

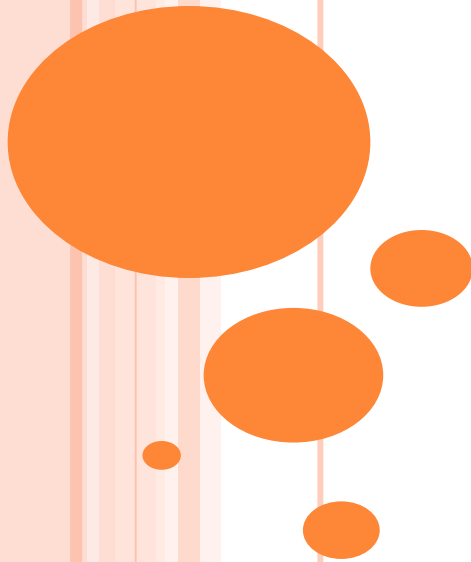


**WHEN WE UNDERSTAND EACH  
OTHER, WE WORK  
TOGETHER...BETTER.**

**IIA – Houston Chapter**

# GOALS

- ✓ **Have fun!**
- ✓ **Explain how we may come to label others as difficult**
- ✓ **Understand unconscious bias**
- ✓ **Demonstrate different people types, their characteristics and coping strategies**
- ✓ **Leave with an understanding of what we may do ourselves to improve communication**



# Disclosure



# WE HAVE ALL BEEN THERE...

- **Worked with at least one difficult person in our career**
- **Difficult people come in every conceivable variety**

- Employee
- Co-worker
- Client
- Boss
- Spouse?
- Children?



# WHY YOU MUST DEAL WITH DIFFICULT PEOPLE

- Your situation won't get better
- Must address the difficult person while you maintain some objectivity and emotional control



# WORST-CASE SCENARIO...

You may:

- Be labeled as
  - a “difficult” person
  - “high maintenance”
- Lose your job



# DIFFICULT PERSON?



# DEALING WITH DIFFICULTIES—OUR BIASES

- Our perceptions of others are based on their verbal and nonverbal behaviors
  - Past interactions, with them and with others that remind us of them
  - Our own biases and beliefs
- Unconscious biases skew our perceptions of others—may make us think of them as “difficult”





# DIFFICULT PERSON OR PERSON IN DIFFICULT SITUATION?



# WHO WOULD YOU HIRE?

Position: Marketing Director



or



# WHO WOULD YOU HIRE?

Position: Nurse



or

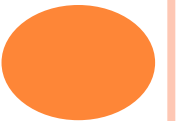


# WHO WOULD YOU HIRE?

Position: PR Representative



or



# BIAS CLASSIFICATIONS

- Aggressive (four types)
  - Indirect
  - Direct
  - Emotional
  - Instrumental
- Passive-aggressive
- Negative
- Procrastinators
- Arrogant/deceitful



# DIRECT

## **Vern the Verbal Assailant**

- Derisive, patronizing and judgmental

## **Derek the Dirty Digger**

- Offensive jokester who is disrespectful and insensitive

## **Hillary the Hothead**

- Condescending, domineering and easily enraged



# INDIRECT

## **Nancy the Knowledge Warden**

- Refuses to part with information in her control



## **Igor the Unresponsive Aggressor**

- Appears uninterested in communicating and fails to respond to questions

## **Wally the Waffler**

- Hates making decisions, always wants to be on the winning side and desperately wants the approval of others



# EMOTIONAL

## **Billy the Bleater**

- Complains incessantly that nothing is ever good enough and exaggerates the size of the problem

## **Phil the Finger-Pointer**

- Consistently places blame on others, refuses to admit mistakes and loathes apologizing

## **Simon the Naysayer**

- Pessimistic; feels discouraged, helpless and powerless; and is often indifferent and embittered





