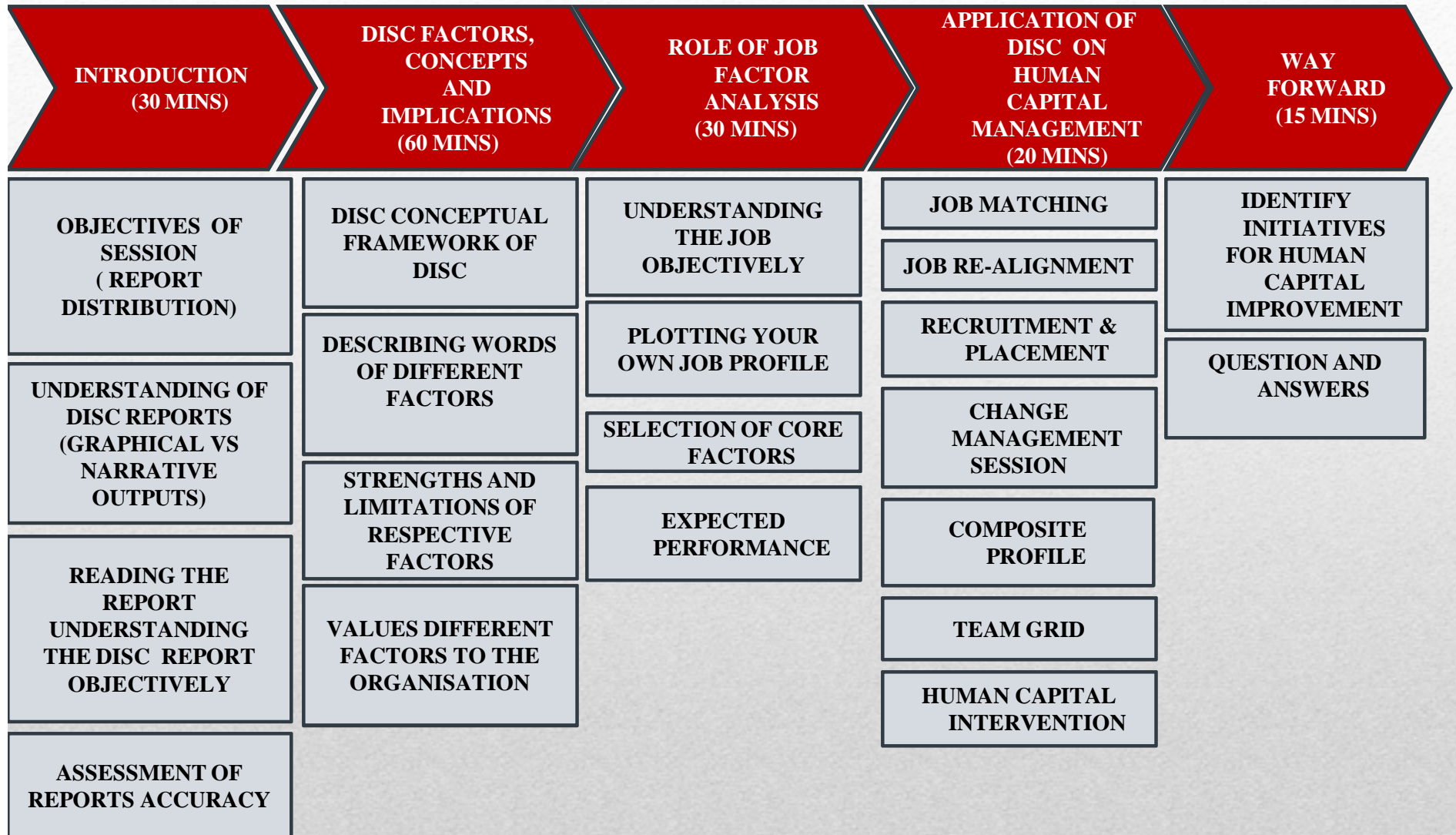


"Transformational Leadership For Future Leaders"

22nd November 2012

USING DISC TO ENHANCE YOUR LEADERSHIP

UPM DISC DE-BRIEFING SESSION



INTRODUCTION

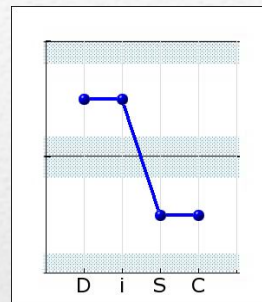
OBJECTIVES

- ☐ TO ASSIST PARTICIPANTS IN READING AND INTERNALISING THE REPORT
- ☐ TO HIGHLIGHT THE STRENGTHS AND WEAKNESSES OF THE RESPECTIVE D, I, S AND C FACTORS
- ☐ HOW TO TAKE ADVANTAGE OF THE INDIVIDUAL STRENGTHS AND CAPITALISE ON THEM
- ☐ HOW TO MANAGE THE WEAKNESSES IN AN AMIABLE MANNER
- ☐ APPLICATION OF DISC CONCEPT WITHIN HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

