WORK OF LEADERS GROUP REPORT

EVERYTHING DiSC
WORK OF LEADERS®

ASSESSMENT TO ACTION.

Sample Report
(9 People)

Friday, May 29, 2015

This report is provided by:

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INTRODUCTION TO WORK OF LEADERS GROUP REPORT

Everything DiSC Work of Leaders ®provides a simple, compelling process that helps leaders get real results. The program improves self-awareness in key areas that will help people get better leadership outcomes.

Introduction to Work of Leaders

Where did Work of Leaders come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? Work of Leaders approaches leadership as a one-to-many relationship, as opposed to the one-to-one relationship of management.

How does leadership connect to DiSC®? Your DiSC style influences how you approach each of the steps of the process. DiSC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DiSC profiles? Unlike other DiSC reports, which emphasize understanding the differences between people, Work of Leaders focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

About this Group Report

- The report provides group-level data on preferred behaviors based on **leadership best practices.**
- The best practices are **context specific,** so the preferred behaviors will change depending on the needs of the situation.
- **Group data** is presented in graphs, and individuals' data is not identified.
- The group data will help leaders understand **which best practices come most and least naturally** to the group.
- **Discussion questions** can help group members have a dialogue about the implications of the group's tendencies.
- Summary pages provide information on the group's **greatest strengths** and challenges, as well as concrete **steps toward action.**

Work of Leaders: Vision, Alignment, and Execution

VISION

The work of leaders includes crafting a vision of new possibilities for the future through **exploration, boldness,** and **testing assumptions.**

ALIGNMENT

Leaders build alignment by communicating with **clarity,** engaging in **dialogue,** and providing **inspiration,** so everyone is moving in the same direction.

EXECUTION

Finally, leaders need to champion execution through **momentum, structure,** and **feedback,** to enable the group to capitalize on its talents while making the vision a reality.

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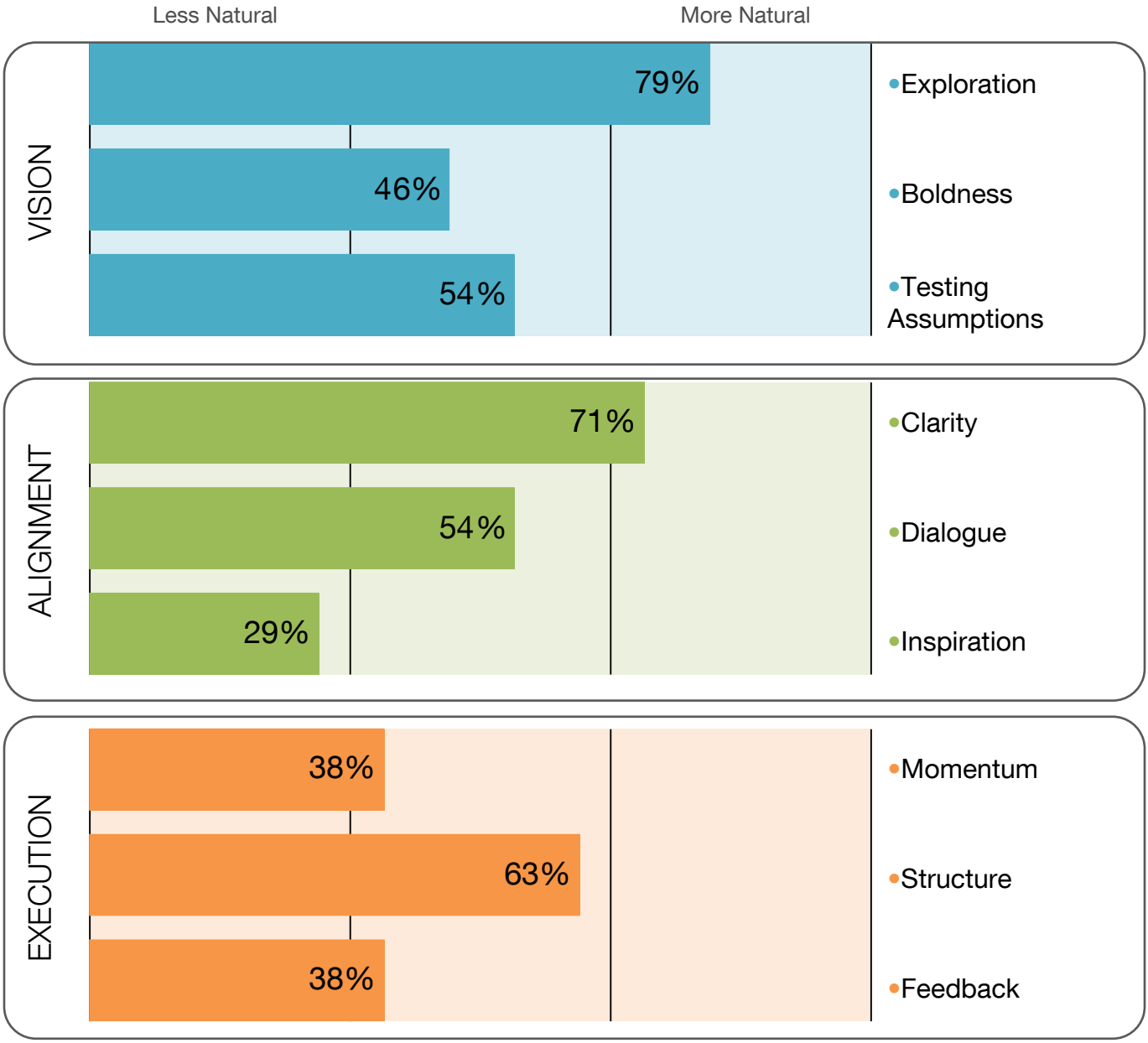
What comes naturally to this group?