# PROCRASTINATORS

## Oliver the Ostrich

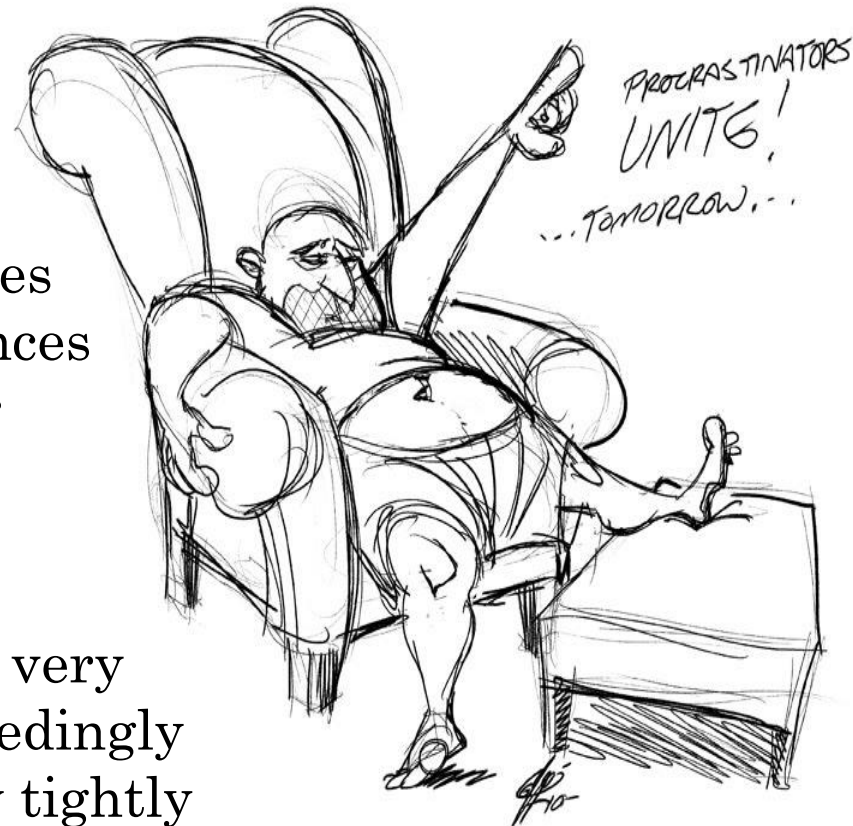
- Doesn't want to hurt anyone's feelings, and hopes that if he delays making a decision long enough, the need for the decision will disappear

## Sam the Storyteller

- Wants to be liked and will speak in half-lies and bent truths to tell you what he think you want to hear; does not consider the consequences of not following through or his over-commitments

## Peter the Perfectionist

- Extremely detail-oriented, very highly organized, has exceedingly high standards and is very tightly focused



# ARROGANT

## **Eric the Egghead**

- Extremely intelligent, usually right and can back up his opinions with facts, but is condescending and refuses to consider options other than his own



## **Bob the Braggart**

- Wants to be appreciated, is condescending, is usually wrong but truly believes he knows what he is talking about and refuses to consider other options

## **Gloria the Glory Hog**

- Is a risk taker, is extremely competitive, takes credit for her work and schmoozes with senior management

## **Lori the Life of the Party**

- Makes a great first impression and is fun to be around and must be the center of attention, acts knowledgeable and confident, might seem conceited, but rarely follows through



# DECEITFUL

## **Busybody**

- Gossips incessantly, is incapable of keeping secrets, doesn't mean any harm and wants to feel important

## **Agitator**

- Enjoys causing trouble, manipulates or exaggerates the truth, sometimes lies for the fun of it, doesn't try to become directly involved in the trouble their instigating

## **Saboteur**

- Wants other people to be miserable, consciously manipulates others, often has a boring personal life, becomes directly involved in getting other people into trouble



# WHAT SHOULD WE DO WITH BIAS?

<b>Unconscious</b>	<b>Realize</b>	<b>Question</b>
<b>Conscious</b>	<b>Manage</b>	<b>Communicate</b>
	<b>Individual</b>	<b>Group</b>



