

## Extended DISC Australasia *FactSheet*

### *Greetings*

A couple of years ago we were provided with a case study relating to a large service company located in Europe.

Although it is not a recent case, we have decided to feature it in this month's *FactSheet*. The action taken by management could be just as effectively followed today. It is a good example of how Extended DISC methodology was used to manage change effectively in the layout and operation of a large number of outlets spread throughout a European country.

Last month we talked about stress and looked at an example of how a senior well qualified engineer was selected for a position that simply did not suit his behavioural style. This, unfortunately is not an isolated case. This month we have reproduced the findings of global research conducted by Extended DISC International in a table format. The National Stress Indicator™ is one outcome of Extended DISC International's continuous global research and interest in understanding not only individuals, teams and corporations, but also whole nations. We hope you will be as interested in the findings as we were.

Each behavioural style has a different attitude to teamwork and again, although we have summarised these attitudes under the four main styles in this newsletter, it is important to remember that Extended DISC reports on 160 different styles. In fact less than one third of one percent of the population have a behavioural style that is 100% D, I, S or C, so it is important to understand that 99.7% of the world's population will have two or three of the four styles in their behavioural mix.

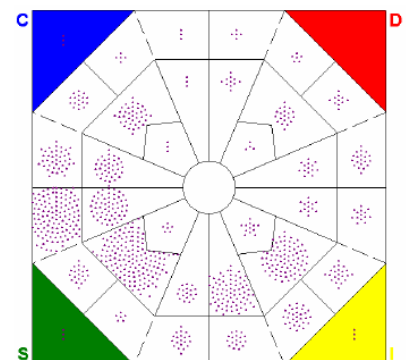
### *Selection of Project Managers in an International Service Company*

This is a good example of how behavioural style analysis can be used successfully in a large organisation.

There are many examples of long standing staff members being elevated to management status simply through their seniority and without any attention to their suitability for a certain project or role. This was the subject of last month's case study so this month we have decided to look at another approach to the selection of personnel for a specific project which is a far more effective procedure.

The company involved in this case study has approximately 300 outlets spread over a large geographical area and each outlet employs between four and twelve people. The business they are in is very competitive and this requires the outlets to be rejuvenated on an average of every five years.

Most of the employees are involved in direct customer contact and this explains why the Extended DISC Behavioural Map showed the spread of behavioural styles (as illustrated in the map opposite).



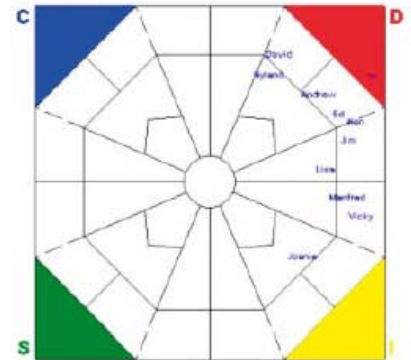
The management realised that it would not be very comfortable for most of the people in the organisation to take on the responsibility of managing the changes required at the existing outlets without clear instructions and support from company management.

Although the company did have some basic concepts that were outlined in manuals, it was important for each outlet to take responsibility for making the changes and applying the instructions to suit local circumstances.

Management's challenge was to select project leaders to support the outlets in the change. A special team of "movers and shakers" was established and they used Extended DISC Personal Analysis Reports for the selection process.

A group of individuals belonging to the upper right hand corner of the Extended DISC Map were selected to become project leaders and these individuals were then allocated to specific outlets going through the change.

The project leaders were then allotted outlets where the staff (and particularly the managers of the outlets) were of the same age, with similar backgrounds and the same professional knowledge. Using this careful selection procedure, it was easy for the project leaders to quickly adjust to their allocated outlet and they did not have any difficulty in becoming part of the outlet's team.



They stayed at the outlet as long as the change process required their contribution and this too contributed to a seamless transfer of administration of the outlet to the permanent staff.

By using this process, the company avoided forcing the teams at the outlets having to work outside their comfort zones and outside their natural style. The company management realised that those employees whose natural behavioural styles were predominantly "I" and "S" or combination of those styles, could have struggled to put in place the changes required without help from a "D" style "mover and shaker".

At the same time, the project leaders were able to provide additional motivation to individuals who by nature needed more variety and change in their work roles. The whole exercise increased the flexibility of the organisation remarkably.

### *The National Stress Indicator™*

In mechanics, stress is defined as the force exerted to an object. If the force (stress) becomes stronger or lasts longer than what the material of the object can resist, it deforms. Similarly, in a behavioural sense, stress is the external pressure the person feels that forces the person away from their comfort zone.

