



## Jane Sample (Designated Team Leader) and John Smith

### From Jane Sample's Viewpoint as Team Leader

- Jane must state requirements explicitly to ensure that John does not act precipitately.
- Jane must concentrate on developing communication to effectively lead members such as John.
- Jane will find John an effective and responsive team member.
- Jane will help to motivate John if she shows a friendly and receptive approach.
- John shares Jane's urgent and demanding style, and should prove a responsive member of the team.

A potential problem in the relationship between these two team members stems from Jane's relatively uncommunicative style. Her statements or points may occasionally need greater clarification because of this, but John's impatient approach means that he is unlikely to look for such clarification, but rather act directly without a full understanding of the situation.

As leader of the team, Jane's rather uncommunicative style will occasionally lead to difficulties, and this is especially so where she must deal with types such as John. John has an expressive and outgoing style, and tends therefore to interpret others' responses in these terms. It is quite possible, therefore that he may come to see disapproval or even dislike in Jane's rather less lively style, where in fact no such reactions are present.

One of the aspects of John's approach that will appeal to Jane's leadership style is his readiness to react quickly in changing situations. As a dynamic and direct individual herself, Jane will appreciate this readiness to respond to her requests and instructions without prevarication or delay.

These two assertive individuals tend to work quite well together. However, with Jane in a leadership role, John will need to make an effort to display appropriate respect and responsiveness to her requests - aspects that are not normally a strong part of his character.

John should in many respects react well to Jane as team leader, because both share an interest in immediacy and the achievement of tangible results. Each will appreciate the other's direct and responsive style, but care must be taken to ensure that the combined dynamism and impatience of these two individuals does not lead to precipitate actions.

### From John Smith's Viewpoint

- Jane may find John's impatient and unpredictable approach difficult to work with.
- John's sociable overtures will likely not be reciprocated by Jane.
- In combination, John and Jane will reinforce each other's dynamic approach.
- A positive relationship, so long as pressure of work is low.
- Working together, these two members will tend to emphasise each other's independent and individualistic styles.

John's lack of patience, and tendency to change his mind, can make him difficult to deal with even by those who share these characteristics. Because Jane is not naturally expressive, however, any difficulty that she might experience in John's approach will likely either remain unexpressed, or be forcefully reproached (the former being the more likely reaction).

Differing attitudes to the place of sociable, informal behaviour within the team mean that this relationship, at least on this particular level, is unlikely to be a strong one. John has a friendly and expressive style, and looks for attention and openness from other members of the team. Jane, however, has a rather more formal and serious approach to her work, which can lead to John seeing her as unfriendly and unreceptive.

John and Jane share an interest in achieving results, and both prefer to act rather than consider strategy, so there is room for common ground in their relationship. An important element in their interpersonal dynamic, however, is Jane's preference to feel in control of her situation; if she feels that John is being unreasonably demanding or failing to show proper respect (and given her style, this can happen relatively easily), she is likely to become somewhat uncooperative.

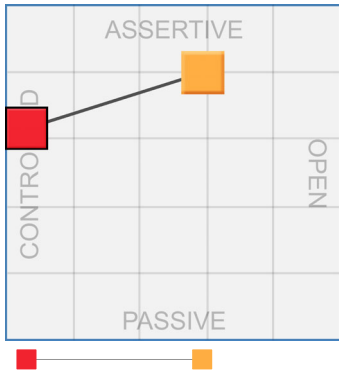
John's outgoing and expressive style, combined with Jane's dominant and assertive approach, means that both individuals will be highly visible within the team structure, with other less active types taking

## Discus Team Relationship Analysis

their lead from these two members' behaviour.

John and Jane are similar inasmuch as they both concentrate on action, rather than thought or discussion, and both possess a responsive, impatient approach. Working together in a team, these mutual qualities are likely to be reinforced by one another. This will mean that, under typical circumstances, both these members will have impressive work-rates (although their lack of concentration on issues of planning may be a cause of concern in some situations).

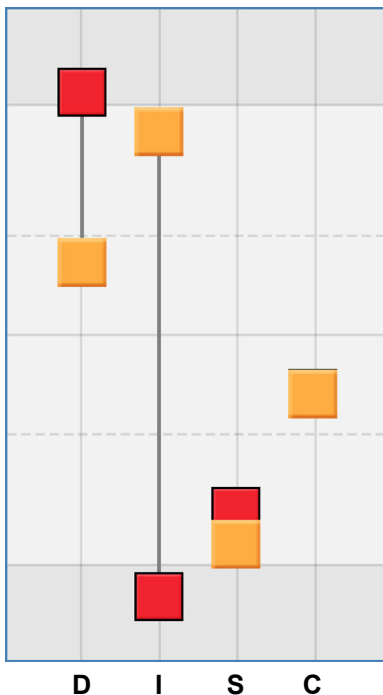
## Style Card Comparison



The Style Card Comparison plots the relative Style Card positions of two individuals. The line shown between the two markers indicates their 'distance' from each other in DISC terms; the longer the line, the more dissimilar the styles in question.

For those familiar with the Style Card, the vertical and horizontal measurements to the right and bottom of the diagram itself show the shifts between the two styles in specific terms of the Style Cards axes. These are, respectively, Assertiveness-Passivity and Control-Openness.

## DISC Comparison



The DISC Comparison shows the relative representation of the four standard DISC factors within the profiles of the two individuals being considered. This display is intended to show differences, and similarities, between these factors.

The DISC Comparison plots individual DISC factors for two members on the same profile, and connects them with lines to indicate their difference from, or proximity to, one another.

