



**EX01**

# **Nourish Your Leadership Style: Use It to Respond to Conflict in Your Everchanging Organization**



# Today



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# What are we looking at today?



- ❑ Workplace Changes
  - We've been through a lot in four years
- ❑ Conflict Management
  - Brief refresher
- ❑ DiSC<sup>®</sup> Behavior Model
  - How do we communicate
  - How do we work within "their" behavioral issues
- ❑ Tie it all together:
  - Use DiSC<sup>®</sup> concepts to help you manage conflict
    - within your team
    - with individual colleagues

*Effectively Manage  
Conflict  
Lead Your Team*



# Transformational Workplace Changes Since 2020



- How has YOUR Workplace and Workforce Changed
  - Hybrid Work; how often does everyone come to work?
  - How do external workplace and workplace changes impact you?
  - New social/workplace contract, Changing team interactions
- What about your Management Team
  - Where are they on the "Resist Change/Accept Change continuum? Flexible/Inflexible?
- Impact of Millennials and Corona/Alpha Generation
  - and yes, the boomers are finally retiring
- Zooming Through Life

**More stress, increased conflict**

Today's Changes

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# Societal Changes Since 2020



- ❑ My Personal Life situation has changed
  - Spouse, Children, Parents all older, different stressful situations
  - Personal economics more complex, greater uncertainty
  - My own job and employment have undergone drastic changes
  - Today's politics are troubling

**More stress, increased conflict**

**Today's Impact:**

**How can you use the knowledge you gain today to impact necessary changes and resolve conflict in your organization?**





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# Types of Workplace Conflict



- ❑ Substantive: goals, issues, tasks, methods, etc.
- ❑ Personal: emotions, personal needs, hidden agendas, interpersonal styles

*Substantive conflict can become personal if poorly managed*

*Today: concerned about the Personal, but the Substantive is always in the background*