## LESSON LEARNED?

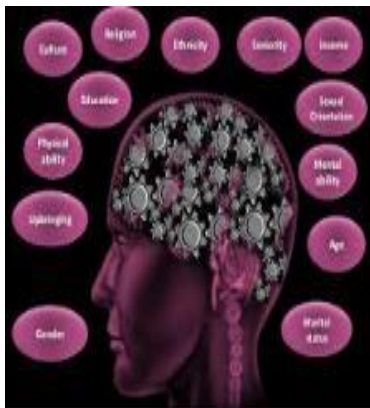
- We all naturally have biases, though we think we may not
- Bias has a negative connotation because of its association with discrimination, but is not necessarily bad
- Biases are important to ensure safety
- Biases can also have some unintentional consequences in the workplace



# LESSONS LEARNED?



The accounting profession values and leverages pattern recognition and informed judgment based on limited information. This is a huge strength for our practitioners.



But, it could also lead to unconscious biases in our decision-making when it comes to day-to-day issues like hiring, mentoring, promoting, staffing and developing people, and engaging with clients.



# Exercise



# CHARACTERISTICS OF RED

- Quick on your feet
- Rapid decision-maker
- Get-it-done attitude
- Ambitious
- Goal-oriented
- Often blunt and to the point
- Highly successful





# CHARACTERISTICS OF YELLOW

- Self-confident
- Expressive communication style
- Positive attitude/optimistic
- Center of attention
- Extrovert
- Sociable



# CHARACTERISTICS OF GREEN

- Prefer consistency
- Determined
- Patient
- Thoughtful (understands consequences)
- Resistant to change
- Reliable



# CHARACTERISTICS OF BLUE

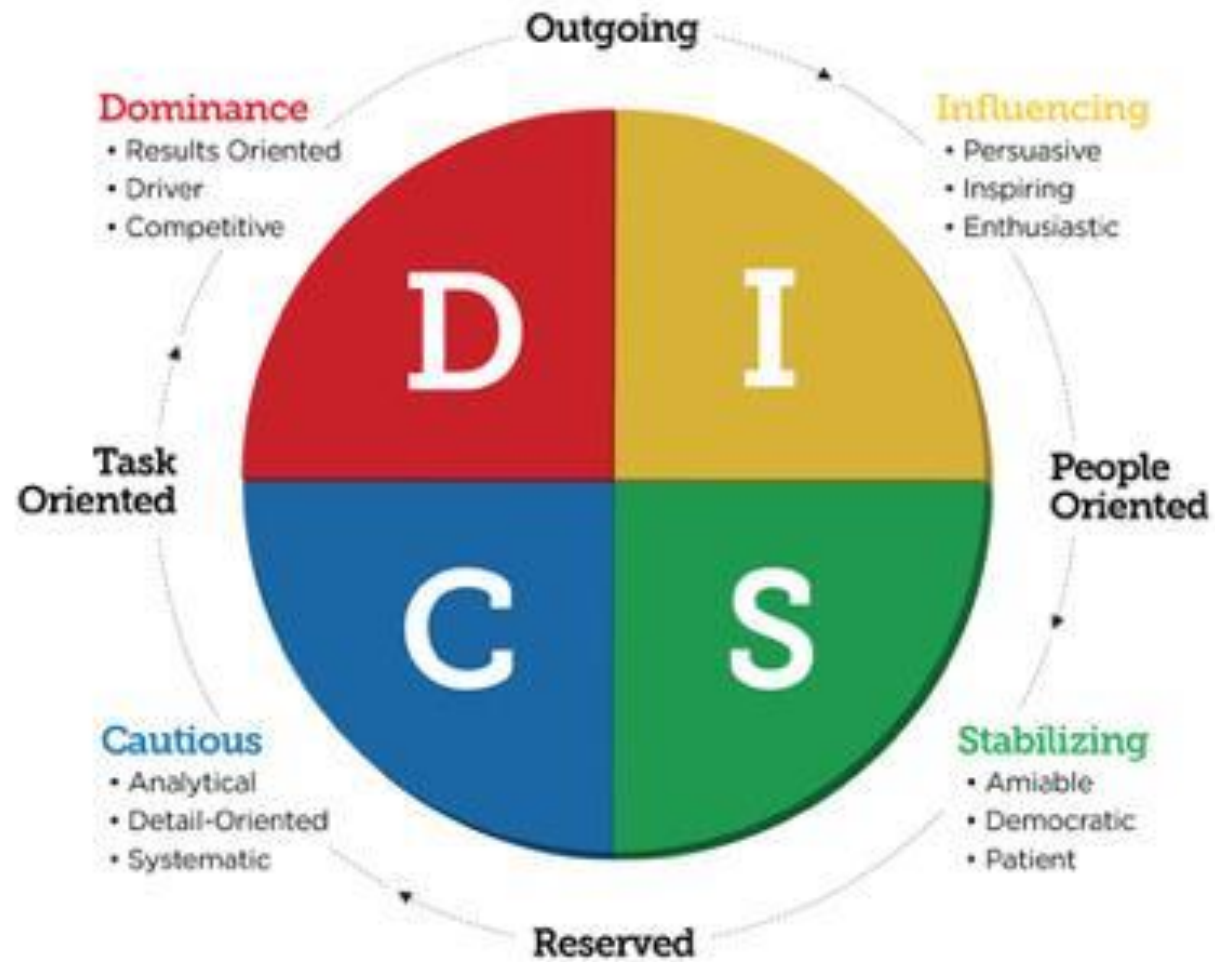
- Cautious
- Rule-oriented
- Focuses on details
- Analytical
- Planner
- Reserved