A certain amount of stress comes with normal everyday tasks and responsibilities within a work environment. The National Stress Indicator™ ("NSI") does not measure a stress that the person is in control over and that they accept. NSI measures the amount of negative stress pressure a group of individuals feel they face. The higher the NSI score, the less balanced, peaceful and secure the population feel the environment is.

## Calculation of NSI

The population data for NSI is collected from the users of the Extended DISC System around the world. No identification to an individual is preserved within the data transfer.

The population represents a broad sample of the average working adult population in each country.

The score is calculated from the Extended DISC Profiles. Extended DISC Personal Analysis measures not only the most natural behavioural preference of an individual but also how the person feels the current environment pushes the person to adjust his/her behaviour to better adjust to the requirements of the environment.

Every individual gets a stress score that is based on the size and importance of negative stress indications in the Profile. A Profile with no indication of any negative pressure gets a zero score. The highest possible score is 5.

The following table lists the results from the last few years.

**National Stress measured over the four years ended 31 December 2009**

	2009	2008	2007	2006
Australia	1.59	1.55		
Belgium	1.79			
Brazil	1.23	1.19	1.17	1.26
Canada	1.49	1.53	1.59	n/a
Catalonia	n/a	n/a	1.47	n/a
China	1.66	1.68	1.73	1.72
Colombia	1.19	1.17		
Denmark	1.78	1.81	1.83	1.82
Dominican Republic	1.36			
Ecuador	1.28	1.30		
Finland	1.77	1.74	1.76	1.76
Germany	1.48	1.53	1.60	1.57
Jamaica	1.55			
Korea	1.92	1.98	2.04	2.05
New Zealand	1.48	1.47		
Panama	1.28			
Poland	2.21	2.22	2.18	2.18
Russia	1.58	1.50	1.59	n/a
Singapore	1.56	1.64		
Spain	1.41	1.41	1.40	1.41
Latin America	-	1.24	1.21	1.23
Sweden	1.84			
Thailand	1.44	1.53	1.42	1.53
Taiwan	1.72	1.63	n/a	n/a
Trinidad & Tobago	1.43			
United Kingdom	1.56	1.47	1.49	1.44
United States	1.51	1.51	1.48	1.50

The 2009 populations from Belgium and Dominican Republic are too small for final conclusions and the 2009 Sweden population is industry-biased and does not represent the whole population properly.

The NSI gives the society a lot to think about and its purpose is to raise discussion within the country concerned. It clearly reflects not only stress in the workplace but also the general attitude towards work and individualism.

Other statistics relating to genders and year of birth are also available and readers are welcome to contact Extended DISC Australasia on 1800 254 094 (Australia) or 0800 333 668 (New Zealand) for these details.

### *Attitudes to Teamwork*

When considering team dynamics and the construction of teams, it is important to understand the different attitudes towards teamwork.

Remembering that we need to take into account the percentage mix of individual styles, generally one style will dominate the other one or two traits.

It is important that we remember always that only one third of one percent of the population's natural behavioural style is 100% D, I, S or C, but there is always one trait dominating the other two or three traits.

#### **D (Dominance)**

D styles want to be above the team. They do not want to be just a member but want to control the team. They participate in teamwork if it supports their own goals and needs.

#### **I (Influence)**

I styles want to belong to many teams, or better still, don't want to be excluded from any team. They seek acceptance and want people to like and want them. They do not want to be so involved in any team that it would take away the opportunity to look for new teams to join.

#### **S (Steadiness)**

For an S style, it is very important to be part of one team. They look for security, a feeling of being part of something, continuity and trust. They may give a lot to the team he belongs to, being one of the "work horses" in the team.

#### **C (Compliance)**

C styles are not particularly motivated by being part of a team or having to share anything. However, they want to be part of a team if the team can give them the opportunity to concentrate on their own tasks and specialist knowledge. They want to work on the edge of the team and to focus on their own area of expertise.

## *December Webinar*

*Hosted by: Kelly Fairhurst*

In December, we again focus on practical matters surrounding the use of our Extended DISC Online System (EDOS).

The Webinar will cover questions from a Client User's perspective (those with the rights to manage their own database in EDOS). Learn how to process reports, create passwords and effectively manage your own EDOS account.

The December Webinar is scheduled for **Tuesday 14<sup>th</sup> December at 1300 hrs Wellington time.**

Spaces are limited so please email us to register.



**EXTENDED DISC AUSTRALASIA LIMITED**

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