# Some Causes of Personal Conflict

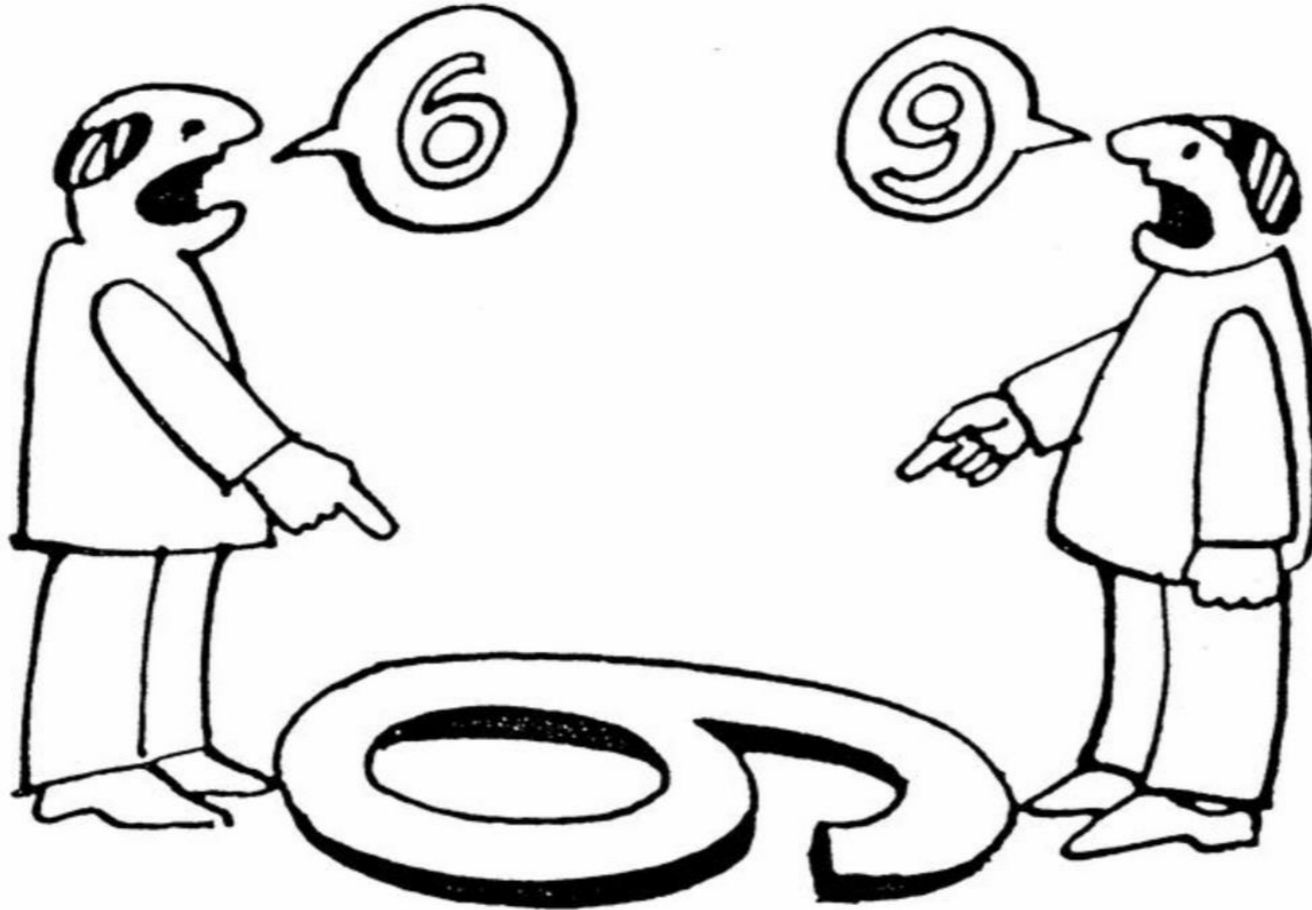


- ❑ Incompatible personal styles
- ❑ Differences in values
- ❑ Ineffective communication styles
- ❑ Intolerance of diversity
- ❑ Rigid, close-minded or disrespectful attitudes
- ❑ Stereotyping and confirmation bias

We have strategies to deal with this, and.....



# How did we get here?



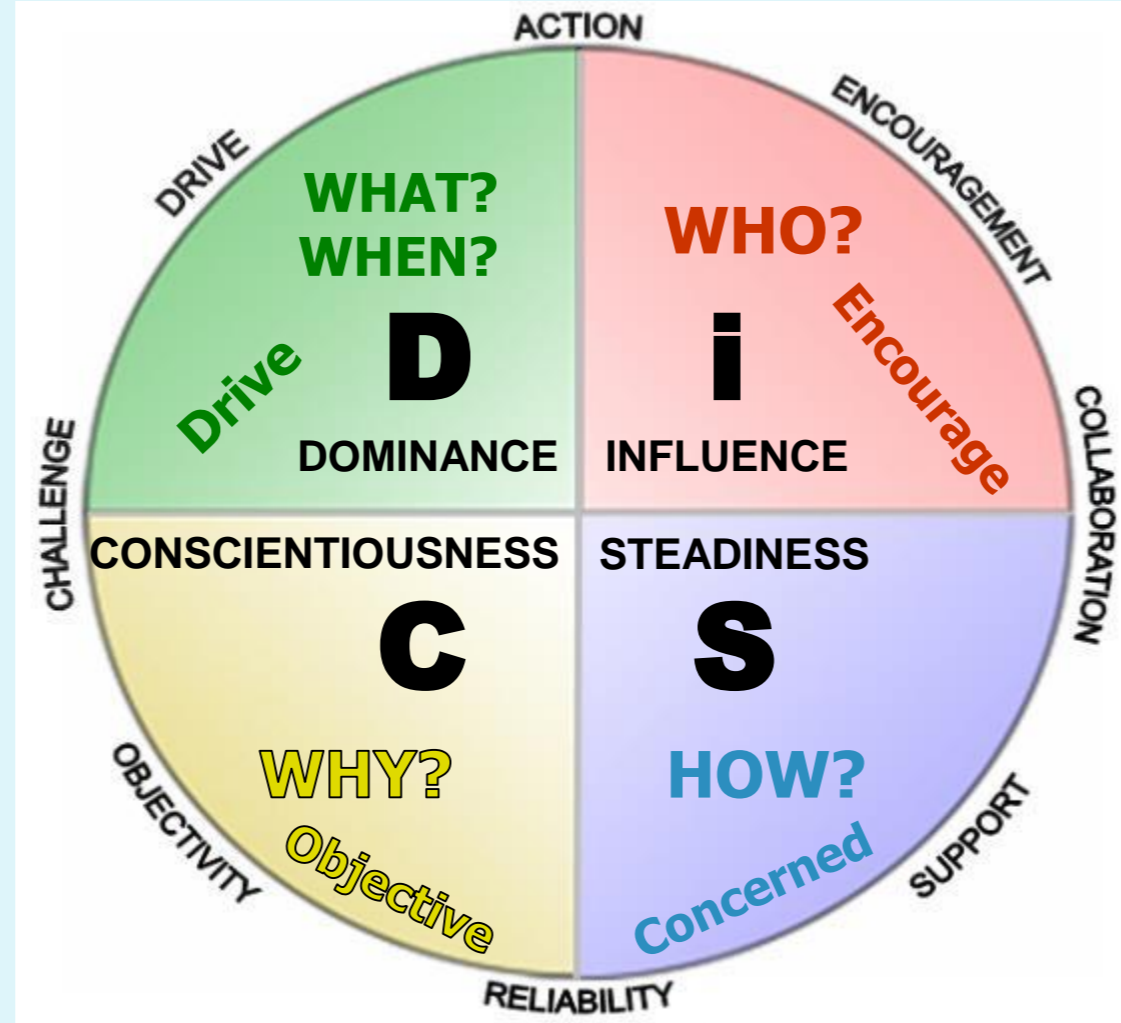
DiSC<sup>®</sup> can help with this

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**Active  
Fast Paced  
Assertive**

**Logical  
Objective  
Skeptical**



**Accepting  
People Focused  
Empathizing**

**Thoughtful  
Methodical  
Calm**

# Individual Conflict Styles



- ❑ **Avoid:** "Get me out of here"
- ❑ **Accommodate:** "Whatever you say"
- ❑ **Compete:** "Out of my way, or else"
- ❑ **Compromise:** "Let's split the difference"
- ❑ **Collaborate:** "Let's both win"



# How Do You Personalize Conflict



- ❑ Direct personalization: hurt, anger, fear
- ❑ Sense of persecution: feeling victimized, abused
- ❑ Stress responses: health, moods, behavior
- ❑ Pessimism: believe it damages relationships
- ❑ Secondary gain: subconscious need met through adversarial interactions
- ❑ Bring it on, let's go!
  