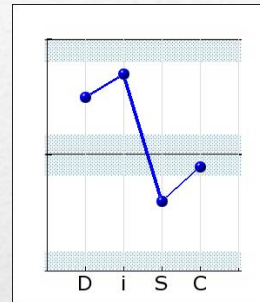
THE RESULT OF SELF ANALYSIS PROFILE INDIVIDUAL REPORT (ENGLISH VERSION)



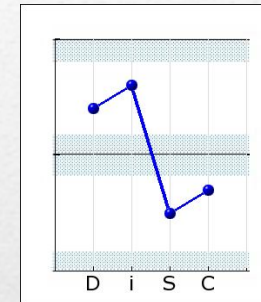
GRAPH I
Work Mask



GRAPH II
Behaviour Under Pressure



GRAPH III
Self Image



SELF ANALYSIS PROFILE (GRAPH III)

MR XYZ

SELF IMAGE

An integrative leader who works with and through people. This person has an out-going interest in people and an ability to gain the respect and confidence of varied types of individuals. He/She strives to do business in a friendly way whilst pushing forward to win an objective and sell a point of view. This person is usually a good co-coordinator who is willing to delegate and exhibits poise and confidence in most situations. There may be a tendency to act impulsively on occasions and to be over-enthusiastic and “oversell”. This person is an excellent motivator and manager of people, a good leader who can communicate well and can be persuaded as well as persuade. He/She normally complies with the rules although administration is not a strong point. This person likes to feel part of the team, is restive for success, likes to lead people rather than direct them to achieve results.

THE RESULT OF SELF ANALYSIS PROFILE INDIVIDUAL REPORT (ENGLISH /BAHASA VERSION) – (Cont.)

PERSONAL MOTIVATION

This person wants challenging assignments involving varied contact with people. He/She seeks freedom from routine and regimentation. Many times he/she prefers and “outside” assignment involving travel. Wants authority and the prestige that goes with it. Public recognition of ability is an important motivator to this person. He/She prefers a democratic supervisor and likes an opportunity to show good results.

CAREER EMPHASIS

Selling ideas and things to people

Ideally this person’s job should require a tangible accomplishment geared to motivating people to act on a voluntary basis rather than through authority or command. This person should be expected to initiate contacts with varied types of people. The job should be relatively free from detailed analysis of data, report writing or record keeping and good administration back-up should be provided. Pressure for results should be considerable. Travel should be involved, if possible on a regular basis and there should be ample freedom to act independently in a variety of changing situations.

DESCRIBING WORDS

Influential, persuasive, confident, friendly, self-starter, decisive, mobile, active, alert, opinionated, persistent, independent.

DISC FACTORS, CONCEPTS AND ITS IMPLICATIONS

INTRODUCTION

- DISC framework - Acronym of Dominance, Influence, Steadiness, and Compliance
- Dr. William Marston – His book, “Emotions of Normal People” was published in 1928 where he postulated that “ *Human behaviour was a function of the environment of that individual* ”
- Ipsative Assessment or Perceptual Assessment



DEVELOPMENT OF ASSESSMENT INSTRUMENTATION



1928

William Moulton Marston

- “The Emotions of Normal People” published in 1928
- Postulated that “Human behaviour was a function of the environment of that individual”

1948

Walter V. Clarke

- Bringing Marston ‘s theory up to assessment level
- Contained a checklist of list of adjectives
- Participants need to check/tick which adjectives suits them best
- Assessment measurement was divided by two: Personal view & anticipation of how others view

1958

John Cleaver

- Generated 24 questions from the Activity Vector Analysis with 4 adjectives per question
- Only allowed the participants to choose two out of four adjectives.