Below are estimates of how naturally each leadership driver comes to this group. These estimates are based on aggregate data, so specific individuals may differ from the group score. Furthermore, keep in mind that each of these leadership areas is also influenced by factors beyond the aggregate tendencies of its members.



Group scores fall in the center column when the group average is in the middle range. This can happen for several reasons, including: many participants received mid-range scores on the driver's two continua; some group members are high on the continua while others are low; group members are high on one continuum but not the other.

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VISION, ALIGNMENT, AND EXECUTION

EVERYTHING DiSC

Group Summary

The chart below shows how naturally each of the drivers and best practices come for your group. The more each bar graph is shaded with color, the more natural inclination your group has in that area of leadership.

Crafting a VISION

- Exploration
  - Remaining Open
  - Prioritizing the Big Picture
- Boldness
  - Being Adventurous
  - Speaking Out
- Testing Assumptions
  - Seeking Counsel
  - Exploring Implications

Building ALIGNMENT around that Vision

- Clarity
  - Explaining Rationale
  - Structuring Messages
- Dialogue
  - Exchanging Perspectives
  - Being Receptive
- Inspiration
  - Being Expressive
  - Being Encouraging

Bringing it to life by championing EXECUTION

- Momentum
  - Being Driven
  - Initiating Action
- Structure
  - Providing a Plan
  - Analyzing In-Depth
- Feedback
  - Addressing Problems
  - Offering Praise

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VISION > EXPLORATION

This page includes three continua derived from group data: Exploration (overall), Remaining Open, and Prioritizing the Big Picture. The two pie charts show the number of people in your group who are low, medium, and high on Remaining Open and Prioritizing the Big Picture.

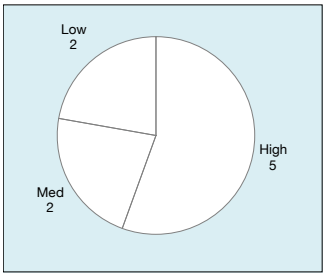
Overall, how natural is exploration for this group?

Low Exploration ← → High Exploration

Most likely, exploration comes very naturally to this group. In fact, members of this leadership group probably have fundamental qualities that make the process of exploration seem effortless.

Vision > Exploration > Remaining Open

Seek Closure ← → Remain Open



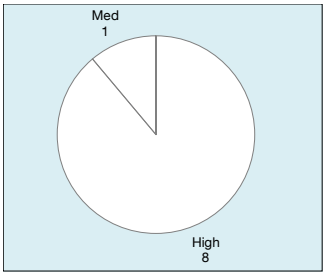
Does your group allow enough time for exploration?

Leaders who allow plenty of time for the exploration process give the best ideas a chance to emerge. The willingness to remain open and explore new directions often leads to a solid vision. As you can see to the left, there are many leaders in this group who are naturally inclined toward open exploration when creating a vision.

