

Frequently Asked Questions

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Everything DiSC Work of Leaders® Concepts

What is different about how *Everything DiSC Work of Leaders*® relates to DiSC®?

A cornerstone principle of all Everything DiSC profiles is that all DiSC styles are equally valuable. While all four DiSC styles also contribute to leadership success, *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.

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

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* 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*?

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

Can 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 together very well by illuminating different aspects of leadership.

The goal of *Work of Leaders* is to make you a more effective leader by focusing on the leadership process of Vision, Alignment, and Execution.

363 for Leaders uses rater feedback to help you become a better leader through a better understanding of your strengths, challenges, and blind spots. You not only get 360 feedback, you also get three personalized strategies for increasing your effectiveness. In addition, normative data helps you understand where you are in relation to 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 thought through. 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 style. This can happen because DiSC style and *Work of Leaders* 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 D. Unexpected continua scores help reflect the depth of a person's DiSC style. With *Work of Leaders*, it was important to report results at this level of precision because of the emphasis placed on the behavioral continua.

How are the *Everything DiSC* and *Work of Leaders* assessment items used in the profile?

The first set of items (which are on a 5-point rating scale) are used to calculate the DiSC style of the person, as shown on pages 3 and 5. Both sections of the assessment (the 5-point rating items and the 4-point continua items) are used to score the 18 continua that are shown on pages 9 – 23.

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

The behaviors on the right side of the continua represent the best practices for each phase of the *Work of Leaders* process. If you are further to the left side of the behavioral continua, it doesn't mean you can't perform these best practices; 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 *Everything DiSC Work of Leaders* background and concepts?

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.

In addition, our *Work of Leaders* podcasts, narrated by Inscape's 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 *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 and narrative about the participant's DiSC style are provided in the early pages of the *Work of Leaders* profile, giving sufficient foundation for an understanding of how their natural tendencies influence their leadership skills. If you wish to take a deeper dive into DiSC, an optional activity called Discovering DiSC is offered with the facilitation. It 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*?

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 recommended that a trainer NOT attempt to deliver all five modules in a single day's session. In addition to the effects of group size and discussion needs, consideration should also be given to 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 non-intact groups as well as intact groups?

Although some of the activities in the *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 can be used in any group form. 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 this training be adapted for a virtual delivery environment?

Yes. However, as you consider how to adapt the *Work of Leaders* to a virtual environment, don't underestimate the power of the conversations that are inspired by this particular training and are a primary agent for insight processing. Be sure to design your webinar to use interaction tools to their fullest extent (i.e., chat, polling, whiteboards, and breakout rooms). Keeping your virtual 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 ends of the continua in the *Work of Leaders Profile* are context specific, meaning that they 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 leader's guide to help facilitate understanding of the context.
- Assure them of the value of left-end 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: how they can they see the right one facilitating the step and how they can see the left one hindering it.

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

Here are some responses you can use:

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