

# Everything DiSC® Management: Virtual Facilitation Activities

In this document, we provide some guidance for running a virtual *Everything DiSC® Management* session focused on the most impactful activities. The overview provides a high-level look at the activities and options, followed by a more detailed description of each activity. The instructions presume that you have access to an *Everything DiSC Management Facilitation Kit*. We encourage you to be creative with these ideas, given your situation and the capabilities of your virtual delivery platform.

## Overview

| Topic   | Activity   | Requires                        | Time (mins) |
|---|--|---------------------------------|-------------|
| 1. Icebreaker                                   | 1.1 Participants think about their favorite manager                      | Polling preferable              | 5           |
| 2. Introduction to the DiSC® Model & Your Style | 2.1 Introduce the DiSC model and cornerstone principles                  | -                               | 4           |
|   | 2.2 Show the DiSC Management Styles video                                | Video                           | 7           |
|   | 2.3 Participants discover their DiSC styles and how the DiSC model works | Optional polling and whiteboard | 4           |
| 3. Your DiSC Management Style                   | 3.1 Participants read about their management style and priorities        | Optional breakout rooms         | 8           |
|   | 3.2 (option A) Discuss what is draining and energizing about management  | Breakout rooms and whiteboard   | 30          |
|   | 3.2 (option B) Discuss what is energizing about management               | Optional polling                | 12          |
| 4. People Reading                               | 4.1 Explain how people reading works                                     | Handout 2.3                     | 4           |
|   | 4.2 Participants practice people reading                                 | Video; optional polling         | 23          |
|   | 4.3 Participants people read one of their direct reports                 | Handout 2.3                     | 2           |

| Topic                                       | Activity   | Requires                             | Time (mins) |
|---|--|--------------------------------------|-------------|
| 5. Your Way of Directing and Delegating     | 5.1 Introduce directing and delegating   | Optional polling                     | 3           |
|   | 5.2 Participants read about their directing and delegating style                             | -                                    | 3           |
|   | 5.3 Participants discuss their different styles of directing and delegating                  | Breakout rooms                       | 6           |
| 6. Adapting How You Direct and Delegate     | 6.1 Participants learn how to adapt their directing and delegating style using video         | Video                                | 28          |
|   | 6.2 Action plan: Adapt their directing and delegating style with one of their direct reports | Handout 3.2; optional breakout rooms | 15          |
| 7. Your Way of Motivating                   | 7.1 Introduce motivating   | Optional polling                     | 3           |
|   | 7.2 Participants read about their motivating style   | -                                    | 3           |
|   | 7.3 Participants discuss their different styles of motivating                                | Breakout rooms                       | 6           |
| 8. Adapting How You Motivate                | 8.1 Participants learn how to adapt their motivating style using video                       | Video                                | 28          |
|   | 8.2 Action plan: Adapt their motivating style with one of their direct reports               | Handout 4.3; optional breakout rooms | 15          |
| 9. Your Way of Developing Others            | 9.1 Introduce developing   | Polling preferable                   | 5           |
|   | 9.2 Participants read about their developing style   | -                                    | 3           |
|   | 9.3 Participants discuss their different styles of developing                                | Breakout rooms                       | 6           |
| 10. Adapting How You Develop Others         | 10.1 Action plan: Adapt their developing style with one of their direct reports              | Handout 5.3; optional breakout rooms | 15          |
|   | 10.2 Participants share ideas for developing the different styles                            | Optional whiteboard                  | 20          |
| 11. Your Relationship with Your Manager     | 11.1 Introduce the idea of managing up   | -                                    | 3           |
|   | 11.2 Participants read about how their manager sees them                                     | -                                    | 3           |
|   | 11.3 Participants discuss how their manager sees them  | Breakout rooms                       | 6           |
| 12. Adapting How You Relate to Your Manager | 12.1 Participants people read their manager  | -                                    | 3           |
|   | 12.2 Show video about strategies for getting buy-in  | Video                                | 3           |
|   | 12.3 Action plan: Read about strategies with their manager and action plan                   | Handout 6.2; optional breakout rooms | 10-15       |

## General Tips

- We suggest keeping your session length to 2 hours or less. That may require breaking the workshop into multiple sessions and/or selecting only some of the topics or activities below.
- If you do not have the capability to create breakout rooms, consider splitting the class into multiple smaller sessions. This will allow for discussions, which are a powerful part of an Everything DiSC® workshop.
- Although some webinar platforms allow you to stream a video from a PowerPoint® presentation, this can sometimes provide choppy viewing for participants. Consider using Wiley's Video Streaming Service, which provides a consistent video viewing experience by sharing the links to each video with participants. If you're already using the service, you'll need the individual links provided for each of the videos. If you're not using the service, but are interested in doing so, please visit <https://www.mindlabconnect.com/landingpages/video-streaming.aspx>

**Note:** Facilitator's Guide page numbers referenced in this document are for the most recent version of the Guide, which was released in early March 2020.