Results?



# DISC PROFILES



## CORNERSTONE PRINCIPLES

- All styles are ***equally valuable***; everyone is a blend of all four styles.
- Your work style is influenced by ***other factors*** beyond DiSC<sup>®</sup>, such as life experiences, education and maturity.
- ***Understanding yourself*** better is the first step to becoming more effective with others.
- Learning about ***other people's styles*** can help you understand their priorities.
- You can improve the quality of your workplace by using DiSC to build more ***effective relationships***.



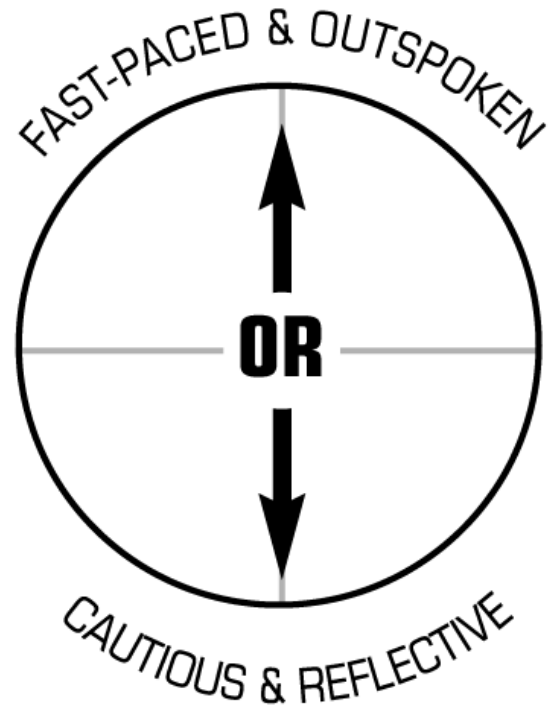
# PEOPLE-READING PRINCIPLES

- A method to recognize DiSC styles
- Used to gain understanding—not for labeling
- No good or bad styles
- All styles have strengths and limitations
- Everyone is a mixture of styles
- Observe actual behavior
  - Body language
  - Tone of voice and expression
  - Choice of words

