

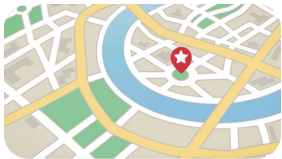
Video Viewing Guide



Video Viewing Guide

Everything DiSC Work of Leaders® video uses 17 segments of contemporary leadership examples to connect leaders to real-world demands and generate powerful conversations that provide a clear path for action. See www.everythingdisc.com/workofleaders/help for information on how to use the video in your own programs.

This guide provides an overview of the video content as it appears in the *Work of Leaders* video PPT files located in the Facilitation Materials folder. Video is available with English subtitles or without subtitles.



THE WORK OF LEADERS

Introduces the Work of Leaders model.

Page 3



DiSC® AND LEADERSHIP

Introduces the DiSC® model and describes the eight leadership priorities.

Page 3



VISION

Features two leaders with differing approaches to crafting a vision.

Pages 3-4



ALIGNMENT

Shows a leader using ineffective and adapted behaviors for each of the three drivers of Alignment.

Page 5



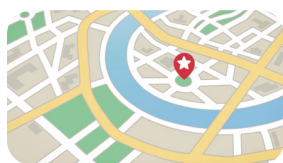
EXECUTION

Includes one segment in which coworkers talk about their work environment. Additional segments show a leader providing feedback using one or both of the driver's best practices.

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THE WORK OF LEADERS

Total Length: 3:00 minutes



This video segment introduces the three-step process of the *Work of Leaders* model of Vision, Alignment, and Execution. Each step of the process includes best practices that help leaders increase their effectiveness. The video concludes with the background of research used to support the *Work of Leaders* model.

DiSC® AND LEADERSHIP

Total Length: 5:00 minutes



This video segment introduces the DiSC® model as a tool people can use to understand their leadership behaviors and improve their effectiveness. It describes the DiSC styles and the leadership priorities where each style focuses its energy.

How the Introductory Segments are Used in the Work of Leaders Facilitation

These video segments are used in Module 1, where they introduce participants to the *Everything DiSC Work of Leaders®* process and show how DiSC can help them understand their leadership behaviors.

VISION

Total Length: 5:30 minutes



The Vision section features two leaders, Georgia and Carlos, with differing approaches to crafting a vision. There are three segments of video for each driver in the Vision section: one segment showing Georgia's approach, one segment showing Carlos' approach, and a third showing Georgia and Carlos' approaches combined on a split screen.

How the Vision Segments are Used in the Work of Leaders Facilitation

In Module 2, the Boldness: Approach segments are used. Georgia's comments become a springboard for discussing barriers to being bold. Carlos is then shown as a model of the best practices of Boldness. Similar Approach segments for Exploration and Testing Assumptions are provided for creating your own customized facilitation. You can also choose to use the split-screen segments. In these, Georgia and Carlos' comments alternate, and bulleted statements defining their positions appear onscreen.

Boldness



Georgia's Approach

Georgia approaches a bold vision cautiously, and she'll only consider it if the risk is low. She's concerned about overcommitting to something they may not be able to do. She prefers to process bold ideas before voicing them, and she tries to gauge what kind of support she will have before speaking out.



Carlos's Approach

Carlos finds a bold vision exciting, and he's willing to move outside of what's known and proven. He accepts uncertainty, and he will move forward even when he can't calculate the risk. He sees the need to speak openly about his bold ideas, and he doesn't worry if others think his ideas are too far "out there." He's willing to put his credibility on the line for them.

Exploration



Georgia's Approach

Georgia thinks exploration is OK as long as it has a clear beginning and end, and people don't start talking about things that are impossible. She likes to start with what is already known, and seemingly unrealistic ideas make her uncomfortable. She considers the details involved in doing what is proposed, and doesn't want to waste time on something that doesn't seem feasible.



Carlos's Approach

Carlos likes letting go and not worrying about where they are headed. He enjoys wrestling with the grey areas and believes it's all right if the vision starts out with some unknowns. For him, exploration is about imagining how things could be better in the future, and he stays focused on the big picture and the benefits of something that may seem impossible right now.

Testing Assumptions



Georgia's Approach

Georgia begins testing assumptions very early in the process of creating a vision. She does her homework and bounces ideas off of people to get reactions. When she needs advice, she goes to people she respects who can provide a different perspective. She tries to stay detached from her assumptions so she can make room for other ways of seeing things. She believes doing research up front enables a leader to move more quickly later on or figure out if the vision isn't going to work.



Carlos's Approach

Carlos tends to test assumptions on his own. He feels it's his responsibility as leader to think things through without too much input. He may get advice for an area outside his expertise, but usually he feels he knows his stuff and doesn't look for other opinions. He's sensitive to the risk of "analysis paralysis," so while he does his homework, he dismisses the need to spend a lot of time gathering data, and he pushes forward to prevent losing momentum.

ALIGNMENT

Total Length: 8:00 minutes



This series of six video segments shows a leader, Charles, meeting with his work group about changes they are about to experience. For each of the three drivers of Alignment—Clarity, Dialogue, and Inspiration—Charles uses ineffective behaviors in the first segments. In the second segments, Charles adapts his behaviors, modeling best practices for each driver.

How the Alignment Segments are Used in the Work of Leaders Facilitation

These segments are used in Module 3, where they demonstrate for participants how to be more effective in building alignment by using the best practices associated with Clarity, Dialogue, and Inspiration.

Ineffective with Clarity

- Charles is not prepared
- His message is disorganized and hard to follow
- He doesn't provide rationale

Adapted for Clarity

- Charles has his message planned ahead of time
- His information is organized
- He supplies the reasoning behind his decisions

Ineffective with Dialogue

- Charles doesn't listen to them
- He doesn't try to understand their concerns
- He doesn't ask for feedback

Adapted for Dialogue

- Charles encourages the group to participate in the discussion
- Charles takes an open-minded approach to the group's concerns

Ineffective with Inspiration

- Charles dismisses their concerns
- He doesn't provide support
- He doesn't address the group's discouragement

Adapted for Inspiration

- Charles provides optimism, encouragement, and support
- He conveys how their contributions benefit the organization
- He helps them find a positive place to start

EXECUTION

Total Length: 3:00 minutes



The Execution section has one video segment for the driver Momentum and three video segments featuring the leader, Charles, for the driver Feedback.

Using the Execution Segments in the Work of Leaders Facilitation

These segments are used in Module 4, where participants discuss the leader's role in supporting a group's momentum and identify the behaviors associated with the best practices for providing feedback.



Momentum: One Work Group

Coworkers talk about working in a group with high momentum.

- The environment is fast-moving and exciting.
- People are hard-working and feel responsible.
- Everyone has a clear sense of purpose and feel that what they do is important.
- People are driven and push for a sense of progress.



Feedback

Charles addresses a room of design and IT professionals about their first trial version of a new international website. He realizes that they've removed much of the character and innovation from the site. This series of three video segments shows how Charles puts the different ends of the Feedback continua into action.

Address Problems Only

Charles is honest and up front about the problem as he conveys what's wrong with the website. He reminds them about the need for an innovative look and quirky personality. He doesn't give any recognition for how hard they worked or any elements that might be transferable, and his tone is disapproving and discouraging.

Offer Praise Only

Charles praises the team's efforts, and he finds details about the design and consistency to compliment. However, he is wishy-washy in conveying his disappointment at the lack of humor, and he makes excuses for the problem.

Address Problems & Offer Praise

Charles recognizes the effort and compliments the navigation, but also informs them that the loss of humor is unacceptable and will need to be reworked. He praises their past work and encourages them to show what they can accomplish.