensional, containing correlated but separate elements like forcefulness, directness, and tough-mindedness. There are times when an individual may demonstrate only two out of three of these characteristics and still be classified as a D style. Unexpected continua scores help reflect the depth of a person's DiSC style. With *Everything DiSC Work of Leaders*®, it was important to report results at this level of precision because of the emphasis placed on the behavioral continua. The *Everything DiSC® Supplement for Facilitators* can help you identify unexpected behaviors and is available for any Everything DiSC® profile.

What does it mean if I am on the left side of the behavioral continua?

The behaviors on the right side of each behavioral continuum represent the best practices for each phase of the *Work of Leaders* process. If you are closer to the left side of the behavioral continua, it does not mean you cannot perform these best practices. Rather, it simply means that it may take more energy for you to do so. More than 50% of leaders have between five and nine behaviors on the left side of the continua.

How can I get a deeper understanding of the background and concepts related to Everything DiSC Work of Leaders®?

For resources such as research reports and coaching tips and tools, refer to the *Everything DiSC Work of Leaders* Help and Resources links in the Support Materials folder on the USB drive of the *Everything DiSC Work of Leaders Facilitation Kit*. In addition, our *Work of Leaders* podcasts, narrated by Mark Scullard, our Director of Research, let you hear first-hand how to interpret *Work of Leaders* profiles so you can better answer participants' questions. We highly recommend listening to the podcasts before facilitating *Everything DiSC Work of Leaders*.

EVERYTHING DISC WORK OF LEADERS® FACILITATION

Does an organization need to be DiSC literate to use Everything DiSC Work of Leaders?

No. An overview of DiSC® as well as a narrative about the participant's DiSC style is provided in the early pages of the *Everything DiSC Work of Leaders® Profile*. These pages give sufficient foundation for understanding how their natural tendencies influence their leadership skills. If you wish to take a deeper dive into Everything DiSC®, an optional activity called Discovering DiSC is offered with the facilitation. The activity can be inserted into Module 1 to provide a more in-depth exploration of DiSC principles.

What if participants have already taken an assessment for another Everything DiSC program?

If a participant has already taken an Everything DiSC assessment, you can use those scores to create a *Work of Leaders* report for the same person. However you cannot use scores from the DiSC® Classic family of reports. To create an additional report, locate the participant's existing Everything DiSC record in EPIC by selecting Manage Reports > Edit Existing Reports and enter the appropriate search criteria. Once the record is opened, select the Create an Additional Report button at the bottom of the page and follow the prompts. (See EPIC Help and Tutorials for more information.) Please note that the participant will need to respond to the *Work of Leaders* assessment items before the profile can be generated since these assessment items are specific to this program.

How much class time should I plan for delivering Work of Leaders?

The *Everything DiSC Work of Leaders®* facilitation is comprised of five modules, ranging in delivery time of 60 to 90 minutes each. The module lengths are estimates that are subject to change depending on group size and adjustments for group and partner discussions. It is not recommended that a trainer attempt to deliver all five modules in a single day's session. In addition to the effects of group size and discussion needs, facilitators should consider the large amount of information processing that is required of the participants. Test groups have found that a minimum of two days is best to ensure a positive, enlightening leadership development experience. Due to its modular design, *Work of Leaders* Facilitation can also be delivered as a workshop series, with each module a separate workshop.

Can I use this training with both intact groups as well as non-intact groups?

Yes. While some of the activities in the *Everything DiSC Work of Leaders* lend themselves to revealing patterns and insights about leadership within an intact work group, the program aims to help participants explore their own leadership strengths and challenges and, therefore, can be used in any group form. With that being said, if you find yourself working with an intact group, you have the added opportunity of enriching the program by taking participants' new-found insights to an organizational level in your discussions.

Can the Everything DiSC Work of Leaders® training be delivered in a virtual environment?

Yes. However, as you consider how to adapt *Everything DiSC Work of Leaders®* to a virtual environment; do not underestimate the power of the conversations that are inspired by this particular training, which are a primary agent for insight processing. Therefore, be sure to design your webinar to use interaction tools to their fullest extent (i.e., chat, polling, whiteboards, and breakout rooms). Keeping your class sizes at 15–20 will also help facilitate meaningful conversations in a virtual environment.

How do I respond when a participant challenges the right side of a continuum as being the best practice or the left side as not being one?

The terms used at the end of each behavioral continuum in the *Everything DiSC Work of Leaders Profile* are context specific. In other words, the behaviors are a best practice or a hindrance only as it relates to that specific step in the *Work of Leaders* process. Here are some responses you can use when participants object to the labeling of a certain continuum:

- Remind them of the contextual nature of the term, referring to the definitions provided in the handouts and facilitator’s guide to help facilitate understanding of the context.
- Assure them of the value of behaviors on the left end of each continuum as they relate to behaviors in other areas of leadership or management.
- If the objection is raised in a group setting, ask the group if they can give examples of how the continuum’s terms contribute to the *Work of Leaders* step they define. In other words, how can they see the right side behavior facilitating the step and how they can see the left side behavior hindering it.

How do I respond if someone asks what it means if they are on the left side of a behavioral continuum?

Here are some responses you can use:

- Remind them that the behaviors on the right side of the continuum are the best practices within the given context or leadership situation.
- Everyone can perform the best practices.
- It takes more energy to align with best practices the farther you are to the left.
- More than 50% of leaders have between 5 and 9 behaviors on the left-hand side.