- ❑ What does your DiSC<sup>©</sup> style say about this?



# Defusing Angry People



- ❑ Don't personalize; **focus on a solution**
- ❑ **Let the person vent** — usually
- ❑ **Listen** — don't interrupt
- ❑ **Maintain eye contact**; use the person's name
- ❑ **Ask questions** that clarify
- ❑ **Apologize** for offenses, real or imagined
- ❑ **Own your part** — don't blame shift
- ❑ Offer to **collaborate** on problem-solving
- ❑ **Keep your commitments**
  
- ❑ **Again, strategies**





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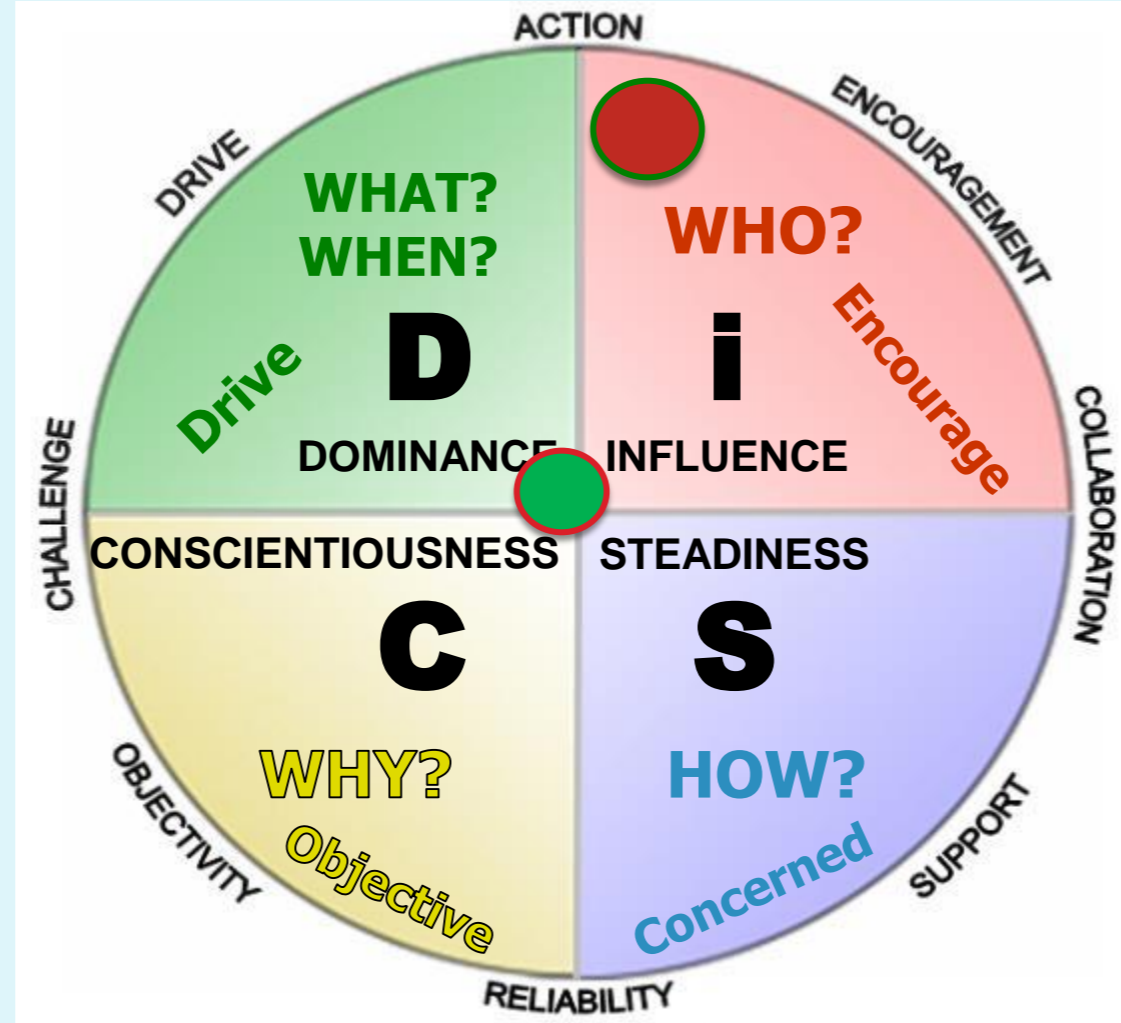


Alan ● Jean ●

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*Enlightened*

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# DiSC<sup>®</sup> Leadership Styles

# How to use Personal Style Info



- Focus on behavioral tendencies (“what I do,” not “who I am”)
  - Do a formal DiSC<sup>©</sup> assessment
    - or---
    - Do a brief assessment of your team members’ style
- Embrace roles: yours, and your team members’
  - High D, Dominance: Drive, action, speed
  - High i, influence: Energy and encouragement
  - High S, Steady: Stable, support
  - High C, Conscientious: Detail, accuracy, analysis
  - **Communicate with your team, based on their individual needs**

*Enlightened*



# Different DiSC<sup>©</sup> assessments



- DiSC<sup>©</sup> Classic
  - Simple Approach, affordable. Best for one introductory analysis
- Everything DiSC<sup>©</sup> Catalyst
  - This is a suite of assessments, interactive analysis, additive assessments. Best for long term corporate work
    - DiSC<sup>©</sup> Workplace
    - DiSC<sup>©</sup> Management
    - DiSC<sup>©</sup> EQ
- And there's more.....  
and freebies





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# Who Are You

What is your DiSC style?