- In this organization, is there a culture of committing to exploration?
- In this group, what are the benefits of remaining open to new ideas and directions?
- How does the organization typically act toward those who push for more time to explore?

Vision > Exploration > Prioritizing the Big Picture

Prioritize Details ← → Prioritize Big Picture



Does your group focus on big-picture, conceptual exploration?

Exploration is most effective when leaders keep the big picture in mind. This allows them to grasp underlying trends and root causes so they can more clearly see strategic opportunities for the group's future. As shown to the left, many leaders in this group are naturally inclined to prioritize the big picture while exploring a vision.

- In this organization, does the culture support big-picture thinking?
- What are the benefits of thinking more broadly about how everything fits together?
- How could the organization bolster this group's tendency toward big-picture exploration?

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VISION > BOLDNESS

This page includes three continua derived from group data: Boldness (overall), Being Adventurous, and Speaking Out. The two pie charts show the number of people in your group who are low, medium, and high on Being Adventurous and Speaking Out.

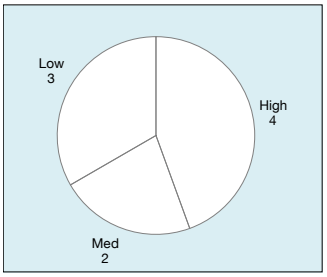
Overall, how natural is boldness for this group?

Low Boldness ← → High Boldness

This group has a wide range of approaches to boldness, which comes much more naturally to some people than others. In addition, many group members are naturally strong at one aspect of boldness but not the other.

Vision > Boldness > Being Adventurous

Cautious ← → Adventurous



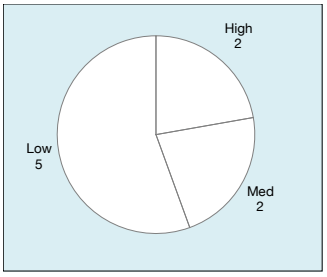
Is your group attracted to bold ideas?

Oftentimes, bold ideas keep organizations from becoming stagnant or being eclipsed by the competition. In fact, new initiatives that stretch the boundaries of what seems possible can often lead to growth and innovation. As you can see to the left, many leaders in this group are naturally adventurous, but there are also many leaders who are more inclined to be cautious. The group is split.

- Is there a tug-of-war between those who prefer to be cautious and those who push for more adventurous ideas?
- What constitutes a bold idea in this organization?
- How does the organization typically act toward those who push for bold ideas? How could it be more encouraging?

Vision > Boldness > Speaking Out

Hold Back ← → Speak Out



Do people speak up with bold ideas?

To be most effective at creating a bold vision, leaders need to not only have unconventional ideas, but they must be willing to speak up with these ideas, even if it puts their credibility on the line. As shown to the left, this group tends to be more likely to hold back than speak out.

- What incentives are there in this organization for people to speak up with bold ideas?
- What deters leaders in this group from speaking out with bold ideas?
- What could the organization do to encourage people to voice their bold ideas?

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VISION > TESTING ASSUMPTIONS

This page includes three continua derived from group data: Testing Assumptions (overall), Seeking Counsel, and Exploring Implications. The two pie charts show the number of people in your group who are low, medium, and high on Seeking Counsel and Exploring Implications.

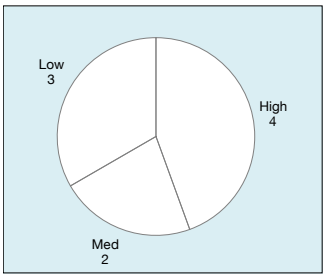
Overall, how natural is testing assumptions for this group?

Low Testing Assumptions ← → High Testing Assumptions

This group has a wide range of approaches to testing assumptions, which comes much more naturally to some people than others. In addition, many group members are naturally strong at one aspect of testing assumptions but not the other.

Vision > Testing Assumptions > Seeking Counsel

Decide Independently ← → Seek Counsel



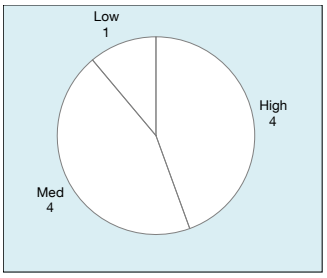
Do group members consult each other to test assumptions?