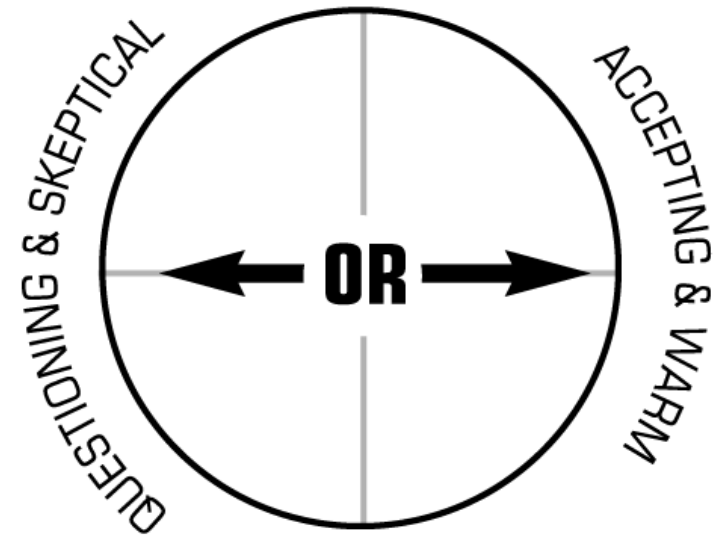


# PEOPLE-READING METHOD

1.



2.





# DISC Behavioral Styles

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Adjectives</b>	<b>Aggressive</b> <b>Competitive</b> <b>Demanding</b>	<b>Talkative</b> <b>Social</b> <b>Communicating</b>	<b>Deliberate</b> <b>Stable</b> <b>Systematic</b>	<b>Precise</b> <b>Perfectionist</b> <b>Logical</b>
<b>Describing Terms</b>	<b>Reorganizer</b> <b>Project Leader</b> <b>Idea creator</b> <b>Visionary</b> <b>Pioneer</b>	<b>“Character”</b> <b>Merrymaker</b> <b>Idea generator</b> <b>Quick-tongued</b> <b>Inspirer</b>	<b>Worker with a steady trend</b> <b>Doesn’t get in your face</b> <b>Feet on the ground</b>	<b>Fears to be wrong</b> <b>Follows the rules</b> <b>Precise</b> <b>Logical</b>
<b>How To Identify</b>	<b>Is busy with many simultaneous projects</b> <b>May interrupt you</b> <b>Talks on the phone at the same time</b> <b>Is not always polite</b>	<b>Very excited, open and friendly</b> <b>Agrees with you</b> <b>Talks about people he/she knows</b>	<b>Secure, stable</b> <b>Proceeds carefully</b> <b>Listens and seems to agree</b>	<b>Things in order</b> <b>Focuses on details</b> <b>Polite in a diplomatic way</b>



# DISC Behavioral Styles

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Communi- cation</b>	<p>Often to only one direction, he/she talks</p> <p>Own opinions as facts</p> <p>May be blunt</p> <p>Good in disciplining</p>	<p>Selling and inspiring</p> <p>Talks a lot, but not about details</p> <p>Avoids unpleasant subjects</p> <p>Good at providing constructive feedback</p> <p>Not always direct</p>	<p>Often only to one direction, he/she listens</p> <p>Answers when asked</p> <p>Talks calmly</p> <p>Creates trust</p> <p>Talks about topics he/she masters</p> <p>Better in one-to-one situations</p> <p>Good instructor</p>	<p>Better in written communication</p> <p>Doesn't exactly express disagreeing views</p> <p>Includes a lot of facts and details</p> <p>May lose essentials</p> <p>Doesn't talk about opinions or abstract matters</p> <p>Extremely diplomatic</p>
<b>Perspective</b>	<p>\$13,287,543.57</p> <p>\$13,000,000.00</p>	<p>\$13,287,543.57</p> <p>A lot, some, a little</p>	<p>\$13,287,543.57</p> <p>\$13,287,543.57</p>	<p>\$13,287.543.57</p> <p>\$ .57</p>
<b>Authority Is Based On</b>	<p>Fear</p> <p>Power</p> <p>Distance</p>	<p>Charisma</p> <p>Motivation</p> <p>Atmosphere</p>	<p>Experience</p> <p>Expertise</p> <p>Bureaucratic status</p>	<p>Distance</p> <p>Rules and standards</p>