What is DiSC style of person X?

- Highest dimensions
- Strength





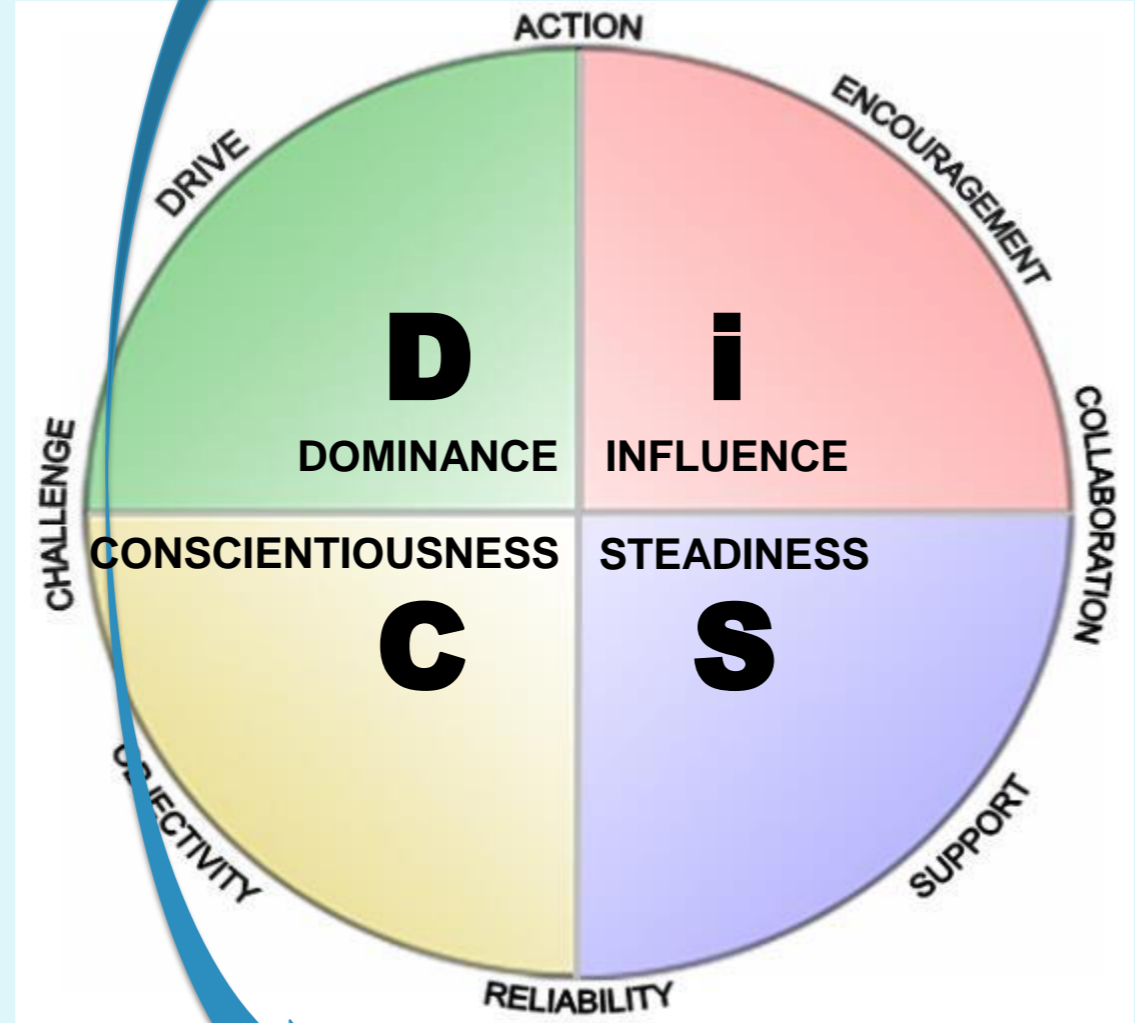
**Focus on Yourself**  
---and---  
**Learn to Read People**

*Where are you?*  
*Where are the people you work with?*

**Especially those  
who are  
troubling you**



What's DiSC® ?