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## Topic 1: Icebreaker

Icebreakers can be particularly helpful in quickly creating a sense of familiarity and cohesion.

- 1.1. Think about their favorite manager (5 min; polling feature preferable).** Post the poll below. If you do not have polling capability, you can show the choices and ask participants to chat their response.

Which of the following words best describes the best manager you've ever had?

- Passionate
- Supportive
- Dependable
- Driven
- Compassionate
- Competent
- Fair
- Empowering
- Other

Share the results of the poll with the entire group and ask a few people to describe the person they were thinking of (no names). Comment that there are lots of ways to be a great manager. And as they think about this person, they can imagine that a truly great manager can even impact and shape the course of someone's life. But as they will see from the poll results, people appreciate different characteristics in managers. These differences can make it difficult to know what we should do to become more effective as managers. And that's one of the things we are going to talk about today—navigating these differences.

## Topic 2: Introduction to the DiSC® Model & Your Style

- 2.1 Introduce the DiSC® model and cornerstone principles (4 min).** Ask participants to turn to page 2 of their Profile and introduce DiSC using a modified version of the instructions starting on page 4 of the Facilitator's Guide. Draw their attention to the cornerstone principles, specifically calling out the first two. (If you do not plan to show the DiSC Management Styles video (next activity), you may need to spend extra time explaining the nature of the DiSC model.)

- 2.2 Show the DiSC® Management Styles video (7 min; requires ability to show video).** Show or send links to the DiSC Management Styles video and ask if there are any questions.
- 2.3 Have participants discover their DiSC styles and how the DiSC model works (4 min; optional poll and whiteboard).** As described on page 5 of the Facilitator's Guide, direct participants to look at page 3 of their Profile to find out their DiSC styles. Consider posting a poll asking people to indicate what their DiSC style is. You can also draw or upload a picture of the DiSC map and ask people to plot themselves. Then explain the concept of inclination as described in the Facilitator's Guide.

### Topic 3: Your DiSC® Management Style

- 3.1 Read about their management style and priorities (8 min; optional breakout rooms).** Ask participants to read through their style descriptions on page 4 of the Profile and to jot down two to three things that strike home for them and one thing they disagree with. If you have time and the capability, consider using breakout rooms of 2-3 participants each and asking participants to share their reflections. You can also ask a few volunteers to share something they wrote down that not many people realize about them.

#### 3.2 Discussion

**Option A. Discuss what is draining and energizing about management (30 min; requires breakout rooms with whiteboarding capability).** This is a modified version of the "Day in the Life" activity. Tell participants you are going to split them into rooms by style. They will have a whiteboard on which they should draw a line that divides the board in half. On one half of the board they will depict what a really fulfilling day looks like for them as a manager. On the other half, they will depict what a particularly draining day looks like. They can draw images or type text. They should also use the bullets on page 6 of their Profiles for inspiration. Tell them that they will have 10 minutes to discuss and draw and that they will then be asked to describe these two days to the larger group of participants. (Note that they may not be able to show their whiteboards to the larger group, depending on the platform you're using.) Split participants up by style, allow 10 minutes for style-group discussions, and then bring them back to the large group. Give each group 4 minutes to describe what a fulfilling and draining day looks like, allowing questions if there is time.

**Option B. Discuss what is energizing about management (12 min; optional poll).** Show the provided PowerPoint® slide ("Management Motivators") and ask participants to choose the one priority that they are most passionate about when it comes to being a manager. If you have polling technology, you can put the eight priorities in a poll so you can gather feedback. If not, you can ask participants to chat their responses. Reinforce that managers come at their role from many different places and that this diversity helps the organization. Also point out that some of these areas may be easier for them as managers. Explain that it's natural, but to really thrive as a manager, there will be certain times where they'll have to stretch toward activities that are not comfortable. Then have participants read page 6 of their Profile and jot down one motivator in particular that drives them and one stressor in particular that drains their energy. Consider asking the large group for a couple of volunteers to share what they selected.