The best visions capitalize on many different perspectives. Effective leaders seek out trusted advisors to shape their understanding of the world around them and how it could be transformed in the future. As you can see to the left, many leaders in this group are naturally inclined to consult others as they work toward a vision, but there are also many leaders who are more likely to decide independently. The group is split.

- Currently, how often do people reach out to others for advice when making a decision?
- What could the organization do to encourage leaders to seek counsel from each other more often?
- What are the potential advantages of more actively soliciting input from each other?

Vision > Testing Assumptions > Exploring Implications

Push Forward ← → Explore Implications



Does your group do thorough research on its assumptions?

Ideas that look good on paper often fall flat when tested against real world standards. While creating a vision, leaders need to be rigorous about researching and evaluating ideas to ensure feasibility and minimize surprises. As shown to the left, many leaders in this group are naturally inclined to explore the implications.

- In this organization, is there a culture of carefully examining ideas before moving forward?
- What are the benefits of exploring implications, both for this group and for the organization as a whole?
- How could the organization encourage leaders to be even more deliberate about taking time for research?

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ALIGNMENT > CLARITY

This page includes three continua derived from group data: Clarity (overall), Explaining Rationale, and Structuring Messages. The two pie charts show the number of people in your group who are low, medium, and high on Explaining Rationale and Structuring Messages.

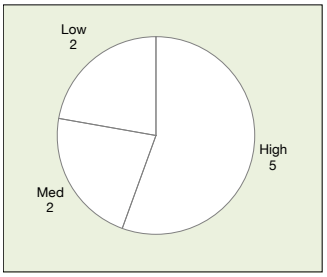
Overall, how natural is clarity for this group?

Low Clarity ← → High Clarity

Most likely, clarity comes very naturally to this group. In fact, members of this leadership group probably have fundamental qualities that make communicating with clarity seem effortless.

Alignment > Clarity > Explaining Rationale

Offer Intuition ← → Explain Rationale



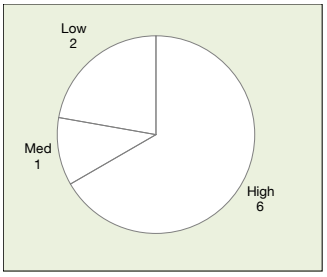
Does information get presented with a logical rationale?

People often want more than instinct and experience if they are expected to buy in to a vision. Information tends to be clearer when the reasoning behind each idea is explained. As you can see to the left, there are many leaders in this group who are naturally inclined to lay out their rationale when explaining the group's vision, plans, or goals.

- What are the benefits of offering the data and logic behind ideas?
- In this organization, is there a culture of explaining the rationale behind plans, procedures, and goals?
- How could the organization encourage leaders to explain their reasoning even more clearly?

Alignment > Clarity > Structuring Messages

Impromptu Messaging ← → Structured Messaging



Does information get presented in a structured manner?

The clarity of a message often depends on thorough preparation and development. When leaders take the time to organize their thoughts before presenting the vision, people are more likely to understand the key points, which is critical for buy-in. As shown to the left, many leaders in this group are naturally inclined to structure their messages before delivering them.

- In this organization, are leaders expected to be well-prepared before delivering important information?
- What does structured messaging look like in this group?
- What are the benefits to the organization of messages that are well-structured and accessible to large groups?

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ALIGNMENT > DIALOGUE

This page includes three continua derived from group data: Dialogue (overall), Exchanging Perspectives, and Being Receptive. The two pie charts show the number of people in your group who are low, medium, and high on Exchanging Perspectives and Being Receptive.

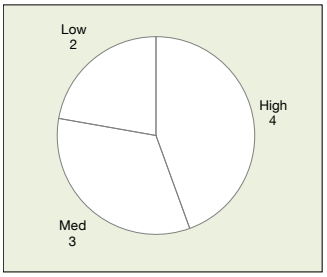
Overall, how natural is dialogue for this group?

Low Dialogue ← ● → High Dialogue

This group has a wide range of approaches to dialogue, which comes much more naturally to some people than others. In addition, many people are naturally strong at one aspect of dialogue but not the other.