1970

John Geir and Dorothy Downey

- Based on the understanding of Clarke’s theory of 24 questions with forced choice instrument.
- Created the original Personal Profile System
- The system was created after undergoing hundreds of clinical interviews

**Theory : “ Human behaviour was a
function of the environment
of that individual ”**

THEORETICAL FRAMEWORK

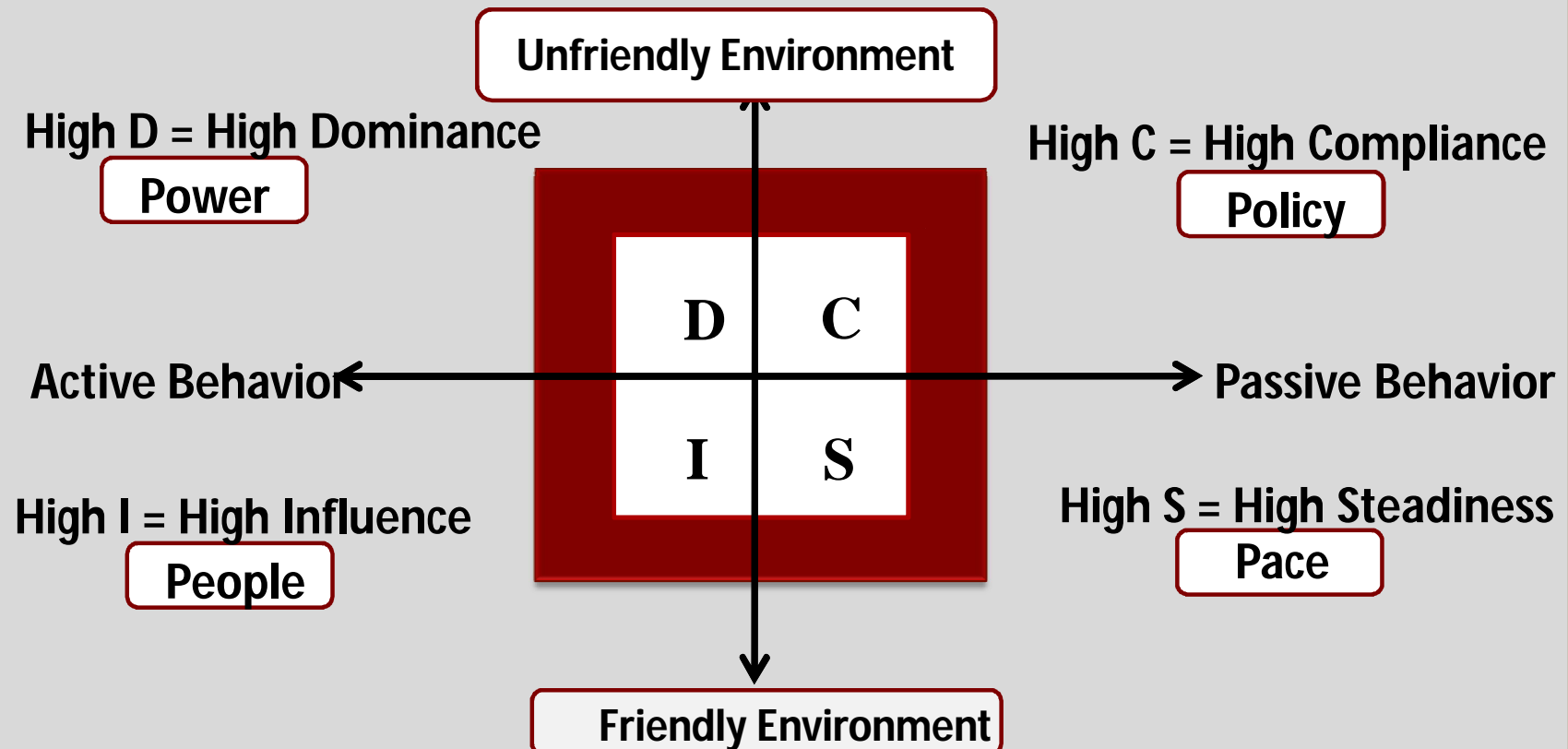
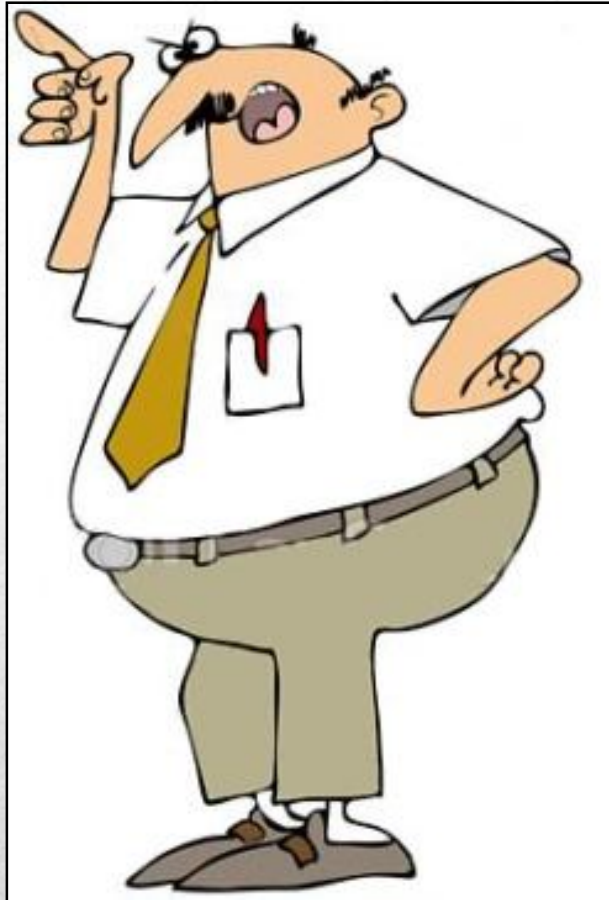
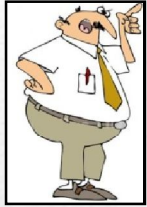