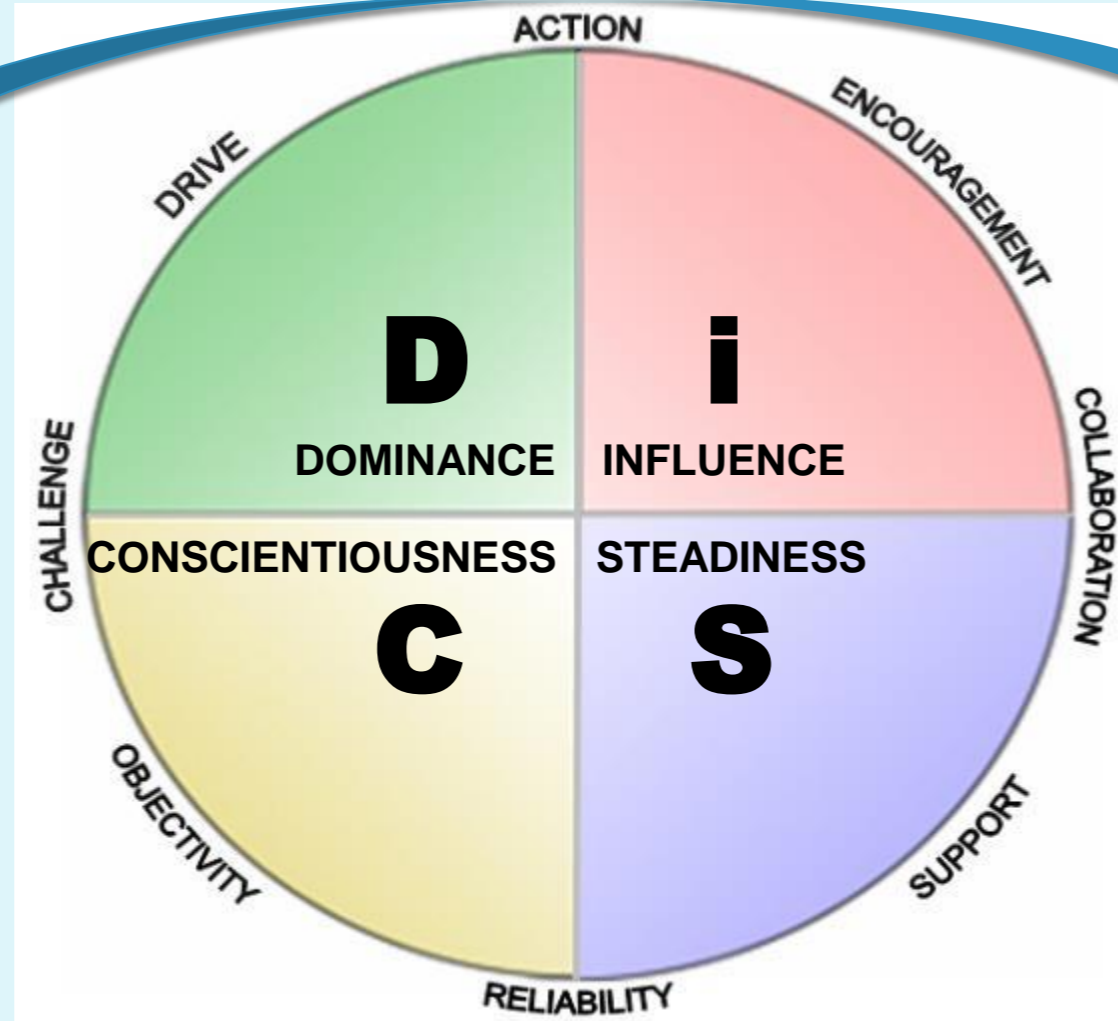
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Are you more...?

Thoughtful  
Methodical  
Calm

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Are you more...?