Alignment > Dialogue > Exchanging Perspectives

Present Information ← ● → Exchange Perspectives



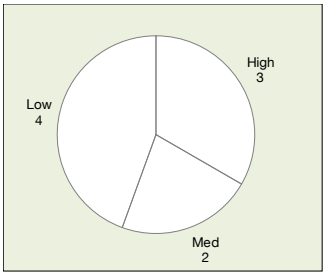
Does your group encourage the exchange of perspectives?

When leaders encourage a participatory approach, people learn that their ideas are valued. This leads to greater engagement and commitment, and ultimately can increase buy-in to the vision. As you can see to the left, leaders in this group are moderately inclined to promote an exchange of perspectives.

- To what degree do people at all levels of the organization feel that leadership cares about their opinions?
- How do leaders in this group show that they value the perspectives of those lower in the hierarchy?
- What could the organization do to encourage leaders to more actively exchange perspectives?

Alignment > Dialogue > Being Receptive

Challenging ← ● → Receptive



Is there a receptive atmosphere in your group?

In a receptive environment people are much more likely to share their reservations, their confusion, and their unconventional ideas. While this may seem to slow the process, leaders who are open to this kind of candid feedback are often more effective at achieving alignment. As shown to the left, this group is split between leaders who are naturally receptive and leaders who are more likely to be challenging.

- What happens when people encounter different levels of receptivity in their leaders?
- What are the potential advantages of being more open to people's questions and concerns?
- What could the organization do to encourage leaders to be deliberate about creating a receptive environment?

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ALIGNMENT > INSPIRATION

This page includes three continua derived from group data: Inspiration (overall), Being Expressive, and Being Encouraging. The two pie charts show the number of people in your group who are low, medium, and high on Being Expressive and Being Encouraging.

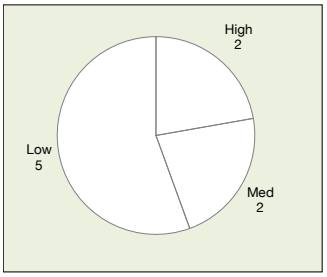
Overall, how natural is inspiration for this group?

Low Inspiration ← ● → High Inspiration

In general, inspiration may not be particularly natural for this group. Creating an inspirational environment to encourage buy-in may require more deliberate effort and practice.

Alignment > Inspiration > Being Expressive

Reserved ← ● → Expressive



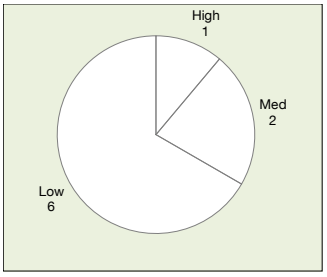
Is there an outward sense of energy and passion in your group?

When leaders express their excitement and passion, they are more likely to create an environment that feels active and vibrant. At the same time, they help people connect better with their ideas, which can increase the likelihood of buy-in to the vision. As you can see to the left, this group seems more inclined to exercise reserve than to be expressive.

- How energetic is the culture of the organization?
- To what degree does this group think it's important to have an animated, energized environment?
- What steps could leaders in this group take to shed some of their reserve when inspiration is needed?

Alignment > Inspiration > Being Encouraging

Matter-of-Fact ← ● → Encouraging



Do group members encourage others?

People need to feel good about the direction they're headed and the work that they're doing. Leaders who provide optimism and emotional support give people confidence that they can contribute to the group's success. As shown to the left, this group tends to be more matter-of-fact than encouraging.

- To what degree does this organization actively work to create an optimistic culture?
- What would be the advantages for this group of creating a more supportive environment?
- What could the organization do to help leaders provide more encouragement?

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EXECUTION > MOMENTUM

This page includes three continua derived from group data: Momentum (overall), Being Driven, and Initiating Action. The two pie charts show the number of people in your group who are low, medium, and high on Being Driven and Initiating Action.

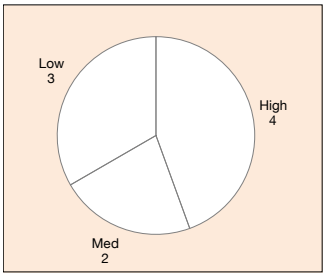
Overall, how natural is momentum for this group?

Low Momentum ← ● → High Momentum

In general, momentum may not be particularly natural for this group. Creating an environment where drive and initiative are encouraged may require more deliberate effort and practice.