Figure 1: Theory of DISC by William Moulton Marston



DOMINANCE

DESCRIPTIVE WORDS OF HIGH & LOW DOMINANCE



HIGH D

- Assertive
- Competitive
- Direct
- Driving
- Forceful
- Inquisitive
- Self Starter



LOW D

- Indecisive
- Mild
- Non Demanding

KEYS TO MOTIVATING PEOPLE : DOMINANCE

WANTS

- Power/ authority
- Prestige and position
- Money and material
- Opportunity for advancement

NEEDS

- Identification with company
- To develop intrinsic values
- Difficult assignments

POSSIBLE LIMITATIONS UNDER PRESSURE

- Overstep prerogatives
- Over-ride people
- Be blunt and sarcastic with others
- Sulk when not in the limelight



INFLUENCE

DESCRIPTIVE WORDS OF HIGH & LOW INFLUENCE



HIGH |

- Communicative
- Friendly
- Influential

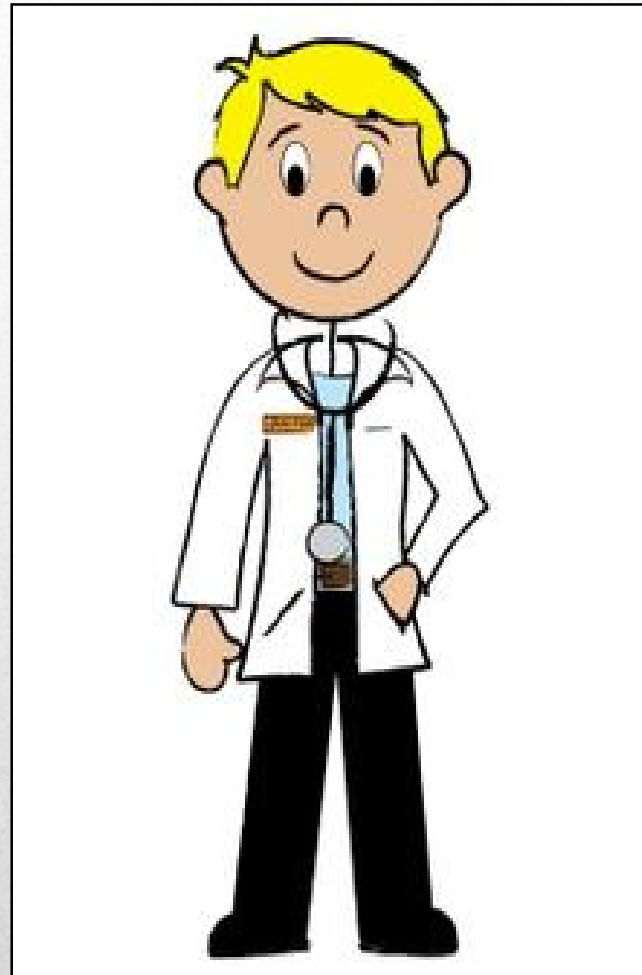
- Persuasive
- Positive
- Verbal



LOW |

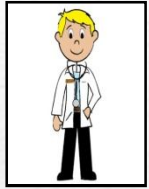
- Probing
- Reflective
- Reserved

- Self-conscious
- Serious
- Suspicious



STEADINESS

DESCRIPTIVE WORDS OF HIGH & LOW STEADINESS



HIGH S

- Amiable
- Deliberate
- Dependable

- Good listener
- Kind
- Persistent



LOW S

- Active
- Demonstrative
- Eager

- Mobile
- Restless

KEYS TO MOTIVATING PEOPLE : STEADINESS

WANTS

- Status quo
- Security of situation
- Happy home life
- Sincerity
- Limited territory
- Long time to adjust to change