Accepting  
People Focused  
Empathizing

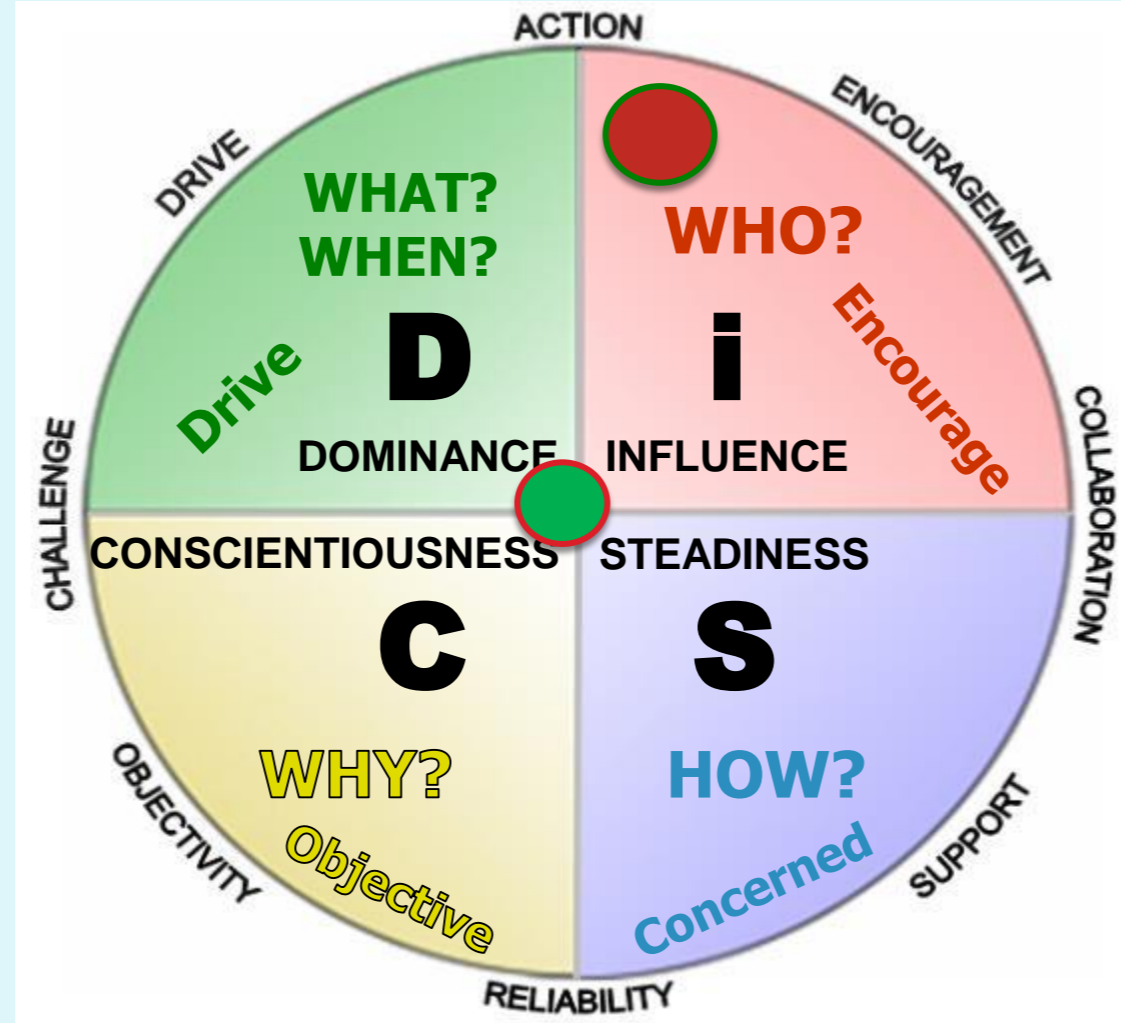


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# Demanding Doers and Fixers