Execution > Momentum > Being Driven

Low-Key ← ● → Driven



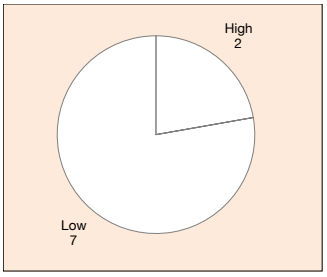
Are group members good at pushing themselves and others?

There are times during the execution process when leaders need to instill a sense of momentum in the group and encourage people to stretch outside their comfort zones to make rapid progress. As you can see to the left, many leaders in this group are naturally inclined to be driven, but there are also many leaders who are likely to take a more low-key approach. The group is split.

- To what degree does the culture of this organization instill a sense of urgency and the need to move quickly?
- How would this group benefit if leaders were more active about cultivating a sense of momentum and drive?
- What could the organization do to encourage everyone to execute with more drive?

Execution > Momentum > Initiating Action

Reactive ← ● → Initiating



Is your group active about starting new initiatives?

Leaders are often best positioned within the organization to take action and jump on new opportunities. By showing this kind of initiative, the leader can enable the group to grow and extend its reach while ensuring a successful execution. As shown to the left, this group tends to be more reactive than initiating.

- Does this organization seem to offer incentives or deterrents to those who start new initiatives?
- How would this group benefit from being more active about taking on new initiatives?
- How could the organization encourage leaders to initiate more action?

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EXECUTION > STRUCTURE

This page includes three continua derived from group data: Structure (overall), Providing a Plan, and Analyzing In-Depth. The two pie charts show the number of people in your group who are low, medium, and high on Providing a Plan and Analyzing In-Depth.

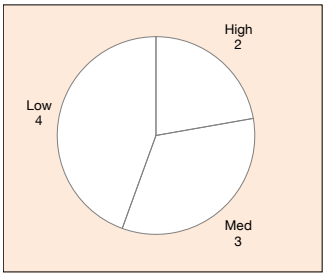
Overall, how natural is structure for this group?

Low Structure ← ● → High Structure

Some aspects of structure are probably natural for this group, while others are not. More specifically, doing in-depth analysis may come very naturally to group members, but they may be less inclined to plan ahead.

Execution > Structure > Providing a Plan

Improvise ← ● → Plan



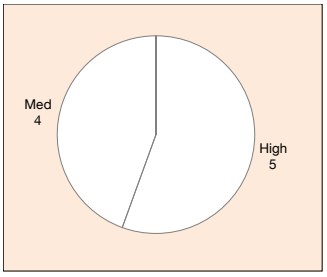
Does your group provide detailed plans and processes to follow?

Groups are more likely to have a solid structure in place if the leader sees the inherent value of planning for execution. When people have clear processes and procedures, they can avoid the anxiety that affects the quality of their work. As you can see to the left, this group seems more inclined to improvise than to provide well-defined plans.

- To what degree does this group believe that inefficiencies could be eliminated with more detailed plans?
- How often does a lack of planning lead to frustration at different levels of the organization?
- In what specific areas could the organization use better plans and processes?

Execution > Structure > Analyzing In-Depth

Follow First Impressions ← ● → Analyze In-Depth



Are plans and processes thoroughly reviewed and analyzed?

Just because plans and processes are detailed doesn't mean they will be immune to problems or inefficiencies. Effective structure often requires leaders to undertake deep analysis to account for errors and non-obvious outside factors. As shown to the left, many leaders in this group are naturally inclined to do in-depth analysis.

- How often does this organization encourage leaders to take the time to deeply analyze plans?
- What are the advantages of having a rigorous method for thinking through implications?
- How does the organization ensure that plans and processes receive thorough examination?

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EXECUTION > FEEDBACK

This page includes three continua derived from group data: Feedback (overall), Addressing Problems, and Offering Praise. The two pie charts show the number of people in your group who are low, medium, and high on Addressing Problems and Offering Praise.

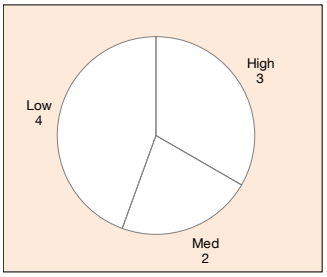
Overall, how natural is feedback for this group?

Low Feedback ← ● → High Feedback

In general, giving feedback may not be particularly natural for this group. Creating an environment that provides both critical and positive feedback may require more deliberate effort and practice.