NEEDS

- Conditioning prior to change
- Rewards in term of things
- Fringe benefits
- Short-cut methods

POSSIBLE LIMITATIONS UNDER PRESSURE

- Strive to maintain status quo
- Have trouble meeting deadlines
- Need help getting started on daily assignments
- Hold a grudge



COMPLIANCE

DESCRIPTIVE WORDS OF HIGH & LOW COMPLIANCE



HIGH C

- Accurate
- Careful
- Compliant
- Logical

- Perfectionist
- Precise
- Systematic



LOW C

- Firm
- Independent
- Persistent

- Strong-willed
- Stubborn

KEYS TO MOTIVATING PEOPLE : COMPLIANCE

WANTS

- Standard operating procedures
- Limited exposure
- References
- No sudden or abrupt changes

NEEDS

- Explanations and more explanations
- Planning
- More confidence
- Wide angle and larger perspective

POSSIBLE LIMITATIONS UNDER PRESSURE

- Lean on supervisions
- Hesitate to act without precedent
- Be bound by procedures and methods
- Be defensive when threatened

VALUES TO THE ORGANISATION

VALUES TO THE ORGANISATION: DOMINANCE

DRIVE

"To Accomplish Result In Spite Of Opposition Or Antagonistic Circumstances"

HIGH

Accentuated by low "S"

- Getting result
- Taking Authority
- Accepting Challenge
- Solving Problem
- Reducing Costs

LOW

Accentuated by high "S" & "C"

- Weighing pros and cons
- Conserving Assets
- Seeking Facts
- Deliberating before deciding
- Sacrificing self for others

VALUES TO THE ORGANISATION INFLUENCE

DRIVE

"To act positively and favorably"

HIGH

Driven by low "S"

- Contacting people
- Motivating people to act
- Radiating optimism
- Verbalizing articulately

LOW

High "S"

- Concentrating on work content
- Speaking bluntly
- Working alone
- Preferring things to people

VALUES TO THE ORGANISATION: STEADINESS

STEADINESS

“In performing work to consistently produce in a predictable manner”

HIGH

- Performing accepted work pattern
- Sitting or staying at one place
- Exhibiting patience
- Demonstrating loyalty
- Being a good listener

LOW

- Seeking variety
- Reacting quickly to change
- Being dissatisfied
- Handling physical pressure
- Keeping many projects going

VALUES TO THE ORGANISATION: COMPLIANCE

COMPLIANCE

“With exacting standards to avoid error, trouble or danger”

HIGH

- Following directions or standards
- Concentrating on detail
- Being diplomatic with people
- Complying with the boss
- Adhering to procedure

LOW

- Assuming authority
- Reacting fearlessly
- Delegating to others
- Acting independently
- Making decision

ROLE OF JOB ANALYSIS FACTORS

HOW TO UNDERSTAND YOUR OWN JOB OBJECTIVELY/EFFECTIVELY

- **Dependent on the allocated manhours or percentages**
- **As a rule we need to select 2 out of 4 DISC factors which are critical for the job functions**
- **Usually the 2 CORE FACTORS is made up of 60-70% of the Allocated Manhours or Percentages**

HOW TO UNDERSTAND YOUR OWN JOB OBJECTIVELY/EFFECTIVELY

Primary Documents for Reference

- ☐ Job Descriptions - Descriptive/Narrative
- ☐ Job Terms of Reference – Less Descriptive But More Focus

Note: By allocation of manhours to perform the Job per annum is 1,600 manhours (i.e. 40 weeks @ 40 hours per week)

JOB TERMS OF REFERENCE



Note: 40 man hours/week x 40 week = 1600 manhours

Position Title : _____
Directly Reports To : _____
Directly Supervises : _____
Strategic Role : _____

Strategic Initiatives	Mission Focus (manhours)			Key Performance Indicator	Min. Perf. Based on Budget	Performance Target (Quarterly)			
	Learning	Research	Others			1st	2nd	3rd	4th
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
Total Manhours					1600 Hours				
Percentage					100%				

INDIVIDUAL EXERCISE:

PLOTTING YOUR OWN JOB PROFILE BASED ON THE JTOR FORM

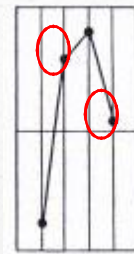
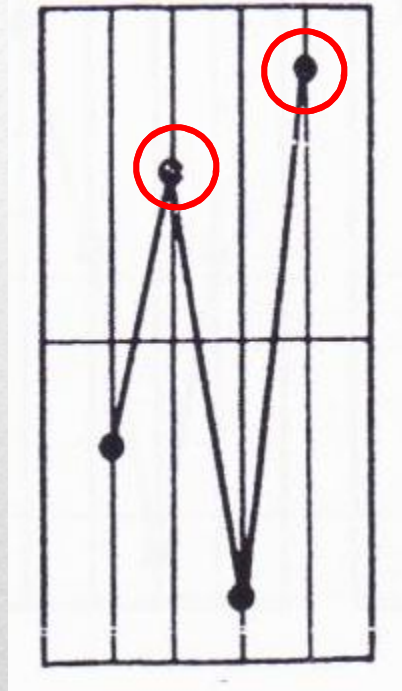
POSITION: LECTURER

STRATEGIC INITIATIVES	PERCENTAGE
STUDENT MANAGEMENT	10% D I S (C)
RESEARCH MANAGEMENT	30% D I S (C)
TEACHING AND LEARNING	20% D (I) S (C)
WRITING JOURNAL	20% D I (S) (C)
PROFESSIONAL SERVICES	5% (D) (I) S C
OTHERS	15% D I S C

D = 15%
I = 35%
S = 20%
C = 80%

CORE FACTORS:
CI

LECTURER CORE FACTORS



A



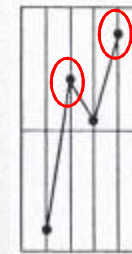
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C



D



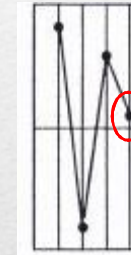
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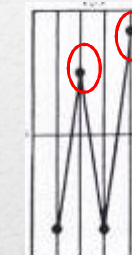
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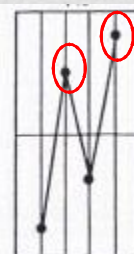
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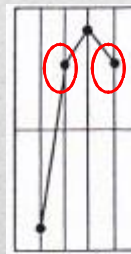
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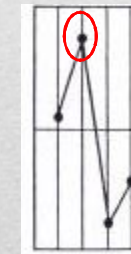
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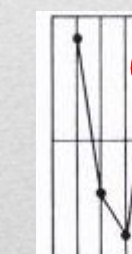
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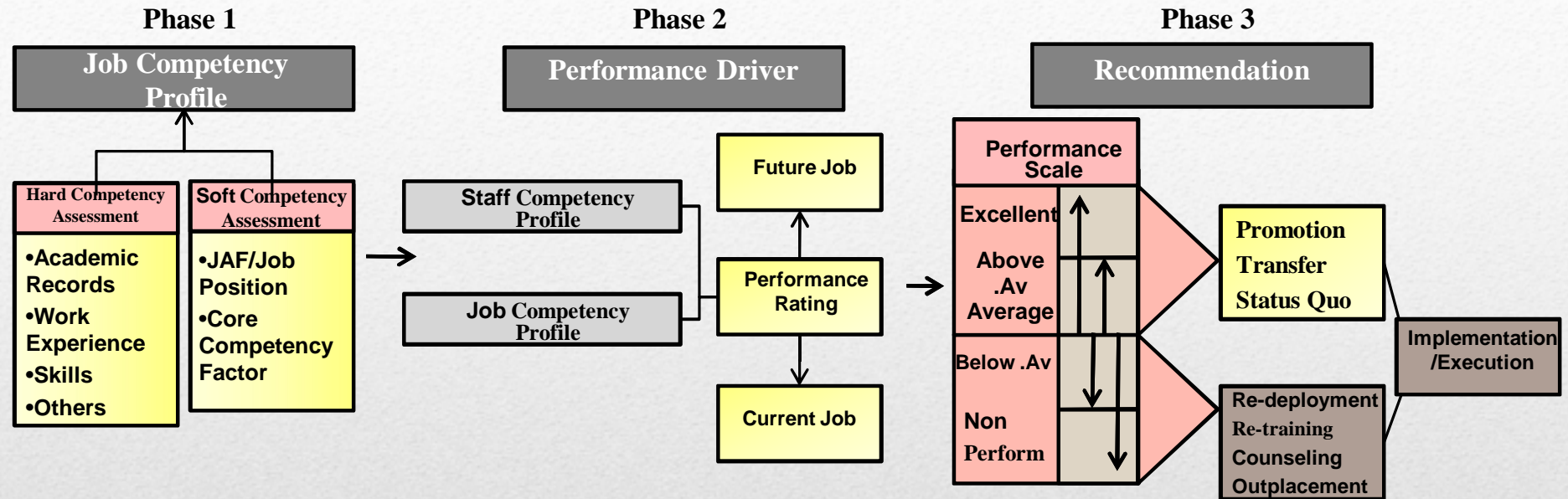