Source: EXTENDED DISC International



# DISC Behavioral Styles

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Things/ people manager</b>	<b>Things</b> - sees results - people a resource - big units	<b>People</b> - needs a lot of people contacts	<b>Small groups</b> - participating manager	<b>Things</b> - interested in facts
<b>Decision Making</b>	<b>Strong opinions</b> <b>Wants to make decisions</b> <b>Cold decisions</b> <b>New situations</b> <b>Difficult decisions</b> <b>Quick</b>	<b>May change opinion to avoid conflicts</b> <b>Remembers human aspects</b> <b>Customer-oriented</b> <b>Feeling based</b>	<b>Wants to double check</b> <b>Is cautious in new situations</b> <b>Avoids risks</b> <b>Thinks about how it has been solved in the past</b>	<b>Doesn't make final decision until knows all the details</b> <b>Doesn't take risks</b> <b>Is able to handle large amounts of detail</b>
<b>Listening</b>	<b>Listens only to short explanations</b> <b>Thinks how this can benefit me</b> <b>Not thorough</b>	<b>Listens to others</b> <b>Likes discussion and socializing</b> <b>Participates</b> <b>Doesn't listen very long</b>	<b>Good listener</b> <b>Can see things from many viewpoints</b> <b>Can therefore help people</b> <b>Nods while might disagree</b>	<b>Has difficulty listening if not presented logically</b> <b>Critical, even looks for errors</b>

Source: EXTENDED DISC International



# DISC Behavioral Styles

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Fears</b>	<b>Losing control Failure</b>	<b>Abandonment Fights – doesn't participate in conflicts</b>	<b>Insecurity Losing face</b>	<b>Disorganization Conflicts</b>
<b>Relationship to supervisor</b>	<b>Either respects (when no overlapping responsibilities) or no respect at all (competitive situation)</b>	<b>Doesn't oppose Protests by neglecting responsibilities (late, errors, etc.)</b>	<b>Trustworthy – "right arm" Needs clear instructions</b>	<b>Same as to other employees Seeks safety from conflicts and new situations</b>
<b>Irritated By</b>	<b>Inefficiency Indecisiveness</b>	<b>Boredom Routines</b>	<b>Dishonesty Impatience</b>	<b>Surprises Unpredictable situations</b>
<b>Situational Management</b>	<b>Crisis Changes New organizations</b>	<b>Creating good atmosphere Service orientation</b>	<b>Maintains routines Stable environment</b>	<b>Emphasis on rules Emphasis on quality</b>

Source: EXTENDED DISC International



# DISC Behavioral Styles

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Problems</b>	<p>Wants new challenges; gets bored</p> <p>Does not stay within area of responsibility</p> <p>Own businesses</p> <p>People relations</p> <p>Team work</p>	<p>Forgets the roles</p> <p>Makes small mistakes</p> <p>Forgets the goals</p> <p>Creates own informal network</p> <p>Is not persistent</p> <p>Falls into idealism; not realistic</p>	<p>Resists change and new procedures</p> <p>Very opinionated</p> <p>Protects own team emotionally</p> <p>Doesn't initiate</p>	<p>Gets bogged down in details</p> <p>Resists responsibility</p> <p>Overly cautious</p>
<b>Paperwork</b>	<p>Forgets the details</p> <p>May want detailed info from others to assist in decision making</p> <p>Needs an assistant who provides info</p>	<p>Not interested in administrative routines</p> <p>Not good in organizing the paperwork</p> <p>Needs an assistant to organize paperwork</p> <p>May forget the reports or does at last minute</p>	<p>Bureaucrat; builds info collection systems</p> <p>Gets lost/forgets himself/herself in own office</p> <p>Often regards paperwork more important than other tasks</p> <p>Reliable and careful</p>	<p>Effective in checking and finding mistakes</p> <p>Precise, meticulous</p> <p>Has difficulty in increasing work pace</p> <p>Good at generating reports</p>

Source: EXTENDED DISC International



# Exercise



# HOW CAN WE APPLY OUR KNOWLEDGE?

- Team development
- Recruiting
- Corporate culture
- Performance coaching
- Reorganization



## KEY POINTS – CHANGE

- **Conflict is normal.**
- **Try not to take the different personality types personally—it's about the message, not you as the messenger.**
- **Be aware of your default conflict management style under stress.**
- **Leverage your knowledge of personality types to achieve results.**
- **With experience, you can learn to master effective conflict-management skills.**





# QUESTIONS?

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