Execution > Feedback > Addressing Problems

Maintain Harmony ← ● → Address Problems



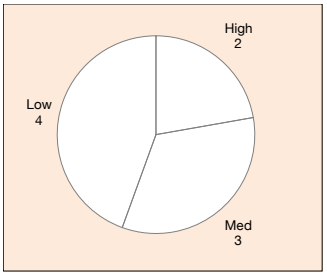
Does your group address problems in a timely manner?

Leaders who are proactive about addressing problems can keep inefficiencies and frustrations from piling up during the execution process. They need to be willing to let people know when work isn't measuring up to their standards. As you can see to the left, many leaders in this group naturally address problems, but there are also many leaders who prefer to maintain harmony. The group is split.

- How often are inefficiencies, poor performance, and interpersonal problems overlooked or glossed over?
- How would this group benefit if leaders were more active about addressing problems in the organization?
- How could the organization ensure that leaders address problems more proactively?

Execution > Feedback > Offering Praise

Offer Less Praise ← ● → Offer More Praise



Are people praised when they do a good job?

Another critical aspect of providing feedback is letting people know when they've done a good job. When leaders give ample praise and recognition, people are more likely to feel that their high quality work and extra effort is appreciated. As shown to the left, this group is probably not very active about giving praise.

- How often are people recognized for their contributions?
- In what ways might more praise improve morale and productivity in the organization?
- How could this group help to create a culture where praise is more the norm?

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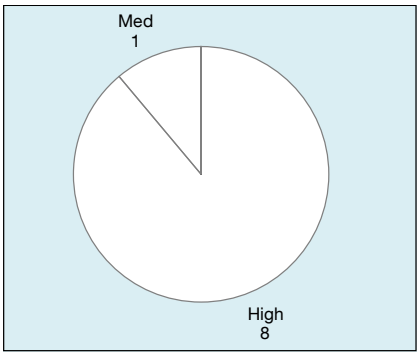
YOUR GROUP'S LEADERSHIP STRENGTHS

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your group's three strongest areas in the process of Vision, Alignment, and Execution. Take a moment to read and reflect on how to maximize your group's use of these strengths.

Vision > Exploration > Prioritizing the Big Picture



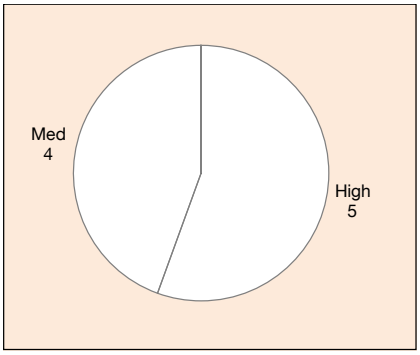
#1: Prioritizing the Big Picture

Many leaders in your group have the ability to step back and look at the big picture rather than getting caught up in the details. This broad perspective can help you identify common threads among different systems and ideas. As a result, the group probably envisions possibilities while also spotting practices that are outdated or no longer working.

Continue to focus on these strengths:

- Thinking broadly about how all the pieces fit together
- Visualizing how a particular idea or direction might affect the future
- Noticing when out-of-date systems are limiting success

Execution > Structure > Analyzing In-Depth



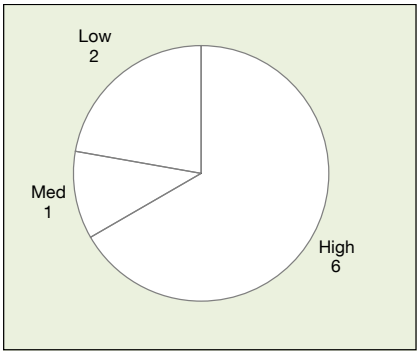
#2: Analyzing In-Depth

Because many leaders in this group have a tendency to embrace in-depth analysis, you can help create the structure needed for successful execution of the vision. If something isn't working, your group probably understands the importance of finding the source of the problem and is willing to devote the time needed to create a long-term solution.

Continue to focus on these strengths:

- Using analysis to develop a thorough understanding of the implications of a plan
- Dedicating time to comprehending systems at a deeper level
- Understanding the root causes of problems before moving on

Alignment > Clarity > Structuring Messages



#3: Structuring Messages

Because many leaders in your group prefer to deliver information in a structured manner, the group probably spends time developing messages ahead of time, making it easier to focus on key ideas. This organized, to-the-point communication style increases the likelihood that others will grasp the message, which is critical for alignment.