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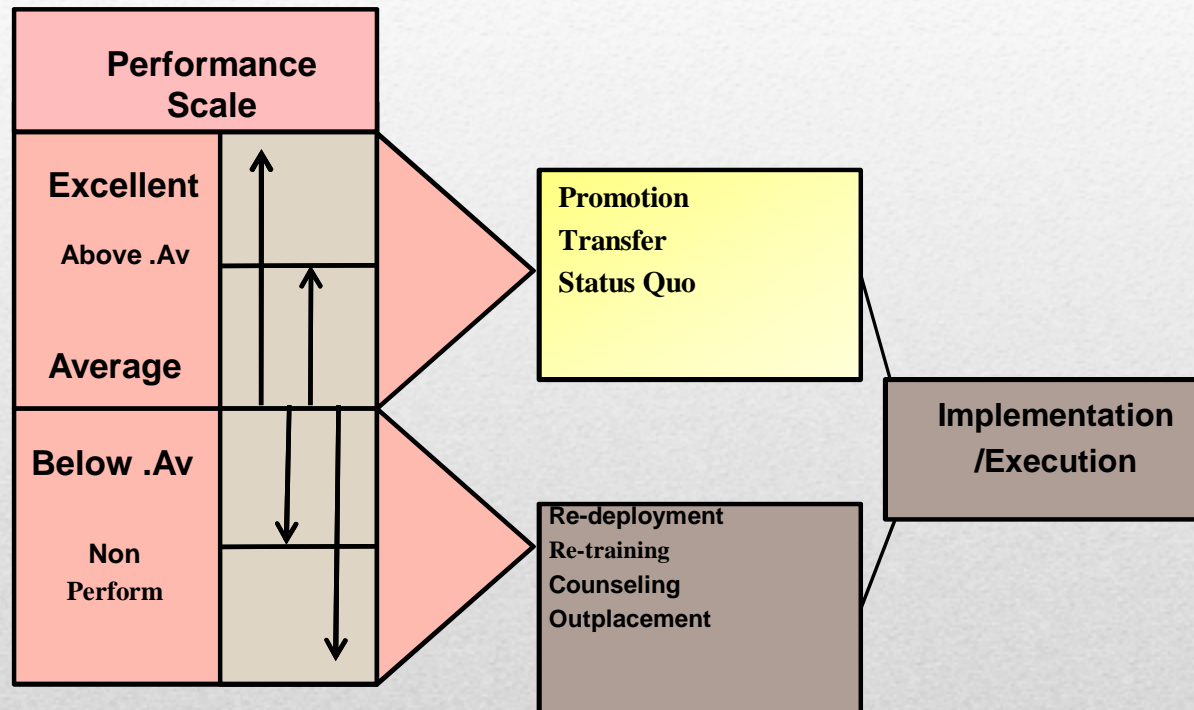
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MANPOWER SELECTION PROCESS FOR ORGANIZATIONAL RESTRUCTURING USING DISC