**PUSH PEOPLE HARD  
COMPETITIVE  
STRONG WILLED**

Logical  
Objective  
Skeptical  
Questioning  
Challenging

**KEEP US FOCUSED  
ANALYTICAL  
PRIVATE**

# Cautious Analyzers

Active  
Fast Paced  
Assertive  
Dynamic  
Bold  
ACTION

Thoughtful  
Moderate Paced  
Methodical  
Calm, Careful



# Energizers and Schmoozers

**CHEERLEADER  
ENTHUSIASTIC  
EXPRESSIVE**

Accepting  
People Focused  
Empathizing  
Receptive  
Agreeable

**MEDIATOR  
ACCOMMODATING  
HARMONIZING**

# Stabilizers and Supporters

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# DiSC® Styles in Conflict

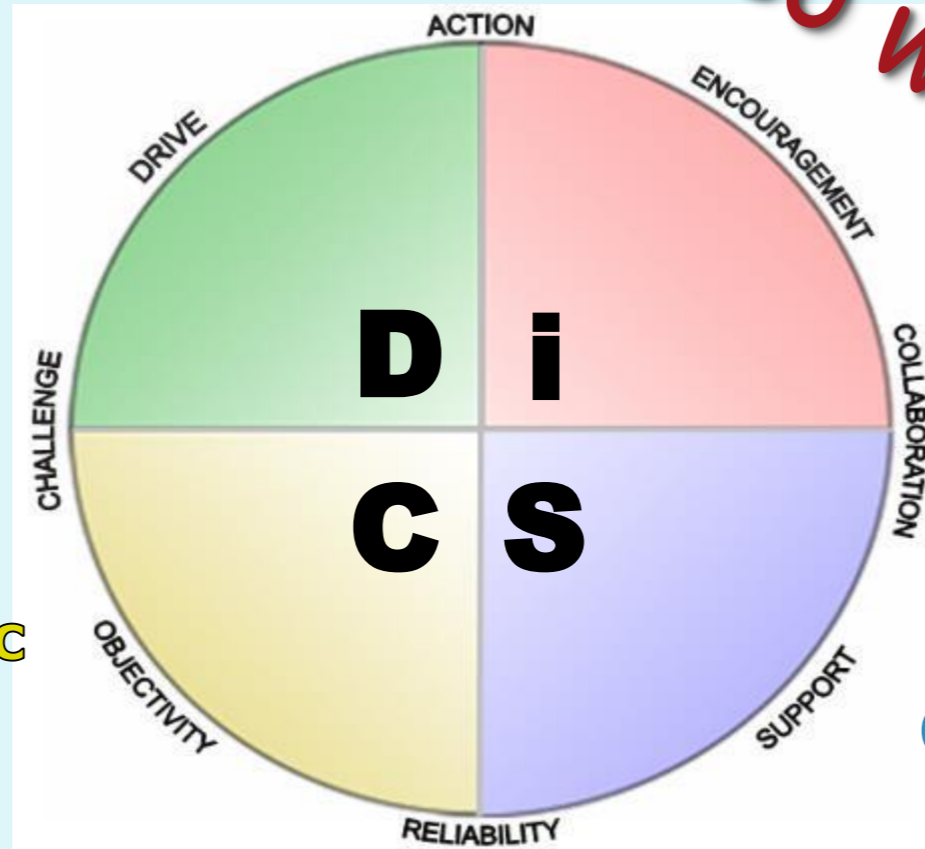


**Perceives Self as More Powerful than Others**

**Uses Control and Direct Competition to Overcome Obstacles**

**More Skeptical Regarding People**

**Uses Evidence Based Logic rather than Emotions to find Rational, Efficient Solutions**



**Uses Personal Persuasion to Influence Others**

**Perceives People as Essentially Kind**

**Works to find Collaborative Solutions while keeping things Stable**

**Perceives Self as Less Powerful than Others**

*So what do YOU do?  
Let's talk.*

# In Conflict with a D (think of a High D you know)



## Do

- Approach the disagreement head on
- Give them facts
- Focus on the big picture and big goals
- Be clear about your proposed solution

## Don't

- Talk about emotions or become emotional
- Dance around the real issues
- Let conflicts simmer
- Let them bully you
- Compromise easily
- Control the conversation



# In Conflict with an i (think of a High i you know)



## Do

- Keep a positive, warm perspective, be casual
- Use real life anecdotes
- Ask what their ideal solution looks like
- Display facial emotions, let them read you

## Don't

- Use personal criticism
- Jump straight into the conversation
- Focus on detail
- Focus on format/rules
- Gunnysack
- Keep score
- Lose your cool



# In Conflict with an S (think of a High S you know)



## Do

- Be calm and compassionate
- Communicate calmly; listen actively
- Explain why...
- Express understanding for their anxiety
- Ask questions
- Give them a working format
- Work to find common ground
- Give them time: to think, to speak

## Don't

- Surprise them
- Be ambiguous
- Fake sincerity
- Interrupt them
- Use judgmental language
- Assume that their silence means agreement
- Allow them to agree quickly
- Push them hard



# In Conflict with a C (think of a High C you know)



## Do

- Focus on facts rather than emotions
- Use data based approaches
- Appeal to their expertise
- Focus on the logic
- Focus on the numbers
- Give them structure and specifics
- Give them time: to think, to speak

## Don't

- Ignore or question their expertise
- Criticize them
- Get emotional
- Be ambiguous
- Ignore the rules
- Frame the conflict as a personal attack





# Use DiSC for Conflict Resolution



- Who are you, and who are they?
  - Develop a firm understanding of style
- Do your best to keep the conflict from becoming personal
  - Focus on the substance, knowing that personal history is always there
- Refresh yourself on what works with this person's DiSC style
  - Don't forget this person's individuality
  
- **Good Luck!!**

Conclusion

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# Build Your Team: *Leadership Matters*



Influence  
Communicate WITH them, not AT them

Meet them where they're at

Dominance

Steadiness

# QUESTIONS

No style is better than any other



Be enlightened

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Alan Cabelly, Professor Emeritus, Portland State University, is a Nationally and Internationally Recognized Speaker, Teacher, and Consultant, the recipient of numerous teaching and other HR awards. His work focuses on Leadership Excellence in the 21<sup>st</sup> Century, Generational Relationships in the Workplace, and Teambuilding with the DiSC<sup>®</sup>. His personal mission is to help individuals increase their leadership skills and improve the functioning of their work teams. Alan helps people find passion in their work life environment, leading to greater individual engagement and satisfaction, and increased organization productivity. This year, in addition to NHRMA, he will also present at SHRM National, SMC, and Alaska SHRM, among others.

His multigenerational family includes two grandsons and two granddaughters. In his spare time he gardens, mentors, and travels the world with his wife/partner Jean Benevento.