Continue to focus on these strengths:

- Organizing your thoughts so they are easy to follow
- Sticking to the main points of your message
- Delivering messages that don't create confusion

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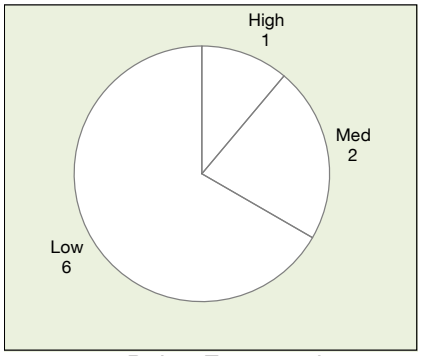
YOUR GROUP'S LEADERSHIP CHALLENGES

Now that you have a better idea of your strengths as a group of leaders, let's take a closer look at the three areas where your group has the greatest opportunities for improvement.

Alignment > Inspiration > Being Encouraging

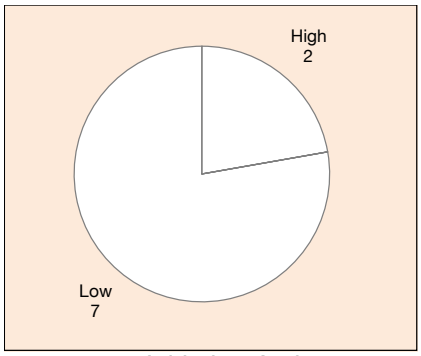


#1: Being Encouraging

To work on being encouraging to provide inspiration, you and other leaders in your group could consider the following:

- As a group, work to create a culture that encourages people to focus on the promise of their work rather than the challenges.
- Show people you have a genuine interest in their welfare. Each leader should listen to and acknowledge people's concerns.
- Work together to demonstrate confidence in your team. Invite the people you lead to try new things and articulate your faith in their abilities.

Execution > Momentum > Initiating Action

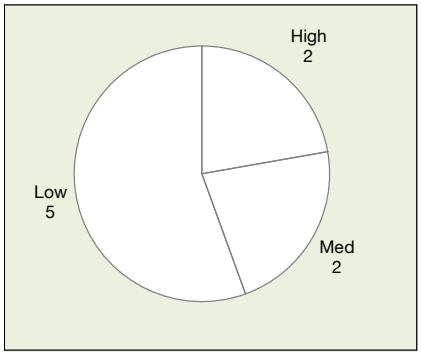


#2: Initiating Action

To work on initiating action to increase momentum, you and other leaders in your group could consider the following:

- As a group, consciously avoid focusing all of the attention on day-to-day demands. Instead, foster an entrepreneurial attitude and kick-off new projects whenever there is an opportunity.
- Initiating new directions might seem overly demanding, but it will increase your group's chances of implementing a bold vision. Focus on seeing it as an exciting challenge rather than a burden.
- Challenge each other to seek new initiatives on a daily basis. Discuss what single accomplishment would make the biggest difference, and then line up your team to tackle it.

Alignment > Inspiration > Being Expressive



#3: Being Expressive

To work on being expressive to provide inspiration, you and other leaders in your group could consider the following:

- Be specific about how working toward the vision is going to lead to positive outcomes for the group. Highlight achievements and celebrate accomplishments before you move on.
- As individuals, think about what you're feeling before you express your thoughts, and put a label on it. If you're connected to your emotions, it will be easier for you to detail your optimism.
- As leaders, it's important that your body language complements what you're feeling. People are unlikely to be inspired by what looks like indifference or lack of energy.

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GROUP ACTION PLAN

Group change doesn't come easily. In fact, it usually requires a lot of deliberate effort from all of the members. Select one of the challenges from the previous page that your group would like to work on first:

- ☐ Being Encouraging
- ☐ Initiating Action
- ☐ Being Expressive

Describe the nature of the challenge:

What outcomes do you hope that your group will achieve by improving in this area?

What steps or specific actions will group members take to improve in this area? Consult the tips on the previous page to help get you thinking.

What timeframe will your group set up for this improvement?

How will the group know if progress is being made?

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