### Topic 4: People Reading

- 4.1 Explain how people reading works (4 min).** Explain the basics of people reading as described starting on page 13 of the Facilitator's Guide. You can send participants handout 2.3 or use slides 27 and 28 from the PowerPoint.
- 4.2 Practice people reading (23 min; requires ability to show video; optional polling).** Conduct a modified version of the people-reading game that starts on page 14 of the Facilitator's Guide. You will not break participants into teams but instead tell them that they will see a series of videos and be asked to guess the character's style using the people-reading technique they just learned. They will get a point for each correct answer and will have to keep track of their own score. Conduct as follows: (1) show or send a link for a video, (2) ask participants to guess the style (ideally through a poll but this can also be done in the chat), and (3) give the correct answer and debrief. At the end, determine who got the most points and congratulate them. If you have the ability to provide them with a prize of some sort, do it!

- 4.3 People read one of their direct reports (2 min).** Have participants people read one of the people they manage using the instructions on the bottom of page 17 of the Facilitator's Guide. You can send participants handout 2.3, screen share an image of handout 2.3, or use a modified version of slide 31 from the PowerPoint®.

## Topic 5: Your Way of Directing and Delegating

- 5.1 Introduce directing and delegating (3 min; optional polling).** Define directing and delegating for participants and then post the poll below. If you cannot conduct polls, consider showing the items on a PowerPoint and asking people to chat their answers.

Which aspect of directing and delegating below comes most naturally to you?

- Providing clear expectations
- Holding people accountable for their actions
- Making sure people know I'm available to answer questions
- Giving emotional support to people who are struggling with a task
- Evaluating how competent someone is to handle a task
- Creating a sense of urgency for projects
- Checking in regularly to ensure someone is doing okay with a task
- Getting people excited about a project

Comment on the diversity of responses and point out that we all naturally approach directing and delegating differently. Also comment on how many different facets there are to being an effective director and delegator.

- 5.2 Read about their directing and delegating style (3 min).** Have participants read through page 7 of their Profile. Ask them to jot down one strength and one challenge that most resonates with them.
- 5.3 Discuss their different styles of directing and delegating (6 min; requires breakout rooms).** Place participants randomly in breakout rooms of 3-4 participants each. Ask each person to take 1-2 minutes to share the strength and challenge they chose and why.

## Topic 6: Adapting How You Direct and Delegate

- 6.1 Learn how to adapt their directing and delegating style (28 min; ability to show video).** Show and debrief the directing and delegating style videos as described starting at the bottom of page 20 of the Facilitator's Guide. Consider sending links to the videos rather than streaming them yourself. If you have less time than allotted, consider asking the class for two styles they want to see demonstrated and then give them the links for the other videos so they can watch them on their own.
- 6.2 Action plan around directing and delegating (15 min; optional breakout rooms).** Walk participants through creating an action plan to better direct and delegate with one of their direct reports, as described in the Facilitator's Guide, starting on page 24. You will want to send them handout 3.2 to complete the task. Depending on technology and time constraints, consider putting participants into breakout rooms in pairs to discuss their action plans.

## Topic 7: Your Way of Motivating

- 7.1 Introduce motivating (3 min; optional polling).** Define motivating for participants and then post the poll below. If you cannot conduct polls, consider showing the items on a PowerPoint® and asking people to chat their answers.

Which of the following is the most motivating thing a manager can do for you?

- Assigning me fun tasks that take advantage of my social skills
- Giving me as much autonomy as possible
- Making sure I have a clear sense of the expectations of my job
- Giving emotional support when I am struggling
- Putting bold new challenges in front of me that test my skills
- Encouraging me by pointing out my strengths
- Assigning me tasks that let me use my analytical skills
- Making sure that high standards are maintained and rewarded

Comment on the diversity of responses and point out that we are all naturally motivated by different things. This includes their direct reports as well. As managers, they will need to be able to tap into those motivations, even if some motivations are not particularly appealing for them.

- 7.2 Read about their motivating style (3 min).** Have participants read through page 12 of their Profile. From the bullets, have them jot down one aspect of the environment they create that they are particularly proud of.
- 7.3 Discuss their different styles of motivating (6 min; requires breakout rooms).** Place participants randomly in breakout rooms of 3-4 participants each, ideally of mixed styles. Ask each person to take 1-2 minutes to share what they wrote down and why they think that is so important as a manager.