# Appendices



# Demanding Doers and Fixers

**PUSH PEOPLE HARD  
COMPETITIVE  
STRONG WILLED**

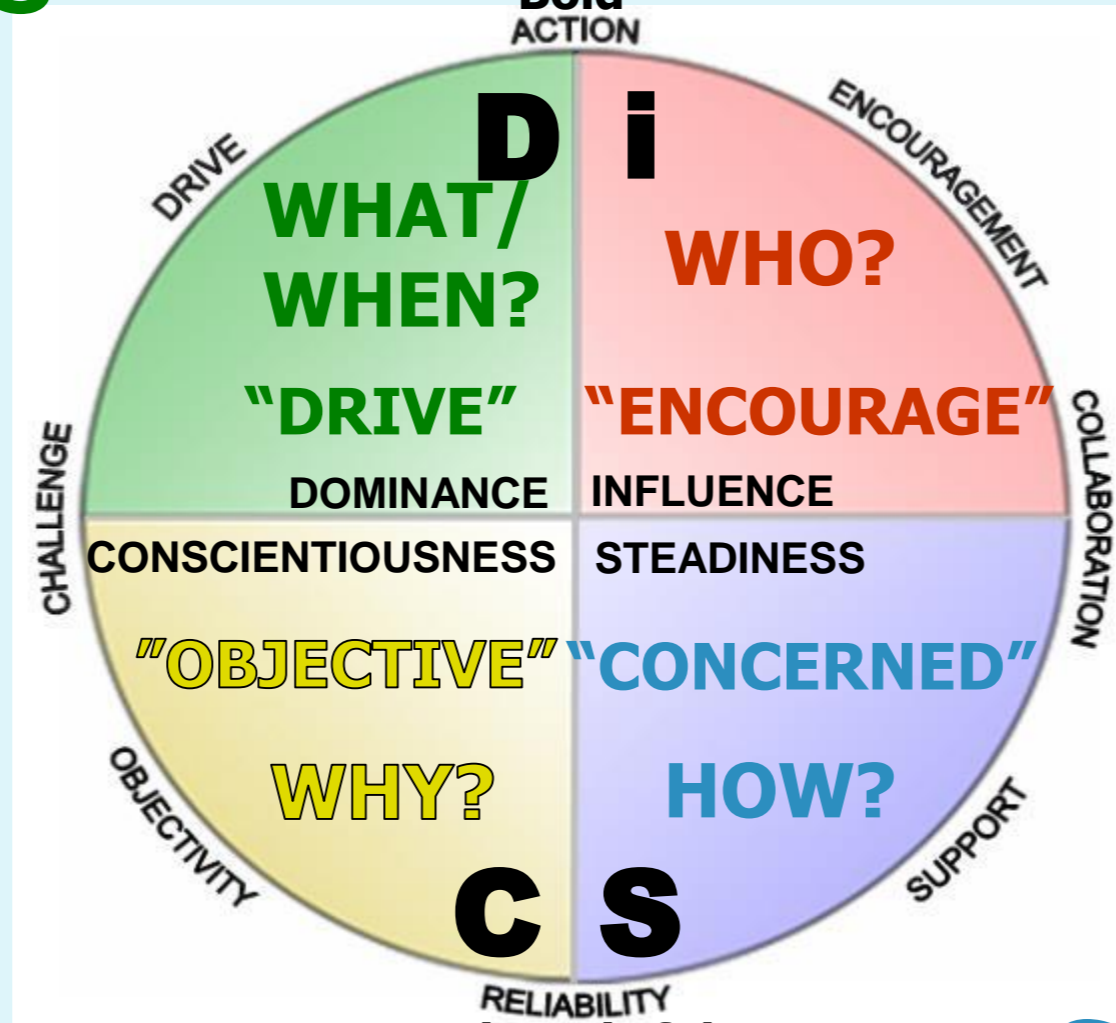
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# Stabilizers and Supporters

# What do you do with a D? (think of a High D you know)



## Do

- Ask for ideas
- Give them rope
- Allow them to take the lead
- Put them in the spotlight
- Get aggressive on time demands
- Congratulate them
- Focus on the big picture
- Support their team

## Don't

- Micromanage them
- Talk in circles
- Eliminate their freedom to act
- Stall
- Focus on detail



# What do you do with an i? (think of a High i you know)



## Do

- Be energetic/enthusiastic
- Support their energy
- Put them in the spotlight
- Allow them to take charge of the situation
- Celebrate accomplishments, theirs and others'
- Show your feelings; ask about theirs

## Don't

- Focus on detail
- Focus on format/rules
- Ignore fun
- Isolate them
- Ignore them
- Take charge of their activities



# What do you do with an S? (think of a High S you know)



## Do

- Be calm
- Prepare them for change
- Explain why...
- Team them up with others
- Thank them for their flexibility
- Ask them to assist and guide others
- Give them a working format
- Provide security
- Give them time: to think, to speak

## Don't

- Surprise them
- Be upset, or get them upset
- Be ambiguous
- Fake sincerity
- Create rapid change
- Push them to work alone
- Ask them to work with difficult people
- Stimulate conflict
- Push them hard





# What do you do with a C? (think of a High C you know)



## Do

- Be quiet and thoughtful
- Warn them about impending change
- Appeal to their expertise
- Focus on their logic
- Prepare agendas for meetings, especially difficult ones
- Ask what they would like to do
- Focus on the numbers
- Give them time: to think, to speak

## Don't

- Ignore their expertise
- Say a job does not have to be perfect
- Mix socializing with business
- Be ambiguous
- Create needless meetings
- Create needless celebrations
- Surprise them
- Ignore the rules



# How to use Personal Style Info

	<b>D</b>	<b>i</b>	<b>S</b>	<b>C</b>
<i>The Person's Behavior</i>	Makes rapid decisions Gives short answers Takes charge	Outgoing Enthusiastic Positive Friendly	Calm Helpful Trustworthy Patient Sincere	Quiet Careful Reliable Accurate Concerned with being correct
<i>What the Individual Typically Needs or Enjoys</i>	Power Prestige Challenges Results Freedom	Popularity Recognition Approval Friendliness Being with others	Security Status quo Time to adjust to changes Being with people who get along	Clear rules and expectations Time to make decisions Working alone
<i>What Challenges the Person</i>	Being controlled by others	Working alone	Conflict with others Change	Situations that are unclear or messy
<i>How to Work Better with this Style</i>	Allow this person to make the final decision. Get to the point rapidly Keep the small talk to a minimum	Focus on people Show feelings Be enthusiastic	Control and limit change Cooperate when possible Don't get upset or anxious	Let the person show expertise Do not be aggressive Avoid surprises Be logical and rational