

# HS Lean 16MAY2006

## Attendees

- Terry Begnoche
- Juergen Boenisch
- Pam Butterfield
- David Csokasy
- Mike Shaffner
- Paul Parent
- Robert Rowen
- Andreas Hug
- Richard R Bailey

## Short Introduction

- Pam B. from Business Success Tools, LLC
  - Helps develop people
  - Pam does personal coaching
    - good
    - mostly good
    - pretty close
    - fairly close
    - Who I think I am
  - How accurate
  - One thing that would be interesting is to talk with someone about it

## Stories

- Recognize mentally that staying back and let the employees learn
  - But that's a change to my normal activity
  - When I moved to consulting from manufacturing
  - Had a psychologist work with us
    - want to finish the task
    - S's like closure
    - shut down the computers
- MBTI measures personality
  - MBTI has 16 profiles
  - DISC has up to 300+
  - 384 different profiles
  - DISC measures behavior
  - MBTI requires certain education to administer
- Comparing the two
  - You can see similarity
  - When you introduce change
    - people are concerned they will lose something
    - reluctance waiting for a little safety
    - They become a little more comfortable
    - Allow them to try something even if it fails
    - Explain the consequences if our team makes mistakes
    - had folks promoted because they broke out
    - making presentations of the teams
    - learned they could take risks
    - people change
  - If you make people feel free
  - In some factories
- Suppose I was going to staff a team
  - Not a good screening tool
  - Need one that lets you benchmark the job
  - But, maybe with the short list of candidates
  - to ask more relevant questions
  - This test (DISC) needs at least 9th grade education
  - PI(?) isn't as high [Personality Index]
  - They don't develop an open decision process
    - It is a communication problem
    - They work a change for 6 months
    - They hold an announcement
    - And say they are going to change in a month
    - They have had a year
    - Sell the problem not the solution
  - Why do western companies have problems

## Discussion

- The tool measures behaviors, not psychological profile
- I use this tool to help people develop relationships
  - People have to meet
    - has to be something in common
    - has to be repeated contact
  - Write down the name of 3 people you want a stronger relationship with
    - Have the last 3 contacts +/-
  - 80% of conflicts are related to behavior
    - Influence
      - How do you behave
      - How do others behave
      - Change behavior to account for the other person
    - Natural doesn't change much
    - Adapter reflects current work condition
      - 18% of population is high D
        - will get more active in a conflict situation
        - 82% of the population will be intimidated
      - 28% of population is high I
        - Sales and marketing
        - you don't put them in a cubical entering data
        - low I's don't feel a need to be liked
      - 40% of population is high S
        - worker bees
        - good team players
        - S's need time to change and adapt to change
        - Non-demonstrative, closed book in many cases
        - S's need to have closure
      - 14% are high C
        - Quality & accuracy
        - data oriented
  - Look for your highest factor
    - over 50%
  - Delta From graph II to graph I
    - D up, you become more assertive
    - D down, less assertive
    - 20 points or more change It can cause stress
    - I up, more outgoing
    - I down, less trusting and guarded
    - S up, work moves at a slower place
    - S down, home is slower
    - C up, generally more procedures than usual or not feeling safe
    - C down, more independence less structured
    - worried about your job
  - Report doesn't say why
    - Entrepreneurs often have elevated "I" in the work environment
  - D's & I's tend to be extroverted and not detailed oriented
    - need an exchange
    - talk things out
    - They will "shut down" S's in an argument
  - C's are slow to change
    - They like to stick with procedures that have worked in the past
    - They will look at something and see what can go wrong
  - High D's & C's
    - give yourself behavioral flexibility
  - Any optimal team?
    - people will tend to hire similar people
    - if they aren't aware of these differences
    - Depends a lot on the purpose of the team
    - You can have good leaders in any of the quadrants
    - S's tend to be consensus builders this can be a weakness
    - Bank tellers tend to be S's
  - Success Insights Wheel
    - 384 different profiles
    - Wheel takes the 60 most common
    - Look at how close the two behaviors
    - The 20 point difference highlights areas
    - Because there isn't a "why" you want to sit with the person
    - Peripheral means fewer factors over the 50% line
    - Closer to the center is more flexibility
    - Statistical density? probably not relevant