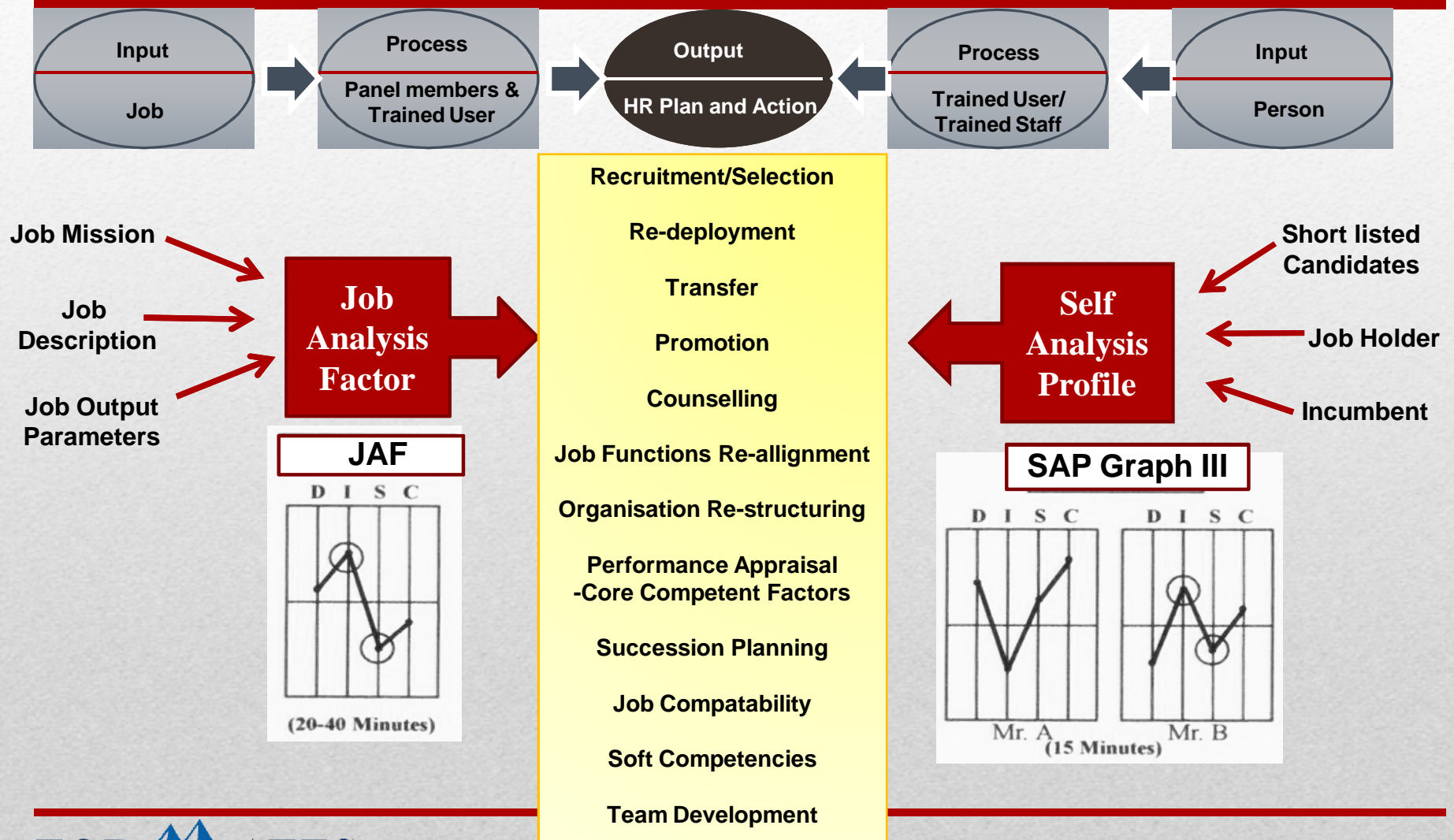


Data Requirement	<ul style="list-style-type: none"> •Job Description •Human Job Analysis •Organization Chart - existing /new •Organization Missions (Objectives) 	<ul style="list-style-type: none"> •Self Analysis Profile (SAP) •Job Analysis Factor (JAF) •Performance and Appraisal Report 	<ul style="list-style-type: none"> •Performance Assessment Analysis •Detailed Organization Chart
Participants	<ul style="list-style-type: none"> •Management Team •Human Resource Staff 	<ul style="list-style-type: none"> •Management Team •All Staff •Human Resource Staff 	<ul style="list-style-type: none"> •Management Team •Human Resource Staff
Final Outcome	<ul style="list-style-type: none"> •No. of Position Profiled 	<ul style="list-style-type: none"> •No. of Staff / Job Position(s) 	<ul style="list-style-type: none"> •No. of Staff for: -Promotion -Transfer -Status Quo -Re-deployment -Re-training -Counseling -Outplacements

EXPECTED PERFORMANCE



MANAGING HR PLAN AND ACTION WITH DISC



BENEFITS OF DISC / CONCLUSION

- **Improve the quality of selection**

Due to better fit between the individual and the job functions.

- **Increase in the job and person match**

Organizational productivity and performance can be significantly improved at an affordable cost.

- **Resolve the challenges for misfits**

There are other jobs which the incumbents can fit perfectly

Can be mobilized to areas of work or functions which fits their personal profile.

- **Effective management of human capital**

The role of managing human capital management and development can be effectively deployed