## Topic 8: Adapting How You Motivate

- 8.1 Learn how to adapt their motivating style (28 min; ability to show video).** Show and debrief the motivating style videos as described starting on page 30 of the Facilitator's Guide. Consider sending links to the videos rather than streaming them yourself. If you have less time than allotted, consider asking the class for two styles they want to see demonstrated and then give them the links for the other videos so they can watch them on their own.
- 8.2 Action plan around motivating (15 min; optional breakout rooms).** Walk participants through creating an action plan to better motivate one of their direct reports, as described in the Facilitator's Guide, starting on page 33. You will want to send them handout 4.3 to complete the task. Depending on technology and time constraints, consider putting participants into breakout rooms in pairs to discuss their action plans.

## Topic 9: Your Way of Developing Others

- 9.1 Introduce developing (5 min; polling feature preferable).** Define developing for participants and ask them to think of a manager or mentor who helped them grow. Then post the poll below. (If you do not have polling capability, you can number the options and have people chat their responses using the numbers. Also, if your polling function does not allow participants to choose “all that apply,” you can ask participants to choose the most helpful action.)

Think of a manager or mentor who helped you grow. What did that person do that was so helpful?  
(choose all that apply)

- Gave me opportunities
- Taught me new skills
- Helped me see my shortcomings
- Helped me realize my potential/strengths
- Encouraged me
- Gave me a new perspective on my work/world
- Helped with difficult decisions
- Helped me think about my future
- Connected me with people and resources
- Other

Show the poll results and ask for a few people to explain why they chose what they did. Ask anyone who chose “other” what the manager or mentor did to help them. Then point out that there are multiple ways to develop people, and these can have a profound effect on not only a person’s work success but on the direction their life takes as well.

- 9.2 Read about their developing style (3 min).** Have participants read through page 17 of their Profile. Ask them to jot down one advantage and one disadvantage that most resonates with them.
- 9.3 Discuss their different styles of developing (6 min; requires breakout rooms).** Randomly place participants in breakout rooms of 3-4 participants each. Ask each person to take 1-2 minutes to share the advantage and disadvantage they chose and why.

## Topic 10: Adapting How You Develop Others

- 10.1 Action plan around developing (15 min; optional breakout rooms).** Walk participants through creating an action plan to better develop their direct reports, as described in the Facilitator’s Guide, starting on page 39. You will want to send them handout 5.3 to complete the task. Depending on technology and time constraints, consider putting participants into breakout rooms in pairs to discuss their action plans.

- 10.2 Share ideas for developing the different styles (20 min; optional whiteboard; note that this activity requires the completion of activity 10.1).** Start by discussing the development of direct reports with the D style. Ask the following questions of people who action planned on someone with the D style. (Encourage each person to choose one question to answer. Depending on the size of your group and the time available, you may want to limit the number of responses.)

- What are some ways you found to help them take advantage of their strengths?
- What are some of the ways you will have to change your way of thinking to see things from this person’s perspective?
- What is something you are going to do differently with this direct report?

Consider writing their answers on a whiteboard as participants respond. Also, be prepared to offer your own answers if no one chose the D style for their action plans. Repeat this process for the remaining three styles.

## Topic 11: Your Relationship with Your Manager

- 11.1 **Introduce managing up (3 min).** Define managing up for participants and ask the questions shown on page 42 of the Facilitator's Guide.
- 11.2 **Read about how their manager sees them (3 min).** Have participants read through page 22 of their Profile. Ask them to jot down one or two observations that really resonated with them.
- 11.3 **Discuss their relationship with their manager (6 min; requires breakout rooms).** Place participants randomly in breakout rooms of 3-4 participants each. Ask each person to take 1-2 minutes to share the observations they chose and why.

## Topic 12: Adapting How You Relate to Your Manager

- 12.1 **People read their manager (3 min).** Have participants people read their manager as described starting on page 45 of the Facilitator's Guide.
- 12.2 **Watch video about strategies for getting buy-in (3 min; requires ability to show video).** Post the links for the "Approaching an X Style Boss" videos in the chat and instruct participants to watch the one that corresponds to their manager.
- 12.3 **Action plan relating better to their manager (10-15 min; optional breakout rooms).** Walk participants through creating an action plan to better relate to their manager, as described in the Facilitator's Guide, starting on page 46. You will want to send them handout 6.2 to complete the task. Depending on technology and time constraints, consider putting participants into breakout rooms in pairs to discuss their action plan.